

Stirling Campus, Boardroom 4.30pm (refreshments available from 4pm)

AGENDA

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|---|--|----------------|
| 1 | Declarations of interest | |
| 2 | Apologies | |
| 3 | Principal's Report | Ken Thomson |
| 4 | Co-option of additional Audit Committee member | Alison Stewart |

FOR APPROVAL

- | | | |
|----|--|----------------|
| 5 | Draft Minutes of meeting of 23 March 2017
(Elements of paper 5 are 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.) | |
| 6 | Matters Arising

a) B/16/033 Board Effectiveness Report
b) B/16/039 IT Security Policy
c) B/16/040 New Equalities Outcomes
d) B/16/043 Group Life Assurance Cover
e) B/16/044 Senior Independent Member
f) B/16/048 Student Association Activity December 2016 to March 2017 | |
| 7 | Minutes of Committee Meetings <ul style="list-style-type: none"> • Falkirk Campus Project Board 27 April 2017 • HR (Inc. Nomination) Committee 6 June 2017 • Strategic Development Committee (To follow) 8 June 2017 • Falkirk Campus Project Board (To follow) 16 June 2017
(Elements of paper 7 are 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.) | |
| 8 | Budget 2017/18
(Elements of paper 8 are 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.) | Alison Stewart |
| 9 | Treasury Management Strategy 2017/18 | Alison Stewart |
| 10 | Forth Valley College Foundation – Annual Plan | Alison Stewart |

- 11 Strategic Plan 2017-2022 Ken Thomson
(Elements of paper 11 are withheld from publication on the Forth Valley College website under Section 27 Information Intended for Future Publication of the Freedom of Information (Scotland) Act 2002.)
- 12 Outcome Agreement 2017-20 David Allison
(Elements of paper 12 are withheld from publication on the Forth Valley College website under Section 27 Information Intended for Future Publication of the Freedom of Information (Scotland) Act 2002.)

FOR DISCUSSION

- 13 Student Association Activity March to June 2017 Alan Buchan
(Elements of paper 13 are withheld from publication on the Forth Valley College website under Section 38 Personal Information of the Freedom of Information (Scotland) Act 2002.)
- 14 National Bargaining Ken Thomson
- 15 Relationship Building – Verbal (Board Members only) Anne Mearns
- 16 Review of Risk
- 17 Any other competent business

FOR INFORMATION

- Board Calendar 2017/18
Scottish college board members' role in equality and diversity
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1. Purpose

To present to the Board of Management the fourteenth Principal's report on activity undertaken since the last scheduled Board meeting in March 2017.

2. Recommendation

The Board should note and comment on the activity undertaken by the Principal since March 2017.

3. Key Highlights

3.1 • National Bargaining and industrial action

At the time of writing I will be attending the Employers Association meeting on Monday 19 June which will have been preceded by a meeting with the Scottish Funding Council. It will be our intention to implement the first phase of an agreement with the EIS which will provide 25% of a 10.2% pay increase over three years for Forth Valley College lecturing staff from the end of July. It will be a requirement that terms and conditions for the sector are agreed for payment to be made for the following two years. The SFC has, to date, made available £2 million to the sector to support this year's payment with the remaining coming from the 17/18 grant-in-aid allocation. All colleges have a letter from John Swinney, Cabinet Secretary for Education and DFM, to provide comfort that funding for the future of the sector will be available through the Spending Review. In the meantime SMT are scenario planning budget savings to take into account any shortfall in the payment for this year.

This has been a difficult time for all staff at the College with six days of industrial action having taken place. The impact of each day was communicated to all Board members, our Local Authority partners, SFC and politicians, our staff and every one of our employers and students. Through regular meetings of the Business Continuity Group (BCG) chaired by myself, we were able to accommodate a high percentage of programmes with taught classes, ensured our commercial salons and Gallery Restaurant remained open and operated our examination schedule as normal. In addition we were able to deliver all of our commercial programmes. No student was financially disadvantaged and child care arrangements were maintained throughout.

Following suspension of industrial activity on May 19th, we have been able to complete the learning and teaching of all full-time and part-time students and will close all registers on time. We have put in place contingency for two evening programmes for additional teaching over the next two weeks. I would like to thank all staff for the work put in since the 19th May to successfully close off the academic year before the end of term.

We are well aware that the industrial action has had an impact on College morale however, Forth Valley College has a strong ethos for its people – our cultural survey and the new People Strategy clearly identify the importance we put on our staff and our students. Our Strategic Plan also emphasises passion for our people, celebrating success and innovation. We have identified the impact of the industrial action on our staff through the risk register and will be mitigating against this with high profile good news stories in the press, the launch by the

Principal of the new Strategic Plan at Departmental meetings, a dynamic Staff Development day in August, high profile presence of SMT and the implementation of our pilot work for a flexible workforce through our Stirling Campus and led by Andy Lawson. Our college is a resilient college with little history of militancy and I have every faith we will have an excellent year in 2017/18 with the support and enthusiasm of all staff.

- 3.2 On Monday 19th June 2017 we will have all four tenders returned to the College from prospective contractors to build the new Falkirk Campus. These will be scored over the next few weeks before a recommendation is made to the Board for acceptance. This will then go to Scottish Government for approval. We are still on track to begin on site in September 2017.
- 3.3 I was delighted to host our third annual Making Learning Work dinner with over 130 guests from employers, schools, our local authorities, Board members, staff and students. The dinner was a themed event with the title "Making Digital Work" and was sponsored by MacRoberts LLP and the Oracle Academy. Key note speakers made this a fantastic event and we have had excellent feedback complimenting everything from the table conversation, the networking opportunities to the high calibre of food and delivery from our students. The dinner was a real team effort from the planning to delivery of the event.

4. Networking

- 4.1 I am leading on developments with Stirling and Falkirk Councils and the Forth Valley Integrated Health Partnership in providing a road map of skills for the Health and Social Care and Early Years sectors. These are key Scottish Government policy areas with the potential for additional funding. In all three areas we have proposed a Development Officer to support a full training needs analysis of the areas with recommendations for future delivery and investment. This will be a key area for the College going forward.
- 4.2 Gerry McCormac, Principal and Vice Chancellor of Stirling University and I met with the first graduates of our integrated degree programmes in Life Sciences and Heritage and Tourism. Currently we have over 250 students undertaking our integrated degree programmes with Stirling, Heriot Watt and Strathclyde Universities.
- 4.3 As a Board member of HES, I have been chairing the Project Board for the Engine Shed development in Stirling. The Engine Shed, situated in the area of the Forth Barracks, is the national centre for building conservation and traditional skills and boasts a fantastic interpretation centre for Scotland's heritage, lecture and conferencing facilities and the base for its 3D laser technology. The Centre will be officially opened by the First Minister and Cabinet Secretary for Culture and Heritage on the 26th June 2017. It has huge potential for our Construction and Creative Industries students.
- 4.4 In May I continued my "Day in the Life of .." programmes by spending a day with the Learner Development Worker (LDW) team. It was an excellent experience talking with students in all three campuses and in a number of subject areas and with guest speakers, culminating in attending the LDW management meeting. Thanks to Kim Reid and Stephen Grainger for coordinating.
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4.5 I was delighted to host the opening of the Creative Industries Degree and Diploma Show at the Stirling Campus and the annual graduations of our SCOTS students on completion of their programme. The SCOTS programme has seen a real improvement in both our local authorities SLDR results with a 90% success rate from our SCOTS graduates, who without our intervention, may well have gone onto to be NEET, Not in Employment, Education or Training. This is a partnership we are justly proud of.

4.6 Finally, as Council member I attended the annual CBI Scotland lunch in Edinburgh.

5. Presentations

5.1 As a Trustee and Board member of Jisc I co-hosted the annual Stakeholder Forum in Birmingham with fellow Trustee and Principal and Vice Chancellor of Royal Holloway University, Paul Layzell. I was also a keynote speaker later in the day at the Digifest Conference on the future for Blended Learning.

5.2 I presented to a delegation from Senegal and Cairn UK on Forth Valley College, our work in the oil and gas industry and our role as a community partner.

5.3 I also presented to a delegation from Henan Normal University, China, on the Colleges role in tourism and creative industries and our partnership with Historic Environment Scotland.

5.4 As a Commissioner for the Stirling City Deal, I was asked to present to Scottish Government and Westminster officials on our role in the Stirling vision and our record in partnership working.

6. Key Meetings

I undertook the following key meetings in the period 17 March 2017 to 16 June 2017:

6.1 As part of the on-going relationship building with SFC and SFT over the Falkirk campus development, Tom Gorman, Alison Stewart and I met with John Kemp, Interim CEO, Martin Kirkwood, Director of Capital and Climate Change, Stewart Fancey, Director Research and Innovation and Andrew Youngson, our Outcome Agreement Manager.

6.2 Members of the FVC SMT met with Richard Williams, Principal and Vice Chancellor of Heriot Watt University and other senior members of the University at our Falkirk Campus to discuss opportunities in STEM including graduate apprenticeships.

6.3 I also met with Gerry McCormac, Principal and Vice Chancellor of Stirling University for a strategic discussion including Stirling City Deal, Health and social care including digital and other future opportunities.

6.4 Pauline Barnaby and I met with Kenneth Ferguson, Director of the Robertson Trust, to explore opportunities for funding partnerships which will result in potential funding application.

6.5 I met with Heather Jones, the CEO of the Scottish Aquaculture Innovation Centre, to share information about our organisations and to consider opportunities in areas such as process engineering and management training.

6.6 Alison Stewart and I met with Roy Hogg, senior partner with Campbell Dallas to discuss governance and collaboration opportunities.

6.7 Other meetings included discussions on the Enterprise and Skills review with Ross Martin; partnership opportunities with Triage Training Centre through Henk Berits, Business Development Manager and a meeting with Andrew Bain, CEO of Active Stirling on the future arrangements for sport activities in the Stirling area.

7. Colleges Scotland

7.1 With the industrial action, the last three months since the March Board meeting have been very busy at sectoral level with four meetings of the College Principals Group and three meetings of the Employers Association. In addition I have attended three meetings of the Colleges Scotland Funding and Finance Committee and a meeting of the National Bargaining Funding short life working group (SLWG).

7.2 I represented Colleges Scotland in a strategic discussion with SDS officials around sector concerns for the Foundation Apprenticeships.

7.3 Andy Lawson is now a technical support member of the National Bargaining Management team and attended a number of meetings including side meetings with the EIS.

8. Community Planning Partnership

8.1 There was only one Community Partnership Planning meeting in Stirling and in Falkirk because of the general and local elections. A number of CPP meetings were cancelled as neither of the two local authorities had an overall majority and CPP's have been historically chaired by the leader of the respective Councils

9. Financial Implications

None

10. Equalities

Assessment in Place? – Yes No

If No, please explain why – This paper is an overview report only, there are no changes to College policy or practice involved.

Please summarise any positive/negative impacts (noting mitigating actions) – N/A

11. Risk

Please indicate on the matrix below the risk score. Risk is scored against Impact and Likelihood as Very Low through to Very High.

	Likelihood	Impact
Very High		
High		
Medium		
Low		
Very Low	X	X

Please describe any risks associated with this paper and associated mitigating actions –
None

Risk Owner – Ken Thomson

Action Owner – Ken Thomson

12. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes No Health and Safety – Yes No

Please provide a summary of these implications – N/A

Paper Author – Ken Thomson

SMT Owner – Ken Thomson

1. Purpose

To inform members of the opportunity to co-opt an additional member to support the activities of the Audit Committee

2. Recommendation

That the Board of Management approves the content of this report

3. Background

The Audit Committee is a key, statutory, committee of the Board of Management. The Committee contributes to good governance by maintaining a clear overview of -

- Compliance
- Risk
- Financial Probity
- The effectiveness of College control systems

4. Key Considerations

An opportunity has been identified to strengthen and support the work of this committee through the co-option of Roy Hogg.

Roy is an accountant and partner at Campbell Dallas LLP with a focus on healthcare and manages their Stirling office. His speciality areas include compliance services and corporate financial advisory work.

With experience of the public sector and the challenges that can be faced, the College feels he will be able to make a valuable contribution to the work of the Audit Committee.

This is a co-opted position. Should Roy want to join the Board as a full member, he would need to apply via the standard process for Board members.

5. Financial Implications

None.

6. Equalities

Assessment in Place? – Yes No

Not applicable

7. Risk

Please indicate on the matrix below the risk score. Risk is scored against Impact and Likelihood as Very Low through to Very High.

	Likelihood	Impact
Very High		
High		
Medium		
Low		
Very Low	X	X

Please describe any risks associated with this paper and associated mitigating actions –

The College currently meets governance requirements in relation to the composition and activity of the Audit Committee. The co-option of Roy Hogg is an opportunity to further strengthen the work of the committee.

Risk Owner – Alison Stewart

Action Owner – Alison Stewart

8. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes

No

Health and Safety – Yes

No

Paper Author – Alison Stewart

SMT Owner – Alison Stewart

Boardroom, Falkirk Campus (commencing at 10.00am)

Present: Mrs Anne Mearns (Chair)
Mr Alan Buchan
Mrs Fiona Campbell
Mrs Lorna Dougall
Mrs Pamela Duncan
Mr Scott Harrison
Mr Liam McCabe
Ms Amy Scobbie
Ms Beth Hamilton
Mrs Trudi Craggs
Mr Andrew Carver
Dr Ken Thomson
Mrs Caryn Jack
Mr Steven Tolson

Apologies: Mr Ken Richardson
Mr Davie Flynn
Mr Colin Alexander

In Attendance: Mr David Allison, Associate Principal and Executive Director Information Services and Communication
Mrs Fiona Brown, Associate Principal and Executive Director Learning Services
Mrs Colette Filippi, Associate Principal and Executive Director Business Development
Mr Tom Gorman, Associate Principal and Executive Director Estates Development
Mr Andrew Lawson, Associate Principal and Executive Director HR and Operational Effectiveness
Mrs Alison Stewart, Associate Principal and Executive Director of Finance
Mr Stephen Jarvie, Corporate Governance and Planning Officer
Mr Graeme Robertson, Head of Information Technology (Item B/16/039 only)
Mrs Mhairi Shillinglaw, Equalities Manager (Item B/16/040 only)

The Chair provided members with an update on progress with the Scottish Government process for appointment of a new Chair of the Board of Management. She noted that indications were that it was unlikely for this process to be completed by the next Board meeting and that there was a paper in the agenda to reflect this in relation to the Senior Independent Member.

B/16/032 Education Scotland Presentation

Karen Corbett, Education Scotland, gave the Board a presentation on the new review arrangements "How good is our College" which were going live this year and which has improvement as a primary focus. She highlighted the major changes which included moving from a major, single review visit to more continuous review and to the application of grades which will allow for comparison to other areas of the Scottish Education system.

Members queried whether the grades awarded would be developed in isolation by Education Scotland or if the College would have the opportunity to comment.

Karen Corbett confirmed that the process of deciding upon the grade to be awarded was a collaborative one.

Members also noted the focus on regional curriculum planning and highlighted that the College's influence and partnership working extended beyond Forth Valley and asked whether this would be taken into consideration.

Karen Corbett confirmed that the individual circumstances of each College would be considered.

a) Members thanked Karen Corbett for her input

B/16/033

Board Effectiveness Report

The Chair of the Audit Committee introduced Jan Polley who had been appointed to conduct the external effectiveness review of the Board.

Jan Polley presented her summary report which was based off of a review of College documentation and discussions she had held with each Board member.

Her report noted that the Board was strengthened by the diverse backgrounds of the members but that there were opportunities for the Board to be more engaged with the College and students.

She also highlighted that the current composition of the Strategic Development Committee was unusual and may warrant review.

The Chair thanked Jan for the report and proposed that the recommendations be considered at a Board strategic day.

Following discussion, members agreed that the Associate Principal and Executive Director Finance should develop some proposals for the strategic session.

Jan Polley noted that the full report would be prepared and circulated the following week.

a) Members agreed the content of the report

B/16/034

Declarations of Interest

None

B/16/035 Principal's Report

The Principal presented a report outlining his activities since the last meeting of the Board.

He highlighted that the Decision Point 3 estates document which was on the agenda for consideration and approval had been shared with the Scottish Funding Council after the Falkirk Campus Project Board had approved the document. He had met with the Chief Executive of SFC where it was confirmed that SFC have no major issues with the document.

He highlighted that the Colleges work with STEM had been recognised at the Scottish Parliament today.

He provided an update with progress towards Falkirk applying for City Deal funding and outlined the proposed projects which would benefit from this funding.

He commended the Communications and Marketing department and other College staff for a recent highly successful MA week which had been inspirational for aspiring apprentices.

He gave an overview of recent National Bargaining activity and confirmed that EIS were balloting members over potential strike action. He confirmed that the College had contingencies in place should a strike occur.

He outlined progress to date with Strategic Planning and highlighted the level of staff and student consultation undertaken to date.

He informed members that Colette Filippi was leaving the College and that this would be her final Board meeting.

a) Members noted the content of the report and recorded their thanks for the contribution made to the College by Colette Filippi

B/16/036 Minute of Board of Management Meeting of 8 December 2016

The Minute of the meeting of 8 December 2016 was accepted as an accurate record.

B/16/037 Matters Arising

a) B/16/025 Falkirk Council - Representation within the Community Planning Leadership Structure

The Principal reported that following discussion at the Falkirk Campus Project Board and taking into consideration anticipated developments at a local level, it had been agreed that he would represent the College at this time.

b) B/16/014 Board Self Evaluation Activity and Chairs Evaluation

The Chair noted that this had been covered under the report provided by Jan Polley.

B/16/038 Minutes and draft minutes of other Committee

a) Falkirk Campus Project Board - 26 January 2017

No issues were raised

b) Strategic Development Committee - 23 February 2017

The Committee Chair reported that there were no issues to bring to the Boards attention.

c) HR (Inc. Nomination) Committee - 28 February 2017

The Committee Chair reported that there were no issues but did highlight the positive and comprehensive contributions made by the staff who report to the Committee.

d) Audit Committee - 9 March 2017

The Committee Chair noted that the College's Internal Auditors had developed an outline scope for the Board Risk Management workshop which had been discussed by members of the Committee.

The Chair noted that the need to hold the Risk Management workshop should be factored into the arrangements for a Board Strategic session.

e) Draft Falkirk Campus Project Board - 9 March 2017

No issues were raised

f) Finance Committee - 14 March 2017

The Committee Chair noted that there were no real issues but did highlight ongoing work in relation to the Barclays covenants.

The Associate Principal and Executive Director Finance provided members with an update on the current position regarding covenants.

She noted that Barclays had met with SFC staff and that the outcome had not been what College or SFC senior management had expected. Further work would be undertaken in relation to this.

B/16/039 IT Security Policy

The Head of Information Technology presented members with an update to the College IT Security Policy. He outlined the major changes in the document and the reason for these.

Members queried whether there were breaches into College systems. The Head of Information Technology confirmed that there had been some but that these were comparatively rare.

Members queried whether staff would be required to sign up to the new policy. It was confirmed that staff would be required to sign up to this electronically.

The Principal also noted that the changes would be communicated to staff using the e-focus system.

Members queried whether there would be an IT solution to the issue of online Board papers.

It was confirmed that there was a system currently under review and the Associate Principal and Executive Director Finance asked for volunteers to assist in testing this prior to it being implemented for the June meeting. Andrew Carver, Caryn Jack and Liam McCabe volunteered to participate in a test group.

a) Members approved the IT Security Policy

B/16/040 New Equalities Outcomes

The Equalities Manager presented a paper outlining the current equalities outcomes for the College and highlighting proposed changes to these to reflect the end of the current cycle of the Equality Duty.

She outlined the involvement of students, staff and partners in the development of the new outcomes.

The existing outcomes had been reviewed for appropriateness and it was considered that these were largely still relevant to the College however a greater focus on marrying up qualitative and quantitative information to support these was proposed.

Members raised some points re the wording used in the outcomes and noted that the outcomes primarily related to students and highlighted that the College should also be looking at staff and Board equalities indicators.

a) Members approved the outcomes with recommendation to look at the wording and make these inclusive of staff and board members.

b) The Chair requested that a road map on how equalities and access and inclusion interconnect be brought to a future meeting.

B/16/041 New Falkirk Campus Decision Point 3 Report

The Associate Principal and Executive Director Estates Development presented the decision point 3 report for member's approval.

He reported that the planning was in an advanced stage and was being conducted electronically to allow the College to review any changes in 3-D. He then demonstrated the model of the proposed new campus to members.

He also noted that a traditional model of the campus had been created and would be hosted in the Falkirk reception for students, staff and visitors to see.

Members noted that this might be something that could also be loaned out to local community groups or libraries to allow local residents to see the model.

He provided an overview of the main points of the Decision Point 3 document which had been considered and approved by the Falkirk Campus Project Board.

Members queried the process for appointing the contractor and the level of control over the design the College would have beyond this point.

The Associate Principal and Executive Director Estates Development noted that the College was taking the design to stage 4 which was very detailed and that the College would also be retaining the architects and design team who would move into a quality assurance role within the project once the contractor is appointed.

Members queried the financial assumptions relating to the sale of assets, noting that previous sales had not occurred and that the sale of the existing Falkirk site post migration to the new campus may take longer than anticipated.

The Principal noted that these concerns had been included in the financial assumptions within the Full Business Case which had been approved by SFC and Scottish Ministers and that, in the event of an issue, the College would expect SFC to underwrite any funding shortfall.

Members asked whether there would be any Board members on the tender evaluation panel.

The Associate Principal and Executive Director Estates Development confirmed that there would be Board representation.

Members expressed reservations around the timescale for the review and evaluation of tenders submitted by potential contractors.

The Associate Principal and Executive Director Estates Development reported that the technical team had provided the timeline and were confident of meeting it.

The Chair noted that the Board would have a final say in this matter when the decision point 4 report on the appointment of the preferred contractor is brought for approval in August. She reflected comments from members regarding timelines and noted that the timelines, while it would be positive to meet these, should not be allowed to compromise quality or securing the best deal.

- a) Members approved the New Falkirk Campus Decision Point 3 report

B/16/042

Government Banking System

The Associate Principal and Executive Director Finance presented a paper outlining the requirement for the College to move to the Scottish Government banking system. She informed members that this was a result of the re-classification of College's and the need to comply with the SFC Financial Memorandum.

The Chair informed members that this item had been considered and approved by the Finance Committee.

- a) Members approved the move to the Government Banking System

It was resolved that a banking relationship will be maintained with The Royal Bank of Scotland plc (the **Bank**) in accordance with this mandate and that:

- the individuals identified as **authorised signatories** may, in accordance with the **signing rules**, sign cheques and give instructions for Standing Orders, Direct Debits, electronic payments, banker's drafts and other payments on the accounts even if it caused an account to be overdrawn or exceed any limit
 - any **authorised signatory** may give other instruction or requests for information to the Bank in relation to the accounts; opening accounts with the same **signing rules** and **authorised signatories**; closing accounts; or other banking services or products
 - the Bank may accept instructions that do not have an original written signature provided the Bank is satisfied that the instruction is genuine and subject to any other agreement the Bank may require for those instructions
 - the Customer will provide to the Bank a copy of its constitution and any amendment to the constitution, certified as correct by the Secretary/Member of the governing body.
 - This mandate will continue until the University/College/School gives the Bank a replacement mandate or the University/College/School passes a resolution changing the **signing rules** and/or adding or removing an **authorised signatory** by completing and returning the Change of Signing Authority form in which case this mandate will continue as amended
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B/16/043

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[REDACTED]

[REDACTED]

B/16/044

Senior Independent Member

The Chair noted that, as she was currently filling the Chair role, she could no longer be the Senior Independent Member as per the Code of Good Governance.

She outlined the requirements of the role and sought volunteers from among the non-executive members of the Board.

a) Following discussion, it was agreed that the Chair and Fiona Campbell would discuss this further

B/16/045

Purchase of Middlefield Land

The Associate Principal and Executive Director Estates Development presented a paper seeking approval from the Board to purchase the land next to the existing Middlefield campus as outlined in the Falkirk Full Business Case.

He noted that this was a reserved matter for the Board so explicit approval was being sought.

Members queried where the funding for the purchase was being sourced. The Associate Principal and Executive Director Estates Development confirmed that this land would be purchased using a grant from the Forth Valley Foundation.

a) Members approved the purchase of the land

B/16/046

Papers considered by Committees and recommended to Board of Management for Approval:

a) **Tuition Fees and Fee waiver Policy 2017/18**

The Associate Principal and Executive Director Information Systems and Communications noted that this item had been considered and approved by the

Finance Committee and noted that there were no proposed increases to fee levels nor any impact on students from the proposed changes.

a) Members approved the Tuition Fees and Fee Waiver Policy 2017/18

B/16/047 Indicative Allocations 2017/18 and Draft Outcome Agreement 2017-20

The Associate Principal and Executive Director Finance provided an update on the indicative funding allocation to the College which had been more positive than expected. She noted that the College was currently querying the model used as the College still appeared to be under funded in relation to other Colleges and noted that final allocations would be known by the end of April.

Members expressed concerns at the continued inequality in the funding model and supported College efforts to rectify this with SFC.

The Principal confirmed he would write to SFC to make the Boards view known.

The Associate Principal and Executive Director Information Systems and Communication presented the draft outcome agreement to members. He noted that this had been considered by both SFC and the Strategic Development Committee.

The Student Association President noted that he would like to work further with the College on the Student Association section.

Members queried when the document needed to be submitted. The Associate Principal and Executive Director Information Systems and Communications noted that this was normally in March but given the delay in funding announcements would more likely be June and as such the final version would be brought to the next cycle of Committee/Board meetings.

a) Members noted the content of the papers

B/16/048 Student Association Activity December 2016 to March 2017

The Student Association President presented an update on the activity of the student association since the last Board meeting. He highlighted the work being undertaken to develop the operational plan and that Board and SMT input would be invited at an appropriate juncture.

He also noted that the Student Association were looking at the structure of the Executive and support team. He informed members that the Student Constitution was under review and sought permission from the Board to issue this electronically for approval once the revised document had been approved by the Student Council.

a) Members noted the content of the report and approved the issuing of the constitutional revision for approval by email

B/16/049 Review of Risk

No new risks were identified.

B/16/050 Any Other Competent Business

The Associate Principal and Executive Director Finance noted that, as referred to during the meeting, there was a requirement to hold an additional Board meeting on 10 August 2017 to approve the decision point 4 document.

She confirmed that this would be a single item agenda meeting.

a) Members agreed to the additional meeting and requested that a calendar invite be issued

The Associate Principal and Executive Director Finance also discussed arrangements for a Board strategic session.

b) Members agreed to have a half day session in September and another in October, with Risk forming part of the September session

The Associate Principal and Executive Director Finance also informed members that the College was currently completing tender activity for the College Facilities Management service. As the value of this contract is above the Principal's delegated authority level, she was seeking approval from members to issue the outcome of the tender evaluation electronically for approval once it was ready.

c) Members approved the issue of the FM tender award paper electronically

Project Office Meeting Room (commencing at 4.30pm)

Present:	Ken Richardson	Forth Valley College Board Member (Chair)
	Colin Alexander	Forth Valley College Board Member
	Ken Thomson	Principal
	Tom Gorman	AP and Executive Director of Estates Development
	David Allison	AP and Executive Director of Information Services
	Alison Stewart	AP and Executive Director of Finance
	Lyndsay Condie	Communications and Marketing Manager
	Claire Shiels	Head of Facilities Management and Health and Safety
	Paul Dodd	Scottish Futures Trust
	Trevor Stone	AECOM
	Paul Sweeney	AECOM

Apologies:	Steven Tolson	Forth Valley College Board Member
	Bob Gill	Co-opted member

In attendance:	Stephen Jarvie	Corporate Governance and Planning Officer (Minute)
	Pauline Barnaby	Development & Fundraising Manager (for item no. 5)

FC/16/033 Apologies for Absence

The apologies were noted.

FC/16/034 Declarations of Interest

None.

FC/16/035 Draft Minutes of Meeting of 9 March 2017

The minutes of the meeting of 9 March 2017 were approved.

FC/16/036 Matters Arising

None.

FC/16/037 Falkirk Campus Supporter Engagement & Fundraising Plan

The Development and Fundraising Manager provided an overview for comment on the proposed supporter engagement strategy and fundraising plan for the new Falkirk Campus. She noted that this was a development from the Fundraising strategy which was approved at the December 2016 Board and that, as the Campus is fully funded, was focussed on securing added value activity/funding for the benefit of students.

She outlined the process to develop the plan and outlined opportunities identified to date.

She also confirmed to members that the fundraising plan would complement the overall estates communications plan, and would make best benefit from key milestones in the project.

Members noted the content of the report and commented that, while large events are good, there were opportunities to capitalise on a number of lower level engagements which can act as opportunities and avenues of engagement with a large number of organisations. Members felt that embedding the new campus and its promotion across activities would bring the maximum impact.

The Principal confirmed that this type of activity was already underway and could be expanded on.

The Development and Fundraising Manager noted that, while there were obviously resource issues relating to this, opportunities would be capitalised upon where possible.

The Principal noted the comments from members and confirmed that more detail showing this activity, and how it links in to the overall communications plan, would be brought to the Project Board.

Members queried how any financial donations would be managed and whether the Forth Valley College Foundation would be involved. The Associate Principal and Executive Director Finance confirmed that the possibilities for involvement of the Foundation were currently being examined.

Members also requested that the College consider how best to manage any equipment which may be gifted to the College in regard to maintenance, warranties etc.

a) Members noted the content of the report

FC/16/038 Progress Update

The Associate Principal and Executive Director Estates presented an update on progress with the project.

He confirmed that the decision point 3 document had been approved at the Board of Management. He noted that the requested action to obtain a letter of assurance from SFC re lifecycle maintenance costs had been completed and a copy of the letter was appended to the report.

He informed members that the tender documentation for the main contractor had been issued on 3 April 2017 and that there were 4 companies preparing submissions at this time.

[REDACTED]

He confirmed that the purchase of the land adjacent to the Middlefield site had been successfully concluded, final signatures from Callendar Estates Trustees were progressing and that the planning process was progressing well.

The Principal updated members in relation to funding received from another College which had been utilised for the land purchase and confirmed a paper with further detail would be brought to a future meeting for discussion.

- a) Members noted the content of the update

FC/16/039 NFHC Monthly Progress Report

Paul Sweeney, AECOM, presented their latest update report. He noted that the major points had been covered in the previous paper and confirmed to members that the programme was progressing well.

[REDACTED]

The Principal confirmed that these issues had been identified and discussed at the College Estates Executive Group and that the College anticipated the warrants being in place, which will be beneficial to the overall tender process.

Members queried AECOM on whether there had been any requests for clarification or further information. Paul Sweeney confirmed that there had been a number of queries from potential subcontractors and that these had been dealt by referring them to the relevant sections of the tender documentation.

He also confirmed that work had continued on room layouts and room data sheets and that this information had been issued as an addendum to the tender documentation.

The Principal confirmed that the team to evaluate the tenders, including the Chair of the Falkirk Campus Project Board, had been arranged.

Members queried the DP4 governance date, noting that the summer period may prove challenging in relation to availability.

The Associate Principal and Executive Director Estates confirmed that the programme would continue to be reviewed and additional time freed up where possible to allow for flexibility.

- a) Members noted the content of the report

FC/16/040 Any other competent business

The Chair and members discussed dates for upcoming meetings. It was agreed to stand down the 25 May 2017 meeting but keep the 29 June 2017 meeting at this time. The Associate Principal and Executive Director Estates and Corporate Governance and Planning Officer would meet to develop the programme of meetings for the remainder of the year and will circulate these to members when ready.

Upcoming meeting date

15 June 2017

3 August 2017 (DP4 approval)

7 September 2017

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Room S1.03, Stirling Campus (commencing at 4.30pm)

Present: Mrs Beth Hamilton (Chair)
Mrs Fiona Campbell
Mr Davie Flynn
Mrs Anne Mearns

Apologies: Mr Steven Tolson
Mr Steven Torrie (Co-opted member)

In Attendance: Mr Andrew Lawson, Associate Principal and Executive Director, HR and Operational Effectiveness
Mr Steven Still, Head of HR
Mr Stephen Jarvie, Corporate Governance and Planning Officer

H/16/021 Declarations of Interest

None.

H/16/022 Minutes of meeting held on 28 February 2017

The Minute of the meeting of 28 February 2017 was accepted as an accurate record.

H/16/023 Matters arising

a) H/16/016 Staffing Establishment Update

The Chair noted that this would be covered later in the agenda.

b) H/16/020 Any Other Competent Business

[Redacted]

[Redacted]

H/16/024 National Bargaining (Verbal)

The Associate Principal and Executive Director, HR and Operational Effectiveness updated members on progress with National Bargaining within the College sector at this time.

He outlined the positions of the Employers Association and the EIS and updated members on progress towards resolution of the outstanding issues.

He highlighted the concerns of Colleges that there was no guarantee at this time from Scottish Government of the necessary funding to meet the proposed salary increases nor whether any such funding would be consolidated into College budgets.

Members noted their concern with this and how, taking into consideration their duties as Charity Trustees, they would not be in a position to approve any deal which would result in a deficit budget.

- a) Members noted the content of the update and agreed this should be discussed further at the next meeting of the Board

H/16/025 People Strategy

The Associate Principal and Executive Director, HR and Operational Effectiveness presented members with a copy of the draft People Strategy for comment.

Members provided a range of input to the strategy, noting that it should both recognise the strong position of the College at the moment and be clearer on the future aspirations of the College for staff empowerment, training and development.

Members also noted that, once the suggested changes had been incorporated, that this be passed to the Board staff members to get a staff perspective on the strategy prior to it coming to the Board of Management.

- a) Members noted the content of the strategy and requested it be updated to reflect their feedback

H/16/026 Demonstration of HR systems (Presentation)

The Head of HR provided members with an overview of the SharePoint based HR systems. He noted how this system provided benefits both to College managers in their line management responsibilities as well as individual staff who have greater access and control over their own information.

- a) Members noted the content of the presentation and commended the College on developing this system in house

H/16/027 Staff Development – August 2017

The Head of HR provided an overview of the programme of staff development over 2 days in August for lecturing staff once they return from leave.

He highlighted the continued focus on creative learning as well as an increased focus on ensuring all staff complete training modules that the College deems to be mandatory.

Members noted that an invite should be extended to Board Members who may wish to participate in the creative learning sessions with staff.

Members also discussed Board induction and how this may be enhanced through more formal training and induction for members.

- a) Members noted the content of the report

H/16/028 Staffing Establishment

The Head of HR presented members with an update on the current staffing establishment, noting that there were no areas of concern to highlight.

Members noted that, as the College establishment fluctuates throughout the year, it would be of use to have a graphical comparator of current against anticipated establishment levels.

- a) Members noted the content of the report

H/16/029 Review of Risk

Members noted that National Bargaining remains a risk for the College.

H/16/030 Any Other Competent Business

None

1. Purpose

To present members with a draft of the Budget for 2017-18.

2. Recommendation

That members consider the approval of both the capital and revenue budgets for 2017-18 and recommend these to the Board of Management for consideration.

3. Background

The College has to report on 2 different year ends based on 2 different accounting regimes. This paper considers the College's revenue budget for the financial year which runs from 1 August 2017 to 31 July 2018 and capital and maintenance budget which runs 1 April 2017 to 31 March 2018.

Due to the anomaly between Colleges' reporting on a financial year basis under recognised accounting standards and the need to balance Scottish Government Resource Budgets, SFC and Scottish Government have issued direction that it is acceptable for Colleges to report operating deficits to a level equivalent to their "net depreciation" subject to this being in relation to either Student Support funding or specific regional pressures as approved by SFC.

For Forth Valley College the technical deficit is restricted to net depreciation less loan repayments.

4. FVC Funding

Funding Allocations	17/18 Final	16/17 Final	Variance against 16/17 final	%
GIA	20,710,100	20,142,485	567,615	2.8%
Childcare	93,842	-	93,842	0.5%
ESF	535,267	535,267	0	0.0%
	21,339,209	20,677,752	661,457	3.30%
Student Support	3,984,072	4,001,830	(17,758)	-0.4%
Childcare	21,281	-	21,281	0.5%
ESF Student Support	21,469	21,469	0	0.0%
	4,026,822	4,023,299	3,523	0.1%
Capital & Maintenance	1,043,370	1,280,874	(237,504)	-18.6%

Grant in Aid (GIA)

The SFC announced the final funding allocations on the 5th May 2017 for the Academic Year 17/18. Overall the College's GIA allocation has increased by 3.2% to £20,804k which is as a result of a general uplift applied across the College sector of 1.8%, a 1% increase as a result of the adoption of the new simplified funding approach and a small % increase in respect of Early Years Education activity. Whilst this was a good settlement the College is still deemed to be underfunded by £313k

without taking account of historic efficiencies which reduced the College's proposed funding level by £615k

At a meeting with Principals and Finance Directors on 19 June 2017 SFC tabled a paper which set out how it believes each College should have sufficient funds to meet the costs generated by the current agreement with EIS –FELA on lecturers pay for the period 1 April 2017 to 31 July 2018.

In essence, SFC is now assuming that the increase previously notified to Colleges in May 2017 and reported in the Grant in Aid guidance, is to fund the cost of the lecturers pay increase. An additional £2m is being made available across the sector to support Colleges whose original uplift is not sufficient to meet the additional cost in relation to this pay award.

For Forth Valley College this means the uplift of £568k is no longer targeted at meeting additional cost pressures such as increments, pension increases, apprenticeship levy costs and increased operational costs. It also means there is no longer a move to the new funding model which recognises that, based on current delivery, Forth Valley College is underfunded.

Forth Valley College will not receive any of the additional £2m funding as it has been calculated by SFC that the £568k is sufficient to cover the pay award costs. The College is currently querying SFC's calculation.

Furthermore, SFC has stated they intend to fund future costs in relation to National Bargaining on a needs basis only. There will therefore be no move to the new funding model until at least 2020-21 depending on the impact this would have on the financial stability of those Colleges who are deemed to be over funded.

It should also be noted that SFC were unable to comment on how any additional costs in relation to support staff national bargaining negotiations and cost of living increases would be funded.

We will be arranging a meeting with SFC with our new Chair and at the earliest opportunity to raise this issue and to discuss the College's position in relation to funding.

European Social Fund (ESF)

Funding and activity levels remain relatively consistent with regards to ESF.

Student Support

The student support funding has decreased by 0.4% however the additional £450k allocated in year for 2016/17 has been consolidated into the 2017/18 allocation. Accordingly this allocation should be sufficient but if not, then the College may apply for an additional element of the in-year redistribution fund being held centrally by the SFC.

Capital Maintenance

Excluding the one-off funding amount allocated in 16/17 for £497k, the capital maintenance budget has increased by £258k which is in line with the minimum level of funding the College requires to support the lifecycle maintenance of all 3 campuses.

Capital Funding

The current budget allocated by SFC also includes £19.5m in respect of funding for the initial construction of the new Falkirk Campus.

5. Key Considerations

Revenue Budget

The revenue budget for 2017-18, detailed in Appendix 1, shows an operational deficit of £226k. The key assumptions are detailed in Appendix 2.

The reduction in net depreciation due to the impairment of the existing Falkirk campus means the college must deliver an operational surplus of at least £20k to generate sufficient cash to cover loan repayments of £160k. There therefore is a gap of £250k which requires to be resolved.

The main pressure on the budget relates to staff costs which have increased by £1.2m and includes the unavoidable costs of National Bargaining, increased NI charges, a full years cost of the new apprentice levy and annual increments. Appendix 4 details the impact of National Bargaining on the 2017-18 Budget. There is a separate Board of Management paper on National Bargaining which provides members with more detailed information on the implications of National Bargaining for Forth Valley College.

The most significant increase in operational costs is in relation to the FM contract which has seen costs rise by over £80k per annum offset by savings generated by the exit of hospitality at the Raploch campus.

Commercial course fee income is also a major contributor to supporting the additional staffing and operational costs the College is incurring. The key areas where growth in income has been incorporated relate to short term commercial courses such as Compex and Health & Safety along with an increased International delivery included within Tuition fees.

Capital & Maintenance

The Capital and Maintenance grant is allocated on a fiscal year basis of 1 April 17 to 31 March 18. The maintenance element is contained with the revenue budget in Appendix 1 while the capital element is ring fenced with the appropriate capital resource budget (CDEL) being allocated. Work is continuing in relation to the split of the grant between Revenue and Capital.

Net depreciation

Due to the impairment of the existing Falkirk building, the net depreciation figure has reduced in 17/18. However it should be noted that the funding for the new Falkirk Campus assumes the College will fund £400k of costs through the utilisation of net depreciation. Therefore while the net depreciation has changed the level of operating cash surplus must be sufficient to cover the estates project costs and loan repayments.

Revaluation Reserve

Similarly, as the net depreciation figure has reduced so too the release from the revaluation reserve as the impairment had reduced the value of the revaluation reserve which sits within the balance sheet.

6. Estates Development Costs

In line with the Full Business Case for the new Falkirk Campus the draft budget included £400k of estates development costs being funded from the College resources. At the Finance Committee it was agreed to remove this cost while recognising the potential impact this could have on the estates budget.

This decision was taken on the basis that:

- Forth Valley College is currently underfunded by £313k
- No other College is being asked to fund estates development costs – in fact Fife College have been allocated £3.8m in 17/18 to support its non-NPD costs while FVC have been funding these costs itself
- SFC currently hold £2m of unallocated capital and maintenance funding, due to Glasgow Kelvin's £2m "donation" to Forth Valley College. We will seek that £400k of this should be allocated to Forth Valley College.

7. Banking Covenants

Due to the implementation of FRS102 it is necessary for the College to renegotiate the current banking covenants. These are in place to give the Bank reassurance that the College can generate sufficient cash to meet its obligations in relation to its loan repayments.

In discussions with Barclays bank the College proposed that the most straightforward covenant would be that the College reports a Resource Outturn underspend at 31 March each year greater than or equal to that year's loan repayments. As this is the College's current requirement this should be a covenant which could be easily met. The Resource Outturn at 31 March each year is included within the audited financial statements and can therefore be easily monitored by Barclays together with the signed Resource Return certificate which the College submits to SFC.

8. Financial Implications

The proposed budget delivers an operational surplus of £174k. Significant savings have been built into the budget, [REDACTED]

We are aware that FVC continues to be under funded compared to other Colleges across the sector, however we welcome the note agreed at the Employers Association that "final ratification of terms & conditions will be subject to consideration of funding available to the sector following the Scottish Government Spending Review, positive conclusion of negotiations with the EIS-FELA and the Equality Impact Assessment". We will continue to model efficiencies going forward in relation to teaching hours based on the sector norm of 24 hours. The original discussions on national bargaining if implemented will prevent us from delivering these efficiencies as we will be bound to retain contact time at 22 hours v 23 hours for the majority of the sector through the no detriment clause. This will potentially cost Forth Valley College approximately £470k more than

other Colleges in the sector to deliver the level of teaching hours included within the 17/18 budget.

9. Equalities

Assessment in Place? – Yes No

Not applicable given the nature of this report.

10. Risk

Please indicate on the matrix below the risk score. Risk is scored against Impact and Likelihood as Very Low through to Very High.

	Likelihood	Impact
Very High		
High	x	x
Medium		
Low		
Very Low		

As SFC core funding is not being allocated on an equitable basis across the sector, Forth Valley College will remain underfunded which in turns means we will be less competitive than other Colleges when bidding for commercial contracts. This issue is compounded by the fact we will not be able to increase teaching contact time in line with other Colleges.

The cost of National Bargaining is simply unaffordable unless additional funding is made available.

Given the poor recruitment historically for the Foundation Apprenticeship programmes, a more accurate reflection of the projected income will not be known until a decision has been made regarding the delivery of the programmes for 2017/18.

Following the validation exercise carried out by the new FM contractor, additional costs may be identified which are not currently included within the budget.

The projected Commercial income assumes there will be an increase in demand for additional Complex, First Aid at Work, Nebosh and the new losh courses during 2017/18.

Risk Owner – Alison Stewart

Action Owner – Alison Stewart

11. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes No

Health and Safety – Yes No

Please provide a summary of these implications - Text

Paper Author – Irene Andrew

SMT Owner – Alison Stewart

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Appendix 1

Forth Valley College 2017/18 Budget			
	17-18 Budget £000's	16-17 Q3 Forecast £000's	16-17 Budget £000's
Income			
SFC Grants	21,601	20,942	20,944
Tuition Fees	3,567	3,312	3,347
Commercial Training Income	856	816	934
Modern Apprentice Income	2,507	2,725	2,565
Catering and Hospitality Income	829	923	1,108
Other Income	402	415	475
	29,762	29,133	29,373
Expenditure			
Salary Costs	23,789	22,579	22,843
Staff Related Costs	356	335	417
Learning and Teaching Costs	1,317	1,309	1,383
Catering and Hospitality Costs	506	538	695
Property and FM Costs	1,725	1,648	1,716
Marketing, Communication & Print Costs	441	401	426
Finance & Governance Costs	682	671	659
IT and Telecommunication Costs	523	465	456
Other Costs	112	180	133
Student Support Funded by College	0	0	0
External Recharges	2	7	0
	0	0	
Total Expenditure	29,453	28,133	28,728
Ongoing Operations Cash Surplus/(Deficit)	308	1,000	645
Non Cash Expenditure			
Holiday Pay	(6)	127	0
Net Depreciation	141	608	608
Total Non Cash Expenditure	134	735	608
Operational Surplus/(Deficit)	174	264	37
New Falkirk Campus			
SFC Revenue Maintenance Grant	0	497	0
New Falkirk Campus	0	(1,747)	(526)
Donation from other Public Body	0	1,038	0
Grant from ALF	0	70	0
New Falkirk Costs	0	(142)	(526)
Transfer to ALF	0	(579)	0
Grant for Purchase of Land	0	962	0
Surplus/(Deficit)	174	(456)	(603)

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Appendix 3

Capital & Revenue Maintenance Budget	17/18 £000's	16/17 £000's	15/16 £000's
Interest	180	182	187
Maintenance			
Top Slice - Falkirk Estates			200
General Maintenance	350	199	364
Capital			
Staff workroom pilot	500		
Estates		210	31
IT		163	274
Department Equipment	12	30	
	1,042	784	1,056
Additional Allocation			
New Falkirk Campus	-	497	-
	1,042	1,281	1,056

The Estates team are currently collating information for general maintenance projects.

The Stirling staff workroom pilot includes the refurbishment of the 2 main staff workrooms, a small workroom beside reception and the introduction of soft seating within both the refectory and student association areas. The budget also includes IT equipment to support a more modern and flexible working environment.

Appendix 4 Cost of National Bargaining

Teaching Staff EIS

Pay – lecturers

A new five point scale has been agreed which will take lecturers up to a salary of £40,027 at 1 April 2019. It should be noted that this scale does not include cost of living increases at 1 April 2017, 1 April 2018 and 1 April 2019.

Migration to the new scale points have been agreed on the following basis:

1 April 17	25% x difference between current scale and new scale point
1 April 18	25% x difference between current scale and new scale point
1 April 19	50% x difference between current scale and new scale point

The table below shows the scale points for FVC for the migration period and includes a 1% cost of living increase applied at 1 April 2017, 1 April 2018 and 1 April 2019. This table has been used as the basis for calculating the 2017-18 Budget.

FVC migration to National bargaining			
	25%	25%	50%
Salary at 1st April 2016	New Salary at 1st April 2017	New Salary at 1st April 2018	New Salary at 1st April 2019
29,724	31,609	33,529	37,105
30,850	32,462	34,104	37,105
31,959	33,302	34,669	37,105
33,300	34,825	36,377	39,172
35,121	36,711	38,329	41,240
36,327	37,625	38,944	41,240

The budget for 2017-18 therefore reflects

8 months 1% cost of living increase effective from 1 April 2017, 25% migration to National Bargaining scale points effective from 1 April 2017 and increments due at 1 August 2017 - £205,571

4 months a further 1% cost of living increase effective from 1 April 2018 and a further 25% migration to National Bargaining scale points effective from 1 April 2018 - £205,571.

Support Staff Unison

Pay

No agreement has been reached with Unison regarding the cost of living pay award for 2017/18. Unison has submitted a proposal for a flat rate of £1,000.

In line with the public sector pay policy the College has budgeted a 1% increase effective from 1 April 2017 and a further 1% increase effective from 1 April 2018.

1. Purpose

To seek approval from members for the Treasury Management Strategy for 2017-18.

2. Recommendation

That members approve the Treasury Management Strategy 2017-18.

3. Background

In March 2012 the Finance Committee and Board of Management approved the Treasury Management Policy. This policy complies with the key principles of the CIPFA Code of Practice for Treasury Management. A key requirement of this policy is that an annual Treasury Management Strategy be approved by the Finance Committee and presented to the Board of Management prior to the start of the financial year.

4. Key Considerations

On the 1 April 2014 Forth Valley College was reclassified as an "Arm's Length Public Body". This has had a significant impact on the level of cash the College is now able to hold and also restricts the College's ability to undertake new borrowing.

An additional consideration following on from the implementation of the reclassification is that the College is in the process of moving to the Government Banking System (GBS) which will be completed by July 2017. The implications of this is that the College is switching banks from Barclays to RBS for our day to day banking and will no longer have the ability to generate interest.

The Treasury Management Strategy for 2017-18 covers:

- the current treasury position;
- treasury management performance;
- the estimated borrowing requirement;
- prospects for interest rates;
- the borrowing strategy;
- the investment strategy.

5. Financial Implications

The move to the GBS by April 2017 will remove the ability for the College to earn interest on surplus cash held.

6. Equalities

Assessment in Place? – Yes No

N/A due to as content due to nature of Strategy.

7. Risk

Please indicate on the matrix below the risk score. Risk is scored against Impact and Likelihood as Very Low through to Very High.

	Likelihood	Impact
Very High		
High		
Medium		
Low		
Very Low	x	x

The College Treasury Management Policy requires the College to adopt low risk approach to its treasury management activities.

Risk Owner – Alison Stewart

Action Owner – Alison Stewart

As the College is now unable to borrow without Scottish government consent and is also restricted in holding large cash balances the impact of this Strategy is low risk.

8. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes No

Health and Safety – Yes No

Paper Author – Alison Stewart

SMT Owner – Alison Stewart

Treasury Management Strategy 2017/18

Status:	Awaiting Finance Committee Approval
Date of version:	June 2017
Responsibility for Strategy:	Director of Finance
Responsibility for implementation:	Director of Finance
Responsibility for review:	Director of Finance
Date for review:	June 2018

TREASURY MANAGEMENT STRATEGY 2016/17

Introduction

1. The CIPFA Code of Practice on Treasury Management in Public Services has been revised, subsequent to the default of Icelandic banks during 2008. Key elements of the revised Code are outlined in Appendix 1. The Treasury Management Strategy for 2015/16 has been prepared in accordance with the revised Code.
2. In light of the revised Code, the Treasury Management Policy Statement has also been revised. The updated Treasury Management Policy Statement is given in Appendix 2.
3. The Code requires the College to set out its treasury management strategy for borrowing and investment. Accordingly, the Treasury Management Strategy will be submitted annually for Finance Committee approval prior to the new financial year. There is also a requirement to approve the annual treasury management report and to carry out a mid-year review of treasury management strategy and performance.
4. The College's performance in this area is currently reported to the Finance Committee. It is considered appropriate for the Finance Committee to approve the strategy for the forthcoming financial year and this be presented to the Board of Management.
5. Treasury management activities will be undertaken throughout the year in accordance with the strategy and subsequent guidance in respect of investments.

Treasury Management Strategy 2017/18

6. This treasury management strategy covers:
 - the current treasury position;
 - treasury management performance;
 - the estimated borrowing requirement;
 - prospects for interest rates;
 - the borrowing strategy; and
 - the investment strategy.

Current Treasury Position

7. A summary of the College's debt and investment position as at 02 June 2017 is outlined in Appendix 3 and Appendix 4.

Treasury Management Performance

8. The headline performance indicator for Treasury Management is the interest rate payable on long term borrowings. For 2017/18 this is estimated at 4.30%, based on the strategy set out in this paper. The strategy for 2017/18 and future years is to sustain the rate at this level. In addition, the return for investments is expected to be around 0.0% until the College moves to the Government Banking System. Thereafter all interest will be received centrally by Scottish Government.

Estimated Borrowing Requirement

9. The estimated new borrowing requirement for 2017/18 is £nil. Existing borrowings will be £4,064,387 at 31 July 2017 and the financing costs arising from this level of borrowing have already been included within the 2017/18 budget.

Prospects for Interest Rates

10. The College's financial advisor has provided the following view of probable interest rates for the financial year 2017/18 based on the Bank of England quarterly Inflation Report published on 10 May 2017:

- (a) Long term

Swap rates - 20 year swap rate is currently at 1.44% (May 2016 – 1.76%)

- (b) Short term

Short-term interest rates (Bank Rate, the official Bank of England rate paid on commercial bank reserves), currently at 0.25%, are not expected to increase in the immediate future with the first increase now being forecast early 2018. When interest rates do start to increase this will be gradual with rates being unlikely to reach the pre-financial crisis normal level of 5%.

Borrowing Strategy 2016/17

11. Following the reclassification of the College as an Arm's Length Public Body from 1 April 2014 the College is required to comply with the Scottish Public Finance Manual which prohibits borrowing without prior Scottish Government consent.

Investment Strategy

12. The College will have regard to the revised CIPFA Treasury Management Code. The key priorities of the strategy will be security of capital, minimising the risk of any loss on the principal sum invested, and liquidity of investments. The College will aim to achieve the optimum return on its investments commensurate with the proposed risk strategy and liquidity requirements. The risk appetite of the College will be low in order to give priority to security of investments.
15. The limit of investments will reflect the level of available College's reserves, together with provision for managing the Council's day-to-day cash flow requirements. Investments will be managed internally.
16. Surplus funds will be invested with banks and other financial institutions on its approved lending list, the 'counterparty investment list'. Investments will be made up to an approved limit of £1m with any one institution. Investments may be made for a range of periods from overnight to a maximum of 364 days.

17. Currently, the College uses Fitch, Moody's and Standard and Poors ratings to derive its counterparty criteria. However, the following factors are also taken into account:
 - Credit watches and credit outlooks from credit agencies
 - Credit Default Swap (CDS) spreads, to give early warning of likely changes in credit ratings
18. The College will continue to limit exposure to credit risk by ensuring that investments are placed with the highest rated bodies from a monthly credit list of UK clearing banks. The investment criteria to be adopted from 1 August 2017 are outlined in Appendix 4.
19. Credit ratings will be monitored on an on-going basis. If a downgrade results in the counterparty no longer meeting the College's minimum criteria, no further investment will be made with that institution, with immediate effect. In addition, the College's will not place sole reliance on credit ratings and this external creditworthiness service. Market information and information on government support for banks will also be considered when making investment decisions.
20. Bank Rate, currently at 0.25% is not expected to increase during 2017/18. Given that investment rates are down at historically low levels, the College will avoid locking into longer term deals unless more attractive rates are made available.
21. The Director of Finance will continue to monitor the economic environment and adopt a pragmatic approach to changing circumstances. A balanced view of risk against return will be taken in respect of all investments. It is anticipated that return on investments will be limited in 2017/18 as a result of Bank Rate forecasts and the over-riding principal of risk aversion. Investment activity will be reported upon at the end of the financial year, as part of the Annual Treasury Report.

Financial Issues

22. The financial implications of this report are reflected in the draft budget for 2017/18.

Revised CIPFA Treasury Management Code of Practice 2009

The CIPFA Code of Practice on Treasury Management in Public Services was last updated in 2009 in the light of the default by Icelandic banks in 2008. The revised Code sets out various requirements which have been summarised as follows: -

- a) Although not mandatory for Colleges it is considered best practice to formally adopt the revised Code and four specific clauses (as outlined below).
- b) The strategy report will affirm that the effective management and control of risk are prime objectives of the Colleges treasury management activities.
- c) The College's appetite for risk must be clearly identified within the strategy report and will affirm that priority is given to security of capital and liquidity when investing funds and explain how that will be carried out.
- d) Responsibility for risk management and control lies within the organisation and cannot be delegated to any outside organisation.
- e) Credit ratings should only be used as a starting point when considering risk. Use should also be made of market data and information, the quality financial press, information on government support for banks and the credit ratings of that government support.
- f) There should be a sound diversification policy with high credit quality counterparties.
- g) Borrowing in advance of need is only to be permissible when there is a clear business case for doing so and only for the current capital programme or to finance future debt maturities.
- h) The main annual treasury management reports must be approved by the Board of Management.
- i) There needs to be, at a minimum, a mid-year review of treasury management strategy and performance. This is intended to highlight any areas of concern that have arisen since the original strategy was approved.
- j) The role of scrutiny of treasury management strategy and policies must be delegated to a specific named body.
- k) Treasury management performance and policy setting should be subjected to prior scrutiny.
- l) Members should be provided with access to relevant training.
- m) Those charged with governance are also personally responsible for ensuring they have the necessary skills and training.
- n) Responsibility for these activities must be clearly defined within the organisation.

- o) Officers involved in treasury management must be explicitly required to follow treasury management policies and procedures when making investment and borrowing decisions on behalf of the College (this will form part of the updated Treasury Management Practices).

The College has adopted the main recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code) as set out in section 4 of the Code.

CIPFA recommends that all public service organisations adopt, as part of their standing orders, financial regulations or other appropriate formal policy documents, the following 4 clauses:

- a) The College will introduce and maintain:
- A Treasury Management Policy statement, stating the policies and objectives of its treasury management activities
 - Appropriate Treasury Management Practices (TMPs) which set out the way in which the College will achieve those policies and objectives.
- b) The Finance Committee will receive reports on its treasury management policies, practices and activities, including as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs
- c) The Board of Management delegates responsibility for the implementation and monitoring of its treasury management policies and practices to the SMT and for the execution and administration of treasury management decisions to the Director of Finance and Corporate Services. The Director of Finance and Corporate Services will act in accordance with the organisation's policy statement and TMPs
- d) The Board of Management nominates the Finance Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

The contents of the policy statement and TMPs will follow the recommendations contained in Sections 6 and 7 of the Code as amended to reflect the particular circumstances of the College. These amendments will not result in the College materially deviating from the Code's key recommendations.

Revised Treasury Management Policy Statement

The Treasury Management Policy Statement was last approved by the Finance Committee on 7 March 2012.

The College defines its treasury management activities as:

1. The management of the College's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
2. The College regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the College.
3. The College acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.
4. The College's specific objective in relation to debt is to achieve the lowest level of interest paid on debt as prudently possible, while at the same time minimising the potential volatility of the average rate of interest.

Current Debt Position

The College had a £8m Term Loan Facility with Barclays Bank, which expired on 31 July 2013. The final amount drawdown was £4.5m.

The projected balance at 31 July 2017 is £4,064,387. Loan repayments of £159,621 will be made during the year. Total interest payable for 2017/18 is £170,510.

Forth Valley College Debt position and interest calculation

1 August 2017 - 31 July 2018				Loan Interest			IR Swaps						
Date	Maturity date	Type	Loan Value	Libor rate	Margin	Total interest rate	We pay fixed rate	Receive floating	No. of days	Loan Interest due	IR swap payable	IR swap receivable	in period
		Opening Balance	4,064,386.71										
01/08/2017	31/10/2017	Rollover/IR swap	4,025,577.65	0.3231%	1.3500%	1.6731%	2.9500%	0.3231%	92	16,976.04	29,932.65	3,278.04	43,630.64
31/10/2017	31/01/2018	Rollover/IR swap	3,986,303.96	0.4684%	1.3500%	1.8184%	2.9500%	0.4684%	92	18,271.09	29,640.63	4,706.73	43,204.98
31/01/2018	28/04/2018	Rollover/IR swap	3,945,003.75	0.6788%	1.3500%	2.0288%	2.9500%	0.6788%	87	19,076.66	27,739.32	6,382.39	40,433.59
28/04/2018	31/07/2018	Rollover/IR swap	3,904,765.37	0.6788%	1.3500%	2.0288%	2.9500%	0.6788%	94	20,401.33	29,665.52	6,825.58	43,241.26
		Loan Repayment	159,621.33						365	74,725.11	116,978.12	21,192.75	170,510.48

Appendix 4

Investment Criteria

The College regards a primary objective of its treasury management activities to be the security of its finances. Lending will be restricted to:

- The UK clearing banks and subsidiaries, and UK building societies;
- Other banks as specified by the College having regard to Credit References and approved by the Finance Committee.

Maximum Investment limit (outwith instant access current account) £1,000,000

Maximum Investment period 1 year

Current Investment Position

The College main banker is with Barclays Bank where £2.9m, as at 26th May 2017, is held on instant access, at a rate of 0.35%.

Current Investment Rates have been obtained from four banks and an analysis of interest rates as at 2 June 2017 is included below for information.

Term	Barclays	Clydesdale	Bank of Scotland	Santander
Instant Access	0.25%	0.25%	0.01%	0.10%
30 day	0.25%			
90 day notice	0.70%			
3 months	0.19%	0.35%	0.40%	
6 months	0.33%	0.55%	0.55%	
12 months	0.57%	0.90%	0.80%	0.35%
24 months		1.15%		

1. Purpose

To inform members of projects the College wishes Forth Valley College Foundation to support during 2017/18.

2. Recommendation

That members note the content of this paper and approve the submission of the Annual Plan to the Board of Management for approval.

3. Background

In March 2014 the Board of Management approved the following process in relation to the College requesting funding from Forth Valley College Foundation.

Prior to the start of each Academic Year, Forth Valley College will prepare an Annual Project Plan which will outline potential projects the College wishes the Foundation to support. This will be approved by SMT, the Strategic Development Committee and the Board of Management. Any in year changes to this plan will go through the same approval process as the original plan.

Individual grant applications will be made for each project and will be approved by SMT and the Strategic Development Committee prior to submission to the Foundation.

Applications will be submitted in line with the scheduled meetings of the Foundation; however should an unexpected application be required it will be possible to ask the Foundation to convene an additional meeting to consider the application.

Last year the Foundation approved the following applications in line with the Annual Plan:

Forth Valley College Estates Development	£5m
Forth Valley College Student Association	£150k

4. Annual Plan 2017/18

1 Forth Valley College – Supporting Students

The College would like to ask the Foundation to provide financial support for learners on a one off case by case basis. As an example 2 potential cases have been identified where the Foundation could support students.

1 Hospitality Students

Two Hospitality students have been successful in obtaining a 6 month paid internship at the Madinat Jumeriah in Dubai. The College would seek support for the students with the cost of flights - approximately £600

2 Career Ready – Mentor Support

The 2-year Career Ready programme focuses on students entering S5 with a view to progressing through to S6. Employers are asked to provide each of their allocated students with a mentor. The volunteer mentor meets with their mentee on a monthly basis and at the end of the 2 year programme each mentee applies for and participates in a 4 week paid internship. The cost per student is approximately £1,100 which the Foundation could be asked to support up to a maximum of 5.

3 Health & Social Care

Following discussion with Falkirk Council, Falkirk Health and Social Care Partnership and Stirling Council we have identified a developmental opportunity to develop a centre of excellence and deliver a skills programme in Early Years and Childcare and Health and Social Care with an emphasis on digitalisation which will support training and development needs for existing and new staff over the next five years. Our project proposal will be supported by a dedicated 0.5 fte Curriculum Manager - proposed cost £31k.

5. Financial Implications

The proposal is seek approval to submit grant applications to the Foundation up to a maximum of £50k in total. Once this has been exhausted further approval, if appropriate, would be sought from the Board of Management.

6. Equalities

Assessment in Place? – Yes No

An equalities assessment is not applicable given the subject matter of the paper.

7. Risk

Please indicate on the matrix below the risk score. Risk is scored against Impact and Likelihood as Very Low through to Very High.

	Likelihood	Impact
Very High		
High		
Medium		
Low		
Very Low	x	x

There is a risk that if the College does not receive grant funding from Forth Valley College that these projects does not go ahead.

Risk Owner – Alison Stewart

Action Owner - Alison Stewart

8. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes No

Health and Safety – Yes No

Paper Author – Alison Stewart

SMT Owner – Alison Stewart

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1. Purpose

To present members with the Strategic Plan 2017-2022 for discussion and approval.

2. Recommendation

Members should consider the new Forth Valley College Strategic Plan for 2017 – 2022 for approval. Specifically, members are asked to decide whether our new plan is ambitious enough, has enough strategic detail and that the content and layout is appropriate.

3. Background

The current 2014-2018 Strategic Plan has been a successful and key visioning and planning document both in maintaining the strategic direction of the College and in promoting the College's vision of 'Making Learning Work' to staff, students and other stakeholders.

Progress against the current strategic plan has been very positive, with many of the objectives outlined within the plan now complete and in place with annual College operational plans progressing the detail of the strategy.

As Principal, and with the agreement of the Strategic Development Committee and the Board, I felt that it was a good time to refresh the College Strategic Plan with new objectives and aspirations for the 2017-2022 period.

4. Consultation Process

The development of the draft Strategic Plan 2017-2022 has been driven by extensive engagement with a wide range of students, staff and other stakeholders. Feedback throughout the process has been used by the Senior Management Team to refine the draft plan to its current state. Initial discussions took place with the Board in 2016 and the draft plan was taken to the Strategic Development Committee on 8 June 2017 and comments from that meeting have been incorporated in the plan.

On approval the document will be used as the basis for the Board Strategic Discussion in September and in the development of a five year implementation plan. Year one will form the basis for the College's Operational Plan 2017/18.

5. Financial Implications

Please detail the financial implications of this item – There are no direct financial implications from this draft. Moving forward, work on particular objectives will be subject to normal College budgeting processes where appropriate.

6. Equalities

Assessment in Place? – Yes No

If No, please explain why – There are no equalities issues arising from the overall draft plan. Developments which arise from implementation of the plan will be subject to equalities assessments where appropriate.

Please summarise any positive/negative impacts (noting mitigating actions) – Not applicable

7. Risk

Please indicate on the matrix below the risk score. Risk is scored against Impact and Likelihood as Very Low through to Very High.

	Likelihood	Impact
Very High		
High		
Medium		
Low	X	X
Very Low		

Please describe any risks associated with this paper and associated mitigating actions –

The current strategic plan for 2014-2018 has been a valuable tool for driving change within the College and in our relationships with College users. As most of the objectives have been achieved, there is a risk that the momentum associated with changes and the positive impressions of the College could be lost. Mitigating actions will come from the review and approval of a new five year strategic plan

Risk Owner – Ken Thomson

Action Owner – Ken Thomson

8. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes No

Health and Safety – Yes No

Please provide a summary of these implications – Not applicable at this time

Paper Author – Ken Thomson

SMT Owner – Ken Thomson

1. Purpose

For members to approve the final version of our Outcome Agreement for 2017-18 to 2019-20.

2. Recommendation

That members approve the final version of our Outcome Agreement for 2017-18 to 2019-20, incorporating the final funding allocation for Session 2017-18, taking note of the identified risk and mitigation set out in Section 7 of this paper.

3. Background

Colleges are entering a new three year cycle for Outcome Agreements covering the period from 2017-18 to 2019-20. The format of the Outcome Agreement is similar to previous years and should contain a Regional Context statement containing narrative of how the College will impact on its area and students, and a section containing National Performance Measures. The most significant change required as part of our revised Outcome Agreement is to include an Access & Inclusion Strategy for the College, to include a Gender Action Plan. This Strategy has been developed to draft, and revised by our Head of Equalities, Inclusion & Learning Services, which has been seen by SMT, and is included as an appendix to our Outcome Agreement. The Access & Inclusion Strategy doesn't require to be completed until July 2017, however SFC have requested that a draft is included within our Outcome Agreement.

4. Key Considerations

SFC Feedback

Following submission of our draft Outcome Agreement to SFC in December, the College received very positive feedback in February. SFC are happy with the targets we have set through the national performance measures, and have only suggested a number of minor additions/recommendations that could be included within the narrative element of the Outcome Agreement to improve the document, all of which were included within the March revision. In particular SFC were very complimentary of the draft Access & Inclusion strategy that is being developed by our Head of Equalities, Inclusion & Learning Services. The feedback was that this is the best and most comprehensive draft Access & Inclusion Strategy that has been received from across the sector, which reflected how progressive the College is within this area. The feedback from our March revised document was excellent, and there are only a few minor changes from that document to this final version. This current revision has also been reviewed by SFC who have confirmed that they are happy with the document.

Below is a summary of the main changes that have been made in this revision:

- The OA has been updated to reflect the final funding allocations.
 - Priority Outputs have been updated.
 - The section of Foundation Apprenticeships has been updated following our submission to SDS.
 - The section of Graduate Level Apprenticeships has been updated.
-

- The Student engagement section has been updated to reflect work undertaken by Forth Valley Student Association.

Outcome Agreement National Performance Measures

To help with setting targets for the three years covered by this Outcome Agreement, within Appendix 1 I have provided information on our performance from Session 2013-14 through to Session 2015-16, along with the target contained within our current Outcome Agreement for Session 2016-17. Please note that targets were set in WSUMs for Sessions 2013-14 and 2014-15 (where appropriate) which have been converted to Credits for comparison purposes.

The following revisions have been made to National Measures for 2017-18:

- Refined the measure for STEM courses to include additional 'superclasses'.
- Removed the measure on profound and complex needs as the significant variance in colleges' definition of profound and complex needs meant we could not report nationally on the information being returned.
- Added a question from the Student Satisfaction and Engagement Survey (Q1) in light of the full national pilot year in AY 2015-16.
- Due to the priorities around widening access, greater focus has been placed on success for subgroupings, including SIMD10 and senior phase vocational pathway learners; this is reflected in the addition of two new sub-measures.
- Revision of Care Experienced Learners targets to be represented in Credits rather than number of students.
- Revision of the target of the number of starts for direct contracted apprenticeships to also include industry bodies such as CITB and SECTT.

SFC national aspirations for widening access

Building on Scottish Government priorities and ministerial letters of guidance, SFC's national aspirations for the three year period beginning AY 2017-18 are set out below.

I. At least 60% of HN entrants to university should articulate with advanced standing per year by AY 2019-20 rising to 75% by AY 2025-26.

II. Between 17% and 18% of college activity (credits) per year should be delivered to college students from a SIMD10 postcode area by AY 2017-18 rising to 19.5% per year by AY 2019-20 and 20% by AY 2020-21.

III. The percentage of enrolled (full-time) students successfully achieving a recognised qualification on the SCQF should increase to 69.0% by AY 2017-18 and 73.2% by AY 2019-20 for FE and should increase to 72.0% by AY 2017-18 and 74.4% by AY 2019-20 for HE. We want greater ambition and parity between FE and HE success and aspire to achieve 75% in both by AY 2020-21.

IV. The percentage of enrolled (full-time) students from a SIMD10 postcode successfully achieving a recognised qualification on the SCQF should increase to 67.3% by AY 2019-20 and 75.0% by AY 2027-28 for FE and should increase to 70.5% by AY 2019-20 and 75.0% by AY 2027-28 for HE.

V. Increase by 5 percentage points the minority gender share in each of the 10 largest and most imbalanced superclasses by 2021. As a milestone we will look to increase the minority gender share by 4.2 percentage points by AY 2019-20. Please note that these targets should be set and monitored through the College's Gender Action Plan, which will be referenced through the Outcome Agreement.

VI. By AY 2018-19 the ambition for care experience is to: increase intake from 733 in the College sector to 800; increase the FTHE college numbers who successfully complete their course from 66% to 71%; and increase the FFE college numbers who successfully complete their course from 61% to 66%. We expect the sector to continue to ensure that the gap between outcomes for those with care experience and those without is narrowed, aiming for parity by 2021.

The indicative Outcome Agreement timeline is shown, for information:

Guidance updated and published	October 2016
Self-evaluation 15-16 report submitted to SFC	31 October 2016
Data sets released to Colleges by SFC	November 2016
Draft targets reviewed by SMT	22 November 2016
Draft targets reviewed by Strategic Development Committee	1 December 2016
First draft outcome agreement submitted to SFC	16 December 2016
Feedback from SFC	January 2017
Indicative funding allocations announced	January 2017
Outcome Agreement reviewed by Strategic Development Committee	23 February 2017
Outcome Agreement reviewed by SMT	14 March 2017
Outcome Agreement reviewed by Board of Management	23 March 2017
Final Outcome Agreement submitted to SFC	31 March 2017
Publication of outcome agreements	April 2017

5. Financial Implications

Please detail the financial implications of this item – There is potential for SFC to consider situations where there is a concern over a variation in delivery against Outcome Agreement commitments. This action would involve SFC considering – taking context and ambition into account – whether funding needs to be recovered; taking a holistic view of both good and unsatisfactory progress to arrive at its decision.

6. Equalities

Assessment in Place? – Yes No

If No, please explain why – Through the Outcome Agreement the College sets out and monitors its aspirations for all protected characteristics.

Please summarise any positive/negative impacts (noting mitigating actions) –

7. Risk

Please indicate on the matrix below the risk score. Risk is scored against Impact and Likelihood as Very Low through to Very High.

	Likelihood	Impact
Very High		
High		
Medium	X	X
Low		
Very Low		

Please describe any risks associated with this paper and associated mitigating actions – There is a risk that the outcome of National Bargaining may lead to the College facing financial challenges, if additional funding is not received from SFC/SG to cover the cost. The College’s SMT are undertaking scenario planning to mitigate this risk.

Risk Owner – SMT

Action Owner – SMT

8. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes No

Health and Safety – Yes No

Please provide a summary of these implications -

Paper Author – David Allison

SMT Owner – David Allison

1. Purpose

To inform members of the Student Associations' recent activity.

2. Recommendation

That members note the recent activity undertaken by the Student Association.

3. Key Highlights

Constitution

The FVSA Constitution has been updated to reflect best practice and to include the new FVSA structures. This new structure will improve the sustainability and effectiveness of FVSA in representing members and in empowering them to shape the work of the SA. This was approved by both Student Representative Council and the Board of Management.

There has been excellent support from the College in working to review the Constitution and update our structure. FVSA have also been working closely with our NUS Scotland Development Officer in order to ensure we continue to develop and maintain our position as a strong and effective Student Association.

FVSA Elections

The Elections for the post of President and Vice President came to a close on Friday 9th June. The successful candidates were announced on Monday 12th June and Amy Scobbie and Alan Buchan have been re-elected for their second year.

Healthy Body Healthy Mind

The SA attended the Scottish Student Sport Award Ceremony (SSS) on Tuesday 13th June and has been successful in maintaining its 3 star award for this year.

Stress Survey

The VP for Health and Wellbeing and Sport ran a survey around stress to all Forth Valley College students and will develop a report based on the results. Once the report has been finalised it will be sent to all interested parties electronically.

Framework Self Evaluation Activity & Review Group

The SA team carried out a team evaluation, in line with The Framework for the Development of Strong and Effective College Students' Associations. 10 points for action were identified and taken forward to a review group. The members of the review group made comments on the proposed actions and the updated actions will be brought forward by the SA for next year.

One of the key action points is to set up an advisory board for the Student Association. We are currently working with our NUS Development Officer and on the advice from the Framework Review Discussion on setting out the Terms of Reference for this group. From the discussions there will be an opportunity for a member of the Board to join this group.

4. Equalities

Assessment in Place? – Yes No Non-Applicable

5. Risk

Please indicate on the matrix below the risk score. Risk is scored against Impact and Likelihood as Very Low through to Very High.

	Likelihood	Impact
Very High		
High		
Medium		
Low	x	x
Very Low		

Please describe any risks associated with this paper and associated mitigating actions: N/A

Risk Owner – Alan Buchan

Action Owner – Alan Buchan

6. Other Implications – NA

Communications – Yes No Health and Safety – Yes No

Paper Author – Alan Buchan

SMT Owner – Andrew Lawson



Forth Valley Student Association

Annual Report
2016-17

Uncontrolled Copy

Last updated: 16 June 2017

Uncontrolled Copy

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Acknowledgements

The Student Association (SA) has had a fantastic year. However, this could not have been achieved had it not been for our dedicated team, students and staff members College wide.

We are always striving towards success for our FVSA and extend to reach out to all students.

We look forward to an amazing year for next term for our 2017-18 students.

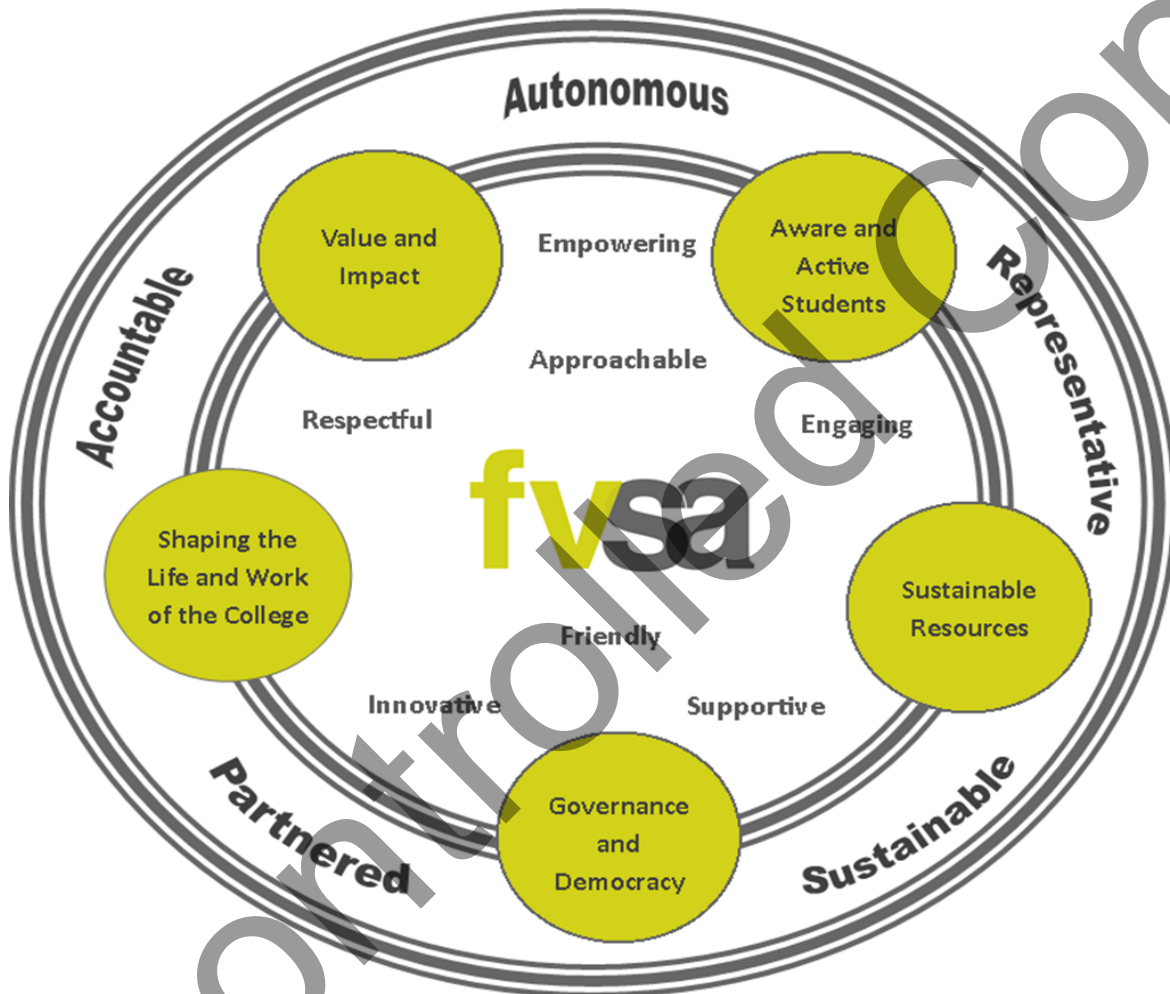
Introduction

Welcome to Forth Valley College's FVSA Annual Report 2016-2017. It has been a remarkable academic year for FVSA and this report will detail all the hard work that has gone into ensuring our students have the most productive and enjoyable learner experience possible.

The Student Association

Mission, Vision and Values

The mission of FVSA is to engage and empower students to improve the learner experience at Forth Valley College.



FVSA will always strive to maintain its core values and ensure that these values are represented in any of its actions.

Empowering

FVSA will always endeavour to give students the information required to make decisions on issues affecting student life and ensure that these opinions are taken into account.

Engaging

FVSA will maximise the number of opportunities for students to give feedback, both to the FVSA and to the College.

Approachable

FVSA will maintain an active presence on every campus and visibly identify themselves to students as often as possible.

Respectful

FVSA will respect the views of our students and will act on behalf of our students where possible.

Friendly

FVSA will always endeavour to have positive communications and good relationships with students and staff within the College.

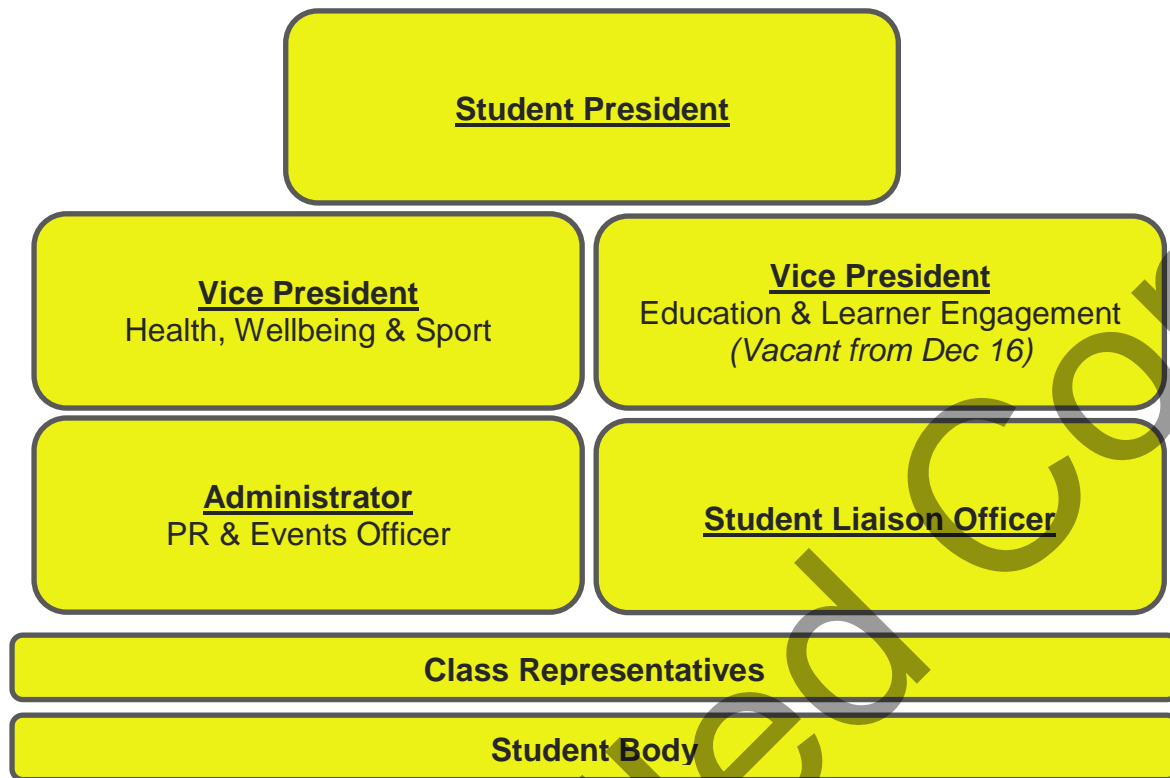
Innovative

FVSA will maintain a forward thinking approach and work with the College in delivering new initiatives which benefit our students.

Supportive

FVSA will fully support our students when required and if necessary will refer them to support providers when we are unable to assist.

FVSA Structure 2016/17



Executive Team 2016/17



Alan Buchan, Student President



Amy Scobbie, VP Health, Wellbeing & Sport



Angela Muirhead, Student Liaison Officer



Lynne McClelland, Administration Assistant

Constitution

The Constitution was composed by FVSA in partnership with the Student Executive, the College Board of Management and NUS in April 2017.

- The Constitution is a legal document that sets out the activities and procedures of FVSA.
- It provides a framework for the operation of FVSA by:
 - Defining what the Association can or cannot do.
 - Indicating how the Executive Committee can act on behalf of Association members.
 - Outlining how Association members can air their concerns.

The FVSA Constitution also outlines the FVSA structure and role profiles for each Executive Officer, all of which were approved by the Student Council and Board of Management in April 2017.

FVSA Framework

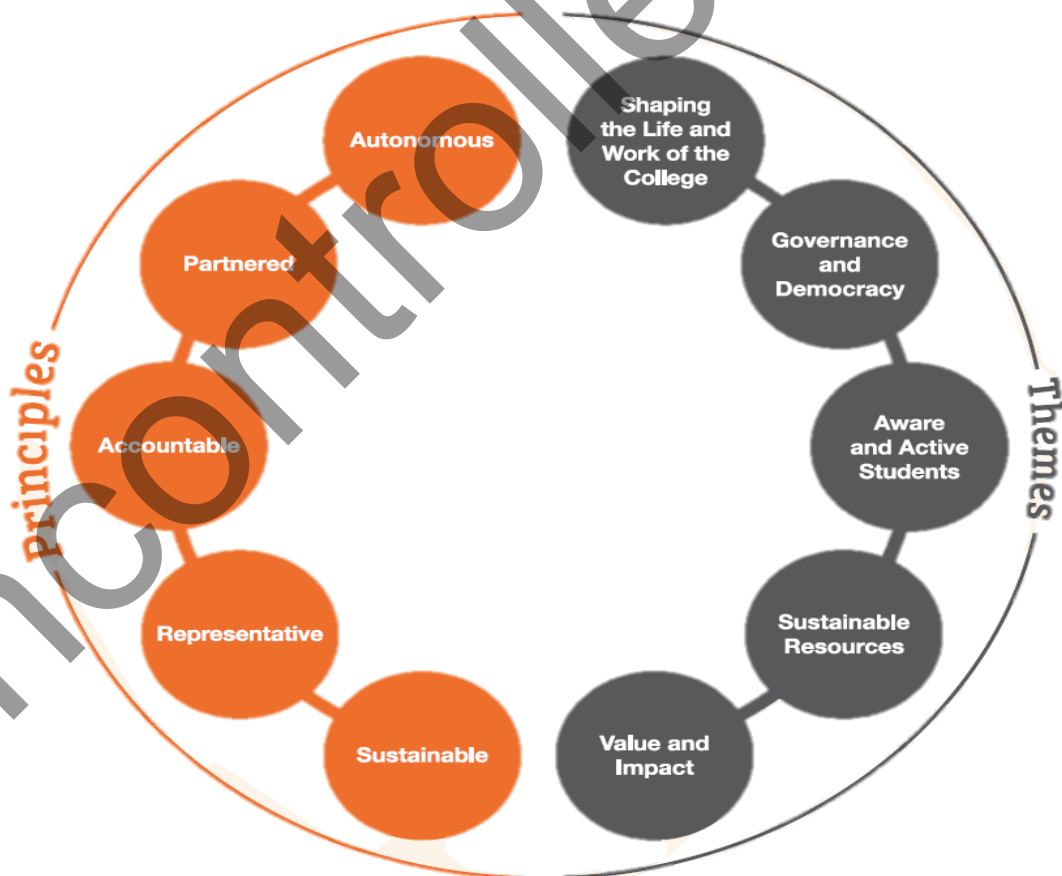
Framework for the Development of Strong and Effective College Students' Associations in Scotland

FVSA need to be strong and effective in order to fulfil their role in the partnership, and both the College and FVSA have a key role to play in making that partnership a success. Its purpose is to set out a sector-agreed framework for how Colleges and SA's can work in partnership, with the support of sector agencies and NUS Scotland, to develop strong and effective SA's.

FVSA adopted the Principles and Themes of the framework when developing our Strategic Plan. This reflects the aim of FVSA to become a stronger and more effective SA.

FVSA carried out a Self-Evaluation based on the framework to measure the current level of development of their SA and College/Association partnership against the broad Principles of the Framework, to identify strengths and areas for development, and to agree actions for a Development Plan.

The action plans agreed during this Self-Evaluation will be taken forward into the next operational plan.



Highlights

This has been another fantastic year for FVSA with many success stories and some of our highlights are listed below.

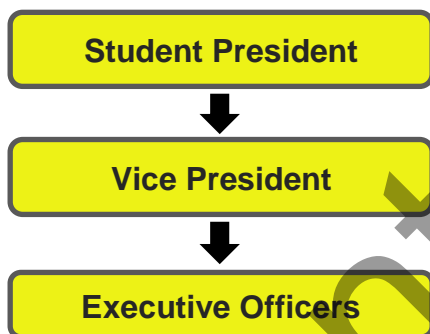
FVSA Development Project

This year has seen an extensive development project for FVSA. Throughout the year there has been a review of our democratic procedures and organisational structures in order to improve how effective we are for students.

The SA Executive team carried out a review of the Constitution, staff structure and staff/officer contracts. A Strategic Plan was developed and passed at our Student Council meeting in block one, our Operational Plan document was updated to improve how FVSA track progress against objectives and move forward towards our strategic aims.

FVSA Structure

Through feedback from students, evidence of best practice published by NUS and SPARQS and the strategic direction of FVSA, it was identified that the staff and officer structures were not suitable for the continued development of FVSA. In order to develop a network of engaged students the structure was updated to the diagram below.



The structure has reduced the Sabbatical Officers to a President and Vice President, the number of voluntary executive officers expanded, and more elected Liberation Officers to represent students from protected characteristic areas who are not well represented normally. These officers will form the executive committee, who are responsible for the running of the SA on behalf of the members. This will improve the operation of FVSA and ensure that it better represents the student voice. The previous responsibilities for

elected officers will be shared across the full FVSA Executive, as nominated by the Executive Committee.

There is a new staff post, Activities and Volunteer Coordinator, who will be responsible for promoting, supporting and managing volunteer activity within the College, accreditation for the volunteers and developing clubs and societies across the College. Please see the staff structure below;

As part of reviewing the structure all FVSA staff and officer contracts were updated to ensure that rights of termination and disciplinary measures were accurate and reflect the constitution, which covers the rights of the elected officers.

FVSA Constitution

Student Liaison Officer (College Staff)

Activities & Volunteer Coordinator (SA Staff)

Administration Assistant (SA Staff)

FVSA Constitution was updated to improve the accountability of elected officers, reflect the planned development of clubs and societies and to reflect the new structure.

FVSA took advice from NUS Scotland, identified best practice across the College sector and worked with The Clerk to the Board of Management and The College Corporate Governance & Planning Officer to ensure that the new Constitution was fit for purpose. This was passed by Student Representative Council and the Board of Management and published on 20th of April 2017.

Review of Class Representative Training

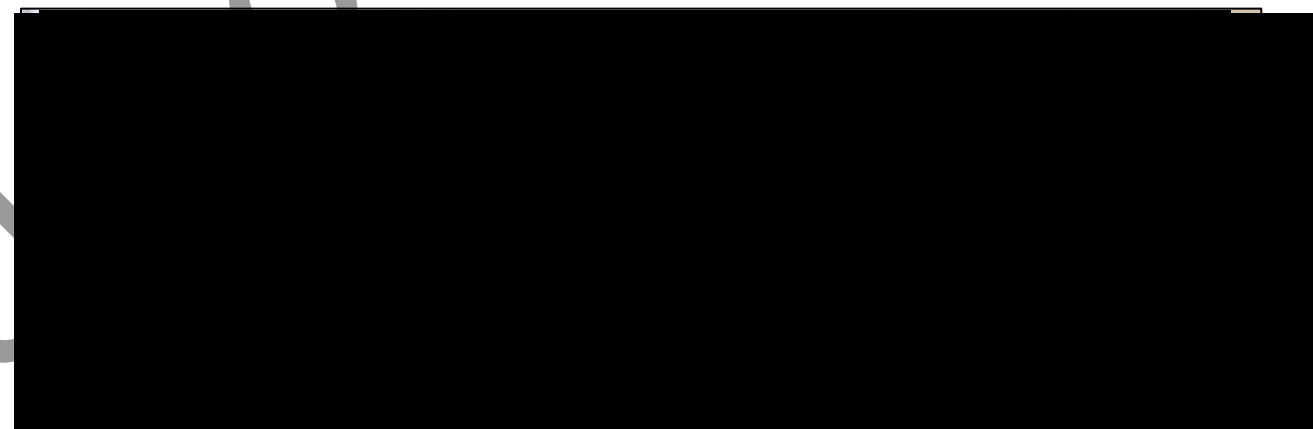
At the Senior Class Rep training an activity was conducted to assess how supported and engaged our returning Class Representatives were during their first year as a rep. This activity and feedback gathered throughout the year will carry forward into our review of the training and support given to Class Reps in July.

The Class Rep training area on Moodle will also be updated to provide more comprehensive training materials and resources for reps to access throughout the year. This should improve the skills and engagement levels with Class Reps.

SMHFA Training

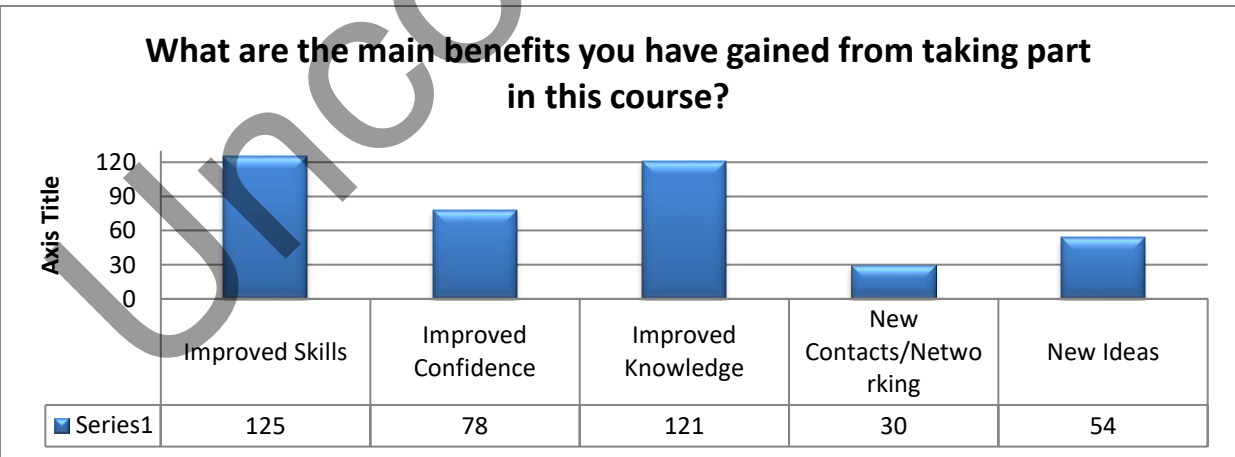
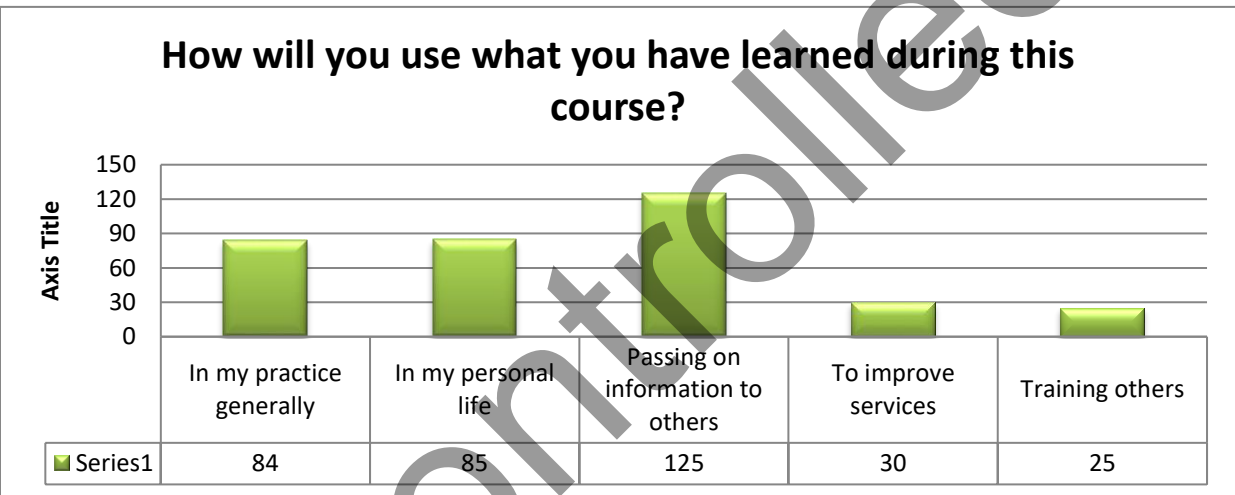
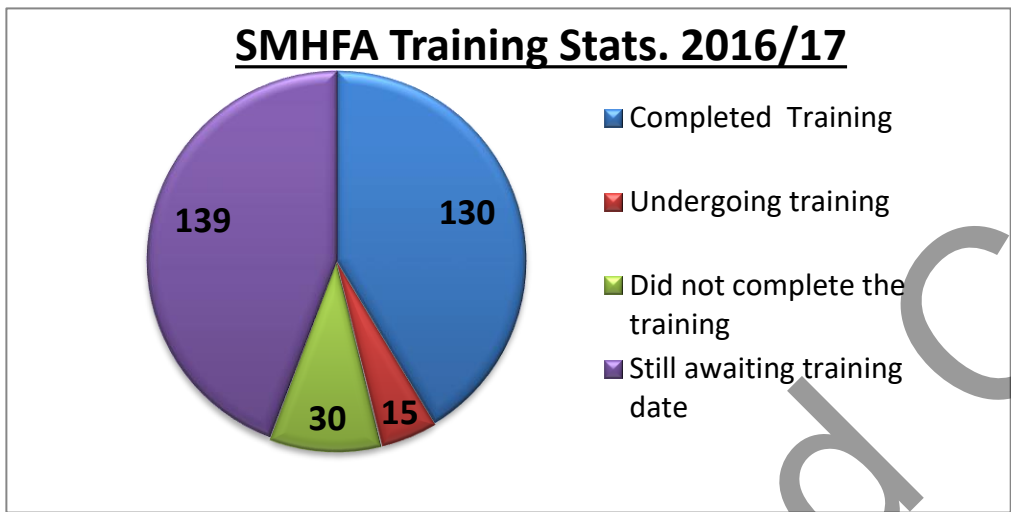
Throughout the session 2016/17 there has been an ever growing demand for Scottish Mental Health First Aid (SMHFA) training. This is a training initiative run by the NHS to train participants in mental health awareness, signs and symptoms of the most common mental health issues such as Psychosis, Depression and Anxiety and also how to sign post people effectively to both internal and external services in relation to this. Participants also learn how to respond to crisis situations such as when someone is having a panic attack. Mental Health First Aid is an initial response to distress and all participants on the course understand that this help is given only until other suitable or professional help can be found.

The Vice President Health, Wellbeing & Support (VP H,W&S) trained 140 participants this year mainly consisting of students and key members of staff such as Student Services support staff, Curriculum Managers and Lecturers.



Due to the significant amount of positive feedback gathered from the sessions and the important role it has played in improving the health and wellbeing of students across our campuses, FVSA are working closely with the College to ensure the continuation of this

initiative but also to shape support services provided by the College to continue to improve the health and wellbeing of all Forth Valley College students. A recent improvement that the College has made that stemmed from this feedback was the new Wellbeing & Support Officer role within Student Services to further support students with different types of therapies such as art therapy that will be shaped by students. Below are the summarised results from the feedback gathered and current stats:



Healthy Body Healthy Mind Award

Forth Valley Student Association in partnership with Forth Valley College participate in the Healthy Body Healthy Mind (HBHM) initiative that is run by Scottish Student Sport and National Union of Students. Each year FVSA take an active role in a variety of activities and events to promote this throughout the College to students. This year to make improvements within the criteria of the initiative to best benefit students the VP H,W&S set up a HBHM committee to ensure participation, advertisement and committal to work set out by the HBHM award objectives. A remit and operational plan was created to state the purpose of the committee and set out the responsibilities of its members. The committee was to be made up of staff and students across the various departments and campuses in the College. This was done to ensure equal representation across the three of our campuses and so that both staff and students had an equal say on health and wellbeing topics such as mental health. The purpose of the committee is to:

- Review and recommend to the student executive and senior management team on anything appropriate to health and wellbeing for implementation across our campuses.
- Conduct assessments (including visits when required) of other FE and HE providers of health and wellbeing practices with a view of adopting these for College use to best support students
- Monitor progress on our current agreed implementation plans and to get staff and students on the committee to report to the student executive on areas of good practice and areas of concern.
- Collate and submit all activity across their areas towards an overall review of the health and wellbeing activity in the College.
- Review and improve for the submission of all evidence gathered to FVSA, student council, senior management team and board of management for the annual HBHM report.

In order to increase awareness amongst students of the HBHM initiative, various methods of communication was used to publicise this including social media platforms, posters, leaflets and wage slip flyers. Students, Staff and FVSA Executive have helped to promote events, workshops and general awareness continually throughout the year and hope to continue working collaboratively on this making improvements for all our students into the future.

This year we have maintained three stars for the HBHM Award submission.

Student Stress Survey

During Mental Health Awareness Week the SA ran a stress survey. The aim of the survey was to contribute to the identification of causes of stress experienced by students and the impact that this has on them. It will also provide information on what the main causes of stress are for students within key groups, how much stress it causes them and the impact of this. It will identify what they do to alleviate that stress on a personal level and through accessing support whilst at college and what they would like the student association and college to do to help support them with this moving into the future.

The results will also provide information on the current services student groups are aware of and their visibility and effectiveness for students throughout the college but also identify new services that students would like to see implemented. This report will be

published shortly and we hope to use it to shape the work of the student association for the academic year 2016/17 and hopefully to shape the support services offered by the college to best benefit students.

Student Democracy

Student Council

Student Council takes place twice a year (block 1 and block 2). The meetings are always well attended and give the Class Reps/students a chance to discuss their learning experience in a positive way.

Through the meeting we give the Class Reps an update on what has been happening in FVSA and what to expect over the coming year. We also had a member of the Senior Management Team come along to each meeting, and this gives senior staff a chance to introduce themselves and listen to the students' feedback. At the end of each meeting we give the students' a chance to have their say on what matters they feel are important such as their learning, canteen or breakout areas etc.

A report is drawn up after each Student Council meeting; these can be found on the FVSA Moodle page.

This year for the first round of Student Council meetings our Principal Ken Thomson delivered a workshop with the aim to gather student feedback, and input on how the New Forth Valley College in Falkirk will look in 2022. Class Reps were given the option to bring along a plus one and to have other students input who were not a Class Rep. This was a great opportunity for all students as it gave them an input into the future of FVC.

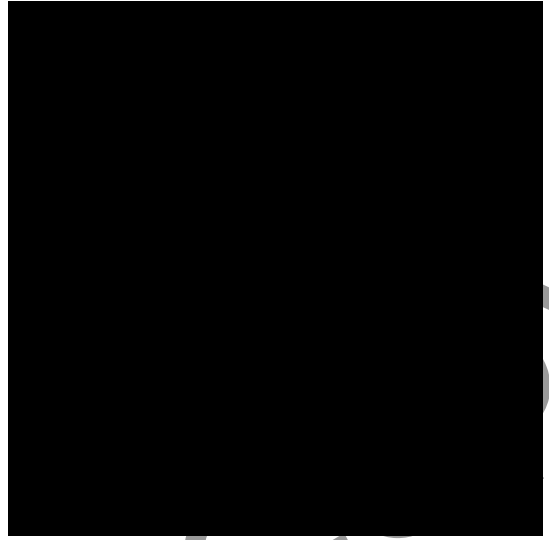
Student Elections

FVSA had a poor response to the Elections this year with a total of 3 candidates putting forward a nomination. This may have been due to the timing of the election process, which took place late in the year due to the review and improvements made around the constitution and election procedures, alongside the restructure of the officer positions. There was also strike action during the advertising process which could have resulted in a poorer turnout.

The number of votes cast increased against last year, this may be due to the success of the candidate campaigns, and FVSA promotion of the elections across the College.

NUS UK National Conference

The Student President, SLO and Administration Assistant all attended the NUS UK National Conference in Brighton in April. The conference elected the new NUS UK President and Vice Presidents, and set out the priorities for NUS UK for the next year. The conference gave the opportunity to network with fellow SA Staff and Officers, and to vote for motions which reflect the needs of our students, including Lobbying the UK Government to prioritise mental health support in Colleges and Universities.



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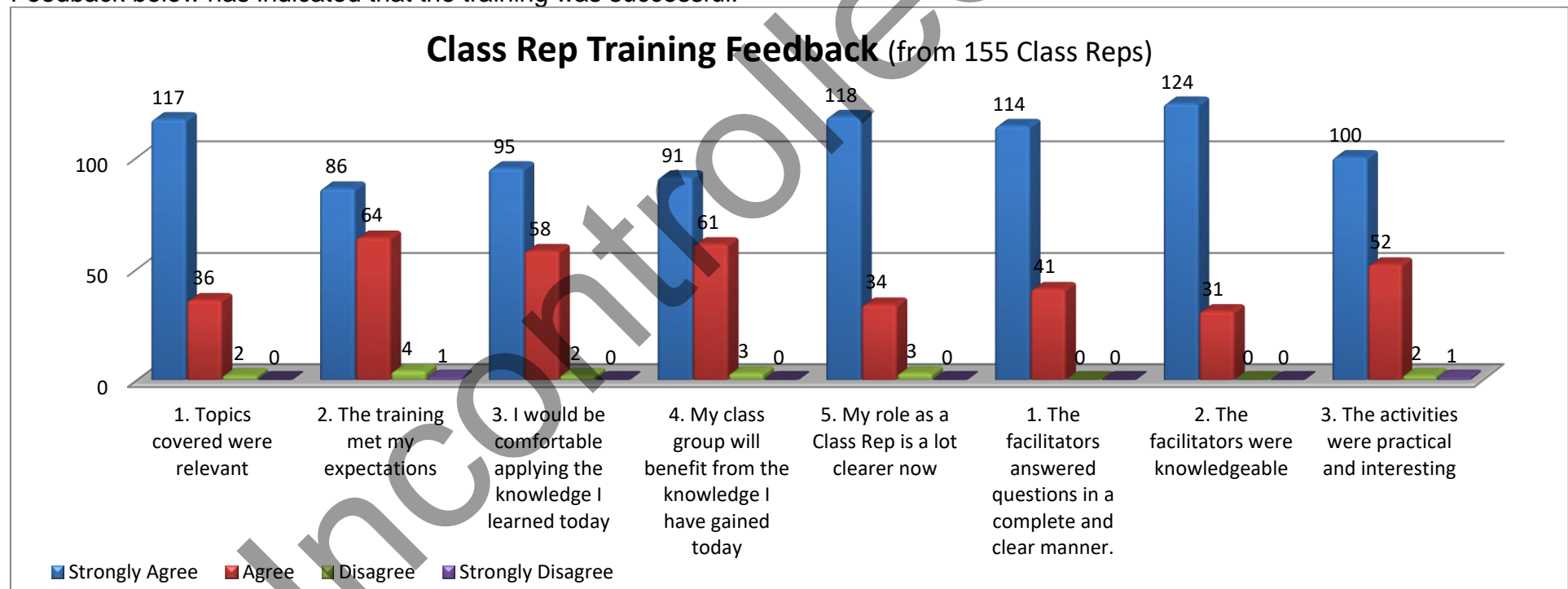
Class Rep Training

Class Reps play a vital role in contributing to the quality of learning and teaching and overall College experience. It is important that the College receives honest and constructive feedback from students. This year we have trained a vast amount of students to take on their role and enhance the experience of current and future students.

There are currently 322 registered Class Reps, 58% of which have been trained this term. Class Reps who missed or were unable to attend training were also given the opportunity to undertake the training online. Unfortunately we are unable to monitor the number of students who took part in the training in that way; however we are looking at collecting data on this for next term.

We maintained contact with our Class Reps over their term through email and social media, and the relations we have created with them have been a success and this is something FVSA will continue to improve through to the next year.

Feedback below has indicated that the training was successful.



Events

Freshers & Re-Freshers Fair



This year's Fresher's Fair, held in September, was very successful. All campuses were busy and we received great feedback from our participants and students. This year's theme was Beach/Hawaiian and we had a fully packed hall/reception area with local businesses and voluntary organisations providing freebies/prizes throughout the week. We also provided students with popcorn/candy floss and a selfie stand in which students could win various prizes. We raised over £448.48 this year which was raised for Maggie's (College charity of the year). We also found that our social media activity had increased massively and we were able to tie in with Capital FM to promote the Student Shopping Night at Stirling Thistle Centre.

Following on from our main Freshers event, the team held their annual Re-Fresher's Fair for the third year running. This allows a welcome event for our new January start students and any students who may have missed the original Fresher's Fair in September. During the event, we had 23 separate exhibitors, including internal College departments and external charities/businesses hosting stalls. This included AG Barr (supplying free juice), Remedy Productions (Fifteen to One Show), Stirling University & Associated Clubs & Societies, Xtreme Karting and Stirling Council with their 3D Printers.

We hosted some fundraising stalls with a number of competitions and all proceeds went towards the College's chosen charity; Maggie's. A total of £297.02 was raised.

As well as the main events, Vue Cinema also provided our students with the opportunity to watch a free movie in Stirling which was a great success.



Career & Volunteering Event

This year we decided to host a Career and Volunteer event to give students the opportunity and information from employers, voluntary organisations and universities. There were fantastic opportunities from College Development Network (CDN)/RBS Enterprise Roadshow who were promoting information on setting up businesses and other entrepreneurial skills. This was well attended and gave students an opportunity to think about their next steps.

Healthy Body Healthy Mind Event

The event took place in March across all campuses. At the event there were a range of charities and organisations promoting both physical and mental health through sporting activity, nutrition and awareness of the negative impacts of alcohol/drug use. FVSA also promoted “No Smoking Day” and ran activities at each event. During this event FVSA fundraised for the charity Beat, who aims to tackle eating disorders.

Time To Talk Day

In order to reduce stigma and discrimination throughout the student population and raise awareness of mental health issues and how students could support their peers, we ran a ‘Talk about mental health’ day on each of our campuses during Re-Freshers’ Fair. On these days information on the various mental health issues and what local and national service provision looked like for each of them was handed out to students.



Campaigns

Accessible/All Gender Toilet Facilities

It was identified when the Student President started his role that the College had to move forward in terms of all gender toilets facilities for all campuses. Therefore, the Student President took the approach to work with the College to implement this project within the College, alongside a campaign to reduce the stigma surrounding gender identification and speak with various members of staff including the Principal to take this forward. This approach would look at not just gender, but also people with social anxiety problems, and even parents. This was passed at Student Council and implemented in January 2017 with a campaign to raise awareness.



Mental Health Awareness Week

In May the Mental Health Foundations' theme this year is 'surviving or thriving'. FVSA ran a stress survey on the students to find out what is causing our student population to become stressed and what support they would like to receive next year and find out if they truly are 'surviving or thriving'.

LGBT History Month

FVSA ran a social media campaign around LGBT to highlight the history of past famous LGBT people who became an inspiration to others. As well as doing social media we also held tables to promote and raise awareness.

Breast Cancer Awareness

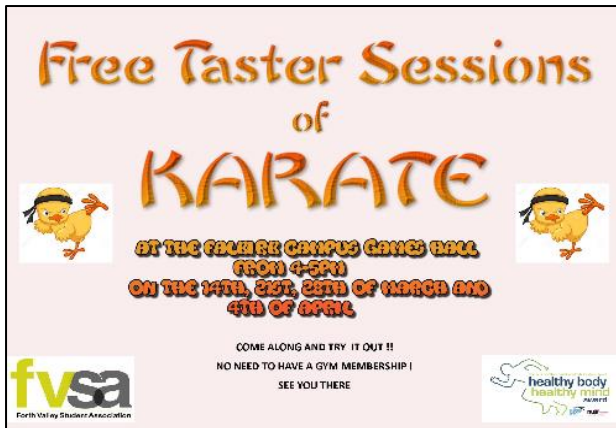
Stickers on how to check yourself were put up around all the showers within the campuses. There was also posters raising awareness of this across all campuses and on social media.

Sock it to eating disorders Campaign

In March students and staff were encouraged to take a sock selfie with their odd/silly socks. The campaign aimed to raise awareness of the charity Beat, who work to tackle eating disorders.

Taster Sessions

This year the H,W&S officer set up free taster sport sessions with external partners that ran for monthly blocks to try and encourage students of all fitness levels who do not normally engage with this type of activity to see the benefit of exercise for health and wellbeing purposes and to try out something new that they haven't tried before. Some of the taster sessions included Parafit-sessions, Karate and Timed tennis.



Fairtrade

FVSA marked the Fairtrade fortnight by running a taste test on each campus, seeing if staff and students could taste the difference between Fairtrade products and supermarket brands. This year we had chocolate, bananas and drinking collocate for students to taste. The tasting was very successful and allowed FVSA to interact with students across three campuses. FVC also took part in various activities including holding a quiz night and also a Fairtrade Bake-off.

Christmas Gift Appeal

On 15 December 2016 the FVSA attended the children's ward at Forth Valley Royal Hospital to hand in the donations from the Children's Gift Appeal Campaign that was run across the College.



16 Days of Action

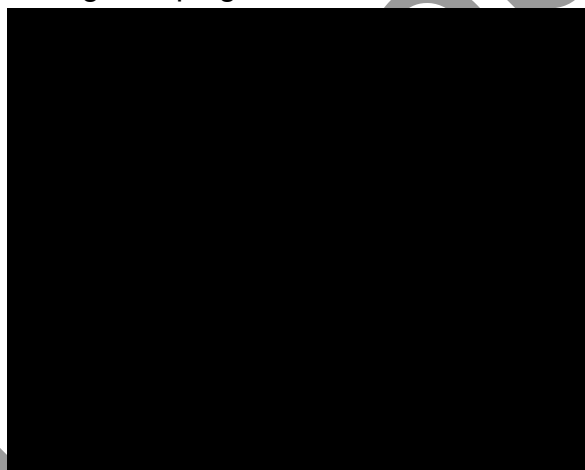
FVSA carried out a 16 Days of Action Campaign across the campuses in November 2016. Throughout the duration of the campaign FVSA ran a social media campaign to raise awareness to our students and encourage them to speak out against all forms of abuse.

16th November Care Students Event

Prior to the 16 Days of Action, FVSA attended an event organised by the Equalities department. The event was an awareness raising event for students within the care department of the College, and included a presentation on the planned activity of FVSA, and an activity based on our 'Hands are not for hurting' campaign.

Stirling Campus

FVSA organised a balloon release for the Stirling Campus on the 25th of November to coincide with the launch event for 16 Days in Forth Valley. Students and staff members wrote positive messages against domestic abuse onto luggage tags and attached them to the balloons. FVSA discussed the campaign with students and encouraged them to engage with our social media campaign.



Alloa Campus

On Friday 2nd of December FVSA ran a stall on the Alloa campus where staff and students were asked to give a thumb print to our 16 Days Tree. FVSA discussed the campaign with students and encouraged students to engage with our social media campaign. FVSA also gave out Festive Safety Kits to students; these contained information on key safety issues over the Christmas period such as alcohol intake, drug use and items such as 'spikies' which fit into bottle tops to prevent drinks being spiked.



Falkirk Campus

On Friday 9th of December FVSA ran a stall at the main reception of the Falkirk Campus. Students were invited to write positive messages against domestic abuse on our hands, and to post them on our noticeboard. Again FVSA discussed the campaign with students and encouraged students to engage with our social media campaign. FVSA also gave out Festive Safety Kits to students; these contained information on key safety issues over the Christmas period such as alcohol intake, drug use and items such as 'spikies' which fit into bottle tops to prevent drinks being spiked.



Community Champion (Peer Support) Training

The training was delivered by Scottish Families Affected by Alcohol and Drugs (SFAD). The sessions ran in the College and consisted of participants exploring assets and co-designing interventions to empower the participants of the training to participate in actions that support their lives and that of their peers. This can include recognising what is strong within the College community, setting goals for improvement and supporting unmet needs through empowerment and active participation by working to an asset based community development approach(ABCD), to:

- Build strong supporting peer communities within the College
- Reduce harm and drug related deaths
- Promote active citizenship and social connectedness
- Support the development of recovery friendly peer communities that will address stigma
- Improve the quality and consistency of service planning and delivery

Concussion Training – The VP HW&S arranged a Concussion Awareness Session for all sports staff and students (approx. 300 attendees) after all of the media coverage of 'delayed concussion'. This helped to raise awareness for students who participate in and deliver sports sessions.

Resolve Training

FVSA was given training at the beginning of term to highlight the dangers of solvent abuse. We therefore used this platform to highlight to other departments in the College.

Festive/Mindfulness Kits

FVSA promoted and raised awareness of safety and mental wellbeing via a number of safety kits, training and other resources. The safety kits were distributed to students throughout the year. Scottish Mental Health First Aid (SMHFA) training, Peer Support & Resolve training will also be offered to students for free. Materials and resources were also available online and in other ways.

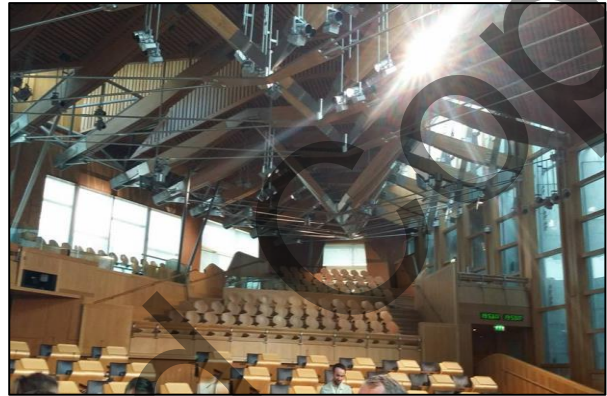
The results of this was students and staff were more aware and informed of local and national service provision, campaigns and accessible resources further enabling them to make informed decisions about their own health, wellbeing and safety. This has also helped reduce barriers to services by making the information more readily available to students and staff on campus.

Networking

FVSA has attended many networking events throughout the year involving internal and external partners including NUS, SPARQS, NHS Forth Valley, Chamber of Commerce, Local Authority, Equality Groups, Credit Unions, SQA and Other Colleges & Universities.

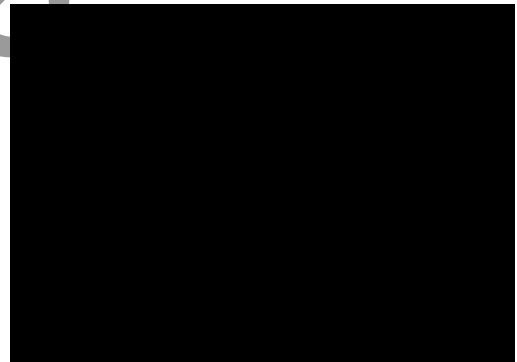
NUS Parliamentary Reception

FVSA President and Vice President attended an NUS parliamentary reception on 30/05/17, sponsored by Ross Greer MSP. The event was a handover between the outgoing and incoming elected officers for NUS Scotland. This was an excellent networking opportunity for FVSA to identify partnership working for the future. There were members from Scottish Funding Council, SPARQS and MSPs in attendance alongside students and staff from Colleges, Universities and NUS Scotland.



Stirling University/University of Alabama visit

On 25/05/17 FVSA welcomed our colleagues from Stirling University Union and the Student Government Association from the University of Alabama. We discussed the shared challenges around engagement of students and examples of good practice. At the meeting it was discussed that the three organisations would set up regular conference calls in order to share best practice and build a strong support network.



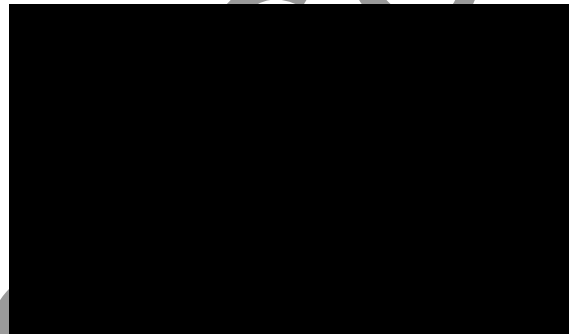
Other Activity

Open Badges

FVSA Open Badges have continued to develop over this year. There are now 401 participants in the scheme, with 412 badges issued to staff and students across the College. Alongside managing and issuing FVSA Open Badges, advice and support has been given to other departments within the College in developing their own Open Badges to accredit skills development and volunteering. The Student President is currently working to support the Learning Resource Centre in developing their own badge framework for accreditation of activities available within the Learning Resource Centre (LRC).

Staff Development

In August 2016 FVSA delivered a presentation to lecturers on creative learning. This was a fantastic platform to show our new Executive Team and to also share best practice in terms of how each department learns new innovative ways of learning.



Looking Ahead to 17/18

The year ahead for FVSA will provide a real opportunity to improve the level of engagement with students. The development work carried out in the last twelve months have laid the foundations for a successful year, which will start out with solid plans, based on self-evaluation, evidence gathered through student feedback and the elected officers manifesto plans. There are a number of key priorities which have already been identified.

Representation through engagement

This year has seen an increase in the number of students giving feedback to the SA on their College experience. FVSA will build on this engagement and use it to improve how effectively we represent the student population at FVC. A formal communication and engagement plan will be produced to allow for monitoring of the levels and methods of engagement.

Developing future leaders

There will be a full new Sabbatical Team at the end of term 17/18. In order to minimise the impact of this, FVSA will be a focus on engaging students in our democratic procedures and developing our executive officers/volunteers throughout this year, to give them the skills and knowledge to be capable and effective in taking forward the FVSA.

Building and Reinforcing Partnerships

FVSA have identified opportunities to develop partnerships, and build on existing ones to provide a benefit to our students. We will look to build on these both internally with support and teaching departments and with external partners such as other College and University Associations/Unions.

1. Purpose

To inform members of the current position in relation to National Bargaining.

2. Recommendation

That members consider the current position and the implications for Forth Valley College.

3. Background

As part of the Scottish Governments reform of the FE sector they stated in their 2013 manifesto that the sector would move to National Bargaining. An Employers Association was set up on behalf of the sector to lead the negotiations for both the teaching staff and the support staff.

Teaching staff – In March 2016 an agreement with EIS was reached as follows

16/17 – Flat payment of £450

17/18 – Phased migration to a top salary scale point of £40,027, this being the highest salary in the sector at that time. The Employers Association were clear that the move to a national salary scale would need to be linked to Terms and Conditions. Work has been on-going since March 2016 with the EIS negotiating team however no agreement has been reached in relation to terms and conditions.

The first phase effective from 1 April 2017 would be 25% of the difference between College's current scale points and the agreed national bargaining scale points.

Appendix 1 details the current position noted to the Employers Association. Agreement has been reached with the EIS negotiation team on the position of staff in employment at 31 July however this has still to be ratified by both the Employers Association and the EIS membership. For new employees employed from 1 August 2017, to date there has been no agreement with the EIS negotiating team.

Support Staff – In March 2016 agreement with Unison was reached as follows

16/17 – Flat payment of £450 in line with lecturers.

17/18 – Negotiations on going – Unison have requested £1,000 flat payment versus employers offer of 1% or £450 if earnings less than £22k in line with the public sector pay policy.

Work is on-going in terms of agreeing holidays, overtime, shift allowances and move to paying the living wage – all of which will have no impact for FVC staff. Work is also on-going on implementation of job evaluation.

4. Key Considerations

4.1 Cost of National Bargaining

Colleges Scotland and SFC have agreed that the cost of implementing National Bargaining for the sector is around £100m over the next 3 years.

For Forth Valley College the cost of implementing national bargaining for teaching and promoted teaching staff will be:

16/17	April 17 to July 17	£101,285
17/18	August 17 to July 18	£405,142
18/19	August 18 to July 19	£810,284

4.2 Funding

It is clear that the cost of national bargaining is not affordable unless Scottish Government and the SFC provide the funding to cover this. While reassurance is being given that SG will seek to allocate funds in the next spending review there is no firm commitment as to how much this will be. The Deputy First Minister (DFM) has written to the Chair of Colleges Scotland to confirm this. (Copy of letter is attached).

On 12 June, SFC has confirmed £2m will be made available across the sector to cover part of the 2016/17 cost. At this time, the amount Forth Valley College will receive is unknown.

4.3 No detriment to existing staff terms and conditions

The sector norm for teaching contact hours is 24 hours whilst Forth Valley College have maintained 22 hours. In anticipation of the norm being adopted, Forth Valley College were budgeting the increase in teaching hours as efficiency. Unfortunately, the agreement drawn up on the 19 May 2017, although still to be ratified, indicated there would be no detriment to existing staff terms and conditions for holidays, teaching contact hours and salary conservation. In real terms, this means that FVC cannot increase lecturers contact time or remove holidays. In the SFC and Colleges Scotland costing model, colleges moving from 24 to 23 hours, are likely to be provided with increased funding for the additional staff they will require to employ to accommodate the reduction in teaching hours. Forth Valley College however, will not receive any additional funding as the status quo will be retained. Consequently, our hourly rate will be higher than colleges who drop to the 23 hour position as a result of the no detriment to existing staff. This is not the efficiency we had planned for.

5. Financial Implications

Two options are currently being considered by the Employers Association.

- 1 Pay the 25% due from April 2017 in July and take everything which has been agreed to date back off the table and start again with an agreed management position as a starting point.
- 2 Pay the 25 % due from April 2017 in July and keep the terms and conditions for current staff as noted in appendix 1.

Option 1 is Forth Valley College's preferred option. Option 2 is not affordable without efficiencies unless additional funding is agreed and appropriately distributed to all colleges.

It is recognised by all Colleges and the Employers Association that without SG/SC funding the cost of national bargaining is neither affordable in the short term nor sustainable in the long term. This is recognised by Scottish Government hence the promise of £2 million to cover April to July and the promise from the DFM that funds will be made available through the Spending Review. This then leaves a shortfall in 17/18 although SG and SFC insist this can be covered from the existing grant in aid and will have to be found from efficiencies. Forth Valley College have been working on a number of scenarios which will involve restructure in order to present a sustainable budget.

It is likely the College sector will not be funded on an equitable basis in order to satisfy national bargaining and it Forth Valley College will continue to be underfunded with no account taken of the restrictions of national bargaining which prevents the College making efficiencies without restructure

6. Equalities

Assessment in Place? – Yes No N/A due to as content due to nature of paper.

7. Risk

Please indicate on the matrix below the risk score. Risk is scored against Impact and Likelihood as Very Low through to Very High.

	Likelihood	Impact
Very High		x
High	x	
Medium		
Low		
Very Low		

- Cost of national bargaining is unaffordable without funding from SFC/SG.
- Impact on staff morale
- Negative profile of the College sector has unintended consequences in terms of relationships with partners.

Risk Owner – Ken Thomson

Action Owner – Ken Thomson

8. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes No

Health and Safety – Yes No

Paper Author – Alison Stewart

SMT Owner – Andrew Lawson

NJNC Agreement – Friday 19th May 2017

The undernoted are agreed by both sides of the NJNC Side Table Lecturers, subject to reporting and ratification by their respective constituencies. Both sides agree to recommend acceptance of this Agreement to their respective constituencies.

The EIS agrees to immediately suspend the current industrial action relating to the March 2016 NJNC Agreement.

The Management side agrees to immediately implement the pay elements of section 5 of the March 2016 NJNC Agreement.

This NJNC Agreement gives effect to all NJNC agreements in principle on pay migration and harmonisation as agreed at the NJNC meeting on 15 December 2016.

This NJNC Agreement further gives effect to all NJNC agreements in principle on terms and conditions as agreed at the NJNC meeting on 16 March 2017.

Agreed changes to Terms and Conditions will take effect from 1 August 2017.

Both sides acknowledge that some elements remain to be jointly finalised, however, these elements do not affect the implementation of this Agreement as set out above. This will be completed by 1 June 2017.

Terms and Conditions		Staff in post at 31 July 2017	New Employees from 1 August 2017
Salary Conservation*		Where a member of staff is currently in receipt of existing local salary conservation arrangements these will be retained.	To be agreed Management position – 3 years cash conservation EIS position – 6 years cash conservation
Annual Leave	Unpromoted Lecturers*	Retain existing local terms. (No Detriment)	To be agreed Management position - 60 days per annum EIS position – 63 days per annum
	Promoted Lecturers*	Retain existing local terms. (No Detriment)	To be agreed: Management position: <ul style="list-style-type: none"> • Level 1 - 60 days per annum. • Level 2 - 55 days per annum. • Level 3 - 50 days per annum. EIS position – no differential (63 days)
Class Contact	Unpromoted Lecturers	Retain existing local terms (no detriment) OR migrate to 23 hours plus 1 hours (maximum of 8 hours within any 12 consecutive teaching week period), with annual hours of 860, from 1 August 2017	23 hours plus 1 hours (maximum of 8 hours within any 12 consecutive teaching week period), with annual hours of 860
	Promoted Lecturers	<ul style="list-style-type: none"> • Level 2 - Up to 12 hours per week. • Level 3 - Up to 9 hours per week. 	To be agreed

		<p>(Note – from 1 August 2017 or date of appointment through matching process if differs)</p>	<p>Management position:</p> <ul style="list-style-type: none"> • Level 1 - Up to 18 hours per week. <p>EIS position:</p> <ul style="list-style-type: none"> • Level 1 - Up to 15 hours per week.
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Note:

* Any voluntary contractual move to (another post) and or college/employer means that existing local arrangements would cease. [wording to be agreed]

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Deputy First Minister and Cabinet Secretary for
Education and Skills
Leas Phrìomh Mhinistear agus Rùnaire a' Chaibineit
airson Foghlam agus Sgilean
John Swinney MSP/ BPA



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Ken Milroy MBE
Chair Colleges Scotland
Argyll Court
Castle Business Park
Stirling
FK9 4TY

kenm@aberdeenfoyer.com

09 June 2017

Dear Mr Milroy

I wanted to take this opportunity to write to you, as Chair of Colleges Scotland, to set out the Government's commitment both to the college sector and to national bargaining, during what has undoubtedly been a challenging time for the sector.

Firstly, I want to reaffirm the Government's long-term commitment to the sector. We are committed to creating a vibrant college sector that is well suited to our national priorities, including the delivery of skills and opportunities, particularly for our young people, to meet their needs and those of our economy. I am in no doubt that our college sector is now better placed than ever to enable students to flourish and succeed, and to build the workforce that Scotland's employers need—now and in future. Our colleges must continue to develop and innovate to deliver the type of learning that society, the economy and individuals need, both now and for the future.

I would like to acknowledge the commitment shown by all college staff and leaders to our ambitious programme of change and improvement and to thank all of your colleagues for their contribution to this process that is vital to our economic future. There has been significant restructuring of the sector and college staff have played a full part in securing those necessary and beneficial changes, and I commend them for their commitment.

I would also like to reaffirm the Government's absolute commitment to securing national bargaining. Given the negative impact on learners and on staff/management relationships of the recent industrial action, I would encourage both sides to continue to engage constructively and to seek resolution through national bargaining.

I recognise the significant effort and energy invested by the Employers Association over recent weeks and months in trying to secure agreement on this matter. I welcome that and am happy to engage in discussions in understanding the lessons that we can all – including Government - collectively learn from the current round of negotiations by way of improvement going forward.

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Finally, I am very aware of the financial pressures any settlement reached will place on individual colleges and, as I have previously indicated, we will seek to reflect these in future budget settlements.

I hope this gives you the assurance that I am very aware of the efforts being made by management to progress the current round of negotiations and of the budgetary consequences of any settlement for the sector. My officials will continue to work closely with the SFC and Colleges Scotland as we move forward.

I have copied this letter to Ian McKay in his role as Chair of the Employers Association.

Yours truly
John Swinney

JOHN SWINNEY

CC: Ian McKay, Chair of the Employers Association

1. Purpose

To present members with the draft Board calendar for session 2017-18

2. Recommendation

That the Board of Management notes the dates for Board and Committee meetings in the attached document

3. Background

The College publishes an indicative Board calendar in June for the forthcoming academic year to support members in their scheduling

4. Key Considerations

The attached dates are indicative at this time as the calendar may change due to –

- Input from the new Chair once appointed
- Actions arising from the Board Strategic sessions

5. Financial Implications

None.

6. Equalities

Assessment in Place? – Yes No

Not applicable

7. Risk

Please indicate on the matrix below the risk score. Risk is scored against Impact and Likelihood as Very Low through to Very High.

	Likelihood	Impact
Very High		
High		
Medium		
Low		
Very Low	X	X

Please describe any risks associated with this paper and associated mitigating actions –

The dates for Board and Committee meetings are indicative at this time and further updates will be provided to members should these dates change.

Risk Owner – Alison Stewart

Action Owner – Alison Stewart

8. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes

No

Health and Safety – Yes

No

Paper Author – Alison Stewart

SMT Owner – Alison Stewart

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Board Indicative Calendar 2017/18

Meeting						
Board	Thursday 10 August 2017 Falkirk (Approval of Falkirk Estates Decision Point 4 document)	Wednesday 27 September 2017 Stirling (Short business agenda then Strategic Session & Risk Workshop) 13.00 – 18.00	Thursday 26 October 2017 Stirling (Board Effectiveness Discussion and approval of Annual Quality Report) 13.00 – 18.00	Thursday 7 December 2017 Stirling (Morning Meeting and Xmas lunch)	Thursday 22 March 2018 Falkirk	Thursday 21 June 2018 Falkirk
Audit		Thursday 14 September 2017 Falkirk		Thursday 23 November 2017 Falkirk	Thursday 8 March 2018 Falkirk	Thursday 31 May 2018 Falkirk
Finance		Tuesday 12 September 2017 Falkirk		Thursday 30 November 2017 Falkirk	Tuesday 13 March 2018 Falkirk	Thursday 14 June 2018 Falkirk
HR (Inc. Nom)		Tuesday 5 September 2017 Alloa		Tuesday 21 November 2017 Alloa	Tuesday 27 February 2018 Alloa	Tuesday 5 June 2018 Alloa
Strategic Development			Thursday 5 October 2017 Stirling (Approval of Annual Quality Report)	Thursday 16 November 2017 Falkirk (Outcome Agreement Draft)	Thursday 1 March 2018 Alloa	Thursday 7 June 2018 Stirling



Scottish college board members' role in equality and diversity

All colleges in Scotland are required to comply with equality legislation that impacts on the day to day work of the college, its strategic direction and how its board diversifies its membership.

Board members play an integral role in supporting equality and diversity in Scottish colleges as part of creating and driving the colleges' strategic aims, by ensuring the college meets its legal responsibilities, and in helping to build a diverse and representative governing body.

This briefing explains the role of boards in overseeing the embedding and implementation of equality law within college processes, but also focuses on what it means for boards themselves.

ECU's Scotland team have published this briefing to support college board members to fulfil their responsibilities in relation to equality and diversity. It will also be useful for board secretaries due to the support that they provide to the boards of colleges.

This briefing considers two key aspects of a college board's equality responsibilities:

- = **Section 1: assuring the college's compliance with equality law**
- = **Section 2: planning to improve board diversity**

Extend your knowledge

ECU (2016) *Governing bodies, equality and diversity: A handbook for governors of Scottish higher education institutions*.

www.ecu.ac.uk/publications/equality-handbooks-governors/

Section 1: assuring the college's compliance with equality law

Boards play a key role in embedding and safeguarding equality and diversity in the college mission, strategy and culture.

- = **Shape approach:** boards can go beyond assuring legal compliance of equality law to define and shape the college's approach to equality.
- = **Embed equality and diversity:** periodically, board members will be involved in developing new college strategies and approving policies and college wide operational plans. At this point, board members can ensure that equality and diversity are appropriately embedded and appropriate key performance indicators (KPIs) are in place.
- = **Ensure accountability:** board members will be involved in the annual review of KPIs, including those on equality and diversity, as part of ensuring the college is delivering on its strategy.
- = **Champion equality and diversity:** through championing equality, diversity and an inclusive culture from the top of the organisation, board members can help to foster a culture of equality and diversity that supports the college's strategy.

Why is this important?

= A culture of equality and diversity

As the body that safeguards the college strategy and culture, boards should in a broad sense be seen as embodying that culture. To the extent that the college's strategy includes equality and diversity, board members also need to embody those qualities personally. What is valued at board level is valued throughout the college.

= Relationships with staff

Improving the diversity of your staff at all levels ensures you have diversity of thinking which will have a positive impact on college development and the teaching process, including modernising delivery of the curriculum. By showing that you treat staff fairly you recruit the best talent and by having fair opportunities for development and progression you keep your best staff and maximise their potential. This can lead to increased staff engagement and ultimately, an improvement in the student learning experience.

= Support for students

Colleges want to attract the best and broadest range of students they can. They also have a role to play in widening access and releasing potential of disadvantaged students and both of these can have a positive impact on the student experience and learning experience. This in turn can increase student satisfaction with their experience.

= Connection to other high level strategies

Equality and diversity should be a key feature within several other strategic and operational documents the college is required to produce, such as its outcome agreement and access and

inclusion statements. Ensuring compliance with the law overall and being able to demonstrate this supports the development of these high level documents.

= **Impact on society**

Colleges are an integral part of their local communities, working with other organisations and businesses. They can help release the potential from disadvantaged communities and can act as an agent for regeneration and social mobility.

= **Importance of assuring legal compliance and risks of not doing so**

Claims can be made by individuals, or organisations, against the college, or against the board on behalf of the college. Any person or group who has worked in or with the college may raise a claim and this can include, for example, staff, students, service users, businesses and contractors.

Failure to comply with equality law may be investigated by the Equality and Human Rights Commission (EHRC), and/or challenged through an employment tribunal or the courts. Unlawful discrimination and inequalities can impact on staff and campus relations, undermine the recruitment of the best staff and students, lead to negative media, and have a pervasive impact on a college's reputation.

= **The Code of Good Governance for Scotland's colleges**

The Code of Good Governance for Scotland's Colleges reasserts the obligations of the college board to ensure both compliance and good practice in relation to equality and diversity.

See: **A.12 The board must provide leadership in equality and diversity.**

Along with this statement, the code advocates the improvement of economic, cultural and social well-being and having regard to social needs and social inclusion, which can be underpinned by adequate consideration of equality and diversity.

What does the law say?

Issues of equality and diversity are underpinned by a mandatory legal framework, extending to a college's relationship with both staff and students, as well as visitors and contractors. Colleges in Scotland are considered to be public authorities by the Equality Act 2010 and as such they must fulfil the requirements set for all public authorities by the Act and the accompanying Scottish specific duties. The college board is expressly listed as accountable for compliance with the legislation.

The Equality Act

The Equality Act 2010 is the main piece of anti-discrimination legislation in Great Britain. It covers nine protected characteristics:

- = age
- = disability
- = gender reassignment

- = marriage and civil partnership (in employment)
- = pregnancy and maternity
- = race (includes nationality)
- = religion and belief (includes no religion or belief)
- = sex
- = sexual orientation

Public sector equality duty

Within the Act, the public sector equality duty (PSED) requires colleges, when carrying out their functions, to give due regard to the need to:

- = eliminate unlawful discrimination, harassment and victimisation
- = advance equality of opportunity between people who share a protected characteristic and people who do not
- = foster good relations between people who share a protected characteristic and people who do not

The Scottish specific duties

The Scottish specific duties are designed to help public authorities demonstrate how they are meeting their responsibilities under the PSED. The specific duties require colleges to:

- = report on progress towards mainstreaming the equality duty, including a breakdown of employee information and how this is used to inform progress.
- = publish equality outcomes and report progress
- = publish gender pay gap information
- = publish statements on equal pay in relation to disability, gender and race
- = equality impact assess and review policies and practices

Duty	When	Due
Mainstreaming report	every 2 years	April 2017
Equality outcomes	every 4 years	April 2017
Gender pay gap report	every 2 years	April 2017
Equal pay statements for gender	every 4 years	April 2017
Equal pay statement for disability and race <ul style="list-style-type: none"> - for colleges with 20 - 149 staff - for colleges with 150+ staff 	every 4 years	April 2021 April 2017
Equality impact assessments	ongoing	Ongoing

What does this mean for you?

Boards should have oversight of the college's work towards complying with its specific duties and are responsible for ensuring accountability with them. You should seek assurance that your college has appropriate infrastructure and resources to enable compliance with the Equality Act and the Scottish specific duties. As a minimum, the board should review and approve any reports, strategies and policies that are the product of the specific duties prior to the publication dates.

Board members can influence how equality is embedded across the college, for example, by checking that equality has been embedded into college strategies and plans and outcome agreements with the Scottish Funding Council (SFC), or in the development of their college's equality outcomes.

Section 2: planning to improve board diversity

Governing bodies are seeking to increase their diversity to strengthen their governance, and board members can play a vital role in this work.

Board members can support the board to achieve greater diversity, for example through raising awareness of the role of college board members across a variety of settings.

- = **Shape the approach:** board members should be involved in determining the college's policy and goals on board diversity.
- = **Ensure accountability:** board members should scrutinise college action and hold the executive to account for its progress on increasing board diversity.
- = **Champion diversity:** board members can participate in equality monitoring and encourage other board members to do the same and be advocates for board diversity, within and outside of the college.

Why is this important?

= Broader awareness of issues

A diverse board can draw on a diverse range of views, experiences and backgrounds which will enable them to consider issues in the broadest way it can. The board will be better informed and in touch with social and commercial concerns and be able to interrogate the issues and their context in a robust way.

= Enhanced decision making

Similarly, diversity can improve decision making by bringing a range of experiences and views to the process resulting in a more inclusive approach better enabled to help the college improve performance.

= Representative of the local community

A board that reflects the local community (and is representative of the staff and student population) will be better equipped to make decisions that support the college's place within that community, which will benefit the college and possibly also the wider community.

= The Code of Good Governance for Scotland's Colleges

The Code states the college's commitment to a diverse board.

See: A.13 The board must seek to reflect in its membership, the make-up of the community through offering maximum opportunity of membership to a range of potential members and removing potential barriers to membership, in partnership with its regional strategic body, as appropriate.

Scottish colleges are required to comply with the Code as a condition of funding.

What does the law say?

The Further and Higher Education (Scotland) Act 2005 states that college and regional boards, and regional strategic bodies must make board appointments in a manner which encourages equal opportunities and in particular the observance of the equal opportunities requirements.

The Post-16 Education (Scotland) Act 2013 legislates for college and regional boards of management. It makes provision for the composition of, and appointment to, the board.

The Scottish specific duties

The specific duties regulations include college board members within the mainstreaming duty.

Under the duty to report on progress towards mainstreaming the equality duty, the college board, as the listed authority, must include the:

- = number of men and of women who have been members of the board during the period covered by the report
- = way in which this information has been used; and how the board proposes to use the information, in taking steps towards there being diversity amongst its members so far as relevant protected characteristics are concerned

In addition to this, the Scottish government will occasionally gather all the protected characteristic data of board members. This information will be nationally aggregated and given back to colleges to use in their mainstreaming reports.

What does this mean for you?

The board can show top level leadership by modelling an inclusive approach to the way the board operates. Investing time regularly as a group to do this represents a longer term investment into the board and its diversity.

Consider undertaking a board evaluation to look at what it can do to champion equality and diversity and act as a role model for a truly inclusive organisation.

Further resources

EHRC (2016) *Assessing impact and the Public Sector Equality Duty: a guide for public authorities*.
www.equalityhumanrights.com/publication/assessing-impact-and-public-sector-equality-duty-guide-public-authorities-scotland

CDN (2016) *Code of good governance for Scotland's colleges*.
www.collegedevelopmentnetwork.ac.uk/wp-content/uploads/2016/09/Code-of-Good-Governance-for-Scotland's-Colleges-August-2016.pdf

ECU (2013) *College equality outcomes: a regional overview*.
www.ecu.ac.uk/publications/college-equality-outcomes-a-regional-overview/

Good Governance Institute (2011) *The governance of diversity and inclusion: Maturity matrix*.
www.good-governance.org.uk/wp-content/uploads/2014/02/Diversity-and-Inclusion.pdf

ECU's guidance on mainstreaming:
www.ecu.ac.uk/guidance-resources/governance-and-policies/mainstreaming

ECU's guidance and the Equality Act 2010:
www.ecu.ac.uk/guidance-resources/equality-legislation

EHRC's guidance on the Public Sector Equality Duty:
www.equalityhumanrights.com/about-us/devolved-authorities/commission-scotland/public-sector-equality-duty-scotland/non-statutory-guidance-scottish-public-authorities

ECU (2009) *Governing bodies, equality and diversity: research report*.
www.ecu.ac.uk/publications/governing-bodies-equality-and-diversity-research-report-2009

ECU (2016) *How to embed equality in outcome agreements: Toolkit for colleges*.
www.ecu.ac.uk/guidance-resources/governance-and-policies/outcome-agreements

ECU (2017) *The public sector equality duty: specific duties for Scotland (revised)*.
www.ecu.ac.uk/publications/the-public-sector-equality-duty-specific-duties-for-scotland

ECU (2014) *The rationale for equality and diversity*.
www.ecu.ac.uk/publications/rationale-equality-diversity-vice-chancellors-principals-leading-change

Scottish government (2012) *Report of the Review of Further Education Governance in Scotland*.
www.gov.scot/Resource/0038/00386490.pdf

Scottish government (2016) *Succession Planning Guidance and Toolkit*.
www.gov.scot/Topics/Government/public-bodies/BoardChairs

Women count (2016)
<https://womenscountblog.wordpress.com>

Women on boards
www.gov.uk/government/collections/women-on-boards-reports

Equality Challenge Unit

Equality Challenge Unit (ECU) supports higher education colleges across the UK and in colleges in Scotland to advance equality and diversity for staff and students.

ECU provides research, information and guidance, training, events and Equality Charters that drive forward change and transform organisational culture in teaching, learning, research and knowledge exchange. We have over ten years' experience of supporting colleges to remove barriers to progression and success for all staff and students.

ECU believes that the benefits of equality and diversity and inclusive practice are key to the wellbeing and success of individuals, the college's community, the efficiency and excellence of colleges, and the growth of further and higher education in a global environment.

We are a registered charity funded by the Scottish Funding Council, the Higher Education Funding Council for Wales and Universities UK, and through direct subscription from higher education colleges in England and Northern Ireland.

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