

Alloa Campus, Boardroom 4.30pm (refreshments available from 4.00pm)

AGENDA

		Type	Lead
	Education Scotland	Presentation	Gill Ritchie
1	Apologies and Declarations of interest	Discussion	Ross Martin
2	Minutes and Matters Arising of Meeting of 30 August 2019	Approval	Ross Martin
3	Minutes of Committee Meetings Audit Committee – 5 September 2019 (Elements of this minute are withheld from publication on the Forth Valley College website under Section 38 Personal Information of the Freedom of Information (Scotland) Act 2002.) Draft Finance Committee – 17 September 2019 Falkirk Campus Project Board – 24 September 2019 Learning & Student Experience – 10 October 2019 (to follow)	Noting Noting Noting Noting	Lorna Dougal Liam McCabe Ken Richardson Davie Flynn
4	Principal's Report (Elements of Paper 4 are withheld from publication on the Forth Valley College website under Section 38 Personal Information or under Section 33 Commercial Interests and the Economy of the Freedom of Information (Scotland) Act 2002.)	Discussion	Ken Thomson
5	Chair's Report (Verbal)	Discussion	Ross Martin
6	Student Association Report	Discussion	Lindsay Graham
STRATEGIC PLAN IMPLEMENTATION			
7	SFC Annual Report on Performance for 2018-2019	Discussion	Kenny MacInnes
8	Financial Forecast Return 2018/19 – 2023/24 (Paper 8 is withheld from publication on the Forth Valley College website under Section 33 Commercial Interests and the Economy of the Freedom of Information (Scotland) Act 2002.)	Approval	Alison Stewart
9	Forth Valley College Purpose and Value Statements	Discussion	Ken Thomson
10	Futures Programme (Presentation)	Discussion	Ken Thomson
OPERATIONAL OVERSIGHT			
11	Operational Plan Monitoring 2018/19	Discussion	David Allison

GOVERNANCE

12	Appointment of Vice Chairs & Senior Independent Member	Approval	Alison Stewart
13	Board Self Evaluation Feedback (Presentation)	Discussion	Alison Stewart
14	Board Development Plan (Presentation)	Discussion	Alison Stewart
15	Board of Management Committee Structure	Approval	Alison Stewart
16	Review of Risk	Discussion	All
17	Any other competent business	Discussion	All

FOR INFORMATION

Board Engagement Calendar

Uncontrolled Copy

**Doubletree by Hilton Glasgow Westerwood Spa and Golf Resort, Cumbernauld
(Commencing at 9.00am)**

Present: Mr Ross Martin (Chair)
Dr Ken Thomson
Mrs Fiona Campbell
Mrs Lorna Dougall
Mr Davie Flynn
Ms Beth Hamilton
Mr Lindsay Graham (Exited for B/19/009)
Ms Jennifer Hogarth
Mr Liam McCabe
Mr Ken Richardson (Exited after presentations)
Mr Steven Tolson

Apologies: Mr Colin Alexander
Mr Andrew Carver
Mrs Trudi Craggs
Mrs Pamela Duncan

In Attendance: Mr Andrew Lawson, Depute Principal and Chief Operating Officer (DPCOO)
Mr David Allison, Vice Principal Information Systems and Communications (VPISC)
Mrs Fiona Brown, Vice Principal Learning and Quality (VPLQ)
Mr Kenny MacInnes, Vice Principal Learning and Student Experience (VPLSE)
Mrs Alison Stewart, Vice Principal Finance and Corporate Affairs (VPFACA)
Mr Stephen Jarvie, Corporate Governance and Planning Officer and Deputy Board Secretary (CGPO)

For Presentations Only

Mrs Senga McKerr, Head of Finance (HOF) for item B/18/061 only
Mrs Jennifer Tempany, Director of Strategic Partnerships and Business Development
Mrs Jacqueline McArthur, Director of Business and Communities
Mrs Diane Creed, Director of Curriculum Creative Industries, Hospitality & Tourism
Mrs Mhairi Hay, Director of Curriculum Engineering & Science
Mrs Hannah Ritchie, Director of Curriculum Care, Sport & Construction
Mr Douglas Duff, Head of Planning & Economic Development Falkirk Council
Dr John Rogers, Executive Director of Research and Innovation Services University of Stirling

Presentations

The Chair welcomed members to the meeting and introduced Douglas Duff and John Rogers who had been invited to speak to the Board of Management.

Douglas Duff, Falkirk Council gave a presentation to members on the Falkirk Investment zone, highlighting current and future developments to the area, primarily focussed on the Grangemouth region at this time. He focused on the ambitions for developing the Falkirk community and the interlinked nature of the proposed developments, where public funds would be utilised to attract and secure significant private sector investment, such as the developments at INEOS.

He highlighted the role the College has to play in supporting these developments through the provision of high quality learning and ensuring that there is a skills base to support the ambitious developments being planned.

Dr John Rogers, University of Stirling, provided members with a presentation on the developments arising from the Stirling and Clackmannanshire City Deal. He highlighted that this was a once in a generation opportunity to develop and drive forward the region through strategic investment and, like the Falkirk Investment Zone, public and private investment.

He commented on the focus of this investment is one projects which will deliver community wellbeing, opportunity and success and highlighted the three key projects the University was leading on.

He noted the significant role played in this activity by the College, both in terms of skills provision and as a partner to drive forward this activity.

The Principal thanked both presenters and commented that the College's long term strategic relationships and partnerships with both the Council and University will enable the College to be a key part of projects and to support their ambitions.

The Director of Strategic Partnerships and Business Development commented on the unique nature of the partnership between the College, the Council and the University throughout the development of these deals. She highlighted that these opportunities were significant for the College and echoed both presenters to highlight that these projects are about both economic and social development.

Members noted the significant developments happening across the Forth Valley area and the level of work required to develop and secure the deals. They queried whether there was enough skilled resource to manage these deals into implementation.

John Rogers highlighted that this was where the strategic partnerships in place were a strength, highlighting the role the College has played and will play in the future of the projects.

Members noted the future thinking and development associated with these deals and recommended that students be brought into this matter as they will be the ones delivering on, and benefiting from, the deals.

Members queried both presenters on what they would like to see the Board members do in support of this activity.

Douglas Duff noted that support and promotion from the Board and individual members for these projects would be very helpful both to get the message out and cement the already strong bonds with the College on these deals.

The Chair requested that copies of all presentations be circulated to Board members.

Board of Management Meeting

The Chair informed members that Anne Mearns, Vice Chair, had retired from the Board of Management and confirmed that arrangements would be put in place to invite her to a future meeting so that members have an opportunity to thank her for her 10 years of service to the Board and the College.

B/19/001 Apologies and Declarations of interest

The apologies were noted and no declarations of interest were made

B/19/002 Minutes and Matters Arising of Meeting of 27 June 2019

The minutes of the meeting of 27 June 2019 were approved.

B/19/003 Student Association Report

Lindsay Graham, Forth Valley Student Association (FVSA) Vice President, provided members with an update on the activity of FVSA and highlighted upcoming events for the 2019/20 academic year.

He informed members that FVSA had been shortlisted for two Stirling Voluntary Enterprise awards, with the awards ceremony due to be held the following week.

He outlined the upcoming Fresher's Fayres across all three campuses, noting that the theme this year was science and that the science team from the College would be in attendance to showcase their work.

He invited members to attend these sessions and it was agreed further information would be circulated on this.

The CGPO highlighted that, with the retirement of the Vice Chair, there was an opportunity for a member of the Board to serve on the Student Advisory Committee.

Davie Flynn, the other member of the Board currently on the advisory committee, provided an overview of the activity of the advisory committee and recommended that members nominate themselves for the role.

Members noted that the operational plan attached to the cover paper had some action points which were due imminently that had not been achieved and queried whether FVSA required additional support to achieve them.

The Vice President outlined the progress against the highlighted points, noting that one of them was externally driven and that there were no matters which were causing the FVSA concern at this time.

a) Members noted the content of the report

FINANCIAL

B/19/004 Financial Planning & Our Futures Programme

The VPFACA presented members with the draft, high level, baseline Financial Forecast Return (FFR) with no corrective actions included to demonstrate the funding gap the College is facing. She informed members that the FFR had been created using SFC assumptions as per SFC guidance and that the actual return which will be considered in detail by the Finance Committee on 17 September 2019 will include corrective actions to eliminate the deficit over the reporting period as this was a mandatory requirement in SFC's guidance. She also highlighted that Colleges are expected to self-fund any corrective actions. She noted that while 2019/20 does not represent a deficit scenario, over the FFR period and without corrective actions, the College was facing a £2m deficit by 2023/24. She provided an overview of some of the key challenges in terms of costs to the College, including changes to pension contribution levels and the assumptions of pay level increase at public sector pay levels over the period while funding was forecast at best to be flat cash.

She also highlighted to members that these assumptions resulted in the figures in the FFR not matching the 2019/20 budget approved by the Board and that a reconciliation between the two had been included. She confirmed that a separate forecast would be prepared using the College's assumptions.

The Principal provided members with an outline of the "Futures Programme". This programme will take a wide ranging look at the future direction and composition of the College, the mitigating actions needed to address the FFR deficit and also highlighting opportunities to increase commercial income. He confirmed that this activity would be underpinned by existing strategies such as the People Strategy and Creative Learning and Technology Strategy.

He outlined the proposed schedule for implementation of this programme for 2020/21 onwards, stressing the clear communication with all relevant parties built

into the process, and confirmed that a far more detailed programme would be brought to the October Board of Management meeting for members consideration.

Members welcomed the College's proactive approach to managing these challenges but were unanimous in expressing significant reservations that Forth Valley College, despite being one of the best performing College's in the sector, is being placed in this position by a range of external factors out with its control, with no recognition of the considerable efficiencies implemented in recent years. Members noted that it was their responsibility, as members of the Board of Management, to oversee the financial wellbeing of the College and that these factors were decisively hampering their ability to do so. Members also expressed their concern over the current funding model which does not recognise and reward efficient Colleges but instead continues to underwrite poorer performing /inefficient Colleges. Finally members also expressed concern over the level of Capital & Maintenance funding which would seriously jeopardise the College's ability to maintain our new estates which has seen a significant investment of public funds over the last 10 years.

They requested that College's Scotland, as the representative body, be asked to be more engaged in the spending review currently underway to attempt to mitigate the impact on the sector.

a) Members delegated authority to the Finance Committee to approve the FFR Return for submission to SFC by 30 September 2019 and that it be brought back to the full Board of Management for further consideration at its meeting on 24 October 2019.

GOVERNANCE

B/19/005 Board of Management Calendar 2019/20 & 2020/21

The VPFACA presented the calendars for member's consideration.

The Chair of the Audit Committee highlighted that the meeting of 5 September was not included in the draft calendar and confirmed the meeting was going ahead.

The Chair noted that it would be useful to consider, for the Board engagement calendar, whether consultation events should be included.

a) Members approved the calendar for 2019/20 and 2020/21

B/19/006 Appointment of Vice Chairs and Senior Independent Member

The VPFACA presented a paper seeking to appoint two Vice Chairs and one Senior Independent Member of the Board of Management. She noted that the outline of the roles was contained in the paper and informed members that the decision to appoint two Vice Chairs was as a result of conversations with the Chair.

The Chair confirmed that he would like one Vice Chair linked to place and one linked to people. He confirmed that the Vice Chair's would continue to act as support for the Chair position but that they would not be expected to undertake the role of the Chair.

He requested that members consider if they would be interested in one of the posts and asked that expressions of interest be emailed to the VPFA by the end of the following week.

Members queried the role descriptions for the Vice Chair positions and asked if more detail would be helpful. The Chair reported that he hoped to shape the role in consultation with the interested members.

a) Members agreed expressions of interest should be emailed to the VPFA by 6 September 2019

B/19/007 Board Secretary Arrangements

The Chair presented a paper outlining the College's approach to Board Secretary arrangements.

The VPFA informed members that, as some aspects of these arrangements do not meet the Code of Good Governance recommendations, this paper was an annual opportunity for members to consider whether or not they approved the arrangements in place.

a) Members approved the Board Secretary arrangements

STRATEGIC PLAN IMPLEMENTATION

B/19/008 Review of Strategic Risk Register

The VPFA presented members with the current strategic risk register for the College. She highlighted that the risk register is taken to each meeting of the Audit Committee as well as annually to the full Board of Management.

The Chair of the Audit Committee commented that, given the discussions at this meeting, the top risk in relation to funding should be reviewed to reflect these discussions and also include a reputational element.

a) Members noted the content of the report

B/19/009 Any other competent business

The following section of the minute is exempt from disclosure under the Freedom of Information (Scotland) Act 2002 section 35(1)(a) and section 38(1)(b)

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Boardroom, Falkirk Campus (commencing at 4.30pm)

Present: Mrs Lorna Dougall (Chair)
Mrs Pamela Duncan
Mr Lindsay Graham (FVSAVP) (Exited for item A/19/003)
Mr Steven Torrie (Co-opted Member)
Ms Mandy Wright (Co-opted Member)

In Attendance: Dr Ken Thomson, Principal
Mr Andrew Lawson, Depute Principal and Chief Operating Officer (DPCOO) – left after A/19/10
Mrs Alison Stewart, Vice Principal Finance and Corporate Affairs (VPFACA)
Mr Stephen Jarvie, Corporate Governance and Planning Officer (CGPO)
Ms Claire Beattie, Scott Moncrieff – for AA/19/001 and 002 only
Ms Elizabeth Young, Scott Moncrieff – for AA/19/001 and 002 only
Mr Stuart Inglis, MHA Henderson Loggie

The Chair welcomed members to the first meeting of the 2019/20 academic year. She noted that the order of the meeting would be altered from the agenda; with the outgoing internal auditors presenting their reports first then there would be an AOCB from the College prior to resuming the agenda, as it is relevant to the proposed internal audit plan for the coming year.

A/19/001 Presentation of Internal Audit Reports

Claire Beattie, Scott Moncrieff, presented two internal audit reports to members.

Student Experience – Curriculum Planning

She reported that this was a very positive report, with examples of good practice identified, and three green and one yellow (low level) recommendation. She confirmed that the yellow recommendation related to aspects of curriculum planning which did occur but which were not formally documented. She noted that this recommendation had already been completed by the College.

Follow Up

She presented the follow up review report, which is an annual review of the implementation of audit recommendations. She reported that, of the 15 actions, 11 were complete, with one partially complete and due to be finalised by the end of September. The remaining recommendations were all newer and were within their agreed implementation dates.

a) Members noted the contents of the reports

A/19/002 Internal Audit Annual Report 2018-19

Elizabeth Young, Scott Moncrieff, presented the overview of the internal audit activity for the year. She highlighted the audit opinion provided, which is the most positive opinion it is possible to receive. She expressed the opinion that the College was well controlled and managed.

The Chair welcomed the report and highlighted that continued positive reports can lead to a sense of complacency that the Committee should be aware of.

The Chair thanked Scott Moncrieff for their work and the support that they had offered to the Audit Committee.

a) Members noted the content of the report

Section A/19/003 of the minute is exempt from disclosure under the Freedom of Information (Scotland) Act 2002 section 35(1)(a) and section 38(1)(b)

A/19/003 Any Other Competent Business

[Redacted]

[Redacted]

[Redacted]

[Redacted]

A/19/004 Declarations of Interest

None

A/19/005 Apologies for Absence

Mrs Beth Hamilton
David Archibald, Henderson Loggie
Olga Potapova, Ernst & Young

A/19/006 Minutes of meeting of 23 May 2019

The minutes of the Meeting of 23 May 2019 were approved as an accurate record.

A/19/007 Matters Arising

a) A/18/033 National Fraud Initiative 2018/19

The Chair noted that the requested checklist had been circulated after the May meeting.

b) A/18/034 Scottish Government Audit & Assurance Committee Handbook 2018

The Chair noted that the CDN training link had been sent to all members

c) A/18/034 Scottish Government Audit & Assurance Committee Handbook 2018

The Chair noted that there had been an action to review the handbook's checklist and that this would be covered under A/19/00

A/19/008 Review of Committee Remit

The VPFACA noted that the Scottish Government Audit & Assurance Committee Handbook 2018 (the handbook) recommended that the Committee consider its remit on an annual basis.

She noted that the remit currently states that staff or student members should not serve on the Committee. She recommended that this restriction be removed as the College views staff and student members to be full Board members.

a) Members agreed fully and approved that staff and student members should be able to serve on the Committee.

The Chair noted that the handbook recommended four meetings per year. She highlighted that this had been the previous model but that some meetings were light in terms of agenda content.

She recommended that the Committee keep to three meetings per year, with the option as with all Committees to call additional meetings if required.

b) Members approved three meetings per year

A/19/009 Internal Audit Plan 2019/20

Stuart Inglis, Henderson Loggie, presented the draft internal audit plan for 2019/20. He noted that the plan had been created in consultation with the College Senior Management team looking at the key risks to, and issues for, the College.

He highlighted the forward planning for the next three academic years, noting that this will change based upon circumstances and feedback from the Committee.

Members noted that there were no audits of the College's financial aspects.

He reported that this was due to the level of scrutiny that the College financial systems had had in recent years and that this was based on previous internal audit reports and the external auditor's annual review of the College accounts.

The Chair noted that it would be useful to provide newer members of the Committee with an overview of previous internal audit coverage. The CGPO agreed to do this.

The VPFACA noted that there was a significant amount of financial planning underway and the Principal agreed that the contingency days in the plan for 2019/20 would be useful to support review of this activity.

a) Members approved the internal audit plan for 2019/20 and the use of the contingency days in the plan to review financial planning.

A/19/010 Policy Approval

The Chair noted that there were two policies being presented for consideration for approval.

Safeguarding

The VPCOO presented the safeguarding policy, noting that the only change was a title change for the Senior Manager with responsibility for this area. He highlighted that, since the paper was issued, there had been internal reorganisation and that the correct title was Vice Principal Learning & Student Experience.

a) Members approved the policy and title change

Whistleblowing

The VPCOO presented the updated policy, noting that there were a significant number of changes tracked in the document, primarily relating to changes in terminology or legislative changes.

He noted that both the policies being presented had been to the College's Unions for consideration.

Members queried whether the changes to the Whistleblowing policy had taken into account best practice. The VPCOO confirmed that information from organisations such as ACAS had been considered when updating the policy.

A/19/011 b) Members approved the policy
Governance Statement

The VPFACA presented the draft governance statement for the College annual accounts. She noted that members would have previously been presented this as part of the full accounts in November but that the handbook recommends considering it separately.

She noted that the statement had been updated with the recent Audit Scotland guidance in mind and asked members to consider the content of the statement.

A/19/012 a) Members considered and approved the governance statement
Audit Committee Self-Assessment

The Chair informed members that she, Beth Hamilton and the VPFACA had conducted a review of the self-assessment checklist which accompanies the handbook

She confirmed that, as already considered earlier in the meeting, where changes to Committee business had been identified these had been implemented.

She also commented on the annual meeting between the Committee and internal and external auditors without the College present and the one to one annual meetings with the Chair of the Board of Management. She also noted that there is an annual report on the work of the Committee which is presented to the full Board of Management and that the minutes are considered by the Board as well.

Stuart Inglis also noted that activity of the Committee is reviewed every three to five years as part of the overall external Board effectiveness review.

The Chair asked members if there were other aspects of self-assessment that should be considered.

Members queried how often the membership of the Committee is considered.

The VPFACA informed members that the membership had been considered and approved by the full Board of Management in September 2018. She noted that all Board members have the opportunity to discuss the committees they would like to serve on in their annual one to one with the Board Chair. Finally, she also noted that there is a skills matrix maintained for the Board of Management and that, when recruitment takes place, this is reviewed to ensure appropriate placement of members on committees.

Members queried when the Union members of the Board of Management would be appointed. The VPACA confirmed that, while the Scottish Government had announced their intention for two union members of the Board, there were legislative changes that the Scottish Government would need to implement before this could happen.

a) Members noted the content of the report

A/19/013 Progress Report on Audit Recommendations

The CGPO presented members with an update on progress against audit recommendations since the last meeting. He confirmed that there were no recommendations out with their approved implementation dates.

a) Members noted the content of the report

A/19/014 Risk Management

The VPFACA presented the risk register to members, noting that there had been no changes since it had been discussed by the full Board of Management the previous week.

She requested approval to remove risk ID10 as this related to an area of College activity which was no longer in place.

Members queried why national bargaining was still listed as a risk. The VPFACA confirmed that this was due to the job evaluation process for all support staff still being ongoing.

The Principal commented on the top risk relating to funding noting that, while the College was working to provide some mitigation to this, it should remain red as it represents one of the highest risks to the College since merger.

a) Members noted the content of the report and approved the removal of risk ID10

A/19/015 Review of Risk

All risks were covered in their respective papers

S1.19, Stirling Campus (commencing at 4.30pm)

Present: Mr Liam McCabe (Chair)
Mrs Trudi Craggs (Electronically)
Mr Davie Flynn

Apologies: Mr Andrew Carver
Mr Ken Richardson

In Attendance: Dr Ken Thomson, Principal
Mrs Alison Stewart, Vice Principal Finance and Corporate Affairs (VPFACA)
Mrs Senga McKerr, Head of Finance (HOF)
Mr Stephen Jarvie, Corporate Governance and Planning Officer (CGPO)
Mr Andrew Smirthwaite, FVSA President (FVSAP) (for item F/19/004)
Mr Lindsay Graham, FVSA Vice President (FVSAPV) (for item F/19/004)

F/19/001 Declarations of Interest

The Chair declared an interest owing to the links between the College and University of Stirling in relation to certain degree level courses and under the Scottish Funding Council (SFC) HEI funded activity.

F/19/002 Minutes of meetings of 18 June 2019

Members approved the minute of the meeting of 18 June 2019

F/19/003 Matters Arising

None

F/19/004 Student Association Outturn for 2018-19 & Budget for 2019-20

The FVSAP presented members with a paper outlining the 2018-19 outturn and the proposed budget for 2019-20, for which he was seeking approval for a budget of £18,000 from the College.

He noted that 2018-19 had generated a surplus and that, owing to measures including some salary savings, it was anticipated that 2019-20 would also generate a surplus.

Members welcomed the budget, noting it demonstrated that the FVSA was well run and organised.

Members queried the circa £5,000 spend on IT in 2018-19. The FVSAP confirmed that this was a one off expenditure to equip the FVSA with Microsoft Surface devices in line with the rest of the College.

Members queried whether the FVSA had had input into their area in the new Falkirk campus and whether they would need to purchase materials.

The FVSAP confirmed that they had discussed the plans with the College and that there was no indication at this point that FVSA would need to purchase additional equipment.

The Principal noted that he would check that the outfitting of the area was consistent with the rest of the campus in terms of furniture and other materials.

Members noted that there was an expectation in the budget for an increase in fundraising levels. The FVSAP confirmed that FVSA were looking to the various clubs and societies to fundraise, both to give them experience and to generate a fund that would then be open to requests for material to support the clubs and societies.

The FVSAP noted that FVSA were aware that they were generating surpluses year on year and that, should this continue for 2019-20, they would look at reducing the level of support they will request from the College in 2020-21.

Members noted that this would be welcome, on the provision that the FVSA ensure they retain an adequate surplus to accommodate unplanned expenditure.

a) Members approved the funding budget for 2019-20

F/19/005

Review of Committee Remit

The VPFA informed members that the remit was being presented for consideration as it is good practice to review the remit annually to ensure it is still fit for purpose.

Members noted that the remit current has, as a specific duty of the Committee, the need “to receive advice, and act on recommendations, from the Audit Committee”. It was felt, to reflect the duties of the Committee, this should be changed to “to receive advice, and consider recommendation, from the Audit Committee”.

a) Members approved the remit subject to the change above

F/19/006

Financial Forecast Return 2018-19 to 2023-24

The HOF presented members with the Financial Forecast Return (FFR) 2018-19 to 2023-24.

She reported that the FFR was a requirement of the Scottish Funding Council (SFC) and that the assumptions used in the FFR had been set by SFC to ensure a level of consistency across the sector. She informed members that the College was not permitted to submit an FFR that was in deficit and that, to achieve this, the College would have to identify cash savings.

She highlighted the commentary paper which would accompany the FFR which set out the risks associated with the FFR that the College had identified. She outlined a number of the risks such as an assumption of apprentice income, a lack of lifecycle maintenance funding, pension increases and commercial changes.

Members queried the funding allocation levels used in the FFR. The VPFACA confirmed that, while these were SFC figures, they were planning assumptions and that SFC were not willing to commit to future funding levels.

Members highlighted that, with rising costs and core funding remaining static, this equates to a significant real terms cut to the College's funding, which the College would be expected to absorb through whatever mechanism it could.

The VPFACA also noted that, as a result of the no detriment clauses in national bargaining, the College was also operating at a disadvantage as we are less competitive compared to other Colleges and private training providers.

Members welcomed the commentary which sets out the risks to the College and requested that additional commentary be added to clarify that the Arm's Length Fund (ALF) is independent of the College and that, while the College can apply for funding, there is no guarantee of approval from the trustees.

The Principal informed members that he and the Chair of the Board of Management would be meeting with the Chief Executive of SFC to highlight the risks identified in the FFR. He also informed members that he would also be meeting before the Christmas break with local MP's and MSP's across the Forth Valley area to highlight the financial pressures on the College.

Members queried whether SFC would be publishing a sector overview based on the FFR submissions. The VPFACA informed members that this was not likely to happen based on feedback from SFC.

Members queried how the SFC group looking at the College funding model was progressing. The VPFACA informed members that the working group had been disbanded and another formed to take a more fundamental review of the funding model.

Members noted that, even if the College achieves the savings required in the FFR, the inability to earn and retain a surplus meant that the College's ability to absorb any shocks is diminished.

Members requested that a conclusion paragraph be added to the FFR commentary.

The VPFACA and members congratulated the HOF and her team for the work that had gone into preparing the FFR.

a) Members approved the submission of the FFR

F/19/007 Management Accounts 2018/19 Forecast Outturn

The HOF presented the outturn position as at July 2019. She noted that there had been an operational surplus which was used to cover elements of the Falkirk capital costs, allowing for less draw down from the ALF.

She also highlighted some other cost savings, most stemming from Departments not fully utilising budgets.

a) Members noted the content of the report

F/19/008 FVC 5 Year Financial Plan

The VPFACA presented the plan for a Forth Valley College 5 year financial plan. She informed members that the FFR previously discussed was based on SFC assumptions but the College had identified that a more detailed plan was required for the College to support future decision making.

She confirmed a baseline would be developed using College assumptions and then proposals for changes would be applied against the baseline to see if they generate the necessary savings.

She reported to members that there were currently staffing issues in the Finance department owing to staff being off sick and that it may not be possible to develop this in time for the November meeting.

Members confirmed that the College should take the necessary time to develop a robust plan.

The VFPACA outlined the key assumptions that would form part of the plan, which broadly match the risks discussed earlier in relation to the FFR.

a) Members noted the content of the report

F/19/009 Review of Risk

Risks were identified in the papers, particularly the FFR commentary document.

F/19/010 Any other competent business

None

Falkirk Campus (4pm)

Present:	Colin Alexander Steven Tolson David Allison	Forth Valley College Board Member (Chair) Forth Valley College Board Member Vice Principal Information Systems and Communications (VPISC)
	Alison Stewart Paul Dodd Martin Kirkwood David Logue	Vice Principal Finance and Corporate Affairs (VPFCA) Scottish Futures Trust Scottish Funding Council Falkirk Campus Project Director (FCPD)
Apologies:	Ken Richardson Ken Thomson Trevor Stone Alison Meldrum	Forth Valley College Board Member (Chair) Principal AECOM Scottish Funding Council
In attendance:	Ross Martin Daniel Lockwood Andrew Lawson Claire Shiels Lyndsay Condie Stephen Jarvie	Chair, Board of Management AECOM Depute Principal and Chief Operating Officer Operations Director for Falkirk Campus (ODFC) Head of Communications and Marketing (HCM) Corporate Governance and Planning Officer (CGPO)

The meeting commenced with a tour of the new campus. FCPB members were accompanied by members of the Board of Management.

It was agreed, with the apology for the Chair, that Colin Alexander would Chair the meeting.

FC/19/007 Apologies for Absence

The apologies were noted.

FC/19/008 Declarations of Interest

None.

FC/19/009 Draft Minutes of Meeting of 27 August 2019

The Minutes of the meeting of 27 August 2019 were approved.

FC/19/010 Matters Arising

None

FC/19/011 New Falkirk Campus - Moves Contractor Procurement Award

The ODFC presented a paper seeking approval for the appointment of the moves contractor following a procurement process.

She informed members that the cost for the move had changed from the original budgeted amount and explained that this was due to an increase in the amount of furniture and machinery anticipated to move between the existing and new campuses. She confirmed that the additional cost was offset by a reduction in other procurement activity.

She highlighted that the preferred supplier was not lowest cost bid but, following a review of the tender material and interviews with tenderers, the recommendation was for the College to appoint the preferred supplier owing to the amount of experience and resource and quality they would bring to the project.

Members noted the change in budgeted costs and queried what the net position for the College would be if approval was granted.

The FCPD informed members that the moves would cost approx. £70k extra but this was against approx. £250k savings generated by moving existing material to the new campus.

Members highlighted that it would have been beneficial to include the anticipated savings in the paper that had been issued.

Members noted that the figures did not include transit insurance.

The ODFC confirmed that the College were looking into the cost of transit insurance through the existing college insurer, Zurich, before concluding.

Members noted that, except for commercial, the preferred supplier received 100% rating for all categories and asked for further information on this.

The CGPO confirmed that these ratings were not only based on the tender but the interview process as well which had given assurance that not only could they deliver but that they would be flexible to tie into the College's needs. This, combined with the scalability of the resource they have available and previous experience was the reason for the high scores.

Members noted that a conclusion containing this information should be included in the paper.

The FCPD confirmed that the paper would be updated to reflect the comments from members.

- a) Members approved the procurement

FC/19/012 New Falkirk Campus - Transition Update

The ODFC presented a paper to members outlining the progress with the transition process.

She covered the main areas including FFE, specialist projects, communications, procurement, health and safety and decant/disposal.

a) Members noted the content of the paper

FC/19/013 Project Managers Report

Daniel Lockwood, AECOM, presented the monthly project managers report.

He highlighted the key risk of there having been no recovery in the programme timescale slippage to date.

Members queried whether these delays were critical path ones.

The FCPD reported to members that, while there were delays in aspects of the programme, this can be managed with the commissioning of elements of the build whilst Balfour Beatty finish the remaining areas.

He also confirmed to members that, as the original contract completion date will not be met, he would be writing to Balfour Beatty to ensure formal notification of this is documented.

Members queried whether the College is updating its transition planning to reflect the current situation.

The FCPD confirmed that the he was in dialogue with Balfour Beatty to ensure the plan was updated accordingly and a detailed plan issued to all relevant parties.

He noted that the preferred moves contractor is willing to work through the Christmas holiday period, with the exception of Christmas Day, Boxing Day and New Years day, and that the detailed plan would include a resource element to illustrate what members of the FVC project team would support the holiday period transition plans.

Daniel Lockwood informed members that it had been confirmed that the build had met the BREEAM score condition of the contract.

Members raised the remaining contingency funds within the project.

The FCPD outlined the utilisation of the contingency funds and plans for the remainder of the project.

The VPFA discussed the impact of contingency on the drawdown from the Arm's length foundation funding commitment.

Members queried progress against the issue of lifecycle maintenance for the full College estate.

The FCPD reported that staff had been meeting with AECOM and the current FM contractor who are helping to develop a case for a reasonable maintenance schedule for the estate to further back up the arguments made at DP4 level on lifecycle maintenance.

Members queried when this information would be available. The FCPD estimated 1 to 2 months and highlighted the need to take the time to build a robust case.

Members agreed that a robust case should be developed to support discussions with SFC on the impact of the change from NPD to capital and the need to ensure the significant levels of investment made into the College estate are protected through adequate ongoing maintenance.

Members requested an update on the quality issues raised at the last meeting. Daniel Lockwood informed members that, in relation to the brickwork membrane, the subcontractor had photographic evidence of the install. This will be reviewed and, if there are areas of concern, this will be followed by boroscoping and remedial work where necessary.

a) Members noted the content of the report

FC/19/014 Any other competent business

The Chair noted for the minute that a procurement document relating to machinery had been circulated to members electronically and approval had been received.

Date of next meeting – 29 October 2019

1. Purpose

To present to the Board of Management the twenty second Principal's report on key and strategic activity undertaken since the Board meeting in August 2019.

2. Recommendation

The Board should note and comment on the activity undertaken by the Principal since August 2019.

3. Key Highlights

3.1 At the beginning of the month we hosted two very successful graduations with over three hundred and fifty students graduating from the Falkirk Town Hall and Stirling Castle. We had two excellent speakers at the venues in Hector MacAulay, MD for Balfour Beatty and Dr Gillian Docherty OBE, CEO for DataLab. A massive thank you goes out to Lyndsay Condie and her Marketing and Communications team for two excellently organised and managed events.

3.2 On 16th August, the Depute First Minister and Cabinet Secretary for Education launched this year's Results Day for SQA at our Stirling Campus. This was a first for the sector having this day celebrated at a College. I was particular impressed by his recognition of the role of Forth Valley College in leading on School College Partnership activity. I was also really pleased he was keen to speak with our Foundation Apprentices.

3.3 [Redacted]

3.4 In August we had another excellent Creative Learning conference attended by all teaching staff with a number of workshops focussing on technology and best practise. I was also really pleased to see Fiona Campbell an attendee at the conference and representing the Board of Management.

3.5 The College were invited to pitch for funding through the new SFC Innovation fund. Led by Sarah Higgins, Acting Director of Care, Health and Sport, Forth Valley College partnered with two SME health care businesses specialising in home care with the College's role to develop a skills programme for the heath and care professional of the future. I am delighted to say not only have we been informed unofficially that the project for £36k was successful, but SFC have asked that the value of the project be revalued with a consideration for a substantial increase in the original bid. We did not need to be asked twice. Our success in this bid will result in our

bidding for future opportunities including the most recent request for bids to the Child Poverty fund.

4 Networking

- 4.1 This continues to be a busy period for engaging with stakeholders and showcasing the new Falkirk estate with the Falkirk Economic Partnership, Falkirk Education Department led by head of Education, David McKay; Principal Audrey Cumberford from Edinburgh College and Kenneth Lawrie, CEO Falkirk Council. Falkirk Council have a particular interest in our development aligned with the town centre vision, the Gateway development and the Falkirk Investment Zone. Indeed in early October, the Council showcased its proposals for the new Grangemouth Road and Westfield roundabout development.
- 4.2 Kenny MacInnes, Vice Principal for Learning and Student Experience, and I have been having regular meeting with the University of Stirling. I have represented the college at the tripartite partnership with HES and the University and am on the strategic oversight group for the Scottish International Environment Centre. Kenny has also met with the Executive Director, Internationalisation and Partnerships at the University on future international students and with representatives from the Professional Education Programme with the potential for developing a new integrated degree programme combining Science with Primary and Secondary Education. In addition, I met with the Liam Spillane, Director of Commercial Services and Irene Munro, Deputy Director of Commercial Services, to look at student accommodation and potential ways for the college and the university to work closer together particular in event management. Finally I was delighted to be invited along with Kenny MacInnes, to the Installation of the new University of Stirling Chancellor, Jack McConnell at an evening dinner.
- 4.3 On College business I contributed to the SFC Brexit meeting with the FE, HE and Science Minister, Richard Lohead MSP. The Minister has asked for further meetings with the sector with the potential for future funding to support any downturn as a consequence of Brexit. I also supported Education Scotland in interviewing potential Associate Assessors and attended one meeting of the SFC Learning Enhancement and Skills Committee which has taken over from the joint SFC/SDS Skills Committee as well as linking with Education Scotland and SFC's quality enhancement role. Finally, I attended a Forth valley Chamber of Commerce Directors Dinner on behalf of the College at the Inchyra Hotel. It is encouraging to note that Kenny MacInnes was recently appointed a Board member of the Chamber.
- 4.4 Stirling Campus was host for the 11th birthday celebrations of the Big Noise where our recent signing of an MoU was recognised and celebrated.
- 4.5 Finally, I was pleased to be asked by Colleges Scotland to lead on the Sector's Digital Ambition towards 2030. I chair a short life working group of college senior practitioners with representation from Colleges Scotland, CDN, SFC and Jisc. Over the coming months the group will hold workshops in seven colleges across the country with the final aim to produce a document which will be used to influence the 2021 Scottish Government Spending Review recognising the need to ensure the Digital/IT spend is appropriate for the future of the sector.
-

5. Presentations

5.1 I have given two presentation over the time period covered by this report. In early September I represented Colleges Scotland at the "Supporting Senior Phase" conference describing the role of Colleges in School College partnerships. Later that same day I was speaking to the Polmont Rotary on the role of Forth Valley College in industry and updated on the new Falkirk campus to the Bairns Breakfast Club at the Falkirk Stadium.

6. Key Meetings

I undertook the following key meetings in the period 22 June to 18 October 2019:

6.1 Over the period of this report, I have had five scheduled meetings with Ross Martin, Chair of the Board of Management and a number of informal discussion. In late August the Board had its annual residential with Karen Watts, Douglas Duff and Dr John Rogers as key note speakers. Martin Doel also facilitated a workshop on developing the College's purpose and values reported in a paper later in today's Board meeting. I have also had three formal meetings with the new Student Association plus an induction meeting with the new President, Andrew Smirthwaite.

6.2 In late June the Director of FE, HE and Science, Aileen McKechnie spent a day in the College shadowing the Principal. We had an SMT meeting, a Project Board, met with the Student Association and Aileen gave an interview with the Connect Forth student group. We had excellent feedback from Aileen's visit.

6.3 From business I met with Aiden O'Carroll, the Institute of Directors Chair and Elaine Doherty from City Fibre. The latter to identify opportunities in skills training and apprenticeships in supporting fibre networks. Diane Creed and I also met with Gillian Black, Business Director for MacDonald hotels with a particular emphasis on links with the Inchyra Hotel. Recently, Jen Tempamy, Director of Strategic Partnerships and I met with Gordon McGuinness of SDS and two senior officials from Michelin Tyres in Dundee to offer support and advice in developing training opportunities.

6.4 I met with the new CEO for SQA, Fiona Roberson, formerly the Director of Education for Scottish Government as part of my role with the SQA Board and Chair of the Qualifications Committee.

6.5 [REDACTED]

6.6 I have meet Kenneth Lawrie, CEO of Falkirk Council and Nikki Bridle, CEO Clackmannan Council on two occasions over the summer. I am following up on discussions with Clackmannan Council in how we can maximise the use of Alloa Campus in partnership with the Alloa schools and in delivering technical education.

6.7 Andy Lawson, Depute Principal and Chief Operating Officer and I have been meeting with Rossie Stone, MD for Dekko Comics and we have commissioned him to run six unique master classes with College staff. [REDACTED]

6.8 I have attended two SQA Board meetings and chaired their Qualifications Committee on one occasion and with my role on the Qualifications Committee I have chaired one meeting of the SQA Appeals panel. I attended two HES Board meetings. I also attended the strategic Board residential with Jisc in Bristol.

7. Colleges Scotland (CS)

7.1 I attended one meeting of Colleges Scotland Finance Group which is immediately followed by the SFC Finance and Funding Committee. I also attended one meetings of the College Principals Group (CPG) and one strategic dialogue meeting with CPG. It is encouraging to note, particularly with the current financial environment, that CPG meetings are far more action focused.

7.2 Andrew Lawson, Depute Principal and Chief Operating Officer and Ross Martin, Chair of the Board, continue to represent the College on the Employers Association.

8. Community Planning Partnership

8.1 There has been one meeting of the Leadership Group for Community Partnership Planning in Stirling and one of the Strategic Board meeting in Falkirk. The College is considered a lead partner at these meetings. Both CPP's have recently reviewed and implemented a new governance structure. I have said in the past we will review the value of the College's representation at these meetings however with the Community Empowerment Act, Colleges are considered a statutory partner. We will continue to monitor as the CPP try to find a role.

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 provide members with an update on the recent activities of the Forth Valley Student Association (FVSA)

2. Recommendation

That members note the content of the report.

3. Key Considerations

Since the last report to the Board of Management on 30 August FVSA have conducted a number of activities.

Freshers' Fayre

The annual Freshers' Fayre events were held across all three campuses. We witnessed over 800 students attend the event. This has helped raise the awareness of FVSA to the Students attending college for the first time and, reintroducing FVSA to the returning students.

Clubs and Societies

The SA have a 30% increase in Clubs and Societies for the year so far, which include a Choir group and ConLang a constructed language club (Klingon from Star Trek, Dothraki and High Valieran from Game of Thrones and Toki Pona, a 123 word language).

SAGA should be starting back up with the election of a LGBT+ officer, and Robocraft will be starting back in the next couple of weeks. With the addition of drones the members will be able to better see the effect programming can have on the world. Robocraft and Knitters Anonymous support peer led learning and skills exchanges.

Forthcoming Events

FVSA will be holding more events throughout the year including the Volunteer Fayre, as well as smaller events such as Show Racism the Red Card tackling racism in sport, Suicide prevention week; and world mental health day.

Executive Elections

FVSA are currently having our Executive Elections with four members standing to be elected. 50% of the potential members are new faces to the Association, with the addition of these members it makes our potential executive committee a 50/50 gender split.

4. Financial Implications

Please detail the financial implications of this item – there are no financial implications.

5. Equalities

Assessment in Place? – Yes No

If No, please explain why – not applicable

6. 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 identified

7. 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 – FVSA extensively promote events, clubs and opportunities to be involved in the work of the association.

Paper Author – Andrew Smirthwaite

SMT Owner – Kenny MacInnes

1. Purpose

To inform members of the structure and the content of the College's 2018-2019 Outcome Agreement Annual Report on performance.

2. Recommendation

That members note the content of the College's 2018-2019 Outcome Agreement (OA) Annual Report.

3. Background

During 2017-2018, all colleges carried out a self-evaluation review resulting in an Evaluative Report and Enhancement Plan (EREP). The Evaluative Report is essentially an account of progress in relation to OA priorities and a self-evaluation of quality assurance measured against a range of the quality indicators in the *How Good is Our College?* quality framework. The Enhancement Plan sets out the college's agenda for improvement.

In terms of reporting on performance in academic year 2018-2019, colleges are not required to submit a further full EREP: however, we are required to complete an Annual Report for SFC, due at the end of October 2019.

The full Annual Report guidance was only received from SFC on Friday the 27th September, with the report to be written and submitted by the end of October; however, for the purposes of this report interim feedback from SFC has highlighted there will be four high level Outcome Agreement priorities: Recruitment; Retention; Attainment; Progression.

For each priority we have been asked to provide a self-evaluative statement that answers questions related to: How good is our recruitment/retention/attainment/progression?; How do we know?; What are our successes?; What are our challenges and priorities?

SFC have requested that OA measures are to be used as a source of evidence, both to illustrate successes and to highlight areas where there are concerns, and the Annual Report submitted to SFC will be used to inform the Education Scotland Progress Visit which is taking place on the 27th and 28th of February 2020.

As of late May of this academic session the College's analysis of performance showed we were on target and progressing well. The College has successfully achieved many of its OA targets; however, there has been a drop in some areas. The analysis of the high level priorities is explained within Key Considerations.

4. Key Considerations

The following are the key performance indicator highlights in relation to the four high level Outcome Agreement priorities: Recruitment; Retention; Attainment; Progression, for the College's Annual Report for academic session 2018-2019.

4.1 Recruitment

The College has again successfully recruited to target and met our credit allocation for 2018-19, both in terms of core, and ESF delivering a total of 86,100 against a target of 86,018 (See Appendix 1). Achieving our core credit target year on year is a key element in achieving funding sustainability for the College and remains a key priority in the College's operational focus.

Other recruitment highlights are (See Appendix 2, 3, 4):

- increase in Female recruitment;
- increase in Ethnic Minority recruitment;
- increase in recruitment of students disclosing disability;
- increase in MD10 students
- increase in Care Experienced students;
- increase in senior phase school pupils engaging with vocational qualifications;
- increase in contracted apprenticeship recruitment: largest SDS MA contract in Scotland;
- increase in students enrolled on STEM courses;
- increase in delivery to learners aged 25 and over;
- increase in HE level to learners from SHEP schools.

Recruitment continues to be a key area of focus for the College to ensure we continue to meet our credit targets across all College provision. FT applications and our conversion to enrolments for 19-20 are down on 2018/19 and 2017-18 (See Appendix 5). This will be added to the College's enhancement plan 2019-2020 to ensure the College delivers the correct curriculum across Forth Valley; however, our number of withdrawn or suspended applications have significantly reduced, identifying the College's decision processes are more effective and expedient.

There has been an increase in the overall number of senior phase age pupils studying vocational qualifications at the College (Appendix 6), and this can be attributed to the significant increase in Foundation Apprenticeships (FA), which is a major success for the College. However, FA delivery is not credit funded, which has resulted in a drop in the volume of credit activity delivered to senior phase pupils (Appendix 6). The College has successfully reapportioned these credits, as identified by achieving our credit allocation target.

4.2 Retention

The College's 18-19 retention figures continue to be positive with all categories making improvement on 17-18 figures, with the exception of FT FE, which shows a decrease of 1% from 17-18 (See Appendix 7). The College is currently going through a full analysis to understand the reasons for this drop in FT FE retention. The findings of this analysis will be reviewed and considered against our existing enhancement plan. From this review a new action plan will be formulated and our existing plan updated to reflect the new actions.

The College has introduced in-year PI tracking for 18-19 as part of our enhancement planning and initial analysis of the PI tracking data has highlighted a late tailing off of a number of FE students

completing their qualifications. This evidence is highlighting that there has been a significant number of students engaging with ELS and student support, which may account for the drop in FT FE retention.

An important aspect of retention is delivering meaningful work placements that benefit students and the employers. The College has seen a 12% increase in the number of full-time learners with substantial 'work placement experience' as part of their programme of study (See Appendix 8). This increase is in part due to the increase in Childcare, where all students experience work placements as part of their qualification.

4.3 Attainment

The College's attainment figures have seen a drop across all categories from last year's figures: FT FE -2%; PT FE -1%; FT HE -1%; PT HE -2% (See Appendix 9). The College set stretched targets for 18-19 in response to the Scottish Government's intensification guidance, and these were ambitious targets to drive forward attainment within the College. We are currently going through a full analysis to understand the reasons for this drop in attainment. The findings of this analysis will be reviewed and considered against our existing enhancement plan. From this review, a new action plan will be formulated and our existing plan updated to reflect the new actions.

The College is continuing to work to improve the PIs for all categories and is aiming to deliver sector comparable performance or above for 18-19. The College has introduced in-year PI tracking for 18-19 as part of our enhancement planning and initial analysis of the PI tracking data has highlighted a late tailing off of a number of FE and HE students completing their qualifications. This evidence is highlighting that there has been a significant number of students engaging with ELS and student support, which may account for the drop in attainment. However, it must be noted that the College's 18-19 performance is above the sector performance for 17-18, and is expected to be above the 18-19 sector averages for all categories, with the exception of FT HE which is currently 1% below (Appendix 9). However, as stated above, the College is continuing to work to improve PIs with the aim to equal our 17-18 performance.

The progress of MD10 and Care Experienced students within the College continues to be a key focus for the College and there has been growth in recruitment from 17/18 as stated earlier. The number of MD10 and Care Experienced Students achieving in 18/19 has improved in comparison to 17/18 due to the increase in enrolments (See Appendix 10 and 11). However, this is still, on the whole, below target of non-MD10 and non-Care Experienced students, and highlights the complex challenges these students face in being successful in their learning. The College has introduced the Triple S programme and continues to support Care Experienced students. A full analysis of the reasons for the non-achievement will be reviewed and actions will be taken forward into 19/20 programme delivery to improve achievement rates.

4.4 Progression

Due to the timing of the collation and release of the figures, this category is measured in arrears. At the time of writing this paper, the actuals for 18-19 were still being collated.

The College has a very good performance regarding the number and proportion of full-time college qualifiers in work, training and/or further study 3-6 months after qualifying with FT FE at 94% and FT HE at 95% (See Appendix 12). This target has been increased to 95% for both FE and HE for 18/19; however, even with the slight drop in recruitment for 18-19, the College is confident in maintaining our positive destination figures.

The performance of our HNC/HND articulation figures for 17/18 have surpassed the target set for 17/18 with 45% achieved against a target of 40% (See Appendix 12). The College's target was set by combining both the National Articulation Data (NAD) and our additional funded Partnership Degree (Stirling/HWU/Strathclyde) places. The combined actual has delivered a 5% improvement for 17/18.

5. Financial Implications

Please detail the financial implications of this item – Failing to meet our OA targets can have an impact on the College's GIA finding.

6. Equalities

Assessment in Place? – Yes No

If No, please explain why – initial screening shows that there is no requirement for a full EQIA for this activity.

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

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
Low	X	
Very Low		

Please describe any risks associated with this paper and associated mitigating actions – The risk of non-compliance with the reporting and scrutiny arrangements is very low and will be mitigated by careful planning. However, the risk of a continuing drop in attainment PIs has implications in

funding for the College going forward. This is a major area of focus for the College and will be addressed through or enhancement plans for 19/20 and beyond.

Risk Owner – Ken Thomson

Action Owner – Kenny MacInnes

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 – Communication regarding the College's 18-19 attainment performance and drop in PIs against 17-18 actuals needs to be communicated College wide to ensure all staff understand the performance and funding implications.

Paper Author – Kenny MacInnes

SMT Owner – Kenny MacInnes

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Appendix 1 - Volume of Credits Delivered.

	Previous Year Target	Previous Year Actual	Current Year Target	Current Year Actual
Measure	2017-18	2017-18	2018-19	2018-19
The volume of Credits delivered				
Credits Delivered: Core	84,647	84,741	84,202	84,202
ESF	2,230	2,235	1,816	1,898
Core + ESF	86,877	86,976	86,018	86,100

Appendix 2 - Volume and proportion of Credits delivered to learners from different protected characteristic groups and Care Experience.

	Previous Year Target	Previous Year Actual	Current Year Target	Current Year Actual
Measure	2017-18	2017-18	2018-19	2018-19
Volume and proportion of Credits delivered to learners from different protected characteristic groups and Care Experience			85868	85540
Gender -				
Proportion of Credits delivered to males	51%	53%	53.4%	53.1%
Proportion of Credits delivered to females	49%	46%	46.5%	46.9%
Proportion of Credits delivered to Other learners	0%	0%	0%	0%
Ethnicity -				
Proportion of Credits delivered to students where ethnicity is Black or an Ethnic Minority	3%	2%	2.9%	3%
Disability -				
Proportion of Credits delivered to students who are disabled	14%	19%	16.9%	17.4%
Age -				
Proportion of Credits delivered to learners aged 16-19	46%	45%	46%	42.9%
Proportion of Credits delivered to learners aged 20-24	21%	22%	22.7%	22%
Proportion of Credits delivered to learners aged 25 and over	-	28%	-	28.7%
Care Experience -				
Proportion of Credits delivered to Care Experienced Learners	2%	3%	2.2%	4.2%
Volume and proportion of Credits delivered at HE level to learners from SHEP schools				
Proportion of Credits delivered at HE level to learners from SHEP schools	15%	19%	17.7%	19.2%

Appendix 3 - Volume and proportion of Credits delivered to learners enrolled on STEM courses.

	Previous Year Target	Previous Year Actual	Current Year Target	Current Year Actual
Measure	2017-18	2017-18	2018-19	2018-19
Volume and proportion of Credits delivered to learners enrolled on STEM courses				
Proportion of Credits delivered to learners enrolled on STEM courses	35%	37%	36.1%	36.7%

Appendix 4 - Number of starts for direct contracted apprenticeships (including industry bodies such as CITB and SECTT).

	Previous Year Target	Previous Year Actual	Current Year Target	Current Year Actual
Measure	2017-18	2017-18	2018-19	2018-19
Number of starts for direct contracted apprenticeships (including industry bodies such as CITB and SECTT)				
	347	389	357	412

Appendix 5 – Recruitment

	Cumulative Applications for Full Time August start courses	Cumulative Offers for Full Time August start courses	Withdrawn or Suspended (through no activity) Applications
Session	Aug	Aug	Aug
2017	6994	5957	2553
2018	6950	5591	2497
2019	6725	5442	1607

Appendix 6 - Senior phase age pupils studying vocational qualification delivered by the College.

	Previous Year Target	Previous Year Actual	Current Year Target	Current Year Actual
Measure	2017-18	2017-18	2018-19	2018-19
Proportion of Credits delivered to senior phase age pupils studying vocational qualification delivered by the College	2.1%	2.2%	2.2%	1.8%

Appendix 7 - Retention

Category		FVC Actual			OA Target	Sector
		2016-17	2017-18	2018-19	2018-19	2017-18
FT	FE	78%	77%	76%	NA	75%
PT	FE	95%	93%	95%	NA	90%
FT	HE	82%	81%	83%	NA	82%
PT	HE	94%	93%	94%	NA	92%

Appendix 8 - Number and proportion of full time learners with substantial 'work placement' as part of their programme of study.

	Previous Year Target	Previous Year Actual	Current Year Target	Current Year Actual
Measure	2017-18	2017-18	2018-19	2018-19
Number and proportion of full time learners with substantial 'work placement' as part of their programme of study				
Proportion of full-time learners with substantial 'work placement experience' as part of their programme of study	20%	21%	22%	34%

Appendix 9 - Attainment

Category		FVC Actual			OA Target	Sector
		2016-17	2017-18	2018-19	2018-19	2017-18
FT	FE	74%	71%	69%	73%	66%
PT	FE	93%	91%	90%	91%	78%
FT	HE	70%	71%	70%	74%	71%
PT	HE	87%	87%	85%	89%	80%

Appendix 10 - Proportion of enrolled MD10 students successfully achieving a recognised qualification.

	Previous Year Target	Previous Year Actual	Current Year Target	Current Year Actual
Measure	2017-18	2017-18	2018-19	2018-19
Proportion of enrolled MD10 students successfully achieving a recognised qualification:				
The percentage of MD10 FT FE enrolled students achieving a recognised qualification	-	70%	73%	63%
The percentage of MD10 PT FE enrolled students achieving a recognised qualification	-	91%	91%	86%
The percentage of MD10 FT HE enrolled students achieving a recognised qualification	-	74%	74%	63%
The percentage of MD10 PT HE enrolled students achieving a recognised qualification	-	90%	89%	87%

Appendix 11 - Proportion of full-time enrolled Care Experienced students successfully achieving a recognised qualification.

	Previous Year Target	Previous Year Actual	Current Year Target	Current Year Actual
Measure	2017-18	2017-18	2018-19	2018-19
Proportion of full-time enrolled Care Experienced students successfully achieving a recognised qualification				
The percentage of CE FT FE enrolled students achieving a recognised qualification	-	53%	65%	53%
The percentage of CE FT HE enrolled students achieving a recognised qualification	-	61%	56%	40%

Appendix 12 - Progression

Measure	Previous Year Target	Previous Year result inc. NAD & Partnership Degrees
	2017-18	2017-18
FT FE students in work, training, further study.	94%	
FT HE students in work, training, further study.	95%	
Proportion of FT HNC or HND students articulating to degree level courses with advanced standing	40%	45%

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1. Purpose

To present to the Board of Management the proposed College purpose and value statements as a consequence of the recent Board Residential held on the 26th and 27th September.

2. Recommendation

The Board should note and comment on the proposed college purpose and value statements before being tested with staff and students.

3. Background

3.1 From conversations with stakeholders it had been recognised that whilst the college has a very recognisable mission statement in “Making Learning Work” and a clear vision through its six objectives diagrammatic, the college lacked a purpose statement which would help underpin future decision making.

3.2 In addition, and through testing, it was identified that the current values statement of ten value words was clumsy and not readily remembered.

3.3 The Board therefore took the opportunity at a workshop facilitated by Martin Doel CBE (Visiting Professor at UCL), during the residential to review our current position and to identify key words, key statements and key areas of interest that could form a clear purpose statement and college values.

3.4 Following the workshop the Board delegated SMT to work on the outputs from the workshop and to propose a purpose statement and values statement which could be approved for testing with staff and students.

4 Key Considerations

4.1 Following the Board residential the College SMT worked with the Directors of Curriculum and the Head of Finance (Leadership Management Team) with the following recommendation for the College Purpose:

Right learning in the right place at the right time for our communities and the economy of Forth Valley.

4.2 LMT further reviewed the College values from the residential outputs and concluded with the following four key words:

Respectful, innovative, trusted and excellence

Respectful fully inclusive

Innovative be aspirational, be empowered, be encouraged to have a go

Trusted genuine and transparent

Excellence the best we can be in what we do every day.

4.3 The College mission, purpose statement, vision and values have been used to underpin the Colleges Futures Programme.

5. Financial Implications

None

6. 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

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 purpose and value statements will be used to underpin all college activity going forward under the overall umbrella of the college’s mission for “Making Learning Work”. If the statements are ambiguous then there is a risk the College could undertake activity in areas which would not be considered core purpose. Clear statements will ensure effective decision making and a positive culture for the future

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 – Ken Thomson

SMT Owner – Ken Thomson

1. Purpose

To update the Board of Management on progress towards meeting our objectives set out within the College's Operational Plan for 2018-19.

2. Recommendation

That members note the content of the report.

3. Background

The College has developed a monitoring system to allow active monitoring of progress towards achieving the objectives set out within the College's Operational Plan for 2018-19.

4. Key Considerations

Appendix 1 provides an overview of progress against our 2018-19 objectives. Of our 45 operational plan objectives 37 are complete, five objectives are progressing to target and have target completion dates within the current session (three are related to the new campus), and one objective is yet to commence, as events have overtaken the objective. Two objectives have been rated as having an issue identified, with a further two objectives being identified as progressing with a minor delay.

Objective OP26 is flagged as progressing with a minor delay, and relates to enhanced financial reports being made available. This objective has progressed, however has been delayed because of initially staff changes, and then other operational priorities. Objective OP32 is also flagged as having a minor delay as the Business Development Strategy is now anticipated to go the Board of Management in December.

For information, an update for all objectives is included.

5. Financial Implications

Please detail the financial implications of this item – No further financial implications have been identified.

6. Equalities

Assessment in Place? – Yes No

If No, please explain why – This is a monitoring report of progress against the College's Operational Objectives. Due consideration of any impact in relation to protected characteristics was undertaken during the setting of these objectives.

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

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 –

Risks – No new risks have been identified.

Mitigating Actions

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

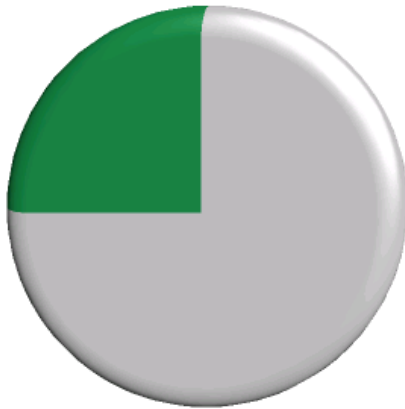
Please provide a summary of these implications – n/a

Paper Author – David Allison

SMT Owner – David Allison

Appendix 1: Operational Plan Monitoring for Session 2018/19

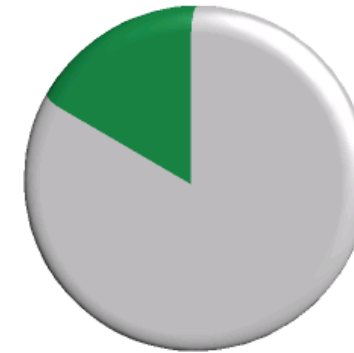
Creating a superb environment for learning



Cultivating a vibrant learning organisation where learners develop skills, achieve qualifications valued by industry and progress seamlessly



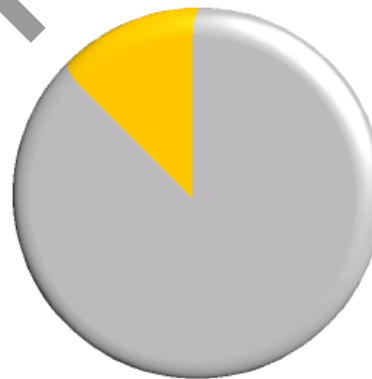
Instilling an energy and passion for our people, celebrating success and innovation



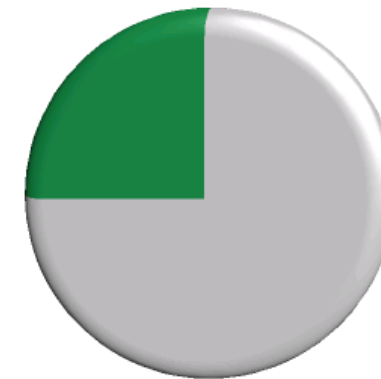
Leading as a business that is a champion for governance, financial control and balanced risk taking

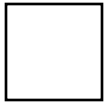


Enhancing our position as the business and community partner of choice



Delivering a whole system approach. Simply effective, efficient and consistent





Objectives with issues identified or delayed

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
We will maximise benefit from first class facilities, resources and services	OP26	Having excellent financial reporting systems which support medium and long term planning and best value investment	Financial reports available to support all decision making		Progressing With Minor Delay	Meetings held with Directors of Curriculum - work o/s on developing reports due to other priorities.	September 2019
We will maximise commercial opportunities	OP32	Delivering our commercialisation strategy	Achieve income targets for commercial activity		Progressing With Minor Delay	Income targets for commercial activity exceeded.	September 2019
			All commercial activity meets established contribution targets			Issue with commercial contract now resolved with College now managing agent for all construction apprentices.	
			Focus on areas of growth			Business Development strategy delayed and anticipated to go to Board of Management in December 2019.	



Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
1	Creating a superb environment for learning	Andrew Lawson	Depute Principal & Chief Operating Officer

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
We will maximise benefit from first class facilities, resources and services	OP1	Providing flexible learning spaces and environments, delivering benefits to our students, our community and local employers	Completion new pilot classrooms New Falkirk Campus build progressing in line with established programme		Complete	Complete	September 2019
	OP2	Increasing flexibility in opening hours to maximise use of campuses all year round	Refreshed College calendar and opening hours		Complete	The first part of this process is now complete. However, we will enter a new phase in January	September 2019
	OP3	Providing an effective life cycle and maintenance strategy across all our campuses	Ensure contracted service levels are met at all times		Complete	We have now instructed ACCOM to procure a tender for lifecycle maintenance for all three campus	September 2019
We will deliver a new Falkirk campus	OP4	Manage the successful completion on time and within budget.	Continue governance oversight of project Ensure project compliance with timescales and budgets		Progressing To Target	Everything is on track for entry to the new campus on 15th November. This will allow the fit out process to fully ramp up for occupancy in January 20	September 2019
We will deliver fully flexible and digitally enabled campuses which are future proof and fully enabled for our learning communities	OP5	Support enhanced, flexible digital environments for students	Identify most appropriate model for the College based on needs of students and staff Live pilot projects in place		Complete	Complete	September 2019
	OP6	A College wide Creative Learning and Technologies strategy which is embedded throughout all campuses	Achieve second year objectives of 5 year plan underpinning Creative Learning and Technologies Strategy		Complete	Second year objectives complete and looking ahead maintain and enhance for the future	September 2019
We will embed sustainability, equalities and health and safety	OP7	Deploying and evaluating innovative approaches to sustainability and energy conservation, embedding technology and reducing our carbon footprint.	Continue to reduce the College CO2 footprint to support ambition of 25% reduction from 2008/9 levels by 2020 Monitor and achieve targets for BREEAM in new Falkirk Campus Construction Implement Strategic Travel Management Plan		Progressing To Target	We are progressing to our 2020 target	September 2019
	OP8	Promoting a positive record for health and well being	Contribute to the enhancement of the College's Health and Safety position		Complete	targets met for this year. However this area of development will continue to grow and increase in demand going forward We will be required to continually review and implement changes to meet demands	September 2019



Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
2	Cultivating a vibrant learning organisation where learners develop skills, achieve qualifications valued by industry and progress seamlessly	Fiona Brown	Vice Principal Learning & Teaching

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
We will deliver streamlined and successful learner journeys	OP9	Working with partners to enable effective and efficient learner journeys through the whole education system	Increase uptake, attendance and achievement on school/college partnership programmes including Foundation Apprenticeships' Senior Phase Vocational Pathways and wider pupil inspiration activity		Complete	School College course attendance in 2018-2019 was 82% against a target of 80. In terms of achievement, the actual success PIs were PTFE 62% and PTHE 79% (Target - PT =FE 62% and PT =HE 74%). 82% of School College Partnership places were filled against a target of 80%. However, of the 688 Foundation Apprenticeship places offered by SDS, only 360 of these have been filled. This still represents 80% of the more realistic working target of 450 places which were subject to firm offers out to school pupils. The school pupils progress monitoring and reporting system has been rolled out for 2019-2020, with the Schools Portal developed to show attendance and behaviour. A majority of secondary schools have passed on transitions information and the remainder are being followed up. This is an improvement from previous years. Transitions information was added as a conditional offer for FAs to help get this information more quickly. The target of a 10% increase in the number of articulation agreements has been achieved.	September 2019
			Maximise opportunities for students through additional articulation agreements				
We will maximise creative and digital approaches to learning	OP10	Actively engaging employers with curriculum design to meet future skills demand	Active employer/external stakeholder engagement in curriculum planning and delivery across all subject areas		Complete	All curriculum team evaluation reports have been scrutinised by the Learning and Quality Team for evidence of active employer/external stakeholder engagement in curriculum planning and delivery and teams have been challenged where gaps exist. Although complete, this objective links to an ongoing Action for Improvement in the College's Enhancement Plan for 2018-2021 and will continue to be developed throughout the period of this plan.	September 2019
We will maximise creative and digital approaches to learning	OP11	Embedding engaging, collaborative, creative and blended approaches to learning	Create opportunities for staff to share digital pedagogical practice, develop their skills and to collaborate and experiment		Complete	All new staff in 2018-2019 received an induction in line with the Creative Learning and Technologies Strategy. Full achievement of TQFE and PDA teaching qualifications has been achieved and staff who undertook these qualifications participated in the LTE programme. A total of 72 staff took part in the Learning and Teaching Mentoring programme during 2018-2019 against a target of 100. The shortfall was due to the long term absence of one of the LTE Mentors. Several well-received events were held for staff to share practice and develop their skills in technology enhanced learning. The Fujitsu hub has now been installed and will be utilised next session to hold more training events aligned to the FVC Staff Digital Skills Framework.	September 2019
			Deliver high quality pedagogical skills learning for new and existing teaching staff to ensure continuous enhancement of learning and teaching practice				
			Implement a learning and teaching mentoring programme and CLPL opportunities which supports staff to reflect on and develop their practice and to provide evidence for College evaluation				
We will prepare our students to stand out in the future job market	OP12	Having staff and students who are digitally competent and confident	Implement an approach to assessing and developing students' digital competence		Complete	Although this objective is being marked as complete, work will continue into 2019-2020 to further develop this and test the system for full roll-out in 2020-2021. This will utilise the framework and resources created during 2018-2019 to produce a self-assessment tool in line with the digital skills baseline, which will be linked to signposting to relevant training. This has been included as a further objective in the College Operational Plan 2019-2020. The Performance Measure related to students' digital competence has not been achieved, as it was judged to be impractical to implement. An alternative approach to this has been included in the College Operational Plan for 2019-2020.	September 2019
			Refine staff digital competence framework and develop learning resources for teaching staff for all priority digital competences				
We will prepare our students to stand out in the future job market	OP13	Providing resources to support learning which are available digitally; inclusive; and accessible	Complete an audit of existing Moodle learning resources		Complete	The outcome of the JISC VLE review (including audit of a sample of Moodle courses) have been received. Following discussion with the Creative Learning and Technologies Committee, an action plan has been created to address the key findings and suggestions for further enhancement. Guideline templates for digital learning resources have been completed and issued when staff request a new course to be created. More will be done in 2019-20 to publicise the required standards and this has been reflected in the College's Operational Objectives for 2019-2020. Plagiarism software sourced, installed and rolled out to staff. Progress has been made with the use of digital assessment and the College Operational Plan for 2019-20 has specific objectives to develop this further.	September 2019
			Develop and evaluate models of digital assessment				
			Develop clear guidelines for the creation and effective use of accessible, engaging and interactive digital learning resources and support staff to implement these in their own practice.				
We will prepare our students to stand out in the future job market	OP14	Preparing successful students for positive and sustainable destinations	All team evaluation reports identify and track appropriate actions to increase student retention and success		Complete	All curriculum team evaluation reports have been scrutinised by the Learning and Quality Team to ensure that they include appropriate actions to increase student success. This action, although marked as complete, will be ongoing through the College's Enhancement Plan 2018-2021. The College has established a baseline of c50% of school-college partnership participants progressing to further study with the College and will continue to work with schools to further increase this progression rate. The College achieved a return rate of 95% for the College Leavers' Destination return to SFC and the results show that 95% of successful students moved on to a positive destination (work or further study), against a target of 94%.	September 2019
			Sustain current high levels of leavers moving into positive destinations				
			Work with schools to increase percentage of Forth Valley school leavers coming to the College				
We will prepare our students to stand out in the future job market	OP15	Developing students whose skills ensure the best opportunity in the job market	Forth Valley STEM Education strategy developed and year 1 implementation plan achieved		Complete	Work to secure placements for Foundation Apprentices is progressing well. The number of full time students with meaningful work placements has exceeded target. Development of Regional STEM Hub is ongoing. STEM inspiration activity for primary schools also progressing well.	September 2019
			Increase the number of students benefiting from work experience as part of their College programme of study				
We will prepare our students to stand out in the future job market	OP16	Consistently being one of the top three Colleges in the Scottish FE sector for all student success	All team evaluation reports identify and track appropriate actions to increase student retention and success		Complete	School learner success met target, with PTFE success at 62% and PTHE at 79% against targets of PTFE 62% and PTHE 74%. All curriculum team evaluation reports have been scrutinised by the Learning and Quality Team to ensure that they include appropriate actions to increase student success. Our part time success PIs remain high, while there have been drops in our full time success PIs, which is being further analysed. This action, although marked as complete, will be	September 2019
			Increase student retention with a focus on full-time and school				



Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
2	Cultivating a vibrant learning organisation where learners develop skills, achieve qualifications valued by industry and progress seamlessly	Fiona Brown	Vice Principal Learning & Teaching

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
We will prepare our students to stand out in the future job market	OP16	Consistently being one of the top three Colleges in the Scottish FE sector for all student success	learners		Complete	ongoing through the College's Enhancement Plan 2018-2021.	September 2019
			Increase student success with a focus on full-time				

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Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
3	Instilling an energy and passion for our people, celebrating success and innovation	Andrew Lawson	Depute Principal & Chief Operating Officer

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
We will deliver streamlined and successful learner journeys	OP17	Promoting an agile workforce, embracing innovation, facilitation, mentoring and peer support	Implementation of people strategy		Complete	The first year of implementation is complete and successful. The launch of the training for managers of the future has started and will continue throughout the coming year	September 2019
	OP18	Developing future leaders ensuring effective succession planning	CPD provision directed by talent management plans		Complete	First year completed with nine staff nearing the end of their management course. The feedback has been positive with participant form the course taking the lead in cross college developments	September 2019
	OP19	Engaging staff in the future direction of the College and providing opportunities for professional development and collaborative initiatives to support our people	Implement organisational change based on feedback from listening to employees		Complete	Although complete for this year. The forum will continue to develop and seek opportunities for employees going forward	September 2019
	OP20	Delivering the benefits of a digital environment through capacity building and CPD that embraces emerging technology and practices	Support the implementation of Creative Learning and Technology		Complete	The creative Learning conference was a huge success with a number of initiative coming from the event which will enhance the digital learning for students and staff	September 2019
We will ensure all College activities reflect the key principles of equality and diversity to achieve an inclusive organisation	OP21	Fully integrated equality and diversity	Delivery against targets within the Equalities Action Plan		Complete	Complete for this year in relation to ensuring targets meet our outcome agreement objectives and equalities duties. A number of successful workshops with staff have ensure a greater understanding of the college wide responsibility of this area Work will continue over the next year to maintain our high standards	September 2019
We will value staff and students by recognising and celebrating success	OP22	Celebrating our staff and students	Support Student Association to achieve their strategic and operational planning goals		Progressing To Target	Despite minor setbacks the SA are now well into the first part of their year with three successful Fresher Fayer days taken place. The Sa remain on target and have presented their operational plan to the BoM	September 2019

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Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
4	Leading as a business that is a champion for governance, financial control and balanced risk taking	Alison Stewart	Vice Principal Finance & Corporate Affairs

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
We will maximise benefit from first class facilities, resources and services	OP23	Delivering approved budgets	Quarterly management accounts Year-end statutory accounts		Complete	Quarterly Management accounts being prepared. Q3 (April 2019) reforecast approved by Finance Committee in June. Actual outturn is ahead of approved Q3 forecast.	September 2019
	OP24	Fully utilising resource allocations from SFC	Fiscal year end resource return Quarterly resource returns		Not Started	SFC have removed the requirement to complete Resource Returns for 2018/19 onwards. This objective is now redundant.	February 2019
	OP25	Identifying new partners and activity areas to grow income for reinvestment to benefit our staff, students and the community	5-year commercial plan for CompEx etc Raising awareness with Board of Management of progress with commercial ambitions		Complete	Commercial targets for 2018/19 met. New contracting arrangements in place for construction apprentices for 2019/20 with FVC now managing agent for all construction apprentices.	September 2019
	OP26	Having excellent financial reporting systems which support medium and long term planning and best value investment	Financial reports available to support all decision making		Progressing With Minor Delay	Meetings held with Directors of Curriculum - work o/s on developing reports due to other priorities.	September 2019
We will maximise value for money and efficient practices	OP27	Identifying opportunities for collaboration in service and procurement	Produce annual report on Fundraising strategy Produce report on performance against Procurement Strategy		Complete	Annual Procurement Report will be presented to Finance Committee in November 19. Recent PCIP review indicates an improved score which will also be presented to Finance Committee in November. Fundraising Report presented to Finance Committee in June 19.	September 2019
	OP28	Implement efficiencies through business transformation projects	Effective monitoring of all approved business improvement projects		Complete	The main projects completed are the introduction of Engagement/Progress monitoring linked to attendance registers, the introduction of in-year student attainment tracking, a redevelopment of the website application process, and full roll-out of our Employer Portal. Our Student Support System has also been completed and rolled out.	September 2019
We will lead by example through strong governance	OP29	Basing our strategic decisions for investment and the use of resources on robust information and review of risk	Board of Management Strategic Discussions & Decisions Risk Appetite and Strategic Risks set by the Board of Management		Complete	Board of Management Strategic Session held in August 2019. Risk Register reviewed by Board of Management at August 19 meeting.	September 2019
	OP30	Enabling a high performing, truly transformational learning community through sound governance, leadership and strategic planning	Board Development Plan Board meetings/strategic Discussions		Complete	Board Strategic discussion took place in August 2019. Board Development plan being discussed at October 19 meeting.	September 2019



Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
5	Enhancing our position as the business and community partner of choice	Alison Stewart	Vice Principal Finance & Corporate Affairs

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
We will maximise commercial opportunities	OP31	Operating a successful international model and being recognised in the international arena	Achieve income targets for international activity		Complete	International activity now focused on partnership with University of Stirling. Director of Strategic Partnerships and Business Development working on projects with Stirling University and Falkirk Council in relation to the Stirling City Deal and Falkirk Investment Zone.	September 2019
			Continue to deliver staff/student mobility projects				
			Enhance existing and develop new strategic relationships with other colleges/universities/local authorities and international organisations				
	OP32	Delivering our commercialisation strategy	Achieve income targets for commercial activity		Progressing With Minor Delay	Income targets for commercial activity exceeded. Issue with commercial contract now resolved with College now managing agent for all construction apprentices. Business Development strategy delayed and anticipated to go to Board of Management in December 2019.	September 2019
			All commercial activity meets established contribution targets				
			Focus on areas of growth				
OP33	Implementing a Marketing and Communications Plan which fully supports the commercialisation plan	Continue to increase visibility of College commercial offering out with the Forth Valley area		Complete	Marketing material has been developed for commercial courses, and successful digital projects have been run.	September 2019	
We will collaborate with employers and our community to develop and deliver training and skills requirements	OP34	Fully engaging with employers to recognise the value and benefits of college delivery in terms of developing the skills of their workforce	Continue to promote the benefits of Foundation and other apprenticeship paths to employers		Complete	Recruitment for foundation apprenticeships was below target however this was still a significant increase on previous year. Additional places for Modern Apprentices for construction awarded and fully recruited.	September 2019
			Utilise new links to employers through FWDF to increase commercial activity levels				
			Work with employers to ensure the skills and training offered meets their current needs and prepares students for future challenges				
OP35	Developing and growing our Modern Apprenticeship activity	Engage with SDS on MA levels and funding		Complete	All construction apprenticeship places recruited.	September 2019	
We will grow and influence strategic partnerships	OP36	Ensuring our place as a prominent partner in supporting a region wide skills development and economic strategy	Continue to engage at local, national and regional level with key skills development groups to represent the FE perspective		Complete	Work on-going in relation to Stirling/Clacks City Deal and Falkirk Investment Zone	September 2019
	OP37	Being recognised as active leaders in business and the community; providing ideas, resource and influence	Promote engagement with key groups such as CPP and relevant strategic sub groups		Complete	No further update	September 2019
	OP38	Continuing to build strategic partnerships to deliver opportunity in securing funding sources and developing commercial opportunities	Identify and secure new strategic partnerships to secure non-SFC funding		Complete	Commercial targets achieved.	September 2019

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Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
6	Delivering a whole system approach. Simply effective, efficient and consistent	David Allison	Vice Principal Information Systems & Communications

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
We will deliver a safe, robust and agile IT infrastructure	OP39	Identifying, planning and deploying new technology and system developments to be sector leading	Prepare for the move to the new Falkirk Campus through extending pilot of new interactive screens		Complete	Microsoft Surface rollout complete, and Skype for Business in use.	September 2019
			Replacement of current telephony system with the rollout of Skype for Business phones				
			Rollout of MS Surfaces to staff in Alloa and Falkirk				
We will deliver a safe, robust and agile IT infrastructure	OP40	Providing a long term investment plan to modernise IT equipment, resources, infrastructure and support in response to staff and student expectations	As part of Creative Learning and Technology Strategy develop 5-year IT Investment Plan		Complete	New IT Network has been procured, and built off-site, and is awaiting completion of Comms rooms within the new campus. 5-year IT Investment Plan developed alongside FFR completion.	September 2019
			Scope network requirements for the new Falkirk Campus				
We will enable and support students and staff to take full advantage of IT	OP41	Providing our students and staff with excellent support	Further develop and publish user guidance notes for College systems and software		Complete	User guidance notes have been prepared for the new Student Support System (Triple S), and training and support materials have been produced for our e-portfolio system for VQ students (Onefile). The next focus will be on developing user notes and videos for equipment being installed within the new campus.	September 2019
	OP42	Enabling and supporting staff and students to use their own IT devices within the College	Review and update guidance available to staff and students on cyber security		Progressing To Target	Further training sessions have been run to staff on cyber security.	September 2019
We will make information work for us	OP43	Realising the benefit of strong marketing and communication for internal and external engagement	Continue to promote the new Campus through the New Falkirk Campus Communication Plan		Progressing To Target	There has been regular newsletters produced for staff and students, and the local community. The new Campus micro-site has been updated with recent photos of the campus.	September 2019
			Year four of the Communications and Marketing Strategy delivered				
	OP44	Developing and modernising a "One College System" ensuring all processes are digital	Key information systems developed to target key roles within the College		Complete	All systems have been reviewed and changes implemented, in-line with GDPR. Our e-portfolio tool for VQ students (Onefile) is now being used by Engineering and Construction VQ students.	September 2019
We will make information work for us	OP44	Developing and modernising a "One College System" ensuring all processes are digital	Rollout Onefile system following successful pilot		Complete	All systems have been reviewed and changes implemented, in-line with GDPR. Our e-portfolio tool for VQ students (Onefile) is now being used by Engineering and Construction VQ students.	September 2019
			To continue to develop and implement key strategies of information management in-line with GDPR and business requirements.				
We will make information work for us	OP45	Using learner analytics enable us to more effectively utilise our data to support students	Launch the College analytics system pilot to support student retention and improve outcomes		Complete	Our tool to enable real-time PI predictions for all full time students has been developed and launched. This is linked to a process which enables lecturers to log whether students are engaging with their course of study alongside attendance recording. The Triple S Student Support System has been launched.	September 2019

1. Purpose

For members to consider and approve the appointment of two vice chairs and a senior independent member.

2. Recommendation

That members approve the appointment of Davie Flynn and Trudi Craggs as Vice Chairs and Lorna Dougall as the Senior Independent Member.

3. Key considerations

At the Board meeting on 30 August 2019 the Chair asked non-executive members to consider self-nominations for the positions of Vice Chair and Senior Independent Member. The following nominations were received:

Vice Chair	Davie Flynn
	Trudi Craggs
Senior Independent Member	Lorna Dougall

As no other nominations were received, the Board are asked to approve the appointments as noted above.

4. 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
Very Low	X	

Failure to comply with the principles of the code can result in poor governance.
Appointment of Vice Chairs and a senior independent member will fully mitigate this risk

Risk Owner – Alison Stewart

Action Owner – Alison Stewart

Paper Author – Alison Stewart

SMT Owner – Alison Stewart

1. Purpose

To seek members approval on the remits and composition of the Board of Management Committees going forward.

2. Recommendation

That members give consideration to and approve the proposed remits and composition of committees to support the efficient and effective governance of the College.

3. Background

A review of the Board Committee structure, remits and memberships was completed and approved in September 2018. It was agreed that these would be reviewed on an annual basis.

4. Committee Structure

No changes are proposed to the current structure.

5. Committee Remits

Audit, Finance and the Learning & Student Experience (LSE) committees have reviewed their remits. Revised Committee Remits with proposed changes highlighted for the Audit and Finance committees are attached for consideration. There are no proposed changes to the LSE committee remit.

6. Committee membership

Following the resignations of Anne Mearns and Caryn Jack an updated proposed committee membership is noted in the table below together with a summary of the numbers of meetings for each member.

Audit	Finance	HR	Learning & student experience	Falkirk Campus Project Board
3	4	2	3	10
Lorna Dougall	Liam McCabe	Colin Alexander	Davie Flynn	Ken Richardson
Beth Hamilton	Andrew Carver	Trudi Craggs	Steven Tolson	Colin Alexander
Lindsay Graham (SA)	Trudi Craggs	Davie Flynn	Vacancy	Steven Tolson
Vacancy	Vacancy	Fiona Campbell	Andrew Smirthwaite (SA)	
Steven Torrie	Pamela Duncan (Staff)	Beth Hamilton	Jen Hogarth (Staff)	
Mandy Wright	Ken Richardson	Vacancy	Fiona Campbell	
			Lorna Dougal	

Non Executive members

Colin Alexander	2 (+10 FCPB)
Fiona Campbell	5
Andrew Carver	4
Trudi Craggs	6
Lorna Dougal	6
Davie Flynn	5
Beth Hamilton	5
Liam McCabe	4
Ken Richardson	4 (+ 10 FCPB)
Steven Tolson	3 (+ 10 FCPB)

Staff

Pamela Duncan	3
Jen Hogarth	3

Students

Andrew Smirthwaite	3
Lindsay Graham	3

Co-opted

Steven Torrie	3
Mandy Wright	3

There is a vacancy within each committee which will be filled once the upcoming Board recruitment exercise is completed.

Paper Author – Alison Stewart, Board Secretary

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Board Engagement Calendar – For Information

Month	Students	Staff	Stakeholders	Training	Board/Committee Meetings
October 19	29.10.19 Open Evening Stirling		29.10.19 Open Evening Stirling		10.10.19 LSE 24.10.19 Board 29.10.19 FCPB
November 19	6.11.19 Open Evening Alloa Connect Forth Radio will go live from 12 November 2019, with shows from 12noon until 2pm Tuesday, Wednesday Thursday each week	Principal's Briefings	6.11.19 Open Evening Alloa 21.11.19 CDN College Awards 2019		19.11.19 Audit/Finance 26.11.19 FCPB
December 19	BA Honours Art and Design exhibition of work from Practice Based Research Module (delivered by FVC for SU) is 3 rd December at Crush Hall in Pathfoot building at Stirling University First Visual Arts Scotland & Scottish Society of Artists graduate prize winner, Denise Hunter will be exhibiting at OPEN SSA+VAS which will take place at the Royal Scottish Academy on Edinburgh's Princes Street from 22 December 2019 – 30 January 2020	Principal's Briefings			5.12.19 Board (xmas lunch) 17.12.19 FCPB
January 20	8.1.20 Move to new Falkirk Campus 23.1.20 Open Evening Falkirk	6.1.20 Move to new Falkirk Campus	23.1.20 Open Evening Falkirk		
February 20	Re-Fresher's Fayre, Alloa, Stirling and Falkirk Class Rep Training, Falkirk	Support staff development			20.2.20 LSE 27.2.20 Board
March 20	Open Evenings Scots Graduation, Stirling 2.3.20 – 6.3.20 Apprenticeship Week		2.3.20 – 6.3.20 Apprenticeship Week		24.3.19 Finance
April 20	Student Council Meeting, Alloa Student Council Meeting, Falkirk Student Council Meeting, Stirling Official Opening of Falkirk Campus (Date TBC)	Official Opening of Falkirk Campus (Date TBC)	Official Opening of Falkirk Campus (Date TBC)		23.4.20 HR 30.4.20 Board
May 20			14 th May Making Learning Work Dinner		21.5.20 Audit 28.5.20 LSE
June 20	Scots Graduation, Falkirk				16.6.20 Finance 25.6.20 Board

Board Engagement Calendar – For Information

	<p>Creative Industries Exhibition Salon Services Awards</p> <p>Annual Degree and Diploma Show will open on Thursday 4th June and run until Wednesday 10th June, featuring artwork from our graduating HND and BA students</p>				
To be confirmed		<p>Leadership Group meeting Listening to Employees Forum</p>	<p>SFC Strategic Dialogue Education Scotland</p>	<p>CDN training dates to be confirmed</p>	

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