**Doubletree by Hilton Glasgow Westerwood Spa and Golf Resort, Cumbernauld**
**Meeting room: Carrick 1**

**AGENDA**

|  |  | **Type** | **Lead** |
|---|---|---|---|
| 9.00 – 9.30 | Falkirk Investment Zone | Presentation | Douglas Duff |
| 9.30 – 10.00 | International Environment Centre | Presentation | John Rogers |
| 10.00 – 10.30 | Discussion | | Ross Martin |
| 10.30 – 10.45 | Coffee | | |
| 10.45 – 12.00 | Board of Management Business Meeting | | |
| 1 | Apologies and Declarations of interest | Discussion | |
| 2 | Minutes and Matters Arising of Meeting of 27 June 2019 (Elements of the minute are withheld from publication on the Forth Valley College website under Section 33 Commercial Interests and the Economy of the Freedom of Information (Scotland) Act 2002.) | Approval | Chair |
| 3 | Student Association Report | Discussion | Lindsay Graham |

**FINANCIAL**

|  |  |  |  |
|---|---|---|---|
| 4 | Financial Planning & Our Futures Programme (Paper 4 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.) | Discussion | Alison Stewart/ Ken Thomson |

**GOVERNANCE**

|  |  |  |  |
|---|---|---|---|
| 5 | Board of Management Calendar 2019/20 & 2020/21 | Approval | Alison Stewart |
| 6 | Appointment of Vice Chairs and Senior Independent Member | Approval | Alison Stewart |
| 7 | Board Secretary Arrangements | Approval | Ross Martin |

**STRATEGIC PLAN IMPLEMENTATION**

|  |  |  |  |
|---|---|---|---|
| 8 | Review of Strategic Risk Register | Discussion | Alison Stewart |
| 9 | Any other competent business | Discussion | All |

**FOR INFORMATION**
Estates Dashboard

**Stirling Campus (Commencing at 4.30pm)**

| | |
|---|---|
| Present: | Mr Ross Martin (Chair) |
| | Mrs Anne Mearns (Vice Chair) |
| | Dr Ken Thomson |
| | Mrs Fiona Campbell |
| | Mrs Trudi Craggs |
| | Mrs Pamela Duncan |
| | Mr Lindsay Graham |
| | Ms Jennifer Hogarth |
| | Mr Liam McCabe |
| | Mr Ken Richardson |
| | Mr Steven Tolson |
| | |
| Apologies: | Mr Colin Alexander |
| | Mr Andrew Carver |
| | Mrs Lorna Dougall |
| | Mr Davie Flynn |
| | Ms Beth Hamilton |
| | Mr Liam Williams |
| | Mrs Alison Stewart, Vice Principal Finance and Corporate Affairs (VPFACA) |
| | |
| In Attendance: | Mr Andrew Lawson, Depute Principal and Chief Operating Officer (DPCOO) |
| | Mrs Fiona Brown, Vice Principal Learning and Quality (VPLQ) |
| | Mr David Allison, Vice Principal Information Systems and Communications (VPISC) |
| | Mr Stephen Jarvie, Corporate Governance and Planning Officer and Deputy Board Secretary |
| | Mrs Senga McKerr, Head of Finance (HOF) for item B/18/061 only |
| | Mr Ralph Burns, Head of Human Resources (HHR) for item B/18/064 only |

The Chair and Board of Management congratulated the Principal on his being awarded an OBE in the recent Queen's Birthday Honours list.

The Principal thanked everyone for their congratulations and noted that he was particularly pleased that the award recognised the work the College does in relation to regional economic development.

The Chair welcomed Jennifer Hogarth to her first meeting of the Board of Management as the teaching staff member of the Board. He highlighted the benefits to the Board of having a wide skills set and noted that Jennifer's experienced across the College would complement this.

**B/18/058** **Apologies and Declarations of interest**

The apologies were noted and no declarations of interest were made

**B/18/059**   **Minutes and Matters Arising of Meeting of 28 March 2019**

The minutes of the meeting of 28 March 2019 were approved.

**B/18/060**   **Minutes of Committee Meetings**

**HR Committee – 25 April 2019**

Members noted the content of the minute

**Audit Committee – 23 May 2019**

Members noted the content of the minute

**Falkirk Campus Project Board – 28 May 2019**

The Chair of the Falkirk Campus Project Board (FCPB) provided members with an update from the most recent meeting which had occurred earlier that week.

He highlighted some slippage with the programme and the expectations of the FCPB toward the contractor for the recovery of this slippage, including inviting senior management from Balfour Beatty to the next meeting to discuss this further.

He highlighted that approximately 100 staff have had an opportunity to tour the new campus and that departmental visits would happen in due course.

The Principal informed members that there were ongoing communications to all staff with FAQ's being updated to reflect feedback and address any concerns.

He also informed members of external stakeholders who had been on tours of the new campus recently, including the Chair of the Scottish Funding Council (SFC) and also members of the Falkirk Economic Partnership.

The Chair requested that Board members have the opportunity to take a tour of the new campus. It was agreed that an invite would be sent to members to join the tour of the campus planned for the next FCPB meeting at the end of July.

Members raised the issue of lifecycle maintenance for the Falkirk campus and noted that the Audit Scotland report on Colleges included with the papers highlighted a number of wider challenges for the sector.

The Principal informed members that both Scottish Government and SFC were aware of the issue, with Aileen McKechnie from Scottish Government at the recent FCPB meeting, and that he had an action from the meeting to meet with SFC on this matter, after also raising it with Mike Cantlay during his recent visit.

He also informed members that, as part of the College's forward financial planning, ongoing estates maintenance would be factored in, and that he, along with the Board, is determined to ensure the protection of these assets, and the appropriate level of maintenance, not least through their designed maintenance regime.

The Chair noted that maintenance funding levels were of concerns to all College Chairs, but that it is particularly important for FVC and other new builds to ensure that we protect these public assets and not allow them to deteriorate as much of the rest of the sector's estate has been allowed to.

It is noted that this is a point of ongoing concern.

**Learning & Student Experience – 30 May 2019**

The Chair of the Learning & Student Experience Committee noted that the meeting had not been quorate but that feedback had been provided on the draft outcome agreement.

**Finance Committee – 18 June 2019**

The Chair of the Finance Committee noted that the substantive item from the meeting, budgets, was on the agenda for this meeting. He also informed members that the Finance Committee had approved the Tuition Fees and Fee Waiver Policy 2019/20.

**B/18/061**    **Budget 2019-20**

The HOF presented members with the draft budget for 2019-20. She noted that the budget had been challenging but that the surplus in the budget as presented was sufficient to meet the College's obligations relating to loan payments.

She highlighted that the College continued to receive flat cash grant-in-aid allocations with the exception of some additional funding for national bargaining costs. She discussed additional costs such as an increase in student funding levels that the College will have to meet from existing student funding allocations.

She noted to members that, owing to the reduction in capital allocation, a number of intended projects had to be cancelled and informed members that these were included in the paper as an appendix.

She informed members of the assumptions taken to get to the budget position, including a significant increase in Foundation Apprenticeship (FA) income, with their attendant additional staffing costs. Significant progress to meet this challenging target was being made, but that additional assistance would be welcome in securing work placements for FAs.

She discussed upcoming pension cost increases and that, while the College had been informed that a percentage of this will be funded, on an ongoing basis, clarity on the actual amount had not been received yet.

She outlined the assumptions made in relation to the move to new Falkirk campus, including estimates of operational cost reductions and additional costs such as running both campuses for a short period of time, and the potential risk of delay to commercial activity.

The Chair noted that he had been working with the College to highlight FA provision and encouraged other members to highlight this to the organisations they interact with.

It was agreed that information on FA's, the organisations the College is currently working with, and how the Board members can support this activity would be circulated.

Members queried whether the College was underfunded for teaching provision compared to other College's as a result of the no detriment clause in national bargaining for lecturers.

The DPCOO confirmed that this was the case and that the College would consider any options available to address this.

a) Members approved the Budget for 2019-20

**B/18/062**      **Principal's Report**

The Principal presented his update on activity since the last meeting of the Board of Management.

He informed members that the Financial Forecast Return (FFR) for the next 5 years has been prepared. He highlighted that this resulted in a challenging position for the College and that, while this was still better than other Colleges were facing, the College would be looking at innovative solutions, including further income generation, to bring for discussion to the Board residential at the end of August.

He reported on economic developments across the Forth Valley area and confirmed that the College was involved in these developments in relation to the provision of a skills workforce to support this.

The Chair noted that he was meeting soon with the Chief Executives of all three local authorities and highlighted that the College is widely recognised as being the only economic development organisation operating at the regional level with a footprint in each council area.

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Members noted that the report referred to student accommodation and asked whether the demand existed for this. The Principal informed members that, there were a number of students in hotel accommodation and a variety of other provision, that may well be better served by a commercial venture in what is an energetic market. As such, the College will discuss accommodation demand and options to supply quality, affordable places with the Student Association and any interested parties, but that the College will not provide funding for places or guarantee student occupancy.

Liam McCabe noted that Stirling University had a financial model which they could provide to support discussions on this topic.

a) Members noted the content of the report

**B/18/063**   **Student Association Report**

The Forth Valley Student Association Vice President (FVSAVP) provided members with an overview of the 2018-19 academic year, noting the successes of the FVSA, national nominations for students and the work of the FVSA with NUS Scotland. He thanked the Board for their support through the year.

The DPCOO, in recognising that FVSA sometimes undersell the positive nature of their activities, highlighted that FVSA had overhauled the class rep system, to ensure training was available to class reps at a time and place suited to them via online training to complement face to face delivery. This is another great example of FVSA embracing the change agenda which is a core part of the college's operations.

The Chair commended the FVSA on their activity for the year and congratulated the Student President and Vice President on being re-elected to serve in the coming academic year.

a) Members noted the content of the report

**B/18/064**   **Staff Cultural Survey**

The HHR presented members with the outcome of the most recent staff cultural survey. He noted that this survey is conducted every three years, with the first one happening in 2013.

He informed members that the survey had received a 71% response rate, which was impressive as it was conducted against a backdrop of ongoing industrial action. He

highlighted some key responses and noted that, overall, positive responses had risen since the last survey in 2016.

He noted that one of the messages from the survey was a need for clearer communications from managers and an improvement in the quality of one-to-one meetings. He confirmed that this was being looked into further.

He also noted that some staff had indicated a lack of awareness of other departments within the College and that, as a mean of addressing this, from 2020 both teaching and support staff would have staff development on the same days to promote new relationships and an increased understanding of the College overall.

In relation to staff recognition, he informed members that a staff driven awards process was being developed by a staff working group.

Members queried Senior Management Team (SMT) visibility to staff. The DPCOO confirmed that this had been picked up on and that while the Principal currently undertakes his staff briefings on his own, participation of the SMT is under active consideration.

He noted that the briefings process would also be looked at to give staff an opportunity to provide inputs on the work of the College.

Members queried whether there was a difference overall in the responses from lecturing and support staff. The HHR informed members that the level, and nature of responses was about the same.

The Chair queried the nature and rationale behind some of the questions and whether they were eliciting the information they were originally designed to do, in particular whether themes and trends could be ascertained through the survey.

The HHR responded by recognising that the design of the surveys was being considered, noting that the questions has stayed static until this point to allow for direct year-on-year comparisons. Moving forward, it was proposed to review the questions to see if they all remain relevant to the College as it is now.

Members queried how staff would be made aware of the messages taken on board by SMT from the survey. The HHR confirmed that there would be text accompanying the report on this.

Members recommended that a preface also be included which showed the action points taken from the survey.

a) Members noted the content of the report

**STRATEGIC PLAN IMPLEMENTATION**

B/18/065      **Outcome Agreement 2019/20**

The VPISC presented the draft Outcome Agreement 2019/20 (OA) for consideration by members. He highlighted that the draft OA had been seen by both the Learning & Student Experience Committee and SFC; and that recommended changes had been incorporated into the version being presented to the Board.

Members queried the level of detail in the OA, noting that annually refreshing this was quite burdensome. The VPISC informed members that a working group was being set up by SFC to look at the format and that he has been asked to be a member of the group.

The Chair noted the employment rate information contained within the OA and asked whether this information informed the College operational plan. The Principal noted that the campus strategy was originally designed to reflect the major employment sectors each campus was based within, but that an appreciation of the operational context for the college was a key consideration as we move forward.

a)    Members approved the Outcome Agreement 2019/20

B/18/066      **Forth Valley College Foundation - Annual Plan**

The VPISC presented members with a paper in relation to the Forth Valley College Arm's Length Foundation (ALF).

He highlighted that the paper was seeking to change the process by which the College makes applications to the ALF. The new process would involve Board consideration and approval of an annual plan, with the Principal and Vice Principal Finance and Corporate Affairs then able to submit applications within the scope of that plan at the appropriate time within the period.

He also discussed the planned application to the ALF for funding for IT equipment to upgrade equipment in Alloa and Stirling.

Members welcomed the College's commitment to ensuring the student experience is consistent across all three campuses, noting that this approach to maintaining the equipment required for a modern day educational experience should be reflected in our ability to do the same with the buildings in which we deliver the majority of the programmes.

The Principal informed members that he had had discussions with the Scottish Government on the relatively low level of remaining funds in the ALF which were accessible to the College. He noted that how the College manages surpluses will form part of the financial planning to be discussed at the Board session in August.

Members raised concerns from the Student Advisory Council regarding the availability of IT equipment to be loaned to students who cannot afford their own. The DPCOO assured members that there was a stock of loan IT equipment that was given out each year, and that this practice is set to continue.

Members requested that the process be clarified somewhat to show that the annual plan is considered by SMT before being presented to the Board. Once Board approval is received, SMT can thereafter apply for items in the plan at the appropriate time.

a) Members approved the paper, subject to the change to the process as outlined above

**OPERATIONAL OVERSIGHT**

**B/18/067**     **Operational Plan 2019/20**

The Principal presented members with the 2019/20 Operational Plan. He noted that this is the last operational plan to be created in support of the current Strategic Plan, as the environment in which the College operates has changed since the Strategic Plan's creation. He informed members that a new strategic plan will be developed.

Members noted that the operational plan and OA had interconnections and that these plans should both be brought to the Learning & Student Experience Committee at the same time to ensure the OA is influencing the operational plan objectives.

The Principal confirmed that the operational plan is cross checked against both the OA and a number of key College strategies.

a) Members approved the Operational Plan 2019/20

**B/18/068**     **Employers Association/National Bargaining (Verbal)**

The VPCOO provided members with an overview of the current situation on National Bargaining. He informed members that EIS-FELA have voted to accept the pay offer and the updated terms and conditions, and that following last minute negotiations agreement on implementation of the whole package had been reached, and that consequently, the revised salaries will begin to be paid in July.

The Chair noted the significant amount of work the DPCOO has put into supporting the Employers Association and thanked him, on behalf of the Board, for his considerable and well regarded efforts.

a) Members noted the content of the update

**GOVERNANCE**

**B/18/069** **Honorary Fellowship Nominations**

The Principal presented a paper seeking approval to award two College Fellowships.

He discussed the proposed candidates, noting the significant input of Bob Gill, former Board member and key member of all campus development committees; and Steve Dougan, who had been instrumental in the establishment of the highly successful Schools Colleges Opportunity to Succeed (SCOTS) programme.

The Principal noted that the new Boardroom, the Steeple Room, would have a display of all College fellows.

a) Members approved the awarding of fellowships as outlined in the paper

**B/18/070** **Board Residential 29 – 30 August 19 (Verbal)**

The Chair provided members with an overview of the Board residential at the end of August. He outlined that the residential is designed to allow the Board to take a fundamental look at what the College does, and help prepare the conditions in which the Principal and his team cab best deliver the highest possible quality of Leaner Journeys .

The Principal provided an overview of the speakers who had been invited to contribute to the session, and hopefully stimulate additional thought regarding the strategic challenges and opportunities facing the college.

a) Members noted the content of the update

**B/18/071** **Audit Scotland Report – Scotland's Colleges 2019**

The Principal outlined the recent Audit Scotland report on the sector. He highlighted the recommendation to produce a five year plan and confirmed this is being done in the form of the FFR and upcoming discussions with the Board on the future direction of the College to inform a new strategic plan.

Members highlighted concerns with some of the statistics for the College apparently indicating that the % of positive destinations were decreasing. The VPLQ provided members with an overview of this area, noting that SFC had changed their evidence criteria for positive destinations for last year's data. She reported that it was

anticipated that this figure would go back up as the College had updated its data collection methodology to meet the new SFC criteria.

Members queried the net assets figure of -14% for the College in the report and asked for further detail.

The Principal noted that this information would be sourced and circulated to the Board.

a) Members noted the content of the report

**B/18/072**    **Review of Risk**

Risks were identified on the covering papers.

**B/18/073**    **Any other competent business**

Members noted the report from Audit Scotland on governance statements in College accounts and queried the intended recipients for this information. The Chair of the Finance Committee commented that amidst a range of stakeholder interests, it is worth noting that the accounts are considered by the Scottish Parliament.

1. **Purpose**

   **To inform members of FVSA activity for 2019/20.**

2. **Recommendation**

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

3. **Background**

   FVSA had a successful year and we wish to build on this for the new academic year 2019/20. FVSA are confident that the members of the board will continue to support the team throughout the coming year. Section 5 of the report lists the key highlights of what to look out for over the coming months.

4. **ALF Fund/ Operation Budget**

   FVSA applied for a grant of £172K from the ALF fund for salary costs for both the academic years 2018-19 and 2019-20.  This was granted for the two years back in August 2018.

   We are currently in the process of applying our operational budget for 2019-20.

5. **Key Highlights for 2019-20**

   <u>**FVSA Sabbatical Officers/Plan of Work**</u>

   We are in the process of appointing a new Student President, Andrew Smirthwaite, who aims to join the team at the beginning of September.

   The Sabbatical team are now putting in place their Plan of Work that they wish to do based on the Manifestos which they were elected on. As you may be aware, Lindsay Graham was re-elected as Vice President his 2<sup>nd</sup> year. Lindsay has laid out his plan of work for the year ahead and wishes to focus upon the three main areas; mental health, students who are care experienced or have caring responsibilities and student poverty. Lindsay will be running awareness events throughout the year to maximise awareness and gain student engagement as well as hoping to collaboratively work with various departments throughout the College.

   <u>**Stirling Voluntary Enterprise (SVE) Awards**</u>

   FVSA have been shortlisted for a two SVE awards. The team put nominations across for the following categories: Volunteering for strong organisation for which we are being recognised as an association collectively as well as Volunteering for inclusion & equality which we put the SAGA (Sexuality and Gender Acceptance) society forward for. The awards ceremony is being held at the Colessio Hotel in Stirling on Tuesday 3<sup>rd</sup> September.

### Fresher's Fair

The annual Fresher's Fair event will take place on 17th September (Falkirk Campus), 18th September (Stirling Campus) & 19th September (Alloa). The theme this year is Science, with a sub-theme of sustainability. The team have already been in touch with the Colleges' Science department to ask if students would like to be part of the event by showcasing what they do on their course.

### FVC/FVSA Student Partnership Agreement (SPA)

FVSA and FVC created a SPA which was finalised in March 2019. The agreement outlines how students, represented by FVSA, and staff, represented by Forth Valley College, will meaningfully collaborate to improve the student learning experience. The SPA focuses on four key areas; Apprentices, Department Reps, Liberation Officers and Mental Health. A number of collaborative projects have already kicked off:

- **Apprentices -** FVSA are working closely with the FVC Quality department and Sparqs (Student Partnership in Quality Scotland) to enhance the engagement and experience of apprentices at FVC. The aim for this year is to deliver apprentice specific training and appoint Apprentice Representatives within courses to ensure that their course is represented.

- **Department Reps –** FVSA are currently running a 4 year pilot project to introduce Department Reps to our student representative structure. The Department Reps are Class Reps who are chosen to become the lead representative for their teaching department. They will lead on meetings made up of other Class Reps within that department and will support Curriculum Managers as a main contact for class reps. We are now rolling out year 2 of the project which will see a partnership between 2 or 3 teaching departments, rather than just 1 department.

- **Liberation Groups –** FVSA continue to embed and enhance the Liberation Officer roles into the student representative structure. We also work closely with FVC on a number of projects including Period Poverty and White Ribbon Campaign, which will continue throughout this academic term. Some of the other upcoming projects are Deaf Awareness and Islamophobia Awareness month which are in partnership with the Equality Department.

- **Mental Health -** FVSA will continue to work with the College in raising awareness of Mental Health, running events, campaigns and working on the Student Mental Health Agreement.

### FVSA Executive Officers

FVSA will be holding elections for voluntary Executive/Liberation Officers in September and October this year. The team have worked over the summer to enhance the officer training and remits, which will look to embed four key areas into their roles; Mental Health, Sustainability, Citizenship & Welfare. This will ensure that the officers are well rounded and

can support the main areas listed below. We have also included a Code of Conduct for voluntary officers, which wasn't previously in place.

- **Mental Health** – Officers will support the work the FVSA do around mental health and they will receive mental health first aid awareness training, learn more about safeguarding and how to correctly signpost students.

- **Sustainability** – Officers will receive training created around the UN's sustainable goals and how to incorporate these in their leadership as officers and experience as students. They will learn about sustainable waste management and aid in the College's sustainable development training.

- **Citizenship** – Officers will learn about the diversity of students that they are representing and learn to communicate with others from different backgrounds effectively. They will also be provided support on their online presence and employability through social media training specifically developed for FVSA officers.

- **Welfare** – Officers will learn how to campaign effectively in their community to improve issues that affect students in their studies, such as student finances and budgeting, housing and access to better & greener travel.

6. **For Information**

In the coming academic year, FVSA plan involvement in the following:

- **Carers Award** - FVSA will be working closely with the College to achieve recognition for the work that we do for young carers. The initiative to which FVC/FVSA have signed up to is called "Going further for Student Carers" which is being delivered by Carers Trust Scotland. This feeds into the work that the former VP, Amy Scobbie, did by producing the Carers Charter.

- **CVS Partnership** - FVSA are currently establishing a close link with CVS which will offer external physical activity groups the opportunity to come in and give the students an opportunity to try out physical sport. A link is also being created with CVS which will provide students with voluntary opportunities and accreditation for mature students who volunteer, as there is currently no process in place for this.

- **Volunteer Fair –** FVSA will host a volunteer event on Tuesday 8th October 2019 at the Falkirk campus. This event will bring opportunities to students who are looking to find a voluntary work placement as part of their curriculum, or looking for volunteer work out with their studies. CVS will also be a part of this event. The volunteer event will also be incorporated into our popular Re-Fresher's Fair events which will take place at the end of January 2020.

- **Student Stationery Agreement** – This is due to be launched in the new academic year and is likely to benefit students who are experiencing financial hardship. This will be promoted by the FVSA through Curriculum Managers and internal support departments.

- **Class Rep Training** – This year's Class Rep Training will take place in October. In previous years we held 8 training sessions however this year we have reduced the number of training sessions to 6. This is due to a rise in popularity of the online training. Returning Class Reps will also be offered a separate training session and we will be delivering specific training to our Department Reps once they have been elected.

- **FVSA Operational Plan 2019/20** – Please find attached for information only.

- **Class Inductions** – Over the next few weeks, the Student Association will be hosting stalls to make the students familiar with who we are as well as doing class inductions for lecturers who request this from us.

7. **Financial Implications**

   FVSA carries out all activities within our operational budget. As the Strategic Plan progresses there may be requirement to review the budget of FVSA, however FVSA will not implement any plans/activities that require additional funding before seeking the support of the College SMT and Board of Management.

8. **Equalities**

   **Assessment in Place? – Yes ☐ No ☒**

   Some of the planned activities will require to be impact assessed, however this will be done on an individual basis.

9. **Risk**

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

   |  | Likelihood | Impact |
   |---|---|---|
   | **Very High** |  |  |
   | **High** |  |  |
   | **Medium** |  |  |
   | **Low** | x | x |
   | **Very Low** |  |  |

   **Please describe any risks associated with this paper and associated mitigating actions** –n/a

   **Risk Owner –** Lindsay Graham          **Action Owner –** Lindsay Graham

10. **Other Implications**

Please indicate whether there are implications for the areas below.

**Communications – Yes** ☐     **No** ☒   **Health and Safety – Yes** ☐     **No** ☒

**Paper Author –** Lindsay Graham     **SMT Owner –** Andy Lawson

# Forth Valley Student Association

# **Operational Plan**
## *Academic Year 2019/20*

**Last updated on:** 26/08/19
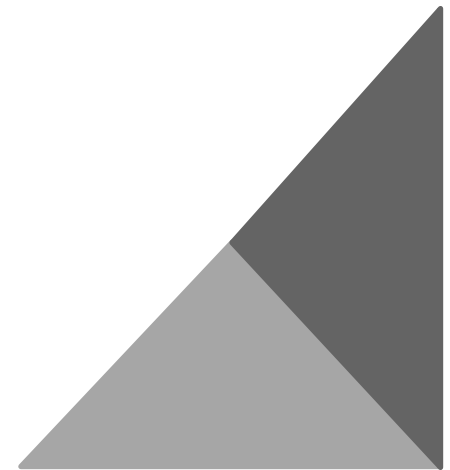
**We will be the Student Association that our students need us to be; available, accessible and empowering students to make positive change.**

Forth Valley Student Association has developed an operational plan for the academic year 2018/19, which aims to maximise effectiveness for students. The plan has factored in a number of key goals, which were identified via student feedback, elected officer manifestos and tying in with the operational and strategic plans of Forth Valley College.

The Student Association aims to provide our students and partners such as the College with a clear identification of our priorities for the year ahead, and will allow the opportunity for our achievements to be measured.

The operational plan will tie into a four-year strategic plan, which will set out a vision for the future of the Student Association within Forth Valley College. All plans will retain the core values of the Student Association and will reflect the voice of our students.

Strategic Goals:

- To become a sustainable organisation that is able to develop our officers and staff to be the people that our students need them to be

- Cultivating a transparent, student led organisation that influences change for the better

- To develop strong and equal partnerships across our community that will benefit our members and students

# To become a sustainable organisation that is able to develop our officers and staff to be the people that our students need them to be

**Increasing our presence across the College in order to ensure students are able to access the representation, support and opportunities we provide.**

| Objective | Assigned to | Start date | Due Date | Status | Update/Evidence |
|---|---|---|---|---|---|
| Sabbatical Officers to have a presence within the Student Centre for drop in sessions | SAC | 01/8/19 | 31/1/20 | **In progress** | To be piloted for 6 months and then reviewed |
| Online suggestion area through Moodle for students to use | Admin | 01/7/19 | 30/8/19 | **In progress** | |
| Ensure FVSA have a presence at key events that have been organised by other support departments within the College | SAC | 01/8/19 | 29/5/20 | **In progress** | |

**Developing a strong volunteer culture throughout the Association, identifying and creating further opportunities to volunteer and opportunities for development and accreditation for all of our volunteers.**

| Objective | Assigned to | Start date | Due Date | Status | Update/Evidence |
|---|---|---|---|---|---|
| Hold an awards ceremony for volunteers, clubs/societies, students, class reps and more! | Admin (all team support) | 01/7/19 | 30/6/20 | **In progress** | |
| Work in partnership with CVS to ensure volunteers receive formal accreditation | AVC | 01/9/19 | 30/6/20 | **Not started** | |

**Building a sense of community across both the Association and the College through events, clubs & societies and other networking opportunities for students.**

| Objective | Assigned to | Start date | Due Date | Status | Update/Evidence |
|---|---|---|---|---|---|
| Consistent calendar of events (incorporating sustainability, welfare, mental health, citizenship/community) and ensuring that all students and departments are aware of FVSA events. | Admin | 01/7/19 | 29/5/20 | **In Progress** | |
| Plan and implement the 2nd year of the Department Rep pilot | SAC/AVC | 01/7/19 | 30/6/20 | **In Progress** | Meetings set with CM's to discuss project |

**Oversee the development of staff and officers to ensure they have the skills and knowledge to exceed in their roles, and the opportunity to progress within the Association and externally.**

| Objective | Assigned to | Start date | Due Date | Status | Update/Evidence |
|---|---|---|---|---|---|
| Identifying staff & officer training opportunities to develop role/skills. | SAC | 01/7/19 | 30/6/20 | **In Progress** | |

# Cultivating a transparent, student led organisation that influences change for the better

**Strengthening our communication with students and partners, making sure that all students are able to feed into, and hear back on the work of the Association.**

| Objective | Assigned to | Start date | Due Date | Status | Update/Evidence |
|---|---|---|---|---|---|
| Look at developing/implementing an FVSA app (working with computing students) | Admin | 01/7/19 | 29/5/20 | **In progress** | Meetings scheduled to meet with students to discuss project |
| Strengthening communication with local institutions and feeding back to FVC students | SAC/Admin | 01/9/19 | 12/6/20 | **Not Started** | |

**Engaging our members in carrying out work, in order to increase our capacity, empower our students and develop them into future leaders.**

| Objective | Assigned to | Start date | Due Date | Status | Update/Evidence |
|---|---|---|---|---|---|
| Organise and deliver apprentice specific training | SAC | 01/7/19 | 27/3/20 | **In Progress** | |
| Pilot a 2-year Exec Officer term | AVC | 29/11/19 | 30/6/20 | **Not started** | |

**Improving our democratic procedures to increase accountability of elected officers.**

| Objective | Assigned to | Start date | Due Date | Status | Update/Evidence |
|---|---|---|---|---|---|
| Create a code of conduct for Exec Officers and review of remits | SAC/AVC | 01/7/19 | 13/9/19 | **In Progress** | Code of conduct has been drafted and waiting for team approval/suggestions |
| Create a disciplinary process for Exec Officers | SAC | 01/7/19 | 13/9/19 | **In Progress** | This has been drafted and waiting for team approval/suggestions |
| Create a social media policy and guidance toolkit | Admin | 01/7/19 | 29/11/2019 | **In Progress** | |

# To develop strong and equal partnerships across our community that will benefit our members and students

**Developing our partnership with FVC, strengthening how we work with departments across the College by sharing information, increasing support and providing better opportunities for students.**

| Objective | Assigned to | Start date | Due Date | Status | Update/Evidence |
|---|---|---|---|---|---|
| Implement and monitor FVC/FVSA Student Partnership Agreement | SAC | 01/7/19 | 30/6/20 | **In progress** | |
| Establish monthly meetings with Student Support Services | SAC | 01/8/19 | 30/8/19 | **In progress** | |

**Increase awareness of existing partnerships, both of the Association and the College, and how these benefit students.**

| Objective | Assigned to | Start date | Due Date | Status | Update/Evidence |
|---|---|---|---|---|---|
| Promote, monitor and expand list of partners and how they benefit students | Admin | 01/7/19 | 30/6/20 | **In progress** | |

**Engaging with external partners to support the development of our students through volunteering, external learning opportunities and providing support to students in the community.**

| Objective | Assigned to | Start date | Due Date | Status | Update/Evidence |
|---|---|---|---|---|---|
| Improve and monitor partnership with local voluntary organisations to support our volunteer culture | AVC | 01/8/19 | 29/5/20 | **In progress** | |
| All Exec officers reaching out to relevant organisations for support | AVC | 21/10/19 | 12/06/20 | **Not started** | |

**Calendar of Events**

BLOCK 1

| Month | Event |
|-------|-------|
| September | o Fresher's Fair – 17th, 18th, 19th September<br>o Executive/Liberation Officer Elections<br>o Resource Efficiency Pledge<br>o Pizza with the President – 13th/20th September<br>o Sustainability Training – 10th September |
| October | o Black History Month<br>o Class Rep Training – 22nd, 24th, 25th October<br>o Trick or Treat (Halloween event) 31st October<br>o Diwali Gift Appeal<br>o Mobile Phone Drive |
| November | o #FVSafe Campaign<br>o Student Council Meeting – 18th, 19th, 21st October<br>o 16 Days of Action<br>o Christmas gift appeal<br>o UN World Toilet Day – 19th November<br>o Islamophobia Awareness |
| December | o #FVSafe Campaign (continued)<br>o 16 Days of Action (continued)<br>o Christmas gift appeal (continued)<br>o Christmas Jumper Day<br>o Recycled Wrapping Paper |

BLOCK 2

| Month | Event |
|-------|-------|
| February | o LGBT History Month<br>o Class Rep Networking meeting<br>o Care Day 2019<br>o By-Elections – Exec/Liberation Elections<br>o Fairtrade Event (Sustainability) |
| March | o President/Vice President Elections<br>o Class Rep Training – 3rd, 4th, 5th March<br>o Autism Awareness Event<br>o NUS Scotland Conference<br>o Fairtrade Quiz Night (Sustainability)<br>o World Water Day |
| April | o President/Vice President Elections (continued)<br>o Student Council Meeting<br>o International Café Event<br>o NUS UK Conference<br>o World Earth Day |
| May | o International Day against homophobia transphobia and biphobia<br>o World Bee Day 20th May<br>o Eid Gift Appeal |

| January | <ul><li>Step Count Challenge</li><li>Mental Health Day – Blue Monday – 20th January</li><li>Re-Freshers' Fayre – 28th, 29th, 30th January</li><li>Therapets</li></ul> |
|---|---|

1. **Purpose**

   **To seek members' approval on the calendar of meetings for the Board of Management and its sub-Committees for 2020/21.**

2. **Recommendation**

   That members give consideration to the number and timing of meetings and approve the proposed calendar of meetings, subject to any changes following the Board's consideration, to support the efficient and effective governance of the College.

3. **Board Calendar**

   Following approval at the September 2018 Board of Management meeting, a revised schedule of meetings was put in place to reflect the key points in the year where Board input or approval was required, rather than the previous rigid quarterly cycle of meetings.

   Appendix 1 - Board Calendar 2019/20 – as approved by the Board of Management in September 2018. One minor change has been to include Remuneration Committees in February 2020 and June 2020 which are highlighted in red on the schedule.

   Appendix 2 - Replicates the amended 2019/20 schedule of meetings for the 2020/21 academic year.

   **Paper Author** – Alison Stewart, Board Secretary

**Appendix 1**

| Meeting | Academic Year 2019/20 | | | | | |
|---|---|---|---|---|---|---|
| **Board of Management** | Thursday / Friday 29/30 Aug 19<br><br>TBC<br><br>(Strategic Discussion) | Thursday 24 Oct 19<br><br>Alloa | Thursday 5 Dec 19<br><br>Stirling (Morning Meeting and Xmas lunch) | Thursday 27 Feb 20<br><br>Falkirk | Thursday 30 Apr 20<br><br>Alloa | Thursday 25 June 20<br><br>Falkirk |
| | | | | | | |
| **Remuneration** | | | | Thursday 27 Feb 20<br><br>Falkirk | | Thursday 25 June 20<br><br>Falkirk |
| | | | | | | |
| **Audit** | | | Tuesday 19 Nov 19 Falkirk | | | Thursday 21 May 20 Stirling |
| | | | | | | |
| **Finance** | | Tuesday 17 Sept 19 Stirling | Tuesday 19 Nov 19 Falkirk | | Tuesday 24 Mar 20 Stirling | Tuesday 16 June 20<br><br>Falkirk |
| | | | | | | |
| **HR** | | | Thursday 7 Nov 19 Alloa | | Thursday 23 April 20 Stirling | |
| | | | | | | |
| **Learning & Student Experience** | | Thursday 10 Oct 19 Falkirk | | | Thursday 20 Feb 20 Falkirk | Thursday 28 May 20 Alloa |
| | | | | | | |
| **Nominations** | As required | | | | | |

**Appendix 2**

| Meeting | Academic Year 2020/21 | | | | | |
|---|---|---|---|---|---|---|
| **Board of Management** | Thursday / Friday 27/28 Aug 20 TBC (Strategic Discussion) | Thursday 24 Oct 19 Alloa | Thursday 3 Dec 20 Stirling (Morning Meeting and Xmas lunch) | Thursday 25 Feb 21 Falkirk | Thursday 29 Apr 21 Alloa | Thursday 24 June 21 Falkirk |
| | | | | | | |
| **Remuneration** | | | | | | Thursday 24 June 21 Falkirk |
| | | | | | | |
| **Audit** | | | Tuesday 17 Nov 20 Falkirk | | | Thursday 20 May 21 Stirling |
| | | | | | | |
| **Finance** | | Tuesday 22 Sept 20 Stirling | Tuesday 17 Nov 20 Falkirk | | Tuesday 23 Mar 21 Stirling | Tuesday 15 June 21 Falkirk |
| | | | | | | |
| **HR** | | | Thursday 5 Nov 20 Alloa | | Thursday 15 April 21 Stirling | |
| | | | | | | |
| **Learning & Student Experience** | | Thursday 15 Oct 20 Falkirk | | | Thursday 11 Feb 21 Falkirk | Thursday 27 May 21 Alloa |
| | | | | | | |
| **Nominations** | As required | | | | | |

1. **Purpose**

   **For members to consider and approve a non-executive Board of Management member to undertake the roles of Vice Chairs (VCs) and Senior Independent Member (SIM).**

2. **Recommendation**

   That members identify and appoint two Vice Chairs and a Senior Independent Member from among the non-executive Board members for a period of 2 years.

3. **Background**

   The Standing Orders of the Board of Management state:

   **8 Appointment of Vice Chair**
   8.1 A Vice Chair shall be appointed by the Board from amongst its members.
   8.2 In the absence of the Chair, the Vice Chair shall have the authority the Chair would have under these Standing Orders.

   **9 Appointment of Senior Independent Member**
   9.1 A Senior Independent Member shall be appointed by the Board from amongst its members.
   9.2 Only non-executive members of the Board shall be eligible to serve as the Senior Independent Member.

4. **Key Considerations**

   There is no formal job description for the role of Vice Chair or Senior Independent Member.

   **Vice Chair**

   In order for the Chair and the Board to create the most positive strategic context for the Principal and the Senior Management Team / Executive leadership Team to maximise the college's impact on the regional economy as we move into our new HQ in the Falkirk Campus, it is proposed that we identify two VCs - one focused on people and the other on place.

   The development of our relationships with key stakeholders within, and the communities of, the Forth Valley region will be a key aspect of maximising the utilisation of our assets, to provide a solid base for the development of our commercial activity aimed at creating long term financial sustainability for the college.

   The Association of Chairs describes the role of a Vice Chair as
   - A critical friend - someone a Chair can trust as a sounding board to give them support, giving informal feedback, honest advice and a fresh perspective.
   - Someone to share the load - be willing to do more to share tasks, for example chairing a sub-committee, leading on strategy projects or a governance review.

- An informal lightening rod for the Board - If there are tensions among the board, or between Chair and CEO, a Vice Chair potentially has the informal authority to mediate, see the issues more dispassionately and help bridge the gaps.
- Potential successor - not all Vice Chairs want to be (or are suited to being) Chair but in some cases, having a Vice Chair can make succession planning easier.
- A deputy - If the Chair is away, indisposed or ill, it's good to have a clearly designated person the board can turn to first, someone to pick up the slack, chair the meeting, keep things rolling.

**Senior Independent Member**

The Code of Good Governance for Scotland's Colleges ("the Code") requires Boards to have in place a senior independent member as outlined below -

"**A.14** The board must appoint one of the non-executive members to be the senior independent member to provide a sounding board for the chair and to serve as an intermediary for the principal, other board members and the board secretary when necessary (see Annex 1 for the definition of 'non-executive'). The senior independent member should also be available where contact through the normal channels of chair, principal or secretary has failed to resolve an issue or for which such contact is inappropriate."

Annex 1of the Code as referred to above defines a non- executive member as "a member who is not the chair and who does not otherwise hold a specific position on the board i.e. is not a student or staff member; and … is not the principal."

**The Guide for Board Members in the College Sector** further defines the senior independent member as "The Senior Independent Board Member on your board may also be able to assist you. This is an experienced fellow non-executive board member who will have been designated by you and your board colleagues and is expected, amongst other things, to act as an intermediary with the chair if it is ever required."

5. **Financial Implications**

   None

6. **Equalities**

   **Assessment in Place? – Yes ☐      No ☒**

   **If No, please explain why –** Not applicable

7. **Risk**

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

|  | Likelihood | Impact |
|---|---|---|
| **Very High** |  |  |
| **High** |  |  |
| **Medium** |  |  |
| **Low** |  | X |
| **Very Low** | X |  |

**Please describe any risks associated with this paper and associated mitigating actions –** Failure to comply with the principles of the code can result in poor governance.

Appointment of a vice Chair and Senior Independent Member will fully mitigate this risk

**Risk Owner –** Alison Stewart                **Action Owner –** Stephen Jarvie

8. **Other Implications –**

Please indicate whether there are implications for the areas below.

**Communications – Yes** ☐  **No** ☒        **Health and Safety – Yes** ☐      **No** ☒

**Please provide a summary of these implications –** Not Applicable

**Paper Author –** Alison Stewart                **SMT Owner –** Alison Stewart

1. **Purpose**

   **To seek approval from members to continue with the current arrangements for the Board Secretary and Deputy Board Secretary.**

2. **Recommendation**

   That members review the current arrangement for the Board Secretary and Deputy Board Secretary as outlined in this paper and approve to these to continue for 2019/20.

3. **Background**

   The revised Code of Good Governance for Scotland's Colleges ("the Code") was adopted by the Board in December 2016.

   Section D.13 of the Code states

   *The board as a whole must appoint a board secretary who is responsible to it and reports directly to the chair in their board secretary capacity. The board secretary may be a member of the senior management team in their board secretary capacity, but **they cannot hold any other senior management team position at the same time**. **The appointment and removal of the board secretary is a decision of the board as a whole.***

   The code also requires colleges to publish a Statement of Compliance with Good Governance in the Annual Report.

   *Each board must state its adoption of the Code in the corporate governance statement contained in its annual financial statement. The chair, on behalf of the board, is expected to report as to how the principles have been applied by the board. Where, for whatever reason, a board's practice is not consistent with any particular principle of the Code, it should make this known to SFC or, if it is an assigned college, the regional strategic body. This should be done immediately they become aware of an inconsistency and, without exception, in advance of publishing the information. An explanation for that inconsistency must be clearly stated in its corporate governance statement. Boards will be expected to offer a clear rationale for exceptions in the context of their college's operational model and to identify mitigations.*

   It was approved by the Board in December 2016 that the Vice Principal Finance & Corporate Affairs would be formally appointed as the Board Secretary and the Corporate Governance and Planning Officer would be formally appointed as Deputy Board Secretary in line with the current arrangements.  Both report directly to the Chair in terms of the Board Secretary role.

4. **Key Considerations**

   The external board Effectiveness review highlighted that this did not comply with the Code, however recognised that this had been approved by the Board.  The review recommended that the Board reviews to the arrangements for the Board Secretary on an annual basis should their views on these arrangements begin to change.

It is common practice in a number of organisations both within the public and private sector for the board Secretary to hold a positon within the Senior Management Team.  Indeed this is the practice within SFC where the Chief Operating Officer is also the Secretary to the council. At least two other Colleges do not comply with the code in relation to the Board Secretary role.   It can be argued that by having a dual role that this actually strengthens governance and provides greater assurance to the Board rather than weakens it.

It is also not considered to be good value for money to employ a part time Board Secretary when the College already has members of staff with the required skills to perform this role and have been doing so for a number of years.

There is only one area within the Board Secretary role where holding a senior management team position as well as Board Secretary could impact on good governance.  The Board Secretary is appointed by the Board and reports directly to the Chair, if they also report to the Principal in terms of their senior management team role this could lead to a potential conflict of interest in terms of reporting to the Board.  The current arrangements mitigate this risk by having a Depute Board Secretary.

While current arrangements go against the requirement of the code, it is still acceptable for the Board to take this decision and explain the reason for non-compliance in the annual financial statements and to SFC, which the College has done for previous 3 financial years. This has been reviewed by the external Auditors and in the Audit Reports they have stated they have no issues to report in relation to Governance.  SFC have also noted the non-compliance, however have not requested that this be changed.

5.  **Equalities**

There is no equalities impact as the approval is in relation to compliance with the Code.

6.  **Risk**

|  | Likelihood | Impact |
|---|---|---|
| **Very High** |  |  |
| **High** |  | x |
| **Medium** |  |  |
| **Low** | x |  |
| **Very Low** |  |  |

There is a risk the Board are not fully informed due to a conflict of interest of the Board Secretary reporting to both the Chair and the Principal.  The appointment of two individuals reporting to the Chair minimises this risk.

**Risk Owner –** Board of Management          **Action Owner –** Chair of Board of Management

**Paper Author –** Alison Stewart on behalf of Ross Martin

## 1. Purpose

**To seek comment from members, following the discussions of 29 and 30 August on the content of the College Strategic Risk Register (attached).**

## 2. Recommendation

That members review the register and identify any additional risks arising from the discussions of 29 and 30 August 2019.

## 3. Background

The College continues to monitor Strategic Risks to the College. These risks are discussed at SMT meetings and are also brought to each meeting of the Audit Committee.

## 4. Equalities

**Assessment in Place? – Yes ☐     No ☒**

**If No, please explain why –** The Strategic Risk Register document does not require equalities impact assessment. Individual risks may result in Equalities assessments being completed for new/revised College policies and procedures.

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

## 5. Risk

|           | Likelihood | Impact |
|-----------|------------|--------|
| **Very High** |        |        |
| **High**      |        |        |
| **Medium**    |        |        |
| **Low**       | X      | X      |
| **Very Low**  |        |        |

**Please describe any risks associated with this paper and associated mitigating actions –** Risk continues to be comprehensively managed and reviewed across the College on an ongoing basis.

**Risk Owner –** Ken Thomson          **Action Owner –** Ken Thomson

## 6. Other Implications –

Please indicate whether there are implications for the areas below.

**Communications – Yes ☐  No ☒**          **Health and Safety – Yes ☐     No ☒**
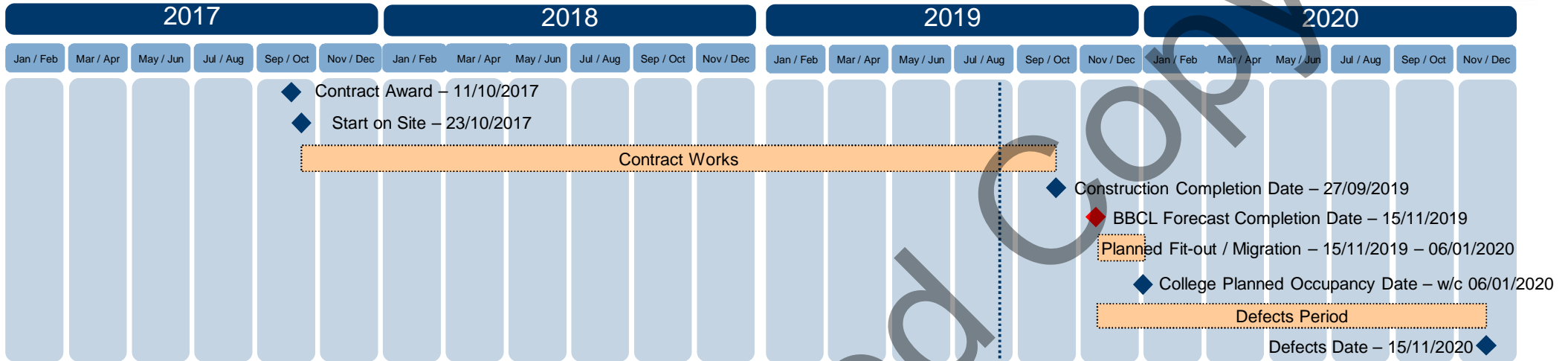
**Paper Author –** Stephen Jarvie          **SMT Owner –** Ken Thomson

| | | | Risk Management and Mitigation | | Owners | | | Initial Risk Score | | | Score After Mitigation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| No | There is a real or perceived risk that... | Potential Consequences | Mitigating Actions | Actions/Progress to Date | Board Committee | SMT Risk Owner | Action Owner | Likelihood | Impact | Risk Score | Likelihood | Impact | Risk Score | Change to score since last meeting | Date Added and Date Score Updated |
| 1 | There is insufficient funding from Scottish Government/SFC to support the core activities of the College | - Inability to deliver high quality learning<br>- Inability to react to changing economic and local environment<br>- Inability to maintain College infrastructure<br>- Impact on College performance indicators | - Principal and Chair represented on sector groups to lobby SFC/Scottish Government<br>- Vice Principal Finance and Corporate Affairs member of SFC new funding model group<br>- Business Development strategy to increase commercial income being developed by Director of Business Development | August 19 - 5 year FFR currently being prepared based on SFC guidance. Funding gap of £2m has been identified in the medium term. A futures programme is being led by the Principal to address the gap.<br>May 19 - Indicative allocations for 2019/20 are based on flat cash GIA and a reduction in capital & maintenance funding both of which are insufficient to meet the ongoing operations of the college. Efficiency savings are being planned and maintenance delayed.<br>Nov 18 - work ongoing | B | P | VPFACA | VH | VH | 25 | VH | VH | 25 | | |
| 2 | Delays to completion and/or issues with the transition process to the new Falkirk Campus (e.g. as a result of adverse weather/impact of Brexit on supply chain) | - Impact on student experience and success<br>- Potential increase in costs<br>- Reputational damage | - EEG and FCPB monitoring progress<br>- Development of migration strategy<br>- Communications with stakeholders to manage expectations | Aug 19 The project remains on track with no major issues identified . The slight delay is being mitigated by Balfour Beatty<br>April 19 - confirmation of completion date is now 15 November. Space Solution now in place and transitions groups are meeting to manage the transition process. At the point of writing no major issues have been identified<br>Nov 18 - Actions being planned as per mitigating actions | FCPB | P | DPCOO | H | H | 16 | M | H | 12 | | |
| 3 | National Bargaining process will negatively impact on the College | - Unaffordable pay awards<br>- Potential strike action which could impact on the Student experience and meeting commercial contracts<br>- 'No Detriment' restricts options for FVC compared to sector | - Chair and DPCOO represent the College on the Employers Association<br>- Communication with staff, students and other users<br>- Force Majeure clauses in commercial contracts to mitigate impact of strike action | Aug 19. Following a lengthy negotiation final settlement has been reached with new Terms & Condition in place. The settlement did have an impact on the colleges financial situation however, this has been worked through<br>April 19. This situation regarding EIS dispute continues. No settlement has been agreed and further strike action is planned for the month of May. EIS have also initiated ASOS. WE continue to ensure that where possible services to students have minimum impact<br>Nov 18 - We continue to be actively involved in this process which allows us to keep on track with potential changes and able to work through the implication quickly and effectively | B | P | DPCOO | H | H | 16 | H | M | 12 | | |
| 4 | Employers pension contributions to the Scottish Teachers Pension Scheme could increase by 5.2% from April 2019 | - Additional cost of approx. £500k per annum | - Scottish Government in discussion with UK Treasury<br>- Working with Colleges Scotland to lobby Scottish Government for additional funding | August 19 - SFC have confirmed 100% funding for the period September 2019 to March 2020. There is no guarantee of funding beyond this point. SFC guidance for the FFR is to assume 100% funding going forward but have stressed this is only a planning assumption and not confirmation of funding.<br>May 19 - Initial guidance from SFC is to assume 50% funding being worst case scenario. Score changed - impact low v medium<br>Nov 18 - awaiting outcome of discussions with Scottish Government | F | P | VPFACA | VH | M | 15 | VH | L | 10 | | |
| 5 | The College will fail to deliver the Outcome Agreement | - Reputational damage<br>- Potential clawback of funding and risk of reduction in credits allocated to the College | - Ongoing monitoring of performance against targets by new Leadership Team<br>- Targets cascaded to Directors with accountability | Aug 19 - Comparisons of in-year PI estimates with final outcomes is ongoing.<br>May 19 - Additional monitoring reports have been built, and will be refined through usage.<br>Nov 18 - Additional monitoring reports being built for Department teams to allow granular monitoring of targets. | LSE | P | VPISC | M | VH | 15 | L | VH | 10 | | |

| # | Risk | Impact | Controls | Commentary | | | | | | | | | | | |
|---|------|--------|----------|-----------|---|---|---|---|---|---|---|---|---|---|---|
| 6 | The student experience fails to meet student expectations | - Reputational risk<br>- Current/Potential students choose another College/Learning provider<br>- Impact on College meeting credit and PI targets | - Listening to Learners<br>- Ensuring relevance of courses through robust curriculum review<br>- Robust evaluation processes at all levels<br>- Student support systems in place and effective<br>- Deliver on Creative Learning and Technologies Strategy | August 2019 - In the SFC Student Satisfaction Survey, 94% of 2018-2019 FVC students were satisfied with their college experience. Positive internal audit of curriculum completed. 2018-2019 Student Success PIs not yet finalised.<br>May 19 - Work ongoing<br>Nov 18 - Actions in Evaluative Report and Enhancement Plan 2017-2018 to address areas where student success PIs are lower than target and to review and enhance student support arrangements; objectives and targets for delivery of year 2 of CLT Strategy in College Operational Plan 2018-2019. | LSE | P | VPLSE | M | VH | 15 | L | VH | 10 | | |
| 7 | The College is adversely impacted by a cyber attack. | - Reputational risk<br>- Impact on learning & teaching<br>- Impact on key services | - Up to date firewall, and cyber protection through Disc<br>- Regular security patching<br>- Full nightly backups and hourly snapshots to minimise disruption in the event of the need to restore data<br>- Up to date anti-virus and malware software<br>- Scanning and monitoring of all external drives<br>- Resilience through additional connections to outside world<br>- Documented and tested business continuity plan | Aug 19 - College staff are attending regular security briefings.  Windows updates are deployed estate-wide as they are received from Microsoft.<br>May 19 - College staff are members of Scottish Government Cyber Catalyst Group, and receive early warnings of any known cyber attacks.<br>Nov 18 - Cyber Essentials accreditation secured, Member of National Cyber Security Information Sharing Partnership | A | P | VPISC | M | VH | 15 | L | VH | 10 | | |
| 8 | the National Job Evaluation Process may impact staff | - Impact on staff morale<br>- Short timescales for completion of submission<br>- Potential financial impact on staff | - Driven by National Agreement - Sector wide Process<br>- Follow guidelines from Colleges Scotland | Aug 19 The first part of this process in near completion with only a few post to be evaluated . This is mainly due to post holder either being on maternity leave or having lest the college after the cut of date of 18 September 18. This post will be evaluated by the relevant line manager<br>May 19 - Process now begun with a Project Manager in place to support staff going through the process. Unison involvement  is also in place and meeting are planed for key staff to support them in completing the sector wide template to role profiles | HR | DPCOO | DPCOO | H | M | 12 | M | M | 9 | | Apr-19 |
| 9 | Loss of key staff will impact on College operations | - Loss of knowledge, experience and links within the Sector and to employers etc | - People Strategy<br>- Succession Planning<br>- Talent Management Programme in place<br>- Directors in post | Aug 19 There is little evidence  of staff exiting the college. The second stage of the Peoples Strategy is now underway and the focus is on potential managers of the future.<br>April 19 - The first six months of the People Strategy has proven to be a success. We  made the decision to fill vacancies internally where possible to encourage talent to remain within the college<br>Nov 18 - First cohort of staff now on Talent Management programme. Effective TNA in place in all departments. Talent Management programme for first time managers ready to roll out | HR | DPCOO | DPCOO | H | M | 12 | H | L | 8 | | |

# FORTH VALLEY COLLEGE – NEW FALKIRK CAMPUS – AUGUST 2019

| 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|

| Jan / Feb | Mar / Apr | May / Jun | Jul / Aug | Sep / Oct | Nov / Dec | Jan / Feb | Mar / Apr | May / Jun | Jul / Aug | Sep / Oct | Nov / Dec | Jan / Feb | Mar / Apr | May / Jun | Jul / Aug | Sep / Oct | Nov / Dec | Jan / Feb | Mar / Apr | May / Jun | Jul / Aug | Sep / Oct | Nov / Dec |

◆ Contract Award – 11/10/2017

◆ Start on Site – 23/10/2017

Contract Works

◆ Construction Completion Date – 27/09/2019

◆ BBCL Forecast Completion Date – 15/11/2019

Planned Fit-out / Migration – 15/11/2019 – 06/01/2020

◆ College Planned Occupancy Date – w/c 06/01/2020

Defects Period

Defects Date – 15/11/2020 ◆

## Headlines

- BBCL accepted Contract Programme forecasts Completion on 15/11/19 - 7 weeks later than the Contract Completion Date of 27/09/19. No formal EoT submitted.
- BBCL reporting no slippage in period on Contract Programme, delay holds at 3 weeks.
- BBCL reporting revised recovery Programme to Completion is on schedule, however AECOM's view is that, despite good progress in some areas, there is some slippage. This is mainly due to a dip in resources.
- AECOM H&S inspection held in period.
- Utility connections now live and ready for onward distribution (power, water, gas).
- Commercial claim update still awaited from BBCL.
- BREEAM points now at circa 46%. 55% required to achieve 'Very Good' rating.
- Sub-contractor warranties continue to progress. All wording agreed – 5 of 21nr to be concluded / signed.
- FVC Moves Consultant liaison ongoing to plan transition and decant from existing college.
- Soft Landings / Handover strategy meetings continuing.

## Next Steps

- Primary data / telecoms connection scheduled for 27/08/19.
- BBCL to continue mitigations strategies (re-sequencing, additional resourcing etc.) to address programme slippage and start to show recovery.
- AECOM and CofW to continue to monitor Contract Programme and new recovery programme.
- Commissioning, testing and witnessing of M&E systems.
- Soft Landings / Handover Strategy meetings to continue.
- Continue liaison with Moves Consultant and Project Team via Soft Landings process.
- Identification of Group 2 equipment and development of plan to move these into new building.
- BBCL to continue Building Warrant approvals for Stages 1, 3, 13 & 15.
- Close out remaining Change Controls and EAI costs.
- Ongoing Final Account negotiations.
- BBCL to provide remaining 5nr Subcontract Warranties.
- BBCL to continue to resolve quality issues raised on project systems (BIM 360).

## Quality / Scope  🟢

- CoW & CMT inspections ongoing. Defects being logged via 360 Field and weekly reporting.
- Quality / Technical Review meetings held monthly – push to close out issues which have been open for some time.
- BREEAM projected score 61% - 6% above the required 55%. Current awarded points is 46%.

**RISK**
- Potential for quality issues raised by CofW / CMT lead to remedial works which would further delay the programme.
- Potential for delay in BBCL response times by to 360 Field items leading to disputed items or abortive works.
- BREEAM credits not achieved, leading to reduced score.

## Commercial  🟢

| | |
|---|---|
| Overall Construction Budget | £55,275,165 |
| Construction Contract Sum (excl. Prov Sums) | £52,946,446 |
| Variation Confirmed | £ 464,142 |
| Variations Pending | £ 983,615 |
| Provisional Sums | £ 714,043 |
| Forecast Final Account | £55,108,246 |
| Client Contingency Remaining | £ 166,919 |
| Overall Construction Budget | £55,275,165 |

**RISK**
- Liability for BBCL commercial items.
- 3 of 10 Provisional Sum items to be concluded - signage (internal & external) and road markings.
- Further cash flow slippage.

## Programme  🟠

- New Contract Programme forecasts completion on 15/11/19.
- Overall delay to programme holds at circa 3 weeks.
- Revised recovery programme submitted to recover this 3 weeks, however resource dip suggest slippage.
- No EoT has been requested by BBCL at this stage, meaning damages can be applied.

**RISK**
- 7 week delay to planned handover.
- No recovery in period so time window for mitigation now further reduced.
- Further programme slippage impacts on completion / handover activities and delays PC.
- Delay to FVC transition plans.

| | |
|---|---|
| 🟥 Major concern | 🟥 Confirmed budget overspend |
| 🟧 Issue requires escalation | 🟧 Potential/ likely budget overspend |
| 🟩 No areas of concern | 🟩 No areas of concern |

| |
|---|
| 🟥 Confirmed programme delay |
| 🟧 Potential/ likely programme delay |
| 🟩 On or ahead of programme |