

Zoom call

Social 4pm to 4.30pm  
Meeting 4.30pm

AGENDA

	Type	Lead
1 Apologies and Declarations of interest	Discussion	Ross Martin
2 Minutes and Matters Arising of Meeting of 6 August 2020	Approval	Ross Martin
3 Minutes of Committee Meetings		
Finance Committee – 22 September 2020	Noting	Liam McCabe
Audit Committee – 5 October 2020	Noting	Lorna Dougall
Learning & Student Experience – 8 October 2020	Noting	Davie Flynn
4 Principal's Report (Elements of paper 4 are withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)	Discussion	Ken Thomson
5 Chair's Report (Verbal)	Discussion	Ross Martin
6 Student Association Report	Discussion	Andrew Smirthwaite
<b>STRATEGIC PLAN IMPLEMENTATION</b>		
7 Budget 20/21 & Forecasts 2021/23 (Elements of paper 7 are withheld from publication on the Forth Valley College website under Section 33 Commercial Interests and the Economy of the Freedom of Information (Scotland) Act 2002.)	Approval	Alison Stewart
8 FVC Strategic Opportunities (Elements of paper 8 are withheld from publication on the Forth Valley College website under Section 33 Commercial Interests and the Economy of the Freedom of Information (Scotland) Act 2002.)	Discussion	Jennifer Tempany
<b>OPERATIONAL OVERSIGHT</b>		
9 Business transformation - Student Funding	Presentation	James Aston
<b>GOVERNANCE</b>		
10 Board Self Evaluation Feedback (Elements of paper 4 are withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)	Discussion	Alison Stewart
11 Board Development Plan	Discussion	Alison Stewart

12	Board Secretary Arrangements	Approval	Alison Stewart
13	Review of Risk	Discussion	All
14	Any other competent business	Discussion	All

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**Zoom Meeting, (Commencing at 4.30pm)**

Present: Ross Martin (Chair)  
Dr Ken Thomson  
Naila Akram  
Hazel Burt  
Andrew Caldwell  
Andrew Carver  
Lorna Dougall  
Pamela Duncan  
Davie Flynn (Vice Chair)  
Katherine Graham  
Beth Hamilton  
Jennifer Hogarth  
Aleksandrs Petrovskis, Forth Valley Student Association Vice President (FVSAVP)  
Andrew Smirthwaite, Forth Valley Student Association President (FVSAP)  
Steven Tolson

Apologies: Trudi Craggs (Vice Chair)  
Liam McCabe  
Ken Richardson

In Attendance: Andrew Lawson, Depute Principal and Chief Operating Officer (DPCOO)  
David Allison, Vice Principal, Information Services and Communications (VPISC)  
Kenny MacInnes, Vice Principal, Learning and Student Experience (VPLSE)  
Alison Stewart, Vice Principal Finance and Corporate Affairs (VPFCA)  
Stephen Jarvie, Corporate Governance and Planning Officer and Deputy Board Secretary (CGPO)  
Laura Calder, Project Support Officer (PSO) for item B/19/101

**B/19/099 Apologies and Declarations of interest**

As noted above

**B/19/100 Minutes and Matters Arising of Meeting of 21 July 2020**

The minutes were approved electronically on 27 July 2020.

**B/19/096 Sale of Falkirk Campus**

The VPFCA informed members that the sale had been concluded and the College had been in receipt of the agreed sum from the purchaser. She informed members that, as Scottish Funding Council has advanced funding to cover the period until the sale was concluded, discussions were currently underway with SFC on returning the receipt to them.

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The Chair thanked the Board for their support in reaching this point, particularly in relation to ensuring the inclusion of a profit sharing mechanism in the agreement.

He noted that the completion of the new campus and the sale and imminent demolition of the old campus was another large milestone in the development of Falkirk and that the College would continue to have a role in shaping the developments of the area.

**B/19/101 Resuming Campus Operations**

The DPCOO presented the paper on returning to campus operations. He highlighted key parts of the report, noting the preparations that had been put in place and the ongoing communications designed to keep staff and students informed.

He confirmed that College Unions had also been kept up to date on progress with the preparations and seemed pleased by the approach the College is taking.

The PSO informed members that the project is on track at this time to meet the project plans. She highlighted some external supply issues for materials but noted a large portion of these issues had been avoided by the College placing orders for materials early in the process.

She outlined some developments since the last report to the Board including the development of training materials for staff on the new approaches, the purchase of additional laptops to support students and the development of guidance on areas such as track and protect.

Members queried, now that staff are starting to access the campuses, how staff were reacting to this.

The DPCOO confirmed that there had been some anxiety on the part of some staff but that the College was working with them to address these.

He noted that managers have been asked to identify staff who have expressed anxieties and bring them on campus early while it is quiet so they can have a walk around campus and see all the arrangements that have been put in place.

Members queried how the College will manage issues such as fire drills. The DPCOO confirmed that this was being looked into but highlighted that work had already been conducted to ensure adequate cover by fire marshals across the campuses. He also informed members that first aid guidance had been updated to cover instances where COVID-19 may be the issue.

The FVSAP informed members of the preparations the Student Association have done both in regard to events such as fresher's and more generally on how they will continue to support students.

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The FVSAVP reported on queries they were receiving from students regarding resources such as laptops and queried how these would be allocated.

The DPCOO and VPISC informed members that students were being asked at the pre-induction stage what their digital needs were and that the allocations would be based on this and curriculum manager recommendations for their areas.

Members queried whether the recent damage to the Alloa campus would impact on its reopening. The DPCOO confirmed that it would not.

a) Members noted the content of the report and thanked the DPCOO, PSO and the team for their efforts

**B/19/102 SMT Update**

The Principal updated members on ongoing activity at SMT level to address the budget shortfall.

He also highlighted the positive increase in results for College students. He noted that this was in large part thanks to the additional support and scrutiny put in place during lockdown by the Learning and Quality team.

Members queried, given the comments in the press around the impact of locality on results, if we know how our students performed based on their home area. The Principal noted that the College had this data but not to hand. He confirmed a report on results would be brought to the next meeting of the Board.

The DPCOO updated members on the progress with the futures programme and the Principal outlined recent positive discussions with awarding bodies on the instructor/assessor roles.

a) Members noted the content of the update

**B/19/103 Review of Risk**

Risks were highlighted in the papers.

**B/19/104 AOCB**

The Chair discussed the upcoming member one to one review meetings and encouraged members to complete the evaluation documents and the survey on their availability.

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**Zoom (commencing at 4.30pm)**

Present: Liam McCabe (Chair)  
Andrew Caldwell  
Andrew Carver  
Ken Richardson

Apologies: Trudi Craggs

In Attendance: Ken Thomson, Principal  
Alison Stewart, Vice Principal Finance and Corporate Affairs (VPFACA)  
Senga McKerr, Head of Finance (HOF)  
Moirra France, Finance Manager (FM)  
Andrew Smirthwaite, FVSA President (FVASP) (for item F/20/004 only)  
Jacqueline Leishman, External Consultant Procurement Manager (ECPM) (for item F/20/005 only)  
Stephen Jarvie, Corporate Governance and Planning Officer (CGPO)

**F/20/001      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/20/002      Minute of Meeting of 16 June 2020**

Approved

**F/20/003      Matters Arising**

**a) F/19/027 Update on Q3 Forecast 2019-20 Incorporating May Management Accounts**

The Principal provided members with an update on the situation with SDS engagement. He highlighted that the recent east Scotland College initiative was getting positive feedback from both SDS and SFC.

He confirmed a further report would be taken to the Board in October.

**F/20/004      Student Association Outturn for 2019/20 & Budget for 2020/21**

The FVASP presented the outturn for the FVSA, noting that there was a surplus which was in part due to not being able to conduct activity such as conference attendance owing to Covid.

He outlined the proposed budget for the current academic year. He outlined the move of events such as freshers to a digital basis.

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He confirmed that the application to the ALF has also been successful.

Members asked for additional information on the proposed digital way forward referred to in the paper.

The FVSAP noted that this related to a new website, approaches to social media and other marketing tools.

a) Members approved the budget for 2020/21

**F/20/005**

**Procurement Strategy 2020 -2022**

The ECPM presented members with an updated Procurement Strategy, Procurement Policy and Sustainable Procurement Policy for consideration and recommendation to the Board of Management for approval.

Members queried what impact BREXIT will have on procurement going forward.

The EPCM confirmed that the current arrangements are still in place until such time as Scottish Government provide new guidance.

Members asked when the next procurement assessment exercise conducted by APUC would be carried out. The EPCM confirmed that this would happen next year.

a) Members endorsed the documents and following the meeting electronic approval of the documents was received.

Original

a) Members endorsed the documents to be taken to the Board of Management for final approval

**F/20/006**

**Review of Committee Remit**

The VPFAA presented the remit of the Committee for members for their annual review.

Members noted the wording in section 5 which stated that the Committee would “consider the annual accounts prior to submission to the Audit Committee and the Board of Management”. They noted that in practice this is normally done during a joint meeting and the wording should be changed to reflect this by saying “in conjunction with the Audit Committee and prior to the Board of Management”.

a) Members approved the remit subject to the change above

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**F/20/007      Budget 2020-21 and Forecast 2021-23**

The HOF presented the 2020-21 budget. She highlighted that, in June, the budget was in a deficit position and it had been agreed that the College Principal and his management team would revisit this to look at reaching a balanced budget and use this to inform the forecast for the following 2 years.

She reported that a modest surplus had been reached and outlined the steps taken to reach this position.

She noted that there were risks associated with these steps and highlighted some of the key risks that could impede delivery of the target including potential future lockdowns and changes to pension schemes resulting in higher employer contributions. The latter applied in particular to the scheme overseen by Falkirk Council. Members noted that the College was not in a position to influence the pension decisions but asked whether the College was aware of any upcoming reforms of the funds.

The VPFACA also informed members that, while EIS were recommending approval of the 2% consolidated pay rise for next year, UNISON had rejected it so there was also risk associated with this.

Members welcomed the paper and the additional detail the College provided and acknowledge that the Board had taken the correct decision to delay approval of the budget until further information was available

The VPFACA confirmed that she was aware that this was being considered but the College had not received any substantive information at this point.

Members commended the work by the finance team and the quality of the information that is being provided.

a) Members approved the budget for 2020-21 and the high level forecast for 2021-23

**F/20/008      Management Accounts 2019/20 Forecast Outturn**

The FM presented the draft outturn for 19/20. She reported that this was a positive position subject to final year-end adjustments including any adjustment that may be required as a result of the audit process. She noted that there was a surplus in relation to the Falkirk campus and as such the College could draw down less funding from the ALF than anticipated.

Variances in the overall outturn were discussed with input from the FM. She highlighted that there was no balance sheet, which would normally accompany this paper, and explained the reason for this.

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Members asked where the College was in terms of cash position. The FM confirmed that the College was in a positive position.

Members noted that, in relative terms compared with other colleges and how things might have transpired, this was an excellent position for the College to be in and noted that the College had been right to be cautious with the previous Q3 forecast owing to the uncertainties at the time.

The Principal outlined potential future revenue streams utilising spare capacity in campuses. Member queried how the campuses were performing. The Principal noted that, owing to the blended approach, the campuses seemed quiet but that recruitment for 2020/21 had met targets.

a) Members noted the content of the report

**F/20/009      Review of Risk**

Members noted that risks were contained within the papers presented.

**F/20/010      Any Other Competent Business**

The Chair noted that there had been a discussion on 'going concern' and how auditors would be approaching and reporting on this under the current circumstances.

The VPFACA confirmed that there has been some guidance on going concern and highlighted that, as SFC had committed to continued funding levels, then going concern was not a concern.

She also noted that the auditors had indicated that there would be additional fees in relation to this additional scrutiny.

Members noted that this should be monitored to ensure fees are relevant to the College.

Members also queried whether the sale of Falkirk had been fully completed. The VPFACA confirmed that the funds had been received and discussion are ongoing with SFC as to how to deal with this funding.

The Principal also noted that he and the Chair had met with the developers to discuss site use which is a part of the 50/50 profit share agreement that is in place.

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**Skype (commencing at 4.30pm)**

Present: Lorna Dougall (Chair)  
Hazel Burt (Joined at A/20/007)  
Beth Hamilton  
Steven Torrie (Co-opted Member)  
Mandy Wright (Co-opted Member)

In Attendance: Ken Thomson, Principal  
Alison Stewart, Vice Principal Finance and Corporate Affairs (VPFACA)  
Stephen Jarvie, Corporate Governance and Planning Officer (CGPO)  
Steven Reid, Ernst and Young  
Stuart Inglis, MHA Henderson Loggie

**A/20/001 Declarations of Interest**

None

**A/20/002 Apologies for Absence**

David Archibald, MHA Henderson Loggie  
Olga Potapova, Ernst and Young

**A/20/003 Minutes of meeting of 21 May 2020**

Members queried, in relation to the FVC Guidance for Assessment Documentation which had been presented at the meeting, how many appeals had been received against the decisions made.

The CPGO noted that he did not have that figure to hand and would source it for the Committee.

a) Members approved the minute of the meeting

**A/20/004 Matters Arising**

None

**A/20/005 Review of Committee Remit**

The VPFACA presented members with the remit of the Committee. She commented it was good practice to review this annually to ensure members felt it was still relevant.

a) Following discussion, Members present approved the remit of the Committee, with Hazel Burt confirming her approval electronically after the meeting.

**A/20/006 Annual Audit Plan Addendum Year ended 31 July 2020**

Stephen Reid, Ernst & Young, presented members with an addendum to the audit plan presented at the previous meeting of the Committee.

He noted that, under auditing standards, they have a requirement to keep the audit approach under review and, given the current circumstances, this had led to the addendum being presented for consideration and approval.

He noted that discussions had been held with SMT on the topic of going concern and that, given SFC as the College's main funder had committed to continued funding, he did not think this would be a concern.

He discussed the impact of Covid on the audit work and additional considerations of its operational impacts on the College.

The VPFACA raised queries in relation to the increased risk in relation to the property valuation for the campuses as this had recent been undertaken by an independent firm.

Stephen Reid noted that this was included as a result of updated guidance from RICS. It was agreed that the VPFACA and Stephen Reid would discuss this further outside the meeting. The VPFACA would then report back to Audit and Finance Committees.

Members noted that they would like an indication of what the additional costs of the extra audit activity would be. Stephen Reid confirmed these would be on the basis of the additional work undertaken.

a) Members approved the audit addendum subject to the discussions to be had as outlined above

**A/20/007 Presentation of Internal Audit Reports**

Stuart Inglis, MHA Henderson Loggie, presented three internal audit reports to the Committee.

**Follow Up Review**

He outlined the follow up review process to members and confirmed that the recommendations reviewed had been fully implemented.

Members welcomed the College position in relation to completed audit recommendations.

#### **Estates Maintenance**

He reported on the review of the College's estates maintenance process. He noted that the review was satisfactory and that the two recommendations made are already being progressed by the College.

Members discussed the need to maintain an overview of College campuses and lifecycle maintenance. The VPFACA confirmed that discussions on this had taken place with the Board Chair and that it was intended to discuss which Committee would oversee this at the February 2021 Board of Management session.

#### **Financial Planning**

He outlined the scope of the review and highlighted that the report had identified a number of strengths.

He noted that the budget for next year would normally have been in place at the time of the audit but this was still in the process of being finalised.

The VPFACA confirmed this related to the budget discussions at Finance Committee and the Board of Management in June and that additional time had been agreed to allow the College to have more certainty in terms of items such as student recruitment levels. She confirmed that the Finance Committee had reviewed the final budget in September and it would be considered by the Board on 22 October 20.

Members welcomed the content of the report and commended the finance team on the positive outcome.

#### **A/20/008 Internal Audit Plan Progress Report**

Stuart Inglis presented the audit progress report to members, noting that all planned activity for 2019/20 had been completed.

- a) Members noted the content of the report

#### **A/20/009 Internal Audit Annual Report**

Stuart Inglis presented a report summarising the work carried out in 2019/20. He highlighted that the summary showed that there were no major issues identified in the year and that recommendations made have been implemented and as such, he could report an overall clean opinion.

- a) Members noted the content of the report

**A/20/010 Progress Report on Audit Recommendations**

The CGPO confirmed that there were no live audit recommendations at this time.

a) Members noted the content of the report

**A/20/011 Risk Management including Covid-19 Risk Register**

The VPFACA presented the Strategic Risk Register for the College along with a COVID-19 specific risk register.

For the Strategic Risk Register, she outlined two risks which had their score reduced and one risk that the College was seeking to remove in relation to the successful sale of the Falkirk campus now that this was completed.

For the COVID-19 risk register, she reported that a number of scores for individual risks had been reduced now that the academic year had commenced and the College was able to assess whether proposed mitigating actions were working.

a) Members noted the content of the report

**A/20/012 Audit Scotland – Guide for Audit and Risk Committees**

The VPFACA reported to members on guidance which had been issued by Audit Scotland which covered potential impacts from COVID-19. She highlighted that the guidance had a range of questions for the Committee's consideration and that the College had prepared draft responses to these questions.

She acknowledged that this information had been issued late to the Committee and suggested members could pass comment to her and this would be considered further at the November meeting of the Committee.

a) Members agreed to consider the paper and pass any queries to the VPFACA by 30 October 2020

**A/20/013 Review of Risk**

Risks were identified in the relevant papers.

The Chair noted that Committee members and the College should also remember to consider whether there are opportunities for the College in the information coming to the Committee.

**A/20/014 Any Other Competent Business**

The Chair informed members that Ernst and Young had issued their annual letter seeking assurance from the Committee. She informed members that she would work on a draft to accompany her annual report to the Board of Management and that this would be brought for member's consideration at the November meeting.

**A/20/015 Private Discussion between members and auditors**

During discussions no concerns were raised about the working of the College.

The External Auditors noted that, in line with good governance, it would be helpful to move this annual discussion with the External Auditor to the November meeting when the audited accounts were discussed as this would be a more appropriate time to raise issues, should any arise. The Chair agreed to add time for a private meeting to the agenda of the November 2020 Committee to ensure the opportunity for discussion was presented.

Financial

The Committee had already discussed the issues around future funding and going concern and were pleased to note that despite significant issues presented by the pandemic, the College had risen to the challenge and presented a surplus for 2019/20 (still to be audited) and were able to plan to deliver a balanced budget for 2020/21 (to be discussed and approved at the Board). The Board was closely involved in discussions about the Futures Programme.

Commercial

Given the current financial issues facing Further and Higher Education, Committee members wondered what help the Committee and Board could be to the College in identifying potential areas of "other" income.

Were there opportunities presented by the current pandemic which could be of wider interest? Good quality, accredited online learning was of value and market research in this area could be helpful although it was noted that there were already a number of recognised providers. Committee and Board member may be able to identify other potential commercial areas in discussion with College staff.

The outcomes of the Business Process Review would be of interest and it was noted that the Senior Management Team planned to bring an update paper to a later meeting.

People

Given the pressure to work differently in a very short space of time and then to maintain that pace was intense. The Senior Management Team were supporting colleagues during this time as well as having to change their own working practices. Capacity and resilience of all colleagues, but particularly the Senior Team, could be affected as the pressures continue and staff became tired. A discussion with the Senior Team about how they were supporting themselves and each other should be considered. This was important to ensure decision making was not adversely affected. Audit would pass this to Beth Hamilton as Chair of the HR committee for their consideration.

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**Zoom (commencing at 4.30pm)**

Present: Davie Flynn (Chair)  
Lorna Dougall  
Jennifer Hogarth  
Andrew Smirthwaite, Forth Valley Student Association President (FVSAP)

Apologies: Naila Akram

In Attendance: Ken Thomson, Principal  
David Allison, Vice Principal Information Systems and Communications (VPISC)  
Kenny McInnes, Vice Principal Learning and Student Experience (VPLSE)  
Stephen Jarvie, Corporate Governance and Planning Officer (CGPO)  
Helen Young, Head of Learning and Quality (HLQ) for item L/20/005 only

**L/20/001      Declarations of Interest**

None.

**L/20/002      Minute of Meeting of 11 June 2020**

The minute was accepted as an accurate record of the meeting.

**L/20/003      Matters Arising**

a) L/19/030 PI Prediction Tracking Process Update

Members asked for a summary paper to be brought as part of a standing agenda item. This is included in the agenda under item 7

b) L/19/031 FVC Guidance for Assessment Documentation

Members had asked for outcomes etc from the assessment process. This will be covered under item 7 on the agenda

c) L/19/009 Future Agenda Items

The Chair updated that he and the College Principal had a meeting scheduled to discuss the involvement of committees in College scenario planning.

**L/20/004      Student Association Report**

The FVSAP presented his paper providing an update on the activities of the Student Association. He reported that Freshers Fair has moved to a virtual event, and not surprisingly the number of attendees was lower than normal, however 240 students attended.

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Members queried the morale amongst students and asked whether the FVSAP had a sense of this.

The FVSAP noted it was a bit of a mixture with some students preferring the balance of online and in campus learning more than others. He did highlight that there may be students who were not engaging but that the FVSA can only support these students when they make contact.

Members queried if the FVSAP knew about the level of uptake for the students digital channel. He reported that it was currently sitting at 290 students and that the FVSA continued to look at getting more students involved.

The VPISC updated members on the provision of IT resources to students, noting that requests for devices were being met with 600 laptops been provided to date, with another 100 due to be issued in the coming days. He also reported that the 250 laptops funded by SFC have now been received and that these would be imaged by the IT team and distributed.

He also highlighted that the IT team were continuing to seek the return of approximately 150 laptops issued to students last session. Once these are received, he is hopeful that there should be sufficient capacity for any January start students who need access to a laptop.

The Principal asked the VPLSE if he could update the committee on engagement levels with learning advisor staff from students requiring support. The VPLSSE confirmed the team had a significant level of engagement with students. He also noted that the mental health counsellors were very busy supporting students with a range of issues.

The Chair thanked the FVSAP and staff for the update and highlighted that the Committee are keen to provide support where needed, even outside of meetings and the FVSA should contact them if they need to.

a) Members noted the content of the report

L/20/005

**Digital Skills (Verbal)**

The HLQ provided members with a verbal report on the new digital skills approach under the FVCENABLE project which had received two years of funding from the ALF.

She outlined the new team that had been put in place by the College to lead and support this activity, noting their range of experience in College and commercially.

She highlighted that the team were highly motivated and in the process of working up an operational plan tied into the wider College strategy and relevant external stakeholder information from JISC and College Development Network.

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The Principal noted the work the HLQ was doing to support this development and informed members of a sector wide College's Digital Ambition strategy which was to be launched the following day.

The Chair noted that these were exciting developments and, after consultation with members, requested that a verbal update be added to upcoming Committee agendas.

He also asked for an indication of when this might be presented to the full Board of Management. The Principal noted that it was proposed to do so at the February Board strategic session as it aligns with and supports other new developments that will inform future strategic thinking.

The Principal also provided a brief overview of the new potential avenues of activity that the College is pursuing.

a) Members noted the content of the update

**L/20/006**

**2019-20 Year-end PIs and PI Prediction Tracker Update**

The VPLSE presented a paper on the year-end PI's and the future activity under the PI Prediction Tracker (PIPT).

He reminded members that PIPT reviews had been halted following the move to lockdown but that this activity, combined with significant work from the teams had resulted in a potential 2% increase in PI rates for full time students. He did caveat this information by informing members that a significant amount of activity, mostly that which could not be done on line for vocational aspects of courses, had been deferred for 2019/20 students. This deferred activity has been underway since the College reopened and the success of this would inform the final PI figure although it was likely to remain positive.

He provided members with an overview of the use of PIPT moving forward and informed them that this was also being supported by a new process called continuous curriculum improvement (CCI). CCI would enable the College to use the wealth of data now available to make more informed decisions on a course by course level as to the learning the College provides to give students relevant courses aimed at progression or employment and which will support business needs.

Members noted the very positive data against a very challenging environment and asked that their thanks be passed to all staff.

Jennifer Hogarth noted the positive impact on engagement with staff and students via the teams software which allows her, as a manager, to have a greater appreciation of what is going on and also to be more flexible in meeting with staff to address concerns or issues as they arise.

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Members referred back to the comment earlier from the FVSAP about students who may not be engaging and asked if the proposed November PIPT review would help to identify these students. The VPLSE confirmed this was the case and that these students could then be offered additional support to engage.

The Chair informed members that he would provide a verbal update to the full Board at the 22 October meeting on the positive position the College finds itself in.

a) Members noted the content of the report

**L/20/007 Student Activity Report**

The VPISC presented a report on student activity levels. He noted that, thanks to the work of the staff, the College was on target to achieve its credits target for 2019/20.

He informed members that, going into lockdown, there had been concerns around enrolment levels for this year but that he was pleased to report that enrolment was actually 1% above target at this time. He noted that this meant the College was also on track to meet its credits target for 2020/21.

He highlighted that there had been a slight decrease in part time learning but that this had been met by increases in other areas such as flexible and distance learning.

a) Members noted the content of the report

**L/20/008 Future Agenda Items**

The VPISC presented the paper on future agenda items, noting that the Digital Skills recurring agenda item agreed earlier in the meeting would be added to the future agenda.

Members queried what ProjectNextGen referred to. The Principal confirmed to members that this was a project being run by the VPLSE looking at the curriculum of the College to ensure it remains fit for purpose. As noted earlier in the meeting, the information from PIPT and other data streams would be used to support these decisions.

a) Members noted the content of the report

**L/20/009 Review of Risk**

Risks were identified in their individual papers. The Chair noted that there was a specific Covid risk register and that information presented to this meeting demonstrated the mitigation the College had put in place to deal with Covid related issues seemed to be working and this should be reflected in the risk scoring.

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**L/20/010      Any Other Competent Business**

The Principal highlighted that the College would hear tomorrow if it is in the running for any of the TES awards this year.

The CPGO informed members that, as a student who completed a course in 2019/20, he had received a graduation pack from the College which included a message from the Principal. He noted that, as the College could not hold graduations physically this year, these materials along with the social media campaign this week was welcomed as it showed the College was doing something positive for graduates.

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1. Purpose

To present to the Board of Management the twenty seventh Principal's report on key and strategic activity undertaken since the Board meeting in June 2020.

2. Recommendation

The Board should note and comment on the activity undertaken by the Principal since June 2020.

3. Key Highlights

3.1.1 The Covid-19 Response team led by Andy Lawson, Depute Principal and Chief Operating Officer (DPCOO) and co-chaired by Dr Mhairi Hay, Director of Curriculum for Engineering and Science has been active since April 2020. The team includes Stephen Jarvie, Corporate Governance and Planning Officer, Lyndsay Condie, Head of Marketing and Communications, Laura Calder as Project Manager, Marc McCusker, Head of Estates and Union officials. Guidelines have been developed and issued to staff, students and visitors. A simple on line training programme was developed for all staff and regular communications, including Principal videos, have been issued to all staff and students. As things progress we are in close contact with the NHS Track and Protect team. As a consequence of the work undertaken, Andy was invited to join the national group for College guidance. You will recall the Board had a special meeting on the 6<sup>th</sup> August to be updated on the College's response to COVID-19 and our return to campus. Andy will update members on progress to date at the Board meeting.

3.2 As a consequence of Covid-19 we had to cancel the 2020 graduation. However, the Marketing and Communication events team have worked tirelessly to provide all 800 graduates with a Graduation Pack which was sent to each individual student. The pack contained their certificate, a personalised card and message from myself and a Commemorative booklet.

3.3 We have now developed a product range for the four College East and Central Scotland collaboration of Fife, Edinburgh, West Lothian and Forth Valley Colleges (4C). On the 15<sup>th</sup> October, I was delighted to hear, unofficially, that Scottish Government have agreed funding for two of the products, Skills Boost, and Fast Track. Further information to follow at the December Board.

3.4 [Redacted content]

- [REDACTED]
- [REDACTED]
- 3.5 At the extraordinary Board meeting in June we approved the sale of the old campus to Gannet Developments and the sale was concluded. Demolition of the building has now started. [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- 3.6 By the time of the meeting we will know how successful the College have been in the TES FE 2020 Awards, We have been shortlisted in three categories, College of the Year, Contribution to the Local Community and Outstanding Use of Technology. The online event is to be held on Friday 16<sup>th</sup> October. Fingers crossed.
- 3.7 Finally, although not his last Board meeting, I have to let you know that Andy Lawson, Depute Principal and Chief Operating Officer, has announced his retirement after 22 years with the college and on the senior team since 2003. His last day will be the December Board meeting.

#### **4 Networking**

- 4.1 Over the summer holidays I was a member of the Curriculum Assessment Board for schools and colleges that fed into the Education Recovery Group (ERG) chaired by the DFM and providing the route map for the opening of schools. In addition I was invited to join the College Co-Production Advisory Group to support the SFC's Coherence Review as requested by Richard Lochheed, Minister for FE, HE and Science.
- 4.2 I see great opportunity working with South Eastern Regional College (SERC) in Norther Ireland, recognised as one of the top College's in the UK and with similar values and purpose to ourselves, particularly relating to their project based learning and our creative learning strategy. We have now held two virtual conference attended by staff from both colleges and now we are developing further collaborative projects. Helen Young, Head of Learning and Quality, is leading on this development for FVC and has developed a number of strategic opportunities. We are planning to discuss these projects at a joint Board event either at the December Board meeting or at a dedicated time beforehand with the potential for a future ALF bid.
- 4.3 Working with Nikki Bridle, CEO Clackmannanshire Council and her HR team, I was on the interview panel for the recent Director of people appointment.

#### **5. Presentations**

- 5.1 Alongside Ken Webb, Principal for SERC, we gave an introductory key note and welcome to the joint Creative Learning Conference delivered simultaneously between Forth Valley College and SERC on a range of topics supporting digital and collaboration. 513 staff logged on throughout the two day conference from the two establishments.
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**6. Key Meetings**

I undertook the following key meetings in the period 20<sup>th</sup> June 2020 to 16<sup>th</sup> October 2020:

6.1 Ross Martin and I continue to meet weekly to update on the current position with Colleges Scotland, SFC, SDS and the college as well as sharing intelligence on the developing Forth Valley Economic Partnership. In addition, I will have met three times virtually with the Student Association.

6.2 Over the last three months, and as part of awareness raising and lobbying of both Holyrood MSP's and Westminster MP's, I met with Michael Matheson MSP, Angus MacDonald MSP and Alison Harris MSP and Alyn Smith MP and Douglas Ross MP. The focus on our discussions were FE Finance, FVC opportunities, our Vision 2030 and the current industrial dispute with EIS FELA. [REDACTED]

6.3 [REDACTED]

6.4 As a member of the HES and SQA Boards, the last few months have been busy and a great learning as well as an opportunity to provide advice and support particularly as Chair of the Qualifications Committee. Obviously the main areas for discussion have been the Alternative Curriculum Model (ACM) and the Priestly Review. In addition, and with just two months of my tenure left as Board member of Jisc (and HES for that matter) I was a lead contributor in their strategic workshop focussing on FE and Skills, In addition I have been key in introducing Jisc to a Scottish Government discussion on improved digital access for students.

6.5 [REDACTED]

6.6 Finally, I have had a number of meetings as a member of the Centre for Workplace Learning with Karen Watt, CEO SFC, on the real concerns and risks of the sustainability of Graduate Apprentices (GA's) and Foundation Apprentices (FA's) in Universities and schools given both have been European funded. We are keen that they are either supported through the new ESF replacement, the Shared Prosperity Fund, or by new credits. The real risk is being asked to absorb the programmes through existing funding.

**7. Colleges Scotland (CS)**

7.1 Colleges Scotland CPG went to fortnightly meetings from the start of September and we continue to have strong representation with Scottish Government and SFC with regular meetings with Richard Lochhead MSP and Minister for Further and Higher Education and

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Science as well as Karen Watt CEO SFC. I have also chaired the Short Life Working Group on the Digital Ambition for Scottish Colleges which resulted in a Ministerial launch on the 9<sup>th</sup> October with excellent social media coverage. I am also chairing another short life working group on the perceived tensions between schools and colleges through the Covid-19 response. Finally, I have attended two virtual meeting of the Funding and Finance Group.

**8. Community Planning Partnership**

8.1 There have been one meeting of the Falkirk Community Partnership where emphasis was very much on partner action to Covid-19 and sharing intelligence as well as an update on the Falkirk Investment Zone's response to the recent announcement of City Deal funding for £90m – welcomed but far short of the £250m original bid.

**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.

**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

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 Board of Management on the 25<sup>th</sup> of June FVSA have conducted a number of activities.

**Sabbatical Training**

The Student President and Vice President both attended a series of training events with external partners such as NUS and Sparqs. The training ranged from Student support and activism and Student Engagement and Board Training.

**Student Community Teams**

All students have been invited to join the Student Associations MS Teams team. This will allow for direct communication with students as well as hosting our Clubs and Societies, Class Reps and Student Council.

**Student Association Budget**

The finance committee approved the Student Associations budget for the coming year this was for the total of £18k which is the same as the previous years.

**Mental Health Partnership Agreement**

The Vice president and the Activities and Volunteer Co-ordinator both sit on the Mental Health Strategy Committee, they will bring forward ideas and areas of collaboration with other departments. The main points from the Student Association this year are:

- To hold mental health events and activities throughout the year to challenge stigma and discrimination
- To enhance the capacity of students to identify and provide support and signposting where there are concerns around student mental health, by rolling out a number of training opportunities.
- To provide students a variety of different activities that will allow a whole person holistic approach to relaxation and positive wellbeing.

**Physical Health & Mental Health**

The Vice President has been working with the Leisure Facilities Co-ordinator on ways to encourage more people into becoming physically active which can help with mental health. Discussion has involved beginner classes with external clubs and partners to get people into a sport gently, encouraging the use of Gyms including the College facilities, and encouraging more women in to weight training.

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### **Freshers' Fair**

For the first time ever the Freshers' Fair was held virtually over the week of the 21<sup>st</sup>. There were workshops hosted by college departments and external partners, the Student Association hosted Class Rep information sessions, Clubs and Societies Q&As, and Sabbatical question time. Students did not miss out on their freebies for the year, as they could place an order through the Moodle Freshers hub, where they could then collect their freebies from one of the three offices.

### **Recycling Survey**

We are currently surveying students to find out how they feel about recycling as well as how they find recycling on campus, this is a continuation of work from the Sustainability Committee from last year as well as the Student Associations decision to a more sustainable future.

### **Staff Engagement Survey**

This is a survey that has gone out to staff members to gauge how the staff base engages with the Student Association, this ranges from our name (Student Association **NOT** Student Union) to well as our function for students. This will help us understand why some areas of the college have low Student Association engagement.

### **Voluntary Elections**

Election proceedings are underway for our Executive and Liberation officers. Nominations close on the 1<sup>st</sup> of October, with campaigning and voting starting on the 19<sup>th</sup> and ending on the 23<sup>rd</sup> of October with final results announced on the 30<sup>th</sup> of October.

### **Student Partnership Agreement (SPA)**

The Student Association have a Student Partnership Agreement (SPA) with the College on areas of work that need to be improved. This includes the following:

- Liberation Officers for the underrepresented groups
- Mental Health
- Departmental Reps – On hold for this year but being replaced with departmental meetings / feedback sessions
- Apprentice Engagement

The document contains actions for the Student Association and the College to work on which will be periodically reviewed throughout the year.

## **4. Financial Implications**

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

## **5. Equalities**

**Assessment in Place? – No**

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

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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

7. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes

Health and Safety – 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 present members with the final version of the Revenue Budget for 2020-21, and further 2 year forecasts for 2021-23.

**2. Recommendation**

That members approve

- The revenue budget for 2020-21 and take note of the actions incorporated within the budget to achieve a balanced position.
- The high level forecasts prepared for the following 2 years and note the assumptions and actions incorporated to achieve balanced positions.

**3. Background**

Following the draft papers taken to the Finance Committee and Board of Management in June, showing a projected budget deficit for 2020-21, the Senior Management Team has worked throughout the summer to identify courses of action to balance the budget. The lapse of time has also provided better information on which to base certain income assumptions. This paper does not repeat all of the detail that was included in the Finance Committee paper, but instead focuses on the changes and actions that are now incorporated, and the risks remaining within the budget.

Forecasts for 2021-23 were prepared by rolling forward the 2020-21 budget and making high level assumptions as to movements in income and expenses. Each of these years was then balanced by applying staffing reductions during 2021-22.

This paper was considered and approved at the meeting of the Finance Committee on 22 September 2020.

**4. Key considerations**

This proposed revenue budget, as detailed in Appendix 1, is showing an operational surplus of £248k for the academic year 2020-21. We should always be budgeting an operational cash surplus to be equivalent to the loan repayments (£184k) plus providing some level of cushion, and this has now been achieved with a budgeted underlying operating position of £64k.

The measure for Colleges to monitor financial performance is the Underlying Operating position, which adjusts for non-cash and one-off items, and takes account of loan repayments. Below is the reconciliation of the operational position for all 3 years of Budget and Forecasts:

Adjusted Operating Position			
	2020/21 Budget £'000	2021/22 Forecast £'000	2022/23 Forecast £'000
Surplus/(deficit) before other gains and losses	(1,182)	(1,329)	(1,113)
Depreciation (net of deferred capital grant release)	1,430	1,430	1,430
Revenue funding allocated to loan repayments	(184)	(193)	(201)
<b>Underlying Operating Position</b>	<b>64</b>	<b>(92)</b>	<b>116</b>
Severance payments		196	
<b>Normalised Operating Position</b>	<b>64</b>	<b>104</b>	<b>116</b>

As a result of including severance payments of £196k, the forecast for 2021-22 is in a deficit position. SFC has indicated that they will not fund severance costs and these should be funded from in-year surplus and carried forward cash reserves, and thus it is permissible to have a deficit in the I&E as a consequence of this approach. As can be seen from the table the severance costs can be partially funded by in-year surplus and should it be necessary to utilise cash reserves, Board approval will be sought for this at that time.

The actions incorporated and the changes made to the draft budget, from the deficit of £670k to the surplus of £248k, are detailed in Appendix 2.

The staffing reductions applied to balance the Forecasts are 10.0 FTE during 2021-22, including the costs of Voluntary Severance for 6 months, and the resulting I&Es are detailed in Appendix 3, along with key assumptions and note of further risks.

Appendix 4 sets out some of the courses of action that are currently being pursued, or may be considered to mitigate the risks identified.

## 5. Financial Implications

Although the final draft of the 2020-21 budget is showing an operating surplus, there is a risk that the current Covid-19 situation and all of the uncertainty arising from this, will result in a loss of income and further costs not yet identified, as we return to our new normality. The budgets do not include any impact of another forced closure of any of the campuses. Close financial monitoring, especially of the areas noted below, will be essential. To help mitigate the risk of incurring a deficit for 2020-21, a greater than usual contingency of £130k has been included in finance costs.

Any deterioration on the 2020-21 outturn as we come out of the pandemic and its uncertainties, will inevitably impact on the following Forecasts for 2021-23.

## 6. Equalities

Assessment in Place? – Yes  No

Not applicable given the nature of this report.

7. Risk

	Likelihood	Impact
Very High	x	x
High		
Medium		
Low		
Very Low		

There are specific risks to be highlighted at this time.

Higher Risk Issues

- Delivering on **core Credit targets** across the sector is going to be challenging and should the sector, fail to deliver these core targets the ESF funding (£480k) would be at risk. Although FVC is predicting that we will deliver on our own Credit targets, it is our dependence on the sector that remains a concern. ESF funding remains for 2021-22 but ceases for the final year of the Forecasts and is consolidated in to core Grant in Aid.
- Following the upcoming valuation of the **LGPS pension scheme**, there is a significant risk that due to the impact of the McCloud ruling relating to unlawful age discrimination in public sector pension schemes, the Falkirk LGPS scheme will be underfunded and employer's contributions will have to increase. The Budget includes a normal historical increase of 0.5%, taking effect from April 2021, but any change beyond this is currently unquantifiable, therefore has not been incorporated in to the Budget or the Forecasts. An increase of 1% costs FVC c£100k pa.

Medium Risk Issues

- Delivery of the **FWDF carry over from 2019-20 and the full 2020-21 allocation** which has been budgeted, will depend on companies being willing to prioritise staff training as they adjust to new working practices. Despite early signing up of companies for the entire 2019-20 allocation, between scheduling issues with companies and the lockdown, we did not delivery over £300k of the allocation, but SFC has allowed this to be carried over to 2020-21. It will be a challenge to deliver all of this within the academic year, however the Commercial team are confident that with the right support, this is achievable.
- There was a real concern at the time of the first draft budget that employers would not recruit **Modern Apprentices** for starting in August, as their focus was likely to be on re-establishing their core businesses. This has been the case in both engineering and construction, although recruitment across all disciplines is not down as much as feared. Both Engineering and Construction are starting Pre-apprenticeship cohorts to provide a pool of MAs ready to commence when employers are able to recruit later in the year. The risk now is that employers don't take enough of these Pre-apprentices leaving a shortfall in the SDS contract back book, which will have more of an impact on income in the following 2 years.
- The operation of **Foundation Apprenticeships** remains a concern, despite reasonable recruitment levels, as for most disciplines a period of work placement is required. We

anticipate difficulties in obtaining agreement from employers to host placements during social distancing. This is being closely managed by the Learning & Quality team.

- A significant portion of our commercial income is linked to the [Oil & Gas industry](#). If this sector suffers a serious downturn, demand for Electrical Safety courses could be stifled for a considerable period of time, and these courses make up approx. 60% of our commercial income, as well as being part of our FWDF offering.
- [Public sector pay policy](#) is 3% and there is a risk that we will have to pay this compared with the 2% in the budget, although this risk has reduced following the Unions recently recommending the 2% offer to their members. The cost of an additional 1% is c£230k pa. The Forecasts have also assumed 2% year on year pay rises.

**Risk Owner** – Alison Stewart

**Action Owner** – Alison Stewart

**8. Other Implications –**

Please indicate whether there are implications for the areas below.

**Communications** – Yes  No

**Health and Safety** – Yes  No

**Paper Author** – Senga McKerr

**SMT Owner** – Alison Stewart

1. Purpose

To provide an overview and update on a number of strategic opportunities that FVC is currently working on and as a precursor to the Board's Strategic Direction discussions in February for our new Strategic Plan 2021 – 2026.

2. Recommendation

FVC is currently engaged in a number of local, regional and global opportunities that have the potential to positively impact the learning and skills agenda, people into sustainable jobs and regional economic benefits and in some cases significant financial benefit to the college. It is requested that the opportunities outlined below are considered as they will form the basis for our strategic discussion and direction for the years ahead including prioritisation and investment of FVC resources.

3. Overview of Opportunities

B [REDACTED]

[REDACTED]

[REDACTED]

**Fuel Change**

Fuelchange is a national initiative created this summer in a response to Net Zero with a view to showcase practical innovation at COP26. Fuelchange invites Modern Apprentices to tackle carbon challenges set by partner organisations who are global businesses.

- Alexander Dennis Limited
- BAM Nuttall
- Scottish Power Energy Networks
- National Manufacturing Institute Scotland (NMIS)
- Spirit Aerosystems

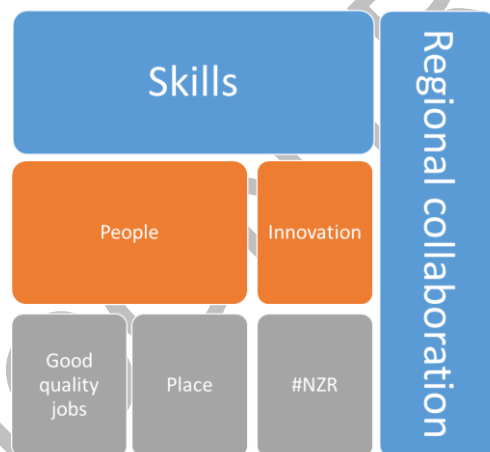


The aim is to generate practical solutions which can not only be implemented by the partner companies but potentially be implemented across the world in the effort to combat climate change. Challenges will be focused around barriers to a low carbon economy or opportunities to create a product or service which could develop a low carbon market offering.

Apprentices will bring a unique practical perspective to solutions, different to many other innovation challenges before, and expert insight into the operations and processes of an organisation and how their ideas could be applied in the real world. The initiative is being funded by the Scottish Funding Council £50,000 and Skills Development Scotland £50,000 and is being widely backed by Scottish Colleges with four hub colleges driving participation and encouraging their partner employers and apprentices to get involved. FVC, Fife College, NESCol and Ayrshire College are the leads.

The challenge will take place over a series of three 4-week sprints and will culminate in a national showcase, which is expected to take place in February 2021. The aim is not to find a sole winner but to take forward all ideas worthy of implementation. 36 teams of between four and eight apprentices, either from an individual employer or comprising of individuals from different employers, have already completed Sprint 1. This opportunity has attracted significant interest from Scotland's Futures trust, Glasgow City Deal and the Scottish COP26 delivery board. We are currently investigating funding opportunities to run tranche 2 from March to July 2021.

**Regional Economic Partnerships - Falkirk Investment Zone and Stirling and Clackmannanshire City Deal**



Stirling and Clacks City deal Heads of Terms for £90.2m was signed in FVC Stirling Campus in March 2020. £90m was announced for the Falkirk Investment Zone in July 2020 with the view of Heads of Terms being signed Q1 2021.

FVC has been working with all three local Authorities across the region on these deals for several years and will have an integral part in both. There is a specific Small and Medium Enterprise Skills Pathway £4m within the FIZ that FVC will lead on however there will be opportunities to collaborate and be part of the broader aspects of Innovation, Transportation, Place and Hospitality across Forth Valley. In parallel with

this work FVC, HES and University of Stirling are looking at strengthening their partnership to support HES with their ambition to create a Heritage and Traditional Skills Innovation Centre in Stirling. This would encompass all aspects of traditional skills building within the confines of a low carbon economy.

[Redacted]

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[REDACTED]

[REDACTED]

**FWDF**

Flexible Workforce Development Fund was launched in August 2017 £10,000,000 distributed by SFC annually with the training ring-fenced to the College sector. The funding distributed to 16 different regions/colleges. Any Apprentice Levy paying organisations are eligible but the amount they can receive each year is capped at £15,000. FVC allocation was initially £491,951 however due good performance it was increased to £556,412. The average claim per application is ~ £12,000. The delivery of 2019/20 Fund was significantly impacted by Covid-19 and as a result that year of funding has been extended. Although our £556k allocation was fully committed to employers in November 2019. Funding is formally claimed by the college when each individual occurrence of training starts. At lockdown in March £194k had started, meaning that £362k was now funding that was at risk of loss (as we couldn't deliver training). FVC created the E-Learning portfolio of training and through marketing and employer engagement we have reassigned much of the at risk funding. The SFC have extended the deadline date for applications from August 2020 to July 21, however we aim to have all funding reassigned and training started by December 2020.

The value of the 2020/21 fund has been increase by Scottish Government and although not formally announced in full it is understood that £13m will be allocated to Apprenticeship Levy payers for delivery again ring-fenced to the college sector. The remaining £7m will be allocated in smaller amounts to the SME community. It is likely that Colleges will be allocated over half of this funding too, the remainder going to private training providers and Open University.

The FVC FWDF funding pot for delivery in 2020/21 could be as much as £1.2m. The risk of impact due to Covid restrictions and business priorities for organisations may well mean that we are not able to realise the full funding opportunity.

**East Central Scotland Collaboration – 4C partnership**

East Central Scotland Collaboration is a project established by the four Principals of FVC, West Lothian College, Fife College and Edinburgh College with the view to collaborating on existing provision and generating new joint delivery models that would create a whole system approach allowing for progression and multiple entry / exit points for learners in response to the pending job and economic crisis of Covid -19.

The partnership jointly developed eight conceptual products to address a variety of client groups. It is understood that these along with other Covid-19 response opportunities have been evaluated by Scottish Government. The FastTrack and Skills boost products have been selected by Scottish Government to receive additional funding to allow them to be implemented under the Young Persons Guarantee Scheme of which £10m is allocated to the National College Sector. Funding through the Transition Training Fund allocated to SDS will also become available.

FastTrack is the option to deliver an HNC or HND in half the time by condensing the delivery into 5 days a week i.e. an HNC would be delivered in 6 months from January to June. The Skills Boost is an option for a 2 week or 6 week pre-employment skills boost to allow those that are closer to the job market the chance to gain essential pre-employment skills and qualifications. The opportunity here is that different colleges will lead on different provision and that the majority of it will be accessed digitally. Given the immediacy of the impending job crisis, it is likely that Scottish Government and SFC will ask for deployment of this provision in the next week or so to allow arrangements for provision to be put in place and advertised for a January start. The government funding has to be spent in this financial year.

**4. Risk**

This paper outlines a number of diverse Strategic opportunities for FVC that will have a positive and significant impact on the college should they come to fruition, however there are risks involved with each of them. These range from funding not allocated or contracts not awarded, prioritisation of resource, reputation and the on-going impact of Covid-19. These risks will be evaluated, mitigated and monitored through the usual college processes.

	Likelihood	Impact
Very High		
High	x	x
Medium		
Low		
Very Low		

**Risk Owner** –Alison Stewart

**Action Owner** – Jennifer Tempany

**Paper Author** – Jennifer Tempany

**SMT Owner** –Alison Stewart

### 1. Purpose

To update members on the outcome of the Board self-evaluation exercise completed over the summer of 2020.

### 2. Recommendation

That Members consider the outcome of the self-evaluation exercise and consider any development requirements.

### 3. Background

The Financial Memorandum with the SFC requires governing bodies to comply with the principles of good governance set out in the Code of Good Governance for Scotland's Colleges. Section D.23 states "... There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online."

### 4. Self-Evaluation (Appendix 1)

All Board members are asked to complete a self-evaluation questionnaire at the end of each academic year in relation to the Board's performance which is based on the Code of good Governance. Following the return of the questionnaires individual meetings are held with members and the Chair of the Board and the Board Secretary.

The results of the evaluation are noted in Appendix 1. An average score has been calculated based on the number of returns received. The results take account of the changes to governance process due to Covid 19 and also reflects 4 new members joining the Board during this period. Overall the results are very positive with only two areas scoring below 4.5

- The Board regularly reviews performance against strategic aims (4.4)
- The Board sets challenging student success targets (4.4)

Five areas show a slight reduction on scoring although the score remains above 4.5 these are highlight in Orange on appendix 1.

Feedback from the discussions with members highlighted a number of themes

- commercialisation of the College
- more time for Board members to interact with each other outwith the formality of meetings
- development of workshop sessions within Board meetings to discuss hot topics
- Board member roles / engagement with staff, students and stakeholders

### 5. External Effectiveness Review

The Code of Good Governance for Scotland's Colleges requires an external review to be completed every three years. The next external review is due to be completed March 2021 and will be carried

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out by the Internal Auditors over the coming months with a view to reporting back to the board at the February 2021.

**6. Financial Implications**

There are no financial implications.

**7. Equalities – N/a**

**8. 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		
Very Low	x	

**Risk Owner** – Alison Stewart

**Action Owner** – Alison Stewart

**9. Other Implications –**

**Communications –**

**Paper Author** - Alison Stewart

**SMT Owner** – Alison Stewart

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Appendix 1

	Ave	Ave	Change
	2020	2019	
<b>Vision and Strategy</b>			
1. The Board has set out clear strategic priorities and aims	4.7	4.7	0.0
2. The Board regularly reviews performance against strategic aims	4.4	0.0	4.4
3. The aims of the College are aligned with regional / national strategy	4.5	4.6	-0.1
4. The Board undertakes regular strategic reviews / scenario planning	4.8	4.1	0.7
<b>Corporate Social Responsibility</b>			
5. The Board understands and demonstrates the College's values	4.9	4.8	0.1
6. The board has a Code of Conduct to which it is committed in place	5.0	4.8	0.2
7. The Board operates according to the Nine Principles of Public Life	4.9	4.8	0.1
<b>Student Engagement</b>			
1. Student Members are active at Board Level	5.0	5.0	0.0
2. The Board receives regular reports from the Student Association	5.0	5.0	0.0
3. The Board and its Committees prioritises the opinions / views of students	4.5	4.6	-0.1
<b>Learning and Teaching/Student Support</b>			
4. Learning & Teaching Performance is overseen effectively	4.6	4.4	0.2
5. The Board sets challenging student success targets	4.4	4.1	0.3
6. The Student experience is central to Board decision making	4.8	4.4	0.4
<b>Accountability</b>			
<b>Student Accountability and Delegation; Risk and Audit</b>			
1. The Board recognises the chain of accountability	5.0	4.5	0.5
2. The Board is open in its decision-making and facilitates disclosure	5.0	4.7	0.3
3. The Board delegates responsibilities to appropriate committees	4.9	4.5	0.4
4. The Board has in place an effective risk management strategy	4.8	4.7	0.1
5. The College's audit processes are comprehensive and rigorous	4.9	4.8	0.1
6. The Board publishes high quality Annual Reports	4.9	4.5	0.4
<b>Remuneration, Sustainability, Staff Governance</b>			
7. There is a formal process for setting the Principal's remuneration	4.5	4.3	0.2
8. Funds are planned and used economically, efficiently, and effectively	4.6	4.2	0.4
9. Board members are aware of their responsibilities as charity trustees	4.8	4.3	0.5
10. The Board prioritises the fair and effective management of staff	4.6	4.4	0.2
<b>Effectiveness</b>			
<b>Post Holder Effectiveness</b>			
1. The Board Chair promotes open discussion on strategic matters	4.9	5.0	-0.1
2. The Board has an appropriate mix of skills and works well as a team	4.8	4.8	0.0
3. The Principal and Senior Management Team are clearly accountable to the Board	4.9	4.8	0.1
4. The Board is well supported and guided in matters of governance	4.9	4.9	0.0
<b>Board members development and Evaluation</b>			
5. Board recruitment is open and in line with Ministerial guidance	4.9	4.8	0.1
6. There are sufficient opportunities for Board induction and development	4.5	4.5	0.0
7. Board effectiveness is regularly reviewed	4.5	4.4	0.1
<b>Relationships and Collaboration</b>			
<b>Partnership Working</b>			
1. The Board ensures effective communication with stakeholders	4.5	4.7	-0.2
2. Learning provision is relevant to industry needs	4.6	4.8	-0.2
3. The College engages well with stakeholders/industry players	4.7	4.7	0.0
4. The Board supports the delivery of the Outcome Agreement	4.9	4.6	0.3

**1. Purpose**

To update members on the progress of the 2019/20 Board Development Plan and present members with a draft Board Development Plan for 2020/21.

**2. Recommendation**

That Members

- consider the progress in relation to the 2019/20 Board Development Plan
- consider the draft Board Development Plan 2020/21 and subject to any amendments approve the plan and its publication on the College website
- approve the submission of both Plans to the Scottish Funding Council (SFC).

**3. Background**

The Financial Memorandum with the SFC requires governing bodies to comply with the principles of good governance set out in the Code of Good Governance for Scotland's Colleges. Section D.23 states "... There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online."

**4. 2019/20 Board Development Plan (Appendix 1)**

Good progress has made against the 2019/20 Board Development Plan with the appointment of 2 Vice chairs, changes to the remit of the Learning & Student Experience committee implemented and all mandatory training completed. Although a Board Engagement calendar was developed to support the Board in terms of engaging with staff and students this interaction has been limited in 2019/20 due to Covid 19.

Further work will be done on 2020/21 to develop the roles of Board members and this has been carried forward into the 2020/21 Board Development Plan.

**5. 2020/21 Board Development Plan (Appendix 2)**

A full review of compliance with the Code of Good Governance for Scotland's Colleges was completed to identify areas of non compliance /room for improvement. This coupled with feedback from the Board Members annual appraisal reviews has formed the basis of the plan.

Key themes identified were the roles of Board members & their engagement with staff, students & stakeholders, board members training and the monitoring of key performance indicators.

**6. Financial Implications**

There are no financial implications.

**7. Equalities – N/a**

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**8. 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		
Very Low	x	

If the College does not have a Board Development Plan and submit it to SFC it would not be complying with the Code of Good Governance for Scotland's Colleges and would therefore also breach the requirements of the Financial Memorandum.

**Risk Owner** – Alison Stewart

**Action Owner** – Alison Stewart

**9. Other Implications –**

**Communications** – Yes - Publication on website and submission to SFC.

**Paper Author** - Alison Stewart

**SMT Owner** – Alison Stewart

**APPENDIX 1 - FORTH VALLEY COLLEGE – 2019/20 BOARD DEVELOPMENT PLAN**

No	Recommendation	Action	Responsibility	Date
<b>Leadership</b>				
1	Ensure effective support for the chair of the Board of Management	Review of role of Board members – increase the number of Vice Chairs	Board Chair	October 2019  2 Vice Chairs appointed in December 20
<b>Quality of Student Experience</b>				
2	B.3 The board must consider the outcome of student surveys and other student engagements, and monitor action plans that could impact on the quality of the student experience.	Included within remit of Learning & Student Experience Committee (LSE).  Regular reports to be taken to the LSE.	Board Secretary	September 2019  June 2020
3	Agree with each board member, as part of their ongoing annual development, how they will engage directly with students for 1-2 days per year in support of their governance role (c/fwd from 2017/18)	Development of Board Engagement Calendar (to be incorporated into board member reviews)	Board Secretary / Chair	July 2020  Board engagement calendar developed. Ability to engage reduced due to Covid 19.
<b>Effectiveness</b>				
3	D20 All members undertake appropriate training	CDN - Board Member Training (new members) FVC – Board Member Induction	Board Secretary	June 2020 All new members completed induction training
4	D21 Committee members have committee specific training	CDN - Audit Committee Training  CDN - Remuneration Committee Training	Committee Members  Committee Members	June 2020 c/f to 20/21 N/a

**APPENDIX 2 - FORTH VALLEY COLLEGE – 2020/21 BOARD DEVELOPMENT PLAN**

No	Recommendation	Action	Responsibility	Date
<b>Leadership</b>				
1	Ensure the Board regularly reviews performance against strategic aims	Board Agendas to dedicate sufficient time for discussion on strategic plan implementation.	Board Chair / Board Secretary	June 2021
<b>Quality of Student Experience</b>				
2	Ensure all members aware of student success targets set through Outcome Agreement  *19/20 effectiveness review reflects changes in OA process due to Covid 19 and new members not being aware of the normal process.	More detailed updates from LSE committee to Board regarding targets.  Outcome Agreement and performance against targets reported to Board	Chair LSE  VP Information Systems & Communications	June 2021  June 2021
<b>Effectiveness</b>				
3	Develop roles for Board members in relation to staff, student and stakeholder engagement.  Develop working relationships with Board members.	Develop and assign roles to each Board member.  Informal pre-meeting get together, Board buddies for new members, away day	Chair  Chair	August 2021  August 2021
4	D21 Committee members have committee specific training	CDN - Audit Committee Training  CDN - Remuneration Committee Training	Committee Members  Committee Members	June 2021  As required

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 2020/21.

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.

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It is common practice in a number of organisations both within the public and private sector for the board Secretary to hold a position 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 the previously. 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