

Room S1.18, Stirling Campus at 4.30 pm
(Refreshments available from 4 pm)

AGENDA

1. Apologies for Absence
2. Declarations of interest

FOR APPROVAL

3. Minutes of meeting held on 31 May 2016
4. Matters Arising - None
5. "Making Fundraising Work" - Fundraising Strategy Pauline Barnaby

FOR DISCUSSION

6. Creative Learning Conference (Presentation) Fiona Brown
 7. Safeguarding Our Learning Community Jean Duff
 8. Student Association Plan Alan Buchan
 9. Operational Plan Monitoring David Allison
 10. Student Recruitment Monitoring Report David Allison
 11. Annual report on institution-led review of Quality/
Outcome Agreement self-evaluation David Allison
 12. Review of Risk
 13. Any Other Competent Business
-

Boardroom, Falkirk Campus (commencing at 4.30pm)

Present: Mrs Anne Mearns (Chair)
Mrs Lorna Dougall
Mr Alan Buchan, Student Member
Mrs Fiona Campbell
Mr Liam McCabe
Ms Lorraine Simpson, Student Association President

Apologies: Mrs Angela Winchester
Mrs Caryn Jack
Mr Andrew Carver

In Attendance: Dr Ken Thomson, Principal
Mr David Allison, Associate Principal and Executive Director Information Services and Communication
Sarah Higgins-Rollo, Acting Head Care, Health and Sport for item S/15/0XX
Mrs Fiona Brown, Associate Principal and Executive Director Learning Services
Mr Stephen Jarvie, Corporate Governance and Planning Officer

S/15/039 Declarations of Interest

None

S/15/040 Minute of meeting held on 25 February 2016

The Minute of the meeting of 25 February 2016 was accepted as an accurate record.

S/15/041 Matters arising

None

S/15/042 Operational Plan 2016-17

The Chair clarified that this item had been lodged under the For Approval section of the agenda but was actually for discussion at this point.

The Principal presented members with the draft College Operational Plan for 2016-17 for comment. He outlined the development process for operational planning within the College and noted that the overarching Strategic Plan for the College had been overtaken by developments, and that a new Strategic Plan would be developed to cover 2017/18 to 2020/21.

Members commented that some of the objectives could be made more specific. The Principal agreed a review of objectives would occur prior to the final version being taken to the Board of Management for approval.

- a) Members noted the content of the Operational Plan

S/15/043 Forth Valley College Foundation – Annual Plan

The Associate Principal and Executive Director Information Services and Communication presented the College's proposed Annual Plan for funding requests to the Forth Valley College Foundation.

He highlighted that the College intended to make two requests, the first to support ongoing estates development works and the second to provide funding for the Students Association.

Members queried whether the funding for the Student Association should come directly from the College. The Principal confirmed that funding from an independent source helps to ensure the autonomy of the Student Association.

- a) Members approved the Annual Plan for recommendation to the Board of Management

S/15/044 Outcome Agreement 2016-17

The Associate Principal and Executive Director Information Services and Communication presented an updated draft of the 2016-17 Outcome Agreement.

He noted that there had been no significant changes since the last draft other than the funding allocation announcements for the sector which had enabled the firming up of targets within the Outcome Agreement document.

Members queried whether the SFC Outcome Agreement Manager had any feedback. It was confirmed that the feedback received had been positive.

Members also noted comments on future changes to the style of the document and asked how far progressed this work was. The Associate Principal and Executive Director Information Services and Communication confirmed that a group had been established to look at this, with the first meeting having occurred the previous week.

- a) Members approved the Outcome Agreement 2016-17 to be presented to the Board of Management
-

S/15/045 Stirling Care Village

The Acting Head Care, Health and Sport updated members on the development of the Stirling Care Village.

She outlined the College's level of involvement, particularly in terms of their being no legal or financial liabilities to the College from participation.

She highlighted that there would be ongoing Modern Apprenticeship opportunities from being part of the care village and also that College staff were heavily involved in shaping the associated training for the care village.

- a) Members noted the content of the update

S/15/046 Student Association Report

The Student Association President presented an update of the activity of the Student Association since the last committee meeting.

She highlighted that they had won the NUS Scotland prize for Enterprise.

She also gave a presentation on the recent visit by the Student Association to a creativity conference in Croatia. The presentation covered the workshops attended and lessons learned. She also highlighted that participants had undertaken evaluations of their visit and it was hoped to bring a copy of the final report to the June Board of Management meeting.

Members noted that the lessons learned during the visit should be shared with the College's Creative Learning group.

The Chair noted that this would be the last meeting for the current Student Association President and passed on the thanks of the Committee for all her hard work on behalf of students.

- a) Members noted the content of the report

S/15/047 Learning and Teaching Developments

The Associate Principal and Executive Director Learning Services presented a report outlining ongoing developments in teaching and learning across the College.

She highlighted that the culture of the College is creativity in learning and highlighted examples within the College.

Members discussed the College's creative learning conference and how this could be further developed through increased staff participation and the recording of key aspects which could be made available to staff as a resource.

The Associate Principal and Executive Director Learning Services discussed a possible approach to issue laptops to all lecturing staff to further enable flexible working. Members discussed this approach and noted that proper consideration to resources be given.

- a) Members noted the content of the report

S/15/048 Operational Plan Monitoring

The Associate Principal and Executive Director Information Services and Communication presented an update on progress against the current College Operational Plan. He highlighted the areas which were classed as amber or red and explained the reasons for these.

- a) Members noted the content of the update and that mitigating actions were in place for those areas classified as amber or red.

S/15/049 Student Activity Report

The Associate Principal and Executive Director Information Services and Communication presented an update on College progress. He reported that the College was currently sitting at 98% of its credits target for the year and it was anticipated that this would be fully met within the current session.

He informed members that, for next academic year, despite being early in the process 90% of places had already been offered.

- a) Members noted the content of the report

S/15/050 Review of Risk

Risk was highlighted within individual papers.

S/15/051 Any Other Competent Business

It was reported that Alan Buchan had successfully been elected to serve as the Sabbatical Student Association President for the next academic year. Members congratulated Alan on his achievement.

1. Purpose

To present Forth Valley College’s draft fundraising strategy “Making Fundraising Work” and accompanying action plan for approval by the Strategic Development Committee.

2. Recommendation

That members approve the draft strategy and action plan as presented to SMT on 23 August 2016.

3. Background

The fundraising function is a new area of activity for Forth Valley College and to take this forward a Fundraising and Development Manager was successfully recruited to the post in May 2016. The development of the fundraising strategy will provide a framework for delivering the fundraising activity – setting out our objectives, priorities and ambitions.

An action plan has also been developed to support the strategy and covers the period August 2016-August 2017. The plan outlines proposed activity, timescales and the outcomes we are expecting to achieve from this.

4. Key Considerations

The strategy would be owned and delivered across the college and will support the wider Forth Valley College Strategic Plan and vision of “Making Learning Work”. The successful development of fundraising activity will require a co-ordinated approach, focusing on key priorities to ensure resources are utilised in the most effective and efficient manner. This will ensure that over the longer-term a good return on investment will be achieved.

The action plan provides an overview of the activity we are proposing to deliver, however it will be regularly reviewed to ensure it remains appropriate and has flexibility to take advantage of opportunities as they arise.

5. Financial Implications

The main financial implication for the college is the opportunity to grow its supporter base through a planned programme of fundraising with the potential to make a significant financial contribution to the college – [REDACTED]. However, the fundraising environment is unpredictable with return on investment not guaranteed and this will mean that targets are subject to ongoing monitoring and review.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

6. Equalities

There are no identifiable equalities issues related to the early stages of developing the fundraising strategy.

Assessment in Place? – Yes No

If No, please explain why – see above

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	x	x
Medium		
Low		
Very Low		

Potential Risk

[Redacted]

Mitigation of Risks

The strategy includes a risk analysis which highlights the key risks and notes the action that will be taken to mitigate these. An action plan to deliver the strategy has been developed and this will include regular review and monitoring of progress towards achieving targets and thus linking to the overall budget position of the College.

[Redacted]

Risk Owner – Colette Filippi

Action Owner – Pauline Barnaby

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 - Text

Paper Author – Pauline Barnaby

SMT Owner – Colette Filippi

1. Purpose

To update members of the Strategic Development Committee on the development of 'Safeguarding our Learning Community' and the Protection of Children, Young People and Adults Report for Term two session 2015/16

2. Recommendation

That members note the content of the report and attached breakdown of Safeguarding referrals.

3. Background

The National Guidance for Child Protection in Scotland is a national framework for agencies and practitioners at a local level to understand and agree processes for working together to safeguard and promote the wellbeing of children. It sets out expectations for strategic planning of services to protect children and young people and highlights key responsibilities for services and organisations, both individual and shared. It also includes guidance for practitioners on specific areas of practice and key issues in child protection including Child Sexual Exploitation and Internet Safety.

Forth Valley College recognises that all its employees, as well as volunteers, have a role to play in Safeguarding Children, Young People and Adults. The College takes reasonable steps to provide an environment in which everyone, particularly Children, Young People and Adults who may be at risk feel safe, secure, valued and respected.

Forth Valley College aims to ensure the Safeguarding of all Children, Young People and Adults who are involved in any way with the College. The College also aims to give staff a clear structure within which they can work safely.

Forth Valley College is a Corporate Parent and we work in partnership with Who Cares? Scotland who provide a range of different training opportunities for our staff. We are in the process of developing policies, procedures and practice which will bring care experienced people together with those at a strategic and operational level to plan the way forward.

Forth Valley College is also working in partnership with Stirling Carers Centre to develop a strategy for raising awareness within our learning community of the support that is available.

Forth Valley College Counselling Service has been extended to the evening from the start of term 2016/17.

4. Referrals

Data Breakdown

[Redacted content]

5. Financial Implications

None.

6. Equalities

Assessment in Place? – Yes No

If No, please explain why – Not applicable

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

7. Risk

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

	Likelihood	Impact
Very High		
High		
Medium		
Low	X	X
Very Low		

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

Failure to comply with College legislative duties in relation to safeguarding would lead to significant reputational and other damage.

The College monitors new developments relating to the Children and Young People (Scotland) Act 2014 to ensure these are included in the College's Policies and Procedures.

All designated members of staff receive appropriate, recognised training, which will enable them to carry out their responsibilities under the college policy (and relevant legislation), college procedures and paperwork.

All new staff members receive appropriate Safeguarding training, as part of their induction programme. Staff undertake mandatory re-fresher Safeguarding course as part of annual staff development for support staff in February and Teaching staff in August.

Risk Owner – Andrew Lawson

Action Owner – Jean Duff

8. Other Implications – NA

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

Please provide a summary of these implications – Not applicable

Paper Author – Jean Duff

SMT Owner – Andrew Lawson

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1. Purpose

To inform members of the Student Association plans for academic year 2016/17.

2. Recommendation

That members note and comment on the proposed operational plan.

3. Background

The Student Association has a new team of officers this year and has developed an operational plan for the year ahead based on the officer manifestos. The plan will be published alongside the SA Constitution for students and will tie into a Strategic Plan document which is in development.

4. Key Considerations

The Operational Plan has been developed with five key themes in mind in a similar way to the College's Making Learning Work model. The SA was keen to model our planning structures alongside those of the College in order to retain the strong partnership which has been developed, and reinforce our identity as a part of the College.

Appendix 1- SA Operational Plan

5. Financial Implications

Please detail the financial implications of this item – The SA has an operational budget and all activities are planned within this budget.

6. Equalities

Assessment in Place? – Yes No

If No, please explain why –Some of the planned activities will require impact assessment, however this will be done on an individual basis.

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

7. Risk

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

	Likelihood	Impact
Very High		
High		
Medium		
Low	X	X
Very Low		

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

Risk Owner – Alan Buchan

Action Owner – Alan Buchan

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 – The operational plan will be published on Moodle for students to access. Printed copies will be required to be available for students at each campus office for accessibility.

Paper Author – Alan Buchan

SMT Owner – Fiona Brown



Forth Valley Student Association

Operational Plan
Academic Year 2016/17

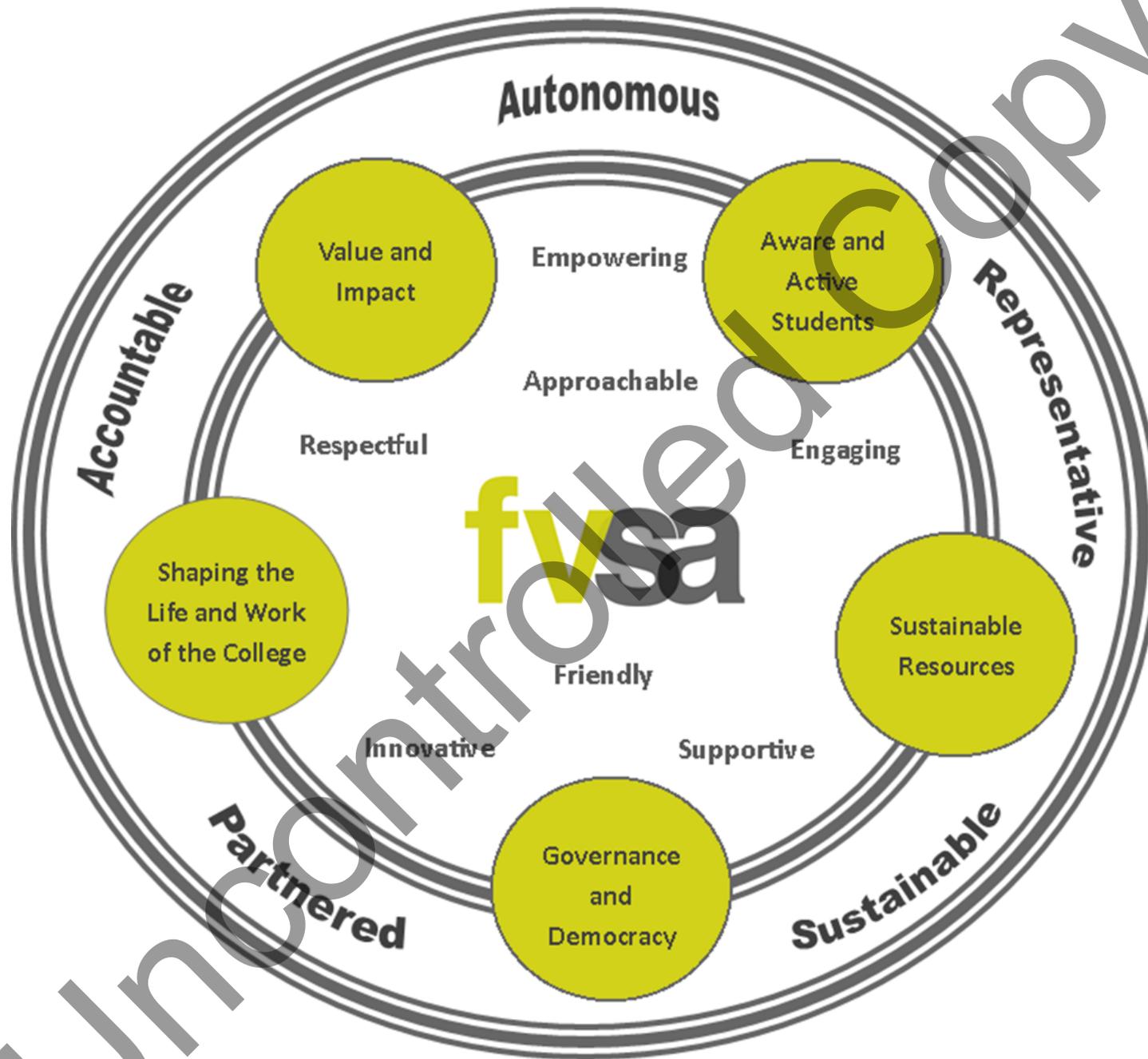
Last updated on: 01/09/16

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Our Values

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

Empowering

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

Engaging

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

Approachable

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

Respectful

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

Friendly

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

Innovative

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

Supportive

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

Operational Plan

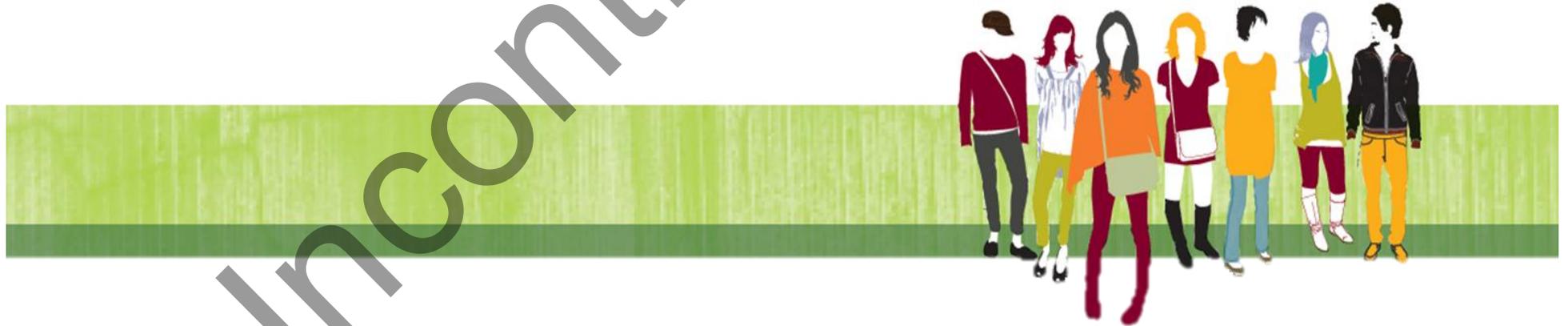
Forth Valley Student Association has developed an operational plan for the academic year 2016/17 which aims to maximise effectiveness for students. The plan has factored in a number of key goals, which were identified via student feedback, elected officer manifestos and tying in with the operational 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 two 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.

The Operational Plan will focus on five key themes;

- Aware and active students
- Value and impact
- Shaping the life and work of the College
- Sustainable resources
- Governance and democracy



Aware and Active Students

Objective	Assigned To	Start date	Due Date	Status	Update/Evidence
To introduce the SA to students via engagement at the annual Freshers event and SA attendance at inductions/enrolments.	SA Team	17/8/16	22/9/16	In Progress	Enrolments are underway, we will continue our introductory promotion until the end of our Freshers events.
To implement a social media strategy, encouraging a two way communication channel between the SA and Students.	Admin/ President	1/8/16	30/6/17	In Progress	To be measured continuously throughout the year using FB analytics.
To identify a core sport for students, by conducting various taster sessions and allowing students to decide which sport(s) to take forward.	VP for Health, Wellbeing & Sport	01/09/16	30/05/17	Not Started	Measure participation levels throughout the year and collate the information. Interview students who attend to get their perspective.
To promote safety and mental wellbeing via a number of safety kits. These kits will be distributed to students throughout the year.	VP for Health, Wellbeing & Sport	1/8/16	30/6/17	In progress	Materials for the kits have been identified and a launch date of 20/9/16 has been identified.
To promote mental wellbeing through the delivery of Scottish Mental Health First Aid Training to students and key staff members	VP for Health, Wellbeing & Sport	1/8/16	30/5/17	In Progress	Increase on sessions delivered/ number of participants against previous year. The first session has been delivered to SA team.
To promote future career prospects to students and tackle gender inequality in STEM subjects via a series of interviews with positive role models for our students.	VP Education & Learner Engagement	1/9/16	30/6/16	In Progress	Gather feedback and promote through Event.
To promote physical activity and mental wellbeing via a Weekly Walk.	VP for Health, Wellbeing & Sport	03/10/16	30/5/17	In Progress	Measure participation levels throughout the year.

Value and Impact

Objective	Assigned To	Start date	Due Date	Status	Update/Evidence
To design a monitoring system in order to assess the impact of our class rep system and to allow for a review of the structure in order to ensure it remains fit for purpose.	VP Education & Learner Engagement/ SLO/President	9/1/17	30/4/17	Not Started	Gather feedback from class reps and students.
To carefully manage SA Rotas in order to reduce travel expenses and carbon footprint.	Student Liaison Officer (SLO)	1/7/16	30/6/17	In Progress	To be measured by a reduction in travel expenses against previous year.
To carefully manage the SA budget and ensure that expenditure is reviewed on a monthly basis.	SLO/ President	1/8/16	30/6/17	In Progress	To be measured at the end of the academic year.

Shaping the life and work of the College

Objective	Assigned To	Start date	Due Date	Status	Update/Evidence
Work with the College to implement gender neutral bathrooms within the College, alongside a campaign to reduce the stigma surrounding gender identification.	President	1/8/16	21/12/16	In Progress	Implementation of new signage for accessible bathrooms. Engagement levels with students around information campaign.
Work with the College in order to improve the affordability and accessibility of public transport across the College, particularly within Stirling	President	1/8/16	30/11/16	In progress	Recommendations from SA adopted within travel plans.
Work with the College Catering department in order to promote affordable, healthier options within the refectory.	President/ VP for Health, Wellbeing & Sport	1/9/16	30/1/17	Not started	Secure an agreement and implement a plan on pricing and promotion which improves affordability and promotes healthier options.
To implement a peer mentoring system within the College	VP Education & Learner Engagement	1/8/16	30/5/17	In progress	Successful trial of a peer mentoring system within specific departments which can then be spread into other areas of the college.
To develop learning communities within the college, in order to allow students to share similar interests, experiences and to build social networks within the college.	VP Education & Learner Engagement	1/9/16	30/6/16	Not started	Facilitating sessions in the beginning and ensure feedback is gathered.
To implement a seasonal foodbank project, where students and staff can donate to help our students in the form of emergency food packs and relieve pressure on local foodbanks.	VP Education & Learner Engagement	1/11/16	1/3/16	In Progress	Students will be referred by Student Services and the number of emergency donations will be tracked in order to identify the impact to our students.
To work with the college to establish and maintain a student position on all relevant College committees.	President/SLO	1/7/16	30/6/17	In Progress	Review committee activity on a regular basis and request invitations to attend any new working groups or committees.

Sustainable Resources

Objective	Assigned To	Start date	Due Date	Status	Update/Evidence
To reduce the paper output of the SA by moving to paperless meetings where possible	Administrator	1/7/16	30/6/17	In Progress	Reduce the printing of meeting papers where possible.
To attend and contribute (where possible) to the College Sustainability and Fairtrade committees.	SA Team	15/9/16	30/6/17	Not Started	Review committee activity on a regular basis and continue to raise awareness throughout the year.
To develop a Strategic Plan, in line with that of the College in order to promote the sustainable growth of the Student Association.	SLO/President	1/8/16	31/8/16	In Progress	Strategic Plan in place and passed by students at the first Student Council meeting.
To secure long term funding for the SA and officer positions.	SLO/President	1/11/16	1/3/17	Not started	Acceptance of business case by the College.

Governance and Democracy

Objective	Assigned To	Start date	Due Date	Status	Update/Evidence
To review the election process and implement any identified changes based on student feedback.	SLO/President	9/1/17	1/3/17	Not started	Updated process in place ahead of promoting elections.
To promote the SA elections to all students with the goal of improving engagement with the election process	SLO/Admin	1/3/17	30/4/17	Not started	Success will be measured on number of candidates/number of votes cast.
Seek approval for Strategic Plans at Student Council Meetings	President	17/11/16	23/11/16	Not Started	Approval/implement any necessary changes.
To review the class rep system for non-mainstream students such as apprentices and hold focus groups in order to design a more fit for purpose structure which allows for fairer representation for these students	President/SLO/VP Education & Learner Engagement	1/9/16	30/1/17	Not Started	Implement recommendations made through focus groups for a trial in block 2. Review impact alongside class rep monitoring at end of year.
To complete an impact assessment at the end of the academic year as part of the SA Annual Report.	President/ SLO/ Admin	1/4/17	30/5/17	Not Started	Assess improvements based on PI's against previous year.

Calendar of Events

Block 1 (August - December, 2016)

Event	Date	Campus
Fresher's Fayre	20th September	Falkirk
	21st September	Alloa
	22nd September	Stirling
Senior Class Rep Training	6th October	Falkirk
Class Rep Training	18th – 20 th October	Falkirk
	25 th – 26 th October	Stirling
	27th – 28 th October	Alloa
Additional Class Rep Training	2nd November	Falkirk
1 st Student Council Meeting	17 th November	Alloa
	18th November	Falkirk
	23rd November	Stirling
16 Days of Action	25 th November – 10 th December	All
Progression Event	29 th November	Alloa
	30 th November	Falkirk
	1 st December	Stirling

Block 2 (January - June, 2017)

Event	Date	Campus
Re-Fresher's Fayre	31st January	Alloa
	1st February	Falkirk
	2nd February	Stirling
Class Rep Training	21 st February	Falkirk
	22 nd February	Alloa
	23 rd February	Stirling
Healthy Body Healthy Mind	7 th March	Falkirk
	8 th March	Stirling
	9 th March	Alloa
No Smoking Day	9 th March	All
2 nd Student Council Meeting	15th March	Falkirk
	16th March	Stirling
	17th March	Alloa
Student Association Elections	May	All

1. Purpose

To update the Strategic Development Committee on progress towards meeting our objectives set out within the College's Operational Plan for 2015/16.

2. Recommendation

That members note the content of the report.

3. Background

The College has developed a monitoring system to allow active monitoring of progress towards achieving the objectives set out within the College's Operational Plan for 2015/16.

4. Key Considerations

Appendix 1 provides an overview of progress. Of our 54 operational plan objectives 27 have been completed, 25 are progressing to target, while one has yet to commence. One objective (OP31) has been rated as having an issue identified, with this objective relating to the new Falkirk Campus. The Full Business Case assumes additional funding of £600 - £700k from Scottish Funding Council (SFC), and also assumes that SFC will fund any shortfall in funding due to sale proceeds not crystallising as anticipated.

For information, an update for all objectives is included.

5. Financial Implications

Please detail the financial implications of this item – As detailed in section 4. There are assumptions made in funding within the Full Business Case for the new Falkirk Campus.

6. Equalities

Assessment in Place? – Yes No

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

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

7. Risk

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

	Likelihood	Impact
Very High		
High		
Medium	x	x
Low		
Very Low		

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

Risks

The affordability of the new Falkirk Campus is underpinned by funding assumptions, which require to be underwritten by SFC.

Mitigating Actions

The assumptions contained within the Full Business case will be highlighted and agreed with SFC.

Risk Owner – SMT

Action Owner – SMT

8. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes No

Health and Safety – Yes No

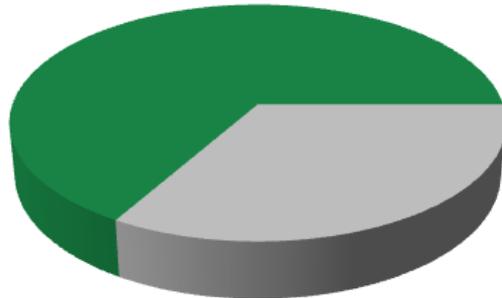
Please provide a summary of these implications – n/a

Paper Author – David Allison

SMT Owner – David Allison

Appendix 1: Operational Plan Monitoring for Session 2015/16

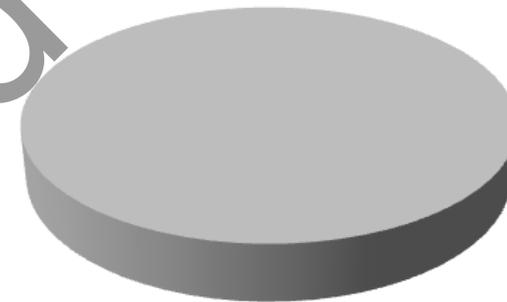
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Instilling an energy and passion for our people, celebrating success and innovation



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

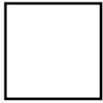


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Objectives with issues identified or delayed

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
Support the new Falkirk campus development project	OP31	Identify and secure funding for Forth Valley College costs	Deliver planned operational surpluses	ST1	Issue Identified	FBC approved by BoM on 25 Augsut 2016 which assumes additional funding from SFC of £600-700k. Further assumption to be agreed with SFC is that if there is any shortfall in funding due to sale proceeds not crystallising as anticipated SFC will bridge the gap.	September 2016
			Forth Valley College Foundation Grants	ST1			
			Stakeholders and partners - Contributions	ST1/ST5			

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Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
1	Creating a superb environment for learning	Tom Gorman	Associate Principal and Executive Director Estates Developments

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
Deliver a superb learning environment for the Falkirk campus to match the quality of that already in place in Alloa and Stirling	OP1	Complete Full Business Case for the new Falkirk Campus and submit to Scottish Funding Council and Scottish Futures Trust for approval.	Appoint Architect after Design Competition	ST4	Complete	FBC complete and approved by FVC Board of Management on 25 August 2016. Awaiting Scottish Government approval on 23 September 2016.	September 2016
			Appoint Technical Advisor/Project Manager/Legal and Financial Advisor				
	OP2	Undertake a full internal and external consultation with key stakeholders to maximise community and business awareness and involvement.	Implementation of detailed communication and consultation plan	ST5	Progressing To Target	Implementation plan progressing, full staff briefings ongoing.	September 2016
	OP3	Progress procurement phase for Design Build Finance Maintain contract.	Issue Invitation To Tender for Consortia Issue OJEU Revise Development Programme	ST4	Progressing To Target	Development Programme revised for Single Stage Design & Build contract. OJEU on programme for issue 25/11/16.	September 2016
	OP4	Progress procurement of additional land at Middlefield.	Agree Conditional Legal Missives with Callendar Estates.	ST4	Complete		June 2016
Utilise building space efficiently, exiting sub-standard areas and maximising the use of the remaining resource to provide a high quality learning environment and services focused on learners	OP5	Develop an appropriate revenue and capital works programme ensuring adequate maintenance and maximising funds to the Forth Valley College Foundation.	Approved Revenue/Capital Works 2015/16 delivered on programme and within budget	ST4	Progressing To Target	Progressing on programme	September 2016
	OP6	Improve information management	Ensure all appropriate estates information is available and updated via SharePoint by December 2015	ST6	Progressing To Target	Appropriate estates information now on sharepoint - complete. Key staff receiving BIM training - progressing on target	September 2016
			Key staff to receive Building Information Modelling training	ST6			
	OP7	Deliver on agreed Sustainability objectives.	Improve sustainability performance recorded across all 3 campuses	OA	Progressing To Target	Sustainability Committee continue to monitor performance quarterly	September 2016
	OP8	Create new project office in Falkirk.	Project room in Falkirk selected, refurbished and key staff decanted		Complete		June 2016
OP9	Review car parking at Stirling	Additional car parking		Progressing To Target	Temporary car park reopened for 3 months. Additional 55 car parking spaces contract on programme for starting September 2016.	September 2016	
		Reduced Health & Safety risk					

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

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
Ensure that we review portfolio effectively to offer a curriculum that meets current and future need of stakeholders and supports progression	OP10	Further develop and embed employer engagement in curriculum review, development and delivery.	All full-time curriculum matches labour market and skills needs	ST5	Complete		September 2016
			Increase work placement opportunities for full-time students by a further 10%	OA			
			Outcomes of employer engagement evidenced in all departmental Curriculum Review documents	ST5			
	OP11	Increase opportunities for senior phase school pupils to achieve industry relevant vocational qualifications.	Contribute to Developing Young Workforce through increasing School-College partnership activity to 6% of overall activity	OA	Progressing To Target	School programmes are still enrolling at the moment, however indications are that most of the places offered will be filled. Success rates on school-college courses in 2015-2016 were not as high as we had hoped, although they are still very solid. There were a few more withdrawals due to school qualification workload this year, which we mitigated as far as possible. This will always be a risk with school courses. Both Foundation Apprenticeship year 1 Pathfinder courses were successful and most pupils are returning for year 2. We are about to commence four new Foundation Apprenticeships this month, including Engineering and Financial Services. SDS have now significantly changed the Advanced Apprenticeship programme and we are now in negotiations with them to develop a new Graduate Apprenticeship in 2016-2017.	September 2016
			Increase in School-College pathways providing a progression guarantee	OA			
			Increased success rates on School-College courses	OA			
			Successful delivery of Foundation and Advanced Apprenticeship Pathfinder projects with Skills Development Scotland	OA			
	OP12	Maintain and further develop Higher Education Initiative partnerships to enhance student success and widen access.	Additional articulation agreements with guaranteed places secured	OA	Progressing To Target	There has been no further funding made available by SFC for increased Associate Student opportunities. Success and progression data for 2015-2016 have not yet been finalised.	September 2016
			Additional Associate Student opportunities agreed	OA			
			Increased success and progression on all Associate Student programmes	ST4			
Provide engaging and high quality learning experiences that deliver on the aims and outcomes of the Learning and Learner Engagement strategies	OP13	Further engage staff and students in initiatives to embed creativity in learning	CPD for creative learning implemented and evaluated	ST3	Complete	A broad range of creative learning projects were implemented during 2015-2016. These have been evaluated by staff and most are judged as either successful or partially successful. External endorsement of the creative learning initiative by Education Scotland and CDN and TES award success has led to significant interest from other colleges, with a number of events held to share practice. Our second Creative Learning Conference was held on 10 August and was a great success. Many teaching staff led "Discovery Sessions" sharing their own creative practice with their peers. Staff were asked to individually commit to a specific creative idea for 2016-2017 and these are now being taken forward through the PRD process. The development of the new Creative Learning and Learning technology has been rolled forward to 2016-2017 and is already underway.	September 2016
			Creative Learning and Learning Technology Strategy for 2016 - 2020 developed and approved and taking full account of the design of new Falkirk campus	ST1			
			Creative learning projects implemented, evaluated and shared in all teaching departments	ST3			
			Increased	ST3			



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

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
Provide engaging and high quality learning experiences that deliver on the aims and outcomes of the Learning and Learner Engagement strategies	OP13	Further engage staff and students in initiatives to embed creativity in learning	participation in peer observation		Complete	A broad range of creative learning projects were implemented during 2015-2016. These have been evaluated by staff and most are judged as either successful or partially successful. External endorsement of the creative learning initiative by Education Scotland and CDN and TES award success has led to significant interest from other colleges, with a number of events held to share practice. Our second Creative Learning Conference was held on 10 August and was a great success. Many teaching staff led "Discovery Sessions" sharing their own creative practice with their peers. Staff were asked to individually commit to a specific creative idea for 2016-2017 and these are now being taken forward through the PRD process. The development of the new Creative Learning and Learning technology has been rolled forward to 2016-2017 and is already underway.	September 2016
	OP14	Enhance and embed the creative use of technology to enhance learning across all curriculum areas.	Competence based staff development designed and piloted	ST3	Complete	This was a very successful year for Moodle and My ePortfolio, with positive endorsement of the widespread and effective use of these two key learning tools in the Education Scotland review report. The workroom support schedule approach, introduced at the start of the year, has been an overwhelming success and will continue to be the model going forward. The competence based staff development is still in development and will continue into 2016-2017.	September 2016
			Effective use of technology evidenced in all full-time courses	ST6			
			Refreshed Moodle and My ePortfolio launched	ST6			
Build upon our current high levels of learner success in attaining qualifications and progressing to positive destinations	OP15	Implement effective strategies to further increase learner success.	Increased Full Time student success Performance Indicators	OA	Progressing To Target	Student success PIs for 2015-2016 are not yet finalised and will be reported on in the next quarter.	September 2016
			Increased leaver destination % return and % of leavers moving into positive destinations	ST6/ OA			
			Scope an in-house "employment agency" service for Forth Valley College students and employers	ST5			

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Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
3	Instilling an energy and passion for our people, celebrating success and innovation	Andrew Lawson	Associate Principal and Executive Director HR and Operational Effectiveness

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
Ensure all College activities reflect the key principles of equality and diversity to achieve an inclusive organisation	OP16	Develop the College's Organisational Development guidelines to achieve business need and flexibility	Opportunities identified which encourage staff to be flexible in working agreements in their roles across the organisation		Complete	Processes now in place and implemented	September 2016
			Produce Organisational Development guidelines which support the development	ST4			
			Review and implement a system to monitor and control the organisations staffing establishment	ST4			
			Specific CPD/Talent Management programmes in place to develop talent and enhance succession planning				
	OP17	Ensure the Equality Duty actions are embedded in all College processes	Increase Equality Data return from 80% to 85%		Complete	Successful completion with very good results ahead of target	June 2016
			Publicise Equality Impact Assessments for policies and decision making on College website in line with duties of the Equalities Act 2010				
	OP18	Embed inclusive practice in recruitment, selection and induction of all staff and students	Online induction process for staff and students in place and successful		Complete	The main review of structure for this year are complete. However, this will be a continual feature of organisational effectiveness to ensure we have the best 'fit' for the organisation. Job roles and structures will be reviewed as and when staff exit the organisation or a change of direction in delivery or service is required.	February 2016
			Systematically review structures on a rolling programme				
Value staff and learners by recognising and celebrating success across the College	OP19	Develop and deliver an Employee Learning and Development strategy which identifies and retains talent.	Enhanced induction process and link in corporate strategies to update staff Professional Review & Development (PRD) documents		Complete	The introduction on the Employees Self Access process and the review of mandatory training for staff has ensured that PRD's are automatically populated with essential training for all staff. This is the first year of this new process and a review and evaluation will take place at the end of the session.	February 2016
			Training Needs Analysis is a routine element of PRD's for staff which influences and identifies CPD activity				
		OP20	Promote TQFE	Celebrate and reward success and innovation		Complete	All identified staff are now progressing on TQFE. The change to the University of Stirling has proved successful in the main however, we do have a few members of staff accessing TQFE at Dundee University. We have also had a higher number of request form the University of Stirling for placement for their student. This is a result if the high quality learning and teaching we offer
		Increase number of TQFE trained staff					
	OP21	Enhance employee support and benefits to value and reward staff	Continue to review remuneration awards and benefit packages for staff		Complete	Given the developments within National Bargaining and the settlement of pay negotiations for 15/16 this is now complete	June 2016
			Implement a Community Awards Ceremony which recognises students achievements	ST2			
Invest in our organisational development activities to ensure we attract, recruit and retain the best quality individuals	OP22	Invest in Organisational Development i.e. staff, culture, training	Review, develop and implement recruitment and selection criteria and training		Complete	The review of CPD activity for this year is completed. However, this is an on-going and developing process as new opportunities and mode of delivery arise within the sector and therefore should continue to be a target.	February 2016
			Undertake a review and evaluation of CPD activity and create a training programme that best fit the aspirations of the staff and organisation				
		OP23	Implement listening to employees opportunities	Platform which encourages open dialogue for staff in place and effective		Complete	The second Cultural Survey is now complete and we are in the process of extracting the data and analysing this against the previous Cultural Survey. The complete document will be launched at the end of February.
		Successful implementation of the second Cultural Engagement Survey					
	OP24	Ensure a positive approach to the National Bargaining process	Identification of opportunities and mitigation of challenges/risks	ST4	Complete	The NRPA has now been signed by all colleges and we are now beginning to move to the next stage	June 2016
			Successful implementation of Recognition and Procedure Agreement in line with sector developments	ST4			



Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
4	Leading as a business that is a champion for governance, financial control and balanced risk taking	Alison Stewart	Associate Principal and Executive Director Finance

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated	
Operate best practice in governance: implement and comply with the key principles of good governance	OP25	Implement and comply with the key principles of good governance.	Appointment of internal auditors		Progressing To Target	Internal Audit Plan delivered, with exception of Risk Workshop which is to arranged with Finance and Audit Committees. Business Continuity plan test scheduled for August 2016. FOI and Compliant handling returns submitted within deadlines.	September 2016	
			Business Continuity Plan test					
			Delivery of internal audit plan					
			Freedom of Information Returns					
			Independent external assurance from internal and external auditors					
			Induction programme completed for all new members	ST3				
			Risk Register (presented to Audit Committee/Board of Management)					
			Scottish Funding Council Certificate of Assurance signed by Principal					
			Scottish Public Sector Ombudsman Complaint Handling Returns					
Manage resources to deliver continued financial security and long term sustainability	OP26	Deliver robust financial planning and review processes	2015/16 Budget approved by Board of Management		Complete		September 2016	
			Reforecasts presented to Finance Committee					
	OP27	Maximise planned operational surpluses and ensure delivery thereof	Effective allocation and management of resources through budget setting and review process		Complete	Final outturn exceeded original budget.	September 2016	
			Increased non Scottish Funding Council income	ST5				
			Procurement Savings - Advanced Procurement for Universities and Colleges Benefits Statement					
	OP28	Effective utilisation of resource budget	Donation to Forth Valley College Foundation		Complete	Q4 Resource Return submitted to SFC. Capital budget was fully utilised, with an underspend in Revenue of £143k which was required to fund loan repayments which don't score against the budget. Underspend was in line with SFC expectations. No donation was made to Foundation as surplus cash was used to fund costs relating to the New Falkirk Campus as agreed with SFC.	June 2016	
			Resource budget fully utilised					
			Resource Returns submitted to Scottish Funding Council					
	OP29	Effective management of student funding resources	External Audit		Complete	Allocation was fully utilised and budget was overspent in line with the forecast which will be funded from the College's resources. Overspend is due to the level of childcare which has increased significantly in 2015/16.	September 2016	
			Scottish Funding Council Resource Return					
	Support the new Falkirk campus development project	OP30	Manage the financial input into the project	Financial Advisors appointed to support project	ST1	Progressing To Target	FBC demonstrates affordability of project development and life of project subject to SFC funding.	September 2016
				Financial model within Full Business Case which demonstrates affordability throughout life of project	ST1			
OP31		Identify and secure funding for Forth Valley College costs	Deliver planned operational surpluses	ST1	Issue Identified	FBC approved by BoM on 25 August 2016 which assumes additional funding from SFC of £600-700k. Further assumption to be agreed with SFC is that if there is any shortfall in funding due to sale proceeds not crystallising as anticipated SFC will bridge the gap.	September 2016	
			Forth Valley College Foundation Grants	ST1				
			Stakeholders and partners - Contributions	ST1/ST5				



Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
4	Leading as a business that is a champion for governance, financial control and balanced risk taking	Alison Stewart	Associate Principal and Executive Director Finance

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
Support the new Falkirk campus development project	OP32	Maximise Forth Valley College existing resources	Options appraisal for utilising potential receipt from the existing Falkirk Campus	ST1	Progressing To Target	SFC indication to date is that receipts can be retained. Formal approval will be given through approval of FBC.	September 2016
			Scottish Funding Council approval to retain capital receipts (Alloa)	ST1			

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Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
5	Enhancing our position as the business and community partner of choice	Colette Filippi	Associate Principal and Executive Director Business Development

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
Build and develop mutually successful client relationships with business, employers, learners and key stakeholders	OP33	Further develop and maintain effective engagement mechanisms for each client group	Build the awareness of business development activities across the College - link to CPD opportunities for staff across departments	ST3	Progressing To Target	Systems all progressing with pilots underway for employer engagement, VQMS development being linked with the E Portfolio system which has been procured and a support role being recruited for; FIPS system from SDS is being parallel run from September 2016 with aim of being single system from April 2017 and employer portal system at final development stages.	September 2016
			Business Development Approval process fully functional by start of year and embedded across the College with monthly reporting to Senior Management Team operational			Engage with Forth Valley Plan will be integrated into the Fund Raising Strategy and linked to the marketing departments alumni plan.	
			Employer engagement system operational across all departments by December 2015, allowing us to more effectively engage with our clients and further develop our relationships	ST6			
			Review the Modern Apprenticeship processes; ensuring all linked systems are operational and effective by end of the year:- o VQ Management System fully operational and linked/integrated with departmental progress and behaviour reports o Employer and student portals developed and operational o Funding streams effectively managed and monitored o E Portfolio developed for Modern Apprentices	ST6			
			Scope out a plan for an 'Engage with Forth Valley College' programme and start to develop if appropriate by end of year	ST6			
	OP34	Implement the College's Marketing and Communications plan to raise awareness of Business Development activities across all our client groups	Continue to link and connect the marketing and communications plan to the requirements of the business development department	ST6	Complete	Marketing and communications and business development continue to work closely across all areas of activity to maximise and will link further with the planned new website.	September 2016
Enhance our understanding and awareness of our key sectors, our local economy and national and international environments to meet the needs of our clients and identify new business opportunities	OP35	Further develop and build on existing links with key industry bodies across specific sectors and with key national groups	Curriculum reflecting industry and employer needs through the Curriculum review process	ST2	Complete	Curriculum review process completed for the year and amendments taken to SMT for 2017/18. Reflections on links with business and commercial opportunities will be linked into this process further.	September 2016
			Gain key representation at local and national level groups through identified staff within targeted industry areas	ST3		Staff continue to work and link with key local and national bodies to ensure the relationships and understandings in specific sectors are maintained and reflected on our delivery.	
	OP36	Develop and implement area/campus plan to business development	Action Plan for each area developed from the planning and research undertaken in previous year o Alloa - by December 2015 o Stirling - by December 2015 o Falkirk - by March 2016	ST2	Progressing To Target	We continue to work with each area on the business needs within the area attending and supporting key local events and ensuring we are networking and connecting across the region. In Stirling we continue to play a key role with the Stirling City Deal; ensuring we meet the skills needs of the local employers, in Alloa we are well connected and working with employer groups within the LEP ensuring and in Falkirk we continue to connect with the Grangemouth 2025 project. WE also have been working across the whole region to support many employers with modern apprenticeships in across many frameworks to support the various businesses across the region.	September 2016
	OP37	Deliver Year 1 of the International Strategy	International income achieved through direct business engagement and student recruitment Key strategic relationships formed with universities,	ST4 ST2	Progressing To Target	The international plan continues to drive forward with the following points to note:- - We continue to deliver a skills project with the British Council for training organisations in Iraq; the Iraqis have now visited FVC twice in June and in August 2016 and the project has developed well with the possibility of more work. Further commercial activity is still being	September 2016



Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
5	Enhancing our position as the business and community partner of choice	Colette Filippi	Associate Principal and Executive Director Business Development

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
Enhance our understanding and awareness of our key sectors, our local economy and national and international environments to meet the needs of our clients and identify new business opportunities	OP37	Deliver Year 1 of the International Strategy	other colleges and local authorities		Progressing To Target	pursued in Ghana, China and Russia; we have a team of 4 staff currently in Russia (August 2016) carrying out a scoping exercise to develop an apprenticeship programme with the organisation. - In relation to international student recruitment the entry route with Stirling University is now operational and Glasgow Caledonian university is in final stages of discussion and agreement which will allow international students to attend FVC on an integrated degree programme with the universities by utilising the visa requirements of the university. We have also gained some international students through company sponsorship. - We are continuing to develop opportunities for staff and student mobility.	September 2016
			Process developed for staff and student mobility supported by external funding routes and a staff study visit arranged for one group of staff	ST3			
Contribute to the College's long term financial sustainability	OP38	Maintain business and generate new business	Explore option to deliver more Full Cost Recovery activities to increase commercial income by 15%	ST4	Progressing To Target	This has been a challenging year and with continued marketing support we have managed to achieve the commercial reforecast targets with additional foundation and refresher courses in CompEx. Back on target within the last reforecast.	September 2016
			Maintain contribution levels as per agreed targets	ST4			
			Monitor and report on non Scottish Funding Council income levels quarterly for Senior Management Team	ST4			
	OP39	Source and gain other funding	Other funding sources secured and in line with Outcome Agreement	ST4	Progressing To Target	Fund Raising Manager now in post and Strategy taken to SMT on 23 August with plan to have with SDC on 8 September. [REDACTED] [REDACTED] [REDACTED]	September 2016

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

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated	
Deliver an information infrastructure to meet the developing needs of a vibrant organisation	OP40	Ensure consistency of performance and speed of connection through increased bandwidth	Review of wireless usage and coverage following planned upgrade of bandwidth	ST2	Complete	We moved to a 1Gb connection at the end of last session, and gradually moved services over to the enhanced connection. All of our services, including Eduroam, are now being serviced through the new connection, and to date monitoring of wireless usage from mobile devices, which had been causing spikes in traffic, are not causing any issues.	February 2016	
	OP41	Deliver our services to empower students to access IT flexibly	Promote Office 365 and OneDrive to enable students to access their data from both within and out with the College, using their choice of technology	ST2	Complete	Students can now access Office 365 and OneDrive. Further promotion will continue this session, and in to next.	June 2016	
	OP42	Implement the College's Marketing and Communication strategy to further build the Forth Valley College brand	Deliver on year one objectives of the College's Marketing and Communications strategy	ST2/ST5	Progressing To Target	Significant progress has been made on the College's new website, with launch planned for early September.	September 2016	
			Scope and develop a new responsive website to enable advances in digital marketing to further enhance the College's digital presence.	ST2/ST5				
	OP43	Encourage greater engagement with former students through the development of a robust alumni strategy	Develop an alumni portal	Further develop case studies and encourage longitudinal tracking of the careers of our graduates		Progressing To Target	This project will commence upon completion of the revised College Website.	September 2016
	OP44	Improve our communication systems through the introduction of a new unified system	Introduce Microsoft Lync, unifying our telephony and communication platforms	ST1	Progressing To Target	Preparatory testing is complete on our test network. Dates for testing on our live network are currently being finalised.	September 2016	
OP45	Develop a joint Creative Learning and Learning Technology Strategy	Scope IT requirements for the new Falkirk campus ensuring flexibility for advances in technology	ST1	Progressing To Target	Top-level IT requirements have been fed in to the Full Business Case for our new Falkirk Campus.	September 2016		
		Work collaboratively to develop a joint Creative Learning and Learning Technology Strategy covering 2016 to 2020	ST2					
Efficient and effective use of IT	OP46	Continue to advance the service and support offered by the College's IT Helpdesk	Further enhance i-Support to provide more information on calls to users	ST3	Progressing To Target	A dashboard to show system alerts has been written, and is currently been tested.	September 2016	
			Improved communication through the use of Service Alerts and Announcements					
			Provide more self-help for users through additional IT					



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

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
Efficient and effective use of IT	OP46	Continue to advance the service and support offered by the College's IT Helpdesk	Training Notes and Frequently Asked Questions		Progressing To Target	A dashboard to show system alerts has been written, and is currently being tested.	September 2016
	OP47	Further develop network monitoring to enable IT services to be more pro-active through earlier identification of potential issues	Regular reporting of login times to help identify any potential bottlenecks Reporting of network usage by device type to inform planning of procurement and support, and to identify trends		Complete	Reports have been written to identify login issues. As a result users with excessive login times are being targeted by the IT Team to offer advice.	June 2016
Deliver a programme of continuous improvement to enhance our information systems	OP48	Explore how we can use our data to improve support for our students	Further develop the College dashboard to pilot using learner analytic information to identify trends within our application, enrolment, retention and attainment data to allow the development of early indicators for future cohorts, to allow earlier interventions	ST2	Not Started	Project is scheduled to start in September 2016.	September 2016
	OP49	Enhance access for our students to their own data through the development of a student portal	Improve access for students to their data through a single access point	ST2	Complete	The My Info Student Portal has been created, allowing students to access their own timetable, funding and attendance through any PC or mobile device.	November 2015
	OP50	Improve our services to prospective students through augmenting our existing application processes	Roll-out of our electronic student application approval process to all teaching Departments	ST2	Progressing To Target	A revised version of the record of interview system has successfully been used within all pilot Departments. The system will be rolled out to all teaching Departments before applications for 2017-18.	September 2016
	OP51	Improve our services to employers through the introduction of a self-service portal to allow employers access to college information	Pilot an Employer Portal to allow employers to access College information regarding their employees	ST5	Progressing To Target	Build work for the Portal has commenced.	September 2016
	OP52	Further enhance and maintain effective engagement mechanisms for our employers	Business Development Approval process fully functional by start of year and embedded across the college with monthly reporting to SMT operational Further develop and roll-out our systems to capture Employer Engagement, allowing us to more effectively engage and deliver on employer needs.	ST5 ST5	Complete	The Employer Engagement system has been built and rolled out to all teaching Departments. The Business Development approval process is live. Second phase developments have been scoped, and work has commenced.	September 2016



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

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
Deliver a programme of continuous improvement to enhance our information systems	OP53	Through improved document management reduce the requirement to store paper documents	Pilot electronic document management, and explore the potential of digital signatures	ST1	Progressing To Target	A new version of SharePoint has been installed on our test network. Testing of existing functionality and all InfoPath forms has commenced. Upon successful completion the upgrade will be applied to our live version of SharePoint	September 2016
	OP54	Expand upon how our staff access their own information through the introduction of an HR self-service area	Scope and develop an HR self-service area	ST3	Complete	An HR self-service area for staff has been developed which allows staff to view their own contact details, update their own PRD (Professional Review & Development), update their CPD (Continuing Professional Development), view their Absence Record and claim and view any additional hours or expenses.	November 2015

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1. Purpose

To update the Strategic Development Committee on progress towards meeting our activity target for Session 2015-16 and full time recruitment for the new session.

2. Recommendation

That members note the content of the report.

3. Background

The College has a strong track record on meeting its Credits/SUMs targets, and could face financial claw-back if this target is not met. This report provides an update on how the College is progressing towards our activity target for Session 2015-16. Full time enrolments equate to approximately 60% of our overall activity target, hence the importance of a strong full time recruitment.

4. Key Considerations

Session 2015-16 Progress towards our Credits Target

Figure 1 shows we have met our activity target for Session 2015-16. Challenges were identified early as we were unsuccessful in securing a significant contract, which combined with changes to funding guidance limiting overall credits per student, led us to initially estimate a shortfall in activity against target. A cross-college working group was established to address the shortfall leading to alternative courses being delivered to address the shortfall.

Figure 1 – Credits Delivery for Session 2015-16

Credits Allocation	Total
Core Grant	83,984
ESF	2,230
WSUMs Target	86,214

Credits Mode of Attendance	Current WSUMs
Full Time	52,994
Part Time	20,650
Evening	2,946
Assessment of Work Based Learning	6,616
Flexible/Distance Learning	3,093
Total	86,329

Session 2016-17 Full Time Recruitment

Applications for full time courses for Session 2016-17 have been healthy across all teaching Departments as evidenced in Figure 2 below. Overall, we have received over 8,400 applications for 3,170 full time places. The recruitment process is well advanced, with 3,065 active offers being made to date. The recruitment process, as always, is very fluid and Curriculum Managers and Student Records team are very experienced at managing recruitment, with appropriate waiting lists being maintained and accessed. All managers have access to real-time information on applications, and a weekly report is distributed electronically to Heads of Department and the Senior Management Team.

Figure 2 – 2016-17 Full Time Applications and Offers

Level	Department	Target	Applications	Application Variance	% Application Variance	Offers	Offer Variance	% Offer Variance
FE	ACCESS & PROGRESSION	246	540	294	120%	229	-17	-7%
	APPLIED SCIENCE, MATHS & MECHANICAL ENGINEERING	104	389	285	274%	115	11	11%
	BUSINESS	184	575	391	213%	195	11	6%
	CARE, HEALTH & SPORT	346	1,117	771	223%	344	-2	-1%
	CONSTRUCTION	156	415	259	166%	137	-19	-12%
	CREATIVE INDUSTRIES	261	658	397	152%	250	-11	-4%
	ELECTRICAL INSTRUMENTATION & CHEMICAL ENGINEERING	60	455	395	658%	60	0	0%
	HOSPITALITY & SALON SERVICES	374	1,036	662	177%	372	-2	-1%
	FE Total		1,731	5,185	3,454	200%	1,702	-29
HE	ACCESS & PROGRESSION	18	36	18	100%	20	2	11%
	APPLIED SCIENCE, MATHS & MECHANICAL ENGINEERING	174	327	153	88%	128	-46	-26%
	BUSINESS	288	726	438	152%	329	41	14%
	CARE, HEALTH & SPORT	184	567	383	208%	182	-2	-1%
	CONSTRUCTION	64	126	62	97%	50	-14	-22%
	CREATIVE INDUSTRIES	444	897	453	102%	409	-35	-8%
	ELECTRICAL INSTRUMENTATION & CHEMICAL ENGINEERING	141	277	136	96%	119	-22	-16%
	HOSPITALITY & SALON SERVICES	126	311	185	147%	126	0	0%
	HE Total		1,439	3,267	1,828	127%	1,363	-76
Overall Total		3,170	8,452	5,282	167%	3,065	-105	-3%

Although in the main recruitment is healthy, challenges have been identified in some areas. The most significant of these being in recruitment to our Associated Student degree programmes, which is reflected in our overall HE offers being short of target at the moment, and more specifically to negative variances in HE Offers within Applied Science, Maths & Mechanical Engineering, Creative Industries and Electrical Instrumentation & Chemical Engineering. Three of our four Integrated Degree Programmes with University of Stirling have to date not recruited to target. Recruitment numbers for these programmes this session have been in line with previous sessions, however where we have recruited well through UCAS

clearing in previous sessions, this year we have so far been less successful, and faced tougher competition from Universities. An internal working group has been established and action is on-going to fill available places.

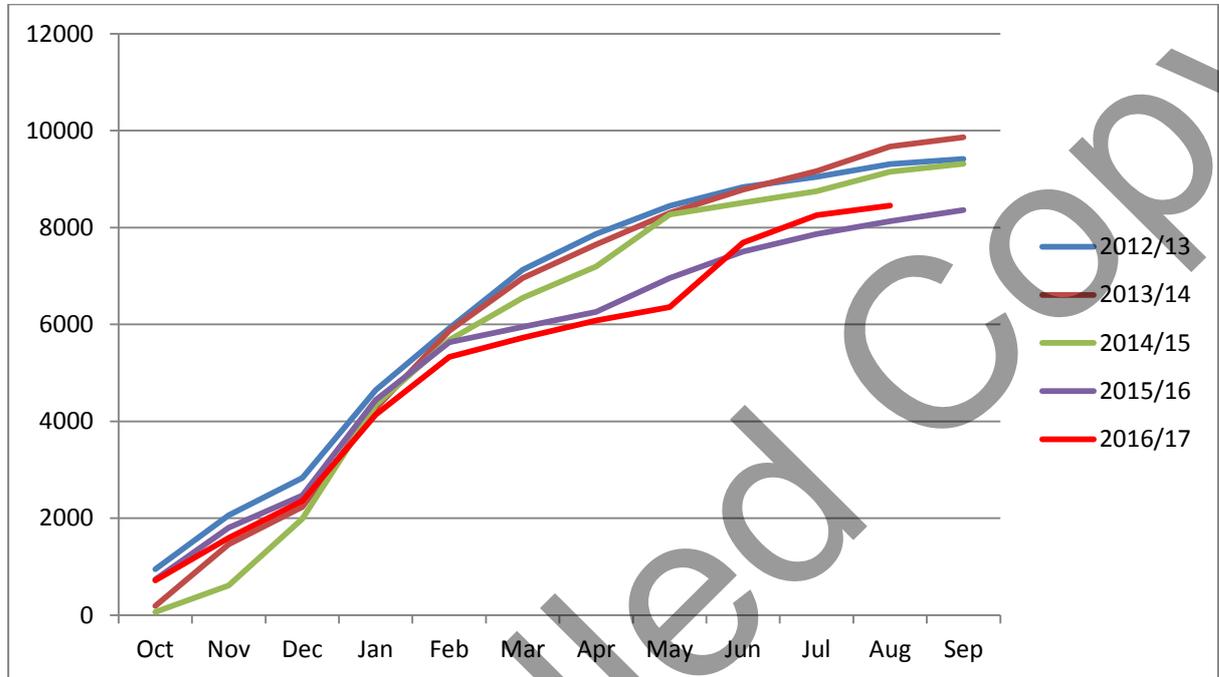
Within FE, Access & Progression is showing a negative variance, however this relates to new Employability courses which have later start dates (September and November). Within Construction there are places available on Construction Skills courses (Computer Aided Design and Civil Engineering) and within Creative Industries there are places available within Computing courses.

A comparison of cumulative applications received by month of application over the last five sessions is shown in Figure 3 and graphically in Figure 4. A similar pattern has evolved for Session 2016-17 as previous sessions. Our Curriculum Managers and Student Records team actively monitor applications, and as such are very adept at closing courses for applications when numbers far exceed the number of places available, and conversely will move to waiting lists or re-open courses for applications where there is a need.

Figure 3 –Cumulative applications by Session and month

Session	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
2012/13	947	2,062	2,834	4,646	5,922	7,130	7,865	8,447	8,836	9,048	9,308	9,411
2013/14	188	1,461	2,230	4,266	5,870	6,957	7,648	8,298	8,781	9,164	9,674	9,863
2014/15	62	614	1,990	4,343	5,676	6,545	7,192	8,265	8,512	8,748	9,148	9,318
2015/16	737	1,802	2,466	4,437	5,631	5,945	6,259	6,959	7,502	7,868	8,127	8,357
2016/17	715	1,595	2,354	4,137	5,329	5,725	6,081	6,359	7,690	8,253	8,452	

Figure 4 - Cumulative applications by Session and month



5. Financial Implications

Please detail the financial implications of this item – The current shortfall in recruitment to Associated Student Degree Programmes could lead to the College not receiving all budgeted income for these courses, putting pressure on the overall College budget.

6. Equalities

Assessment in Place? – Yes No

If No, please explain why – All of our courses are analysed at Department and Course level in relation to protected characteristics, with Departments actively involved in addressing any imbalances.

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

7. Risk

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

	Likelihood	Impact
Very High		
High		
Medium	X	X
Low		
Very Low		

Please describe any risks associated with this paper and associated mitigating actions – Recruitment to Associated Student degree programmes is currently not to target. There is a risk that not all anticipated income from these courses will materialise. A working group has been initialised and actions are on-going to address this challenge.

Risk Owner – Fiona Brown

Action Owner – Fiona Brown

8. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes No

Health and Safety – Yes No

Please provide a summary of these implications -

Paper Author – David Allison

SMT Owner – David Allison

1. Purpose

For Strategic Development Committee members to discuss the request to re-establish a sub-group to consider our Annual report on institutional-led review of quality and Outcome Agreement Self-Evaluation.

2. Recommendation

That members of the Strategic Development Committee form a sub-group to review both our Annual report on institutional-led review of quality and Outcome Agreement Self-Evaluation prior to submission to SFC.

3. Background

The College is required to submit to SFC an Outcome Agreement Self-Evaluation report annually, with the submission date this year being 31st October 2016. The College is also required to submit to SFC an annual report on institution-led review of quality, which requires Board sign-off. The submission date of this report this year is 31st December 2016, however colleges are encouraged to submit this report along with their Outcome Agreement Self-Evaluation, which we have done in previous years, and will do this year.

Both reports rely significantly on key Performance Indicator information which isn't finalised until early October, once the College has submitted its final FES (Further Education Statistics) data return, having gone through audit, and as such the September Strategic Development Committee meeting comes too early to allow these reports to be discussed at this meeting.

4. Key Considerations

In Session 2015/16 both reports were reviewed by a sub-group of Strategic Development Committee members prior to the submission of both documents. It's proposed to re-establish his sub-group for this year's reports. It's suggested that this review is undertaken by e-mail, with no need for the sub-group to physically meet, and it's suggested that the sub-group consists of the chair of the Strategic Development Committee, along with two other committee members.

Both reports will be brought for discussion to the November meeting of the Strategic Development Committee.

5. Financial Implications

Please detail the financial implications of this item – None.

6. Equalities

Assessment in Place? – Yes No

If No, please explain why –The Self-Evaluation report will assess the Colleges performance against targets, which include targets developed to ensure/increase equality.

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

7. Risk

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

	Likelihood	Impact
Very High		
High		
Medium		
Low		
Very Low	x	x

Please describe any risks associated with this paper and associated mitigating actions – No risks identified.

Risk Owner –

Action Owner –

8. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes No

Health and Safety – Yes No

Please provide a summary of these implications -

Paper Author – David Allison

SMT Owner – David Allison