

Room S1.19, 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 8 June 2017
4. Matters Arising
 - a) S/16/040 Outcome Agreement 2017-20
 - b) S/16/042 Forth Valley College Policy Sector Briefing
 - c) S/16/045 Operational Plan Monitoring
5. Operational Plan 2017-18 Ken Thomson
(Elements of this paper are withheld from publication on the Forth Valley College website under Section 27 Information Intended for Future Publication of the Freedom of Information (Scotland) Act 2002.)

FOR DISCUSSION

6. Safeguarding Our Learning Community Jean Duff
(Elements of this paper are withheld from publication on the Forth Valley College website under Section 38 Personal Information of the Freedom of Information (Scotland) Act 2002.)
 7. Fundraising Activity Report Pauline Barnaby
(Paper 7 is withheld from publication on the Forth Valley College website under Section 33 Commercial Interests and the Economy of the Freedom of Information (Scotland) Act 2002.)
 8. College Evaluative Report and Enhancement Plan 2016-17 Fiona Brown
(Elements of this paper are withheld from publication on the Forth Valley College website under Section 27 Information Intended for Future Publication of the Freedom of Information (Scotland) Act 2002.)
 9. Student Association Activity Alan Buchan
(Elements of this paper are withheld from publication on the Forth Valley College website under Section 38 Personal Information of the Freedom of Information (Scotland) Act 2002.)
 10. Student Activity Report David Allison
 11. Review of Risk
 12. Any Other Competent Business
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For Information

13. Policy Briefing Note
14. Operational Plan Monitoring

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Boardroom, Stirling Campus (commencing at 4.30pm)

Present: Mrs Lorna Dougall (Acting Chair)
Mrs Anne Mearns
Mr Alan Buchan, Student Association President
Mr Davie Flynn
Mr Scott Harrison
Mr Liam McCabe
Ms Amy Scobbie, Student Association

Apologies: Mrs Fiona Campbell
Mr Andrew Carver
Mrs Caryn Jack
Mr Steven Torrie (Co-opted Member)

In Attendance: Dr Ken Thomson, Principal
Mr David Allison, Associate Principal and Executive Director Information
Services and Communication
Mr Stephen Jarvie, Corporate Governance and Planning Officer

S/16/037 Declarations of Interest

None.

S/16/038 Minutes of meeting held on 23 February 2017

The Minute of the meeting of 23 February 2017 was accepted as an accurate record.

S/16/039 Matters arising

a) S/16/028 Progress on Strategic Plan Development

The Chair noted that this would be covered under the agenda

b) S/16/030 Business Development Quarterly Report

The Chair reported that an updated report would be brought to a future meeting.

c) S/16/031 Student Association Report and Update on Operational Plan

The Chair noted that the requested revisions had taken place and were incorporated into the College Outcome Agreement.

S/16/040 Outcome Agreement 2017-20

The Associate Principal and Executive Director Information Services and Communication presented members with the updated Outcome Agreement for 2017-20. He highlighted the changes made to the document since the last meeting of the Committee.

The Student Association President noted that there was some additional information which he would contribute to the document which had arisen from the recent Student Association self-evaluation activity.

Members queried whether, owing to the uncertainty over College's ability to fund anticipated National Bargaining salary increases, the College was in a position to commit to the targets contained in the Outcome Agreement.

The Principal informed members that the College had undertaken a range of scenario planning activities to give assurance that the Outcome Agreement could be presented to the Board for approval. He also noted indications that the Scottish Government would be providing further information on funding to Colleges particularly in relation to the Spending Review.

Members requested that the College risk register be updated to reflect and capture the scenario planning undertaken by SMT.

The risk and mitigation should also be included in the cover paper to the Board of Management.

- a) Members recommended the Outcome Agreement to the Board of Management for approval

S/16/041 Student Association Activity Mar to May 2017

The Student President provided an update to members on the activity of the Student Association since the last meeting.

He confirmed that Board member approval had been received for the updated Student Association Constitution.

He highlighted that Student Association elections were underway and that the result would be sent to the Board once known.

He discussed the framework self-evaluation that the Student Association had conducted and outlined actions points arising from these.

He informed members that they were looking at setting up an advisory board for students and that participation from Board members would be welcomed. It was

agreed that he would provide the terms of reference to the Corporate Governance and Planning Officer for circulation once these were ready.

He outlined updates to the Student Association Operational Plan. It was suggested by members that targets be included for increased participation at a national level with NUS.

The Student Association Vice President discussed the continued positive update of mental health first aid training. It was agreed that an invite would be extended to Board members who may be interested in this training.

Members queried the reduction of class representative numbers.

The Student President outlined a number of actions which have been identified to ensure class reps are highlighted by lecturers during the induction phase and to ensure that identified class reps continue to stay engaged during their tenure.

Members suggested the College look at a transcript system similar to that in use across HE to list voluntary/other experience gained by students as this can enhance their CV's.

a) Members noted and commended the activity of the Student Association

S/16/042

Forth Valley College Policy Sector Briefing

The Principal provided members with a briefing document on sector developments, broken down into 8 key areas and outlining the actions being taken by the College.

He highlighted that this was the first time this type of briefing had been presented and sought suggestions on the content and layout of the document.

Members noted that the Board should discuss this matter at a strategic session to balance the internal and external view of the Board.

Members suggested that a distillation of sector developments, headlined by the appropriate College strategic objective, would be a welcome development. They also highlighted the need to either reduce sector specific jargon or provide context to allow Board members to be fully informed on the issues being presented.

Members also highlighted that time could be put aside at each Board meeting for specialist staff to provide a briefing on one of the strategic topics. This would allow the Board time to debate single issues and express their views on the direction to be taken by the College.

a) Members noted the content of the report

S/16/043 Strategic Planning

The Principal presented the draft Strategic Plan for consideration. He noted that this would be taken to the upcoming meeting of the Board of Management meeting as well as forming part of the Board strategic day in September.

He highlighted the extensive level of consultation with students and staff which had gone into developing the content of the plan and how the College intended to build on the mission statement of "Making Learning Work".

Members discussed the content of the document and provided a number of helpful suggestions on the design and layout of the plan.

- a) Members noted the content of the draft Strategic Plan

S/16/044 Stirling Workroom Development

The Associate Principal and Executive Director Information Services and Communication provided members with an overview of the developments which were scheduled to occur over the summer in relation to the Stirling Campus.

He noted that these developments were to allow live piloting of key design elements and technological developments intended for the new Falkirk Campus.

He discussed how the new design was intended to make more effective use of space and recognise and support the mobility of staff, particularly lecturing staff.

Members cited experience of similar projects in their organisations and identified issues which had arisen from these. They asked Senior Management to be alert to any changed or unusual patterns of behaviour of staff which could be indicative of reactions to the proposed changes.

Members noted the investment in new IT capabilities, queried whether there was a strategy for the whole College and when the Board might have sight of this. The Associate Principal and Executive Director Information Services and Communication confirmed that the IT developments were part of the College's new Creative Learning & Technologies Strategy, which was brought to the previous Strategic Development Committee meeting in draft, and that an implementation plan for this strategy would be brought to the Committee at an appropriate time in the process.

Members queried feedback received from staff on the proposed developments. The Associate Principal and Executive Director Information Services and Communication highlighted the extensive level of staff discussion, engagement and training which has been put in place.

- a) Members noted the content of the report
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S/16/045 Operational Plan Monitoring

The Associate Principal and Executive Director Information Services and Communication circulated a revised covering paper, noting that there had been an error with the originally issued paper.

He highlighted the areas classified as red or amber and briefed members on the move from ILA funding to ITA and the anticipated impact on students.

Members expressed concerns re the potential impacts and requested that further information be included in the Principal's sector briefing paper to ensure all Board members are made aware of the changes to elements of funding available to students.

a) Members noted the content of the report

S/16/046 Student Activity Report

The Associate Principal and Executive Director Information Services and Communication presented an update on current and anticipated student activity levels.

He highlighted issues with the level of full time applications. He noted that these appeared to be sector wide owing to a drop in unemployment, and pupils remaining longer at school. Overall, he reported that the College was in a healthy position and that, for the small number of courses facing challenges, additional resources in terms of marketing were being put in place.

Members noted that the recent strike action may have also led to a delay in fully processing applications/interview outcomes which may have a further positive effect.

a) Members noted the content of the report

S/16/047 Review of Risk

Members noted the risks in relation to –

- National Bargaining on Outcome Agreement achievement
- Changes to ILA funding

S/16/048 Any Other Competent Business

None

1. Purpose

To seek discussion and approval from members on the FVC Operational Plan for 2017/18.

2. Recommendation

That members discuss and approve the College's 2017/18 Operational Plan for recommendation to the full Board of Management for approval.

3. Background

The College's Operational Plan is a key component of our planning cycle underpinning the approved 2017-2022 Strategic Plan. Since the start of the year we have undertaken a comprehensive consultation with staff, students, Board members and Stakeholders which resulted in the Forth Valley College's Strategic Plan 2017-2022 and was approved by the Board in June 2017. The Strategic Plan clearly articulates the why and the what we intend to do over the five-year time period however we will require sequential and annual operational plans to define how we intend overtaking all our objectives. The first Operational Plan for 2017-18 is presented for discussion here. It should be noted that resourcing for each plan is achieved through the annual budgeting process.

4. Key Considerations

The Operational Plan 2017-18 has been developed with all SMT across the six Strategic Themes of the Strategic Plan, namely:

1. Creating a superb environment for learning
2. Cultivating a vibrant learning organisation where learners develop skills, achieve qualifications valued by industry and progress seamlessly
3. Instilling an energy and passion for our people, celebrating success and innovation
4. Leading as a business that is a champion for governance, financial control and balanced risk taking
5. Enhancing our position as the business and community partner of choice
6. Delivering a whole system approach. Simple, effective and consistent.

Appendix 1 shows the Operational Plan which uses the 19 strategic objectives from the five-year Plan as headlines in the Operational Plan 17-18. There are 46 Operational objectives for year one with ownership of the Strategic Theme through SMT with clear performance measures reported to SMT and the Strategic Development Committee on a quarterly basis. With reference to Appendix 2, the Operational Plan will directly influence the Departmental Operational Plans and then to individual staff PRD's.

5. Financial Implications

Please detail the financial implications of this item – Resourcing for the Operational Plan 17-18 is undertaken through the annual budgeting process.

6. Equalities

Assessment in Place? – No

If No, please explain why – The Operational Plan 2017 – 18 is a top level planning document and covers year 1 of the five-year Strategic Plan. OP 21 ensures we will ensure all activities reflect the key principles of equality and diversity to achieve an inclusive organisation.

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		

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

The Operational Plan is a key planning tool for the College and will dictate the direction of travel and resourcing requirement in order to overtake year one of the Strategic Plan 2017-22. Failure to have a plan in place will result in a scattergun of activity with no clear vision or direction.

Risk Owner – Ken Thomson

Action Owner – David Allison (reporting)
Stephen Jarvie (Author)

8. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes – through eFOCUS as an internal document and circulated to all Heads

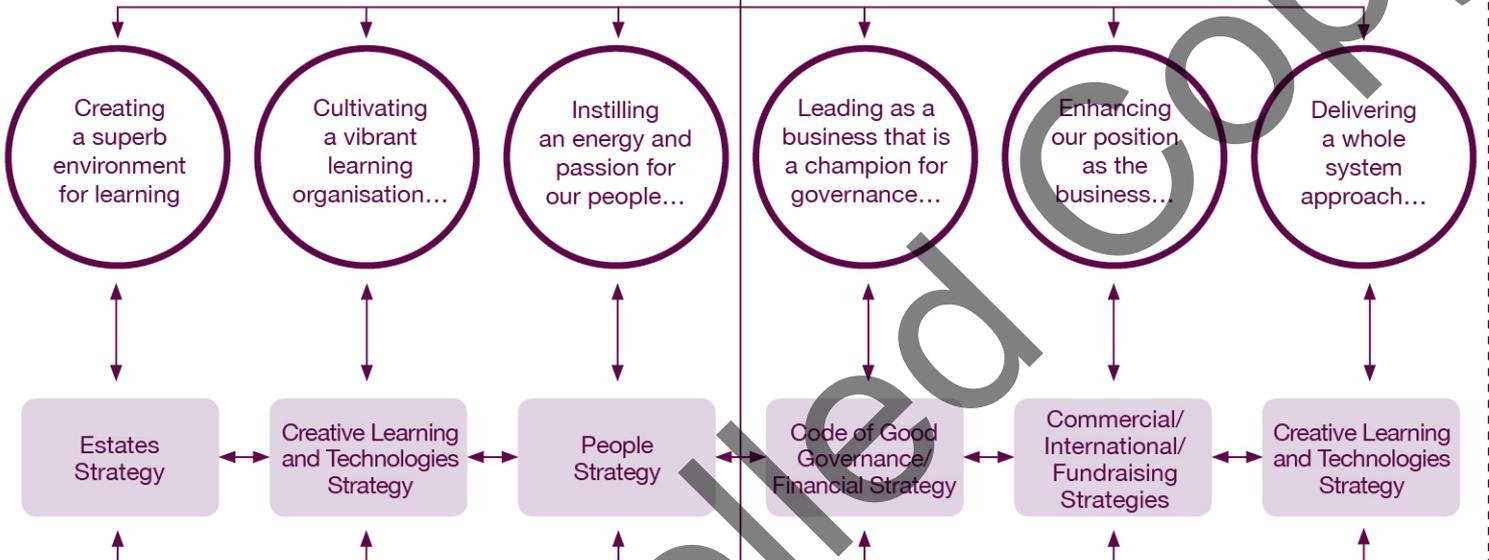
Health and Safety –No

Paper Author – Ken Thomson

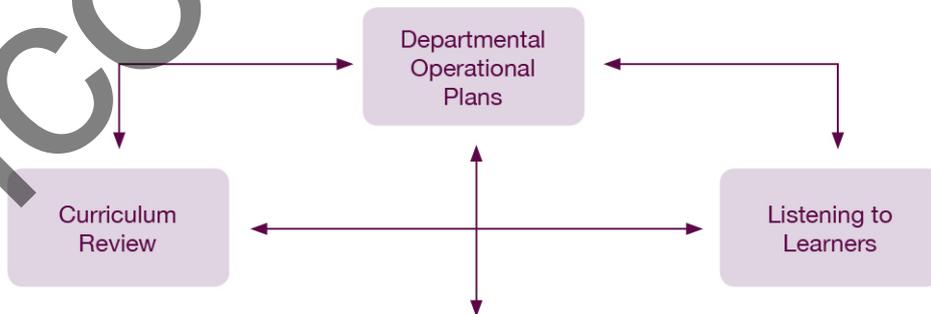
SMT Owner – Ken Thomson

HOW WE DELIVER OUR STRATEGIC PLAN

STRATEGIC PLAN 2017/22



ANNUAL COLLEGE OPERATIONAL PLANNING



INDIVIDUAL STAFF MEMBER PERFORMANCE REVIEW AND DEVELOPMENT PROCESS

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 Sep 2016 – Sep 2017.

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. Forth Valley College has published its Corporate Parenting Plan for 2017 – 22. This 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 Carers Centre's and NHS across Forth Valley to develop a strategy for raising awareness within our learning community of the support that is available.

Grant funding from the Integrated Care Fund was awarded to FVC in January 2017 – March 2018. This will enable the College to test a new approach to supporting mental health and wellbeing, not only in terms of enhancing our existing provision but also through the recruitment of a new fixed-term post of Wellbeing Support Officer. The focus of this role has been to work closely with colleagues to co-ordinate the provision of support – helping to identify potential problems before they escalate to a crisis point.

A request for Partnership Funding: Financial Change Requests from the Integrated Care Fund has been approved to provide additional 5 sessions of First Aid Mental Health Awareness Training. (100 student places). Curriculum Managers have been sent details of dates and times of the two-day training courses which their students can participate in. The first classes are scheduled for October 2017.

Counselling Hours have been increased from 9 hours per week to 13 hours per week due to demand on the service. The extra hours are being paid from the Integrated Care Fund, these hours were added to support demand for evening and holiday week sessions, as well as up to 3 additional sessions being offered to students who may need more time on counselling program.

4. Referrals

Data Breakdown

We have had 15 Child Protection referrals from September 2016 until September 2017.

11 of these students are still active, 1 is pending and 3 have withdrawn. 9 are from the Falkirk Campus, 5 from the Alloa Campus and 1 from the Stirling Campus. 14 are non-advanced courses, 1 is from the School Links. 8 are female and 7 are male.

None of these 15 referrals are connected to college staff. Procedures have proved robust and these cases have been taken forward through a multi-agency approach.

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.

On-line Safeguarding Training has been updated in line with Government Legislation.

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

1. Purpose

To seek Strategic Development Committee members' input into FVC's Evaluation Report and Enhancement Plan (EREP), which requires to be submitted to SFC and Education Scotland (ES) by 31 October.

2. Recommendation

That members comment on the contents of the report and satisfy themselves that it is an accurate reflection of Forth Valley College's performance.

3. Background

SFC and ES are implementing new arrangements for assuring and improving the quality of provision and services in Scotland's colleges. Colleges are now required to evaluate the quality of their own provision and services using the 12 quality indicators in the new *How Good is Our College* framework, and annually submit an EREP to SFC and ES for formal, independent endorsement. Following this endorsement, the EREPs will be published and will take the place of the former external review reports. The EREP also replaces the previous Outcome Agreement Self-evaluation Report and Annual Report on Institution-Led Review of Quality.

4. Key Considerations

The draft EREP (Appendix 1) is still very much work in progress and the intention of this paper is for SDC members to contribute to the report. Following SDC feedback, a final draft of the report will be prepared for presentation to ES and SFC at a formal pre-endorsement meeting on 9 October, prior to the report being presented to the college Board for approval on 26 October.

College EREPs are to be submitted to ES and SFC by 31 October. Following this, there will be a formal independent scrutiny and endorsement meeting in November, chaired by an independent HMI lead officer and attended by three/four college representatives, at which ES and SFC will formally decide whether or not to endorse the college's report. At this stage they may communicate to the college suggested amendments to the document, areas for development and main points for action. Colleges will be advised to amend and resubmit their EREP in light of comments received from ES and SFC.

In the event of ES not endorsing a college's EREP, SFC and ES will work together to take appropriate action. This action may include a schedule of intensive engagement activity to address identified needs. ES will present the final endorsement statements to the college Board and in December 2017, ES and SFC will publish college EREPs with accompanying endorsement statements on their websites.

SFC have issued guidelines for the content and structure of the report. They have said that they expect the report to be brief (around 15 pages) and suggest a single A4 side for each of the 12 Quality Indicators. As it stands, the draft report is therefore too long, however it has been deliberately left at this level of detail to aid understanding.

The *How good is our college* quality framework includes a list of challenge questions for each of the Quality Indicators. These questions have been included in the draft report in green at present, to help SDC to understand why specific points have been included, but will be removed from the final report. It is not necessary for all of these questions to be addressed in the report.

As part of the new process, colleges are required to grade themselves against each of the three key principles:

- Leadership and Quality Culture;
- Delivery of Learning and Services to Support Learning;
- Outcomes and Impact).

In this first round of reporting, colleges are not required to formally submit their grading outcomes with their reports and grades will not be published. However, colleges are required to discuss grading outcomes with their College HMIs and SFC OAMs during the endorsement process. The grade descriptions are provided for information in Appendix 2.

5. Financial Implications

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

6. Equalities

Assessment in Place? – 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	X	X
Low		
Very Low		

Please describe any risks associated with this paper and associated mitigating actions – As this is a new process for both colleges and ES/SFC there is some potential for reputational risk. To mitigate risk, the college has worked very closely with the College HMI, Karen Corbett to ensure as far as possible that FVCs EREP is accurately reflecting ES views of the college and meeting all ES/SFC requirements.

Risk Owner – Fiona Brown

Action Owner – Fiona Brown

8. 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 – This will be sent to SFC and Education Scotland

Paper Author – Fiona Brown

SMT Owner – Fiona Brown

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1. Purpose

To inform members on Student Association plans for 2017/18 and to provide an update on recent activity of FVSA.

2. Recommendation

That members note and comment on the operational plan and Student Association update.

3. Background

The Student Association have carried out a robust planning process to develop this operational plan, and have already carried out a high level of activity based on the plans made.

4. Key Considerations

The Student Association have retained the same format of Operational Plan as last year, and have developed new plans based on officer manifestos, outcomes of a self-evaluation activity against the NUS/sparqs framework and on identified best practice across College Student Associations.

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) – n/a

7. Risk

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

	Likelihood	Impact
Very High		
High		
Medium		
Low	x	x
Very Low		

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

Risk Owner – Alan Buchan

Action Owner – Alan Buchan

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 – Andrew Lawson

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Forth Valley Student Association

**Student Association
Update
*September 2017***

Last updated: 28 September 2017



Contents

Term 2017/18	2
Operational Plan.....	2
FVSA Advisory Group.....	2
Activities & Volunteer Coordinator	2
Campaigns	3
Student President.....	3
Vice President.....	3
The year to date	4
Events.....	4
NUS Lead and Change	4
FVC Erasmus+ Training.....	4
Sparqs: 'That's Quality' Colleges	5
Parliamentary Reception on Period Poverty	5
College Creative Learning Conference	5
NUS 'The Gathering'	5
Impact for Access Event @ Stirling University	5
Nurdle Hunting in Bo'ness.....	6
Scottish Government 15-24 Learner Journey Review Meeting.....	6
Freshers' Fair.....	6
Scottish Government Common Application Process Discussion.....	6

Meetings..... 7

August 7

 FVC Equality & Diversity Coordinator 7

 Stirling University Union 7

 NUS Scotland Plan of Work Visit 7

 Stirling University Environmental Development Coordinator 7

September 7

 FVC Campus Cycle Officer 7

 Forth Environment Link 7

 FVC Equality & Diversity Coordinator 8

 FVC Fairtrade Coordinator 8

 Business Development MA Meeting 8

 Chair Introduction Meeting 8

 Fife College Students Association 8

Appendices 9

 Appendix 1 – FVSA Operational Plan 9

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Term 2017/18

This year is already shaping up to be another successful year for the Student Association. There have been high levels of student engagement with our activities and events, and a high level of interest in the new voluntary executive positions. The FVSA team are working hard to build on this throughout the year to empower our students and to develop the next team of elected Sabbatical Officers.

All FVSA activity completed during the initial welcome period can be tracked on Facebook and Twitter via **#FVSAwelcome**.

FVSA will be promoting our activity throughout the year on Facebook and Twitter using **#FVSA17**.

Operational Plan

The FVSA Operational Plan is attached (appendix 1).

FVSA Advisory Group

The membership for the FVSA advisory group is now full, with the first meeting being planned for late October/ early November. The group will play a key role in helping FVSA to renew our College Partnership Agreement, as well as providing input to a new Strategic Plan.

Activities & Volunteer Coordinator

FVSA have successfully filled the new Activities & Volunteer Coordinator position. Elena Semple joined the team in early August, bringing a wealth of experience and connections from her time at City of Glasgow College as a student volunteer, and from her current role as NUS Scotland VP Communities. Elena has hit the ground running in developing a local support network for our liberation officers, engaging potential student volunteers and promoting student led clubs and societies.

Campaigns

Each of the elected officers have individual campaigns and projects which they will develop over the course of the year;

Student President

The Student President will be focusing on the development of the Student Association as a whole, supporting the Student Liaison Officer in improvements to the Class Rep system and additional online training to further develop skills developing and facilitating the advisory group, supporting the Activity & Volunteer Coordinator in developing the Executive and Liberation officers and improving students ability to hold the SA to account/shape the work of FVSA.

The Student President will also be engaging students on issues around timetables and local transport in order to identify ways to improve the affordability and accessibility for students at the College.

Vice President

The Vice President will be running campaigns on two key areas for the year ahead;

- **Mental Health Campaign “Health, it’s not just a physical thing!”**
This campaign will focus on student mental health with plans implemented based on information gathered last year during SMHFA sessions and stress survey results. The VP will continue to raise awareness of the prevalence of this issue, develop a network of support for students affected by mental health issues and work towards implementation of a mental health agreement between the college and FVSA.
- **Carers Campaign “Carers Can”**
This campaign will raise awareness of the carer role and understanding of the difficulties and barriers that this vulnerable group of students may be facing. The VP will facilitate a group for student carers to discuss personal experience and support each other. The campaign will use the lived experience of student carers to make recommendations on improvements to enhance service provisions and policies that directly impact upon this group to ensure accurate representation of needs and accessibility for all students.

The year to date

So far, FVSA have;

- Attended **12** Class Talks
- Hosted **16** information tables at enrolments
- Presented during the induction for all integrated degree programs at Stirling University.

The team have handed out a large number of promotional materials including;

- **500** FVSA guidebooks to students
- **1000** FVSA 'who we are' postcards
- **200** Clubs and Societies information postcards
- **1000** NUS Extra discount Card leaflets

Events

NUS Lead and Change

The student president attended the NUS 'lead & change' college officer training on the 10th & 11th of July at West Lothian College. The training offered further development for returning officers, opportunities to network and to hear the plans of the elected NUS officers for the year ahead.

The Student President has developed good communication links with colleagues at Edinburgh College SA, Scotland's Rural College SA and has been invited to visit North Lanarkshire College SA. There have already been opportunities to share practice following this event and the Student President has been invited to take part in a Mentoring Pilot for new student officers.

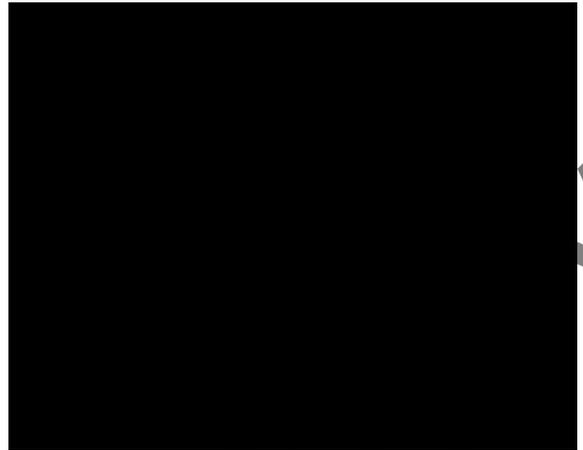
FVC Erasmus+ Training

Members of the FVSA team attended an Erasmus+ training session in the Falkirk campus on 2nd of August. The team heard about potential opportunities for FVC students and about the potential to fund projects around student mobility and developing international partnerships.

Sparqs: 'That's Quality' Colleges

Members of the FVSA team (pictured) attended 'That's Quality-Colleges' at City of Glasgow College Riverside Campus on 9th of August.

The event consisted of a panel discussion, with representatives from SFC, Education Scotland and NUS Scotland, and a number of workshops on how Student Associations can work with their College to improve quality, including Student Partnership Agreements, HGIOC arrangements, Engaging Apprentices, Data Use/Sharing, Gender Action Plans and Lead/Department Reps.



Parliamentary Reception on Period Poverty

The Activities and Volunteer coordinator was invited to attend this reception based on previous work on securing free menstrual products at Glasgow City College. The coordinator provided a student opinion on the issue and signposted to the work of Colleges around this issue.

College Creative Learning Conference

The Student President took part in the College Creative Learning Conference 'dragons den'. The President asked questions of the creative learning pitches from a student perspective. The event was a fantastic opportunity to hear staff talk about their ideas to improve learning and teaching across the College, and it was great to see how many of those were student focussed.

NUS 'The Gathering'



Members of the FVSA team (pictured) attended the NUS 'The Gathering Event' at Glasgow Caledonian University on 17th of August. The annual event promotes best practice and offers staff and elected officers' opportunities to network and hear about work to tackle issues facing students across Scotland.

Impact for Access Event @ Stirling University

The Student President attended the Impact for Access event at Stirling University to inform High School students from Falkirk and Braes High schools about life at College, and about his experience studying on the College integrated degree programmes.

Nurdle Hunting in Bo'ness

Members of the team attended a 'nurdle hunt' at Bo'ness and Kinneil nature reserve, alongside a group of Creative Industries students and lecturer Gail English.

Nurdles are small plastic pellets which are produced by the plastic industry, which are washed up on beaches across the world. There is a particularly high volume of nurdles deposited on the banks of the river Forth.



Scottish Government 15-24 Learner Journey Review Meeting

The Student President attended the session held at the FVC Stirling Campus on behalf of the Student Association.

Freshers' Fair

This year the Freshers' Fair was a Scottish theme. Exhibitors had tartan stalls, Scottish flags and the event even got a retweet from Sheena Easton!

The fair was busy across all three days, and initial feedback from exhibitors show that the Falkirk event was even busier than Stirling University Freshers.

FVSA raised £389.74 towards the Clubs and Societies fund.

Scottish Government Common Application Process Discussion

The Student President attended a discussion on potential changes to the College application process. This event was attended by student officers and staff from a number of Colleges and was held at Edinburgh College Sighthill Campus.

Meetings

August

FVC Equality & Diversity Coordinator

The FVSA team held an introductory meeting with Monica Medina, who is the new Equality & Diversity coordinator within the College. During the meeting we discussed opportunities to link in with Liberation officers and groups and gave an outline of awareness raising events that will be happening throughout the year.

Stirling University Union

The President and Vice President met with the President and Vice President Communities at our Stirling campus. We discussed opportunities to work in partnership around shared priorities including transport, sustainability and student safety.

NUS Scotland Plan of Work Visit

The NUS Scotland VP Education and a member of staff visited FVSA to discuss NUS Scotland's plan of work for the year, and to hear about the work of FVSA.

Stirling University Environmental Development Coordinator

The President and Student Liaison Officer met with Matt Woodthorpe to discuss their work on sustainability and Fairtrade. We received a tour of the green and blue space, the student garden and orchard. We discussed opportunities for FVC students to volunteer and develop skills in gardening and growing their own food.

September

FVC Campus Cycle Officer

FVSA held an introduction meeting for the new Cycle officer. We discussed partnership opportunities and arranged an opportunity to promote cycling through the officer having a table at Freshers.

Forth Environment Link

The Activities and Volunteer Coordinator and Student Liaison Officer held a meeting with David Gentles (former FVSA Vice President) at FEL regarding active travel and energy saving information for students. Forth Environment Link attended our Freshers Fair.

FVC Equality & Diversity Coordinator

The AVC met with the College Equality Coordinator to discuss potential partnership working between FVSA and the College Equalities team, via our elected Liberation officers and groups, and to identify community partners who can support the officers once they are in post.

FVC Fairtrade Coordinator

The President and Student Liaison Officer met with the College Fairtrade Coordinator to discuss the Fairtrade accreditation pilot scheme which FVSA and FVC are working on in partnership for the year ahead. The scheme will see a more robust accreditation scheme, with a stronger emphasis on partnership working being the College and Student Association.

Business Development MA Meeting

The President attended the business development meeting to discuss potential opportunities to engage with apprentices. Opportunities were identified to attend further meetings, and to include FVSA information in Apprentice induction materials.

Chair Introduction Meeting

The President and Vice President were invited to an introductory meeting with the Chair and the Principal over breakfast. The officers updated the chair on previous activity and the SA plans for the year ahead. The chair also visited the FVSA Falkirk office and met the staff members.

Fife College Students Association

The President and AVC visited Fife College Student Association to discuss a joint 'step count' challenge, and held discussions around setting up some shared working opportunities and developing our relationship to share best practice.

Appendices

Appendix 1 – FVSA Operational Plan

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Forth Valley Student Association

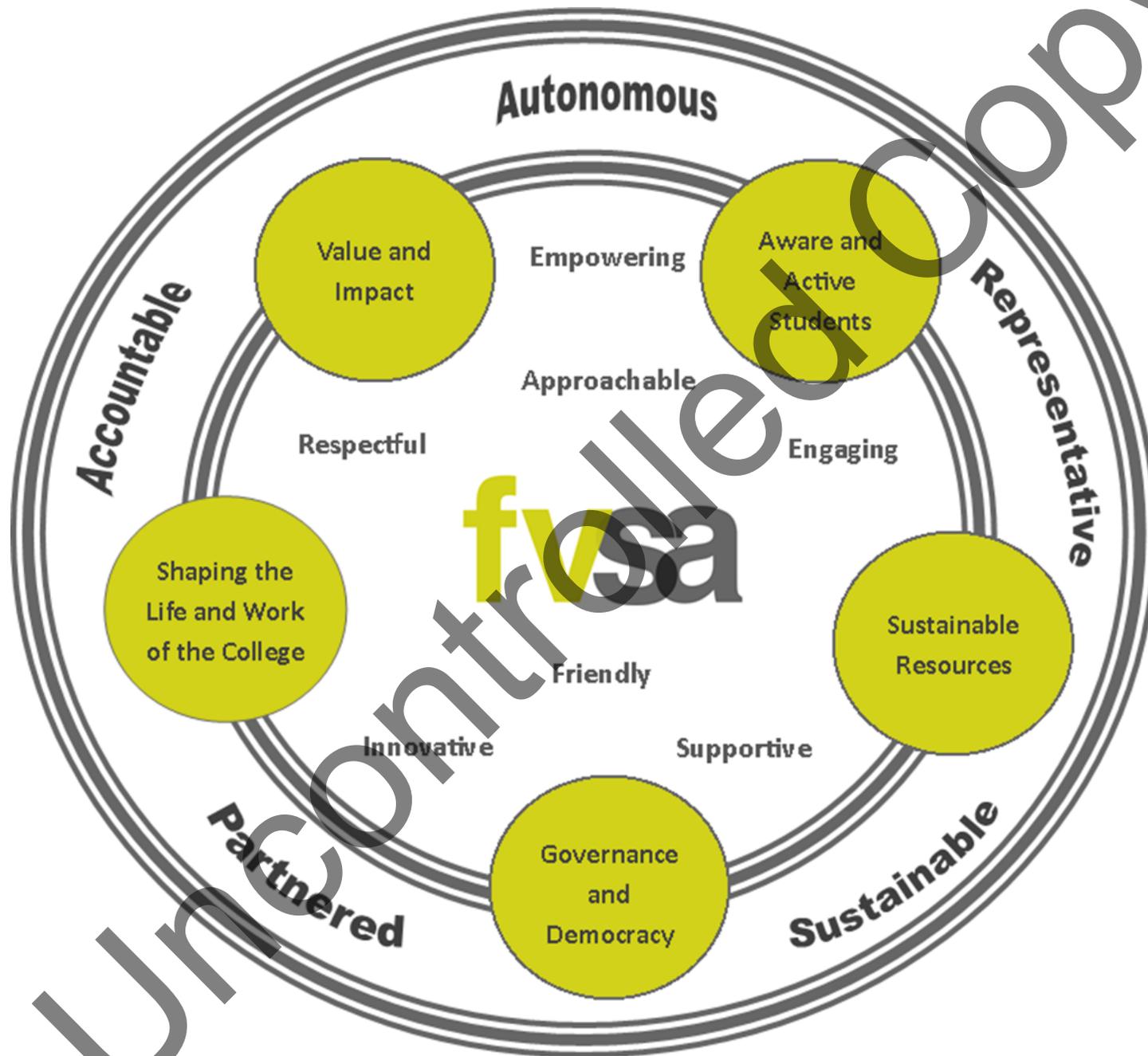
Operational Plan
Academic Year 2017/18

Last updated on: 29/09/17



Contents

Our Values.....	2
Operational Plan	3
Aware and Active Students.....	4
Value and Impact	5
Shaping the life and work of the College	6
Sustainable Resources	7
Governance and Democracy.....	8
Calendar of Events	9



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 2017/18 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 which are set out in our Strategic Plan;

- 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
Develop student led clubs & Societies in order to develop a sense of community across the college and tackle social isolation.	AVC	19/9/17	30/6/18	In progress	Clubs/socs in place for the year and accessing support from FVSA.
Review the current Class Rep system to improve training materials and resources for class reps to improve skills and increase engagement. .	President/SLO	1/7/17	30/4/18	In Progress	Updated training materials in place, review feedback from reps on training process and the relevance of training/further training required.
Develop a Department Rep system in order to develop future student leaders and bridge the skills/knowledge gap between class reps and elected Sabbatical Officers.	President/SLO	1/7/17	30/6/18	In Progress	Develop one year Pilot scheme for dept. reps, and develop training materials. Review experience at end of year. This will be carried forward into a multi-year plan
Develop a Communications and Engagement Plan, in order to monitor and improve how FVSA communicates and engages with students.	All Team	1/7/17	18/7/17	Complete	Formal Communication/Engagement Plan in Place, reviewed at the end of session 17/18 which will form a communication and engagement strategy.

Value and Impact

Objective	Assigned To	Start date	Due Date	Status	Update/Evidence
Developing support for students through implementing liberation groups.	AVC/ Liberation Officers	1/8/17	30/6/18	In Progress	<ul style="list-style-type: none"> Self-evaluation Work plans
Collaborate with Student Services in order to engage student's pre entry, promote FVSA and identify the needs of incoming students.	President	1/10/17	30/6/18	Not Started	Plans in place for the year ahead, develop pre entry information and attend pre entry events in Summer 2018.
To work with both students and the College to develop the FVSA Strategic Plan (July 2018 – June 2020), in order to ensure students are driving the work of FVSA, and that the College are able to support the development of FVSA throughout the plan.	All team	1/1/18	30/6/18	Not Started	<ul style="list-style-type: none"> Hold focus Groups with students/advisory group/SMT Develop plans in line with College strategic direction. Pass completed plan onto incoming officer team to publish.
Update Student Contact Database to be able to better track student enquiries to increase contact with students to help them shape the work of FVSA.	Admin Assistant	1/7/17	18/8/17	Complete	<ul style="list-style-type: none"> Update database review functionality train FVSA team on use

Shaping the life and work of the College

Objective	Assigned To	Start date	Due Date	Status	Update/Evidence
To increase support and awareness for young carers/carers throughout Forth Valley College by organising a student carers campaign.	VP	1/7/17	30/6/18	In Progress	<ul style="list-style-type: none"> • Effective policy in place • Carers Charter • Carers Pass • 'C' on registers denoting student Carers • Carers identified during induction/registration • Student Carers Report produced to evidence support requirements.
Develop a Mental Health Agreement between FVSA and FVC in order to improve support for students experiencing mental ill health.	VP	1/7/17	19/1/18	In Progress	<ul style="list-style-type: none"> • Mental health partnership agreement • Report produced on work carried out over the academic term 2017/18 and student feedback gathered through SMHFA training/events.
To work with the College and students who require earlier access to timetables to plan improvements to the current process.	President	1/8/17	30/6/18	In Progress	Set out plans for improvement, and review success through student/staff feedback.
To improve the sustainability of the Healthy Body Healthy Mind Committee in order to secure a long term commitment between the College and FVSA.	VP	5/9/17	17/4/18	In Progress	<ul style="list-style-type: none"> • Strategic Plan in place • Chair in place for session 18/19

Sustainable Resources

Objective	Assigned To	Start date	Due Date	Status	Update/Evidence
Secure appropriate funding for FVSA before current funding runs out in order to promote sustainability of FVSA and allow for development.	President/SLO	01/8/17	30/1/18	In Progress	Gather evidence in support of funding ahead of submitting a funding proposal to FVC Foundation.
To start a clubs/societies/sports fund, in order to develop a sustainable base for clubs to grow in line with the demands of students.	AVC/SLO	1/8/17	30/6/18	In Progress	Set up fund/process for allocation of funds to clubs/socs/teams. Identify ways to develop sustainable income to the fund.
Develop a multi-year plan to reduce carbon footprint of FVSA in order to promote environmental responsibility.	SLO	1/8/17	30/6/18	In Progress	Set targets to reduce travel/printing and monitor success in line with FVSA strategic plan.

Governance and Democracy

Objective	Assigned To	Start date	Due Date	Status	Update/Evidence
Pilot a new class rep training program which extends throughout the year via online training in order to improve the development of class reps and maintain engagement.	SLO	01/7/17	1/4/18	In Progress	Measure success via participation levels and feedback on the training materials/content.
Implement elections for executive/liberation roles in order to improve democratic representation within FVSA.	SLO	1/7/17	22/12/17	In Progress	Executive committee roles filled and elected officers engaging with FVSA decision making processes.
Develop training for students on submitting motions at student council in order to improve the ability of students to shape the work of FVSA.	AVC	1/8/17	1/10/17	In Progress	Materials in place for students, FVSA will monitor student engagement with putting forward motions.
Review all SA materials and promote accountability of Officers to students in order to ensure students are able to influence the work of FVSA and hold elected officers to account.	SLO/President	1/7/17	30/11/17	In Progress	Materials in place and students supported in holding elected officers to account.
To set up an advisory group in order to provide strategic direction and support to the Students' Association and ensure that it is able to develop effectively in line with the <i>Framework for the Development of Strong & Effective College Students' Associations in Scotland</i> .	President	1/7/17	29/9/17	Complete	Group membership filled and meetings held, input to FVSA Strategic Plan.

Calendar of Events

Block 1 (August - December 2017)

Event	Date	Campus
Fresher's Fayre	19 th September 2017	Falkirk
	20 th September 2017	Stirling
	21 st September 2017	Alloa
Class Rep Training	17 th , 18 th & 19 th October 2017	Falkirk
	24 th & 25 th October 2017	Stirling
	26 th & 27 th October 2017	Alloa
Executive/Liberation Elections	October/November	All
1 st Student Council Meeting	20 th November 2017	Alloa
	22 nd November 2017	Stirling
	24 th November 2017	Falkirk
16 Days of Action	25 th November 2017 - 10 th December 2017	All

Block 2 (January - June 2018)

Event	Date	Campus
Re-Fresher's Fayre (Including HBHM Event)	6 th February 2018	Stirling
	7 th February 2018	Alloa
	8 th February 2018	Falkirk
Class Rep Training	20 th February 2018	Falkirk
	21 st February 2018	Alloa
	22 nd February 2018	Stirling
No Smoking Day	14 th March 2018	All
Student Association Elections	March/April 2018	All
2 nd Student Council Meeting	18 th April 2018	Alloa
	19 th April 2018	Falkirk
	20 th April 2018	Stirling

1. Purpose

To update Strategic Development Committee members on Student Activity for Session 2016/17 and provide an early report on recruitment for Session 2017/18.

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 2016/17, and provides an early update on 2017/18 recruitment, and progress towards our 2017/18 activity target.

4. Key Considerations

Session 2016/17 Progress towards our Credits Target

As a result of our August intake full time enrolments being short of target, along with students being transferred from credit bearing HND courses to non-credit-bearing HEI courses, we identified early that there would be a Credit shortfall. Figure 1 shows that we have met our activity target for 2016/17.

Figure 1 – Credits Delivery for Session 2016/17

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

Credits Mode of Attendance	Current Credits
Full Time	51,638
Part Time	19,819
Evening	2,577
Assessment of Work Based Learning	9,377
Flexible/Distance Learning	2,885
Total	86,296

Session 2017/18 Full Time Recruitment

Figure 2 shows that although applications received are exceeding our recruitment targets, the number of places offered to suitable candidates is below target, and the number of students currently converting to enrolment is also below target. The trend is fairly consistent across both FE and HE, and across Departments, with only Access & Progression and Care, Health & Sport currently meeting targets. Recruitment for most courses is still open, and we are still actively recruiting. 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 – Full Time Recruitment Summary

Level	Department	Target	Applications	Offers	Enrolments	Variance	% Variance
FE	Access & Progression	205	434	212	214	9	4%
	Applied Science, Maths & Mechanical Engineering	176	278	113	162	-14	-8%
	Business	182	364	159	141	-41	-23%
	Creative Industries	279	564	254	247	-32	-11%
	Construction	144	331	126	112	-32	-22%
	Care, Health & Sport	334	1,130	356	346	12	4%
	Electrical Instrumentation & Chemical Engineering	142	161	59	134	-8	-6%
	Hospitality & Salon Services	371	885	387	341	-30	-8%
FE Total		1,833	4,147	1,666	1,697	-136	-7%
HE	Access & Progression	18	37	22	22	4	22%
	Applied Science, Maths & Mechanical Engineering	164	339	133	128	-36	-22%
	Business	306	590	290	275	-31	-10%
	Creative Industries	438	897	391	380	-58	-13%
	Construction	92	104	67	64	-28	-30%
	Care, Health & Sport	255	676	252	257	2	1%
	Electrical Instrumentation & Chemical Engineering	136	222	102	103	-33	-24%
	Hospitality & Salon Services	121	255	128	118	-3	-2%
HE Total		1,530	3,120	1,385	1,347	-183	-12%
Overall		3,363	7,267	3,051	3,044	-319	-9%

Figure 3 shows a comparison of full time enrolments at the same point last year, and is probably more helpful in understanding movement in our recruitment. Last session we witnessed a drop in our full time HE recruitment, and although figures overall have stabilised we have offered additional places within Care this Session, and without these we would have seen a further drop. What we have also seen this year is a drop in demand for our full time FE courses. In particular we normally witness a late surge in applications, predominantly for Business and Construction, which this year hasn't materialised. Anecdotally, more potential college students are staying on at school, and with the economy showing signs of recovery this may signal a movement in College recruitment from full time study to other modes of study, as we have seen in the past. Similar to last year we have also seen students with offers at HE level not converting to enrolment, as they have been offered a place at university. Included within our HE figures are associated students through our Integrated Degree Programmes with the University of Stirling and linked programmes with Heriot Watt and Strathclyde, which have also faced recruitment challenges.

Figure 3 – Full time enrolment Session comparison

Level	Department	Enrolments 16/17 as at 21/09/16	Enrolments 17/18	Variance	% Variance
FE	Access & Progression	214	214	0	0%
	Applied Science, Maths & Mechanical Engineering	170	162	-8	-5%
	Business	176	141	-35	-20%
	Creative Industries	251	247	-4	-2%
	Construction	133	112	-21	-16%
	Care, Health & Sport	322	346	24	7%
	Electrical Instrumentation & Chemical Engineering	133	134	1	1%
	Hospitality & Salon Services	347	341	-6	-2%
FE Total		1,746	1,697	-49	-3%
HE	Access & Progression	17	22	5	29%
	Applied Science, Maths & Mechanical Engineering	121	128	7	6%
	Business	304	275	-29	-10%
	Creative Industries	414	380	-34	-8%
	Construction	43	64	21	49%
	Care, Health & Sport	174	257	83	48%
	Electrical Instrumentation & Chemical Engineering	129	103	-26	-20%
	Hospitality & Salon Services	111	118	7	6%
HE Total		1,313	1,347	34	3%
Overall		3,059	3,044	-15	0%

Figure 4 shows overall recruitment for this session compared to last session at this point. Overall, enrolments have increased by 9%, with all modes of attendance other than full time showing an increase. There may be elements of timing in these figures, however we have witnessed a marked increase in enrolment numbers for our evening provision, both through our website, and through information evenings.

Figure 4 – Session enrolment comparison by mode of attendance

Mode of Attendance	Enrolments 16/17 as at 21/09/16	Enrolments 17/18	Variance	% Variance
Full Time	3,059	3,044	-15	0%
Part Time	2,068	2,288	220	11%
Evening	546	801	255	47%
Assessment of Work Based Learning	423	440	17	4%
Flexible/Distance Learning	255	319	64	25%
Total	6,351	6,892	541	9%

Session 2017/18 Progress towards our Activity Target

Our overall Credits target has increased by 663 due to an allocation of additional Credits to meet the need for more trained Child Care staff to meet the Government's commitments in this area, with this allocation coming after our Curriculum Review process.

Significant progress has been made towards our overall Credits target, however the current estimate is that we currently still have a Credits gap of approximately 4,200 Credits, based on current delivery and planned delivery, as per Figure 5. This is a result of full time enrolments being below target. Our Credits target was also increased by 663 Credits to deliver additional Care provision.

Our Business Development Department are currently bidding for a contract with a private care provider to deliver Social Services and Health Care SVQ Provision, and if we are successful this could deliver upwards of 600 Credits. In our last 2 Sessions we have also delivered introductory courses for our new intake, which has contributed approximately 1,000 Credits. Both of which are not included within the figures presented in Figure 5. Work is ongoing from Departments and SMT to identify additional provision to ensure we close this gap, and deliver to our Activity target.

Figure 6 shows a comparison of this session with last session at this time by way of comparison, which shows that we are just over 1,200 Credits better off this session than last year at this time.

Figure 5 – Credits 2017/18

Credits Allocation	Total
Core Grant	83,984
ESF	2,230
Additional Care Credits	663
WSUMs Target	86,877

Credits Mode of Attendance	Current Credits	Estimated Credits	Total Credits
Full Time	46,996	3,678	50,674
Part Time	14,340	5,028	19,368
Evening	2,386	740	3,126
Assessment of Work Based Learning	1,809	3,300	5,109
Flexible/Distance Learning	874	3,450	4,324
Total	66,405	16,196	82,601

Figure 6 – Credits Comparison

Mode of Attendance	Credits 2016/17 as at 22/9/16	Credits 2017/18	Variance	% Variance
Full Time	47,232	46,996	-236	0%
Part Time	13,825	14,340	515	4%
Evening	1,784	2,386	602	34%
Assessment of Work Based Learning	1,656	1,809	153	9%
Flexible/Distance Learning	680	874	194	29%
Total	65,177	66,405	1,228	2%

5. Financial Implications

Please detail the financial implications of this item – There is potential for SFC to claw-back funding if the College does not achieve its activity target.

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) – 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 – There is a risk of financial claw-back if the College doesn't achieve its Activity Target. The College's SMT will closely monitor progress against our Activity target, and our teaching Departments are developing proposals, to ensure that the target is met.

Risk Owner – David Allison

Action Owner – David Allison

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

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Dear Chairs and Principals (copied to Board Secretaries and Principals PAs)

Please see below Issue 123 of our Policy Briefing Note.

We would be grateful if you could share the note with your senior management teams and board member colleagues or if you would like additional names added to the circulation list, please let us know.

Regards

Colleges Scotland

Tel: 01786 892100

Policy Briefing Note: Issue 123 – Friday 22 September 2017

1. **College Contribution to Economy**

Colleges Scotland's Parliamentary Reception

A reminder that the Parliamentary Reception takes place on **Tuesday 26 September 2017** in the Garden Lobby of The Scottish Parliament. A keynote address will be provided by the Deputy First Minister and Cabinet Secretary for Education and Skills, John Swinney MSP and there will be 18 college showcases from all 13 regions. We are anticipating attendance of around 250 people. If you haven't already done so, please register your attendance by emailing policy@collegesscotland.ac.uk.

Fraser of Allander Institute – The Value of College Graduates to the Scottish Economy

Colleges Scotland has been working closely with the Fraser of Allander Institute on a new study which demonstrates the long-term value to the Scottish economy from graduates of Scotland's colleges. The study will be launched on **Wednesday 27 September 2017**, with an overview being provided at the Colleges Scotland Parliamentary Reception.

SNP Conference

Colleges Scotland will be holding a Fringe Event at this year's SNP Conference on **Monday 9 October 2017** at the SECC, Glasgow. The theme will be *The Value of College Graduates to the Scottish Economy* and there will be a panel discussion on the Fraser of Allander report. Further details will be available in due course.

Prevent Network Message

Following the recent events in London, the Prevent Network is reminding members of the following safety advice:

- Remain vigilant and report any suspicious activity to the police by telephoning 101, or in an emergency always dial 999. The confidential Anti-Terrorist Hotline can also be contacted by telephoning 0800 789321.
- Look out for and report any suspicious activity. Suspicious activity is anything that seems out of place, unusual or just doesn't seem to fit in with day-to-day life. It may be nothing, but if you see or hear anything that could be terrorist related trust your instincts and call us.

All information passed to the police through the Anti-Terrorist Hotline is treated in the strictest of confidence. It is thoroughly analysed and researched by experienced officers before, and if, any police action is taken. For further information about keeping safe, visit www.scotland.police.uk/keep-safe.

Colleges Scotland Board Planning Day

The Colleges Scotland board held a strategic planning session on Monday 18 September 2017 in Stirling. There was a review of activity over the last 12 months followed by a session looking forward in terms of positioning the sector.

College Principals' Residential

The College Principals' Residential took place on Tuesday 12 and Wednesday 13 September 2017 at the Apex City Quay Hotel & Spa, Dundee where two days were spent on identifying key priorities, and considering what success looks like and how we can achieve this as a sector.

Convention of Scottish Local Authorities (COSLA) Meeting

Colleges Scotland recently held a Strategic Dialogue with COSLA. Representatives from the Senior Management Teams of both organisations met to discuss areas of common interest. These areas included ensuring that the policy aims of both the Learner Journey Review and the School Governance Next Steps were aligned, that the Local Outcome Improvement Plans required to be developed by Community Planning Partnerships and college Regional Outcome Agreements complemented each other, and established links between the appropriate policy staff for further discussions. The meeting was also an opportunity for Ken Milroy, Chair, Colleges Scotland, to meet Sally Loudon, Chief Executive, COSLA.

2. Parliament

Public Audit and Post-Legislative Scrutiny Committee

The committee met on Thursday 14 September 2017 to take evidence from the Scottish Government, Scottish Funding Council (SFC) and Colleges Scotland on the *Scotland's Colleges 2017* report by Audit Scotland. The [Official Report](#) is now available and you can [watch a recording](#) online.

Equalities and Human Rights Committee

Colleges Scotland will be giving evidence to the committee as part of its Stage 1 scrutiny of the Gender Representation on Public Boards (Scotland) Bill on **Thursday 28 September 2017**. Ken Milroy, Chair of the Good Governance Steering Group will give oral evidence on behalf of the sector at this meeting. The agenda and meeting papers are now available [online](#).

Cross Party Group on Colleges and Universities

The next meeting of the Cross Party Group on Colleges and Universities takes place on **Wednesday 4 October 2017** in Committee Room 1 of the Scottish Parliament. The topic for the meeting *Enterprise and Entrepreneurship*. If you or a colleague would be interested in presenting at this meeting, please [email Joanne Buchan](#) by **Monday 25 September 2017**. To attend this meeting please [email Boab Thomson](#) at Universities Scotland.

Proposed Sanitary Products (Free Provision) (Scotland) Bill Consultation

A reminder that Colleges Scotland is preparing a sector response to the [consultation](#) on the Proposed Sanitary Products (Free Provision) (Scotland) Bill (deadline for submissions is **Friday 8 December 2017**). We would be grateful if you could share your views or your own college responses; please email policy@collegesscotland.ac.uk.

The recent consultations we have responded to are available to view on our [website](#) for information.

3. Funding

National Bargaining

The Scottish Government's Lessons Learned Review took place on Thursday 21 September 2017. The NJNC scheduled for that date was postponed; the new date proposed for this is **Thursday 5 October 2017**.

The next meeting of the NJNC Job Evaluation Working Group is scheduled for **Tuesday 26 September 2017**.

SFC Publications

The SFC is scheduled to publish two reports on **Tuesday 26 September 2017** - *College Leavers Destinations 2015-16* and the *SFC report on Widening Access 2015-16*.

SFC Website

The SFC has now launched its new website at www.sfc.ac.uk. The content remains the same but the presentation and navigation has been improved to ensure it is more user friendly.

SFC Regional Access Events

A reminder that the SFC is holding a series of events for informal discussion and consultation on its regional access policies. The next events are:

- Central – Tuesday 26 September 2017 (1000-1330) at the University of Stirling
- South East – Tuesday 3 October 2017 (1000-1330) at West Lothian College
- Highlands & Islands – Tuesday 24 October 2017 (1145-1440) at Craigmonie Hotel Inverness.

For further information on these events and to register, please visit the [SFC website](http://www.sfc.ac.uk).

Key Information/Events/Dates

International Digital Education Symposium

A reminder that City of Glasgow College is holding its second International Education Symposium on **Tuesday 3 October 2017** (0900-1700) at the City Campus, Cathedral Street, Glasgow. With a focus this year on digital learning and the student experience, the Symposium will bring together policy makers, senior practitioners, industry leaders and academics from across sectors. It will explore the impact of the unprecedented pace of technological change on learning and the future employability of our students. There will be panel-led debates and presentations featuring key speakers, including:

- Anders Flodström, Education Director, EIT Digital
- Gillian Docherty, Chief Executive Officer, The Data Lab
- Melissa Highton, Assistant Principal, University of Edinburgh
- Polly Purvis, CEO ScotlandIS.

View further details and register [online](#).

Energy Skills Partnership (ESP) Newsletter

ESP has published the September 2017 edition of its newsletter. A copy is attached for information.

Scottish Business Resilience Centre – Cyber Crime Newsletter

For information, please find attached the latest edition of "The Business Advisor". This edition focuses on Cyber-Crime support tools and Cyber Essentials.

Audit Scotland Technical Bulletin

Audit Scotland has now published [Technical bulletin 2017/3](#). The further education chapter starts on p21.

Dates

- **Fraser of Allander Institute: Scotland's Budget 2017 – Breakfast Briefing** – Tuesday 26 September 2017 at Morton Fraser Lawyers, Edinburgh. [Book online](#).
- **SQA Star Awards Ceremony 2017** - Friday 3 November 2017 in The Assembly Rooms, Edinburgh.
- **Holyrood's Staying The Course: Support and Retention in Further Education Conference** – Tuesday 14 November 2017 in Edinburgh. [Book online](#).
- **European Vocational Skills Week** – Monday 20 November 2017 – Friday 24 November 2017.
- **CDN College Awards** – Thursday 23 November 2017 at the Glasgow Hilton Hotel. [Book online](#).
- **Edutech – Post 16 conference** on Thursday 30 November 2017, Glasgow.
- **Scotland Policy Conferences – Next Steps for Apprenticeships and Skills Development in Scotland** – Wednesday 6 December 2017 in Edinburgh. [Book online](#).

Upcoming Key Meetings

- **Parliamentary Reception** – 1800-2000 on Tuesday 26 September 2017 at The Scottish Parliament, Edinburgh
- **Funding and Finance Committee** – 1200-1400 on Wednesday 27 September 2017 at Argyll Court, Stirling
- **College Principals' Group** – 1000-1400 on Monday 2 October 2017 at Argyll Court, Stirling
- **Good Governance Steering Group** – Tuesday 3 October 2017 at EIS Office, Edinburgh
- **Audit Committee** – 1300-1500 on Monday 23 October 2017 at Argyll Court, Stirling

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CYBER-CRIME

Follow-Up Edition



IN THIS ISSUE

How To Prevent Cyber Crime - 7 simple steps

Cyber-security Information Sharing Partnership (CiSP)

Cyber Essentials

How To Prevent Cyber Crime - 7 simple steps

Cybercrime prevention can be straight-forward - when armed with a little technical advice and common sense, many attacks can be avoided. In general, online criminals are trying to make their money as quickly and easily as possible. The more difficult you make their job, the more likely they are to leave you alone and move on to an easier target. The bullet points below provide basic information on how you can prevent online fraud;

- Keep your computer current with the latest patches and updates.
- Make sure your computer is configured securely.
- Choose strong passwords and keep them safe.
- Protect your computer with security software.
- Protect your personal information.
- Online offers that look too good to be true usually are.
- Review bank and credit card statements regularly.

"The cyber threat does not become a managed organisational risk until it is understood. Good situational awareness is key to managing this risk."



Cyber-security Information Sharing Partnership (CiSP)

CiSP is a joint industry and government scheme based in the National Cyber Security Centre (NCSC) designed to deliver situational awareness to its members and encourage the sharing of information on cyber risk to enable others to adopt appropriate mitigation. CiSP is a secure social networking platform that enables its members to receive enriched cyber threat and vulnerability information and exchange information on threats and vulnerabilities as they occur in real time.

Who is CiSP for?

CiSP is funded by the UK Government through the National Cyber Security Programme and is offered as a free service and is primarily aimed at organisations who manage IT networks in the UK.

CISP PRODUCTS

CiSP produces a wide range of products to cater for organisations at all levels of cyber maturity. These include, but are not limited to:

- > Alerts and Advisories, including from national and international partners
- > Best practice and guidance documents on common themes
- > Quarterly Reports on threat trends
- > Malware and phishing email analysis

CISP BENEFITS

- > Engagement with industry and government counterparts in a secure environment
- > Early warning of cyber threats
- > Ability to learn from experiences, mistakes and successes of others and seek advice
- > An improved ability to protect your organisation's network
- > Access to subject or sector specific content - including vulnerabilities, latest incidents and exercising
- > Access to free network reporting tools to help protect organisational security.
- > Improved cyber situational awareness at no costs to your organisation.

FURTHER INFORMATION

For further information on CiSP and how to join visit

<https://www.ncsc.gov.uk/cisp> or alternatively contact Graham Bye, Scottish CiSP Co-ordinator graham.bye@sbrcentre.co.uk

Cyber Essentials

The Cyber Essentials Scheme is a Government backed baseline standard in cyber security enabling businesses to demonstrate that they both understand and address the cyber risks.

Cyber criminals are after your money, your data, your customers data and your intellectual property. With the EU General Data Privacy Regulation due to take effect in April 2018 holding Cyber Essentials Scheme Certification will go some way to demonstrating that your organisation has taken appropriate steps to prevent data breaches. If you haven't taken steps to protect yourself, take action now. It's easy to get good, basic protection in place with Cyber Essentials.

Cyber-attacks cost organisations like yours thousands of pounds and cause lengthy periods of disruption. Do you have a plan for what you would do if your customer database was stolen, your website was forced offline, or you couldn't access your email or business critical data? Cyber criminals don't just attack banks and large companies - they target any organisation which isn't properly protected, even small businesses.

The majority of cyber-attacks exploit basic weaknesses in your IT systems and software. Cyber Essentials shows you how to address those basics and prevent the most common attacks. The scheme is designed by Government to make it easy for you to protect yourself.

The Cyber Essentials documents are FREE to download and any organisation can use them to put essential security controls in place. However, applying for a Cyber Essentials certificate will provide independent assurance that you have the protections correctly in place. You will also be able to display the Cyber Essentials badge to demonstrate to customers, partners and clients that you take cyber security seriously – boosting reputations and providing a competitive selling point.

"Cyber criminals don't just attack banks and large companies - they target any organisation which isn't properly protected, even small businesses."

THERE ARE TWO LEVELS OF BADGES THAT YOUR ORGANISATION CAN APPLY FOR:

CYBER ESSENTIALS

Requires the organisation to complete a self-assessment questionnaire, with responses independently reviewed by an external certifying body.

CYBER ESSENTIALS PLUS

This covers the same requirements as Cyber Essentials but tests of the systems are carried out by an external certifying body, using a range of tools and techniques.





ESP HAVE MOVED!

ESP have recently moved to new office premises and you can now find us in Unit 11, Beta Centre, Stirling University Innovation Park, Stirling FK9 4NF.

www.esp-scotland.ac.uk info@esp-scotland.ac.uk



UPDATE



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CONTENTS

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Erasmus+



BIM AND ENERGY EFFICIENCY

On 8th June 2017 ESP and international partners held a multiplier event in Fife college to allow colleges, partner representatives and external stakeholders to meet and exchange information about their professional practices in digital skills to foster the uptake of technologies that are relevant to energy efficiency in buildings (use BIM tools).

The multiplier dissemination event disseminated was attended by 57 Academic Representatives and 37 Industry representatives.

Also attending were guests from the European consortium which consists of academia and construction professionals from France, Italy, Portugal and Estonia.



Welcome to ESP's September 2017 newsletter. We would like to take this opportunity to thank you for your ongoing support.

If any of your colleagues would like to be included on our distribution list or you wish to be removed, please contact: info@esp-scotland.ac.uk



On 13 June 2017 ESP hosted the Big Bang Scotland Fair at Perth College UHI's Academy for Sport and Wellbeing. With the aim to inspire young people from schools across Scotland to consider a career in Science, Technology, Engineering and Maths (STEM) related roles, the event welcomed 535 school pupils from 37 schools across Scotland with an equal gender split.



The event which was sponsored by EngineeringUK and ScottishPower was a huge success with 41 employers, education and training organisations and professional bodies showcasing 48 STEM activities, careers advice and careers presentations at the event.



34 teams took to the starting line of the Bloodhound Scotland Final with first place won by Tain Royal Academy's 'Wobble Wheel' car reaching an impressive 53.43mph, winning £1,000 for their school sponsored by Microsoft. Second and third place went to Eyemouth High School and Hawick High School. St Ninians High School took the prize for best team work on the day.



IMMERSIVE hybrid reality

On June 15th 2017 the (iHR) laboratory at the Rosyth Campus of Fife College was officially opened by Scottish Government Minister for Further Education, Higher Education and Science, Shirley-Anne Somerville MSP.

The Lab will enable students to enhance their training and development and conduct virtual inspections of an offshore wind turbine, based on ORE Catapult's Levenmouth Demonstration Turbine.

The iHR system has been developed by the Energy Skills Partnership, Heriot-Watt University and Animmersion UK, in partnership with the Offshore Renewable Energy Catapult.

Shirley-Anne Somerville said: *"I am delighted to announce £50,000 of funding to the Energy Skills Partnership to continue and expand their excellent work"*.

Director of the Energy Skills Partnership, Jim Brown, said *"With 25% of Europe's total offshore wind resource, Scotland has a tremendous opportunity to develop the skills and expertise to design, install and maintain the energy industries of tomorrow"*.



STEM AMBASSADOR TRAINING



All ESP Staff members recently became certified STEM Ambassadors thanks to an induction and presentation given by Kevin McKeever and Jean McFarlane from STEM East. The induction is free and takes around 90 minutes to complete. If you have any college staff who would like to become STEM Ambassadors please visit www.stem.org.uk for more information.



In 2016 ESP worked with industry to secure a supply of SMART metering equipment for the college sector. This resulted in Two 4-day train the trainer courses facilitated by ScottishPower being run in August and September 2016 which saw 12 college staff members from three colleges receive SMART metering training. Following on from this Fife, City of Glasgow and South Lanarkshire colleges have now become accredited as Smart metering-Platinum Approved Providers.

Ron Eldridge, Head of Department at Fife College said: *"Fife College is delighted to be involved in such a worthwhile project which is helping to train individuals in this emerging sector."*

The first group has done exceptionally well and we look forward to welcoming many more groups in the near future."

GREEN POWER

Greenpower Formula 24 is aimed at ages 11-16 and introduces young people to key aspects within Engineering, Mechanics, Design/Technology and Science through the building of a battery powered single seater racing car. F24+ is a similar project aimed at 16-25 year olds. Though the race approach is different for each category, both enable either a kit car or a self build car to be built and raced at Greenpower events.

Following an initial start-up grant from ESP, several colleges have now purchased kits and are forming F24/F24+ teams. ESP also continue to build a relationship with Scottish Motor Sports to form college clubs and enhance the Greenpower offering.

Scottish Parliamentary Reception

26 September 2017. ESP members will be in attendance to present:

- Fife College showcasing the Wind Turbine immersive hybrid reality systems
- The SMART Metering tri-party group (Fife, SLC and City Of Glasgow colleges) and students who have been employed through the programme
- Ayrshire College and apprentices who will be showcasing Advanced Manufacturing techniques

Food and Drink Career Expo

ESP attended the Food and Drink Career Expo organised by College Development Network (CDN) on Thursday 14 September 2017 at BT Murrayfield. The event hosted 25 innovative and dynamic industry and education exhibitors highlighting careers including Engineering, Science and Product Development and Production in the food and drink sector.

MEETINGS & EVENTS

Tuesday 3 October 2017, Glasgow	City of Glasgow Digital Symposium
Thursday 5 October 2017	ESP Construction event at CSIC
Wednesday 11 October 2017, Glasgow	SR Young Professionals in Renewables Networking Reception
Tuesday 24 October 2017, Edinburgh	SMAS Future Manufacturing Conference 2017
Monday 30 & 31 October 2017, Coventry	Digitalising Manufacturing Conference 2017
Thursday 30 November 2017, Edinburgh	The Scottish Green Energy Awards

ESP have been working with The Soluis Group to create an interactive online map. The map will be launched shortly and will allow users to search each college in Scotland for courses either by location or by a search filter covering 9 specific sectors including Engineering, Manufacturing, Automotive and Construction. The map lists over 1,100 courses and links each of these courses to their appropriate college webpage which then provides full details of the courses and requirements needed to apply for potential students

1. Purpose

To update the Strategic Development Committee on progress towards meeting our objectives set out within the College's Operational Plan for 2016/17.

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 2016/17.

4. Key Considerations

Appendix 1 provides an overview of progress against our 2016/17 objectives. Of our 52 operational plan objectives 27 have been completed, and 21 are progressing to target, or are ongoing. Three objectives have been rated as having an issue identified, with a further objective being identified as progressing with a minor delay. One of the objectives flagged as having an issue identified relate to concerns over income from commercial activity. Commercial activity continues to be a challenge, however there are early signs that activity is beginning to pick up, and work is ongoing on developing five year commercial plans.

An issue has been identified in relation to the new SDS Foundation Apprenticeships, where recruitment for August start courses has been challenging. An issue has also been identified in relation to success rates for full time HE students, where there has been a drop in this year's success rate compared to last session. Intensive work is ongoing to better understand clearly the reason for this change. A minor delay has also been identified within OP26 as the Risk Workshop is now planned for 12th October 2017.

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 have been financial challenges this session, and as a result areas of savings and other income sources have been assessed.

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 current environment is proving challenging in relation to income targets.

Mitigating Actions

Areas of saving and other income sources have been assessed as part of the Quarter 3 reforecast.

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 2016/17



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Objectives with issues identified or delayed

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	OP12	Active promotion of the DYW agenda to maximise benefits to the College and its stakeholders.	Develop and strengthen Foundation Apprenticeship pathways for senior phase pupils;		Issue Identified	The college offered 68 SDS funded new start places on Foundation Apprenticeships for August 2017 start, however only 24 of these places were filled. year 2 returning numbers are also low, leaving us with a few very small groups which are not financially viable. Recruitment to other school-college partnership provision has been healthier (awaiting final figures), however there are also too many places not being filled. Student success rates on school-college programmes are also well below target, at 63%, as too many pupils are being pulled back into school to focus on their National Qualifications and therefore have patchy attendance at college. There are still significant issues with lack of parity of esteem with school-based National Qualifications, which we will need to continue to try to address in order to meet our commitments in relation to DYW. This is a systemic issue, as schools have different and sometimes contradictory targets from colleges. The college role as DYW Regional Group host employer is going well and this objective has been fully met.	September 2017
			Effective implementation of College role as host employer for the Forth Valley Regional DYW Group.				
			Increased recruitment and success rates on school-college partnership vocational courses (80% success on 2016-2017 school courses and 90% of school places filled for 2017-2018);				
Build upon our current high levels of learner success in attaining qualifications and progressing to positive destinations	OP17	Ensure that programme teams implement effective strategies to further increase student success.	All programme team self-evaluation reports identify and track appropriate actions to increase student success;		Issue Identified	The college's retention and attainment outcomes for 2016-2017 for full time FE have increased and are now at 73%, which is 7% above the most recent sector average (for 2015-2016). This is testament to the excellent work carried out by programme and support teams to enhance attendance monitoring, guidance and student funding processes, as well as many enhancements at programme specific level. Part time PIs at both FE and HE level are also very good and remain well above the sector average. Unfortunately, success rates for full time HE students have dropped from 75% in 2015-2016 to 70% (final figure still to be confirmed). Intensive work is currently being carried out with CMs, led by the APEDLT, to understand clearly the reasons for this and plan actions to ensure that these students are better supported to achieve going forward. Early indications are that an increase in mental health problems is a contributing factor.	September 2017
			Ensure student success PIs meet Outcome Agreement targets;				
			Sustained 2015-2016 leaver destination rates with a minimum of 90% return and 94% of leavers moving into positive destinations.				
Operate best practice in governance:	OP26	Implement and comply with the key	Complete Scottish Public Sector		Progressing With Minor Delay	Internal audits completed in line with audit plan with the exception of Risk Workshop which is planned for 12 October 2017.	September 2017



Objectives with issues identified or delayed

Strategic Objective	Objective No	How	Performance Measure	Links	Status	Latest Update	Quarter Updated
implement and comply with the key principles of good governance	OP26	principles of good governance.	Ombudsman Complaint Handling Returns		Progressing With Minor Delay	Risk register presented and reviewed at each audit committee. All FOI and Complaint Handling returns submitted on time.	September 2017
			Ensure delivery of internal audit plan				
			Ensure induction programme completed for all new members				
			Ensure Scottish Funding Council Certificate of Assurance signed by Principal				
			Maintain Risk Register (presented to Audit Committee/ Board of Management)				
			Process Freedom of Information Returns				
			Progress appointment of Board Secretary				
			Receive independent external assurance from internal and external auditors				
Contribute to the College's long term financial sustainability	OP41	Maintain business and generate new business	Achieve commercial income targets and SDS targets		Issue Identified	Commercial activity is still challenging however there are early signs of things starting to pick up. Work is ongoing on developing 5 year commercial plans for all areas, with the first having been presented to SMT.	September 2017
			Adopt revised contribution levels to support the College's financial sustainability				



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.	Submit FBC for approval Mid-September 2016		Complete	Completed 2nd Quarter 2017	June 2017
	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		Progressing To Target	Implementation of detailed communication and consultation plan continuing on programme. In addition, detailed discussion with Heads and staff on room layouts and room data sheets continuing.	September 2017
	OP3	Progress procurement phase for single stage Design and Build contract.	Issue OJEU Prepare Gateway 3 documentation for approval Prepare Gateway 4 documentation for approval		Complete	Procurement complete, awaiting Ministerial approval before Main Contractor can be appointed.	September 2017
	OP4	Progress procurement of additional land at Middlefield.	Purchase additional land upon receipt of detailed planning permission		Complete	Middlefield land sale completed 19 May 2017	June 2017
	OP5	Agree FF&E for new campus.	Full FF&E documentation to be prepared and approved, incorporating room layouts and room data sheets		Progressing To Target	FF&E documentation linked to RDS and room layout plans. First phase of RDS and room layouts complete with technical team. Remainder will be prepared by incoming contractor and his team when appointed in September 2017.	September 2017
	OP6	Progress sale of Branshill site.	Progress conditional legal missives for sale of Branshill site		Complete	Branshill site sold.	September 2017
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	OP7	Develop appropriate revenue and capital works programme ensuring adequate maintenance and maximising funds to the Forth Valley College Foundation.	Approved Revenue/Capital Works 2016/17 delivered on programme and within budget		Progressing To Target	Progressing on target	September 2017
	OP8	Deliver on agreed sustainability objectives.	Maintain sustainability performance recorded across all 3 campuses		Progressing To Target	Sustainability Committee now chaired by Fiona Brown - progressing on target,	September 2017
	OP9	Review car parking at all three campuses	Maximise utilisation of existing resource Reduce Health & Safety risk		Progressing To Target	Travel Plan being submitted to SMT for approval by October 2017	September 2017
	OP10	Procure new outsourced FM maintenance contracts.	Identify tendering contractors Issue documentation and appoint contractor		Complete	Complete	September 2017



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	OP11	Refine curriculum review processes to ensure that curriculum reflects regional skills needs and delivers on College targets.	Curriculum review processes provide accurate and timely information for curriculum decision making.		Complete	The college full-time curriculum for 2018-2019 has been finalised for the prospectus and website. Overall, curriculum review is an ongoing process and work continues to refine curriculum in-year for 2017-2018 now that enrolments are complete. Further work will be undertaken during 2017-2018 to enhance employer engagement in curriculum review.	September 2017
			Employer engagement in curriculum review, development and delivery evidenced in all subject areas;				
			Ensure future curriculum plans reflect SDS regional skills plan and Stirling Skills Strategy;				
	OP12	Active promotion of the DYW agenda to maximise benefits to the College and its stakeholders.	Develop and strengthen Foundation Apprenticeship pathways for senior phase pupils;		Issue Identified	The college offered 68 SDS funded new start places on Foundation Apprenticeships for August 2017 start, however only 24 of these places were filled. Year 2 returning numbers are also low, leaving us with a few very small groups which are not financially viable. Recruitment to other school-college partnership provision has been healthier (awaiting final figures), however there are also too many places not being filled. Student success rates on school-college programmes are also well below target, at 63%, as too many pupils are being pulled back into school to focus on their National Qualifications and therefore have patchy attendance at college. There are still significant issues with lack of parity of esteem with school-based National Qualifications, which we will need to continue to try to address in order to meet our commitments in relation to DYW. This is a systemic issue, as schools have different and sometimes contradictory targets from colleges. The college role as DYW Regional Group host employer is going well and this objective has been fully met.	September 2017
			Effective implementation of College role as host employer for the Forth Valley Regional DYW Group.				
			Increased recruitment and success rates on school-college partnership vocational courses (80% success on 2016-2017 school courses and 90% of school places filled for 2017-2018);				
	OP13	Maintain and further develop Higher Education Initiative partnerships to enhance student success and widen access.	Develop additional articulation agreements with guaranteed places secured, with particular focus on routes for school HNC candidates;		Complete	Work on additional articulation agreements is ongoing. Routes agreed for school pupils undertaking HNC Police Studies.	September 2017
			Increased success and progression on all Associate Student programmes.				
Provide engaging and high quality learning experiences that deliver on the aims and outcomes of the Learning and Learner Engagement strategies	OP14	Further develop the engagement of staff and students in initiatives to embed creativity in learning.	Ensure Creative Learning Conference 2016 results in full commitment to the Creative Learning and Learning Technology Strategy from the majority of teaching staff;		Complete	Creative Learning and Technologies Strategy to be presented for Board approval at its next meeting. Year one implementation plan has been embedded in the college operational plan for 2017-2018.	September 2017
	Positive evaluation of the impact of creative learning initiatives for students and staff.						
	OP15	Develop a Creative Learning and Technology Strategy for 2017-2022.	Consultation with staff, students and stakeholders completed and linked to new campus development;		Complete	Creative Learning and Technologies Strategy due for Board approval. Year one implementation plans have been embedded in college operational plan for 2017-2018.	September 2017
			Strategy approved				



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	OP15	Develop a Creative Learning and Technology Strategy for 2017-2022.	by SMT and BOM.		Complete	Creative Learning and Technologies Strategy due for Board approval. Year one implementation plans have been embedded in college operational plan for 2017-2018.	September 2017
	OP16	Develop and implement action plan in response to the Education Scotland review report (May 2016).	All programme team self-evaluation reports evidence effective evaluation of learning and teaching approaches.		Complete	Pilot learning and teaching enhancement programme was very small scale due to industrial action. This is now being rolled out fully in 2017-2018 by the new Learning and Teaching Manager. This objective has been overtaken by the new joint arrangements for external review of quality from SFC and Education Scotland, currently being implemented.	September 2017
			Effective strategies in place to ensure that in theory lessons lecturers use teaching approaches that motivate and engage students fully;				
			Ensure an effective observation process provides robust and useful third party evidence for self-evaluation of learning and teaching;				
Build upon our current high levels of learner success in attaining qualifications and progressing to positive destinations	OP17	Ensure that programme teams implement effective strategies to further increase student success.	All programme team self-evaluation reports identify and track appropriate actions to increase student success;		Issue Identified	The college's retention and attainment outcomes for 2016-2017 for full time FE have increased and are now at 73%, which is 7% above the most recent sector average (for 2015-2016). This is testament to the excellent work carried out by programme and support teams to enhance attendance monitoring, guidance and student funding processes, as well as many enhancements at programme specific level. Part time PIs at both FE and HE level are also very good and remain well above the sector average. Unfortunately, success rates for full time HE students have dropped from 75% in 2015-2016 to 70% (final figure still to be confirmed). Intensive work is currently being carried out with CMs, led by the APEDLT, to understand clearly the reasons for this and plan actions to ensure that these students are better supported to achieve going forward. Early indications are that an increase in mental health problems is a contributing factor.	September 2017
			Ensure student success PIs meet Outcome Agreement targets;				
			Sustained 2015-2016 leaver destination rates with a minimum of 90% return and 94% of leavers moving into positive destinations.				

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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	OP18	Embed inclusive practice in recruitment, selection and induction of all staff and students	Effective online induction process for staff and students in place and successful Systematically review structures on a rolling programme		Complete	New Induction Process completed and ready to be implemented	September 2017
	OP19	Successfully roll out Corporate Parenting training across the College.	Collate data on care leavers within the College Ensure clear processes and guidance in place Identify 40 key staff and train		Complete	All documents approved and in place with training rolled out across the college	September 2017
Value staff and learners by recognising and celebrating success across the College	OP20	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 Ensure Training Needs Analysis is a routine element of PRDs for staff which influences and identifies CPD activity and ties into job roles		Complete	The People Strategy and a first year implementation plan is now fully approved and the data gathering exercise will commence.	September 2017
	OP21	Promote TQFE	Celebrate and reward success and innovation Continue to increase number of TQFE trained staff to meet the sector average, currently 77%		Complete	This years TQFE cohort is in place.	September 2017
	OP22	Enhance employee support and benefits to value and reward staff	Continue to review remuneration awards and benefit packages for staff		Complete	This is completed however will continue in through 17/18	September 2017
Invest in our organisational development activities to ensure we attract, recruit and retain the best quality individuals	OP23	Invest in Organisational Development i.e. staff, culture, training.	Review, develop and implement recruitment and selection criteria and training Undertake a review and evaluation of CPD activity and create a training programme that best fits the aspirations of the staff and organisation		Complete	All mandatory training is now pre populated in the PRD system and linked to staff employee page. The training is time bound and updated as soon as completed. Emphasis has been placed on all managers and staff to complete mandatory training within the specified timescale	June 2017
	OP24	Design and implement listening to employees opportunities	Ensure platforms which encourage open dialogue for staff in place and effective Prepare and implement the action plan from the 2nd Cultural Engagement Survey		Progressing To Target	As a result of the People Strategy this objective is now progressing	September 2017
	OP25	Ensure a positive approach to the National Bargaining process	Identification of opportunities and mitigation of challenges/risks Successful implementation of Local Recognition and Procedure Agreement in line with sector developments		Complete	Although complete at this stage this applies to the harmonisation of pay. The National Bargaining Process including negotiations with unions will recommence in September/ October. This will continue to be a target going forward	September 2017

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Strategic Theme No	Strategic Theme	SMT Lead	Lead Responsibility
4	Leading as a business that is a champion for governance, financial control and balanced risk taking	Alison Stewart	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	OP26	Implement and comply with the key principles of good governance.	Complete Scottish Public Sector Ombudsman Complaint Handling Returns		Progressing With Minor Delay	Internal audits completed in line with audit plan with the exception of Risk Workshop which is planned for 12 October 2017. Risk register presented and reviewed at each audit committee. All FOI and Complaint Handling returns submitted on time.	September 2017
			Ensure delivery of internal audit plan				
			Ensure induction programme completed for all new members				
			Ensure Scottish Funding Council Certificate of Assurance signed by Principal				
			Maintain Risk Register (presented to Audit Committee/Board of Management)				
			Process Freedom of Information Returns				
			Progress appointment of Board Secretary				
			Receive independent external assurance from internal and external auditors				
Manage resources to deliver continued financial security and long term sustainability	OP27	Deliver robust financial planning and review processes	Present 2016/17 Budget for approval by Board of Management		Complete	Q3 reforecast presented to Finance Committee in June 17. Budget for 17/18 presented to Finance Committee and Board of Management in June 17. 5 year PFR presented to Finance Committee in September 2017.	September 2017
			Regular Reforecasts presented to Finance Committee				
	OP28	Maximise planned operational surpluses and ensure delivery thereof	Effective allocation and management of resources through budget setting and review process		Complete	Projected outturn for 2016/17 has an improved position from the Q3 reforecast with an operating surplus being projected at 31 July 17. Presented to Finance Committee in September 2017.	September 2017
			Increase non Scottish Funding Council income				
			Secure Procurement Savings - Advanced Procurement for Universities and Colleges Benefits Statement				
OP29	Effective utilisation of resource budget	Donation to Forth Valley College Foundation		Complete	Final Q4.4 return approved by Finance Committee and submitted to SFC in September 2017. Resource budgets fully utilised.	September 2017	
		Ensure Resource Budget is fully utilised					
		Ensure Resource Returns submitted to Scottish Funding Council					
OP30	Effective management of student funding resources	Completed Scottish Funding Council Resource Return		Progressing To Target	Actual underspend at 31 July 2017 was £250k. In part due to additional funding received from SFC which was not required and a fall in Childcare funding.	September 2017	
		Successful External Audit					
Support the new Falkirk campus development project	OP31	Manage the financial input into the project	Complete financial model within Full Business Case which demonstrates affordability throughout life of project		Complete	Financial model updated and included within the DP4 report approved by the Board of Management in August 2017.	September 2017
			Deliver planned operational surpluses				
	OP32	Identify and secure funding for Forth Valley College costs	Seek Forth Valley College Foundation Grants where appropriate		Complete	Drawdown profile discussed with Chair of Foundation and first tranche of £370k paid in July 2017.	September 2017
			Seek stakeholders and partners contributions				
			Obtain Scottish Funding Council approval to retain capital receipts (Aloa and Falkirk)				
OP33	Maximise Forth Valley College existing resources	Obtain Scottish Funding Council approval to retain capital receipts (Aloa and Falkirk)		Complete	Conditions of grant from SFC note that sale proceeds can be retained to support the project. SFC reserves the right to have proceeds in excess of the values in the FBC returned to them.	February 2017	



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	OP34	Develop and maintain strategic partnerships with key organisations connected to the College.	10 strategic partnerships established and being cultivated 5 opportunities created with key organisations for company connections to the College		Progressing To Target	Work continues to develop the strategic relationships across the department and this will be on going through out the year. Progress with HES to develop trainer skills and build the relationship beyond MA delivery. The relationship with Ineos and Petrolneos continues and we are working closely with Ineos to develop strong community engagement links and support for the new campus.	September 2017
	OP35	Target and engage with SMEs across Forth Valley.	Map employer engagement and target to develop relationships		Progressing To Target	Work continues with the SME development looking across the local authority areas and ensuring we are supporting the SME sector.	September 2017
	OP36	Maximise the benefits of the key information systems developed.	Deliver VQMS tracking and reporting VQ delivery E-portfolio fully operational and embedded across departments allowing efficient use of resources Employer Engagement System utilised across departments and providing key data to target employers		Progressing To Target	E Portfolio pilot progressing well across 3 Departments, and the number of students using the system will grow this session. A small number of companies have piloted accessing the system.	September 2017
	OP37	Create and deliver focused marketing campaigns to raise awareness of College activities across client groups.	Agree and implement priorities with marketing to create the profile and generate opportunities Ensure new website supports the priorities of business development		Progressing To Target	Marketing and business development campaign tracker in place to fully support the commercial activity.	September 2017
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	OP38	Curriculum of College reflects the skills requirements of our local economy and business community.	Curriculum conference developed and linked to commercial/business opportunities locally, nationally and internationally Regional skills plan developed by SDS and implemented with the support of FVC Stirling Skills Strategy implemented and supported by FVC with a focus on the digital agenda		Progressing To Target	Continuing to work with SDS and Stirling Council to support the development of the skills strategy. Also working with Falkirk Council to support the new economic plan for Grangemouth and skills will play a key part of this.	September 2017
	OP39	Build on the existing links with key industry groups and national groups	Promote College representation at local and national groups (recorded as part of HR system)		Progressing To Target	This is on going as different staff members participate in local national and international groupings.	September 2017
	OP40	Deliver Year 2 of the International Strategy	3 staff and student mobility projects/study trips are operational Maintain and enhance the strategic relationships formed with other colleges, universities, local authorities and other internationally linked organisations Secure the income target for international via business engagement/commercial activities and student recruitment (both direct and university linked)		Progressing To Target	International activity is progressing well with a strong foundation now built for international commercial work. A pipeline of activity is being pursued with a variety of sources as noted in the business development report and this is regularly monitored against target. Progress continues to be made with Glasgow Caledonian to deliver joint degrees and allow international students to attend college under university sponsorship	September 2017
Contribute to the College's long term financial sustainability	OP41	Maintain business and generate new business	Achieve commercial income targets and SDS targets Adopt revised contribution levels to support the College's financial sustainability		Issue Identified	Commercial activity is still challenging however there are early signs of things starting to pick up. Work is ongoing on developing 5 year commercial plans for all areas, with the first having been presented to SMT.	September 2017
	OP42	Source and gain other non SFC funding	Develop, resource and commence the delivery of the Fund-raising and Development Strategy		Progressing To Target	It has been agreed that the financial contribution from fundraising should be revised. This was accommodated in the Q3 reforecast as anticipated income is smaller than envisaged.	September 2017



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
Contribute to the College's long term financial sustainability	OP42	Source and gain other non SFC funding	and meet the target set for non SFC income		Progressing To Target	In terms of the fund raising for the new campus a plan has been developed to support activity, equipment, students etc for the new campus and this should bring financial support to enhance delivery, bring new kit or support with the moving of large pieces of kit. A plan was presented to Falkirk Campus Project Board.	September 2017
			Monitor and report the non SFC income levels to SMT and the Strategic Development Committee			It's very early days of the new Flexible Workforce Development Fund, and we are developing an engagement plan with local businesses to ensure we utilise this new fund.	

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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	QP43	Maximise effectiveness of IT through continuous improvement of Network Infrastructure.	Upgrade server rooms from 1Gb to 10Gb Upgrade VM software to latest Microsoft standard		Complete	Connectivity within the server rooms has been upgraded from 1Gb to 10Gb.	February 2017
	QP44	Upgrade our communications systems to secure benefits from unified system.	Deliver Phase 1 implementation of Skype for Business		Complete	Phase 1 implementation of Skype for Business is complete, with Office Communications Server replaced.	September 2017
	QP45	Design and implement suite of IT developments to support Creative Learning to deliver best experience for staff and students.	Scope IT requirements for the new Falkirk Campus ensuring flexibility for advances in technology Work collaboratively to develop and implement a joint Creative Learning and Learning Technology Strategy covering 2017-2022		Progressing To Target	Our Creative Learning and Learning Technology Strategy has been finalised, has been typeset, and is now being printed. Draft 5 year implementation plans have been produced.	September 2017
Efficient and effective use of IT	QP46	Continue to advance the service and support offered by the College's IT Helpdesk	Improve communication through the use of Service Alerts and Announcements		Progressing To Target	We have successfully recruited a new IT Manager, who is in the process of being inducted within the organisation. This objective will be picked up by our new IT Manager.	September 2017
	QP47	Enhance Cyber Security through additional technology and staff awareness.	Improve resilience through additional firewall Raise cyber security awareness through development of online courses		Progressing To Target	New online courses are being developed. Timelines for completion have been amended in light of the expected imminent announcement and new regulations from Scottish Government on cyber resilience, which will need to be communicated to staff.	September 2017
Deliver a programme of continuous improvement to enhance our information systems	QP48	Further develop College systems to enhance services to our students and staff.	Build on the success of the My Info student portal through expanding functionality through phase 2 developments 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 enable earlier interventions Roll-out of our electronic student application approval process to all teaching departments to improve our service to students Upgrade and launch a new version of SharePoint to modernise and take advantage of product developments		Complete	There has been further development of reports available through the College data dashboard. The electronic student application approval process has been rolled out to all Departments, phase 2 developments of My Info are live, and SharePoint has been upgraded.	September 2017
	QP49	Further develop College systems to enhance services to our employers and external stakeholders.	Develop and pilot the first phase of a self-service portal to allow employers and external stakeholders to access College information, building on the success of our schools application portal Implement an e-portfolio tool to enable more effective tracking and reporting on VQ learners Re-engineer our VQ management system to enable more effective tracking of VQ milestones Roll-out our Employment Engagement System to enable more comprehensive reporting of employer engagement		Progressing To Target	Work is continuing on re-engineering our VQ Management system, including building a tool to streamline the tracking of VQ Enquiries from employers against our SDS targets. The first phase of our Employer Portal has been built, and is being reviewed by our Business Development team, prior to pilot.	September 2017
Improve the College profile nationally and internationally	QP50	Deliver Year 2 of the Communications and Marketing Strategy.	Launch of new, responsive College website		Complete	Our new responsive website has been launched.	November 2016
	QP51	Encourage greater engagement with former students through the development of a robust alumni strategy	Develop an alumni strategy including further developing case studies and promoting the profile of the College through the success of former students		Progressing To Target	Work is continuing on developing an alumni portal.	September 2017
	QP52	Raise the College profile through development of a robust content strategy for key audience groups.	Effective liaison with College teams to develop content online and offline		Progressing To Target	The marketing team are meeting regularly with College Departments to further enhance both online and offline marketing materials. The current focus is on a final push on recruitment for 2017-18, and preparing course information for our 2018-19 courses.	September 2017