

**Zoom meeting 4.30pm**

### **AGENDA**

		<b>Type</b>	<b>Lead</b>
1	Apologies and Declarations of interest	Discussion	Ross Martin
2	Minutes and Matters Arising of Meeting of 30 April 2020  a) B/19/070 Principal's Report b) B/19/072 FVSA ALF Application c) B/19/076 SFC Indicative Allocations 2020/21 d) B/19/078 Futures Programme (Verbal)	Approval	Ross Martin
3	Minutes of Committee Meetings  HR Committee – 19 May 2020 Audit Committee – 21 May 2020 Learning & Student Experience Committee – 11 June 2020 Finance Committee – 16 June 2020	Noting Noting Noting Noting	Fiona Campbell Lorna Dougal Davie Flynn Liam McCabe
4	Chair's Report (Verbal)	Discussion	Ross Martin
5	Principal's Report	Discussion	Ken Thomson
6	a) Student Association Annual Report b) Student Association Constitution Changes  (Elements of paper 6b are withheld from publication on the Forth Valley College website under Section 25 Information Otherwise Accessible of the Freedom of Information (Scotland) Act 2002)	Discussion Approval	Andrew Smirthwaite

### **STRATEGIC PLAN IMPLEMENTATION**

7	Sale of Falkirk Campus  (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.)	Approval	Ken Thomson
8	Draft Budget 2020/21  • FFR Commentary  (Elements of paper 8 are withheld from publication on the Forth Valley College website under Section 33 Commercial Interests and the Economy of the Freedom of Information (Scotland) Act 2002.)	Discussion	Alison Stewart

### **OPERATIONAL OVERSIGHT**

9	a) Covid-19 Planning to Return to Campus Operations b) Covid-19 Risk Register  (Elements of paper 9 are withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)	Discussion For Info	Andrew Lawson
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- 10 FVC Recovery and Futures Programme (FRP) 2020 -2021 Approval Ken Thomson  
(Elements of paper 10 are withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)

**GOVERNANCE**

- 11 Honorary Fellowship Nominations Approval Ken Thomson
- 12 a) Review of Risk Discussion All  
b) Strategic Risk Register For Info
- 13 Any other competent business Discussion All  
• Board Residential / Effectiveness Review

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

Present: Ross Martin (Chair)

Dr Ken Thomson

Naila Akram

Hazel Burt

Andrew Caldwell

Fiona Campbell

Trudi Craggs (Vice Chair)

Lorna Dougall

Pamela Duncan

Davie Flynn (Vice Chair)

Lindsay Graham

Jennifer Hogarth

Liam McCabe

Ken Richardson

Andrew Smirthwaite

Steven Tolson

Apologies: Andrew Carver

Beth Hamilton

In Attendance: Andrew Lawson, Depute Principal and Chief Operating Officer (DPCOO)

David Allison, Vice Principal Information Systems and Communications (VPISC)

Kenny MacInnes, Vice Principal Learning & Student Experience (VPLSE)

Alison Stewart, Vice Principal Finance and Corporate Affairs (VPFACA)

Katherine Graham (observer)

Stephen Jarvie, Corporate Governance and Planning Officer and Deputy Board Secretary (CGPO)

**B/19/066 Apologies and Declarations of interest**

Apologies are recorded above.

**B/19/067 Minutes and Matters Arising of Meeting of 1 April 2020**

Members queried whether the amendments discussed in relation to the 27 March 2020 meeting had been actioned. It was confirmed that this had been done and a copy would be issued alongside the draft of this meetings minute.

a) Members approved the minute of the meeting of 1 April 2020

**B/19/061 Update from Chair and Principal (Verbal)**

The Chair asked the Principal to update members on the action to issue a joint statement to students with the Forth Valley Student Association (FVSA) President.

The Principal confirmed that a joint statement had been issued via the student e-zine and was supplemented by a video of the Principal for students. He also commented that he had issued a communication to students in relation to hardship funding on 2 April 2020.

**B/19/063 Report from Forth Valley College SMT**

The Principal noted members had expressed concerns about possible impacts on the recruitment levels for next academic year. He described the weekly monitoring of applications and updated members on current levels noting that, while applications were down on this point last year, there were still more applications than full time places available. He noted that it was not unusual to receive multiple applications from and, to mitigate this, marketing activity was underway to recover the difference in applicant levels.

Members queried whether there would be an impact on the College academic year from the issues surrounding exams at a Scottish level.

The Principal informed members that he was the Chair of the SQA qualifications committee and that the information from SQA was that exam results were still intended to be released on the previously scheduled date in August. Given this, he did not anticipate an impact on the College calendar for next academic year.

**B/19/069**

**Chairs Report (Verbal)**

The Chair updated members on national level activity he was involved in within the sector, highlighting recent discussions with Unions on holiday flexibility and facility time for union staff in Colleges.

The DPCOO noted that Unison had lodged a dispute in relation to holiday flexibility but that, following discussions on how the College approaches this and our support for staff wellbeing, the dispute has been withdrawn.

- a) Members noted the content of the report

**B/19/070**

**Principal's Report**

The Principal started his report by commending all College staff for how they have responded to the challenges of working out with the campuses. He noted that, at the start of this, there were half a dozen staff using MS Teams and now that number is over 450.

He noted that he had continued to meet with the Chair regularly throughout the period.

He highlighted the work of the FVSA in supporting students and noted staff involved in community benefit work, including a College technician who had 3-d printing thousands of face shields.

He noted that the VPISC and IT team had re-configured and distributed over 300 laptops to students who needed access to IT resources.

He discussed guidance which has been issued by SQA in relation to exams and that this had been developed into guidelines by the VPLSE and his team to assist staff in managing assessment and teaching.

He noted ongoing discussions with the SFC Chief Exec Karen Watt on College finances and highlighted that SFC had released guidance on 24 April 2020 recommending that College's furlough staff where possible. He informed members that further detail on this would be provided later in the meeting.

He updated members on progress with the sale of the old Falkirk Campus, noting that the points raised by members previously had been incorporated into the contract which is under negotiation at this time via David Logue and the College legal advisors. It was anticipated that the final version would come to the June meeting of the Board for consideration and approval.

He informed members that, prior to lockdown, a successful graduation ceremony had been held in Alloa for Modern Apprentices. He confirmed arrangements for the main College graduations were being reviewed although it was likely these events would be postponed to a later date.

He outlined recent discussions with the University of Stirling on more collaborative activity and outlined some areas where this was possible.

Members noted the distribution of laptops to students and queried whether the College was confident that all students would have IT access. The VPISC informed members that the College had been proactive with this, with every lecturer being in contact with all their students to check on this.

Members queried whether they would all be able to access the internet. The VPFACA confirmed that students who received funding would be able to apply for support with internet access if they required it.

Members queried whether the PI Predictor Tool (PIPT) and the Student Support System (SSS) helped the College to track who was engaging with learning during the closure and what would be the impact on students who were only receiving IT kit this week given the number of weeks they may have missed.

Members noted it would also be useful for the Board to have sight of the document the College produced for staff to manage assessment and teaching.

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The VPLSE assured members that students who did not have access to IT equipment until lately had been engaged through other methods and that the College had informed these students that they would not be disadvantaged in terms of assessment by the delay.

He also confirmed that there was a useful summary document for the staff guidance which will be issued to members.

He noted that the PIPT system had been updated prior to the lockdown and showed the College was ahead of its PI targets at that time. He reported that he was engaging with Directors to look at the curriculum going forward to ensure it is robust.

He also confirmed that staff continue to utilise and update the SSS throughout the closure. He highlighted that these two systems had been highlighted by Education Scotland, with PIPT seen as sector leading.

He informed members that an internal quality assurance panel and curriculum exam boards had also been established to ensure robustness in the grades given to students.

The Chair of the Audit Committee noted that the Committee, or sub-set, should look at the processes in place to enable them to support the SMT and give further assurance to the Board. The VPLSE welcomed this suggestion.

Members noted that, with this being a new approach, caution should be taken in relation to the time it may take staff to complete this and that it could lead to additional stress.

The Principal agreed and assured members that this had been taken into consideration, noting that the guidance covers the need to take breaks and that it gives curriculum teams the support they need to manage their individual workloads throughout the remainder of the academic year. He also noted that the guidance builds on existing continuous assessment models which the staff are used to, so it was not as significant a change as that being faced by schools.

Members noted the content of the appendix to the Principal's report regarding the sale of the old Falkirk campus and highlighted some areas where the language should be strengthened.

It was agreed that Trudi Craggs and Steven Tolson should be kept updated with the development of the sale as it progresses.

Members noted that they would be keen to have more information on staff and student wellbeing. The Principal agreed that a weekly update could be provided to the HR Committee.

The DPCOO also noted the creation of a College Short Life Working Group (SLWG) to look at all aspects of re-opening the campus and invited Davie Flynn, Vice Chair to join this group. It was agreed the Vice Chair would attend the SLWG on behalf of the Board.

- a) Members noted the content of the report

**B/19/071 Student Association Report**

The FVSA President presented a report on their activity over the last few months.

He highlighted the Student Elections which were underway for the President and Vice President roles. He noted that he was the only candidate for President but that there were two candidates for the Vice President role.

He highlighted that the elections, owing to current circumstances, were being conducted fully online.

He provided members with an overview of the recent Student Council meetings which were held last week, noting that the Principal had participated in a live Q and A with the members of the student council. He confirmed that the numbers attending virtually were similar to previous years when the meetings took place in campus.

The Chair requested some assurance from the College for Student Elections, given previous issues.

The VPISC confirmed that the underpinning system loophole identified in relation to the previous years elections has been closed off.

Members noted the levels of volunteering and queried whether the 'Open Badges' system was still available to recognise this. The FVSA President informed members that the Open Badges system was not in place at this time.

Members asked the FVSA President for his impressions on how students were coping with the current situation. He reported that, overall, the feedback he had received from students had been positive.

- a) Members noted the content of the report

**B/19/072 FVSA ALF Application**

The VPFACA provided an overview of the Arm's Length Foundation (ALF) which, like the FVSA, is an autonomous entity. She confirmed that the application was being brought for information as the Board did not approve this item.

The FVSA presented the application, noting that this was for one years funding of FVSA. He informed members that FVSA were doing research into other organisations to determine sources of funding to support FVSA once the ALF funding is depleted.

Members, while recognising the autonomy of the ALF and FVSA, agreed that a sustainable FVSA is a desirable outcome and that the Finance Committee could look further into how the College can support FVSA whilst maintaining its autonomy.

Members provided some examples of social enterprise support for other student unions that could be considered.

The Principal noted that FVSA may benefit from a business plan and that the College would be willing to support them to develop this.

- a) Members noted the content of the paper

**B/19/073 Forth Valley College Progress Visit Report February 2020**

The VPLSE presented the outcome from the February 2020 progress visit.

He informed members that, while the highest rating achievable in the report is satisfactory, the feedback at the visit had been very positive and enthusiastic for what the College was doing and there were no action points raised.

Members welcomed the positive outcome for the College and agreed that the language by Education Scotland used could be improved to reflect what the visit highlighted.

Members of the Learning & Student Experience Committee noted it would be useful to discuss the Continuous Curriculum Improvement process further. The VPLSE confirmed further detail will be brought to a meeting of the Committee.

Members queried the impact of the current shutdown on school/college activity and the promotion of gender balancing.

The VPLSE discussed the ongoing discussions with Local Authorities to build on our existing links to ensure recruitment continues, especially in areas where gender balancing is a priority.

- a) Members noted the content of the report and the positive outcome for the College

**B/19/074 Impact of COVID19 - Scenario Planning**

The Principal presented members with the output of the current scenario planning on the impact of COVID-19 ad welcomed feedback from members on this.

He highlighted that the planning covered the short, medium and longer term and outlined a number of areas of activity with their associated senior management lead.

He stressed that the key themes of student support and student and staff wellbeing would be incorporated into all activity.

The Chair noted that those areas highlighted in the document closely match those being discussed by the sector with Richard Lochhead MSP, Minister for Further Education, Higher Education and Science.

Members welcome the focus on key areas, noting the challenge of doing so in a fluid situation with guidance awaited from Scottish Government on a number of these areas.

Members queried whether there was capacity to deliver to students in a campus set up for social distancing.

The Principal informed members that this was being looked into both nationally, with discussions on SFC about the flexibility which will be available to Colleges, and locally where staff are looking at campus arrangements, timetabling and a number of other potential issues.

He informed members that the College had created a specific COVID-19 risk register for this and that this would be shared with the Audit Committee.

Members noted that a lot of ongoing activity relied on a number of key staff members and queried whether they were receiving appropriate support.

The Principal acknowledged that it has been an exceptionally busy period since lockdown and confirmed this was the reason the SMT decided to make the Easter week a full week off for all staff, as opposed to the normal Monday and Friday for support staff. Messaging from the College was that staff should take this time to relax and recharge.

He also confirmed that staff can delegate the work to trusted staff members who support the leads on each of the scenario points.

Members expressed a desire to support the College moving forward. The Principal thanked members for their support and confirmed that the College would reach out to individual members as appropriate as these matters progress.

a) Members noted the content of the report

**B/19/075 Application of Fair Work Framework During COVID-19**

The DPCOO presented a paper outlining the College's response to the framework developed by Scottish Government and STUC.

He confirmed that the College approach had been welcomed by our Unions.

The Teaching Staff Board member confirmed SMT had communicated the flexible nature of working from home and that staff could adjust working to suit their own circumstances. She also noted that staff were supporting each other throughout this period.

Members noted that it had been previously reported that some staff were volunteering in the community.

The DPCOO confirmed that staff who were unable to perform their role at home had been volunteering.

He informed members, as mentioned earlier, the College was now at a stage of furloughing these roles.

Members queried what the triggers for furloughing were. The DPCOO outlined the triggers and confirmed to members that the College was committed to topping up the furlough payments to ensure staff still receive their full salary.

a) Members noted the content of the report

**B/19/076      SFC Indicative Allocations 2020/21**

The VPFACA presented member with a paper on the SFC indicative allocations for the next academic year which were announced at the beginning of April.

She highlighted that, while there were small increases in core grant and capital funding levels, there was still uncertainty around key funds such as ESF and Flexible Workforce Development Funding.

She discussed the assumptions outlined in the paper with members.

Members noted that it would be beneficial to build in contingency to account for the additional costs associated with COVID-19

a) Members noted the content of the report

**2019-20 Mid-Year Return (Reforecast)**

The VPFACA presented members with a paper that outlined the potential impact to date of COVID-19 on the 2019/20 outcome.

She highlighted a number of assumptions made and the resulting deficit of circa £800k. She outlined the steps being taken to reduce this projected deficit across a number of areas within the College.

The DPCOO informed members that the furloughing which formed part of this had been conducted in line with guidance published to date and that the unions had been engaged as part of this process.

The Principal informed members that the decisions made in relation to furlough had a strong audit trail

- a) Members noted the content of the report

**B/19/078      Futures Programme (Verbal)**

The DPCOO informed members that the Futures Programme continues to progress and noted that some of the staff groups were no longer at risk owing to the notes of interest received.

He also outlined recent discussions with EIS who continue to oppose the programme.

- a) Members noted the content of the update

**B/19/079      Review of Risk**

Members agreed that there should be a separate COVID-19 risk register.

**B/19/080      AOCB**

Members recommended that the Chair and Principal release a joint message to show the Boards support for SMT.

**Skype (commencing at 4.30pm)**

Present: Fiona Campbell (Chair)

Trudi Craggs

Davie Flynn

Katherine Graham (Co-opted)

Apologies: Beth Hamilton

In Attendance: Andrew Lawson, Depute Principal and Chief Operating Officer (DPCOO)

Mr Ralph Burns, Head of Human Resources (HHR)

Mr Stephen Jarvie, Corporate Governance and Planning Officer (CGPO)

Mr Marc McCusker, Head of Facilities Management and Health and Safety (HFM) for item H/18/016 only

**H/19/001      Declarations of Interest**

None

**H/19/002      Minutes of Meeting of 25 April 2019**

The minutes of the meeting of 25 April 2019 were approved.

**H/19/003      Matters arising**

a) H/18/017 People Strategy Update

The Chair noted members had requested a dashboard of progress on the People Strategy and that this was included in the agenda.

The Chair also noted the comments in the minute regarding Board members could engage more with staff. She commented that there was now a Board engagement calendar produced for each Board meeting and asked if there were additional opportunities for engagement.

The HHR reported that the College had intended for a joint lecturing and support staff development day later in the year which Board members would be invited to attend. He highlighted that this event was contingent on the physical distancing in place at the time.

He also noted that there was a paper on the agenda concerning staff awards, which would be present an opportunity for some Board engagement.

b) H/18/019 Review of Risk

The Chair noted that the Committee had requested the addition of some risks to the College Risk Register. The CGPO confirmed this had occurred.

H/19/004

### College Health and Safety Update

The HFM presented an update report on Health, Safety and Sustainability within the College.

He highlighted the impact to date of COVID-19 and the national lockdown on the College staff and students. He outlined the College's actions to support staff with home working and mental and physical health matters.

He informed members that College staff had been 3D Printing PPE to support the local community during the lockdown.

He noted that Zurich, the College insurers, had reallocated resource as a result of the COVID-19 situation. A result of this has been that scheduled inspections had not occurred meaning that certain pieces of College equipment would not be usable as they were outside their normal inspection period. This situation would be monitored and rectified as soon as possible.

He outlined enhanced cleaning that had occurred to all College buildings following the lockdown.

He provided an overview of relevant KPI's and highlighted that the College had had one RIDDOR since the last meeting of the Committee and the mitigation put in place to prevent a reoccurrence.

He discussed ongoing discussions with the Health and Safety Executive who were looking to enter into a partnership with the College whereby the campuses and the HHR and his staff would be used to provide onsite experience for HSE trainee inspectors.

Members noted that the College was approaching a potential extension point for the current Facilities Management supplier and asked the HFM to outline the renewal process and whether he had been satisfied with the FM providers performance to date.

The HFM outlined the extensions available as part of the existing contract in place and confirmed that he was able to evidence a positive arrangement through the KPI's he tracks and that he felt the FM provider gave good support to the College.

The DPCOO provided members with an overview of the work done to date by the Short Life Working Group (SLWG) established to manage a return to College operations once permitted by the Scottish Government.

Davie Flynn informed members that he had been invited to participate on the SLWG and that there was a substantial amount of work underway. He also noted it would be appropriate to bring further output from the SLWG to the Board of Management at an appropriate time in the process to update all members.

The DPCOO confirmed that this was the intention of senior management.

Members noted the comments in the report on the flaws in internal reporting of incidents and asked whether this had been addressed, that staff were comfortable flagging incidents and concerns; and that the HFM was receiving support from College management on this.

The HFM confirmed that the support was in place and outlined areas where trend analysis had enabled training of staff and greater interventions to prevent common injuries such as cuts when students were learning knife skills through the use of cut resistant gloves.

The HFM outlined progress against sustainability targets. He highlighted that the intention this year had been to establish a baseline for the new Falkirk campus but that the lockdown would skew these figures.

a) Members noted the content of the report

#### H/19/005

#### Health & Wellbeing of Staff during Covid-19

The DPCOO presented a paper outlining the staff directly impacted by COVID-19, either through infection or having to implement shielding arrangements. He noted that the relevant line managers are keeping in contact with these members of staff to ensure they are doing well.

He informed members that it was likely, as time progressed, for more staff and students to have to move into a shielding arrangement.

Members queried whether support for shielding individuals was being considered by the SLWG. The DPCOO confirmed this was the case and also discussed the need for the College to ensure the home working arrangements for staff who will need to continue this for a while are assessed and additional equipment provided by the College where necessary.

a) Members noted the content of the report

#### H/19/006

#### People Strategy Progress Dashboard

The HHR presented a dashboard outlining progress with the People Strategy and sought feedback from members on the layout.

Members agreed that the high-level overview in the document was useful to enable them to track progress against the aims of the strategy.

The HHR noted the levels of CPD currently underway and the impact of the current closure on anticipated CPD levels.

Members commented on the average CPD hours per staff member outlined in the report, noting that this was quite high. The HHR clarified that this average did include activity such as staff undertaking TQFE and Degree level qualifications and that work was underway to identify where there were lower levels of CPD within the College.

Feedback on the new PRD system would be collated after the first year of operation in August 2020 and the results made available thereafter.

Members noted it would be useful to get a headline paper on the health and wellbeing of staff and how the College proposes to get back on track with the People Strategy once the lockdown ends.

a) Members noted the content of the report

**H/19/007 Staff Awards Proposal**

The HHR presented a report outlining a proposed staff awards event. He reported that staff had been supportive of staff awards but had wanted it to be driven by the staff and that, accordingly, a subgroup of the Listening to Employees (LTE) had been established to look at this and make recommendations.

The LTE subgroup has made a number of recommendations as outlined in the papers, delivering a concept that management feel is workable, relevant to the College and has a spread of awards.

The HHR noted that it would be useful for the Board to support this process and that a member or two from the Board may want to be involved on the awards panel.

Members welcomed the report and the opportunity to participate in the process at an appropriate time, noting that this could be a good opportunity for a newer Board member to engage with staff.

Members also noted that there should be student representation on the judging panel and suggested a member from the Forth Valley Student Association be invited to participate.

a) Members noted the content of the report

**H/19/008 Staffing Establishment Report**

The HHR presented the regular report on the staffing establishment levels within the College.

He highlighted the figures showed a steady increase in FTE levels. While traditionally increasing numbers of FTE could be seen as establishment creep, he clarified to members that these increases were tied directly to either increased, new business or

to areas where specific external funding was provided for roles such as student counsellors.

He also outlined the impact of the ongoing futures programme in ensuring all College roles remain relevant and fit for purpose.

Members noted the explanation for the increasing FTE levels and that these were for positive reasons. They noted it would be useful to see which posts were specifically funded.

Members also noted the increasing age profile of staff members overall and queried whether the College was managing succession planning.

The HHR acknowledged that there was an ageing population within the College with some staff choosing to stay on longer and that succession planning was ongoing. He also noted that, owing to the comparatively generous salaries and terms and conditions at the College, vacancies tended to attract a wider range of candidates across age bands.

He highlighted to members an increase in absence rates and provided an overview of increased serious and/or long-term conditions within staff as well as an increase in mental health related issues which has seen the College launch a mental health ambassador scheme.

He noted that the College continued to actively support all staff who are absent.

Members requested an overview of the furloughing process. The HHR provided an overview, noting it was led by individual managers and outlined the levels of support both online and ongoing the College was providing to furloughed staff.

a) Members noted the content of the paper

H/19/009

**Review of Risk**

Members noted a number of risks to be forwarded to the Audit Committee which included the impact of COVID-19, the health and wellbeing of staff working remotely or shielding and the risk of furloughed staff becoming disengaged.

H/19/010

**Any Other Competent Business**

The Chair noted that this would be her final meeting at HR Committee and thanked the staff for their work and the members for their support.

The other members recorded their support for the Chair and thanked her for her support.

**Skype (commencing at 4.30pm)**

Present: Lorna Dougall (Chair)  
Hazel Burt  
Steven Torrie (Co-opted Member)

In Attendance: Ken Thomson, Principal  
Kenny McInnes, Vice Principal Learning & Student Experience (VPLSE)  
Alison Stewart, Vice Principal Finance and Corporate Affairs (VPFACA)  
Stephen Jarvie, Corporate Governance and Planning Officer (CGPO)  
David Archibald, MHA Henderson Loggie  
Stuart Inglis, MHA Henderson Loggie  
Steven Reid, Ernst and Young (Exited at start of A/19/043)

The Chair welcomed Hazel Burt to her first meeting of the Audit Committee.

**A/19/033      Declarations of Interest**

None

**A/19/034      Apologies for Absence**

Lindsay Graham (FVSAPV)  
Beth Hamilton  
Mandy Reid (Co-opted Member)

**A/19/035      Minutes of meeting of 19 November 2019**

The Chair reported that, owing to apologies, the meeting was not quorate. For those items requiring approval, they would be considered during the meeting and then the members unable to attend would be emailed to seek their approval.

Members approved the content of the minute of 19 November 2019, subject to the approval of the remaining members as outlined above.

**A/19/036      Matters Arising**

None

**A/19/037      External Audit Plan**

Stephen Reid, Ernst and Young, presented the draft external audit plan for consideration. He highlighted some key sections in the plan for members attention.

He reported that the plan had been developed from their experience of the College, with this being their fourth year as external auditors, and following discussions with the VPFACA and her team.

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He outlined potential areas of disruption to the College as a result of COVID-19 which had been incorporated into the plan. He highlighted that Scottish Government and Scottish Funding Council (SFC) were still refining their expectations and that, should this result in a change to the proposed audit approach, an addendum would be prepared for Audit Committee consideration.

He informed members that the materiality level had been reduced for the audit plan.

He also noted that, as the current uncertainty regarding the lockdown could potentially impact on the audit scope and timescales, the final audit fee was not able to be set at this time.

Members noted the reference in the plan to property valuations and queried whether this would change given market fluctuations related to COVID-19. Stephen Reid confirmed that recent property valuations were including additional costs from valuers in relation to material uncertainty clauses.

The VPFACA noted that the valuation process for College buildings was slightly different from the norm in that they were not valued on an open market value basis but on depreciated replacement cost basis.

Members noted the comments in the report on pension valuation and queried whether the College had the ability to influence these levels.

Stephen Reid confirmed that, broadly, there was very little the College could do to impact on pension valuations.

a) Members approved subject to the further approval of absent members.

**A/19/038 Internal Audit Plan 2020/21**

Stuart Inglis, MHA Henderson Loggie, presented the internal audit plan for 2020/21.

He highlighted that there had been some changes from the overarching three-year audit plan, with Student Application Process and Corporate Planning being deferred and 2 audits added for this year on Corporate Governance and Business Continuity.

He outlined the scope for these audits, with business continuity looking at the work done to date to respond to COVID-19 and preparation for reopening the campuses.

Corporate Governance would focus on the effectiveness review of Board activity the College was required to do on a periodic basis.

Members queried whether audit activity would be able to progress during the ongoing pandemic.

Stuart Inglis confirmed that they would look to utilise a number of formats to complete the work, with staff working remotely and communicating via email. He

acknowledged that there may be material that College staff cannot physically access and that this would be taken into consideration.

- a) Members approved subject to the further approval of absent members.

A/19/039

#### **FVC Guidance for Assessment Documentation**

The Chair welcomed the paper to be presented, noting that she had had a discussion with the VPLSE on its content, and highlighting the need for Audit Committee and the Board to be comfortable with the approach taken as it represented a complete change from normal practice mid-year.

The VPLSE noted that the development of the paper had been discussed at the Board and the detail was being brought to the Committee so that members had an opportunity to comment on the overarching process, its robustness and whether it is fit for purpose.

He noted that, following lockdown, SQA and Scottish Government had decided to stop the exam diet for Scotland and SQA had issued guidance for Colleges on assessment.

He informed members that a cross College group had been formed to look at the SQA guidance and developing practice in other College's with a view to create a robust process for College programme teams to use to work with learners to gain additional evidence or make a holistic decision based on evidence collected to date.

He provided members with an overview of the process, noting the many quality stages built into the process to challenge and agree the assessment decisions being made for all students.

He also outlined a central repository which had been created and would store all evidence to ensure the College is able to robustly process appeals.

Members queried whether SQA would have a role in this process. The VPLSE noted that SQA had requested evidence of the decision making process to be held for 6 months which may feed into external verification activity.

The Principal noted that the focus on a clear decision process and the retention of evidence was key to support the decision making in the College and commended the VPLSE and his team for a significant piece of work in a short timeframe.

The Chair welcomed the content in the report and comments from the VPLSE. She informed members that, owing to the impact of this piece of work on the student experience, it would be beneficial to contact the Chair of the Learning and Student Experience Committee and the Forth Valley Student Association to ensure they are aware of, and can endorse, the significant level of detail going into College decision making on this important topic.

The Principal welcomed this suggestion.

- a) Members noted the content of the report and recorded their thanks to the VPLSE and his staff for developing this large piece of work which would reduce the College's exposure to risk.

**A/19/040**

#### **Presentation of Internal Audit Reports**

David Archibald, MHA Henderson Loggie, presented a report on the recent review of the Business Development process within the College. He noted that this piece of work was different than the standard audit review and outlined the methodologies used and feedback received as outlined in the report.

He outlined the recommendations made and welcomed the College Project Initiation Document which had been appended to his report as this demonstrated that the College were taking these recommendations forward.

Members queried how the staff had responded to a different audit approach.

The Principal confirmed that they had initially been hesitant but, once it was explained that this was akin to a consultation process designed to assist them, they had bought into the process.

- a) Members noted the content of the report

**A/19/041**

#### **2019/20 Internal Audit Plan Progress Report**

David Archibald, MHA Henderson Loggie, provided an overview of progress against the agreed audit plan for 2019/20. He noted that there had been some slippage on start dates for the estates audit but that this had now commenced, and the report would be presented to the next Committee meeting.

He noted that the follow up audit was still to commence but this was normally done later in the academic year.

- a) Members noted the content of the report

**A/19/042**

#### **Progress Report on Audit Recommendations**

The CGPO reported to members that there were no live or outstanding audit recommendations at this time.

The Chair welcomed this position and the Principal noted that this was as a result of ongoing effort from Corporate Governance to keep on top of recommendations.

- a) Members noted the content of the report

A/19/043      **Risk Management**

The VPFACA presented members with the College strategic risk register and a separate Covid-19 risk register.

She informed members that an overarching COVID-risk 19 had been included in the strategic risk register and also outlined two risks within the strategic register which the College was proposing to remove as they had been overtaken by events.

She discussed the content of the COVID-19 register, highlighting that this was still under development.

The Chair noted that the HR Committee had identified some risks for this register which they had provided to her and she outlined what these were.

Members noted, given papers considered earlier, the quality of learning should be included in the COVID-19 register.

The Principal agreed with this recommendation, noting that remote learning and support needed to have quality embedded in it. He informed members that the Forth Valley Arm's Length Foundation had, that week, approved the College's application for funding for a Digital Hub which would be key to developing a quality digital pedagogy moving forward.

- a) Members approved the removal of the two risks from the strategic risk register as outlined in the paper
- b) Members noted the content of the strategic and COVID-19 registers and agreed that the risks raised by this Committee and the HR Committee should be incorporated into the COVID-19 register

A/19/044      **Review of Risk**

Members did not identify additional risks but highlighted that, as noted, the guidance for assessment presented to the meeting was a significant piece of risk mitigation for the College.

A/19/045      **Any Other Competent Business**

None

**Zoom (commencing at 4.30pm)**

Present: Davie Flynn (Chair)

Naila Akram

Fiona Campbell

Lorna Dougall

Andrew Smirthwaite, Forth Valley Student Association President (FVSAP)

Steven Tolson

Apologies: Jennifer Hogarth

In Attendance: Ken Thomson, Principal

David Allison, Vice Principal Information Systems and Communications (VPISC)

Kenny McInnes, Vice Principal Learning and Student Experience (VPLSE)

Mr Stephen Jarvie, Corporate Governance and Planning Officer (CGPO)

The Chair commenced the meeting by providing members with a brief overview of the work ongoing within the College to address the impact of the lockdown and prepare for campus reopening. He confirmed that further detail on this would be presented to the meeting of the Board at the end of the month.

He also noted that item L/19/031 which would be discussed later had also been considered by the Audit Committee of the Board who had recommended that members see the detail contained within the document.

The Principal noted that there were also ongoing communications with current and future students as matters progress and that preparatory materials for new students had been created and allocated some of the College credit allocation to support this work.

The Principal confirmed that further information would be brought to the Board of Management meeting and the Chair noted that there may be further opportunities for Board members to support this work.

**L/19/026**

**Declarations of Interest**

None.

**L/19/027**

**Minute of Meeting of 18 February 2020**

Members highlighted two spelling errors in the minute document. Members approved the minute subject to their correction.

L/19/028

**Matters Arising**

a) L/19/016 Mental Health and Wellbeing Support (Verbal)

The VPLSE informed members that, following the announcement late in 2019 from Scottish Government of additional funding for student counselling support, the College had recruited 3 student councillors (2 FTE total) just prior to the lockdown. He highlighted that these staff had proved valuable in supporting students during a challenging time and noted that confirmation of funding for these posts for a further year had recently been received.

He also informed members that the College had also recently purchased the “Big White Wall” out of hours counselling service and that this was being promoted to staff and students.

Members welcomed the provision of additional counselling resource

b) L/19/021 PI Prediction Tracking Tool / Curriculum Review

The Chair noted that the committee had recommended demonstration of the PI Prediction Tracker (PIPT) system to the full Board but that, with meetings not happening on campus, this understandably had not occurred yet and would take place at an appropriate time in the future.

Members highlighted that the recommendation on staff awards had been progressed, with a paper being presented to the recent HR Committee meeting.

L/19/029

**Student Association Annual Report**

The FVSAP presented members with the annual report for the Forth Valley Student Association (FVSA).

He highlighted outputs from student council meetings and informed members of the results of the recent student President and Vice President elections, where he had been re-elected for the President role and Alexandars Petrovskis had been elected as Vice President.

Members welcomed the content of the report on the years activity and queried whether students get to see the report.

The FVSAP stated that this normally only went to the Board and was then uploaded onto Moodle. He confirmed that this could be promoted via the student e-zine and he would arrange for this.

- a) Members noted the content of the report and congratulated the FVSAP on his re-election

L/19/030

**PI Prediction Tracking Process update**

The VPLSE provided members with an update on progress using the PIPT system. He highlighted that the College had conducted the scheduled February review prior to lockdown which had impacted on the remainder of the schedule.

He highlighted that the reviews had highlighted improving attainment levels, significant use of the Student Support System (SSS) and an increase in Additional Support Needs disclosures from students.

He outlined the process of engagement with teaching staff, commending the level of preparation that they put into this activity and highlighting that work was continuing on realistic assessment as staff could be quite conservative in their predictions for students compared to the evidence.

He confirmed that work on PIPT had, by necessity, been rolled back to allow staff to focus on remote delivery to students and the development of new assessment guidance.

Members noted and welcomed the depth and quality of information provided until February and endorsed the College's decision to focus on remote delivery following the lockdown.

Members also welcomed the improvements that had been made in student retention by the college.

The Principal commented on the volume of work put in by staff and noted that the system continues to evolve.

The VPLSE confirmed that the system was moving towards continuous curriculum review, with 4 review points in each academic year.

Members welcomed the developments and requested a summary paper be brought to the next meeting outlining how the process is evolving and any lessons learned which have influenced this.

- a) Members noted the content of the report

L/19/031

**FVC Guidance for Assessment Documentation**

The Chair reminded members that this item had been considered at Audit Committee and asked Lorna Dougall, as Audit Chair, to comment further after the VPLSE had presented the paper.

The VPLSE outlined guidance which had been received from SQA following the lockdown and changes to the exam diet. He highlighted that the College felt this

document was quite high level and that the lecturing staff would benefit from more guidance.

He outlined the development of the College guidance and decision tree to support staff. He informed members that lecturing staff in their programme teams had been progressing with making holistic decisions for each student and also outlined the quality control processes in place to challenge and verify these decisions.

The Audit Chair informed members that the committee had welcomed the guidance and felt that, while necessarily operational in nature, the process was very robust and mitigated the risk associated with assessment. She noted that Audit members had commended staff for their work on this.

Members agreed that the process seemed to be robust and noted that they would like to see the outcomes and any staff/student feedback at an appropriate point.

- a) Members noted the content of the guidance and commended those staff involved in creating this.

L/19/032

#### **Student Activity Report**

The VPISC presented the student activity report noting that, while a standard report to the Committee, like all other aspects of College activity there had been an impact from COVID-19.

He highlighted that, prior to entering lockdown, the College had actually been above trend in terms of recruitment, but this declined at the start of the lockdown. The figures have since recovered for mainstream activity thanks to the work of Curriculum Managers and their staff.

He also highlighted to members that part time and evening provision had taken a large drop, in part due to activity that was not able to progress owing to the current lockdown.

He provided an overview of the impact on the College credits target and informed members that the Scottish Funding Council had written to College's to say that they would not be penalised if they failed to meet core credits targets. He cautioned however that, should the College not meet the core credits target, then we would not be able to access the additional funding for ESF related places as this is in addition to our main credits levels.

- a) Members noted the content of the report and the current college position

L/19/033

**Future Agenda Items**

The VPISC presented the future agenda paper to members.

The Chair queried whether there would be a paper on PIPT in October. The VPISC confirmed that this would be coming and had been included in another October item in the planning paper.

The Chair noted that, without the Committee becoming involved in the operational aspects of PIPT, it would be useful for PIPT to become a standing agenda item so that members can see the progress with this system.

The College agreed that this would be useful.

The Principal informed members that the College was continuing with its scenario planning and that a paper would be taken to the Board on this at the end of June. He highlighted the value of the involvement of committees and noted that this committee would continue to be involved in supporting the scenario planning activity.

The Chair agreed that he would discuss this further with the Principal after the Board meeting to see what may be coming to the Committee and that he would email members with his thoughts for agreement before this is added to the future agenda.

Members noted the digital skills paper scheduled for October and asked whether this would look at staff and student's digital skills.

The VPISC confirmed that this would be the case.

The Principal also noted that supporting digital skills could form part of the 'keep warm' activity for students over the summer prior to the 2020/21 academic year.

a) Members noted the content of the report

L/19/034

**Review of Risk**

No additional risks were identified.

The Chair of the Audit Committee informed members that there had been a specific COVID-19 risk register created by the College which was quite detailed.

L/19/035

**Any Other Competent Business**

The VPISC highlighted to members that SFC had written to the College to confirm that they would not require Board sign off of the Outcome Agreement for this year.

Members agreed that this item can be removed from the Board agenda.

The VPLSE informed members that SFC was not requiring the College to progress with student satisfaction surveying for them but that the College, supported by the FVSA, was still keen to gain an overview of student's experiences.

The Chair highlighted that this was the final meeting of the Committee for Fiona Campbell and thanked her for her support and insights.

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Zoom (commencing at 4.30pm)

Present: Liam McCabe (Chair)  
Andrew Caldwell  
Andrew Carver  
Trudi Craggs  
Pamela Duncan  
Ken Richardson

Apologies: None

In Attendance: Ken Thomson, Principal  
Alison Stewart, Vice Principal Finance and Corporate Affairs (VPFACA)  
David Allison, Vice Principal Information Systems and Communications (VPISC)  
Senga McKerr, Head of Finance (HOF)  
Stephen Jarvie, Corporate Governance and Planning Officer (CGPO)

**F/19/021      Declarations of Interest**

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

**F/19/022      Minute of Meeting of 19 November 2019**

The minute of the meeting of 19 November 2019 were approved,

**F/19/023      Matters Arising**

**a) F/19/008 FVC 5 Year Financial Plan**

The VPFACA confirmed to members that the lifecycle review had been completed and that this, along with the outputs from a recent internal audit on estates, would be used to develop an estates strategy. She informed members that this would be brought to the Committee later in the year.

**b) F/19/016 Student Funding Outturn 2018/19 & Forecast 2019/20**

The VPFACA informed members that the College's request for in-year redistribution of funds had been granted. She reported that, primarily owing to not having to fund travel during the lockdown period, the student funding budget was currently showing an underspend. She noted however that there was an expectation from government that students should continue to be funded over the summer period and the impact of this on the underspend is still being worked through.

The Chair commented that it would be useful to get a further report once this matter was further developed.

F/19/024

**Tuition Fees & Fee Waiver Policy**

The VPISC presented the 2020/21 Tuition Fees and Fee Waiver Policy for approval.

He confirmed that the College was not proposing to change the fees from the 2019/20 levels and outlined how the College compared to the rest of the sector. It was noted that there was a small consequential loss of not implementing an inflationary increase.

Members noted the paper highlighted that SQA had yet to announce their fees for 2020/21 and queried whether the College thought there would be changes made.

The VPISC reported that there had been no indications of this to date, so it did seem unlikely.

- a) Members approved the Tuition Fees & Fee Waiver Policy for 2020/21

F/19/025

**Accounting Policies for year ended 31 July 2020**

The HOF presented the accounting policies for members consideration. She highlighted that, while there had been updates made to the SORP, these impact on disclosures and not the accounting policies themselves.

- a) Members approved the accounting policies for year ended 31 July 2020

F/19/026

**Budget 2020-21**

The HOF presented the draft budget for 2020/21 and highlighted key aspects within the report.

The VPFACA informed members that Scottish Funding Council (SFC) had previously indicated that the budget information would not be required until September this year. She reported that SFC had now requested a 3-year financial forecast return (FFR) for the College by 30 June which showed a balanced position.

She highlighted that, owing to many of the current uncertainties as outlined in the paper and in the wider economy, this would be a challenge. Moreover, at the present juncture it could produce figures that were not helpful or were potentially misleading. She noted that the College Finance Directors' group considered that a one-year budget was more reasonable given these circumstances. She also expressed concern over asking the Board to approve a balanced budget for submission to SFC without the Executive team having worked through how and when savings would be achieved. The VPFACA suggested that the draft budget as it stands be submitted to SFC. The commentary which provides a supporting narrative for the return would include the potential impact on staffing that would be required through making the savings required. The commentary would also emphasise the College's commitment to delivering a balanced budget by September 2020.

25 June 2020

BOARD OF MANAGEMENT

Members discussed this matter in depth, the ability to provide an accurate response to SFC at this time and whether the College had looked to increase non-grant funding streams. Members also debated what recommendation to make to the full Board of Management. After a discussion in which all members expressed their view the Committee reached the following conclusions.

- a) It was agreed that the draft Budget 2020/21 as presented in the paper would be taken to the Board of Management alongside the FFR Commentary.
- b) Members recommended, given the level of uncertainties, that the College provide a one-year budget to SFC for the end of the month on a similar basis to that referred to in (a), with a clear commitment from the Board that a balanced budget for 2020/21 will be developed over the summer period and considered by the Board in September 2020 along with financial projections for 2021/22 and 2022/23. The latter would be subject to heavier caveats than the 2020/21 figures due to the increased level uncertainty.

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

The HOF presented an update on the Q3 forecast which had been presented in April 2020. She noted that, with the identified corrective actions implemented, the 2019/20 year would end with a surplus but that this was contingent on factors outside the direct control of the College such as sector ESF funding.

The VPISC informed members that the College sector accessing additional ESF funding was contingent on the main credits target for the sector being met first. He confirmed that the College appeared to be on track with its credits target and that there were indications that the College sector would be able to meet the credits target making ESF funding accessible.

Members requested more information on the issues with Skills Development Scotland (SDS). The Principal provided members with an overview of the issues being experienced by Colleges in relation to SDS and confirmed that these matters had been escalated to Scottish Ministers for action.

- a) Members noted the content of the paper

**F/19/028      Review of Risk**

Members noted the risks of providing extended financial information to SFC under the current circumstances.

Members queried whether there was a specific COVID-19 risk register. The VPFACA confirmed that there was, and it was agreed that this should go to the Board of Management meeting.

F/19/029

**Any Other Competent Business**

The Chair queried whether there had been any conversations with external auditors regarding going concern status in light of the current financial challenges. The VPFACA outlined the content of recent discussions both with the College external auditors and at the College's Finance Directors group.

Members asked for an update on the sale of the Falkirk Campus. The Principal reported that this was progressing and that it was the intention to bring this to the forthcoming Board of Management meeting.

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**1. Purpose**

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

**2. Recommendation**

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

**3. Key Highlights**

- 3.1 15 weeks ago the College closed all three campuses and we have been working from home ever since as the country continues in lockdown. As I write there is one week to go before the end of term and I have been immensely proud of all my staff from the initial response to Covid-19, the online delivery, the navigation to MS Teams and continuing support for students through unprecedented times. As we assess the results from the year, one of the PI's is a real stand out. My staff have not only engaged with their students through emergency remote learning, from school pupils to apprentices, from access to learning to degree students, but we have seen an improved retention by 6% on 2018/19 for full time FE and for 4% on full time HE. Attainment results will be clear in the weeks ahead.
- 3.2 We have had many highlights since the last Board meeting and these have been well documented through the College's eFocus and on social media. Usually at this time of year the Creative Industries Department take over the Stirling Campus for their End of Year show. Clearly, this was not possible but resourceful to the end, the Department went online and The End of Year show is now available at <https://fvcshowcase.co.uk/home>. Also, a team from the Care section of the college launched their Digital Skills. As part of the extensive communications we are issuing to staff and students through eFocus and Ezine I have produced a number of videos, the most recent was part of a "keep warm" package for new and returning students.
- 3.3 The College's new Digital Skills Transforming Care Course was officially launched at a special online event on Tuesday 16 June – and is set to become an essential qualification for key workers across Scotland. The new online course aims to deal with the 'new normal' for healthcare which has evolved from the Coronavirus epidemic and lockdown, and ensure that digital skills are integrated into the training of care staff across the Forth Valley area to meet the demands of a changing sector. An investment of £64,744 from the Scottish Funding Council's College Innovation Fund has helped to support the development of the project. Course coordinators hope the Digital Skills Transforming Care course will establish digital health and care as a key learning priority for staff, with the potential to reach 3,200 care at home staff who are currently employed across the Forth Valley region. The project - a partnership between FVC, Time for You Care, Able Health Care, Clackmannanshire and Stirling Health and Social Care Partnership and Falkirk Health and Social Care Partnership - was selected following a highly competitive Scotland-wide bidding process run by the Scottish Funding Council.

- 3.4 Alison Stewart and Senga McKerr will present the draft budget which was discussed at the Finance Committee on Tuesday 16<sup>th</sup> later in the meeting. This will be a deficit budget at this stage with a balanced budget to be presented to the Board in September. SMT are meeting on the 22<sup>nd</sup> June to consider the options for making the savings. This is such a dynamic environment we will be working to a number of scenarios. At the moment we are still to hear whether Government will be prioritising Colleges in upskilling and retraining through the inevitable recession and we are also lobbying SDS and SFC to provide funding as we seek to put in place supportive programmes such as pre-apprenticeships and bespoke training for foundation and modern apprentices.
- 3.5 I have been aware for some time that Colleges Scotland needed to move quickly with Scottish Government. Whilst the College Principals Group were meeting weekly, action had been slow to develop. During those meetings, we met twice with Jamie Hepburn MSP, Minister for Business, Fair Work and Skills and three times with Richard Lochhead MSP, Minister for Further Education, Higher Education and Science. Further discussions with the chair of SFC and the CEO's of SDS and SFC indicated the need to move quickly with a proposal, outputs and outcomes. Three Principals and I met two weeks ago to take forward a four-college collaboration. Following discussion with my SMT and Ross Martin, Chair of the Board of Management, we progressed the discussion to the development of a proposal for an *Our Futures Programme* and an East Central Scotland collaboration between Forth Valley College, Fife College, Edinburgh College and West Lothian College. The letter was signed by the four Principals and sent to the CEO's of SFC and SDS on Wednesday 17<sup>th</sup> June. With a bit of a heads up from senior officials our timing could not have been better as the letter was noted at a "summit" held on Wednesday and involving the two Ministers noted above, the DFM and Fiona Hyslop, Cabinet Secretary for Economy, Fair Work and Culture and the CEO's and Chairs of SDS and SFC. Feedback has been very good and the group will meet again to progress the proposal. The letter is attached as appendix 1 for information.
- 3.6 At a national level I have been a member of the DFM's Covid-19 Education Recovery Group (CERG) specifically working with the group involved with Curriculum and Assessment and was pleased to get policy agreement that the school college partnership is indeed part of the Senior Phase. In addition, I am chairing Colleges Scotland's Digital Working Group. We have already produced a Digital Ambition document and have outlined the three priorities to Scottish Government. We are now currently assessing a comprehensive survey undertaken by all colleges to determine what the sector is doing in digital and from that will develop a clear roadmap for all colleges to use to take forward their own digital ambitions. Most recently, we have been working with Scottish Government, SFC and Colleges Scotland to access Free Data from mobile providers and I have been asked this week to join the CEO of SFC, Karen Watt's Advisory Group in support of the review of SFC as requested by the Minister
- 3.7 I am delighted to report Forth Valley College's ALF have supported our application for EnableFVC (Empowering a National Approach for Blended Learning Excellence) and a Digital Hub. Board members may recall this is a project funded for two years to support digital development, provide a platform for digital assessment and provide CPD to build the digital pedagogical skills of our staff. This is an excellent project and will see a very positive return for our students and staff and has the real potential for commercial opportunities.

- 3.8 I am really pleased to note I have been nominated and now shortlisted for the Scottish Public Sector Director of the Year for 2019. The awards dinner is planned in Glasgow in September.

**4 Networking**

- 4.1 Kenny MacInnes, Vice Principal Learning and Student experience and I met with the Interim Principal and senior team at Dundee University and have set up a working group to build articulation arrangements to key areas within the University including Engineering and Creative Industries and to progress other potential projects.
- 4.2 Helen Young, Head of Learning and Quality, Kenny MacInnes and I met with Robert Naylor, Director for Children Services; Jon Reid, Rector at Larbert High School and Leigh Watson to progress the Foundation Apprenticeship partnership but also to further discuss a Technical Academy which would be based in the Falkirk Campus. In addition we discussed the potential for Falkirk Council Education staff to be based at the campus. Independently, Clackmannan Council have been in touch to ask whether we may have space in Alloa to support the need for social distancing. They recognise there would be a cost.

**5. Presentations**

- 5.1 I presented at the CDN College Virtual Expo on the sector's digital ambition. Bizarre really, as I talked to myself sharing the screen knowing there were 140 people watching! Some very interesting questions posed.

**6. Key Meetings**

I undertook the following key meetings in the period 30<sup>th</sup> April to 19<sup>th</sup> June 2020:

- 6.1 Ross Martin and I have met weekly to update on the current position with SFC, SDS and the college as well as sharing intelligence on the developing Forth Valley Economic Partnership and the exciting National Apprenticeship Challenge. More to follow on the latter. In addition, I will have met three times virtually with the Student Association by the time of the Board meeting.
- 6.2 As part of the lobbying of Scottish Funding Council (SFC), Scottish Government and their officials I have met with Linda Pooley, Assistant Director of Advanced Learning and Science, Donna MacKinnon, Director of Access, Learning and Outcomes, SFC; Mike Cantlay, Chair of SFC and Jim Metcalfe from CDN. In addition, I have met with Professor Malcolm Macleod to share experiences with the University of Stirling and more recently have discussed Education Scotland's approach to supporting Colleges through the next year with HMI Gill Ritchie and HMI John Laird.
- 6.3 In these unprecedented times I have had short weekly meetings as a member of the Board of HES and SQA. My role as Chair of the Qualifications Committee has been interesting as SQA develop their Alternative Curriculum Model (ACM) and look forward to 2020/21 academic year. The learning from both Boards has been helpful in supporting the College's own position.

**7. Colleges Scotland (CS)**

- 7.1 Colleges Scotland CPG continues to meet weekly since mid-March and I have attended two virtual meetings of the Funding and Finance Group.

**8. Community Planning Partnership**

- 8.1 There have been no meetings of either the Falkirk Community Partnership or the Stirling Strategic Board.

**9. Financial Implications**

None

**10. Equalities**

**Assessment in Place? – Yes  No**

**If No, please explain why** – This paper is an overview report only, there are no changes to College policy or practice involved.

**11. Risk**

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

	Likelihood	Impact
<b>Very High</b>		
<b>High</b>		
<b>Medium</b>		
<b>Low</b>		
<b>Very Low</b>	X	X

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

None

**Risk Owner – Ken Thomson**

**Action Owner – Ken Thomson**

**12. Other Implications –**

Please indicate whether there are implications for the areas below.

**Communications – Yes  No**

**Health and Safety – Yes  No**

**Paper Author – Ken Thomson**

**SMT Owner – Ken Thomson**

## Appendix 1

Dear Damien and Karen

### ***Our Futures Programme – a collaboration for East Central Scotland***

We are writing as a four college East Central Scotland collaboration between Edinburgh College, Fife College, Forth Valley College and West Lothian College in a unique, coherent and timely venture between regional colleges to support young people, adults, businesses and schools in very challenging economic times and through the post Covid-19 recovery.

We want to engage fully with SDS and SFC in this process. Your support will be essential to identify funding for this exciting project for the college and skills sector which addresses many of the ambitions of the Enterprise and Skills Review. Furthermore, we believe there would be merit in involving one or more of our partner universities in the collaboration and we intend to explore this further over the coming weeks.

We are calling this collaboration *Our Futures Programme*. It will be designed to fully exploit the value and the resilience of the Scottish skills system and provide high quality SCQF levelled qualifications and skills training.

*Our Futures Programme* will use innovative and flexible methods of delivery, such as fast tracking HN qualifications, pathways to apprenticeship programmes, National Progression Awards, Professional Development Awards and bespoke training for upskilling and reskilling as well as being a support for the PACE agenda.

We will align with the economic need of the wider region offering a coherent portfolio of programmes to individuals and employers. In addition we are also developing the exciting proposal for an innovative National Low Carbon Apprenticeship Challenge.

Each of the four colleges has made significant investment in blended learning underpinned by digital technologies and which will be complemented with high quality digital pedagogy. We recognise the potential for the colleges to be regional catalysts to extend current and effective emergency remote learning into a programme of high quality blended learning that complements our excellent reputation for vocational, technical and professional skills training.

We recognise for many companies the downturn in the economy may last for a number of years, particularly in the tourism and hospitality sectors. We will therefore support delivery through an agile and adaptable training needs analysis of at risk employees to complement their professional development to be in a position to hit the ground running when opportunities arise.

For businesses with apprentices, we recognise the short term difficulty in recruitment and retention. We will therefore introduce pathways to apprenticeships for young people who aspire to become apprentices. These will provide an opportunity for young people to learn new and appropriate skills, and importantly allow them to showcase their skills to future employers.

Expansion of the Flexible Workforce Development Fund to SME's and full access to the additional £10 million will be essential for this proposal as will recognition of the need for flexibility to complement many of the ideas noted above.

Working with schools across eight local authorities, we recognise the importance of the Foundation Apprenticeship as a qualification in its own right, and as a progression route to MA, college and university. Foundation Apprenticeships are now a significant senior phase curriculum option for all

## Appendix 1

pupils and we see the introduction of the new Level 4 and 5 Foundation Apprenticeships as an excellent addition to the offer. In this pre-Covid-19 era, we will work with our school partners to identify suitable National Progression Awards and bespoke qualifications to complement the skills provision.

We believe *Our Futures Programme* will help our regions, our communities, our young people and our businesses to upskill, reskill and recharge for the future. With four colleges working together across East Central Scotland we believe this proposal will maximise resources in the Scottish skills system, creates great scope for co-production and co-delivery and will be an example to others.

Consequently, we are currently finalising the detailed content of the *Our Futures Programme* which will set out the compelling and extensive range of courses that will be available. We will share this with you when we have it. With a shifting employment and economic landscape, we are acutely aware that the *Programme* needs to be dynamic and flexible.

We are committed to engaging fully with SDS and SFC to ensure that *Our Futures Programme* meets your expectations and what is required from a pan-Scotland perspective to restart and recover the economy. We also believe that the Programme throws up some interesting questions around this model as an investable proposition, with scope for a blended approach to funding from SFC/SDS that maximises impact and demonstrates a very good return on the public investment in the skills system.

We look forward to hearing from you.

Audrey Cumberford MBE  
Principal  
Edinburgh College

Jackie Galbraith  
Principal  
West Lothian College

Hugh Hall  
Principal  
Fife College

Dr Ken Thomson OBE  
Principal  
Forth Valley College

Cc

John Swinney MSP, DFM & Cabinet Secretary for Education and Skills  
Richard Lochhead MSP, Minister for Further Education, Higher Education and Science  
Fiona Hyslop MSP, Cabinet Secretary for Economy, Fair Work and Culture  
Jamie Hepburn MSP, Minister for Business, Fair Work and Skills  
Mike Cantley OBE, Chair SFC  
Frank Mitchell, Chair SDS  
Linda Pooley, Deputy Director, Colleges, SFC and Young workforce



**Forth Valley Student Association**

# **Annual Report 2019-20**

Last updated: 04 June 2020

# FVSA Highlights of 2019/2020



#fvsafreshers  
#fvsaelections

#fvsa19      #fvsa20      #fvsawelcome  
#fvsafe      #fvsareptaining



@forthvalleySA



@fvsagram

Nominated for SVE Volunteering for strong organisations

SAGA Nominated for Volunteering for inclusion and diversity

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## Introduction

Welcome to Forth Valley College's FVSA Annual Report 2019-2020. It has been a remarkable academic year for FVSA and this report will detail all the hard work that has gone into ensuring our students have the most productive and enjoyable learner experience possible.

We would like to thank our executive team, student members, volunteers, and partners for their continued support in making the student experience here at Forth Valley College the best it can be.

## About Forth Valley Student Association

Forth Valley Student Association (FVSA) are an autonomous organisation who are responsible for representing the voice of students in order to improve the educational experience of its members and students of the College as a whole.

### **FVSA Strategic & Operational Plan**

Strategic Plan 2018-22: [Click here](#) to view the Strategic Plan for 2018-2022

Operational Plan 2019/20: [Click here](#) to view the operational plan for 2019/20.

### **FVSA Constitution**

FVSA are required by the Education Act 1994 to have a Constitution. This Constitution is a legal document that sets out the activities and procedures of FVSA. It provides a framework for the operation of FVSA by:

- Defining what the Association can or cannot do.
- Indicating how the Executive Committee can act on behalf of Association members.
- Outlining how Association members can air their concerns.

The FVSA Constitution also outlines the FVSA structure and role profiles for each Executive Officer. The current version of the Constitution was published in April 2017 however changes were made to the document which were approved at Student Representative Council in April 2020.

[Click here](#) to view the FVSA Constitution.

### **Student Council**

The Student Council is the decision making body of FVSA, and forum for students to hold elected officers to account, provide feedback to FVSA on the learner experience and to shape the work of the Student Association based on the views of students. Students can put forward motions, vote on issues and vote for changes to the FVSA constitution. FVSA are responsible to the student body via the constitution, which outlines what the Association and its members can and cannot do.

Student Council takes place twice a year, once in block 1 and once in block 2. The meetings are always well attended and gives the Class Representatives/students a chance to provide feedback on their learning experience directly to a member of the Senior Management Team (SMT) through an open floor discussion.

## FVSA Team 2019/20

FVSA Executive Committee:



Andrew Smirthwaite  
Student President



Lindsay Graham  
Vice President



Megan Kay  
Executive Officer



Elizabeth Clark  
LGBT+ Officer (Resigned)



Beth Duke  
Disabled Students Officer

FVSA Staff members:



Angela Muirhead – Student Association Co-ordinator (maternity leave block 1)



Lynne McClelland – Student Association Co-ordinator (Block 1) & Administration Assistant (Block 2)



Elena Semple – Student Activities & Volunteer Co-ordinator

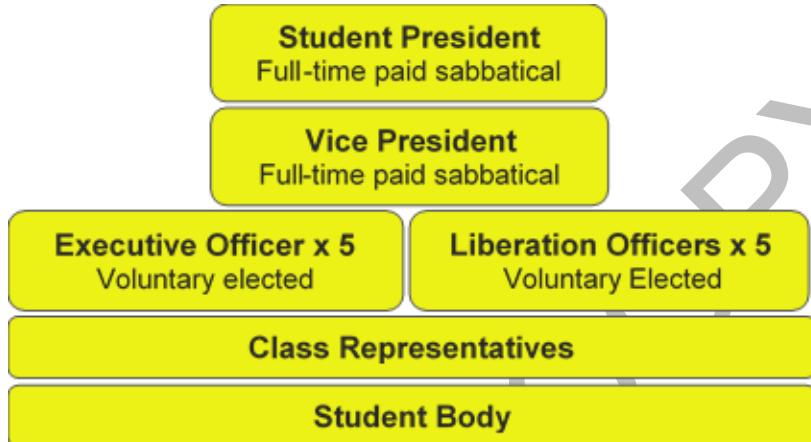


Luke Walker – Administration Assistant (May 2019 – November 2019)

## FVSA Structure

### FVSA Student Members

The Sabbatical officers lead the work of FVSA through the Executive Committee, which consists of the Sabbatical and Voluntary officers. All elected members are responsible to the Student Council, which is made of class reps and students from across the College. This ensures that students are fairly represented and able to hold officers to account for their work. Student Council is also the forum where any larger decisions are voted on by the student body, as set out in the FVSA Constitution.



The five liberation<sup>1</sup> officer roles are Black & Minority Ethnic, Disabled, LGBT+, Mature & Womens. This structure follows the liberation/sections representation that the National Union of Students offers on a national level, with our local officers ensuring under represented student groups have a voice within FVSA, and are able to take this to a national platform through NUS Scotland and NUS UK.

### FVSA Staff Members



The Student Association Co-ordinator supports FVSA Officers and Staff and is responsible for supporting FVSA to deliver on the Strategic Plan. Staff members are line managed through the Student Association Co-ordinator, however they support the work of FVSA as set out in by the Executive Committee, and within the Strategic Plan.

### FVSA Advisory Group

FVSA currently have an advisory group in place, made up of students, sabbatical officers, College Board members, College Staff and an independent member from another Student Union. The group are responsible for supporting the development of FVSA, advising on HR or other challenges we are facing and for advising us on managing our relationship with the College. This is recognised by NUS Scotland as good practice in ensuring good governance within FVSA.

<sup>1</sup>The term 'liberation' is used as the role of these officers is to remove barriers for under-represented groups, 'setting them free'.

## Highlights of 2019-20

This has been another excellent year for FVSA with many success stories. Some of our highlights are listed below.

### **Free Hot water**

As part of the Don't let our students starve motion submitted in Block 2 of 2018/19, We worked with The Health and Safety committee who worked directly with the Refectory to allow free hot water to anyone with their own container.

### **Stirling University Union Partnership**

We worked with Stirling University Union to ratify our partnership, to help our partnership degree students feel more a part of the democratic side of the University. As well as our students accessing their clubs and societies.

### **Falkirk Community Trust Partnership**

This year we partnered with Falkirk Community Trust to bring their members into the college for our freshers events as well as get our students discounts at some of their establishments.

### **New Campus**

We moved over to the new campus in Falkirk This was a much needed move, which made the Student Association a lot more visible within the college, which has helped with SA Visibility and increased student engagement as we are no longer a broom cupboard!



## Student Democracy

### Student Council

This year we updated our format for the meetings to increase the accountability of officers, encourage more discussion on FVSA activity and to encourage students to shape the work of FVSA through the use of motions/voting.

- Block 1 – [Click Here](#)
- Block 2 – [Click Here](#)

Motions passed at Student Council in April 2020:

- [Value Education, Value Lecturers and Support Staff](#)
- [Ongoing Support for Student Carers](#)
- [Partnership with SVE](#)
- [Protect Student Workers Rights](#)

### NUS Scotland

Due to a global pandemic this was held on Skype for the first time, we submitted a motion which unfortunately didn't get presented at the conference. Motions that were presented revolved around Mental health and Mental wellbeing, Student Transport, and Student Support all motions passed with minor amendments.

The 2020/22 NUS Scotland President elect is Matt Crilly 2019/2020 Strathclyde Union President

### NUS National Conference

Due to the same global pandemic, NUS UK was held online but was held in a different manner to NUS Scotland which mostly consisted of pre-recorded videos. The policies passed at conference were around mental health, Housing, funding, ending student exploitation. The new NUS UK President was announced as Larissa Kennedy (University of Warwickshire).

## Events and Campaigns

FVSA have provided a number of opportunities for students and supported student events and campaigns throughout the year.

### Freshers & Refreshers Fayres

Our freshers Fayre held in September with a Science theme was well received by students, who on entry got a free FVSA Water bottle (Whilst Stocks Lasted) and a goody bag of other merchandise including a FVSA Stress ball. We had Popcorn, Candy Floss, and Slushies available for donate what you can, as well as a tombola with gifts up for grabs including a £50 hamper in total with the snacks we raised £267.



In January we held our Refreshers Fayre with a 80s theme, we had Hair and Beauty and Make-up Artistry students giving away free hairdos and make-overs, a Tombola with useful gifts as well as some 80s style swag. We had the pleasure of hosting the first big event in the new Falkirk Campus! We raised £257



### Nurdle Hunting

In November we went to Boness Beach to picking up these tiny pellets of plastic, which had been released into the Firth of the Forth and washed up on the shore.



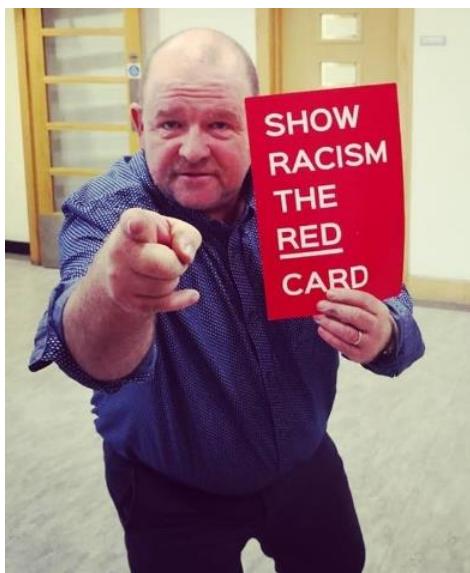
## Suicide Prevention Day

In September we held an event across all three campuses with SeeMe Scotland, Think positive, and Clackmannanshire council. To be there for our students for a tea/coffee and a chat, and give out advice. Over 170 teas and coffees were given out over the three days/campuses



## Show Racism the Red Card

As part of Black History Month, Vice president Lindsay Graham and Our Admin at the time Luke Walker ran a very successful event designed to get people to pledge that racism would not be tolerated at College or in society as a whole. Pictured Rob McDermot Quality Manager



## Christmas Gift Appeal

Over December we collected Gifts to donate to Kersiebank Community Centre for those who are less fortunate in life. We collected a lot and Andrew can be seen here getting crushed by it all!



## Volunteer Fayre

In October Our Activities and Volunteers Co-ordinator hosted the Volunteer Fayre, where many Third Sector organisations were invited in and students had the chance to discuss volunteering. There was a bit of fun as well as students got to play stall holder bingo!

## Vue Stirling Fire Drill

We helped Vue Stirling perform a mock fire evacuation drill in November 2019. With students who then got to enjoy a free film, which was chosen as 21 Bridges.

## Stepcount Challenge

Created and ran by our Activities and Volunteer co-ordinator Elena Semple, students and staff pitted themselves each other to see who could walk the most in 3 weeks from 20<sup>th</sup> January to 7<sup>th</sup> February with 4,079,958 Steps submitted Walk on the Wild Side won with a staggering 1,072,466 Steps! The members(pictured below) were rewarded with Tunnocks Tea Cakes and medals.

- Lesley Picksley
- Sarah Lamb
- Gillian Hume
- Robert Truesdale
- Lindsay Brown



## Apprentice Week

As part of the Scottish Apprentice week, we invited in Trade Unions to hold tables for students to talk about workers rights. We invited in Unite, Prospect, GMB, Citizen Advice Bureau and ACAS.

Pictured right, you can see Prspect's table full of freebies for students and useful information.



## Blue Monday

The 20<sup>th</sup> of January (the third Monday) this year is when all the bills start hitting the door mat. We held an event that promoted Mental Heath and Mental well being with, See Me Scotland, SAMH, and The Wellbeing and Support Officer(Alice Smith). There was also a Tea/Coffee and a chat.

## Pass it on week

Staff and students were asked to donate food, clothing, toiletries and Brik a brac that was in decent condition. This was so students who were in need or are disadvantaged could use them. 15 bikes and safety equipment worth over £100 were donated by Recykle Bike in Stirling which was raffled off.

## Purple Friday

On the 28<sup>th</sup> of February LGBT+ Youth Scotland as part of LGBT+ History month, to borrow a quote from their website "It's a day to stand against homophobia, transphobia and bi hobia and show your support for LGBT equality." And that is what we did, We held stalls and posted signs on why we should do this.



## Fairtrade Week

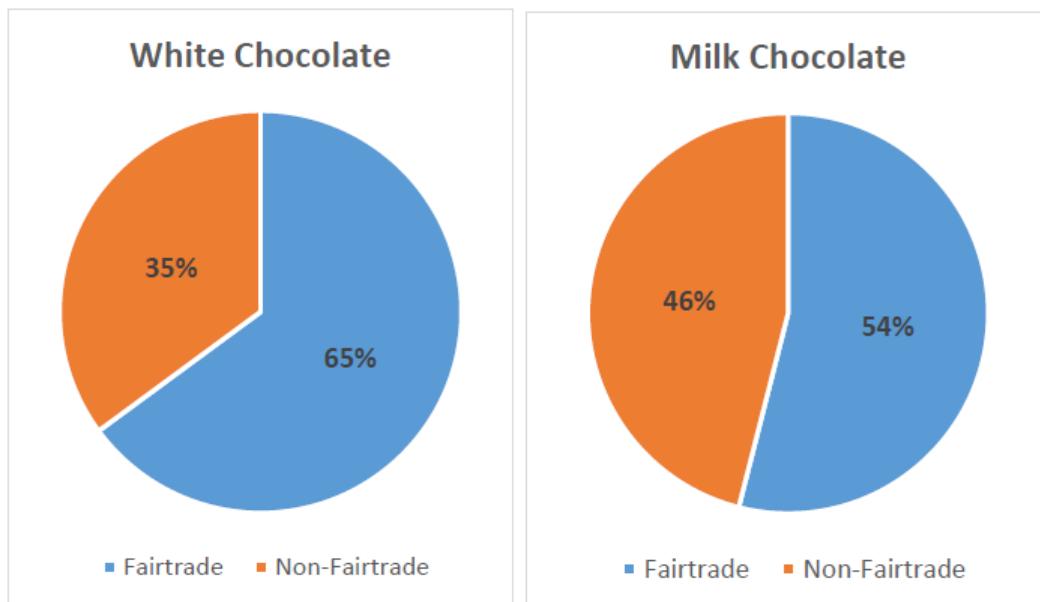
We held tables over all three campuses with White Chocolate and Milk Chocolate to see if students could tell the difference between the Fair trade Chocolate or not, In the end you can see below that student prefer the taste of the fair trade Choclate! There were health options on the table too like Bananas!



### Fairtrade taste test, March 2020

	How many people preferred:	
	Fairtrade	Non-Fairtrade
White Chocolate	37	20
Milk Chocolate	34	29

Based on the results of: 66 people



UNCON

## Meetings

FVSA attended various meetings/events throughout the year. These included the following:

Date	Meeting/Description	Attended by
1/7/19	Met with the Wellbeing & Support Officer, David Gentles (LRC) and Wai Mun Lee (Fitness) to implement strategy and plans for mental health for year 19/20	VP
2/7/19 & 3/7/19	Attended "Lead & Change" NUS Scotland event which was held in Livingston.	VP
5/7/19	Meeting to go over initial plans for Healthy Body, Healthy Minds	VP, AVC
17/7/19	FVSA Team building day	Full team
18/7/19	Meeting with Lisa Baxter to go over plans for intended certificated work "Going further for student carers" award.	VP, AVC
22/7/19	Think Positive launch event, NUS Scotland.	VP
31/7/19	Met with Kim Reid & Lisa Baxter to go over the topics discussed on 18 <sup>th</sup> July.	VP, SAC, AVC
5/8/19	Met with the new Sabbatical team from Stirling University to go over both our plans for the year ahead.	VP
7/8/19 & 8/8/19	Sparqs "That's Quality" residential event held in Dundee.	VP, AVC, Admin
14/8/19	Staff development workshops in Falkirk. These were mindfulness sessions.	Full Team
15/8/19	Attended an accommodation meeting to discuss and view the new purpose built student accommodation in Stirling student.	VP, SAC
19/8/19	Conference meeting with other institutions such as Stirling Uni, Aberdeen, SRUC, Fife, Heriot Watt and Abertay. This meeting was facilitated by NUS Scotland where the topic was centred round students with disabilities, assistive technology as well as DSA funding.	VP
22/8/19	Conference meeting run by NUS Scotland to talk about student support (financial) as well as the part UC plays in student poverty	VP
23/8/19	Meeting with Michelle Hamilton to go over plans for student fitness and badge scheme	VP
29/8/19 & 30/8/19	Board of Management residential in Cumbernauld	VP
3/9/19	SVE awards ceremony at Collessio where FVSA were finalists in 2 categories	FVSA Team
4/9/19	Student Association Development / Funding Discussion with the Scottish Funding Council, NUS, Sparqs, Kim Reid and David Alison	SP, SAC
5/9/19	Creative Learning & Technology Committee	VP
6/9/19	Monthly FVSA meeting with the FVC Principal	FVSA Team
17/9/19	Finance Committee meeting with new Student President	VP, SP
24/9/19	Spoke with a class in Alloa who are interested in running a mental health event	VP

24/9/19	Met with Georgia (NUS Scotland) to go over work schedule for 2019/20	VP
25/9/19	Met Rob McDermott to go over HGIOC/EREP and Class Rep training	FVSA Team
26/9/19	Met with Jean Hamilton, Clacks Youth Parliament to talk about Student Poverty	VP
1/10/19	Planning meeting with SA, Kim Reid and Sarah Tervitt to go over Care Experienced week	VP, SAC
2/10/19	Listen To Learners Focus Group with Rob McDermot and Class Reps	SP
3/10/19	Met with Jean Hamilton from Clacks Youth Parliament	VP
10/10/19	Student Association Partners Forum with Kim Reid - To discuss the relationship between SA and HR	SP
22/10/19 – 21/10/19	Class rep training across all three campuses	Full Team
24/10/19	Represented FVSA at Board of Management meeting	VP
1/11/19	SA attended monthly meeting with Principal Ken Thompson	FVSA Team
4/11/19	Sparqs College advisory group meeting	VP
8/11/19	Met with Tracy Degan from Stirling Champs board	VP
11/11/19	Meeting with Sparqs to go over Mental Health group	VP
14/11/19	Sparqs National Education Officers Network (N.E.O.N)	SP, VP
18/11/19	Student Council Meeting Falkirk	FVSA Team
19/11/19	Student Council Meeting Alloa	FVSA Team
19/11/19	Audit Committee meeting	VP
20/11/19	Met with Trades Unions representatives to discuss mental health	VP
21/11/19	Student Council meeting (Stirling)	FVSA Team
21/11/19	Met with Jasmine Hodge to look at Fujitsu hub in Stirling	FVSA Team
22/11/19	Met with Martin Wylie, Falkirk Community Trust	VP
26/11/19	Operational planning meeting Stirling	FVSA Team
27/11/19	FVSA Advisory Group Meeting	Full Team
29/11/19	Board Of Management Interviews	SP
5/12/19	Executive Committee meeting Falkirk	FVSA Team
9/12/19	Meeting with Steph Black (Sparqs) Edinburgh	VP

11/12/19	White Ribbon Meeting	SP, VP
12/12/19	Colleges eActivites Group (CeAG) Winter Fayre	SP
8/1/20	Moved in to the new Falkirk Campus/Induction to new campus	Full Team
14/1/20	Met Hairdressing class with Lynne to talk about refreshers fayre	VP
15/1/20	Catch up meeting with student Stirling	VP
16/1/20	Spoke with Student President from Abertay University about Student Poverty campaign	VP
17/1/20	Chatted with Jeroen NUS Scotland about Student Poverty Campaign	VP
17/1/20	Chatted with St. Andrews University President about the above national campaign	VP
17/1/20	FVSA / Stirling Students Union (SSU) partnership discussion	SP, AVC
20/1/20	Scottish Waterways Legacy Project Meeting with Alan Buchan to discuss the potential of a mobile app project	SP, SAC
10/2/20	FVSA Trustee Training	Full Team
11/2/20	Volunteer Scotland Meeting - To discuss accreditation for Class reps and Volunteers for any age	SP,AVC
12/2/20	White Ribbon Meeting	SP,VP
17/2/20	Met with Martin Wylie (Falkirk Community Trust)	VP
19/2/20	Sparqs N.E.O.N	SP,VP
24/2/20	Fujitsu Hub launch	FVSA Team
27/2/20	Board of Management meeting	VP
2/3/20	FVSA Advisory Group Meeting	Full Team
6/3/20	Sustainability waste sub group meeting	SP
17/3/20	Last day of in College Teaching due to Covid-19	NA
19/3/20	NUS Scotland Conference Online	SP, VP
1/4/20	NUS Conference Online	SP, VP
18/5/20	Forth Valley Foundation Meeting	SP

**SP** - Student President

**VP**- Vice President

**SAC** - Student Association Co-ordinator

**AVC** - Activities & Volunteer Co-ordinator

**Admin** - Administration Assistant

**Exec** - Executive Officers

## Looking ahead to 2019/20

The year ahead for FVSA will be an interesting one. There will be many barriers, that being said the Sabbaticals and the Staff will work to break these down by any means necessary to support the students of FVC.

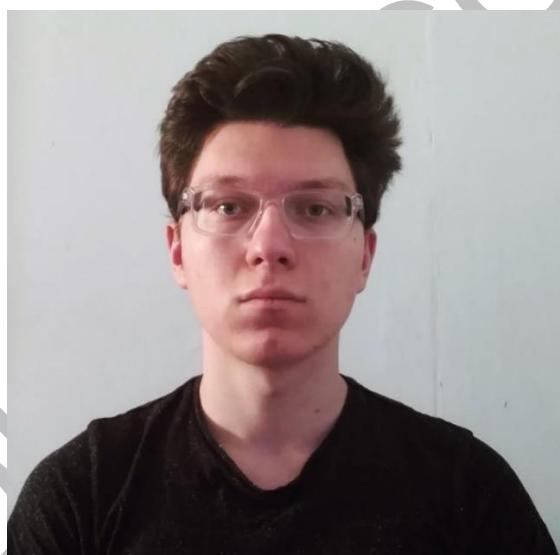
### Sabbatical Elections

**Student President, Andrew Smirthwaite   Vice President, Alexandars Petrovskis**

**Re-Elected**



**Elected**



**1. Purpose**

To seek approval from members on the constitutional changes approved by student council

**2. Recommendation**

That members approve the constitutional changes in the attached document.

**3. Key Considerations**

The key changes to the constitution that our student members have approved are

Ratifying the position of our under 16 students within the Association. (Section 3)

Under the education act 1994 these students are not allowed to take part in the democratic structure of the association, however the constitution pushed them out from our support.

Due to this we introduced associate members which allow these students to still access our support and clubs and societies but not access the democratic structures.

Ratify the Student Council functions. (Section 4)

This was to add in that the student council is responsible for approval of motions which are presented at student council.

Add in the Code of Conduct for Executive Committee members. (Section 5.08)

This was to provide a link to the external documentation for the executive members code of conduct.

The Executive Code of conduct is attached for information.

Add in that all FVSA Meetings can be attended by members unless it is closed (Section 10.03)

This increases the transparency of the FVSA as all members can attend our meetings on request. However, it adds in the ability to hold closed meetings as these can sometimes be confidential in nature

Add our own disciplinary policy (Schedule 5, Section 7)

This added our own policy as well as ratifying the wording to include all members and the sabbatical positions. As well as laying out the how the disciplinary process and appeals will work.

FVSA Motion Lifetimes (Schedule 6.4)

All motions submitted and approved had no termination point and could exist for many years without them being relevant to the work of the SA. There is now a three-year lifetime with the option to retire a motion or vote to hold it for another three years.

**4. Financial Implications**

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

**5. Equalities**

**Assessment in Place? – No**

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

**6. Risk**

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

	Likelihood	Impact
<b>Very High</b>		
<b>High</b>		
<b>Medium</b>		
<b>Low</b>		
<b>Very Low</b>	x	x

**Please describe any risks associated with this paper and associated mitigating actions –** None

**7. Other Implications –**

Please indicate whether there are implications for the areas below.

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

**Please provide a summary of these implications –** FVSA extensively promote events, clubs and opportunities to be involved in the work of the association.

**Paper Author –** Andrew Smirthwaite

**SMT Owner –** Kenny MacInnes

## 1. Purpose

To present members with the draft of the Revenue Budget for 2020-21.

## 2. Recommendation

That members consider

- The draft revenue budget for 2020-21 and take note of the projected deficit. This budget will be balanced over the summer period.
- SFC's request to submit a balanced budget for 2020-21 and balanced forecast for 2021-2023 by 30 June 2020.
- Management's recommendation that a deficit budget be submitted for 2020-21 by the end of June along with the FFR commentary (to follow) which clearly states the Boards commitment to delivering a balanced budget and further 2 year forecasts by the end of September 2020.

## 3. Background

Historically, the SFC has required Colleges to submit a Financial Forecast Return (FFR) for a 3 year period (approved budget for next Academic year plus forecasts for a further 2 years). Following an Audit Scotland's report on the College Sector we have been asked in the past 2 years to submit a 5 year forecast. The original requests were for these to be submitted by the end of June, however in both years this was extended to 30 September.

Following discussions with SFC we were led to believe they would only require a 1 year budget to be submitted by September 2020 due to the current level of uncertainty around income streams. The Finance Directors network agreed we would pull together a high level picture of the sector position in June to support ongoing discussions with SFC. On 9 June SFC issued a call for information for a 3 year FFR which was to have a balanced budget position to be submitted by 30 June 2020.

This was discussed at the Finance Directors meeting on 12 June and it was recommended that the College Principals Group (CPG) should be asked to support going back to SFC to request that only the Budget for 2020-21 should be submitted by end of June and that the further 2 year forecasts be completed over the summer once there was some more clarity around the ongoing impact of Covid-19 on our operations. The additional 2 years forecasts would be submitted in September in line with previous years. Unfortunately this did not get discussed at the CPG meeting on 16 June.

## 4. Finance committee 16 June 2020

The Finance Committee has had a robust discussion around the detailed assumptions and projections within the budget and has confirmed its confidence that the assumptions are appropriate in the circumstances, albeit recognising the risks involved. This paper therefore does not repeat this detail but instead focuses on the financial position, the risks within and actions that need to be taken to resolve the deficit.

This first draft of the budget is showing an operational deficit of £670k for the academic year 2020-21. We should always be budgeting an operational cash surplus to be equivalent to the loan repayments (£184k) plus providing some level of cushion. Therefore the gap we have to bridge is of the order of £900k. Given the uncertainty that has arisen from recent events relating to Covid-19 it would be prudent to allow for a greater than usual contingency for additional costs or loss of income. As such, finance costs include a contingency of £150k.

This first draft of the budget focusses on the operational position of the College and does not include the calculations for non-cash items or projects covered by funding from the ALF.

As a consequence of the impact of social distancing on future operations, and the uncertainty surrounding the Covid-19 situation and return to campus, there are a number of areas of risk within this draft of the budget, and these are discussed in section 8 below.

Appendix 2 discusses some of the courses of action being considered by SMT, to mitigate the projected deficit.

## **5. Key Considerations**

The revenue budget for 2020-21, as detailed in Appendix 1, shows an operational deficit of £670k.

The measure for Colleges to monitor financial performance is the Underlying Operating position, which adjusts for non-cash and one-off items, and takes account of loan repayments. The reconciliation of the I&E operational position is as below:

Adjusted Operating Position		
	2020/21 Budget £'000	2019/20 Forecast £'000
<b>Surplus/(deficit) before other gains and losses</b>	(670)	212
Revenue funding allocated to loan repayments	(184)	(175)
<b>Underlying Operating Position</b>	<b>(854)</b>	<b>37</b>

## **6. Capital & Maintenance Budget**

For fiscal year 2020-21 FVC's budget is £749k for capital projects and lifecycle maintenance. FVC has to top slice £150k of this for interest payments, which does not apply to the majority of Colleges. The two capital projects being undertaken are to support remote learning – the purchase of laptops, and equipment to allow video capture and live streaming.

Capital & Maintenance Budget	
	2020/21 Fiscal year £'000
Capital projects	300
Revenue maintenance	299
Interest on loan repayments	150
<b>Total allocation</b>	<b>749</b>

#### 7. Financial Implications

As it stands, the first draft of the 2020-21 budget is showing an operating deficit at a level which will be unacceptable to the Board, SFC and Scottish Government. Furthermore, there is a risk that the current Covid-19 situation will result in a loss of income and further costs not yet identified, as we return to our new normality. Senior Management will decide on various courses of action to mitigate the current projected deficit.

#### 8. Equalities

Assessment in Place? – Yes  No

Not applicable given the nature of this report.

## 9. Risk

	Likelihood	Impact
<b>Very High</b>	x	x
<b>High</b>		
<b>Medium</b>		
<b>Low</b>		
<b>Very Low</b>		

There are specific risks to be highlighted at this time. The table below lists the potential financial impact of each of these risks:

Areas of Risk		
Area	Potential impact	£000's
<b>Core Credit delivery</b>	Loss of ESF income	480
<b>Apprenticeship delivery</b>	Foundation Apprentices - if recruit 50 fewer new starts Modern Apprentices - recruitment issues and delayed starts	119 undetermined
<b>Commercial delivery</b>	FWDF - if 25% of fund not delivered, approx net contribution Downturn in the Oil & Gas sector impacting demand	97 undetermined
<b>Staff</b>	Implementing social distancing should this require additional staffing hours	undetermined
	[REDACTED]	[REDACTED]
	LGPS pension costs increase April 2021 by more than the 0.5% allowed for - cost for 4 months April - July	£32k for every 1%
<b>Property</b>	old Falkirk campus not sold before new academic year, rates, utilities and security	£21k per month
	[REDACTED]	[REDACTED]

### Higher Risk Issues

- Delivering on **core Credit targets** is going to be challenging and should FVC, and the sector, fail to deliver these core targets the ESF funding (£480k) would be at risk. Although FVC is predicting that we will deliver on our own Credit targets, it is our dependence on the sector that is of concern.
- The operation of **Foundation Apprenticeships** is a serious concern, as for most disciplines a period of work placement is required. We anticipate difficulties in obtaining agreement from employers to host placements during social distancing. Discussions are on-going with SQA and SDS to find a resolution. There is a further risk of local authorities removing FAs as an option for their pupils, as following the lockdown, FAs have been treated differently from Highers for 2019-20 assessment and resulting. This could result in low levels of recruitment making class sizes unviable and FVC being unable to continue providing FAs to those local authorities who do wish to continue.

- There is a real risk that employers will not recruit **Modern Apprentices** for starting in August, as their focus is likely to be on re-establishing their core businesses. In addition, there have been early indications from some of the MA managing agents that they will delay apprentice starts at College until later in the year. This would leave lecturers under-deployed for part of the first term, with no income to cover the costs. We are looking at bringing students on to full time courses with the aim that they can then transition to MAs when the managing agents are ready, thus protecting Credits and MA places.
- Following the upcoming valuation of the **LGPS pension scheme**, there is a significant risk that due to the impact of the McCloud ruling relating to unlawful age discrimination in public sector pension schemes, the Falkirk LGPS scheme will be underfunded and employer contributions will have to increase.

#### Medium Risk Issues

- Delivery of the full **FWDF allocation** which has been budgeted, will depend on companies being willing to prioritise staff training as they adjust to new working practices. This year, despite signing up companies for the entire 2019-20 allocation, we are forecasting a substantial reduction in income due to scheduling issues with companies and the lockdown, therefore it will be a challenge to deliver the full amount next year.
- A significant portion of our commercial income is linked to the **Oil & Gas industry**. If this sector suffers a serious downturn, demand for Electrical Safety courses could be stifled for a considerable period of time.
- There is a risk of significant cost implications of implementing social distancing into our teaching delivery, should **additional hours** be required to cover smaller class sizes. Approval for additional hours will need to be closely monitored by departments.
- Cost of living increases of 2% have been applied to salary budgets.  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Risk Owner – Alison Stewart

Action Owner – Alison Stewart

#### 10. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes  No

Health and Safety – Yes  No

Paper Author – Senga McKerr

SMT Owner – Alison Stewart

**1. Purpose**

To provide members with an overview of the preparations underway to return to on campus delivery under Phases 3 and 4 of the Scottish Governments “Scotland’s route map through and out of the crisis” (the Route Map).

**2. Recommendation**

That members consider and comment on the content of this report and appendices.

**3. Background**

Following the national lockdown in March 2020, the College’s initial focus was on two key areas –

- Supporting students and staff to work remotely; and
- Working in line with guidance from awarding bodies such as SQA to design systems to ensure accreditation of students work in the 2019/20 academic year

Once these measures were largely in place, the College was able to turn its focus onto how the College would be able to re-open our campuses once the lockdown restrictions were lifted in a manner that was compliant with what eventually became the Route Map produced by Scottish Government, supplemented by a range of external guidance.

As reported at the Board meeting on 30 April 2020, a short life working group (SLWG) had been established under the Depute Principal and Chief Operating Officer (DPCOO) and Davie Flynn, Vice Chair, was invited to join the SLWG to provide Board input into this work.

**4. The Short Life Working Group**

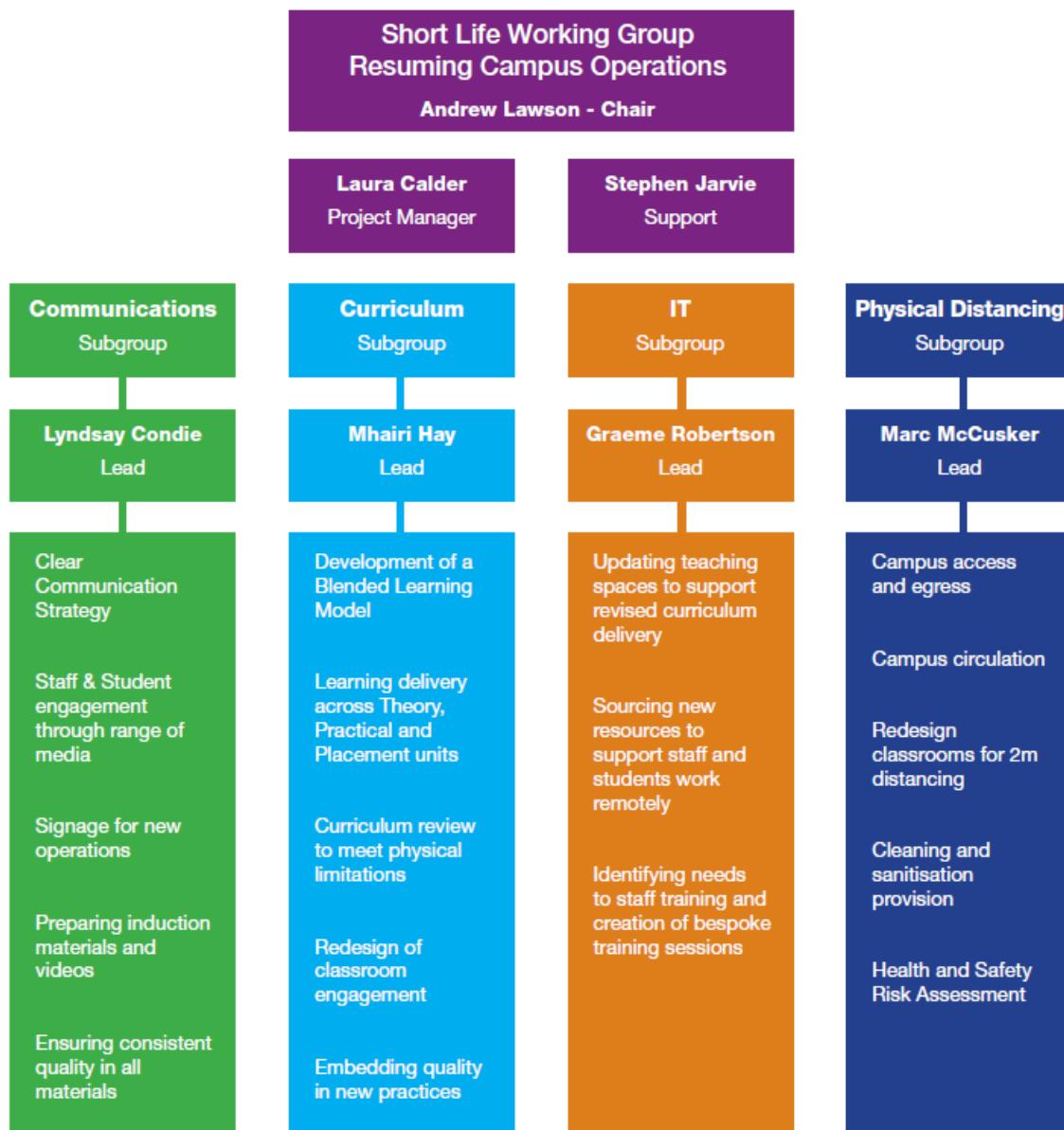
The remit of the SLWG was to identify and recommend changes to College operations to SMT in line with the best guidance available to the College. The SLWG ran from 23 April to 11 June. As the SLWG is now at the point of fully developing and implementing changes, subject to SMT approval, the main group was stood down to allow members to focus on this work.

The SLWG membership was comprised of key staff from across the College, including union representation, and was supported by the Corporate Governance and Planning Officer and Laura Calder who took on the Project Management role, coordinating the various subgroups and ensuring a clear audit trail of activity.

There will still be a smaller group of the DPCOO, subgroup leads, the project manager and Corporate Governance and Planning Officer to monitor progress ahead of phase 3 of the route map and start of the 2020/21 academic year.

The SLWG met weekly and quickly established a number of subgroups to take forward the detailed planning. It is hard not to overstate the scope of the work of the SLWG and subgroups as their work directly impacts on every student, staff member and operation within the College at least until such time as phase 4 of the route map is announced. It is also possible some aspects will

continue to be in play during phase 4 however this will depend on Scottish Government advice at that time.



### 4.1 Key Decisions taken by SMT to date

- Agreed changes to the start of the 2020/21 academic year, to allow for additional staff training on new processes/systems by delaying student start dates for 1 week
- Agreed that, in recognition of existing layouts and to assist in physical distancing, that on campus catering will not be offered until further notice. The rules on no eating in classrooms will be relaxed to allow students to bring in a packed lunch if they want to
- Agreed to the new guidance on curriculum planning to support a blended model proposed by the curriculum subgroup of the SLWG

- Approved the purchase of additional IT resource (hardware and software) to support remote working and learning
- Agreed Home Working Procedure including risk assessment processes
- Agreed physical distancing layout for classroom and workspaces
- Agreed the installation of sanitising equipment
- Agreed survey on home working conditions
- Agreed ongoing support for staff working from home for extended periods of time
- Agreed that, to manage the number of people on campus that all lecturing staff and students will be advised to only be on campus for timetabled classes with remaining work done from home. Support staff attendance will be reviewed, with the default continuing to be working from home where necessary. These rules have some flexibility for example for students who may not be able to work from home, who will be permitted to utilise resources in the Learning Resource Centres.

#### **4.2 Subgroups of the SLWG**

An overview of the work of the subgroups is as follows

##### **Communications**

- Creation of a Covid Communication Strategy
- Manage a range of communications to staff, current and future students, schools, stakeholders etc. updating them on preparation for next year and the work of the SLWG through newsletters, ezines and individual emails
- Encouraging contributions and inviting concerns of staff and others to be shared with the SLWG through a dedicated email address
- Developing and publishing online FAQ's on the College's approach to reopening the campuses for students, staff and other campus users such as contractors
- Creating, producing and installing signage for the new campus, promoting physical distancing (see appendix 1 for examples)
- Producing video and other key resources to inform College users on the new processes in place
- Assisting the SLWG and subgroups to ensure materials produced complement each other, are to the same high standard and are accessible.

##### **Curriculum**

- Owing to the scope of the curriculum group, this was further split into three other groups
  - - Theory – developing methodologies for the delivery of theory units of courses
    - Practical – examining those areas of the curriculum requiring access to College resources for vocational education (e.g. workshops and labs)
    - Placement – in recognition of the value placement activity has for students, reviewing how this can be managed safely for students attending placements and staff who visit placements to conduct assessment/review activity
- Developed and disseminated guidance on redesigning the curriculum for 2020/21 to reflect the restrictions in place within campuses as a result of physical distancing and the

need to stagger start, break and exit times for staff and students to reduce crowding in circulation areas of the College

- Creation of a Covid timetable with curriculum departments
- Developed a blended teaching model where students can attend classes on alternate weeks, learning on campus on week and participating in classes from home virtually the next. This maintains the relationship between lecturer and students, helps those who may find fully online learning a challenge and accommodates physical distancing issues.
- Wherever possible, students will be assigned to the same classroom for each day, utilising the same piece(s) of equipment. This reduces circulation around the campus and makes cleaning easier.
- Surveying the requirements of new/returning students in relation to IT equipment to ensure all students possible can engage with the new blended approach
- Identifying non-mandatory units in each course that may be challenging to deliver and replacing these with alternate units for 20/21 where feasible
- Proactively working with awarding bodies to ensure proposed changes are acceptable to ensure a positive outcome for students
- Working to create an online enrolment and induction process for students

### **IT and Digital Learning**

- Adapting classroom environments to ensure full participation and engagement of students in attendance both physically and virtually through the installation of camera and microphones
- Testing a range of software and hardware changes to facilitate this with the assistance of lecturing staff to run test classes to ensure a quality learning experience
- Purchasing additional equipment (e.g. Clevertouch screens) to bring facilities in Alloa and Stirling on par with those in Falkirk
- Purchasing an additional 419 laptops in anticipation on the demand from students for additional IT resource. This additional resource will be particularly helpful if there is a second lockdown implemented if the pandemic spikes again
- Supporting home working staff with resources such as monitors, peripherals and office furniture
- Developed staff IT Skills Baseline Survey. Using feedback from survey to create bespoke training sessions and resources.

### **Physical Distancing**

- Implementing 2m physical distancing in classrooms and workrooms, including where feasible the removal of excess furniture. This has been a substantial piece of work, resulting in the redesign of almost all rooms across the College.
- Reviewed campus circulation areas and implemented 'keep left' approach to manage circulation and maintain an element of physical distancing outside of classrooms/workrooms. This will be supported by clear signage from the communications team (as outlined in Appendix 1). Also identified access and egress routes for each campus
- Designed screens for key, front facing areas across all campuses including reception desks, student services areas and Learning Resource Centres

- Identified locations for additional sanitiser provision across campuses to supplement existing hand washing facilities across campus and ordered additional units for this
- Ordering PPE to replace stocks donated to local care homes etc. during lockdown
- Supporting staff to ensure all areas within the College are risk assessed
- Identified additional cleaning equipment ('foggers' and electrostatic cleaning devices) to supplement existing cleaning provision
- Creation of a Covid Cleaning Strategy
- Working with College FM providers to complete deep cleans of all campuses during lockdown period and identify additional cleaning provision to support a return to campus operations

#### **4.3 Project Management**

As noted earlier, this is likely the largest project in terms of scope and impact that the College has conducted in recent years within a very restrictive timescale. It is a credit to the College that the staff involved have been able to meet this challenge head-on.

It was identified that the SLWG would need to be supported by a Project Manager, and Laura Calder, the Project Support Officer within the College, was selected for this role.

As the Project Manager, Laura has attended all SLWG and subgroup meetings. This has allowed her to capture critical tasks, actions and milestones and helped her to monitor decisions made by the different subgroups. Acting as a link between the different groups has ensured that there is no duplication of work, reduces chances of missing any vital areas and allows more productivity.

Initially, a scope of high-level project planning was carried out; this was used to explore critical tasks and helped to produce a more in-depth project plan. The project plan has been created to provide a comprehensive schedule of works. The project plan will be used to report on progress to SMT throughout the lifetime of the project. As the project is ever-evolving due to updates to guidance from Scottish and UK Government the College has to review and monitor our project objectives continually. The College's approach is to be proactive, responsive and flexible throughout the project lifecycle and continue to drive momentum while working in line with College's strategic objectives.

The Project Manager has responsibility for creating and maintaining a secure project library for project members and management which documents the progress of work, action tracker, Project Risk Log and will provide an audit trail.

A copy of the Project Plan is attached for information as Appendix 2, and the Project Manager will attend the Board meeting to discuss the high level critical path for the project.

**5. Financial Implications**

A budget of £60K has been assigned to the project to allow purchasing of appropriate IT Equipment, Sanitising Units and Social distancing items.

**6. Equalities**

**Assessment in Place? – Yes  No**

The work of the SLWG is designed to, temporarily, supplement existing College practice which will have been subject to appropriate equalities assessment in the past. SMT will continue to monitor proposals as they come forward and, where necessary, will request additional impact assessments.

**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	X	X
High		
Medium		
Low		
Very Low		

Failure to ensure the College is prepared for on campus delivery when the Scottish Government moves the country to phase 3 of the route map would have severe health and safety, financial and reputation risks to the College. This can only be mitigated by successful completion of the project plan and the integration of national guidance as it becomes available.

Risk Owner – Ken Thomson

Action Owner – Andrew Lawson

**8. Other Implications –**

Please indicate whether there are implications for the areas below.

Communications – Yes  No

Health and Safety – Yes  No

Paper Author – Stephen Jarvie and Laura Calder

SMT Owner – Andrew Lawson

# Resuming campus operations

## Proposed graphics

**June 2020**

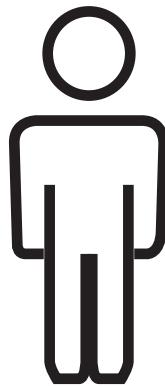
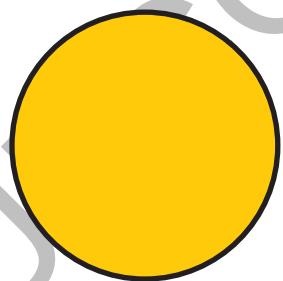


# Covid-19 in campus branding

To maintain an easily identifiable message system across all three campuses, the proposed colour system is yellow. This will be visible against any existing colour or material used in campus and also differs from the FVC branding to highlight the importance of the messages.

The graphics will be a mix of self adhesive vinyl and floor specific materials suitable for high traffic areas.

The messages are clear and polite with a simple illustration style to put the information across as easily as possible.



#StaySafe

---

Colour

Illustration

Font

# General reminder floor graphic



UNCCD  
COPY

# Queuing floor graphic



UNCCD  
COPY

# General corridor floor graphic



UNCCD COPY

# Staff tea prep area graphic



UNCCD  
COPY

# Staff tea prep area graphic



UNCCD  
COPY

# Lift door/floor graphic



UNCCOPY

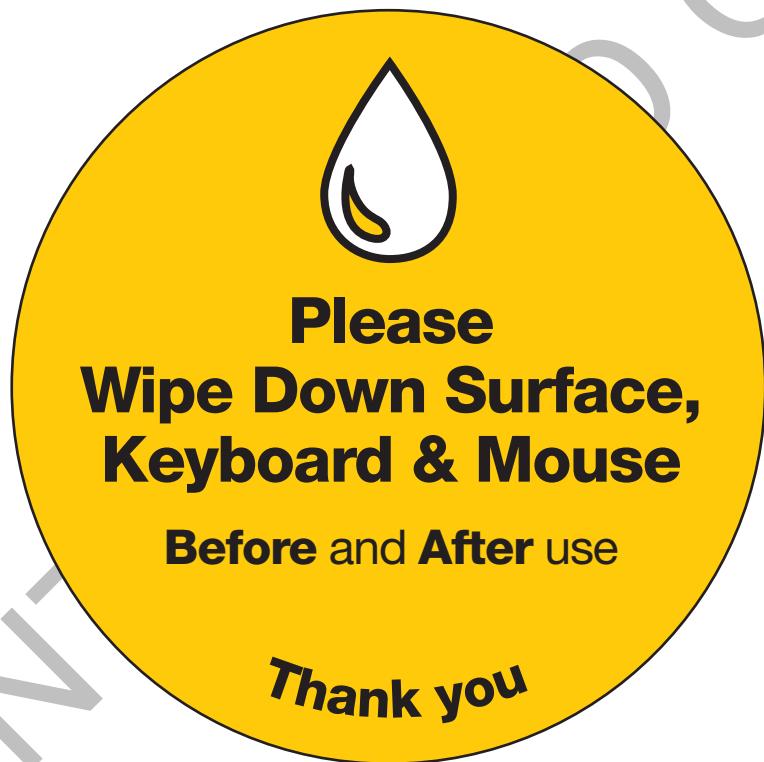
# **Breakout seating/booth vinyl graphic**

**Single  
occupancy area**



UNCON  
COPY

# Classroom desk vinyl graphic



UNCONVENTIONAL COPY

# **Stirling Campus Entrance floor graphics**



UNCCOPY

# **Stirling Campus Entrance floor graphics**



UNCCOPY

UNCCOPY

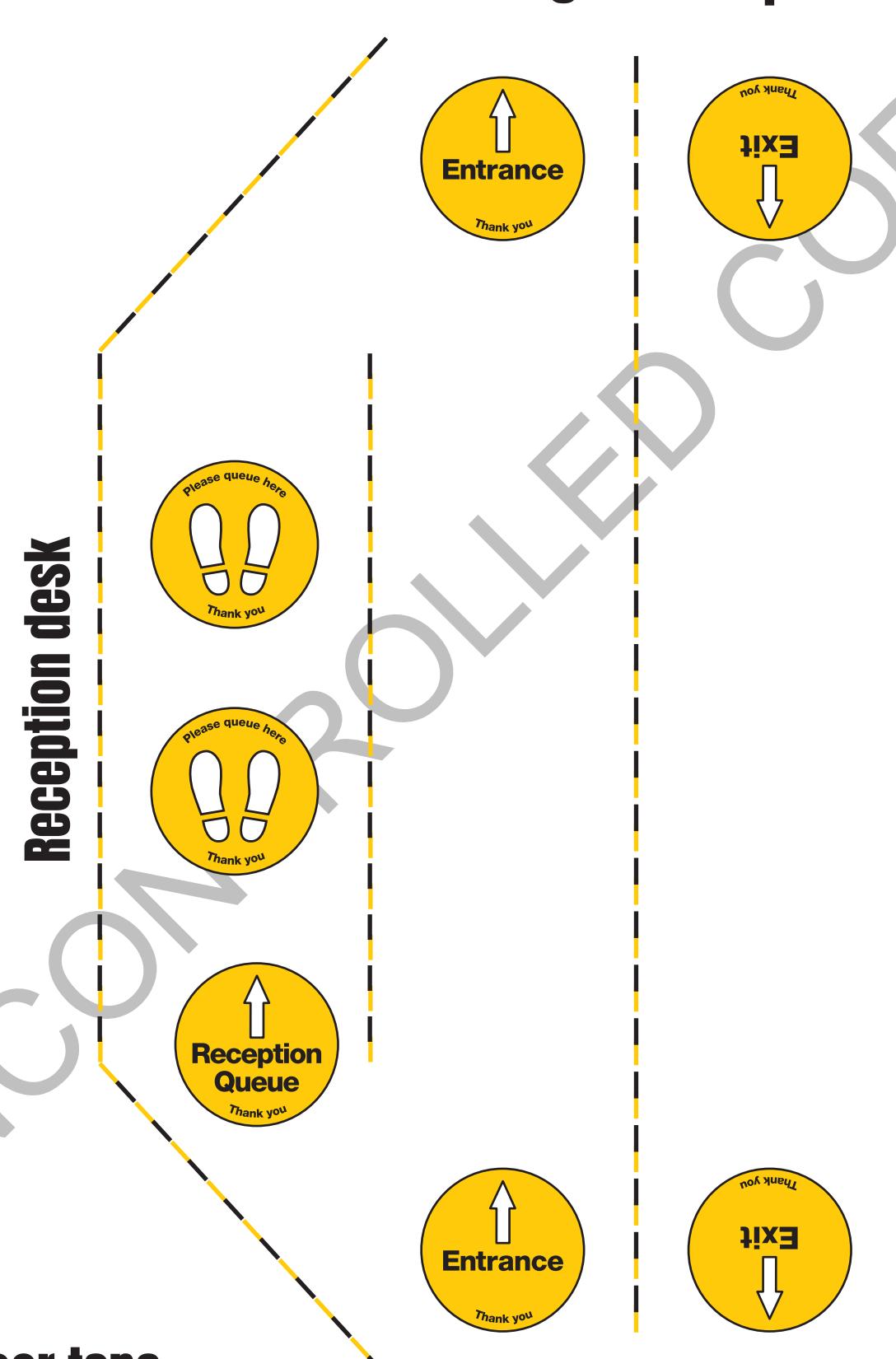
# **Stirling Campus Entrance floor graphics**



UNCCOPY

# Stirling Campus Floor proposal

Through to campus



Floor tape

Entrance doors

# Stair riser graphics



UNCONTR  
-ED COPY

A large, faint, grey watermark or text overlay that reads "UNCONTR" on the first line and "-ED COPY" on the second line, oriented diagonally from bottom-left to top-right.

# Toilet door frames Social reminders

Please remember our  
**6 key messages**



**Keep left**



**Maintain a  
social distance**



**One person only in  
designated areas**



**Maintain good  
hygiene**



**Only attend College for  
timetabled classes**



**Be kind and  
respect others**

**Thank you**

# **Classroom entrances**

**This classroom  
is limited to**

**6**

**students**

**Thank you**

## Forth Valley College COVID-19 Risk Register

No	There is a real or perceived risk that...	Risk Management and Mitigation				Actions/Progress to Date	Owners			Initial Risk Score			Score After Mitigation			Change to score since last meeting	Date Added and Date Score Updated
		Potential Consequences	Mitigating Actions				Board Committee	SMT Risk Owner	Action Owner	Likelihood	Impact	Risk Score	Likelihood	Impact	Risk Score		
1	Insufficient staff resource to deliver against a model where class sizes are significantly reduced and spanned operating hours are in effect whilst there may also be elevated levels of staff absence (self isolation etc)	- impact on credit delivery - impact on student attainment - industrial relations with unions in relation to potential changes to working practices (hours, recording/streaming of lectures)	- Early and ongoing engagement with unions on what returning to campus operations may look like - forward planning to maximise return from existing resource and to identify gaps	May 2020 - Union membership on short life working group, looking at models for reopening College - Work is ongoing to ensure we can deliver in a different way and one that allows all students access to learning either in college or virtually at the same time - Directors/cm's/managers maintaining contact to ascertain who will be able to come back and factoring this into planning.	B	P	DPCOO	VH	VH	25	VH	VH	25				
2	the College will not be able to deliver on agreed credit targets for 2019/20 and 2020/21 owing to closure and reopening with physical distancing reducing capacity of campuses	- reduction in claimable core funding - failure to reach target levels will jeopardise ESF funded activity (circa £500k per annum) which is additional to core credit levels - limited flex in budgets to account for any shortfall - budget issues may compromise achievement of agreed futures programme for the College	- short life working group to look at safe resource maximisation when campuses re-open to provide clarity on deliverable levels of curriculum under physical distancing - sector engagement with SFC and Scot Gov on attainability of credits targets and criteria for ESF elements - utilisation of UK Gov funding to furlough staff unable to perform duties remotely to protect budgets	May 2020 - short life working group established - Sector engaging with SFC and ministers - 100+ staff furloughed	B	P	DPCOO	H	VH	20	H	VH	20				
3	Commercial activity levels and contribution to the College will be reduced owing to a) lockdown period, b) college resource being focussed on delivery of core activity and c) businesses reducing non-key CPD to address budget issues	- significant impact on College budgets - current commercially oriented staffing levels may become unsustainable for a period of time	- review of commercial offering to focus on potential future funding streams from SFC and Scot/UK Govs to support recently unemployed workers reskill or companies to implement efficient practices - sector advocacy for the importance of continuation of flexible workforce development funding - If recession is worse then further reductions in budget may be needed	May 2020 - first draft commercial budget for 20/21 revised to take account of risk, using data from last economic downturn ~£300,000 reduction, capacity adjusted to allow for social distancing and courses still returning a slight profit on this basis. - Discuss pre apprenticeship offerings with government bodies, managing agents and advertise and recruit for August / September start	B	P	VPFACA	VH	H	20	VH	H	20				
4	opening campuses during a live pandemic will increase the risk to the health and safety of staff and students	- increased exposure to infection - outbreak in College could lead to closures (singular or repeated)	- implement physical distancing across all areas of College activity (classrooms, circulation spaces and workspaces)	May 2020 - review begun into assessment of maximum occupancy for College areas based on current social distancing guidance	B	P	DPCOO	H	H	16	H	H	16				
5	costs associated with implementing physical distancing and additional measures such as increased FM and health and safety related activity will impact on lifecycle maintenance	- while there has been an increase in capital funding for 2020/21 this was already under the anticipated lifecycle levels for the campuses. Allocation of this resource to combat infection will further exacerbate this	- sector engagement with SFC and Scot Gov on the unbudgeted expenditure to operate during a pandemic - review lifecycle maintenance projects to prioritise against available resource	May 2020 - Work s underway to ensure all resources required for any additional measure required as a result of the current situation are fully captured	B	P	DPCOO	VH	M	15	VH	M	15				
6	Student applicants may be unwilling to come to College whilst the pandemic is still underway	- reduction in student numbers will impact on credits - some classes may become unviable to run with reduced numbers, leading to the College having to cancel classes and lose further credits and impact on students who wanted to attend - may lead to disadvantage to poorer students who have to utilise public transport to travel to College and who are unwilling to do so	- Clear communications for revisions to campus operations once they are in place to all students - alter timetabling where possible to avoid students (and staff) having to access public transport during peak times	May 2020 - Short life working group has communications embedded into its remit	B	P	DPCOO	M	H	12	M	H	12				
7	Increased remote working/learning will lead to increased cyber related risks to College systems	- potential breach (ransomware or data breach) impacting on College ability to operate for periods of time - home based systems utilised by staff and students could introduce malicious software to College devices	- IT are monitoring increased attacks on College network and reacting to these - ensure up to date anti virus and system patching in place on all college systems - IT implementing two factor authentication - Implementation of VPN, with a move away from Remote Desktop	May 2020 - Rollout of a VPN (Virtual Private Network) to replace Remote Desktop 50% complete. Geo-location enabled to block any attempt to access Remote Desktop from out with the UK. A Remote Desktop 'sin-bin' introduced for anyone using an incorrect password, where all services are suspended for 30 minutes on the account.	B	P	VPISC	H	H	16	M	H	12				
8	the current situation will result in an increase in staff anxiety	- Staff may not be comfortable to return to College when we reopen - an increase in mental health related issues	This is being explored within the SLWG in line with planning out return to operational business . We are also considering Health & Wellbeing for home working	May 2020 - A set of sub groups have been set up to develop clear actions for ensuring a safe working environment	B	P	DPCOO	M	H	12	M	H	12				

## Forth Valley College COVID-19 Risk Register

9	an increase in blended learning delivery impacts on student attainment	- Reduction in successful course completion can impact on the reputation of the College - Complaints from students to College and awarding bodies regarding quality of learning		May 2020 - A curriculum and IT sub group linked to the SLWG will develop actions to take this forward	B	P	DPCOO	M	H	12	M	H	12		
10	Students do not have access to IT equipment or access to the internet	- Inability of students to engage in remote learning	- Assess a student's ability to engage in remote learning - Provide IT equipment - Provide connectivity	May 2020 - Over 360 laptops built and delivered to students, and internet access purchased for the most at need students.	B	P	VPISC	H	H	16	L	H	8		

## LIKELIHOOD, IMPACT AND CONSEQUENCES

### LIKELIHOOD

Description	Scenario	Code Letter	Risk Rating Value	Guide Probability
Very High	Expected to occur	VH	5	100%
High	More likely to occur than not	H	4	75%
Medium	Fairly likely to happen	M	3	50%
Low	Low but not impossible	L	2	25%
Unlikely	Extremely unlikely to happen	VL	1	5%

### IMPACT

Description	Scenario	Code Letter	Risk Rating Value
Very High	Critical or Major impact across the organisation	VH	5
High	Critical or Major impact on costs, objectives. Serious impact on output and/or quality and reputation. Medium to long-term effect and expensive to recover.	H	4
Medium	Reduces viability significant waste of time and resources and impact on operational efficiency, output, and quality. Medium term effect, which may be expensive to recover.	M	3
Low	Minor loss, delay, inconvenience or interruption. Short to medium term effect.	L	2
Very Low	Minimal loss, delay, inconvenience or interruption. Can be easily and quickly remedied.	VL	1

### Committees

A	Audit Committee
B	Board of Management
F	Falkirk Campus Project Board
F	Finance Committee
H	HR Committee
L	Learning and Student Experience Committee

25 June 2020

BOARD OF MANAGEMENT

#### 1. Purpose

To seek approval for the Recovery and Futures Plan 2020-2021 as part of the Scenario and Strategic Planning 2020-2025 as presented to the Board in April 2020 and as the College's Operational Plan for 2020/21.

#### 2. Recommendation

That members discuss and approve the attached plan.

#### 3. Background

Following the outbreak of Covid-19 and the subsequent lockdown in March 2020, the Principal presented a Scenario Plan for FVC Futures Programme at the Board meeting in April, attached as Appendix 2 for reference. SMT recommended the programme will be the template for College's Operational Plan for 2020/21 and will use a RAG scheme to manage progress and the responsible SMT lead has been clearly identified. The plan is attached as Appendix 2. There will be project plans for some of the identified tasks for operational purposes.

The completed plan will be tracked and updated through the Learning and Student Experience Committee with a final presentation to the Board in June 2021.

#### 4. Key Considerations

The Board of Management is asked to discuss the attached plan, confirm the strategic areas and approve its adoption as the College Operational Plan for circulation to all College managers. The managers will then follow a similar template in developing their plans for their departments. These Departmental Plans will be scrutinised by SMT leads and monitored through LMT.

#### 5. 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
<b>Very High</b>		
<b>High</b>	X	X
<b>Medium</b>		
<b>Low</b>		
<b>Very Low</b>		

The Recovery and Futures Programme Roadmap will provide a clear operational planning framework process for resource allocation and support the Departmental planning for 2020 - 21

**Risk Owner** – Ken Thomson

**Action Owner** – Ken Thomson

6. Other Implications –

Please indicate whether there are implications for the areas below.

Communications – Yes  No

Health and Safety – Yes  No

Paper Author – Ken Thomson

SMT Owner – Ken Thomson

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**1. Purpose**

**To seek approval for the award of Honorary Fellowships of Forth Valley College by the College Board of Management.**

**2. Recommendation**

That members recommend the approval of the award of an Honorary Fellowship to Anne Mearns, Colin Alexander, Fiona Campbell and Fiona Brown.

**3. Background**

Forth Valley College Board of Management introduced a process for recognising outstanding contributions of individuals to College life and development through the award of an Honorary Fellowship. The Fellowships are usually recognised and celebrated at the Stirling Castle college graduation.

**4. Proposal**

There are 4 candidates being put forward for consideration this year:

**1. Anne Mearns**

Anne was appointed to the Board in June 2009 and was a member of the HR Committee and chaired the Strategic Development Committee that went onto become the Learning and Student Experience Committee until her retirement from the Board in June 2019. Anne was Deputy Chair from March 2011. Anne supported the College through regionalisation of the sector in 2012 to 2014 and was a member of the Board through the design and build of all three campuses, Stirling, Alloa and Falkirk campuses. In 2016 Anne also chaired the Learning and Student Experience Committee that approved and monitored the sector leading Creative Learning and Technologies Strategy for the College. As Deputy Chair, Anne led the college in a number of external events including graduations and the "Making Learning Work" annual dinners.

**2. Colin Alexander**

Colin was appointed to the Board in June 2013 and was a member of the Audit Committee until his retirement from the Board in February 2020. In 2016, Colin was appointed to the Project Board for the new Falkirk Campus and brought an essential scrutiny and oversight to a complex £78 million new build ensuring the building opened on time and on budget.

**3. Fiona Campbell**

Fiona was appointed to the Board of Management in December 2009 and will retire in June 2020. Indeed this is her last Board meeting. Fiona was a member of the HR Committee, the Strategic Development Committee which latterly became the Learning and Student Experience Committee. Fiona brought a real enthusiasm and compassion to the work of the College and was a keen supporter of student activity and college events including external award events. Most recently, Fiona is supporting research into the history of Falkirk College and Forth Valley College and in particular, the campus in Falkirk.

**4. Fiona Brown**

Fiona was appointed to the College on October 2006 as Head of Learning and Quality becoming Associate Principal for Learning and Teaching in August 2014 and then Vice Principal Learning and Teaching in August 2017. Fiona led on our award winning Creative Learning and Technologies strategy and was a huge advocate for project based learning. She instigated the first cross college conference to highlight the policy and the opportunity encouraging staff from across all Departments to "make learning work" through collaboration. With Fiona's leadership the college went onto be awarded the TES FE UK Award for Initiatives in Learning with a whole system approach to creative learning. Prior to her retirement, Fiona also instigated, again an award-winning relationship, with South East Regional College (SERC) in Northern Ireland which continues to this day.

In the attached document showing the criteria for nomination you will see the successful nominee is presented with their fellowship gown at the Stirling Graduation. It is highly unlikely we will be able to host our graduations this year so I am proposing a special dinner at the Gallery Restaurant for the nominee's friends and families, Board members and key college staff where the gowns will be presented.

**5. Financial Implications**

There are no financial implications relating to the award of an Honorary Fellowship.

**6. Equalities**

**Assessment in Place? – Yes  No**

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.

	<b>Likelihood</b>	<b>Impact</b>
<b>Very High</b>		
<b>High</b>		
<b>Medium</b>		
<b>Low</b>		
<b>Very Low</b>	X	X

Anne Mearns, Colin Alexander, Fiona Campbell and Fiona Brown are well known to Board members and well respected amongst the College's SMT and Student Association. All nominees, I hope, will continue to be firm supporters in the future.

**Risk Owner – Ken Thomson**

**Action Owner – Alison Stewart**

**8. Other Implications –**

**Communications – Yes  No**

**Health and Safety – Yes  No**

**Paper Author – Ken Thomson**

**SMT Owner – Alison Stewart**



<b>Report:</b>	<b>Award of Honorary Fellowship</b>
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### **Objective of Award**

To provide tangible recognition by the College Board of Management of outstanding service to development of Forth Valley College of Further and Higher Education.

### **Entitlement**

- Fellows are awarded on a lifetime basis.
- Fellows will be entitled to attend all formal Graduation Ceremonies.
- Fellows will be invited to social events organised by the Board.
- The award will be strictly an honorary appointment.

### **Criteria for Nominations**

- Any employee, Board member or other persons connected to the College will be eligible for nomination.
- Nominees must have made a significant contribution to the development of the College over a prolonged period.
- Contributions will have been in a manner that will have enhanced the reputation of the College.
- Contributions must be considered exceptional or well beyond the normal expectation of their appointment.

## Forth Valley College Strategic Risk Register

No	There is a real or perceived risk that...	Risk Management and Mitigation				Owners			Initial Risk Score		Score After Mitigation		Change to score since last meeting	Date Added and Date Score Updated	
		Potential Consequences	Mitigating Actions	Actions/Progress to Date		Board Committee	SMT Risk Owner	Action Owner	Likelihood	Impact	Risk Score	Likelihood	Impact	Risk Score	
1	There is insufficient funding from Scottish Government/SFC to support the core activities of the College	- Inability to deliver high quality learning - Inability to react to changing economic and local environment - Inability to maintain College infrastructure - Impact on College performance indicators	- Principal and Chair represented on sector groups to lobby SFC/Scottish Government - Vice Principal Finance and Corporate Affairs member of SFC new funding model group - Business Development strategy to increase commercial income being developed by Director of Business Development	May 20 - first phase of the transformation programme has been implemented however the impact of the Covid 19 pandemic will have a significant impact on the College's financial sustainability. Current SFC guidance is that there is no additional funding to compensate for this with the exception of the UK government's Job retention scheme. A separate risk register linked to the Covid 19 pandemic is being prepared. Nov 19 - Chair of BoM and Principal have meeting scheduled with Karen Watt, SFC on 18 November 2019. August 19 - 5 year FFR currently being prepared based on SFC guidance. Funding gap of £2m has been identified in the medium term. A futures programme is being led by the Principal to address the gap. May 19 - Indicative allocations for 2019/20 are based on flat cash GIA and a reduction in capital & maintenance funding both of which are insufficient to meet the ongoing operations of the college. Efficiency savings are being planned and maintenance delayed. Nov 18 - work ongoing	B	P	VPFACA	VH	VH	25	VH	VH	25		
2	the ongoing impact of the COVID-19 pandemic will materially impact on the College's delivery and financial sustainability	- Inability to deliver outcome agreement and ongoing financial uncertainty - poor learner experience	- Outlined in specific COVID-19 Risk register	May 20 - COVID19 risk register created	B	P	DPCOO	VH	H	20	VH	H	20		May-20
3	The student experience fails to meet student expectations	- Reputational risk - Current/Potential students choose another College/Learning provider - Impact on College meeting credit and PI targets	- Listening to Learners - Ensuring relevance of courses through robust curriculum review - Robust evaluation processes at all levels - Student support systems in place and effective - Deliver on Creative Learning and Technologies Strategy	May 20 - Covid-19 update. Assessment guidance released to curriculum teams to support assessment decisions through robust, valid processes and to ensure students' results are reliable. MS Teams digital community set up to support staff in delivering on-line. IQAP group established to verify assessment decisions on risk based approach to ensure students gain the correct results and curriculum teams follow the emergency processes. IQAP process to allow student complaints and appeals to dealt with in a fair and balanced approach. Nov 19 - Official release of SFC Student Satisfaction Survey highlights FVC FE Students 95.8% satisfied and HE Students 86.3% satisfied with their college experience. Combined 91% satisfied. Student success PIs released to SFC. Down 1.5% combined (PT/FT FE and HE) but mitigation plan in place	LSE	P	VPLSE	M	VH	15	M	VH	15	Likelihood updated to M	May-20
4	National Bargaining process will negatively impact on the College	- Unaffordable pay awards - Potential strike action which could impact on the Student experience and meeting commercial contracts - 'No Detriment' restricts options for FVC compared to sector	- Chair and DPCOO represent the College on the Employers Association - Communication with staff, students and other users - Force Majeure clauses in commercial contracts to mitigate impact of strike action	May 20. We are now at the beginning of new talks with EIS regarding a cost of living pay award until this is resolved the impact on the college is unclear. However, given the current situation funding a cost of living pay award will be a challenge Nov 19 - No further update Aug 19. Following a lengthy negotiation final settlement has been reached with new Terms & Condition in place. The settlement did have an impact on the colleges financial situation however, this has been worked through April 19. This situation regarding EIS dispute continues. No settlement has been agreed and further strike action is planned for the month of May. EIS have also initiated ASOS. We continue to ensure that where possible	B	P	DPCOO	H	H	16	H	M	12		
5	the sale of the old Falkirk campus is not concluded	- Inability to repay SFC advance - not securing best value for resource	- Amendments to contract currently being drafted and agreed with purchaser	May 20 - Legal negotiations currently underway	B	P	DPCOO	M	H	12	M	H	12		

## Forth Valley College Strategic Risk Register

6	The College will fail to deliver the Outcome Agreement	- Reputational damage - Potential clawback of funding and risk of reduction in credits allocated to the College	- Ongoing monitoring of performance against targets by new Leadership Team - Targets cascaded to Directors with accountability	<p>May 20 - As a direct impact of Covid-19 we have identified there is potential for the College to be short of its Credit target. Work is ongoing to address the predicted shortfall.</p> <p>Nov 19 - The College met its Credits Activity target. Performance against full time PI targets was disappointing, despite the introduction of in-year tracking. Earlier and more in-depth tracking is being introduced this session.</p> <p>Aug 19 - Comparisons of in-year PI estimates with final outcomes is ongoing.</p> <p>May 19 - Additional monitoring reports have been built, and will be refined through usage.</p> <p>Nov 18 - Additional monitoring reports being built for Department teams to allow granular monitoring of targets.</p>	LSE	P	VPISC	M	VH	15	L	VH	10						
7	The College is adversely impacted by a cyber attack.	- Reputational risk - Impact on learning & teaching - Impact on key services	- Up to date firewall, and cyber protection through Disc - Regular security patching - Full nightly backups and hourly snapshots to minimise disruption in the event of the need to restore data - Up to date anti-virus and malware software - Scanning and monitoring of all external drives - Resilience through additional connections to outside world - Documented and tested business continuity plan	<p>May 20 - With increased home working due to Covid-19, we are enhancing our security around remote working.</p> <p>Nov 19 - College staff continue to attend security briefings, and Windows security updates are deployed estate-wide as they are received from Microsoft.</p> <p>Aug 19 - College staff are attending regular security briefings. Windows updates are deployed estate-wide as they are received from Microsoft.</p> <p>May 19 - College staff are members of Scottish Government Cyber Catalyst Group, and receive early warnings of any known cyber attacks.</p> <p>Nov 18 - Cyber Essentials accreditation secured, Member of National Cyber Security Information Sharing Partnership</p>	A	P	VPISC	M	VH	15	L	VH	10						
8	the National Job Evaluation Process may impact staff	- Impact on staff morale - Short timescales for completion of submission - Potential financial impact on staff	Driven by National Agreement Sector wide Process - Follow guidelines from Colleges Scotland	<p>May 20 No further update the process continues</p> <p>Nov 19 - With the exception of staff on maternity leave FVC have now submitted all JE document to Scotland Colleges. A team of analysts have been identified to take this process forward</p> <p>Aug 19 The first part of this process is near completion with only a few posts to be evaluated. This is mainly due to post holder either being on maternity leave or having left the college after the cut off date of 18 September 18. This post will be evaluated by the relevant line manager</p> <p>May 19 - Process now begun with a Project Manager in place to support staff going through the process. Unison involvement is also in place and meetings are planned for key staff to support them in completing the sector wide template to role profiles</p>	HR	DPCOO	DPCOO	H	M	12	M	M	9						
9	Loss of key staff will impact on College operations	- Loss of knowledge, experience and links within the Sector and to employers etc	- People Strategy - Succession Planning - Talent Management Programme in place - Directors in post	<p>May 20 We are currently going through a restructure process which will result in a change to posts within the college. However, we have secure posts for all affected staff</p> <p>Nov 19 - There is no further update</p> <p>Aug 19 There is little evidence of staff exiting the college. The second stage of the Peoples Strategy is now underway and the focus is on potential managers of the future.</p> <p>April 19 - The first six months of the People Strategy has proven to be a success. We made the decision to fill vacancies internally where possible to encourage talent to remain within the college</p> <p>Nov 18 - First cohort of staff now on Talent Management programme. Effective TNA in place in all departments. Talent Management programme for first time managers ready to roll out</p>	HR	DPCOO	DPCOO	H	M	12	H	L	8						

Forth Valley College Strategic Risk Register

Risk ID	Risk Description	Risk Impact	Risk Probability	Mitigation Status	Owner	Last Update	Impact Score	Probability Score	Overall Risk Score	Risk Rating	Risk Status	Comments	
10	Delays to completion and/or issues with the transition process to the new Falkirk Campus (e.g. as a result of adverse weather/impact of Brexit on supply chain)	- Impact on student experience and success - Potential increase in costs - Reputational damage	- EEG and FCPB monitoring progress - Development of migration strategy - Communications with stakeholders to manage expectations	May 20. The move is now complete although snagging issues continue to be reviewed. Risk to be removed Nov 19 The project remains 3 weeks behind. However we will still have access on the 15 November to begin the transition to the new campus . Balfour Beattie will retain the insurance requirements for the building until full completion is done. We (FVC) do not see this as a major issues at this time Aug 19 The project remains on track with no major issues identified . The slight delay is being mitigated by Balfour Beatty April 19 - confirmation of completion date is now 15 November. Space Solution now in place and transitions groups are meeting to manage the transition process. At the point of writing no major issues have been identified Nov 18 - Actions being planned as per mitigating actions	FCPB	P	DPCOO	H	H	16	L	L	Likelihood from M to L and impact down to Low
11	Employers pension contributions to the Scottish Teachers Pension Scheme could increase by 5.2% from April 2019	- Additional cost of approx. £500k per annum	- Scottish Government in discussion with UK Treasury - Working with Colleges Scotland to lobby Scottish Government for additional funding	May 20 - Risk to be removed. SG/SFC have provided funding for 19/20 and 20/21 to cover the increased cost. Nov 19 - no further update August 19 - SFC have confirmed 100% funding for the period September 2019 to March 2020. There is no guarantee of funding beyond this point. SFC guidance for the FFR is to assume 100% funding going forward but have stressed this is only a planning assumption and not confirmation of funding. May 19 - Initial guidance from SFC is to assume 50% funding being worst case scenario. Score changed - impact low v medium Nov 18 - awaiting outcome of discussions with Scottish Government	F	P	VPFACA	VH	M	15	L	L	Likelihood changed from VH to L

## LIKELIHOOD, IMPACT AND CONSEQUENCES

### LIKELIHOOD

Description	Scenario	Code Letter	Risk Rating Value	Guide Probability
Very High	Expected to occur	VH	5	100%
High	More likely to occur than not	H	4	75%
Medium	Fairly likely to happen	M	3	50%
Low	Low but not impossible	L	2	25%
Unlikely	Extremely unlikely to happen	VL	1	5%

### IMPACT

Description	Scenario	Code Letter	Risk Rating Value
Very High	Critical or Major impact across the organisation	VH	5
High	Critical or Major impact on costs, objectives. Serious impact on output and/or quality and reputation. Medium to long-term effect and expensive to recover.	H	4
Medium	Reduces viability significant waste of time and resources and impact on operational efficiency, output, and quality. Medium term effect, which may be expensive to recover.	M	3
Low	Minor loss, delay, inconvenience or interruption. Short to medium term effect.	L	2
Very Low	Minimal loss, delay, inconvenience or interruption. Can be easily and quickly remedied.	VL	1

### Committees

A	Audit Committee
B	Board of Management
F	Falkirk Campus Project Board
F	Finance Committee
H	HR Committee
L	Learning and Student Experience Committee