

A Review of Coherent Provision and Sustainability in Further and Higher Education

Review Programme Board – Terms of Reference

Role

1. The Programme Board will oversee the Scottish Funding Council's (SFC) review of Coherent Provision and Sustainability in the delivery of further and higher education and will be chaired by the Chief Executive of SFC.
2. The Programme Board will ensure that stakeholders are fully engaged in the review, and that recommendations and decisions are appropriately directed within SFC, to Scottish Ministers and to funded bodies.

Chair and Membership

3. Chair - Karen Watt, CEO, SFC
Martin Boyle, Director of Policy, Insight & Analytics, SFC
Martin Fairbairn, Chief Operating Officer & Secretary to the Council, SFC
Lorna MacDonald, Director of Finance, SFC
Dr Stuart Fancey, Director of Research & Innovation
Lorna Gibb, Director of Advanced Learning and Science, Scottish Government
Dr Richard Armour, member of the Court (Council) of Heriot-Watt University
Sarah Davidson, CEO, Carnegie Trust
Scott McLarty, Vice-Chair of Enterprise & Skills Strategic Board, Spirit AeroSystems (Senior Vice-President)
Grant Ritchie, former Principal, Dundee & Angus College
Professor Petra Wend, former Principal and Vice-Chancellor, Queen Margaret University

Duration

4. The Programme Board will sit for the first two phases of the review programme (i.e. to December 2020) and will be reviewed at that point. These are the three phases of the review:
 - August 2020:
Report to SFC Board mid-August; report to Scottish Government Ministers end of August.

- December 2020:
Review work completes crisis year AY 2020-21 planning and outline options for four year change programme.
- May 2021:
Develop delivery and implementation plans and calibrate with the Scottish Parliament elections.

Meeting Protocol

5. The Programme Board is likely to meet four times within the first two phases.

Governance and Structure

6. The review outputs will have particular relevance to decisions made by SFC's Board and Committees; its executive; Scottish Ministers; and SFC funded bodies.
7. The Programme Board will decide which level of decision-making is required for relevant outputs and recommendations.

Policy Leads

8. The review will be organised around these internal project workstreams:
 - a) Ways of achieving sustainable, coherent provision.
 - b) Defining outcomes and funding arrangements for fundable bodies for 2020-21 and beyond.
 - c) Reviewing research and innovation.
 - d) Developing the capacity and capability of SFC.

Programme Leader

9. They are responsible for overseeing the delivery of workstreams, the integration and alignment of work, and ensuring the Programme Board is supported to provide good governance. They will also be involved in shaping key commissions and the overall nature of engagement activities. They will authorise corrective action where the Programme Manager signals the programme or a workstream is not delivering effectively.

Programme Manager

10. They are responsible for the overall coherence, integrity and internal consistency of the programme, the successful delivery and co-ordination of the workstreams, the management of the policy and other inter-dependencies,

including oversight of the risks and issues arising from the programme. They will ensure resources are allocated effectively and will challenge policy leads to secure delivery of required outputs. They will manage the review budget, as appropriate.

11. They will develop and maintain the programme environment to support each workstream and the necessary processes, including developing and updating the Project Initiation Document, risk register and engagement plan; and supporting the Programme Leader and Board.

Programme Review Team

12. The Programme Team will work closely to ensure the deadlines and phases are managed effectively, and that there is alignment overall in the activities and engagement.
13. Co-ordination of, and support to, the Programme Board meetings will be provided by the Review Secretariat.

Reporting & Monitoring

14. The Programme Board will report to the SFC Council.
15. A Programme risk register will be developed and maintained throughout the life of the review. Responsibility for ensuring that the risk management strategy is applied effectively lies with the Programme Leader. The risk register will be reviewed at each Programme Board meeting and any additional risks or adjustments to the risk profile will be considered and agreed.

Budget

16. Initial budget considerations to end August 2020 will be staff costs associated with the Programme Team. It is also likely that consultancies and particular expert support will need to be employed. Costs will be considered by the Senior Leadership Group in the first instance, in advance of the first Programme Board.