

SFC Best Value Improvement Plan: Progress Report

Best Value theme: Vision and Leadership

Characteristic	Improvement plan action	Progress
<p>An organisation working to secure Best value will be able to demonstrate:</p> <ul style="list-style-type: none"> • That executive and non-executive leadership ensure accountability and transparency through effective performance reporting for both internal and external stakeholders and that there is a willingness to be open to external scrutiny, for example, through formal accreditation tools. 	<ol style="list-style-type: none"> 1. We will consider how to better integrate our reporting on progress with Outcome Agreements with our SFC Performance Report. 	<p>We have reviewed the measures in the SFC Strategic Plan Performance Report and made changes to ensure that they reflect the key national aspirations in our Outcome Agreement guidance for colleges and universities, thereby ensuring that there is more consistent reporting on progress.</p>
<ul style="list-style-type: none"> • That there is an explicit and systematic approach to integrating continuous improvement into everyday working practices and involving all staff in developing the organisation's approach to Best Value. 	<ol style="list-style-type: none"> 2. SMT is considering ways to develop a culture of continuous improvement. 	<p>We have rolled out the new competency framework to all management grade staff.</p>

Best Value theme: Effective Partnerships

Characteristic	Improvement plan action	Progress
<p>An organisation working to secure Best value will be able to demonstrate:</p> <ul style="list-style-type: none"> • That partnership plans have agreed a set of measures and targets to track progress and can clearly demonstrate (and regularly reports on) the impact of, and the outcomes from, any partnership working. 	<p>3. We will work with Skills Development Scotland (SDS) to consider how we can better align our activities in a way that achieves greater impact. We have established a working group to develop proposals.</p>	<p>We have agreed to the recruitment and appointment of a joint SFC/SDS Director of Skills Alignment. The post-holder will be expected to implement a five-step national skills planning and provision model for Scotland, which will align planning and investment between and by SFC and SDS.</p>
<ul style="list-style-type: none"> • That, where appropriate, the organisation participates effectively in Community Planning partnerships and other joint working initiatives, working openly to agreed objectives, performance management and reporting mechanisms and integrating these into local planning mechanism to deliver outcomes. 	<p>See improvement action above.</p>	<p>See above.</p>

Best Value theme: Governance and Accountability

Characteristic	Improvement plan action	Progress
<p>An organisation working to secure Best value will be able to demonstrate:</p> <ul style="list-style-type: none"> • That the organisation regularly conducts review and option appraisal processes of all areas of work that are rigorous and transparent and develop improvement actions which are clearly described, readily understood, clearly explained in terms of importance, relevance and priority and demonstrably integrated into the organisation's management arrangements. 	<p>4. We will consider whether review and option appraisal processes should be used more widely within the organisation, particularly in our policy development work.</p>	<p>We have emphasised to staff the importance of ensuring that, when proposals are put to the SFC Board, different options for delivering objectives are identified and their merits assessed, to help identify the optimal solution or proposal. We are considering whether to provide more formal training to staff on option appraisal processes.</p>

Best Value theme: Use of Resources

Characteristic	Improvement plan action	Progress
An organisation working to secure Best value will be able to demonstrate:		
<ul style="list-style-type: none"> That the organisation ensures that it has the organisational capacity to implement its plans, makes full use of its staff and that any relevant statutory and professional responsibilities of its staff are appropriately supported through an appropriate policy of continuous professional development (CPD). 	5. We will seek to develop our approach to workforce capacity planning to better utilise staff.	We have created a workforce development plan and are in the process of adapting that to take account of expected new priorities and projected available resources.

Best Value theme: Performance Management

Characteristic	Improvement plan action	Progress
An organisation working to secure Best value will be able to demonstrate:		
<ul style="list-style-type: none"> That performance is systematically measured across all key areas of activity and that a performance 	6. We are reviewing the evidence sources in our SFC Performance Report to ensure that they capture	We undertook a review of the measures in the SFC Strategic Plan Performance Report in 2017-18 and made changes to

<p>management framework for the organisation extends throughout the structures of delivery in order to ensure effective governance and accountability and enable public performance mechanisms which track delivery outputs and outcomes through to high-level objectives.</p>	<p>effectively all our key areas of activity.</p>	<p>ensure that they reflect the key national aspirations in our Outcome Agreement guidance for colleges and universities. We also introduced new measures to ensure that all our key areas of activity are covered (for example, in relation to our strategies for research).</p>
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Best Value theme: Sustainability

Characteristic	Improvement plan action	Progress
<p>An organisation working to secure Best value will be able to demonstrate:</p>		
<ul style="list-style-type: none"> How it is making a contribution to sustainable development by actively considering the social, economic and environmental impacts of activities and decisions both in the shorter and longer term. 	<p>7. We have identified a need to consider whether our monitoring of progress with Outcome Agreements is effectively capturing progress in sustainable development in the sectors.</p>	<p>Our summaries of progress in delivering Outcome Agreements by colleges and universities, published in September 2017, included reports on progress in delivering our priorities for environmental sustainability.</p>

Best Value theme: Equality

Characteristic	Improvement plan action	Progress
An organisation working to secure Best value will be able to demonstrate:		
<ul style="list-style-type: none"> that Executive and Non-Executive leadership and senior managers recognise the diversity of their customers and stakeholders, engage in an open, fair and inclusive dialogue to ensure information on services and performance is accessible to all and commit to contribute to the achievement of equal opportunities in all it does, 	8. We will continue to improve our collection and analysis of data and use this to improve our understanding of equality and diversity issues across SFC.	We have offered staff a series of opportunities during the course of the year to increase their awareness of equality and diversity. We have also continued to encourage staff to complete fully equality and diversity data about themselves in our HR system.
<ul style="list-style-type: none"> That as part of the Performance Management approach the organisation regularly measures and reports their performance in contributing to the achievement of equality outcomes. 	9. We will review the measures used in our SFC Performance Report and ensure that we include measures on performance relating to the achievement of our Equality Outcomes.	We have reviewed the measures in the SFC Performance Report and intend to introduce two new measures relating to the main outcomes in SFC's Gender Action Plan.