

				FIRST LINE Business Management, e.g. performance report	SECOND LINE Corporate Oversight, e.g. risk management, legal compliance	THIRD LINE Independent assurance	Assessment			
						Internal Audit	Other independent sources of assurance	Control RAG Rating	Assurance Sufficient Y/N	Improvement Actions/Comments
Indicator	Owner	SFC Outcome	Controls							
Opportunities for students	MC/LM	High-performing colleges and universities	Outcome agreement process Council executive oversight Stakeholder engagement Data collection Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Governance and institutional sustainability monitoring Review of Outcome Agreements Finance Committee		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (Colleges Scotland, Universities Scotland etc) National Student Survey	G	Y	
Well-led and governed	MC/LM	High-performing colleges and universities	Outcome agreement process Council executive oversight Stakeholder engagement Data collection Financial Memoranda with colleges and universities	SFC's Performance Report Outcome agreement process reporting Data collection	Governance and institutional sustainability monitoring Review of Outcome Agreements Council Board Finance Committee	Institutional reviews by internal audit as required	Engaging with Scottish Government on Ministerial priorities Stakeholder engagement Audit Scotland oversight Public Audit and Post-Legislative Scrutiny Committee oversight National Student Survey	G	Y	
Financially sustainable	MC/LM	High-performing colleges and universities	Outcome agreement process Council executive oversight Stakeholder engagement Financial reporting process	SFC's Performance Report Outcome agreement process reporting Data collection	Governance and institutional sustainability monitoring Review of Outcome Agreements Finance Committee		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement, including College Funding Group Audit Scotland oversight Public Audit and Post-Legislative Scrutiny Committee oversight	G	Y	Ongoing consideration of how best to manage credit target to encourage earlier notification from colleges at risk of not meeting their credit targets.
Environmentally sustainable	MF/MC	High-performing colleges and universities	Outcome agreement process Council executive oversight Stakeholder engagement Data collection Targeted funding Sustainable Development Guidance for Estate Management	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Capital Decision Point Committee		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (Scottish Futures Trust, Colleges Scotland, Universities Scotland etc)	G	Y	
Promoting equality and diversity	MC	High-performing colleges and universities	Outcome agreement process Council executive oversight Stakeholder engagement Data collection Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Gender Action Plan Commission on Widening Access (CoWA) implementation Access and Inclusion Committee Council Board		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (NUS Scotland etc)	G	Y	On track to meet CoWA expectations.
Coherent and connected	SF/MC	High-performing colleges and universities	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding	SFC's Performance Report Outcome agreement process reporting	Review of Outcome Agreements Enterprise and Skills Strategic Board		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (Bord na Gaidhlig etc)	G	Y	

				FIRST LINE Business Management, e.g. performance report	SECOND LINE Corporate Oversight, e.g. risk management, legal compliance	THIRD LINE Independent assurance		Assessment		
						Internal Audit	Other independent sources of assurance	Control RAG Rating	Assurance Sufficient Y/N	Improvement Actions/Comments
Indicator	Owner	SFC Outcome	Controls							
Access to learning	MC	High-quality teaching and learning	Outcome agreement process Council executive oversight Stakeholder engagement Data collection Targeted funding Student Support policies and guidance	SFC's Performance Report Outcome agreement process reporting Data collection Access Team oversight	Review of Outcome Agreements National Articulation Database Access and Inclusion Committee		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement	G	Y	On track to meet CoWA expectations.
Progression through learning	MC	High-quality teaching and learning	Outcome agreement process Council executive oversight Stakeholder engagement Data collection	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Access and Inclusion Committee National Articulation Database Council Board		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement National Articulation Forum Learner Journey Programme Boards	G	Y	
Success in learning	MC	High-quality teaching and learning	Outcome agreement process Council executive oversight Stakeholder engagement Data collection	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Enterprise and Skills Strategic Board			G	Y	
Progression from learning	MC	High-quality teaching and learning	Outcome agreement process Council executive oversight Stakeholder engagement Data collection Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Enterprise and Skills Strategic Board Capital Decision Point Committee Research and Knowledge Exchange Committee		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement	G	Y	
Research competitiveness	SF	World-leading research	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Research and Knowledge Exchange Committee		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (UKRI etc) Research Excellence Framework International Rankings of research universities, Times Higher Education, QS etc	G	Y	SFC continues to work closely with the other UK funding bodies on the planning for the 2021 REF.
Collaboration	SF	World-leading research	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Research and Knowledge Exchange Committee		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement Independent review of research pooling initiative	G	Y	

				FIRST LINE Business Management, e.g. performance report	SECOND LINE Corporate Oversight, e.g. risk management, legal compliance	THIRD LINE Independent assurance	Assessment			
						Internal Audit	Other independent sources of assurance	Control RAG Rating	Assurance Sufficient Y/N	Improvement Actions/Comments
Indicator	Owner	SFC Outcome	Controls							
Research investment	SF	World-leading research	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Research and Knowledge Exchange Committee		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (Research England etc)	G	Y	
Research training	SF	World-leading research	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Research and Knowledge Exchange Committee		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement	G	Y	
National strategy and practice	SF	Greater innovation in the economy	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Research and Knowledge Exchange Committee		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (UKRI etc)	G	Y	
Innovation environment	SF	Greater innovation in the economy	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Research and Knowledge Exchange Committee		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (Innovation Centres etc)	G	Y	
Enterprise and creativity	SF	Greater innovation in the economy	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Research and Knowledge Exchange Committee		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (Entrepreneurial Scotland etc)	G	Y	
International	SF	Greater innovation in the economy	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Research and Knowledge Exchange Committee		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (Universities Scotland etc)	G	Y	
Strategic investment	SMT	Effective use of resources	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Strategic Funding Group Capital Decision Point Committee Strategic Project evaluation		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (SDS etc)	G	Y	SFC continues to maximise use of the heavily committed Strategic Funding pot.

				FIRST LINE Business Management, e.g. performance report	SECOND LINE Corporate Oversight, e.g. risk management, legal compliance	THIRD LINE Independent assurance		Assessment		
						Internal Audit	Other independent sources of assurance	Control RAG Rating	Assurance Sufficient Y/N	Improvement Actions/Comments
Indicator	Owner	SFC Outcome	Controls							
A high-performing Finance and Funding operation	LM	Effective use of resources	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding Annual Best Value Review Business Continuity Plan	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Finance Committee Audit and Compliance Committee	Internal Audit finance function reviews	Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (Audit Scotland etc) External audit of Annual Report and Accounts	G	Y	For 2017-18 and 2018-19 SFC received fully positive assessments in the internal audit reports for Budget Controls, Financial Controls and Grant Funding Distribution
Authoritative source of advice	MF/LM	Effective use of resources	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding National Statistics accreditation	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (ONS etc)	G	Y	
Taking a leadership role	SMT	High-performing Scottish Funding Council	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Enterprise and Skills Strategic Board		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (Strategic Board etc)	G	Y	
Delivering in partnership	SMT	High-performing Scottish Funding Council	Outcome agreement process Council executive oversight Stakeholder engagement Targeted funding	SFC's Performance Report Outcome agreement process reporting Data collection	Review of Outcome Agreements Enterprise and Skills Strategic Board		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (Strategic Board, SDS etc)	A	N	The alignment work between SFC and SDS continues, with the Director of Strategic Alignment working to support SFC's aims.
Employer of choice	SMT	High-performing Scottish Funding Council	Council executive oversight	SFC's Performance Report Staff engagement	Staff survey Pulse surveys HR oversight, including absence rates, training and development etc Remuneration Committee		Investors in People accreditation	G	Y	
Well-governed and led	MF	High-performing Scottish Funding Council	Council executive oversight	SFC's Performance Report Corporate governance processes (Board effectiveness evaluations, Registers of Interests etc)	Audit and Compliance Committee Council Board		Stakeholder engagement (Scottish Government etc) Public Audit and Post-Legislative Scrutiny Committee oversight	G	Y	Creation of this Assurance Framework also confirms SFC's desire to have the highest standards of governance.
Communicating effectively	MF	High-performing Scottish Funding Council	Council executive oversight Stakeholder engagement Media Training Targeted funding	SFC's Performance Report Conditions of Grant Comms statistics e.g. website hits, social media coverage, tone of coverage, number of followers etc	SMT oversight Strategic Funding Group Council Board		Engaging with Scottish Government on Ministerial priorities Stakeholder engagement (media, institutions etc)	G	Y	The recent appointment of lead for external affairs will support SFC's aims in this area.
Sustainable business practices	MF	High-performing Scottish Funding Council	Council executive oversight Targeted recruitment Internal Environmental Policies	SFC's Performance Report Staff engagement	SMT oversight Internal Environmental Group Council Board		Stakeholder engagement (NUS etc)	G	Y	SFC has earned an NUS Green Impact Award

RAG rating on the effectiveness of controls from assurance work undertaken

R	Low
A	Medium
G	High
N	