

SFC Best Value Improvement Plan: Progress Report

Best Value theme: Vision and Leadership		
Best Value 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. 	<p>1. We will consider how to better integrate our reporting on progress with Outcome Agreements with our SFC Performance Report.</p>	<p>We have made changes to the measures in the SFC Strategic Plan Performance Report 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> <p>We have been working with the other enterprise and skills agencies to develop a performance framework for the Strategic Board, which incorporates many of our measures. This will help to demonstrate how our performance contributes to the overall priorities of the Strategic Board.</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. 	<p>2. SMT is considering ways to develop a culture of continuous improvement.</p>	<p>We have rolled out the new competency framework to all management grade staff, which is now moving into its second year and will be evaluated later this year. Looking forward, we are exploring options to widen the learning offer available to our staff through collaboration with Skills Development Scotland, making best use of digital opportunities as well as more traditional delivery methods.</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 been continuing to develop our relationships with Skills Development Scotland to develop and 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> <p>We have also developed and agreed with SDS a shared vision for the future of the learning and skills system in Scotland, which has been incorporated into our new Strategic Framework document.</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>		

<p>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>	<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.</p> <p>We are currently reviewing the way in which we prepare papers for the Board and its committees, including how we best develop and prepare different options.</p>
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Best Value theme: Use of Resources

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 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). 	<p>5. We will seek to develop our approach to workforce capacity planning to better utilise staff.</p>	<p>We now have an ongoing process of workforce planning in place, which takes account of expected new priorities and projected available resources.</p>

Best Value theme: Performance Management

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 performance is systematically measured across all key areas of activity and that a performance 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 of outputs and outcomes through to high-level objectives. 	<p>6. We are reviewing the evidence sources in our SFC Performance Report to ensure that they capture effectively all our key areas of activity.</p>	<p>We introduced new measures in our Strategic Plan Performance Report in FY 2018-19 to ensure that all our key areas of activity are covered (for example, in relation to the destination of college qualifiers and university graduates, and in relation to equalities). We have also agreed a new set of performance measures for our new Strategic Framework document, which will allow us to measure outputs and outcomes.</p> <p>As part of our work to support the Enterprise and Skills Strategic Board, we have been developing a logic model to track the contribution of the outputs and outcomes of the enterprise and skills agencies to the Scottish Government’s high-level goal of improved productivity in the economy.</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>In our Outcome Agreements, we expect each college and university to develop approaches and report activity that evidences their corporate commitment to tackling environmental and social sustainability challenges. We monitor the Gross Carbon Footprint of institutions.</p> <p>Our summaries of progress in delivering Outcome Agreements by colleges and universities, published in October 2018, included reports on progress in delivering our priorities for environmental sustainability.</p>

Best Value theme: Equality

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 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. 	<p>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.</p>	<p>We have continued to encourage staff and applicants to complete fully equality and diversity data about themselves in our HR system. We are using this to identify areas where we can make improvements; for example by increasing diversity on interview panels.</p>
<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. 	<p>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.</p>	<p>We introduced two new measures in our SFC Strategic Plan Performance Report relating to the main outcomes in SFC’s Gender Action Plan.</p>