

SFC Best Value Improvement Plan: Progress Report

BEST VALUE THEME: VISION AND LEADERSHIP		
Best Value 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 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. 	1. We will consider how to better integrate our reporting on progress with Outcome Agreements with our SFC Performance Report.	We intend to introduce a new Board Performance Report later in 2020, which will use qualitative and quantitative information to assess the progress of colleges and universities in delivering our SFC Strategic Framework and Outcome Agreement priorities, recognising that the COVID-19 crisis will have had an impact on performance.
<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. 	2. SMT is considering ways to develop a culture of continuous improvement.	We have rolled out a competency framework to all management grade staff, which is now moving into its third year and is supporting the development of staff. We have also developed our approach to staff appraisal to give greater emphasis to continuous development throughout the year.
BEST VALUE THEME: EFFECTIVE PARTNERSHIPS		
Characteristic	Improvement plan action	Progress
An organisation working to secure Best value will be able to demonstrate:		
<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 	3. We will work with Skills Development Scotland (SDS) to consider how we can better align our activities in a way that	We developed and agreed with SDS a shared vision for the future of the learning and skills system in Scotland, which was published in our Strategic Framework document last

regularly reports on) the impact of, and the outcomes from, any partnership working.	achieves greater impact.	year. We have been continuing to work closely with Skills Development Scotland on the implementation of our plans for skills alignment, as well as on a range of other issues.
<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. 	See improvement action above.	See above.

BEST VALUE THEME: GOVERNANCE AND ACCOUNTABILITY

Characteristic	Improvement plan action	Progress
An organisation working to secure Best value will be able to demonstrate:		
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.	4. We will consider whether review and option appraisal processes should be used more widely within the organisation, particularly in our policy development work.	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. The establishment of a new Policy, Insight, and Analytics Directorate will also help us to strengthen our policy development work.

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 now have an ongoing process of workforce planning in place, which takes account of expected new priorities and projected available resources. An increase in our Running Cost budget for FY 2020-21, and proposals to deploy an element of Programme Funds to support operational activity, has given us some additional capacity.

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 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 	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>We agreed a new set of performance measures in our Strategic Framework document last year, which will allow us to measure outputs and outcomes across all our key areas of activity.</p> <p>As part of our work to support the Enterprise and Skills Strategic Board, we have also 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>

outcomes through to high-level objectives.		
BEST VALUE THEME: SUSTAINABILITY		
Characteristic An organisation working to secure Best value will be able to demonstrate:	Improvement plan action	Progress
<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. 	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>In our Outcome Agreements, we now 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 December 2019, included reports on progress in delivering our priorities for environmental sustainability.</p>
BEST VALUE THEME: EQUALITY		
Characteristic An organisation working to secure Best value will be able to demonstrate:	Improvement plan action	Progress
<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 continued to encourage staff and applicants to complete equality and diversity data about themselves in our HR system. We are using this to identify areas where we can make improvements.

<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 previous Strategic Plan Performance Report relating to the main outcomes in SFC's Gender Action Plan. We will include these measures in our new Board Performance Report, which we plan to introduce later in 2020.</p>
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