



27 March 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

S1.18, Stirling Campus 4.30pm

AGENDA

		Publish on Web?	Type	Lead
1	Apologies, Declaration of Interests and Changes to Members' Register of Interest	N/A	Discussion	Liam McCabe
2	Draft Minutes and Matters Arising of meeting of 21 November 2024 (Elements of paper 2 are withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)	Yes	Approval	Liam McCabe
3	Review of Action Tracker FRAIC SLWG – Financial Sustainability (Paper 3 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)	Yes	Discussion	Alison Stewart

ESTATES

4	Health & Safety Dashboard	Yes	Discussion	David Allison
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HR

5	HR Policies Updates	Yes	Approval	Ralph Burns
6	Hybrid Working Survey (Paper 6 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)	No	Discussion	Ralph Burns
7	Equal Pay Audit	Yes	Approval	Ralph Burns
8	People Strategy Dashboard	Yes	Discussion	Ralph Burns

FINANCE

9	Tuition Fees and Fee Waiver Policy	Yes	Approval	David Allison
10	Financial Regulations 2025 (Paper 10 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)	No	Approval	Senga McKerr



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11	Q2 Forecast / SFC Mid-Year Return 2024-25	No	Approval	Senga McKerr
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(Paper 11 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)

12	Skills Transition Centre Project Falkirk and Grangemouth Growth Deal	No	Discussion	Colin McMurray
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(Paper 12 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)

13	Travel & Expenses Policy	Yes	Approval	Senga McKerr
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14	Indicative Allocation (verbal)	N/a	Discussion	Senga McKerr
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OTHER

15	Review of Risk	Yes	Discussion	All
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16	Any Other Competent Business S22 Report (Verbal)	Yes	Discussion	All
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FOR INFORMATION

17	Forward Agenda	Yes	Information	
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18	HR Policies* 18.1 Managing and Supporting Performance 18.2 Disciplinary and Dismissal 18.3 Recruitment and Selection 18.4 Employee References 18.5 Prevention of Harassment and Bullying 18.6 Grievance Policy 18.7 Whistleblowing	No	Information	
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(Paper 18 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)

19	Short Life Working Group Notes	No	Information	
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(Paper 19 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)



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20	Finance Update 7 months to February 2025	No	Information
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(Paper 20 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)

* Copies of the HR policies listed under point 18 above are available in a subfolder of the meeting on Admincontrol

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2. Draft Minutes of Meeting - 21 November 2024 For Approval

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FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

Steeple Suite, Falkirk Campus (commencing at 4pm)

Present: Liam McCabe
Craig Arthur
Philip Harris
Kirsten Kennedy, FVSA Vice President (FVSAVP)

Apologies: Paul Devoy
Graham Leebody

In Attendance: Kenny MacInnes, Principal
Alison Stewart, Vice Principal Finance and Corporate Affairs (VPFACA)
Colin McMurray, Vice Principal Business and Innovation (VPBI)
Senga McKerr, Director of Finance (DOF)
Moirra France, Finance Manager (FM)
Ester Vasallo, Supply Chain Manager
Stephen Jarvie, Corporate Governance and Planning Officer (CGPO)

F/24/016 Apologies, Declaration of Interests and Changes to Members' Register of Interest

The apologies were noted

F/24/017 Draft Minutes and Matters Arising of meeting of 12 September 2024

Members considered the minute of the previous meeting

a) Members approved the minute of the meeting of 12 September 2024

F/24/018 Review of Action Tracker

The Chair noted that the first item on the tracker had been marked as cancelled. The VPFACA explained that the recommendation from the Committee had been incorporated into a wider financial review.

Members recommended that, in this case, cancelled was not the correct term as the recommendation would still occur and asked that the tracker be updated.

a) Members noted the content of the tracker

F/24/019 Annual Procurement Report

The SCM presented members with the annual review of procurement report for 2023/24 seeking approval to publish the report on the College website.



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She highlighted that, while the report only covered projects deemed as regulated projects owing to value, procurement had been involved in 45 separate contracting/tender exercises in the year.

She highlighted that two of the KPIs for the year had not been met. The first related to progress against the target for the flexible framework where the College had been intended to progress from level 2 to level 3 but, despite improving within level 2, had not yet achieved level 3.

Members asked for additional information on the flexible framework review. The SCM informed members that this was a self-assessment tool separate from other reviews such as PCIP and outlined aspects the review covers.

The SCM informed members that the College had not met the intended KPI for supplier satisfaction. She noted that the response levels from suppliers to the questionnaire issued by the College had fallen compared to previous years and that, while there were only 2 suppliers with negative feedback, this did impact on the KPI in percentage terms due to the low number of responses.

Members noted that the cover paper referred to a communications strategy and asked for additional information.

The SCM and DOF clarified that there were active communications with suppliers but that this needed to be reviewed and incorporated into a strategy document.

Members queried the level of procurement activity within the College that fell below the regulated level.

The DOF confirmed there were a significant range of procurement activity in this area but that the figure was not available to hand.

Members queried how the College might identify activity under the regulated level that either passed the threshold in a multiyear basis or which might pass the threshold if multiple departments are independently using the same supplier.

The DOF confirmed to members that the SCM performs a quarterly check on spend to identify these types of issues and, where necessary, would move this spend onto the correct procurement channel.

a) Members approved the report and for it to be published on the College website

F/24/020 Management Assessment of Going Concern

The VPFACA presented the report on the assessment of the College being a going concern. She highlighted that there were two areas considered.



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For Going Concern, she confirmed that Audit Scotland continue to view all Colleges as going concerns and would do so unless Scottish Government removed Colleges from being.

She reported on the financial sustainability aspect, confirmed that the Board continues to be engaged on an ongoing basis with the College finances and challenges. She highlighted that it was identified that, unless corrective actions were taken, the College would be out of cash by July 2026.

She confirmed corrective actions were being identified for implementation so it was unlikely this situation, that is, running out of cash, would occur.

Members queried why the external auditors wanted to know about financial sustainability, given this was not an aspect they sign off on for the College.

The DOF clarified that they were required to comment on cash flow for the college as it is part of the audit code of practice to review 12 month cash flow projections.

a) Members approved the assessment

F/24/021 Q1 High Level Forecast 2024-25

The FM presented the Q1 forecast for 2024-25. She highlighted that main adjustments made since the budget had been presented.

She noted that, the Q1 review was a high level update and the Q2 review will be a much more detailed exercise.

Members queried the capital information contained in appendix 3 of the report.

The FM noted that this was indicative and would depend on the final CDEL/RDEL allocations the College received.

Members queried if the College would be able to utilise the capital funding once this is known.

The DOF confirmed that the College had a list of projects and that preparatory work on a number of these had commenced so there should be no issue with utilising the capital allocation once it was known.

a) Members noted the content of the report

F/24/022 Student Funding Outturn 2023/24 and Forecast 2024/25

The DOF presented the outturn for last year and the forecast for the current academic year.



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She informed members that the 2023/24 allocation, even when taking into account discretionary funding decisions, was higher than needed and £1.15m had been returned to SFC mid-year and a further £180k at the end of the year.

She noted that the 2024/25 allocation is also anticipated to be higher than needed but that there would be no mid-year return of funding to SFC as there is still the January intake to happen as well as discretionary winter and summer payments.

She also highlighted the discrepancy in the funding able to be provided to FE students, who are SFC funded, and HE students who are funded by SAAS and have less opportunity to access support.

Members queried who set the funding eligibility criteria. The DOF confirmed that the eligibility was strictly set by the relevant funding bodies and reiterated, for areas of funding where the College has discretion, this was maximised to support eligible students.

Members asked the FVSAVP for any input from a student perspective. The FVSAVP noted that the eligibility criteria can be challenging but also commented that the College was very good at communicating available support to students.

a) Members noted the content of the report

F/24/023 Scottish Prison Service Tender

[REDACTED]
 [REDACTED]
 [REDACTED]

[REDACTED]

[REDACTED]

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F/24/024 Review of Risk

Members noted the risks as outlined in the papers

F/24/025 Any Other Competent Business

[REDACTED]

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UNISON FE Stewards Strike Letter

The VPFA informed members regarding the letter received from the Unison FE Stewards who are in dispute with Unison. She noted that the impact for the College is that local reps will not partake in Union activities such as supporting staff.

Members queried whether this meant the facilities time would stop for the period of this dispute as the stewards were not undertaking union duties.

The VPFA confirmed that this should be the case.

a) Members noted the content of the update



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F/24/026 Annual Report and Financial Statements 2023/24 (Joint Item with Audit Committee)

The DOF presented the Annual Report and Finance Statements for 2023/24 to members.

She highlighted with the exception of the accounting treatment for the support staff and middle management job evaluation exercise, all other matters pertaining to the Financial Statements and audit process are now complete with no issues to bring to the attention of the committees.

Members requested further information on job evaluation and the impact on the accounts.

It was explained by the DOF that the sector has been involved in a job evaluation exercise for support staff for a number of years and that, to fund the outcome of this, SFC had been top slicing funding from the sector's allocations of grant in aid from Scottish Government and retaining this for the purpose of settling subsequent JE expenditure that may emerge.

During 2022/23 SFC decided to return the cumulative £57m sector job evaluation funding that it had retained to Scottish Government stating that the responsibility for funding now sits with Scottish Government directly. The impact of this is that the previously recognised income due from SFC in College's accounts must be derecognised. SFC accounts direction instructed how this should be treated. This has now been revisited and revised guidance in the form of a revised and updated accounts direction has been issued.

Michael Speight (MS), Forvis Mazars, the College's external auditor, confirmed that the changed accounts direction was only issued 8 days ago and that technical guidance from Audit Scotland is needed to help interpret this so that there is a common understanding and agreement between Audit Scotland, their appointed auditors and colleges.

MS also highlighted the approaching 31 December deadline for submitting accounts in the context of the change and associated uncertainty in this aspect putting pressure on achieving the deadline.

Members expressed their disappointment with the late change to the account direction given what is known about when the funding was returned by SFC to Scottish Government.

Members queried whether this would be an issue for the balance sheet or if there were cash implications.



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The VPFACA articulated the concern within the sector that, should job evaluation be recognised in College accounts without confirmation of the funding, there would be a liability on the balance sheets which is not fundable by the College itself.

Members queried whether job evaluation in its current form, given the underlying data was collected in 2018, was still relevant.

The Principal commented that this was being considered and a reset was being asked for.

Members queried what the implications would be if the Board was unable to sign off on the accounts by 31 December. MS noted that there was still outstanding technical direction information to come out which may clarify the matter but that, overall the decision on whether or not to sign the accounts rested with the Board.

a) Members agreed to endorse the accounts for presentation to the Board and requested a briefing on the job evaluation issue accompany this.

F/24/027 Draft External Auditors Annual Report to the Board of Management (Joint Item with Audit Committee)

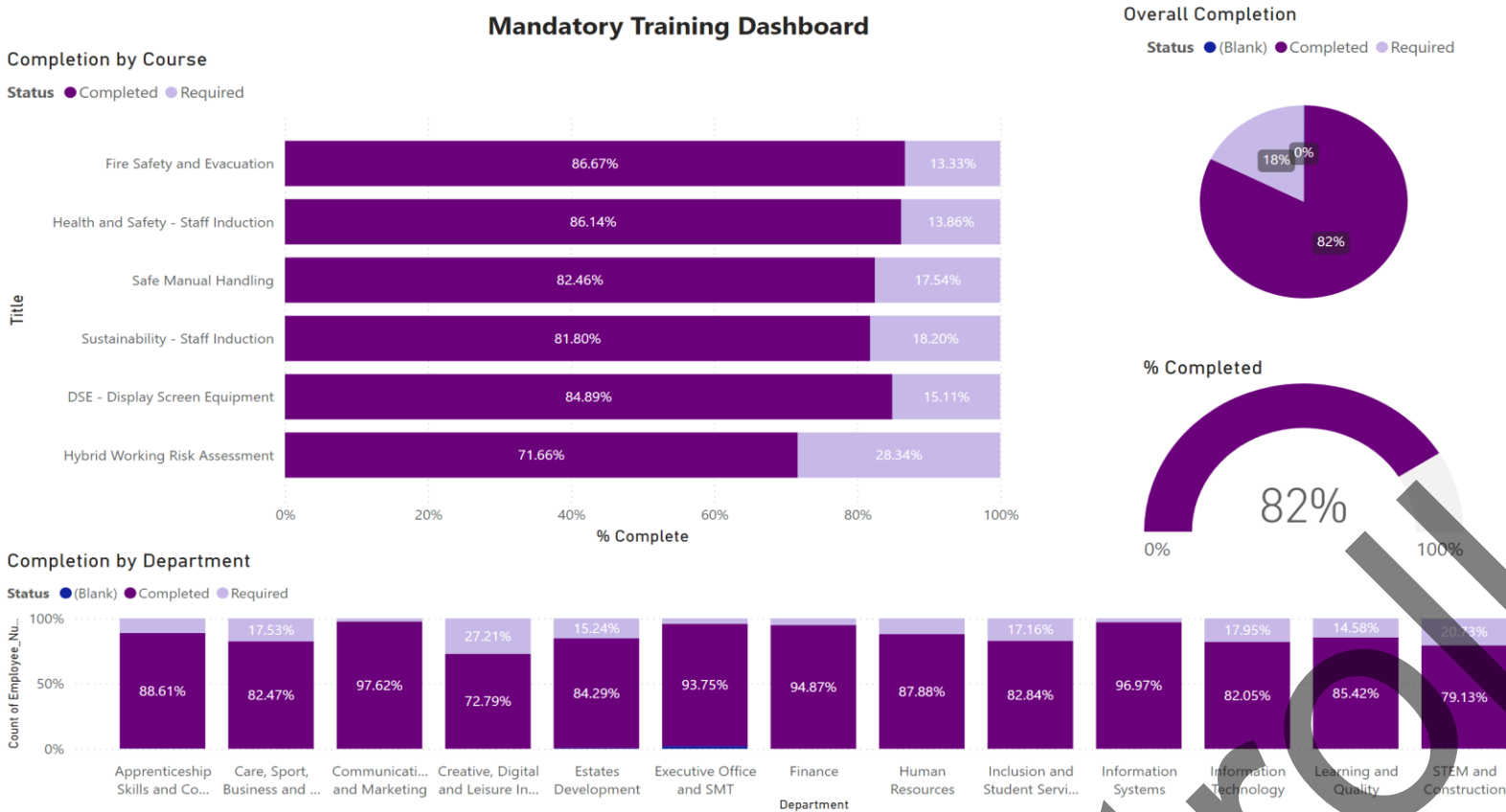
MS presented his draft report for member's consideration. He outlined a number of areas which had been under discussion with College management, including Job Evaluation as discussed previously and pensions following revised Audit Scotland guidance on the treatment of these.

He discussed the two recommendations in the report

He noted that financial sustainability remained an issue for the sector and there was nothing specific regarding the College to bring to members attention on this issue.

a) Members approved the report for issue to the Board of Management

Mandatory Health and Safety Training (monitoring)



Completion Status March 2025 versus September 2024:

Overall completion rates have shown a small increase of 1% from 81-82% since last reported to FRaIC in September 2024.

Most areas monitored for the purposes of this report show slight fluctuations in uptake/completion of mandatory H&S training; which again shows that over an annual reporting period the figures have remained static.

However, there is one exception to this which is Safe Manual Handling training, this shows a decrease of 10% from 92-82% since September 24 dashboard.

Estates/H&S department along with HR will make this area a focus over the next 4-8weeks to drive uptake and completion by relevant staff.

Hybrid working Risk Assessment also shows a low completion rate; however, not all staff do work from home and therefore do not complete this module.

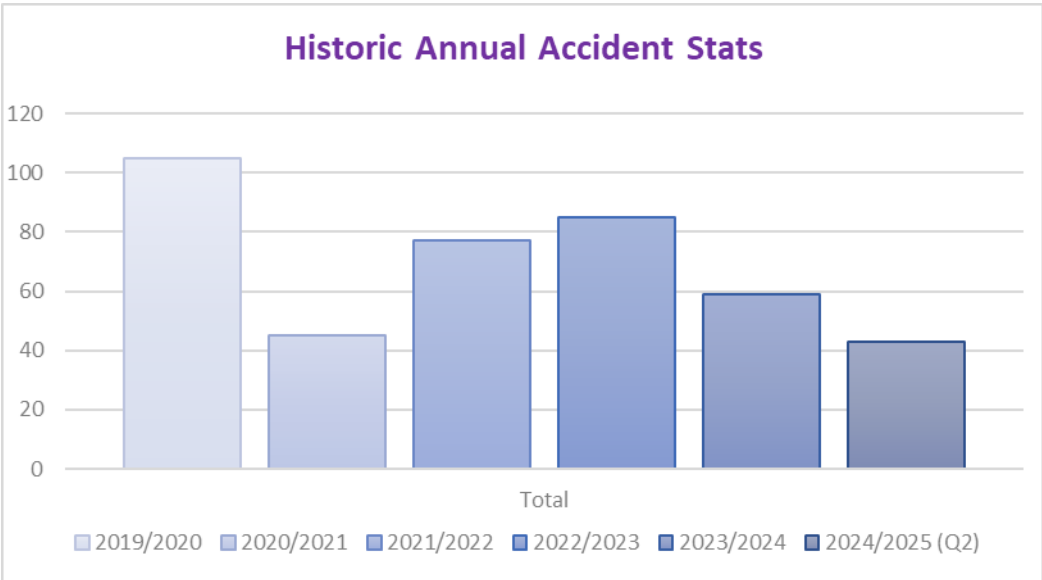
Moving forwards a completion target of 85% is being considered as an achievable goal across the organisation. To help achieve this HR are working to establish a role specific mandatory training matrix in place of the current 'catch-all' system in place.

Estates & Health & Safety Document Review

Health, Safety & Welfare Policy 3yearly review	Complete	Reviewed & Approved by FVC Board of Management February 2025.
Annual Policy Statement Review	On-going	Review Date May 2025
Annual Emergency Evacuation Statements Review	On-going	Review Date May 2025
Annual Sustainability Statement Review	On-going	Review Date May 2025
Departmental Risk Assessment & Safe Systems of Work Review	November 2025	Extended from March 2025; pilot review nearing completion for STEM & Construction; Review complete, RA, SSOW & COSHH training provided to/refreshed with relevant members of staff with documents being updated as necessary. Lessons learned will be implemented in approach with other departments.
Draft 'best practice' 3 section Health & Safety Policy approach for review and agreement by H&S committee.	April 2025	Provide H&S Committee members with draft new practice approach (as per HSE) Health & Safety policy document for consideration, discussion and agreement.

- FVC H&S Committee and Operational teams consisting a membership of Senior Management (committee), Estates management, Health & Safety and cross college trade union H&S representatives continue to meet on a quarterly/monthly basis.
- H&S policy, including statement of intent, organisation and responsibilities, and safety arrangements, systems and procedures are discussed, monitored and updated as necessary through these teams. Likewise, operational H&S matters continue to be discussed in this forum and acted on as necessary.

Historic Annual Accident Stats



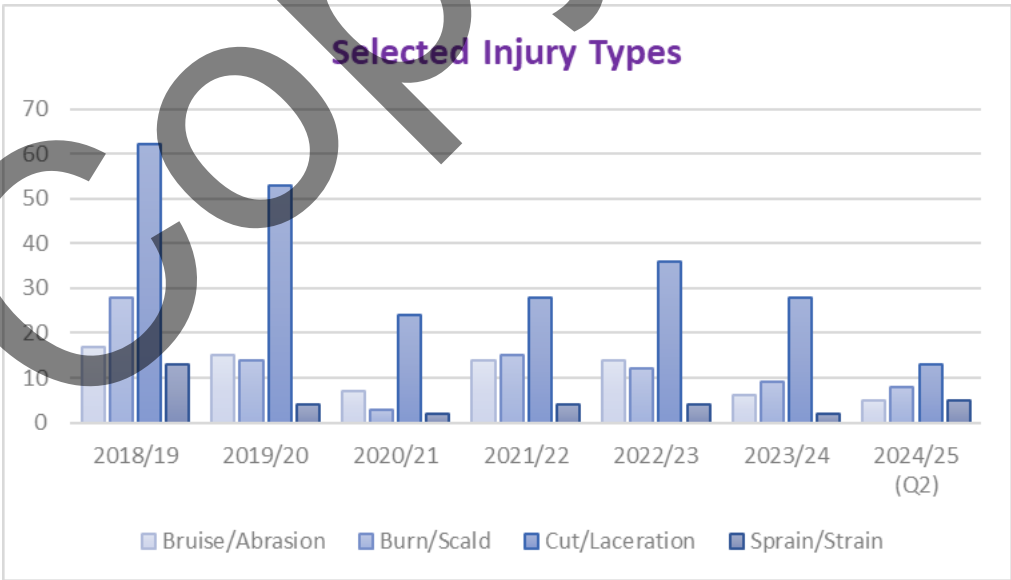
The Key Performance Indicator (KPI) for accident/incident reporting has been revised from 90 to 80 for the academic year 2024-2025, following a previous reduction from 100 to 90 for the academic year 2023-2024. Data up to the end of Q2 indicates that we are on track to meet this KPI, with a total of 43 accidents/incidents reported. The academic year 2023-2024 recorded a total of 59 accidents/incidents.

Statistics from 2021 onwards continue to show a significant improvement compared to pre-pandemic figures. For instance, the academic years 2018-2019 and 2019-2020 recorded 141 and 105 accidents/incidents, respectively.

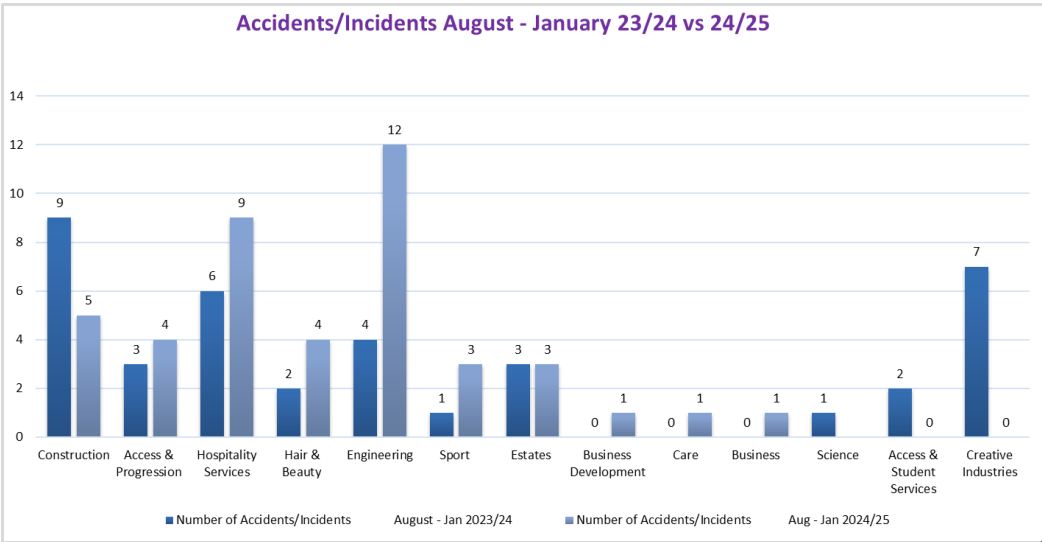
Our Health & Safety team continue to investigate all accidents and incidents jointly with departmental management to identify root causes and implement corrective actions where necessary; this has Contributed greatly to the reduction in accidents and incidents across FVC.

Example: It has been identified that there has been a threefold increase in the number of accidents recorded within Falkirk welding workshop across the first two quarters; investigations have concluded that this increase in number is mostly in part due to the greatly increased throughput of learners in this area in comparison with earlier years. Revised and enhanced toolbox talks are being developed for delivery to learners with basic skills and behaviours being reenforced.

Selected Injury Types



Accidents/Incidents August - January 23/24 vs 24/25



Forward Planning

Continual review of H&S policy documents

Adopt a best practice '3 Section' approach to H&S policy

Target Date

On-going

December 2025

Comments

Benchmark H&S Policy and procedure documents against relevant sources and continue to work with H&S Operational Team to refresh and update in line with revision dates.

Present Board of Management with new Health & Safety Policy document for consideration, discussion and recommendation for approval.



5. HR Policy Updates For Approval

27 March 2025
FRAIC

1. Purpose

To make FRAIC aware of a review of the following policies:

- Managing and Supporting Performance Policy
- Discipline and Dismissal Policy
- Recruitment Policy
- Employment References Policy
- Prevention of Harassment and Bullying Policy
- Grievance Policy
- Whistleblowing Policy

2. Recommendation

That member's note the changes, which are generally procedural and minor for clarity only, and approve the policy documents. Copies of the policies are listed under 'For Information' and to keep the meeting book a reasonable length, copies of these available to view on Admincontrol in a subfolder of the Committee papers.

3. Background

Each policy contains relevant updates to retain them as fit for purpose. This is standard procedure as new legislation, standards or processes are introduced and normally it includes a review period of every three years.

4. Key Considerations

Managing and Supporting Performance Policy

Changes are limited to where clarity was needed.

- An update on CPD opportunities to include access to LinkedIn Learning and updated SharePoint resources (3.2)
- Clarity around the Performance Support Plan procedure (5.3.1)
- Inclusion of a Performance Support Plan template (Appendix 1, page 8-10)

Discipline and Dismissal Policy

Changes are limited by a national agreement thus the following areas are points of legislative change or where clarity was needed.

- Updated Data Protection guidance
- Removal of reference to an outdated policy
- Changes to reflect removal of Depute Principal role and introduction of FRAI committee



5. HR Policy Updates For Approval

27 March 2025
FRAIC

Recruitment Policy

Limited changes were required in procedure only

- Updates to terminology due to ITrent
- Acknowledgement that some new managers have sufficient external training and experience to conduct interviews immediately
- Changes to checking right to work and to qualifications checks procedures
- Changes in the policy's appendix to reflect FRAIC as the new Board Committee

Employment References Policy

Added to the Employment References procedure is as follows:

"Any reference requested for a member of staff who has been disciplined or prosecuted for fraud shall be referred to the Vice Principal for Finance and Corporate Affairs for a decision on content and provision of a reference."

This wording closely reflects the Fraud Policy and supports continuity of message across policies.

Prevention of Harassment and Bullying Policy

There are new responsibilities for employer that applies to any sexual harassment of an employee suffered in the course of their employment - whoever the perpetrator may be. An employer will therefore have a duty to take reasonable steps to prevent their staff from being sexually harassed by clients, customers and members of the public, as well as from staff.

An employer has a defence to a claim if it can show that it took "all reasonable steps" to prevent the conduct in question.

The updates to the policy enhances the position of the college against sexual harassment with risk assessments and a zero tolerance approach.

One correction under 8.2 is to reflect wording in the Grievance procedure



5. HR Policy Updates For Approval

27 March 2025
FRAIC

Grievance Policy

Changes are limited by national agreement pending a national policy thus on minor changes for clarity have been made.

Whistleblowing Policy

No changes are recommended and only a correction to the more relevant act related to the policy

5. Resource Implications (Financial, People, Estates and Communications)

Staff awareness required

6. Equalities

Who does this impact? All Staff

Assessment in Place? –Yes

7. Communities and Partners N/A

8. Risk and Impact

	Likelihood	Impact
Very High (5)		
High (4)		
Medium (3)		x
Low (2)	x	
Very Low (1)		

Total Risk Score 6

The College has a Strategic Risk appetite for categories of risk as defined by the Board of Management. Decisions being taken at LMT/SMT/Board level must have cognisance of this. Please indicate the single most relevant risk category in the table below.

There are no significant changes and the policies remain compliant thus the risk and chances of challenges are low.

BoM Risk Categories & Risk Appetite (Select one area only)				
Cautious <15		Open 15> <20		Eager >20
Governance		Strategy		People
Legal		Financial		Project/Programme
Property		Reputational		
		Technology		



5. HR Policy Updates For Approval

27 March 2025
FRAIC

Is the score above the Board Risk Appetite level? No

Risk Owner – LMT

Action Owner – Alison Stewart

Paper Author – Ralph Burns

SMT Owner – Alison Stewart

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7. Equal Pay Audit For Approval

27 March 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

1. Purpose

To advise members on the outcome of the Equal Pay Audit and of recommended actions

2. Recommendation

That member's note the findings, which are positive, and agree to its publication.

3. Background

FVC has a legal duty to comply with legislation set by the Equalities and Human Rights Commission (EHRC), namely Equality Act 2010, and the specific provision called 'equality of terms' in relation to equal pay. In addition, the College has further responsibilities under 'the public sector equality duty: specific duties for Scotland' Regulations.

The Equality Act 2010 (Specific Duties) (Scotland) Regulations states that a 'listed authority' must publish pay gap information. The pay gap information is the percentage difference between men's average hourly pay (excluding overtime) and women's average hourly pay (excluding overtime). This is produced as one set of comparative figures for the whole workforce. All contracted hours staff, including part-time and temporary employees are included. All salaries are presented as annual pay to a full-time equivalent value.

The audit is required every two years with the last audit conducted in 2022 and published in 2023. Enclosed is a copy of the 2024 Equal Pay audit (appendix 1) which is conducted by a recognised external independent company that specialise in Equal Pay and Job Evaluation, Zellis.

4. Key Considerations

Overall the college is shown as robust with variations within gender primarily relating to occupational segregation, length of service and time in post. The figures are not simple to compare, for example there is one role (facilities assistant) which attracts a shift allowance skewing figures, and there is a high proportion of males in lecturing compared to all other roles.

OVERALL CONCLUSIONS AND RECOMMENDATIONS (extract from report)

Since the last report in 2022 there have been several improvements in the overall outcomes.

Gender Pay Gap

The overall mean gender pay gap based on total pay excluding overtime has continued to reduce from 9.34% in 2016 to 8.06% in 2024; this is based on mean total hourly pay.

There are only two grades where the gender pay gap exceeds 5.00%. These are grades 2 and 10. The cause of the pay gap in grade 2 is due to the shift payments to the Facilities Assistants who



7. Equal Pay Audit For Approval

27 March 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

are all male. The reason for the difference at Grade 10 is due to two male employees receiving a market forces payment.

Protected Characteristics

There has been an improvement in the availability of data in relation to both Disability and Ethnic Origin. This is important as it enables more accurate reporting of the pay gap based on these characteristics.

Pay and Grading Structures

The main grading structure is based on appropriate design principles and has been derived from a factor based analytical job evaluation scheme.

There are now no overlapping points between grades 5 and 6 and 8 and 9 as this issue has been addressed since the 2022 audit.

The grade span within the Senior Management grades and the removal of the use of grades 14 and 18 has addressed a potential issue with these grades.

Gender Pay Gap

There are very few instances where there is a gender pay gap that exceeds 5.00%. Where this does occur, it is typically due to workforce composition, the distribution of male and females throughout the spine points in the grade or from length of service and time in post.

In terms of starting pay 45.61% of new starters are appointed on the minimum point of the grade. However, it is more likely that females are appointed at the grade minimum (53.12%) compared to males (36%). It is also noticeable that it is more likely that appointments at the lower grades will be at the grade minimum compared to the higher grades.

The reasons for differences in starting pay either between grades or gender should be justifiable and regularly monitored.

Allowances

Allowance and additional payments are not a significant aspect of the overall pay bill accounting for less than 1%.

The main allowance of a Shift payment is applied based on the requirements of the job e.g. Facilities Assistant at Grade 2. This role is traditionally a male role, and the use of this allowances does therefore increase the pay gap between males and females when based on total pay.

The use of Additional Responsibility payments is currently limited to one male employee. The use of this allowance should be monitored in terms of the reason it has been applied, how the value is calculated and the duration of the payment.

The Market Forces payment is paid to both male and female recipients. The use of this allowance should be monitored in terms of the reason it has been applied, how the value is calculated and the duration of the payment.



7. Equal Pay Audit For Approval

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Protected Characteristics

Age

The pay gaps within several of the age ranges are due to the workforce distribution showing more male than female employees in the higher grades. This is particularly apparent in the 25 to 30, 36 to 40, 46 to 50 and 61 to 65 groups where there are significantly more male employees in grades 8 and above. The exception to this is in the 66 and over age group where there are more female employees in the higher grades.

Disability

The Disability Pay Gap is 0% based on median basic pay and 2.07% based on mean basic pay. There are no individual grades where the pay gap is excessive.

It should be noted that the amount of data available is more extensive than in most organisations and this should enable further analysis to be undertaken to identify if there are any reasons why there are few employees in the higher grades with a stated disability.

Ethnicity

The Ethnicity Pay Gap is -3.93% based on median basic pay and -1.58% on mean basic pay.

It should be noted that the amount of data available is more extensive than in most organisations and this should enable further analysis to be undertaken to identify if there are any reasons why there are few employees in the higher grades from other ethnic groups.

Disability and Ethnicity Progression

Employees from these groups should be monitored to identify any potential discrimination that prevents future progression.

KEY POINTS FOR CONSIDERATION INCLUDE:

1. The workforce is roughly 57% female and 43% male. This has been a constant over a number of years and is related to societal role gender divide. Recruitment panels have a gender balance to break down barriers, and criteria is linked to role specific requirements and never personality or team fit. We continue to monitor applications versus appointments from an equalities perspective.
2. The grading structure for lecturers as well as placement on that structure is based on national bargaining rules. Senior management grading structure was updated following the 2022 equal pay audit. Support staff grading is due to be overhauled with national bargaining. This is essential for the future and will, national rules allowing, support equal pay objectives through reduced spinal points, defined grade pay span ranges and no overlapping grades.
3. There is significant 'grade span' ranges within support roles i.e. the percentage difference from the bottom of the grade to the top. This is due to corrective action taken to remove overlap, and the impact of decades of pay awards that have varied between fixed amounts and percentage increases. This will be addressed when national agreements on pay are set.

4. The overall mean gender pay gap based on total pay excluding overtime has continued to reduce from 9.34% in 2016 (8.41% in 2018, 8.24% in 2020, 8.18% in 2022) to 8.06% in 2024; this is based on mean total hourly pay. It is recognised in the report that the average length of service, time in post and the number of increment points within the grade impact on the figures. The greater the number of scale points before the maximum is achieved - the greater the risk of pay disparity. It is recommended that when undertaking a review of new grading structures following national bargaining agreements, the grade span is reduced to 3 (or 4 max) levels to minimise the impact of service length on earnings (where this decision is within the control of the College). This will reduce any differential between male/female and ethnic minorities where females and ethnic minorities currently, in general, have lower service lengths. Maintaining a span as opposed to one spinal point will continue to encourage commitment and motivation whilst having one spinal point is clearer, fairer, and simpler to operate and to cost. Single spine points should not be discounted as this is the fairest method of all and is worth further consideration.
5. The majority of employees start at the published grade minimum starting point, but it is more likely that lower graded staff start at the minimum point. As these grades have a higher female representation this is noted within the report. This finding is partly due to the rules relating to lecturing staff placement, where there are a significantly higher representation of males here than in support roles, and where these rules mean most staff (of both sexes) start at least on the middle spine point. Recruiting managers are made aware of the need to consider equal pay in appointing staff. However, due to role gender divide and staff shortages, certain male dominated skill sets have required managers to offer a higher starting point or not fill roles. Managers are required to justify these decisions.
6. The overall disability pay gap is 0%. Whilst the percentage of disclosure of a disability is relatively high at around 16% of the workforce it is noted that there is less disclosure at higher grades. More is needed to encourage disclosure and this is being undertaken as part of our ongoing Health and Wellbeing support.
7. The Ethnicity Pay Gap is -1.58% on mean pay. There are no concerns here however considerations such as reducing the span of grades will ensure equality of pay is maintained and monitoring continued.

5. Resource Implications (Financial, People, Estates and Communications)

There are no immediate changes needed thus no resource implications.

6. Equalities

Assessment in Place? – No The equal pay report in itself focuses on the points of an EQIA and recommendations for this report are designed to improve equality goal achievement.

The overall report has few recommendations and none that point towards practices within FVC however this does not mean we will not be challenged. FVC will continue to promote the



7. Equal Pay Audit For Approval

27 March 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

principles of equality in all recruitment practices and in the structure of its pay systems. Whilst national bargaining will take this out of college control to a degree we must still monitor local impact of these decisions on our workforce.

7. Communities and Partners

This report shows the college is an equal pay employer and this is essential for college reputation and image.

8. Risk and Impact

Please complete the risk table below. Risk is scored against Likelihood x Impact, with each category scored from Very Low through to Very High. Risks should be robustly scored and, if the combined score (Likelihood x Impact) is higher than the Board Risk appetite for the risk category identified, additional justification must be provided on why this risk is necessary.

There is risk associated with equal pay as any individual can make a claim where they feel aggrieved. However independent reports such as this audit and embedding a fair and transparent process and positive culture reduces this risk.

	Likelihood	Impact
Very High (5)		
High (4)		
Medium (3)		
Low (2)	2	2
Very Low (1)		

Total Risk Score – 4

The College has a Strategic Risk appetite for categories of risk as defined by the Board of Management. Decisions being taken at LMT/SMT/Board level must have cognisance of this. Please indicate the single most relevant risk category in the table below.

BoM Risk Categories & Risk Appetite (Select one area only)					
Cautious <15		Open 15> <20		Eager >20	
Governance		Strategy		People	
Legal	x	Financial		Project/Programme	
Property		Reputational			
		Technology			

Is the score above the Board Risk Appetite level? No

Risk Owner – Alison Stewart
Paper Author – Ralph Burns

Action Owner – Ralph Burns
SMT Owner – Alison Stewart

FORTH VALLEY COLLEGE

EQUAL PAY AUDIT – January 2025

Prepared by Zellis

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1. Background and Methodology

1.1 This Equal Pay Audit has been produced based on employee data as of October 2024. Previous audits were undertaken in 2014, 2018, 2020 and 2022. The total number of employees within the scope of the report is 577.

1.2 The Equal Pay Audit is based on the five-step process as recommended by the Equality and Human Rights Commission which includes the following steps:

Step 1 – Decide the scope of the audit

The report is based on all appointments as of 10th October 2024.

Step 2 – Identify where groups are doing equal work; like work/rated equivalent

1.3 The Equality Act 2010 identifies three terms in respect of defining equivalent work. These are as follows:

‘Like Work’ is defined as work that is the same or broadly similar

‘Work of Equal Value’ is defined as work which is of broadly equal value when compared under headings such as effort, skill, and decisions

‘Work rated as equivalent’ is defined as work which has achieved the same or a similar number of points under a job evaluation scheme

1.4 Forth Valley College’s Pay and Grading structure is based on the application of a factor based analytical job evaluation scheme provided by Zellis that was specifically developed for further education. Since there is a job evaluation scheme in place, we can use ‘Work Rated as Equivalent’ as the basis of the report.

Step 3 – Collect pay data to identify pay gaps

1.5 The pay data includes employee details for all appointments and is based on basic pay and additional pay elements. The additional pay elements include:

- Shift
- Additional Responsibility
- Market Forces

1.6 Data on travel and first aid has also been imported into the Equal Pay Reviewer System for analysis in terms of access to these payments. However, these payments are specifically excluded from the calculation of the gender pay gap.

1.7 The Equalities and Human Rights Commission have identified two thresholds that need to be considered when assessing the gender pay gap. Wherever there is a pay gap based on the following definitions, the reasons for the gap have been investigated.

‘Significant’ differences between the average basic pay or average total earnings of men and women performing equal work (any differences of 5.00% or more), or

Patterns of basic pay difference e.g. women consistently earning less than men on average for equal work at most, or all, grades, or levels in the organisation (differences of 3.00% or more).

- 1.8 Irrespective of whether the gender pay gap is less than 3.00% it should be noted that any pay difference may be open to legal challenge.
- 1.9 The Equality Act 2010 prohibits direct discrimination in respect of a range of 'Protected Characteristics'. These include gender, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion or belief and sex and sexual orientation.

In addition to gender-based reporting we have also undertaken further analysis based on age, disability, and ethnicity. Data has also been provided for religion and sexual orientation but has not been used to undertake specific pay gap analysis.

Step 4 – Establish the causes of pay gaps

- 1.10 There are a range of complex contributory factors that can create the gender pay gap but do not necessarily indicate that there is an Equal Value issue. Wherever there is a pay gap of more than 5.00% we have investigated the reasons. These could include a range of factors such as different length of service as well as occupational segregation whereby the typical roles undertaken by males and females are (based on the outcomes of the application of an appropriate job evaluation scheme) graded differently which creates the gender pay gap but not an Equal Value claim.
- 1.11 We have also considered other factors including age and starting pay to identify if any other issues are contributing to the gender pay gap.

Step 5 – Develop an Equal Pay Action Plan

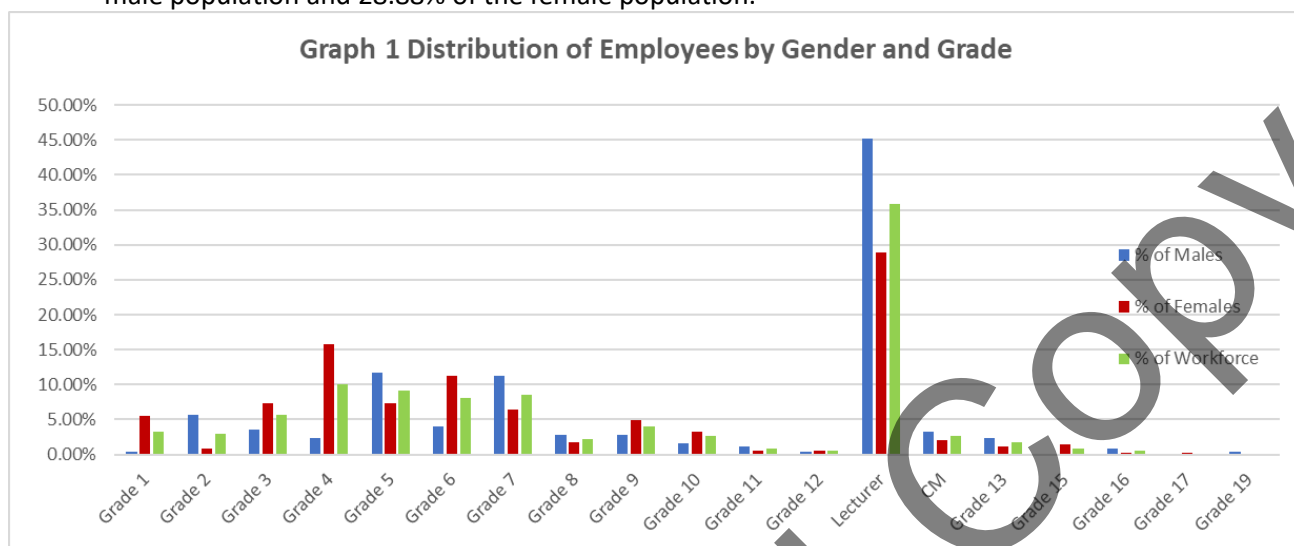
- 1.12 As a result of undertaking the audit we have provided several recommendations as well as reviewing the recommendations from previous audits to identify if these have been implemented or remain a concern.

2. Workforce Composition

- 2.1 Prior to reviewing the gender pay gap and considering potential equal value issues it is beneficial to understand the composition of the workforce; the overall gender pay gap is based on the whole workforce and can be affected by workforce composition. It is also more likely that women work part-time, and part-time working is often concentrated within the lower grades, which affects the overall average hourly rate. The identification of the composition of the workforce based on full and part time working and by grade also enables us to identify where the gender pay gap occurs and therefore can be investigated more thoroughly.
- 2.2 Table 1 shows that the composition of the overall workforce is 42.98% male and 57.02% female.

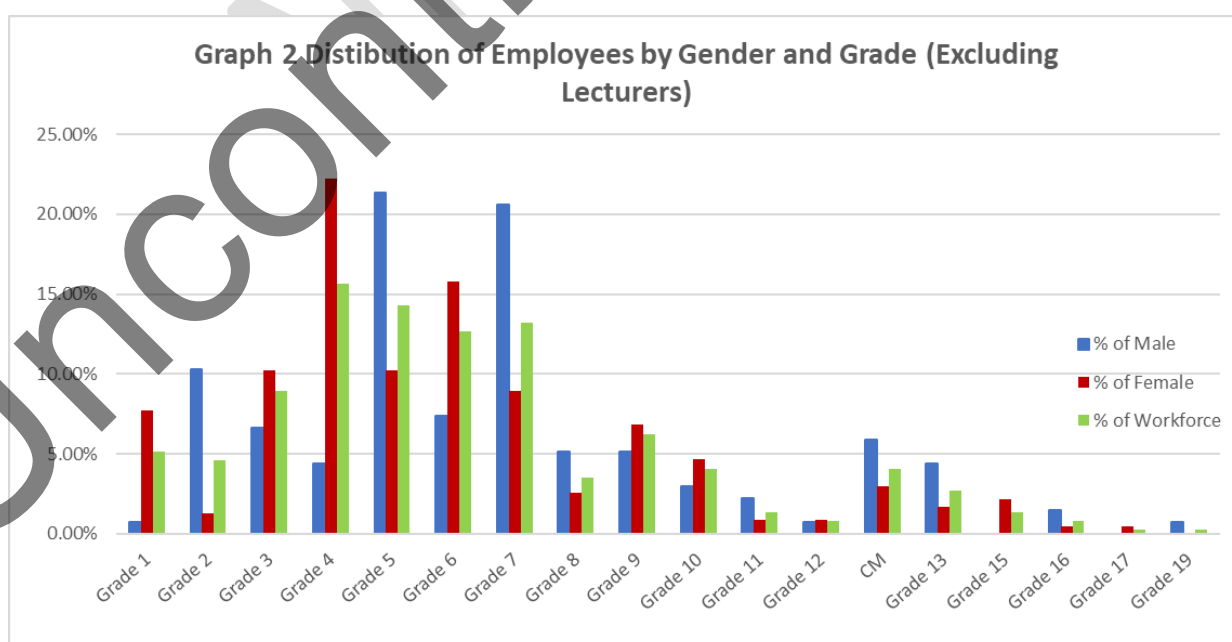
Table 1- Workforce Composition by Grade and Gender - All Grades							
Equal Work Group	Organisation	Male			Female		
	Count	Count	% of Group	% of Male	Count	% of Group	% of Female
Grade 1	19	1	5.26%	0.40%	18	94.74%	5.47%
Grade 2	17	14	82.35%	5.65%	3	17.65%	0.91%
Grade 3	33	9	27.27%	3.63%	24	72.73%	7.29%
Grade 4	58	6	10.34%	2.42%	52	89.66%	15.81%
Grade 5	53	29	54.72%	11.69%	24	45.28%	7.29%
Grade 6	47	10	21.28%	4.03%	37	78.72%	11.25%
Grade 7	49	28	57.14%	11.29%	21	42.86%	6.38%
Grade 8	13	7	53.85%	2.82%	6	46.15%	1.82%
Grade 9	23	7	30.43%	2.82%	16	69.57%	4.86%
Grade 10	15	4	26.67%	1.61%	11	73.33%	3.34%
Grade 11	5	3	60.00%	1.21%	2	40.00%	0.61%
Grade 12	3	1	33.33%	0.40%	2	66.67%	0.61%
Lecturer	207	112	54.11%	45.16%	95	45.89%	28.88%
CM	15	8	53.33%	3.23%	7	46.67%	2.13%
Grade 13	10	6	60.00%	2.42%	4	40.00%	1.22%
Grade 15	5	0	0.00%	0.00%	5	100.00%	1.52%
Grade 16	3	2	66.67%	0.81%	1	33.33%	0.30%
Grade 17	1	0	0.00%	0.00%	1	100.00%	0.30%
Grade 19	1	1	100.00%	0.40%	0	0.00%	0.00%
Total	577	248	42.98%	100.00%	329	57.02%	100.00%

- 2.3 As can be seen from table 1 and graph 1, the most highly populated grade is the Lecturer grade which accounts for 35.88% of the total workforce. The Lecturer grade includes 45.16% of the male population and 28.88% of the female population.



- 2.4 Table 2 illustrates the composition of the workforce if Lecturers are excluded. If this grade is excluded, then the remaining workforce is 36.76% male and 63.24% female.
- 2.5 When Lecturers are excluded from the workforce composition the most populated grade for females is Grade 4, whereas for males it is Grade 5. Males and females are distributed throughout the grading structure and present in all grades except for Grades 15, 17, and 19.

Equal Work Group	Organisation	Male			Female		
	Count	Count	% of Group	% of Male	Count	% of Group	% of Female
Grade 1	19	1	5.26%	0.74%	18	94.74%	7.69%
Grade 2	17	14	82.35%	10.29%	3	17.65%	1.28%
Grade 3	33	9	27.27%	6.62%	24	72.73%	10.26%
Grade 4	58	6	10.34%	4.41%	52	89.66%	22.22%
Grade 5	53	29	54.72%	21.32%	24	45.28%	10.26%
Grade 6	47	10	21.28%	7.35%	37	78.72%	15.81%
Grade 7	49	28	57.14%	20.59%	21	42.86%	8.97%
Grade 8	13	7	53.85%	5.15%	6	46.15%	2.56%
Grade 9	23	7	30.43%	5.15%	16	69.57%	6.84%
Grade 10	15	4	26.67%	2.94%	11	73.33%	4.70%
Grade 11	5	3	60.00%	2.21%	2	40.00%	0.85%
Grade 12	3	1	33.33%	0.74%	2	66.67%	0.85%
CM	15	8	53.33%	5.88%	7	46.67%	2.99%
Grade 13	10	6	60.00%	4.41%	4	40.00%	1.71%
Grade 15	5	0	0.00%	0.00%	5	100.00%	2.14%
Grade 16	3	2	66.67%	1.47%	1	33.33%	0.43%
Grade 17	1	0	0.00%	0.00%	1	100.00%	0.43%
Grade 19	1	1	100.00%	0.74%	0	0.00%	0.00%
Total	370	136	36.76%	100.00%	234	63.24%	100.00%



3. Pay Structure

- 3.1 In the following section we have reviewed the design of the current pay structure. There are three grading structures in operation that are shown in Table 3, 4, and 5.
- 3.2 It is important to review the design of the pay and grading structure to validate that it complies with appropriate design principles. The main grading structure has been developed based on the application of a factor based analytical job evaluation scheme which provides an element of a defence in terms of potential equal value claims. Jobs that have been evaluated are placed into a grade based on the job evaluation score and are therefore considered as 'work rated equivalent.'
- 3.3 The design of the structure is compliant with several other recognised design principles. The maximum number of increments per grade is five points so it would potentially take an employee four years to progress to the grade maximum. The recognised maximum number of points per grade is six, so the design of the main structure is compliant with good practice.

The Grade Span is calculated as follows.

Maximum Salary – Minimum Salary / Minimum Salary X 100.00%

Typically, the grade span should be between 10.00% and 15.00% whereas the grade span ranges from 2.79% to 12.55%. The benefit of a lower grade span is that it is less likely that there will be significant differences in pay within each individual grade and that any differences are more likely to be because of the individual's position within the grade which will be linked to length of service. It is, however, noticeable that the grade span varies significantly across the grades and it much lower than the grade span in the Lecturer grades and Senior Management Team structures.

Table 3 – Main Grading Structure							
Grade	Minimum Point	Minimum Salary	Maximum Point	Maximum Salary	Grade Span	Number of Increments	Incremental Steps
1	8	£24,640	9	£25,140	2.79%	2	1
2	11	£26,249	14	£27,237	5.07%	4	3
3	14	£27,237	17	£28,394	5.65%	4	3
4	18	£28,881	21	£30,518	7.40%	4	3
5	22	£31,093	26	£33,540	10.05%	5	4
6	26	£33,540	28	£35,263	9.73%	4	3
7	29	£36,351	33	£40,067	12.55%	5	4
8	33	£40,067	36	£42,589	7.57%	4	3
9	36	£42,589	38	£44,533	8.07%	4	3
10	42	£48,038	45	£51,087	7.25%	4	3
11	46	£52,148	49	£55,435	7.12%	4	3
12	50	£56,522	53	£60,072	7.03%	4	3
13	53	£60,072	56	£64,887	8.02%	4	3

- 3.4 The structure was amended in 2023 following the 2022 audit advice to remove the overlap between grades 5 and 6. As a result there are now no employees paid at a rate in grade 6 which is lower than the maximum of grade 5.

In addition to the amendment to grade 6, grade 9 has also been increased at the grade minimum to point 36 to which means no employees in grade 9 are paid less than the maximum of grade 8.

- 3.5 Table 4 shows the Grading structure for Lecturers and Curriculum Managers. As can be seen the number of increments in the Lecturer grade is 5 with a span of 20.38% which is higher than Grades 1 to 12 in the main structure.

Table 4 – Lecturer and Curriculum and Operations Manager Grading Structure							
Grade	Minimum Point	Minimum Salary	Maximum Point	Maximum Salary	Grade Span	Number of Increments	Incremental Steps
Lecturer	NSP 1	£40,170	NSP 5	£48,357	20.38%	5	4
CM		£55,394		£55,394	0.00%		

- 3.6 The Senior Management Grading Structure as shown in Table 5 indicates there are no overlaps between grades as grade 14 is no longer in use as result there is reduced risk of any equal pay issues.

Table 5 – Senior Management Grading Structure						
Grade	Minimum Salary	Maximum Salary	Grade Span	Number of Increments	Incremental Steps	
14	£63,381	£70,381	11.04%	3	2	Not Used
15	£70,337	£77,337	9.95%	3	2	
16	£91,223	£99,223	8.77%	3	2	
17	£100,145	£108,145	7.99%	3	2	
18	£111,174	£121,174	8.99%	3	2	Not Used
19	£135,465	£145,465	7.38%	3	2	

Summary and Recommendations

- 3.7** *The main grading structure is based on appropriate design principles and has been derived from a factor based analytical job evaluation scheme.*

The 2022 Equal Pay Audit recommendations have been acted upon and the overlapping points between Grades 5 and 6 and 8 and 9 have been removed addressing the potential equal pay issues.

The grade span within the Senior Management grades has been reduced from over 20% in the 2022 report to be more in line with the main pay structure in addition any overlaps between grades has been removed reducing any equal pay risk.

4. Gender Pay Gap

- 4.1** The gender pay gap is expressed as a percentage of female earnings compared to male earnings. Where the percentage figure is expressed as a minus figure this indicates that females earn more than males.
- 4.2** The Equalities and Human Rights Commission have identified two thresholds that need to be considered when assessing the gender pay gap. Wherever there is a pay gap based on the following definitions, the reasons for the gap have been investigated.

‘Significant’ differences between the average basic pay or average total earnings of men and women performing equal work (any differences of 5.00% or more), or

Patterns of basic pay difference e.g. women consistently earning less than men on average for equal work at most, or all, grades, or levels in the organisation (differences of 3.00% or more).

Wherever the gender pay gap is 5.00% or more we have investigated the potential reasons for the differences in pay. These points are highlighted in red in the following tables.

Basic Pay

- 4.3 Table 6 illustrates the gender pay gap for all employees based on basic pay only. As can be seen the overall gender pay gap is 7.51% down from 7.67% in 2022. There are no individual grades where the gap exceeds either the 3.00% or 5.00% threshold advised by the Equalities and Human Rights Commission.

Table 6 - Mean Gender Pay by Grade - Basic Pay – All Employees						
Equal Work Group	Male		Female			
	Count	Average Basic Hourly Rate	Count	Average Basic Hourly Rate	Difference (£)	Pay Gap (%)
Grade 1	1	£13.78	18	£13.75	£0.03	0.22%
Grade 2	14	£14.82	3	£14.82	£0.00	0.00%
Grade 3	9	£15.45	24	£15.36	£0.09	0.58%
Grade 4	6	£16.51	52	£16.51	£0.00	0.00%
Grade 5	29	£17.95	24	£17.82	£0.13	0.77%
Grade 6	10	£18.90	37	£19.09	-£0.19	-1.04%
Grade 7	28	£21.38	21	£21.64	-£0.26	-1.24%
Grade 8	7	£23.27	6	£22.96	£0.31	1.31%
Grade 9	7	£24.03	16	£24.34	-£0.31	-1.30%
Grade 10	4	£27.99	11	£27.79	£0.20	0.72%
Grade 11	3	£29.78	2	£29.14	£0.64	2.12%
Grade 12	1	£32.27	2	£32.26	£0.01	0.03%
Lecturer	112	£26.20	95	£26.39	-£0.19	-0.74%
CM	8	£30.35	7	£30.35	£0.00	0.00%
Grade 13	6	£35.26	4	£34.46	£0.80	2.29%
Grade 15	0		5	£41.61		
Grade 16	2	£52.18	1	£49.99	£2.19	4.20%
Grade 17	0		1	£59.26		
Grade 19	1	£74.23	0			
Total	248	£23.79	329	£22.00	£1.79	7.51%

- 4.4 Table 7 provides the same analysis as Table 6 but is based on the median difference in pay between males and females. The median pay gap is 13.48% up from 9.31% in 2022, this is predominantly due to the workforce distribution changes since 2022 with the median point for female employees moving from grade 8 to grade 7 whereas the median point for male employees remains in the Lecturer grade. As would be expected with a pay structure that is based on fixed incremental points and given that males and females are present in most grades, there is no significant median pay gap in any grade.

- 4.5 There is a pay gap of 4.06% at grade 11 and 4.20% at grade 16. As there are only five and three employees respectively in these grades any employee not on the grade maximum will have an impact on the pay gap.

- 4.6 Grade 5 has a 3.13% median pay gap this is due to 55% of male employees in this grade being at the top of the grade whereas 45.8% of female employees are at the maximum. Of the new starters in this grade four are males representing 13.8% of the male population whereas six are female covering 24% of the female occupants of grade 5 this distribution is the cause of the gap of 3.13%.

Table 7 - Median Gender Pay Gap by Grade - Basic Pay						
Equal Work Group	Male		Female			
	Count	Median Basic Pay	Count	Median Basic Pay	Difference (£)	Pay Gap (%)
Grade 1	1	£13.78	18	£13.78	£0.00	0
Grade 2	14	£14.93	3	£14.93	£0.00	0.00%
Grade 3	9	£15.56	24	£15.56	£0.00	0.00%
Grade 4	6	£16.72	52	£16.72	£0.00	0.00%
Grade 5	29	£18.38	24	£17.80	£0.58	3.13%
Grade 6	10	£18.85	37	£19.32	-£0.47	-2.53%
Grade 7	28	£21.45	21	£21.95	-£0.50	-2.34%
Grade 8	7	£23.34	6	£23.34	£0.00	0.00%
Grade 9	7	£24.40	16	£24.40	£0.00	0.00%
Grade 10	4	£27.99	11	£27.99	£0.00	0.00%
Grade 11	3	£30.38	2	£29.14	£1.24	4.06%
Grade 12	1	£32.27	2	£32.26	£0.01	0.03%
Lecturer	112	£26.50	95	£26.50	£0.00	0.00%
CM	8	£30.35	7	£30.35	£0.00	0.00%
Grade 13	6	£35.56	4	£34.68	£0.88	2.47%
Grade 15	0		5	£42.38		
Grade 16	2	£52.18	1	£49.99	£2.19	4.20%
Grade 17	0		1	£59.26		
Grade 19	1	£74.23	0			
Total	248	£25.38	329	£21.96	£3.42	13.48%

Total Pay

4.7 We have also considered the gender pay gap based on Total Pay. This includes the following additional payments.

- Shift
- Added Responsibility
- Market Forces

4.8 The mean gender pay gap for Total Pay is 8.06% down from 8.24% in 2022. There are two grades where the difference exceeds 5.00%.

The gender pay gap at Grade 2 is 9.91% whereas based on basic pay it is 0%. The reason for the difference in total pay is that there are 11 Facilities Assistants all of whom are male and receive shift payments due to the nature of their role. The other roles within this grade are Cook and Gym Assistant. It does not appear that these roles have the same working arrangements so the payments would not be applicable.

4.9 The reason for the increased difference in gender pay at grade 4 is due to the two male Facilities team leaders who also receive standby and shift payments.

4.10 Grade 10 shows a total pay gap of 7.08% due to a market forces payment to one male employee. If this employee is excluded from the data, the pay gap would reduce to 3.86%.

Table 8 - Gender Pay Gap - Total Pay Mean - All Employees						
Equal Work Group	Males		Females		Gender Pay Gap	
	Total	Mean Total Hourly Rate	Total	Mean Total Hourly Rate	Difference (£)	Pay Gap (%)
Grade 1	1	£13.78	18	£13.75	£0.03	0.22%
Grade 2	14	£16.45	3	£14.82	£1.63	9.91%
Grade 3	9	£15.45	24	£15.36	£0.09	0.58%
Grade 4	6	£17.29	52	£16.51	£0.78	4.51%
Grade 5	29	£17.95	24	£17.82	£0.13	0.77%
Grade 6	10	£18.90	37	£19.09	-£0.19	-1.04%
Grade 7	28	£21.38	21	£21.64	-£0.26	-1.24%
Grade 8	7	£23.27	6	£22.96	£0.31	1.31%
Grade 9	7	£25.28	16	£25.03	£0.25	1.01%
Grade 10	4	£29.91	11	£27.79	£2.12	7.08%
Grade 11	3	£29.78	2	£29.14	£0.64	2.12%
Grade 12	1	£32.27	2	£32.26	£0.01	0.03%
Lecturer	112	£26.20	95	£26.39	-£0.19	-0.74%
CM	8	£30.35	7	£30.35	£0.00	0.00%
Grade 13	6	£35.26	4	£34.46	£0.80	2.29%
Grade 15	0		5	£41.61		
Grade 16	2	£52.18	1	£49.99	£2.19	4.20%
Grade 17	0		1	£59.26		
Grade 19	1	£74.23	0			
Total	248	£23.96	329	£22.03	£1.93	8.06%

4.11 Table 9 provides the same analysis but is based on the median payment. The only grades where the difference is greater than 5.00% is Grade 2. The reason for the difference is due to the shift and standby payments paid to the Facilities Assistants as outlined in Para. 4.8.

Table 9 - Gender Pay Gap - Total Pay Median - All Employees						
Equal Work Group	Male		Female			
	Count	Median Total Pay	Count	Median Total Pay	Difference (£)	Pay Gap (%)
Grade 1	1	£13.78	18	£13.78	£0.00	0.00%
Grade 2	14	£16.93	3	£14.93	£2.00	11.79%
Grade 3	9	£15.56	24	£15.56	£0.00	0.00%
Grade 4	6	£16.72	52	£16.72	£0.00	0.00%
Grade 5	29	£18.38	24	£17.80	£0.58	3.13%
Grade 6	10	£18.85	37	£19.32	-£0.47	-2.53%
Grade 7	28	£21.46	21	£21.96	-£0.50	-2.34%
Grade 8	7	£23.34	6	£23.34	£0.00	0.00%
Grade 9	7	£24.95	16	£24.40	£0.55	2.20%
Grade 10	4	£29.36	11	£27.99	£1.37	4.67%
Grade 11	3	£30.38	2	£29.14	£1.24	4.06%
Grade 12	1	£32.27	2	£32.26	£0.01	0.03%
Lecturer	112	£26.50	95	£26.50	£0.00	0.00%
CM	8	£30.35	7	£30.35	£0.00	0.00%
Grade 13	6	£35.56	4	£34.68	£0.88	2.47%
Grade 15	0		5	£42.38		
Grade 16	2	£52.18	1	£49.99	£2.19	4.20%
Grade 17	0		1	£59.26		
Grade 19	1	£74.23	0			
Total	248	£25.38	329	£21.96	£3.42	13.48%

Full and Part Time Employment

- 4.12 We have undertaken an analysis based on comparing full time and part time employment irrespective of gender. Typically, it is more likely that part time employment is undertaken by female employees and more likely to be concentrated in the lower grades.
- 4.13 The composition of the workforce based on gender and full and part time working is shown in Table 10. Based on the total workforce, 62.39% are full time consisting of 74.60% of the male workforce and 48.61% of the female workforce. Based on the total workforce 37.61% are part time consisting of 25.40% of the male workforce and 46.81% of the female workforce. Table 10 also indicates the grading profile of full and part time employments and as can be seen except for the Lecturer grade; part time working is concentrated in the lower grades and amongst female employees.

Table 10 – Composition of the Workforce based on Gender and Full and Part Time Working

Equal Work Group	Organisation	Males				Females			
	Total	Full Time	% of Gender	Part Time	% of Gender	Full Time	% of Gender	Part Time	% of Gender
Grade 1	19	0	0.00%	1	0.40%	0	0.00%	18	5.47%
Grade 2	17	14	5.65%	0	0.00%	0	0.00%	3	0.91%
Grade 3	33	3	1.21%	6	2.42%	7	2.13%	17	5.17%
Grade 4	58	5	2.02%	1	0.40%	37	11.25%	15	4.56%
Grade 5	53	19	7.66%	10	4.03%	18	5.47%	6	1.82%
Grade 6	47	9	3.63%	1	0.40%	24	7.29%	13	3.95%
Grade 7	49	16	6.45%	12	4.84%	8	2.43%	13	3.95%
Grade 8	13	7	2.82%	0	0.00%	5	1.52%	1	0.30%
Grade 9	23	6	2.42%	1	0.40%	13	3.95%	3	0.91%
Grade 10	15	4	1.61%	0	0.00%	7	2.13%	4	1.22%
Grade 11	5	3	1.21%	0	0.00%	2	0.61%	0	0.00%
Grade 12	3	1	0.40%	0	0.00%	2	0.61%	0	0.00%
Lecturer	207	82	33.06%	30	12.10%	35	10.64%	60	18.24%
CM	15	8	3.23%	0	0.00%	6	1.82%	1	0.30%
Grade 13	10	5	2.02%	1	0.40%	4	1.22%	0	0.00%
Grade 15	5	0	0.00%	0	0.00%	5	1.52%	0	0.00%
Grade 16	3	2	0.81%	0	0.00%	1	0.30%	0	0.00%
Grade 17	1	0	0.00%	0	0.00%	1	0.30%	0	0.00%
Grade 19	1	1	0.40%	0	0.00%	0	0.00%	0	0.00%
Total	577	185	74.60%	63	25.40%	175	53.19%	154	46.81%

- 4.14 If we compare part time appointments to full time appointments irrespective of gender the pay gap is 8.09%. There are no individual grades where the pay gap exceeds 5.00%. There are no concerns when comparing part time and full-time employment and therefore no further investigation is required.

Table 11 - Full Time Part Time - Mean Pay by Grade - Basic Pay						
Equal Work Group	Full Time		Part Time		Pay Gap	
	Count	Average Basic Hourly Rate	Count	Average Basic Hourly Rate	Difference (£)	Pay Gap (%)
Grade 1	0		19	£13.75		
Grade 2	14	£14.82	3	£14.82	£0.00	0.00%
Grade 3	10	£15.29	23	£15.42	-£0.13	-0.89%
Grade 4	42	£16.46	16	£16.64	-£0.18	-1.08%
Grade 5	37	£17.98	16	£17.68	£0.30	1.66%
Grade 6	33	£19.04	14	£19.09	-£0.05	-0.26%
Grade 7	24	£21.43	25	£21.55	-£0.12	-0.57%
Grade 8	12	£23.11	1	£23.34	-£0.23	-0.98%
Grade 9	19	£24.21	4	£24.40	-£0.19	-0.79%
Grade 10	11	£27.79	4	£27.99	-£0.20	-0.72%
Grade 11	5	£29.52	0			
Grade 12	3	£32.26	0			
Lecturer	117	£26.26	90	£26.33	-£0.07	-0.25%
CM	14	£30.35	1	£30.35	£0.00	0.00%
Grade 13	9	£34.87	1	£35.56	-£0.69	-1.96%
Grade 15	5	£41.61	0			
Grade 16	3	£51.45	0			
Grade 17	1	£59.26	0			
Grade 19	1	£74.23	0			
Total	360	£23.48	217	£21.58	£1.90	8.09%

- 4.15 Table 12 provides the same analysis based on median basic pay. The pay gap is 9.48% and there are no individual grades where the gap exceeds 5.00%.

Table 12 - Full Time versus Part Time - Median Pay Gap by Grade – Basic Pay						
Equal Work Group	All Full Time		All Part Time		Pay Gap	
	Total	Median Hourly Rate	Total	Median Hourly Rate	Difference (£)	Pay Gap (%)
Grade 1	0		19	£13.78		
Grade 2	14	£14.93	3	£14.93	£0.00	0.00%
Grade 3	10	£15.25	23	£15.56	-£0.31	-2.00%
Grade 4	42	£16.72	16	£16.72	£0.00	0.00%
Grade 5	37	£18.38	16	£17.67	£0.71	3.85%
Grade 6	33	£19.32	14	£19.32	£0.00	0.00%
Grade 7	24	£21.96	25	£21.96	£0.00	0.00%
Grade 8	12	£23.34	1	£23.34	£0.00	0.00%
Grade 9	19	£24.40	4	£24.40	£0.00	0.00%
Grade 10	11	£27.99	4	£27.99	£0.00	0.00%
Grade 11	5	£29.14	0			
Grade 12	3	£32.27	0			
Lecturer	117	£26.50	90	£26.50	£0.00	0.00%
CM	14	£30.35	1	£30.35	£0.00	0.00%
Grade 13	9	£35.56	1	£35.56	£0.00	0.00%
Grade 15	5	£42.38	0			
Grade 16	3	£49.99	0			
Grade 17	1	£59.26	0			
Grade 19	1	£74.23	0			
Total	360	£24.26	217	£21.96	£2.30	9.48%

4.16 Tables 13 and 14 provide the same analysis for full and part time working based on total pay. As can be seen in Table 13, the pay gap is 8.60% which is caused by the Shift payments to Facilities Assistants who are predominantly full time; the same payments are also made to part time appointments.

4.17 The overall median pay gap based on total pay is the same as that for basic pay and is -5.35%. The reason for this is that there are very few appointments that receive additional pay, so the median pay point is not affected.

Table 13 – Full Time versus Part Time – Mean Pay Gap by Grade – Total Pay

Equal Work Group	All Full Time		All Part Time		Pay Gap	
	Total	Average Total Hourly Rate	Total	Average Total Hourly Rate	Difference (£)	Pay Gap (%)
Grade 1	0		19	£13.75		
Grade 2	14	£16.45	3	£14.82	£1.63	9.91%
Grade 3	10	£15.29	23	£15.43	-£0.13	-0.89%
Grade 4	42	£16.58	16	£16.65	-£0.07	-0.40%
Grade 5	37	£17.98	16	£17.68	£0.30	1.66%
Grade 6	33	£19.04	14	£19.09	-£0.05	-0.26%
Grade 7	24	£21.43	25	£21.55	-£0.12	-0.57%
Grade 8	12	£23.11	1	£23.34	-£0.23	-0.98%
Grade 9	19	£25.11	4	£25.09	£0.02	0.07%
Grade 10	11	£28.49	4	£27.99	£0.50	1.74%
Grade 11	5	£29.52	0			
Grade 12	3	£32.26	0			
Lecturer	117	£26.26	90	£26.33	-£0.07	-0.25%
CM	14	£30.35	1	£30.35	£0.00	0.00%
Grade 13	9	£34.87	1	£35.56	-£0.69	-1.96%
Grade 15	5	£41.61	0			
Grade 16	3	£51.45	0			
Grade 17	1	£59.26	0			
Grade 19	1	£74.23	0			
Total	360	£23.63	217	£21.60	£2.03	8.60%

Table 14 - Full Time versus Part Time - Median Pay Gap by Grade - Total Pay						
Equal Work Group	All Full Time		All Part Time		Pay Difference	
	Total	Median Total Hourly Rate	Total	Median Total Hourly Rate	Difference (£)	Pay Gap (%)
Grade 1	0		19	£13.78		
Grade 2	14	£16.93	3	£14.93	£2.00	11.79%
Grade 3	10	£15.26	23	£15.56	-£0.30	-2.00%
Grade 4	42	£16.72	16	£16.72	£0.00	0.00%
Grade 5	37	£18.38	16	£17.67	£0.71	3.85%
Grade 6	33	£19.32	14	£19.32	£0.00	0.00%
Grade 7	24	£21.96	25	£21.96	£0.00	0.00%
Grade 8	12	£23.34	1	£23.34	£0.00	0.00%
Grade 9	19	£24.40	4	£24.40	£0.00	0.00%
Grade 10	11	£27.99	4	£27.99	£0.00	0.00%
Grade 11	5	£29.14	0			
Grade 12	3	£32.27	0			
Lecturer	117	£26.50	90	£26.50	£0.00	0.00%
CM	14	£30.35	1	£30.35	£0.00	0.00%
Grade 13	9	£35.56	1	£35.56	£0.00	0.00%
Grade 15	5	£42.38	0			
Grade 16	3	£49.99	0			
Grade 17	1	£59.26	0			
Grade 19	1	£74.23	0			
Total	360	£24.26	217	£21.96	£2.30	9.48%

Starting Pay

- 4.18 We have also considered if there are any differences in starting pay that may contribute to the gender pay gap. The following analysis is based on all new starters into the College from October 2023 to October 2024. Table 15 indicates that 45.61% of employees start at the published grade minimum but that it is more likely that female employees start at the minimum point.

Table 15 – New Starters by Minimum Point						
Starting Point	Males	% of Males	Females	% of Females	Total	% of Total
Minimum Point	9	36.00%	17	53.13%	26	45.61%
Above Minimum Point	16	64.00%	15	46.88%	31	54.39%
Total	25	100	32	100	57	100

- 4.19 Table 16 provides a more detailed breakdown of starting points by grade. As can be seen it is more likely that employees in the lower grades will start at the minimum point of the grade and that this affects more female than male employees. It is more likely that employees at the higher grades, notably Lecturers will start above the grade minimum. Within the Lecturer grade all the new starters were appointed above the grade minimum (unless they have received a subsequent increment) 50% of male new starters and 60% of female new starters are on the top scale point in the lecturer grade.
- 4.20 Table 17 illustrates the gender pay gap by grade. It should be noted that the overall pay gap for new starters (12.52%) is misleading as it is affected by the grading profile of new starters.

Table 16 – New Starters by Grade and Point				
Equal Work Group	Spine Point	Males	Female	Organisation
Grade 1 Minimum Point	8		1	1
	9		1	1
Grade 1 Total			2	2
Grade 2 Minimum Point	11	1		1
	12	1		1
Grade 2 Total		2		2
Grade 3 Minimum Point	14	1	4	5
	15		3	3
	16	1		1
Grade 3 Total		2	7	9
Grade 4 Minimum Point	18		4	4
	19	1	3	4
Grade 4 Total		1	7	8

Table 16 – New Starters by Grade and Point				
Equal Work Group	Spine Point	Males	Female	Organisation
Grade 5 Minimum Point	22	4	6	10
Grade 5 Total		4	6	10
Grade 6	26	2	3	5
Grade 6 Total		2	3	5
Grade 7 Minimum Point	29	2	1	3
	30	1		1
	31	1		1
	33	1		1
Grade 7 Total		5	1	6
Grade 10 Minimum Point	42		1	1
Grade 10 Total			1	1
Grade 11 Minimum Point	46	1		1
Grade 11 Total		1		1
	LS03	4	1	5
	LS04		1	1
	LS05	4	3	7
Lecturer Total		8	5	13
Overall Total		25	32	57

Table 17 – Gender Pay Gap Mean – Basic Pay New Starters						
Equal Work Group	Male		Female			
	Count	Mean Basic Hourly Rate	Count	Mean Basic Hourly Rate	Difference (£)	Pay Gap (%)
Grade 1	0		2	£13.64		
Grade 2	2	£14.49	0			
Grade 3	2	£15.15	7	£15.02	£0.13	0.88%
Grade 4	1	£16.09	7	£15.94	£0.15	0.95%
Grade 5	4	£17.04	6	£17.04	£0.00	0.00%
Grade 6	2	£18.38	3	£18.38	£0.00	0.00%
Grade 7	5	£20.64	1	£19.92	£0.72	3.47%
Grade 10	0		1	£26.32		
Grade 11	1	£28.58	0			
Lecturer	8	£25.38	5	£25.83	-£0.45	-1.77%
Total	25	£20.60	32	£18.02	£2.58	12.52%

Summary and Recommendations

4.21 The key outcomes are as follows:

Table 18 shows the trend in the pay gaps over the past five Audits

Table 18 Current Pay Gaps compared to previous audits					
Pay Gap	2016	2018	2020	2022	2024
Mean Gender Pay Gap – Basic Pay	9.34%	7.93%	7.67%	7.44%	7.51%
Median Gender Pay Gap – Basic Pay		6.91%	9.31%	7.15%	13.48%
Mean Gender Pay Gap – Total Pay		8.41%	8.24%	8.18%	8.06%
Median Gender Pay Gap – Total Pay		8.65%	9.31%	10.93%	13.48%
Full Time Part Time Mean – Basic Pay		8.37%	6.64%	8.19%	8.09%
Full Time Part Time Median – Basic Pay		4.24%	-5.35%	0.68%	9.48%
Full Time Part Time Mean – Total Pay		8.55%	7.05%	8.74%	8.60%
Full Time Part Time Median – Total Pay		4.24%	-5.35%	0.68%	9.48%

There are very few instances where there is a gender pay gap that exceeds 5.00% on a grade-by-grade basis. Where this does occur, it is typically due to workforce composition, the distribution of male and females throughout the spine points in the grade, resultant from length of service and time in post or from male dominated roles receiving shift payments for the work pattern of the role.

In terms of starting pay 45.61% of new starters are appointed on the minimum point of the grade. However, it is more likely that females are appointed at the grade minimum (53.13%) compared to males (36%), it should be noted this is an improvement on the 28.27% of male

new starters who were appointed at the grade minimum in the 2022 audit. It is also noticeable that it is more likely that appointments at the lower grades will be at the grade minimum compared to the higher grades.

The reasons for differences in starting pay either between grades or gender should be justifiable and regularly monitored.

5. Allowances

- 5.1 As has been stated the calculation of the gender pay gap takes into account additional payments but excludes overtime payments. The difference in the gender pay gap based on total pay compared to basic pay by grade is minimal indicating that additional pay is not a significant part of the overall pay bill or an employee's remuneration.
- 5.2 Based on the data sent by Forth Valley College in October the annual cost of additional allowances is shown in Table 19 by gender.

Table 19 – Additional Pay by Gender – Annual Cost					
Gender	Shift	Additional Responsibility	Market Supplement	Travel	Total Allowances
Female	-		£20,000	£3146	£23,146
Male	£50,181	£1,000	£29,000	£7,710	£87,891
Total	£50,181	£1,000	£49,000	£10,856	£111,037

Shift

- 5.3 Shift payments are made to the roles of Facilities Assistant and Facilities Team Leader which are currently all males. There is no suggestion that the payment is gender specific but determined by the requirements of the role.
- 5.4 The average annual value of the shift payment is shown in Table 19.

Table 20 – Shift – Average Payment					
Male		Female		Organisation	
Total	Average Value	Total	Average Value	Total	Overall Average
13	£3,860	-	-	13	£3,806

Additional Responsibility

- 5.5 There is currently one male employee in receipt of an additional responsibility payment.

Table 21 – Additional Responsibility – Average Payment					
Male		Female		Organisation	
Total	Average Value	Total	Average Value	Total	Overall Average
1	£1,000			1	£1,000

- 5.6 Although only one male employee is in receipt of this payment, it is recommended that should any employee in future receive the payment and the method of determining the value is monitored.

Market Forces

- 5.7 The Market Forces payment is paid to the Commercial Trainers, Training and Business Development Manager, and Chef Manager. Although both male and female employees receive this payment, it is recommended that the duration of the payment and the method of determining the value are monitored, and a review of the market is undertaken regularly.

Table 22 – Market Forces – Average Annual Payment					
Male		Female		Organisation	
Total	Average Value	Total	Average Value	Total	Overall Average
5	£5,800	2	£10,000	7	£7,000

Summary and Recommendations

- 5.8 *Allowance and additional payments are not a significant aspect of the overall pay arrangements and equate to less than 1% of the overall pay bill. This includes Travel and First Aid which are not taken into account in terms of calculating the gender pay gap.*

The main allowances are Shift and are applied based on the requirements of the job e.g. Facilities Assistant at Grade 2. This role is traditionally a male role, and the use of these allowances does therefore increase the pay gap between males and females when based on total pay.

The use of Additional Responsibility payments and Market Forces payment is very limited and there are both male and female recipients. The use of these allowances should be monitored in terms of the reason it has been applied, how the value is calculated and the duration of the payment.

6. Protected Characteristics

6.1 As part of the further analysis we have also considered the following characteristics in respect of differences in pay.

- Age
- Disability
- Ethnicity

Age

6.2 The age profile of the workforce is shown in Table 22 and as can be seen the peak of the male workforce is aged 36-40 whereas the female workforce peaks within band 46-50.

Table 23 – Age Profile							
Age Range	Organisation	All Males			All Females		
	Total	Total	% of Group	% of All Males	Total	% of Group	% of All Females
24 & under	10	5	50.00%	2.02%	5	50.00%	1.52%
25 - 30	17	2	11.76%	0.81%	15	88.24%	4.56%
31 - 35	42	19	45.24%	7.66%	23	54.76%	6.99%
36 - 40	70	34	48.57%	13.71%	36	51.43%	10.94%
41 - 45	76	33	43.42%	13.31%	43	56.58%	13.07%
46 - 50	94	33	35.11%	13.31%	61	64.89%	18.54%
51 - 55	77	31	40.26%	12.50%	46	59.74%	13.98%
56 - 60	87	32	36.78%	12.90%	55	63.22%	16.72%
61 - 65	69	33	47.83%	13.31%	36	52.17%	10.94%
66 & over	35	26	74.29%	10.48%	9	25.71%	2.74%
	577	248	42.98%	100.00%	329	57.02%	100.00%

6.3 Table 24 shows the gender pay gap based on median basic pay and Table 25 shows median Total Pay.

The age-related gender pay gaps are caused by the workforce distribution where predominantly more male employees are in higher grades resulting in a higher median point.

Table 24 - Gender Pay Gap by Age Range - Basic Median - All Employees						
Age Range	Males		Females		Gender Pay Gap	
	Total	Median Basic Hourly Rate	Total	Median Basic Hourly Rate	Difference (£)	Pay Gap (%)
24 & under	5	£16.09	5	£16.39	-£0.30	-1.86%
25 - 30	2	£19.95	15	£16.39	£3.56	17.82%
31 - 35	19	£18.85	23	£16.72	£2.13	11.27%
36 - 40	34	£26.50	36	£19.32	£7.18	27.08%
41 - 45	33	£26.50	43	£26.50	£0.00	0.00%
46 - 50	33	£26.50	61	£21.96	£4.54	17.14%
51 - 55	31	£26.50	46	£24.89	£1.61	6.07%
56 - 60	32	£23.87	55	£21.96	£1.91	8.02%
61 - 65	33	£23.34	36	£19.32	£4.02	17.20%
66 & over	26	£21.96	9	£26.50	-£4.54	-20.69%
Total	248	£25.38	329	£21.96	£3.42	13.48%

Table 25 -Gender Pay Gap by Age Range - Total Median Pay - All Employees						
Age Range	All Males		All Females		Pay Gap	
	Total	Total Pay Median Hourly Rate	Total	Total Pay Median Hourly Rate	Difference (£)	Pay Gap (%)
24 & under	5	£16.09	5	£16.39	-£0.30	-1.86%
25 - 30	2	£19.95	15	£16.39	£3.56	17.82%
31 - 35	19	£18.85	23	£16.72	£2.13	11.27%
36 - 40	34	£26.50	36	£19.32	£7.18	27.08%
41 - 45	33	£26.50	43	£26.50	£0.00	0.00%
46 - 50	33	£26.50	61	£21.96	£4.54	17.14%
51 - 55	31	£26.50	46	£24.89	£1.61	6.07%
56 - 60	32	£24.92	55	£21.96	£2.96	11.89%
61 - 65	33	£23.34	36	£19.32	£4.02	17.20%
66 & over	26	£21.96	9	£26.50	-£4.54	-20.69%
	248	£25.38	329	£21.96	£3.42	13.48%

- 6.4 The age-related gender pay gap is greatest within the 36-40 age range, table 26, this is due to 67.64% of Male employees in this age range in the lecturer and CM grades whereas only 36.11% of Female employees occupy the same grades.

Table 26 – Grading Profile by Gender of Age Range 36 - 40							
Equal Work Group	Organisation	All Males			All Females		
	Total	Total	% of Grade	% of All Males	Total	% of Grade	% of All Females
Grade 1	1	0	0.00%	0.00%	1	100.00%	2.78%
Grade 2	3	1	33.33%	2.94%	2	66.67%	5.56%
Grade 3	5	1	20.00%	2.94%	4	80.00%	11.11%
Grade 4	7	1	14.29%	2.94%	6	85.71%	16.67%
Grade 5	2	1	50.00%	2.94%	1	50.00%	2.78%
Grade 6	6	1	16.67%	2.94%	5	83.33%	13.89%
Grade 7	5	4	80.00%	11.76%	1	20.00%	2.78%
Grade 8	2	1	50.00%	2.94%	1	50.00%	2.78%
Grade 9	2	0	0.00%	0.00%	2	100.00%	5.56%
Grade 11	1	1	100.00%	2.94%	0	0.00%	0.00%
Lecturer	33	20	60.61%	58.82%	13	39.39%	36.11%
CM	3	3	100.00%	8.82%	0	0.00%	0.00%
Total	70	34	48.57%	100.00%	36	51.43%	100.00%

- 6.5 Table 27 shows the 66 and over age range gap is due to 66.67% of the female employees within this range being in Lecturer grade whereas only 38.46% of male employees are in the lecturer grade.

Table 27 – Grading Profile by Gender of Age Range 66 and over							
Equal Work Group	Organisation	All Males			All Females		
	Total	Total	% of Grade	% of All Males	Total	% of Grade	% of All Females
Grade 1	1	0	0.00%	0.00%	1	100.00%	11.11%
Grade 3	2	2	100.00%	7.69%	0	0.00%	0.00%
Grade 4	2	0	0.00%	0.00%	2	100.00%	22.22%
Grade 5	5	5	100.00%	19.23%	0	0.00%	0.00%
Grade 7	7	7	100.00%	26.92%	0	0.00%	0.00%
Grade 9	2	2	100.00%	7.69%	0	0.00%	0.00%
Lecturer	16	10	62.50%	38.46%	6	37.50%	66.67%
Total	35	26	74.29%	100.00%	9	25.71%	100.00%

Disability

- 6.6 The Disability Pay Gap has been measured based on a comparison of those with a stated disability compared to those without.
- 6.7 Table 28 shows the percentage of the workforce by gender that have a stated disability. 16.88% of the total workforce has a stated disability.

Table 28 – Disability Profile by Gender							
Disability Group	Organisation	All Males			All Females		
	Total	Total	% of Group	% of All Males	Total	% of Group	% of All Females
Disabled	97	40	41.24%	16.13%	57	58.76%	17.33%
Not Disabled	470	204	43.40%	82.26%	266	56.60%	80.85%
Prefer Not to Say	10	4	40.00%	1.61%	6	60.00%	1.82%
	577	248	42.98%	100.00%	329	57.02%	100.00%

- 6.8 The disability pay gap compares those with a disability to those without. As can be seen from Table 29, the overall median pay rate for employees both with and without a disability is £23.34 resulting in no pay gap. There are no grades where there is a significant pay gap.
- 6.9 The mean basic pay gap is 2.07% and the mean total pay gap is 1.70% when comparing disabled to non-disabled employees.
- 6.10 Whilst there are no issues in terms of the disability pay gap it is noticeable that the number of people with a stated disability at the higher grades is very low.

Table 29 - Disability Pay Gap – Basic Pay Median						
Equal Work Group	Not Disabled		All Disabled		Pay Gap	
	Total	Median Basic Hourly Rate	Total	Median Basic Hourly Rate	Difference (£)	Pay Gap (%)
Grade 1	13	£13.78	6	£13.78	£0.00	0.00%
Grade 2	13	£14.93	4	£14.84	£0.07	0.55%
Grade 3	29	£15.56	2	£15.35	£0.21	1.36%
Grade 4	44	£16.72	14	£16.72	£0.00	0.00%
Grade 5	44	£18.16	6	£18.38	-£0.22	-1.22%
Grade 6	39	£19.32	8	£19.32	£0.00	0.00%
Grade 7	41	£21.96	8	£21.20	£0.76	3.44%
Grade 8	12	£23.34	1	£23.34	£0.00	0.00%
Grade 9	19	£24.40	4	£24.40	£0.00	0.00%
Grade 10	14	£27.99	1	£27.99	£0.00	0.00%
Grade 11	4	£29.76	1	£29.14	£0.62	2.07%
Grade 12	3	£32.27	0			
Lecturer	168	£26.50	35	£26.50	£0.00	0.00%
CM	12	£30.35	3	£30.35	£0.00	0.00%
Grade 13	6	£35.56	3	£34.68	£0.88	2.47%
Grade 15	4	£42.38	1	£42.38	£0.00	0.00%
Grade 16	3	£49.99	0			
Grade 17	1	£59.26	0			
Grade 19	1	£74.23	0			
Total	470	£23.34	97	£23.34	£0.00	0.00%

Ethnicity

- 6.11 Table 30 shows the composition of the workforce based on the classifications used by the College. The workforce is predominantly Scottish which account for 79.20% of the workforce, all other ethnic groupings account for 18.02% and 2.77% of the workforce have stated they would prefer not to say.

Table 30 – Ethnic Composition of the Workforce							
Ethnicity	Organisation	All Males			All Females		
		Total	% of Ethnic Group	% of All Males	Total	% of Ethnic Group	% of All Females
Scottish	457	198	43.33%	79.84%	259	56.67%	78.72%
Other British	65	23	35.38%	9.27%	42	64.62%	12.77%
Irish	5	2	40.00%	0.81%	3	60.00%	0.91%
Polish	6	2	33.33%	0.81%	4	66.67%	1.22%
Other white ethnic group	13	4	30.77%	1.61%	9	69.23%	2.74%
Any mixed or multiple ethnicity	3	0	0.00%	0.00%	3	100.00%	0.91%
Indian, Scottish Indian	2	1	50.00%	0.40%	1	50.00%	0.30%
Chinese, Scottish Chinese	1	1	100.00%	0.40%	0	0.00%	0.00%
Other Asian	1	1	100.00%	0.40%	0	0.00%	0.00%
African, Scottish African	2	1	50.00%	0.40%	1	50.00%	0.30%
Arab, Scottish Arab	3	3	100.00%	1.21%	0	0.00%	0.00%
Other (for example, Sikh)	3	1	33.33%	0.40%	2	66.67%	0.61%
Prefer Not to Say	16	11	68.75%	4.44%	5	31.25%	1.52%
Total	577	248	42.98%	100.00%	329	57.02%	100.00%

- 6.12 Table 31 shows the median basic pay gap of -3.93% when comparing Scottish to Non-Scottish employees. The mean basic pay gap is 1.58%. When reviewing total pay the median is -3.93% and the mean total pay gap is -1.58%.

- 6.13 The pay gap of 5.57% in grade 5 is due to two of the four non-Scottish employees in this grade having less than two-year service and as a result not being at the top points in the grade.

Table 31 – Ethnicity Pay Gap – Median Basic Pay						
Equal Work Group	Scottish		All Other Ethnic Groups		Pay Gap	
	Total	Median Basic Hourly Rate	Total	Median Basic Hourly Rate	Difference (£)	Pay Gap (%)
Grade 1	19	£13.78	0			
Grade 2	12	£14.93	3	£14.93	£0.00	0.00%
Grade 3	25	£15.56	8	£15.56	£0.00	0.00%
Grade 4	45	£16.72	12	£16.72	£0.00	0.00%
Grade 5	44	£18.38	4	£17.35	£1.03	5.57%
Grade 6	35	£19.32	12	£19.32	£0.00	0.00%
Grade 7	42	£21.96	6	£21.96	£0.00	0.00%
Grade 8	9	£23.34	4	£23.34	£0.00	0.00%
Grade 9	18	£24.40	4	£24.15	£0.25	1.03%
Grade 10	14	£27.99	1	£27.99	£0.00	0.00%
Grade 11	3	£29.14	2	£29.76	£-0.62	-2.11%
Grade 12	1	£32.27	2	£32.26	£0.01	0.03%
Lecturer	160	£26.50	41	£26.50	£0.00	0.00%
CM	13	£30.35	2	£30.35	£0.00	0.00%
Grade 13	10	£35.56	0			
Grade 15	3	£42.38	2	£40.46	£1.92	4.53%
Grade 16	2	£52.18	1	£49.99	£2.19	4.20%
Grade 17	1	£59.26	0			
Grade 19	1	£74.23	0			
Total	457	£23.34	104	£24.26	£-0.92	-3.93%

6.14 Summary and Recommendations

Age

The pay gaps within several of the age ranges are due to the workforce distribution showing more male employees than female employees in the higher grades. This is particularly apparent in the 25 to 30, 36 to 40, 46 to 50 and 61 to 65 age groups. The 66 and over age groups shows more female employees in the Lecturer grade resulting in the pay gap in favour of female employees.

Further analysis should be undertaken to understand the reasons for this and to establish whether existing policies around part-time and flexible working are enabling women to work in higher-level roles.

Disability

The Disability Pay Gap is now 0% down from 4.27% in 2022. There are no individual grades where the pay gap is more than 5%.

Ethnicity

The Ethnicity Pay Gap is -3.93% a change from 0% in 2022 based on median basic earnings. There is one grade where the pay gap is greater than 5% when comparing Scottish employees to all other ethnic groups. This is due to the length of service of employees from other ethnic groups.

Disability and Ethnicity

Progression - employees from these groups should be monitored to identify any potential discrimination that prevents future progression.

7. Overall Conclusions and Recommendations

Since the last report in 2022 there have been several improvements in the overall outcomes.

Gender Pay Gap

The overall mean gender pay gap based on total pay excluding overtime has continued to reduce from 9.34% in 2016 to 8.06% in 2024; this is based on mean total hourly pay.

There are only two grades where the gender pay gap exceeds 5.00%. These are grades 2 and 10. The cause of the pay gap in grade 2 is due to the shift payments to the Facilities Assistants who are all male. The reason for the difference at Grade 10 is due to two male employees receiving a market forces payment.

Protected Characteristics

There has been an improvement in the availability of data in relation to both Disability and Ethnic Origin. This is important as it enables more accurate reporting of the pay gap based on these characteristics.

Pay and Grading Structures

The main grading structure is based on appropriate design principles and has been derived from a factor based analytical job evaluation scheme.

There are now no overlapping points between grades 5 and 6 and 8 and 9 as this issue has been addressed since the 2022 audit.

The grade span within the Senior Management grades and the removal of the use of grades 14 and 18 has addressed a potential issue with these grades.

Gender Pay Gap

The key outcomes are as follows:

Mean Gender Pay Gap – Basic Pay = 7.51%

Median Gender Pay Gap – Basic Pay = 13.48%

Mean Gender Pay Gap – Total Pay = 8.06%

Median Gender Pay Gap – Total Pay = 13.48%

Full Time Part Time Mean – Basic Pay = 8.09%

Full Time Part Time Median – Basic Pay = 9.48%

Full Time Part Time Mean – Total Pay = 8.60%

Full Time Part Time Median – Total Pay = 9.48%

There are very few instances where there is a gender pay gap that exceeds 5.00%. Where this does occur, it is typically due to workforce composition, the distribution of male and females throughout the spine points in the grade or from length of service and time in post.

In terms of starting pay 45.61% of new starters are appointed on the minimum point of the grade. However, it is more likely that females are appointed at the grade minimum (53.12%) compared to males (36%). It is also noticeable that it is more likely that appointments at the lower grades will be at the grade minimum compared to the higher grades.

The reasons for differences in starting pay either between grades or gender should be justifiable and regularly monitored.

Allowances

Allowance and additional payments are not a significant aspect of the overall pay bill accounting for less than 1%.

The main allowance of a Shift payment is applied based on the requirements of the job e.g. Facilities Assistant at Grade 2. This role is traditionally a male role, and the use of this allowances does therefore increase the pay gap between males and females when based on total pay.

The use of Additional Responsibility payments is currently limited to one male employee. The use of this allowance should be monitored in terms of the reason it has been applied, how the value is calculated and the duration of the payment.

The Market Forces payment is paid to both male and female recipients. The use of this allowance should be monitored in terms of the reason it has been applied, how the value is calculated and the duration of the payment.

Protected Characteristics

Age

The pay gaps within several of the age ranges are due to the workforce distribution showing more male than female employees in the higher grades. This is particularly apparent in the 25 to 30, 36 to 40, 46 to 50 and 61 to 65 groups where there are significantly more male employees in grades 8 and above. The exception to this is in the 66 and over age group where there are more female employees in the higher grades.

Disability

The Disability Pay Gap is 0% based on median basic pay and 2.07% based on mean basic pay. There are no individual grades where the pay gap is excessive.

It should be noted that the amount of data available is more extensive than in most organisations and this should enable further analysis to be undertaken to identify if there are any reasons why there are few employees in the higher grades with a stated disability.

Ethnicity

The Ethnicity Pay Gap is -3.93% based on median basic pay and -1.58% on mean basic pay.

It should be noted that the amount of data available is more extensive than in most organisations and this should enable further analysis to be undertaken to identify if there are any reasons why there are few employees in the higher grades from other ethnic groups.

Disability and Ethnicity Progression

Employees from these groups should be monitored to identify any potential discrimination that prevents future progression.



8. People Strategy Dashboard For Discussion

27 March 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

1. Purpose

The Dashboard outlines the progress towards the People Strategy outcomes.

2. Recommendation

That members note the progress and comment.

3. Background

The People Strategy has four key objectives:

- Establishing a holistic approach to health and wellbeing
- Supporting our people to be all they can be
- Celebrating the contribution of all, as one team
- Empowering and nurturing a progressive leadership culture

The dashboard is a means to monitor progress towards these objectives.

4. Key Considerations

The strategy is progressing as predicted with key factors of influence on its impact being uncertainty over college funding with resulting impact on morale, job security and development options. This was recently addressed, at least for the near future, with Principal's Briefings held at the end of January detailing the intentions of not conducting a restructure for 2024-25. This was welcomed by staff.

With pay awards settled, this has returned focus to positive aspects of support and development with continued emphasis on guidance, clear policies and wellbeing support.

Points of interest:

Changes to sexual harassment responsibilities for employers has required a review of policy and information provision. This has been accompanied with an information campaign designed to support confidence in a robust but fair process and bespoke training for managers, with all staff training to follow.

The Wellbeing Project continues with results of the staff survey indicating a positive improvement in findings. Notably a lack of job security and too much change leap-frogged work volume as the key pressure points for staff (see chart below). Key in addressing this was the Principal's announcement of no restructure for 2025. Work Task Analysis continues to review workload improvements in specific areas based on survey findings, and "Working Smarter" sessions have been receiving very positive feedback.



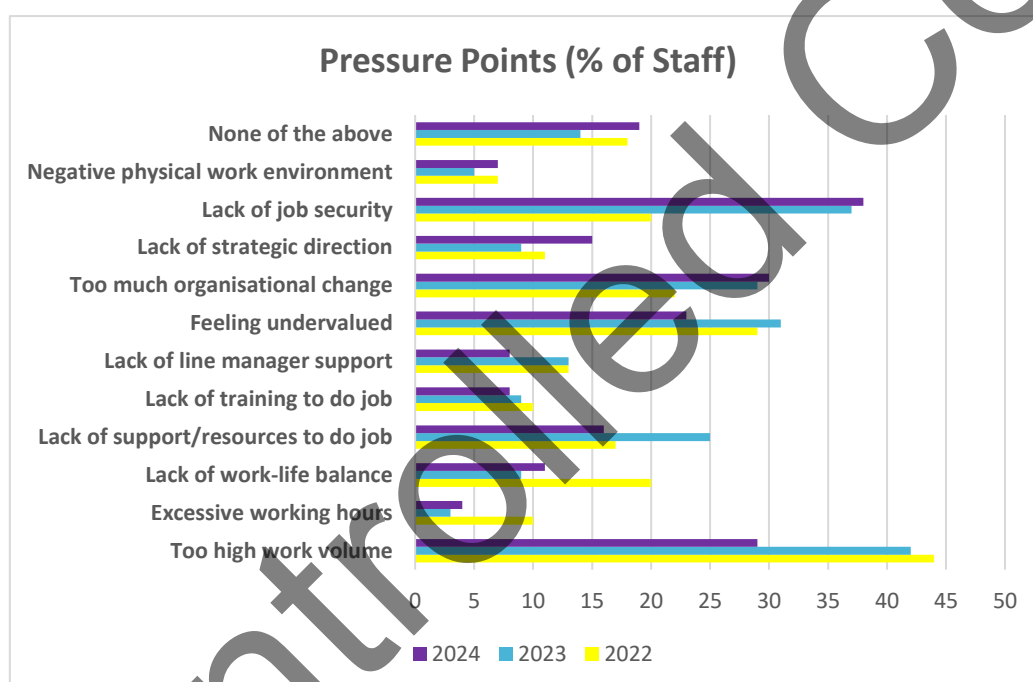
8. People Strategy Dashboard For Discussion

27 March 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

The Hybrid Working survey findings were supportive of the current practice but also provided evidence to support the benefits of in-person meetings and the importance of informal contact through campus attendance.

The new college induction process has commenced with in-person staff briefings and performance monitoring along with a probation period. This more formal approach has had positive feedback due to the improved monitoring and support aligned with the significance of passing probation.



5. Resource Implications (Financial, People, Estates and Communications)

This dashboard outlines activities that have taken place and does not in itself incur any costs

6. Equalities

Assessment in Place? – No this is a report on activities which in themselves may be assessed

7. Communities and Partners N/A



8. People Strategy Dashboard For Discussion

27 March 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

8. Risk and Impact

	Likelihood	Impact
Very High (5)		
High (4)		
Medium (3)		
Low (2)	x	x
Very Low (1)		

Total Risk Score 4

The College has a Strategic Risk appetite for categories of risk as defined by the Board of Management. Decisions being taken at LMT/SMT/Board level must have cognisance of this. Please indicate the single most relevant risk category in the table below.

By monitoring actions against set criteria and reflecting on progress risk is significantly reduced by ensure corrective action can take place.

BoM Risk Categories & Risk Appetite (Select one area only)				
Cautious <15		Open 15> <20		Eager >20
Governance		Strategy		People
Legal		Financial		Project/Programme
Property		Reputational		
		Technology		

Is the score above the Board Risk Appetite level? No

Risk Owner – LMT

Action Owner – Ralph Burns

Paper Author – Ralph Burns

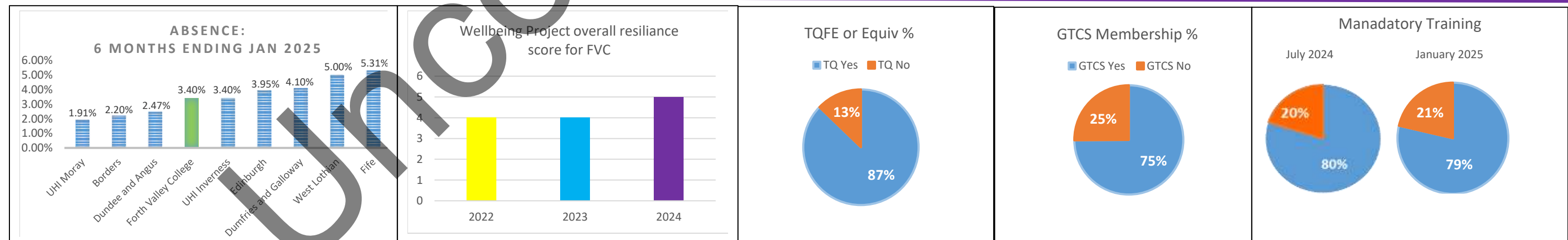
SMT Owner – Alison Stewart

Objectives against Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Comments
<ul style="list-style-type: none">Establishing a holistic approach to health and wellbeingSupporting our people to be all they can be	<div></div>	<div></div>	<div></div>	<div></div>	Funding and plan in place, Survey Results utilised to determine approach, wellbeing project showed positive increased score, wellbeing activities in place
<ul style="list-style-type: none">Celebrating the contribution of all, as one teamEmpowering and nurturing a progressive leadership culture	<div></div>	<div></div>	<div></div>	<div></div>	Learning Needs Analysis enacted, College Induction programme embedded. 43 staff on funded development programmes 2024/25 2 set days for team development for academic staff and two flexible days for corporate services staff/Team Building Day November/ High levels of employee engagement including Wellbeing and Hybrid working surveys, and staff groups including Listening to Employees, and Equalities staff group Positive response to Principals briefings. Transparent and detailed. 15 staff on leadership development programmes. Management training opportunities continues. Culture Survey required.

Timeline of Critical Activity (August to Jan)	Comments						
<ul style="list-style-type: none">Hybrid Working Survey 2024ITrentTeam DayPrevention of Sexual HarassmentEqual Pay AuditNew People Strategy Required	Aug	Sept	Oct	Nov	Dec	Jan	
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	LMT, Unions, Staff briefed, no changes identified due to positive results
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Three key areas in progress: On-boarding, performance management, training records
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Successful range of team building activities across college
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Updated policy and guidance and management training delivered
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Positive report: Launch of findings ready.
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	In feedback/input stage following College Strategic plan launch - Listening to employees required for input, Union input sought

Highlights	
<ul style="list-style-type: none">Carer Positive 10th Anniversary Awards 2024/5 finalistHybrid Working Survey successful launch and feedbackPositive announcements of pay awards and no restructureWorking Smarter Foundation program offered to staffInduction programme imbedded	<ul style="list-style-type: none">4 staff TQFE, 4 staff PDA, 16 staff L&D9/11, 15 staff management developmentWellbeing survey resilience score up from previous yearsJob security concerns key finding in survey, addressed in principal's briefingsNew lead on Health & WellbeingNew lead on ITrent development

Top Risks, Issues and Dependencies	
<ul style="list-style-type: none">BudgetStaffing resource (loss of skill set)	<ul style="list-style-type: none">Absence impacted by cold and flu epidemic, stretching resourcesAction needed on Cultural Survey



Recognising Success

Establishing a holistic approach to health & wellbeing

How we will recognise success:

- Demonstrate our commitment to healthy working lives through our activities and through relevant accreditation

- Application and success in wellbeing awards

- Favourable feedback gathered through the surveys and maintenance of the high standards resulting in low reportable health and safety incidents

- Attendance at work comparable positively with sector

- Evidence of consultation and support on key areas of change

Evidence

Seeking next level in Carers Positive accreditation- Achieved Carers Established level 2023

Achieved Disability Confident Employer Status 2022

Maintained Disability Confident Employer Status 2025

FVC delivers a range of First Aid for Mental Health Courses available and utilised by staff. These are accredited via First Aid Awards (FAA).

Commitment to Wellbeing agenda demonstrated in funding of staffing resource and scores of events run by the team

College awarded 'Established' level by Carer Positive Scotland.

Entry to CDN awards 2024 on Health and Wellbeing – Resilience

Carer Positive 10th Anniversary Awards: Forth Valley College finalist in the Best Employer for Carer Identification category

Initial findings produced in which to benchmark progress. HR undertaking short life working groups with staff to gather information and gain input

Wellbeing project run in 2023 to provide comparison figures with previous figures. No move in results during emotionally difficult period. This was run again 2024 providing data to base decisions including work Task Analysis. Results positively increase and key concern, job security, addressed at Principals Briefings

Starting point positive with colleges returning figures with FVC firmly in the mid-range in 2021/22. In 2022/23 absence reduced with long term absence returning to pre-Covid figures. Flu jags offered to staff each year free of charge to all requesting this. The peak of absence in 2024 demonstrates the proactive approach to reducing flu related absence as a positive event but requiring further support

LNCC, Listening to Employees, input on new induction process and on survey findings. New L2E's terms of reference to include greater input into change. Creation of Equalities group with staff representatives 2023/24. Consultation in 2024 went positively with no substantive challenges to procedure or process. Reinvigorated Listening to Employees in 2024-25 with new lead.

Celebrating the contribution of all, as one team

How we will recognise success:

- The College will use equality and diversity reporting and statistical evidence to identify and indicate the extent to which the organisation attracts and employs staff reflecting the diversity of the local community

- Evidence of management and staff partnership working

- Evidence from equality impact assessments to action and align to inclusive practices

- Evidence of the staff experience from survey results and activities relating to decision making, communication, equality and team work

Evidence

EQIA's undertaken on key policies and change, Training given to unions and managers. Creation of an equalities focused group with staff members (2023-24). New HR system able to monitor new categories including carers and forces volunteers.

New college strategy strengthens college commitment

Listening to Employees, LNCC, Induction SLWG. Cultural Survey SLWG, Work Task Analysis on Lecturing, Curriculum Manager and Department Administrator role, staff lead working groups (supported by managers) to look at service provision and enhancement

Introduction of LDW forum and Dept. Admin forums to share best practice and improve and grow together

Training for managers and unions put in place. Updated form to meet most recent best practice. Adjustments made during consultation process in to restructure to adapt to new information

EQIA's uploaded to Internet for transparency 2023/2024/2025

Update of Bullying and Harassment Policy to reflect stronger protection for sexual harassment and introduction of a Professional Relationships Policy to protect staff and students

Staff team building day positive feedback, Listening to employees continues 2022, and refreshed Terms of reference for 2024, Cultural Survey. Launch of Hybrid Working Staff Survey resulting in continuation of Hybrid Working and new policy. Work Task Analysis for individual roles and Wellbeing survey (Update) 2023-24. Creation of Equalities group with staff representatives 2023/24. Hybrid Working Survey 2024 produced rich data to support decision making

Employee Engagement Survey planned for 2025 in line with 3 year recurring programme

- Continually review working patterns to support work-life balance and business need

Launch of new Hybrid Working Survey to influence decision making 2023.

Hybrid Working Policy introduced for 2023-24

Staff working patterns being added to new HR/Payroll System to allow improved monitoring – 2024

Hybrid working survey 2024 results published and policy extended to support review of activity until end 2025

- Invest in innovative mental health and wellbeing support for staff throughout the College

Comprehensive offerings and information on SharePoint Clear training programme developed and published.

Utilisation of FWDF 2022/23

Work Task Analysis undertaken for academic roles resulting in implementation plan to respond to findings in 2023 and in 2024/25 on ASC and STEM & Construction

Funding from ALF in 2022, 2023 and 2024

Money Matters workshops run throughout June following pay award with added advice for those on benefits:

- Savings and financial goals
- Money and Work
- Cost of Living, energy and support available.
- Credit and Debt
- Renting, mortgages and buying a home

Others include

- Developing personal resilience
- Men's Health
- Practice Self Discipline
- Mastering self-belief
- Boost your energy
- Managing Migraines and Headaches

Funding secured for two new Active Travel Officers – they support active travel choices but an additional benefit of active travel e.g. walking, cycling is also improved wellbeing.

Supporting our staff to be all they can be

Evidence

How we will recognise success:

- The indicators for success are having staff with the required skills, performing highly in appropriate roles to realise the College’s vision and aims – quantified through a monitoring and evaluation of the personal review and development process (PRD) and activities which are undertaken, together with engagement in reflective practice and objective setting

Revalidation through GTCs of our PRD process. Access to LinkedIn Learning promoted as well as utilisation of FWDF for key development needs. Supporting soft skills and change, including courses on managing time, coping with change, working with a new boss.

FWDF utilised

Induction process review 2024 to proceed with probation to measure success and ensure best practice.

Data shows that of all staff employed in 2023 who were also employed in 2019, 20% are in promoted posts. This rises to 50% when excluding lecturers

Through the PRD process, together with engagement in reflective practice and objective setting, FVC invest in new Workbased Assessors, supporting them through their assessor and verifier qualifications, as well as any other awarding body specific requirements e.g. attendance at qualification update events.

TNAs set, Utilised budget

Use of Apt (public social partnership) for free training delivery linked to inclusiveness (2022)

13 staff achieved TQFE 2022-23

9 Staff achieved TQFE 2023-24

4 Staff supported TQFE 2024-25

83% of lecturing staff with TQ, 4% undertaking 6 % under two years’ service and on route via support given by L&Q 2023/24

Improvements in Mandatory Moodle figures in Nov 2023 showing 79% compliance now 80% in 2024. Updated monitoring in real time introduced in 2025

40 Staff members utilised fee waiver courses at FVC in 2023-24

10 Staff completed L&D9 /11 in 2023-24

Regular monitoring of LinkedIn learning

2023 Survey results being analysed and working staff groups set up, Hybrid Working policy introduced on findings Trial period until end 2024.

New survey launched Aug 2024 with 48% completion and positive results showing success of trial period and rich data for decision making

- Measurement and evaluation of CPD activity

- Quantify and analyse data and feedback from staff survey and staff groups on flexible work options

Empowering and nurturing a progressive leadership culture

Evidence

How we will recognise success:

- New managers undertaking a bespoke induction process

- The availability and utilisation of management and leadership programmes

- Mentoring and coaching programmes developed for all managers

- Change management training embedded and linked to significant changes or challenges

In planning stage, staff involvement with positive feedback on new proposals. Initial update given to LMT and agreement to progress. Staff induction process proving successful

Ceannas, Executive, Developing and Strategic management levels through CDN provided to staff, CMI, Graduate Apprenticeships offered.

The Development and Fundraising Manager has undertaken training related to HM Treasury “Green Book” Business Case development. This need was identified to support the submission of the Growth Deal project.

Utilisation of CMI and CIPD courses run in house. 15 staff on management development in 2024-25. Bespoke Sexual Harassment training given to managers in 2025. Management training on Reasonable Adjustments Disability Passport provided.

Utilising bespoke coaching, and Leadership coaching, CDN provision of cost effective coaching programme for all. Collaboration with Fife College trialled.

Coaching programme at CDN option opened to management.

This has been supported with specific events to compliment this including:

- Dealing with Difficult Behaviour at work
- Developing personal resilience for managers
- How to stop saying yes
- Leading wellbeing conversations for managers
- Menopause awareness for manager
- Defeating Procrastination

Training programmes using flexible workforce development fund in progress, change management, managing and coping with change, transformational management, managing teams courses run during 2022 and 2023.

Business Transformation have trained managers in using the colleges Project Management methodology which includes change management

- Annual training needs analysis for all staff throughout the College linked to PRD

On target in 2023, TNA compiled for 2023-24 and utilising Linked In Learning and balanced against individual needs. TNAs send to departments for 2024/25

Feedback used to enhance reliance through Working Smart Foundation Programme and Developing Personal Resilience courses in 2024

- Analysis of establishment and equalities data actioning change

Independent Equal Pay Audit undertaken, management training on EQIA completion and requirements. EQIAs undertaking for key policies, influencing decisions.

Work Load impact assessments undertaken during restructure 2024

- Recognising and celebrating our success through multiple mediums

E-focus articles appearing weekly, utilising media and SharePoint, Forces Covenant Silver Award, Finalist for Stirling Award 2022 and Doolan Award, Microsoft Showcase School recognition, Chartered Institute of Public Relations Nominee

Winner of ECI training provider of the year 2023 Winner Green Apple award 2023: EAUC Alliance for Sustainability Leadership in Education in partnership with West Lothian and Border Colleges - Nov 23

Finalists in Veterans Award 2024

Finalist in Heralds Award 2024 for Widening Participation

CDN Awards 2023 winner for Professional Services Colleague of the Year Award;

Highly commended for our Sustainability Action; Commended for our Digital Learning

Finalist in the Green Gowns Award 2023 – Sustainability: Creating Impact category

Winner in the Green Gowns Award 2024 – Campus Health Food and Drink



9. Tuition Fees and Fee Waiver Policy Session 2025-26 For Approval

27 March 2024

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

1. Purpose

To seek approval from the Finance, Resource and Infrastructure Committee of the level of tuition fees and fee waiver policy for Session 2025-26.

2. Recommendation

That members discuss and approve the proposed tuitions fees and fee waiver policy for Session 2025-26.

3. Background

The Board of Management (through its Finance, Resource and Infrastructure Committee) has responsibility for determining tuition fees. It is a condition of grant that no fees should normally be charged to home (Scotland) or EU students studying full-time in Scottish further education colleges and the notional fees are set by Scottish Government and published through SFC and the Students Awards Agency for Scotland (SAAS) for these students. These fees have yet to be set, therefore approval of tuition fees will be subject to any changes made to nationally set fees. SFC publishes its Fee waiver grant policy annually, with the latest available policy published for Session 2024-25. Approval of the fee waiver policy will be subject to any changes made to the national policy for Session 2025-26.

4. Key Considerations

Tuition Fees

As mentioned above, full time fees are set nationally. It is yet to be confirmed if there are to be any changes from Scottish Government to the notional fees for Session 2025-26, and as such the full time fees are shown below at the same levels as for 2024-25. It should be noted that these fees have not changed over the last twelve sessions, and are unlikely to change for Session 2024-25.

Full time FE: £1,008

Full time HE (HNC/D): £1,285

Full time Degree: £1,820

SQA fees are one of a few determinants when setting part time fees. SQA's fees have remained unchanged for the current Session and the previous six sessions, and although we won't know their position for Session 2025-26 in time to influence our fee setting, it's unlikely that Scottish Government would approve an increase in SQA fees.

In January 2025 the Consumer Price Inflation (CPI) was 3.0%. Most forecasters are predicting that this rate could decrease slightly over the coming year, with most predicting an average rate of 2.6% over the coming year. The National Institute of Economic and Social Research is predicting that inflation will remain just above the Bank of England's 2 percent target with the current higher rate being a transitory high.



9. Tuition Fees and Fee Waiver Policy Session 2025-26 For Approval

27 March 2024

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

Last session the College took the decision to increase fees in line with inflation, after not increasing fees the previous session, with the previous increase being in Session 2022/23. Prior to this, the last increase in our fees was in Session 2016/17, where a £10 increase in our FE and HE rates were approved.

Table 1 shows a comparison of our fees against other colleges for Session 2024/25, with the exception of Dundee & Angus where Session 2025/26 fees are shown. Overall our fees are higher than neighbouring colleges. In particular we have the most expensive rates per credit for both FE and HE.

Table 1 – Sector fee comparisons

	2024/25 Fees					
	FVC	New College Lanarkshire	Fife	West Lothian	Dundee & Angus	Edinburgh
Further Education - rate per credit	130	125	110	125	120	120
Higher Education - rate per credit	145	130	120	130	130	120
Degree – rate per subject	230	n/a	320	n/a	FT only	FT only
ICDL	395	n/a	360	n/a	n/a	360
ICDL rate per unit	68	n/a	65	n/a	n/a	60
ICDL advanced per module	120	n/a	115	n/a	n/a	115
National 4/National 5/Higher	390	400	360	375	400	360

A strong case can be made for increasing fees at the current or predicted rate of inflation as College's costs are continuing to rise, and the significant financial pressures facing the College. An increase by the current 3% rate of inflation could generate an additional £4.5K from part time fees, while a 2.6% increase could generate c£4K, with evening fees generating c£2K from either increase. However when you compare fees across neighbouring colleges, we are higher across most fees, and in particular the two fee levels that generate the most income (FE and HE rate per credit) we are the highest, even with Dundee & Angus already publishing their fees for Session 2025/26. Therefore, it's recommended that the College does not increase fees for Session 2025/26. Table 2 below shows the recommended fees (no change), with comparisons of a 3% (current inflation) and 2.6% (predicted inflation) increases.

Table 2 – Recommended fees for Session 2025/26

	2024/25	2025/26 Fee		Current Inflation		Predicted Inflation	
	Fee	Recommended	% Increase	Fee	% Increase	Fee	% Increase
Further Education - rate per credit	130	130	0.0%	134	3.0%	133	2.6%
Higher Education - rate per credit	145	145	0.0%	149	3.0%	149	2.6%
Degree – rate per subject	230	230	0.0%	237	3.0%	236	2.6%
ICDL	395	395	0.0%	407	3.0%	405	2.6%
ICDL rate per unit	68	68	0.0%	70	3.0%	70	2.6%
ICDL advanced per module	120	120	0.0%	124	3.0%	123	2.6%
National 4/National 5/Higher	390	390	0.0%	402	3.0%	400	2.6%

It's proposed that re-sit examination fees are not increased. The volume of re-sits is low and the fee reflects administration staff cost.



9. Tuition Fees and Fee Waiver Policy Session 2025-26 For Approval

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For any evening courses which fall out-with our standard pricing structure for FE and HE credits, fees will be set on a course by course or contract basis, with course fee/contract price being set through our established costing model.

International/RUK Fees

Our Head of Commercial & Training Delivery has reviewed our international fees in line with other colleges who enrol international students. Last session we increased international fees, and as such our fees are comparable. Therefore it's proposed to keep all our International/RUK costs at their existing levels. It's also proposed to keep a non-refundable fee of £250 on application across all international applications who require a study Visa to help encourage only genuine applications. Although non-refundable, if the student successfully applies for a study Visa the £250 will be deducted from the total fee. Bespoke international provision will continue to be priced on an individual contract basis.

National Fee Waiver

SFC have not yet published fee waiver guidance for Session 2025/26, which is expected in June. The only expected change is likely to be the threshold levels for means-tested fee-waiver, however the College's Fee Waiver policy will be adapted should there be any changes to the National Policy, once published.

Local Fee Waiver

There are no changes proposed to our local fee waiver policy.

Although not part of our local fee waiver policy as an additional benefit to staff where places remain available on courses not eligible for fee waiver (commercial and enhanced fee courses) just prior to courses commencing, have been advertised to staff.

5. Resource Implications (Financial, People, Estates and Communications)

It is estimated that opportunity cost of not increasing fees by the current rate of inflation could see the College not generating an additional £4.5K in part time fees, alongside a further £2K through evening course fees for unitised HE and FE provision.

6. Equalities

Assessment in Place? – No, as no changes are being recommended

7. Communities and Partners

Not applicable.

8. Risk and Impact

Please complete the risk table below. Risk is scored against Likelihood x Impact, with each category scored from Very Low through to Very High. Risks should be robustly scored and, if the combined



9. Tuition Fees and Fee Waiver Policy Session 2025-26 For Approval

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FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

score (Likelihood x Impact) is higher than the Board Risk appetite for the risk category identified, additional justification must be provided on why this risk is necessary.

	Likelihood	Impact
Very High (5)		
High (4)		
Medium (3)		
Low (2)	X	X
Very Low (1)		

Total Risk Score – 4

The College has a Strategic Risk appetite for categories of risk as defined by the Board of Management. Decisions being taken at LMT/SMT/Board level must have cognisance of this. Please indicate the single most relevant risk category in the table below.

BoM Risk Categories & Risk Appetite (Select one area only)					
Cautious <15		Open 15> <20		Eager >20	
Governance		Strategy		People	
Legal		Financial		Project/Programme	
Property		Reputational	X		
		Technology			

The only risk identified is that the College's fees are high compared to neighbouring colleges, however we aren't recommending raising our fees any higher than the current levels. The College will continue to promote fee waiver for students who meet the criteria.

Is the score above the Board Risk Appetite level? No

Risk Owner – LMT

Action Owner – LMT

Paper Author – David Allison

SMT Owner – David Allison



TUITION FEES 2025-26

	£	Note
Full-time HE (HNC/HND) Courses	1,285	
Full-time Degree Courses	1,820	
Full-time FE (non-advanced) Courses	1,008	
Part-time Courses		
Further Education - rate per credit	130	
Higher Education - rate per credit	145	
Evening (non-credit based) – rate per course	Priced per course	a
Degree – rate per subject	230	
ICDL	395	
ICDL rate per module	68	
ICDL Advanced per module	120	
National 4/National 5/Higher	390	
International/RUK Students		
Full Time Higher Education (HNC/HND)	8,000	b
Higher Education - rate per credit	700	
Full Time Degree	8,800	b
Full Time Further Education	8,000	b
Further Education - rate per credit	500	

Notes

- a) Evening courses will be priced on a course by course basis, where delivery is outwith standard FE/HE Credit based delivery.
- b) For all International applicants requiring a study Visa a non-refundable application fee of £250 will be applied. The cost of £250 for the application fee will be deducted from the overall fee if you are accepted for a study Visa. The full tuition fee will be required to secure a place once an offer is received from the College, and is due prior to a Confirmation of Acceptance to Study (CAS) being issued. This is required to allow the applicant to apply for a study Visa. For all international students fees are non-refundable.
- c) For all other modes of study, with the exception of flexible/online learning UKVI legislation requires non-UK residing students to provide evidence of current residency status.

Examination Fees

Degree (re-sits)	£50 per subject/unit
ICDL Advanced (re-examination)	£25 per module
ICDL Advanced Mock Test	£20 per test
ICDL (re-examination)	£20 per module
ICDL Mock Test	£15 per test



Forth Valley College **Fee Waiver Policy 2025-26**

All Students wishing to apply to have their fees waived must complete a fee waiver application form and provide satisfactory proof of eligibility. Students studying on a part-time HE course can be funded through fee waiver to a maximum of 9 credits. Students studying on a part-time FE course can be funded through fee waiver to a maximum of 12 hours per week.

A Under National Policy

For qualifying courses^{a)} tuition fees (including SQA registration and examination fees) will be waived for eligible students in the following categories.

Further education (FE) students following full-time non-advanced courses for which Credits can be claimed.

Students who are studying on a short full time course.

Students who were classified as full-time under the previous definition but who are classified as part-time under the new definition ^{b)}.

1. FE students on courses classified in Credit Price Group 5 – Special Programmes.
2. Students on part-time courses for which Credits can be claimed who meet the following criteria:

i) The student/student's family^{c)} are in receipt of:

- Income Support*, or
- Working Tax Credit, or
- Pensions Credit, or
- Housing Benefit, or
- Income Related Employment and Support Allowance*, or
- Income-based Job Seekers Allowance*
- Universal credit

***(evidence must be dated within 3 months)**

or

ii) The student is in receipt of:

- Carer's Allowance (or carers who have an 'underlying entitlement' to Carer's Allowance but gave up the allowance to, for example, claim their pension), Carer's Allowance Supplement or the Young Carer's Grant, or
- Disability Living Allowance, or
- Attendance Allowance, or
- Incapacity Benefit, or
- Contributory Employment and Support Allowance* (this also includes people whose contributory ESA has ended due to the time-limiting nature of this benefit, but who remain entitled to NI credits for incapacity.)
- Personal Independence Payment
- Adult Disability Payment

***(evidence must be dated within 3 months)**

or

iii) Where the student is a home or privately educated school pupil

or

iv) where the taxable income of the student's family^{c)} in the previous financial tax year (2024-25) is equal to or less than (see table below):

Student Circumstances	Household Income	Evidence Required
households with only one person	£8,282	Council Tax Notice, P60 or last 3 months payslips
households consisting of a couple without children	£12,395	Council Tax Notice, P60 or last 3 months payslips
households with dependent children /adults living in parental home	£18,977	Child Benefit or Child Tax Credit letter, P60 or last 3 months payslips

In such cases, the burden of proof is on the student to satisfy the college with evidence of their low income. Where there has been a material reduction in income from the previous financial tax year, the taxable income of the student's family^{c)} in the current financial tax year can be assessed.

or

v) The student is a person, or the spouse or child of a person, who is an asylum seeker living in Scotland (as defined in section 18 of the Nationality, Immigration and Asylum Act 2002), which can be accessed at <http://www.legislation.gov.uk/ukpga/2002/41/contents>

or

v1) Or the student is care experienced. This is defined as looked after and in the care of the local authority and can include situations where the student is living in a foster home, children's home, residential home, in kinship care or in the care of the local authority in their own home.

3. State school pupils undertaking college activities that form part of their school-based curriculum.

4. A college will be able to use fee waiver grant in respect of the activity of a student only if they meet all the relevant criteria of the fee waiver grant policy and:

i) That person falls within the definition of eligibility in Schedule 1 of *The Education (Access Funds)(Scotland) Determination 2022*.
The current regulations are available at:
<https://www.sfc.ac.uk/wp-content/uploads/2024/10/Further-Education-Residency-Guide-2024-25.pdf>

or

ii) The student is a person, or the spouse or child of a person, who is an asylum seeker living in Scotland on either a full-time English for Speakers of Other Languages (ESOL) course or a part-time non-advanced or advanced course,

or

iii) The student is a child of an asylum seeker or a young asylum seeker person on a full-time non-advanced course (excludes ESOL) and meets the criteria outlined in paragraph 5,

or

iv) The student is a non-asylum seeker living in Scotland on a part-time ESOL course and the student's main purpose for being in the European Union is not to receive education (note that these students are still subject to the requirements as stated in paragraph 2).

5. The criteria referred to in paragraph 4 (iii) are that the student's asylum application (their own or their family's application) must have been made prior to the end of 2006, and the student:
 - i) Is resident in Scotland on 1 August, 1 January, 1 April or 1 July closest to the beginning of the first term of the person's course
 - ii) Has been resident in Scotland for a minimum period of three years
 - iii) Was under 18 years old on the date when the application for asylum was made (the application must have been made prior to 1 December 2006), and
 - iv) Is under 25 years old on 1 August, 1 January, 1 April or 1 July closest to the beginning of the first term of the person's course.
6. This will apply to those students starting a new course or those continuing on a course. These criteria ensure that we meet our obligations under the United Nations Convention on the Rights of the Child.
7. Colleges cannot use fee waiver grant for a student being supported by an Individual Training Account (ITA) grant.
8. Under the temporary non-resident arrangements, forces personnel and veterans are treated as being resident in the country in which they were ordinarily resident before they signed up/enlisted. If they are ordinarily resident in Scotland but are serving overseas, they would also be eligible. Family members of serving forces personnel and veterans are also considered eligible in the country in which the serving forces personnel was ordinarily resident.
9. The Ministry of Defence (MOD) programme to assist service veterans gain access to education is continuing. The MOD will meet the fees for study up to Scottish Credit Qualifications Framework (SCQF) level 6 for some service veterans who do not meet the Scottish Funding Council's fee waiver criteria. More information is available on the Enhanced Learning Credits Administration Service [website](#).
10. Ukrainian nationals who have applied to one of the UK Government or Scottish Government settlement schemes, or are ordinarily resident in Scotland at the time of application for fee waiver.

B Under College Policy

For qualifying courses^{b)} tuition fees (including SQA registrations and examination fees) will be waived for students in categories 11 through 15. Students under 18 years of age on date of enrolment should be assessed on parental income if not a school pupil **or** in full time Further Education.

11. Full-time students from Forth Valley College undertaking a flexible learning course or a part-time day course (excluding Full Cost Recovery and leisure courses).
12. Students sponsored by sportscotland Institute of Sport's programme for elite athletes.
13. College Staff (including retired staff) and their immediate family (spouse, partner and children under 18 years of age) and Board members undertaking a part-time/evening course (excluding Full Cost Recovery and leisure courses).
14. School pupils where college activity does not form part of their school-based curriculum.
15. College discretion (individual students or groups of students)^{d)}

Notes

- a) Full-time non-advanced (FE) courses and part-time FE and HE courses for which Credits can be claimed. Excludes certain specialised courses for which a higher fee is charged.
- b) The previous definition of full-time may be found in the 2004-05 SUMs guidance (circular FE/26/2004). Credit guidance: 2024-25 student activity data guidance for colleges provides the current definition of full-time and part-time.
- c) Family means:
 - A married or unmarried couple or;
 - A couple in a civil partnership or;
 - A married or unmarried couple in a civil partnership and any child or young person who is a member of the same household and the responsibility of either or both members of the couple as described above or;
 - A person who is not a member of a married or unmarried couple or civil partnership (this will usually be a lone parent) and any child or young person who is a member of the same household and the responsibility of that person.
- d) For use on an individual basis in the interest of good customer care. Such cases to be approved by a member of the Senior Management Team.

If there is any doubt about the interpretation of the National Policy, reference should be made to SFC Circular Fee Waiver Policy 2024-25 (SFC/GD/08/2024) dated 26 June 2024.

If the student's status changes during their period of study, the student will be eligible for fee waiver if they satisfy the eligibility rates on the "required date for funding" for the course.



13. Travel and Expenses Policy For Approval

27 March 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

1. Purpose

To seek approval from members to implement the updated policy for Travel & Expenses.

2. Recommendation

Members consider the updated policy document and approve implementation with immediate effect.

3. Background

The purpose of the travel and expenses policy is to provide clear and consistent guidance in regard to business travel and expenses. It covers the following:

- Expenses incurred directly by individuals in the course of business for FVC;
- Expenditure charged to College credit cards;
- Business travel (including accommodation, meetings, events, subsistence, incidentals, air, rail, car etc.); and
- Approval of risk assessment associated with travel.

The policy was last approved by the Finance Committee in March 2022.

4. Key Considerations

The policy has been reviewed and changes have been tracked for ease of reference.

The key consideration for members:

- Since the policy was last reviewed, FVC has changed our travel and hotel booking agency from Key Travel to Diversity Travel;
- The introduction of ITrent has changed the authorisation process for employee expense claims;
- The maximum rate (without additional approval) set on the booking system for non-London UK hotel stays has increased from £80 to £95 per night reflecting current costs;
- The meal rates per Appendix One have been benchmarked against a few other public sector organisations and are updated following discussions at LMT. These are summarised in section 5 below;
- The allowance for lunch was discussed at length by LMT and the decision taken to reduce the allowance to £7.50 from the current £10, reflecting the reality of the College working practices and to provide fairness to all staff, whether working in or out of campus;
- The inclusion of alcohol within the dinner allowance has been removed;
- Rates of allowances for incidental expenses and mileage have been reviewed against HMRC guidelines, but no changes were required; and
- Responsibility for spot checking expense claims now sits with HR as part of the monthly payroll approval, and the Finance team will undertake sample audit reviews.



13. Travel and Expenses Policy For Approval

27 March 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

5. Benchmarking with other Organisations

In order to benchmark against other public sector organisations, SFC, SDS and 4 colleges were asked to share their current travel policies. Of these 6 organisations we received 3 responses.

	Current FVC	Recommended FVC	West Lothian College 2023	Edinburgh college 2023	SDS
Breakfast	£10.00	£10.00	£5.00	£10.00	£10.00
Breakfast - London	£15.00	£15.00	-	-	-
Lunch	£10.00	£7.50	£7.00	£12.00	£10.00
Lunch - London	£20.00	£20.00	-	-	-
Dinner	£30.00	£30.00	£20.00	£20.00	£30.00
Dinner - London	£50.00	£45.00	-	-	£45.00
Alcohol allowed	yes	no	-	no	no
Overnight accommodation - rest of UK	£80.00	£95.00	£100.00	-	£125.00
Overnight accommodation - London	£180.00	£180.00	-	-	£180.00
Overnight incidentals	£5.00	£5.00 *	£5.00	£5.00	£6.00
International overnight incidentals	£10.00	£10.00 *	-	£10.00	£6.00

* HMRC agreed allowances

6. Resource Implications (Financial, People, Estates and Communications)

Once the updated policy is approved and uploaded to the Finance SharePoint page, communication via e-focus will be required to inform staff of the revised policy and remind them of their responsibilities in relation to travel and expenses.

Training for staff undertaking bookings has been undertaken with Diversity Travel, and the training session was recorded for future use by new staff members.

7. Equalities

An equalities assessment is not applicable given the nature of this report, however section 2.3 of the policy document recognises that individuals may have specific additional needs and these will be taken account of whenever possible.

8. Communities and Partners

This is not applicable for this policy update.

9. Risk and Impact

The risk of staff not complying with the policy are low given that the changes are minimal.

	Likelihood	Impact
Very High (5)		
High (4)		
Medium (3)		
Low (2)	x	x
Very Low (1)		

Total Risk Score – 4



13. Travel and Expenses Policy For Approval

27 March 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

BoM Risk Categories & Risk Appetite (Select one area only)					
Cautious <15		Open 15> <20		Eager >20	
Governance	x	Strategy		People	
Legal		Financial		Project/Programme	
Property		Reputational			
		Technology			

Is the score above the Board Risk Appetite level? No

Risk Owner – Alison Stewart

Paper Author – Senga McKerr

Action Owner – Senga McKerr

SMT Owner – Alison Stewart

Travel and Expenses Policy

Status	Approved FRAIC 27th March 2025
Date of version	March 2025
Responsibility for Contents	Vice Principal of Finance & Corporate Affairs
Responsibility Review	Director of Finance
Review Date	March 2028
Primary Contact	Director of Finance

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1 INTRODUCTION

1.1 Purpose and Scope of the Policy

The purpose of this policy document is to provide clear and consistent guidance in regard to business travel and expenses. It covers the following:

- Expenses incurred directly by individuals in the course of business for Forth Valley College (FVC).
- Expenditure charged to College credit cards provided by Forth Valley College
- Business travel (including accommodation, meetings, events, subsistence, incidentals, air, rail, car etc.).
- Approval of risk assessment associated with travel

If further clarification is required, guidance should be sought from the Finance team or relevant SMT member **before** a booking is made or expenses are incurred.

This policy applies to all employees of FVC and Members of the Board of Management. This includes all individuals with a contract of employment, including fixed-term contracts and seconded staff from third party organisations.

2 DEFINITIONS AND GENERAL INFORMATION

2.1 Definitions

The following definitions apply throughout this policy:

- Domestic Travel – travel within the UK
- International Travel – travel out with the UK
- Extended travel – travel which includes an overnight stay
- Departmental trips – excursions which include staff and students

2.2 Normal Place of Work and Hybrid Working

An employee's normal place of work is deemed to be their usual FVC campus. As such any travel between home and campus is not an allowable business expense. The implementation of hybrid working is likely to result in individuals agreeing with line managers, a schedule of days in campus and days at home for a typical working week.

Where an individual is required to attend campus on a day that they would normally work at home, travel expenses **should not be claimed** for these journeys.

2.3 Equal Opportunities

FVC recognises that individuals may have specific additional needs and these will be taken account of whenever possible. Any identified needs in relation to business travel should be discussed with an employee's line manager and/or HR Business Manager.

2.4 Travel insurance

FVC has liability insurance to cover all its employees, students and activities, provided the activity is authorised and within FVC policies and procedures. Compliance with this policy will ensure that the College insurance is valid. Please contact the Finance Manager for a copy of the insurance policy prior to any international travel.

The previously issued European Health Insurance card (EHIC) remains valid until the expiry date on the card. Thereafter, it is recommended that all staff apply for the UK Global Health Insurance card (GHIC) for travel within Europe.

Where a member of staff hires a vehicle, they must ensure they have included the appropriate insurance cover from the hire company and that their driving licence qualifies them for the class of vehicle to be driven and the country that they are driving in. It is essential that the local driving laws are adhered to and staff must ensure that these are understood before driving.

2.5 Contact Information

Individuals should ensure that their line manager is provided with details of all travel/accommodation arrangements and contact information. It is also important, for business continuity and travel security reasons that line managers are aware of travel locations and meeting venues at all times.

3 FVC TRAVEL PROVIDER

3.1 Key Diversity Travel Booking Process

FVC engages the services of Key Diversity Travel, a 'one stop shop' for all business travel and hotel bookings, and must be used for the majority of travel bookings. Please see the Buyer's Guide for Managed Travel Services-Business Travel on the Finance - Procurement SharePoint page.

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When booking travel, travellers must provide the information specified below, to the member of staff completing the booking request. This will allow Key Diversity Travel to progress with the bookings, and provides the College with relevant management information:

- Title
- Contact telephone number (preferably a mobile)
- Passport number, place/date of issue, date of expiry
- Full name as printed on the passport
- Nationality
- Date of birth
- Purchase order number
- E-mail address

Failure to provide the information above will delay the travel booking. All information captured is protected under the Data Protection Act.

3.2 Travel under £50

Bookings for less than £50 do not require to go through Key Diversity Travel. Instead the travel arrangements should be made independently by individuals preferably by way of a College procurement card or claimed in line with the expense regulations. ~~Where travel bookings are for less than £50, no quote is required from the travel supplier.~~

4 EXPENSE CLAIM DETAILS AND SUPPORTING INFORMATION

4.1 Required Details

Expense claims should include sufficient detail to evidence compliance with this policy. As a minimum claims should include:

- Date of expenditure
- Reason for expense
- Actual cost including VAT
- Names of other FVC passengers in vehicle for the business journey
- Names of other parties in receipt of hospitality
- The exchange rate used for any foreign currency transaction
- Any other relevant information

4.2 Receipts

All original itemised receipts must be submitted as part of the expense claim – copies or credit card statements are not acceptable substitutes for original receipts. Credit card statements should be provided, where appropriate, as back-up for sterling value of foreign currency transactions. If no receipt is available, the expense can only be reclaimed if an adequate explanation is provided, as to why a receipt could not be obtained. 'Lost receipts' is not a satisfactory reason.

4.3 Tickets and Reservations

For all relevant travel or accommodation claims, a copy of the ticket /receipt and/or hotel reservation booking must be provided to demonstrate policy compliance.

4.4 Exceptions

In the exceptional situation where an employee is unable to comply with the policy, but believes that legitimate business expenditure has been incurred, the expense item should be clearly highlighted as non-compliant, including an explanation. This does not guarantee that these non-compliant items will be reimbursed, but it will ensure that they are identified and reviewed promptly.

5 SUSTAINABLE DOMESTIC TRAVEL

5.1 Method of Travel

FVC recognises that travel is necessary for the business. Public transport, use of College electric cars and particularly standard class rail travel is the preferred means of travel where possible. When deciding whether travel is necessary and determining the most appropriate method of travel, individuals should always consider:

- CO₂ emissions relating to any journey
- Whether the meeting could be held by conference call
- The most effective use of resources, including time spent travelling
- Travel distances and access to public transport for all participants involved when arranging a meeting; and
- Risk management and health and safety issues.

5.2 Minimising Journeys

Whenever possible, individuals should aim to reduce 'single occupancy' travel by car-sharing with colleagues and maximise the time at the destination by arranging multiple meetings on the same day, thereby limiting the need for repeat journeys.

5.3 Travel Between Campuses

Travel between campuses is detailed in the [campus travel guide](#) which is found on the HR SharePoint page.

6 EXTENDED & INTERNATIONAL TRAVEL - HEALTH, SAFETY & SECURITY

6.1 Health, Safety and Security

Under the Health and Safety at Work Act 1974 and Management of Health and Safety at Work Regulations 1999, the College is required to ensure that all work related travel is safe, planned and risk assessed in advance of travel commencing and is approved by the relevant line manager.

FVC has a duty of care for all staff whilst travelling overnight or overseas on FVC business, and reasonable controls must be in place to minimise risk. The individual employee also has a responsibility to adhere to FVC's procedures regarding overseas travel and should take reasonable steps to avoid potential risks.

Travel security advice and other relevant information can be found for many countries and cities, by accessing the Foreign, Commonwealth & Development Office (FCDO) website.

6.2 Forms Required for Extended or International Travel

To request authorisation for extended travel or international travel, a travel requisition form **FVC24** must be completed along with the risk assessment form **HS 013a** and any medical declaration forms, **FVC63**. Completed forms should be sent to the relevant Director/Head of Department for initial authorisation, and should include dates, location, travel arrangements and itinerary for the trip. These must be completed (a minimum of 2 weeks) **before** any travel can proceed, and can be located on the Finance SharePoint page.

- FVC 24 Approval for Foreign and Extended Travel;
- HS 013a Risk Assessment for Foreign and Extended Travel;
- FVC 63 Medical Declaration Form (for each traveller)

The forms should then be submitted to the Vice Principal of Finance & Corporate Affairs. A list of travel and associated documents must be kept within the College with a departmental contact available at all times during the trip.

6.3 Approval for Extended / International travel: Form FVC24

Forms must be submitted initially to the Director/Head of department, allowing time for full authorisation to take place: normally a minimum of 2 weeks before travel, however FVC recognises that exceptional circumstances may occasionally arise. In this event, it is essential that the request is communicated and authorisation is confirmed before travel is arranged and undertaken.

All key aspects of the trip will be reviewed to ensure that the necessary financial arrangements and risk control measures have been undertaken.

6.4 Risk Assessment Process: Form HS 013a

All extended / international travel must be risk assessed, to identify the foreseeable hazards associated with the travel and assess the inherent risks. This should include personal health, safety and security as well as natural and political hazards.

The form HS 013a outlines the areas of responsibility of the College, the employee and the students travelling.

Issues which will require consideration during the risk assessment process, include, but are not limited to:

- Assessment of suitability to travel to the trip location. This should be evaluated prior and during the trip using information from the Foreign, Commonwealth & Development Office (FCDO) and any local embassy guidelines.
- Staff/student 'fitness' to undertake the actual travelling (pre-existing medical conditions).
- Suitability/location of accommodation for all individuals; consideration of male/female group and appropriate supervision.
- Specific health related travel issues e.g. jet lag, Deep Vein Thrombosis (DVT), manual handling of luggage, etc.
- Personal safety e.g. accidents, crime, political instability, local customs and laws.
- Country specific legislation and/or customs.
- Climate/season e.g. hot/cold/humid extremes, some diseases are also weather/season dependent.
- Activities to be undertaken – work and leisure.
- Location being visited e.g. urban and rural travel may pose different risks.
- Essential and advised immunisation/vaccinations required.
- Lone working issues.
- Duration of trip.
- Dietary advice – including food/water hygiene and risks from local food and its preparation/handling, contaminated water, soil and air borne organisms or food allergies.
- Diseases spread by animals/insects and personal contact.
- Emergency arrangements including medical and travel insurance – including repatriation.
- Mode of transport – both to, from and within the country and location being visited.

6.5 Medical Declaration: Form FVC 63

All individuals travelling must complete a FVC 63 – Medical Declaration Form to confirm they are fit for travel and communicate any medical conditions or allergies. All FVC 63 forms should accompany the initial travel request documentation, form FVC 24.

Individuals are responsible for checking and implementing any necessary health requirements as soon as travel has been approved, including any vaccinations. Advice is available from GPs and health centres.

All information obtained on the FVC 63 will be held for the purpose of travel only. All forms will be held confidentially with the travel documentation, kept for 3 months after the trip and then destroyed via the confidential waste procedure.

Where a member of staff/student indicates that they have a pre-existing medical condition or other related issue that may affect their ability to travel or work abroad, managers may wish to seek advice from HR/Occupational Health. It is also advised that any person travelling abroad on work purposes, particularly on long-haul flights,

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seeks confirmation from their GP that they are fit to travel. Inoculations required for the trip location must be organised in sufficient time for travel. Any costs of inoculations for staff charged by the GP will be reimbursed by FVC.

6.6 Passports and Visas

Individuals are responsible for obtaining a valid passport and applying to secure a visa (if applicable). Advice on visas should be checked as soon as a trip is planned, ensuring sufficient time is given to process the request. Any costs associated with securing a visa will be reimbursed by the College and employees should submit a claim through the expense claim form on SharePoint.

7 CONDITIONS OF TRAVEL

Once the trip has been confirmed and authorised, the following conditions apply:

7.1 Time Off in Lieu and Overtime

Travel time outside of normal working hours can be claimed as Time Off in Lieu. Overtime worked during the trip should be claimed in line with the Working Practice Agreements and approved by the Director/Head of department.

7.2 Emergency

Individuals should ensure access to either a personal, or College, credit card whilst on the trip. In the case of an emergency, which requires additional expense to be incurred, the College will reimburse the employee as soon as practicable. Receipts must be provided to claim reimbursement. Emergencies are deemed as events likely to affect safety/security or an emergency at home.

7.3 Communications

If using a mobile phone or chargeable internet access abroad, the College would pay for costs of calls in country, to the UK or internet access, provided that receipts are kept for itemised calls or pay-as-you-go top-up with a list of calls. Alternatively the College can provide individuals with a mobile phone for the duration of their travel. All calls must be deemed reasonable and of a justified duration. Internet access should be costed before use and any other communications kept to a minimum. A College mobile phone can be requested from the IT Helpdesk. The costs of personal calls are covered by the overnight incidental allowance. See Section 11 below.

8 TRAVEL AND EXPENSE COMPLIANCE

8.1 Expense Claim Timescales

Expense claims must be made within 3 months of the expense being incurred. Failure to do so will result in claims being declared invalid and may not be paid.

Any claims made out with the 3 month period will only be paid with the written approval of the Director of Finance. It is the individual's responsibility to seek such approval in these circumstances.

8.2 Payment Arrangements and Recoveries

Expense reimbursements are made [on a weekly basis through the monthly payroll](#). FVC reserves the right to recover from individuals any overpayments of travel or

expenses. Recovery may be made by deduction from further expense claims or via salary deduction.

Costs incurred during travel which have not been directly invoiced should preferably be paid by a College credit card.

Advances in foreign currencies may be given, and on return must be accounted for through a foreign currency advance expense claim. Failure to do so will result in the cost of the advance being deducted from future expense claims.

8.3 Air Travel

Individuals should book flights as early as possible to provide choice and ensure value for money. Flights should be Economy Class, and the cheapest available option, subject to reasonable connections and stopover times.

Premier Economy flights or additional leg room seats are permitted where the total international flight time, including onward connections, is in excess of 7 hours (excluding any stopover time).

Frequent Flyer schemes offer a range of benefits to regular travellers. It includes the use of special lounges and other modest benefits which are available as part of the journey. Individuals are free to take up these offers, which can be regarded as de minimis. However, these can only be accepted if no additional cost is incurred by FVC. FVC will not reimburse frequent traveller membership fees under any circumstances.

8.4 Domestic Rail Travel

Standard/Economy class rail travel should be booked for all journeys. Rail travel is the preferred method of travel around the UK, including London, whenever this is feasible.

Personal rail concession cards/tickets can be used but only if the cost is less than or equal to the standard rail fare.

8.5 Rail Travel when Overseas

The class of travel should be the equivalent of Standard/Economy class rail travel in the UK. Receipts should be kept and submitted as part of the individuals expense claim if these tickets cannot be organised prior to travel.

8.6 Car or Minibus Hire

Car or minibus hire should only be used when the College cars or minibus are not available or suitable, and when public transport is not viable or cost effective. Where more than one member of staff is travelling and the cost of car/minibus hire is less than the combined public transport cost, then vehicle hire may be appropriate.

Any staff member wishing to hire a minibus or car must comply fully with the Health and Safety [Driving for Work](#) Policy ~~regarding driving for work~~. If a College vehicle is being used, please ensure compliance with the code of conduct for use of College vehicles.

Individuals can claim the lesser of:

- The actual hire cost for the period of the journey including refuelling costs; or
- Mileage allowance for the business journey.

The College insurance scheme ~~does not~~ covers staff when hiring vehicles [for short term business use](#), therefore ~~Comprehensive Insurance should be arranged with~~ the hire company [will require a copy of the College certificate of insurance which](#)

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can be obtained from the [Finance SharePoint page](#). –The hire invoice should be checked to ensure mileage and times are accurate.

8.7 Mileage

Mileage will be paid in respect of any journey which starts and finishes at the normal place of work, i.e. mileage incurred travelling to and from the usual campus for business purposes. Where a journey does not start and finish at the normal place of work, employees are entitled to claim the lesser of the actual number of miles driven, or calculated as if the journey started at and returned to the usual campus.

Where employees are driven by a family member or friend to or from an airport, the equivalent mileage cost of the return journey may be claimed, but it must be claimed under other travel costs, not as mileage.

An additional 5p per person per mile can be claimed for each Forth Valley College passenger carried on a business journey. The passenger must be a fellow Forth Valley College employee and their name(s) noted on the claim.

8.8 Car Parking

The cost of car parking away from the normal place of work and associated with a business journey will be reimbursed. When parking at an airport for onward journey, the long stay car park should be used where possible, unless a cheaper alternative is available.

Parking and speeding fines are not legitimate business expenses and cannot be reclaimed.

8.9 Taxis

Taxis may be used for business purposes where there is no suitable public transport, or when travelling with excess luggage or equipment. Individuals should give due consideration to value for money and their own personal safety.

Tips on taxi fares may be claimed where incurred to reward good service. Individuals should exercise discretion and ensure that any tip does not exceed local customary levels. Where taxi receipts are handwritten, please ensure that the receipt is for the gross value including the amount of the tip.

8.10 Accommodation

It is College policy to use standard hotel rooms or equivalent and the cost of any upgrade should be settled at the expense of the individual. The room rates are set with upper limits on the [Key Diversity](#) Travel booking system [as follows](#):-

- London £180
- Rest of UK £95.80

Justification is required for requests beyond these limits, and should be advised to the [Finance Manager individual's Head of Department \(corporate services\) or Operations Manager \(academic\)](#).

Where accommodation is provided as hospitality to external customers or partners, individuals should contact the Finance Manager to agree the most appropriate payment method.

8.11 Non-Compliant Booking Authorisation

Any travel bookings made out with this Policy should be approved by the relevant member of SMT.

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8.12 Personal Travel

Personal travel may be included as part of a business trip, subject to prior authorisation. All excess costs, beyond the business travel and accommodation should be paid for by individuals. Personal travel will not be booked by FVC, individuals must make their own arrangements. Personal travel is not covered by FVC insurance.

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9 EXPENSE CLAIM AUTHORISATION

9.1 Expense Claim Authorisation

Expense claim authorisation is via the [iTrent Employee Self Service portal-Finance SharePoint page](#) with all travel claims being approved by an individual's line manager. Line managers are responsible for checking the legitimacy of the claim before the claim is approved [on the iTrent Manager Self Service portal and forwarded to Finance](#) for payment.

Checks will be carried out by the [Finance-HR payroll team](#) [as part of the monthly payroll review](#) to ensure adherence to the policy.

10 SUBSISTENCE COSTS

10.1 Definition

Subsistence includes the cost of accommodation and meals incurred when individuals are required to work or stay away from home. It does not include incidental costs such as newspapers, private telephone calls etc. Please refer to Section 11 Incidental Expenses for further details. Details of subsistence rates can be found at Appendix 1.

10.2 Food and Drink

Where individuals work away from home overnight or away from any of the FVC campuses, the receipted costs for meals may be claimed, subject to sections 10.3 and 10.4 below.

With the exception of water, refreshments purchased out with a meal cannot be claimed through expenses, unless as part of a business meeting with external parties. Such costs should be claimed as business hospitality.

Where an individual settles the subsistence bill of another employee, the name(s) of the others should be included in the claim form. The most senior member of staff present on such occasions should incur the costs and claim the expenses.

10.3 Breakfast

When required to stay overnight away from home and breakfast has not been included in the hotel rate, receipted costs for breakfast including any gratuities or taxes can be claimed through expenses up to the set limit for the country the cost has been incurred in. Please refer to Appendix 1.

Where individuals are required to leave home before 7am for onward business travel, receipted breakfast costs up to a maximum of £10 can be claimed through expenses.

10.4 Lunch and Dinner

If working away from the normal place of work, individuals may claim the lower of the actual costs (with receipts) and the specified limits for lunch and dinner. To be eligible to make a claim, individuals should be more than five miles from both home and any of the FVC campuses, for at least five hours with no food provided. The period of absence is calculated on the actual time of absence, based on departure time from home or office and time of arrival back at home or office.

The receipted costs including gratuities or taxes can be claimed through expenses up to the set limit for the country in which the cost is incurred. Individuals can incur costs over the specific limits however this excess cannot be claimed. These limits are set to meet the replacement cost of a "typical" equivalent meal for employees, they are not set to meet the cost of business dinners – these costs should be claimed as business hospitality.

~~It is accepted that an alcoholic drink may be ordered with an evening meal, with the cost of the drink included within the dinner cost limit. The cost of alcoholic drinks will not be reimbursed and should not be claimed. Please refer to Appendix 1. The cost of food should not be outweighed by the cost of the alcohol. Lunch should not include alcoholic beverages.~~

10.5 Hospitality

Only hospitality offered to external customers and partners (e.g. business lunches, post-meeting refreshments etc.) can be claimed through expenses. Costs over £200 (total) or over £50 per head (whichever is the lower) should be authorised by the relevant Director/Head of department or Vice Principal in writing prior to the event and submitted with the claim.

In-house restaurant facilities should normally be used for working lunches, however purchase can be made from other suppliers if shown to be better value for money. Internal recharges for use of the Gallery Restaurant is permitted where external visitors are attending. Details of external visitors should be given at the time of booking.

10.6 Gratuities and Tips

On occasions where warranted by good service, a gratuity may be provided as part of the cost of dining. Individuals should exercise discretion and ensure that the cost of the meal does not already include a service charge. The gratuity should not exceed local customary levels and may be reclaimed as part of the subsistence cost, up to the maximum meal limit.

Other than for meals, portage and taxi journeys, tips/gratuities are regarded as personal incidental expenses, explained in section 11 below.

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11 INCIDENTAL EXPENSES AND OVERNIGHT ALLOWANCES

Personal incidental expenses incurred during a business trip are not classified as subsistence and are subject to particular rules. Incidental expenses include, but are not limited to, the cost of newspapers, private telephone calls, mini bar costs, in-house movies and laundry costs. Tips/gratuities for personal service are also regarded as incidental expenses.

An overnight allowance is payable to cover the cost of all such incidental expenses. Individuals should not reclaim costs incurred on such items in addition to, or as a substitute for, the overnight allowance. The following limits apply, [and are in line with HMRC agreed non-taxable limits](#)

- Domestic travel overnight allowance £5
- International travel overnight allowance £10

12 OTHER BUSINESS COSTS

Individuals may incur costs in respect of their employment and depending on the current HMRC rules and the College's operating framework, such costs may, or may not, be chargeable through business expenses.

Prior approval, and guidance, must be sought from Finance prior to incurring costs and submitting any claims.

13 NON COMPLIANT TRAVEL AND EXPENSES

13.1 Reporting of Non-compliance

Sample audit reviews will be carried out by the Finance team on submitted travel booking documentation and expense claims. Any queries on the content of claims will be directed to the employee in the first instance.

Details of all non-compliant travel and expenses will also be reported to the relevant LMT member and the Vice Principal of Finance & Corporate Affairs.

Where individuals make a false claim or declaration for reimbursement of expenses which does not conform to this policy, disciplinary action may be taken. Individuals may also be asked to repay any monies that have been claimed by the employee or incurred by the College, which are non-compliant with this policy.

APPENDIX 1

Subsistence Meal Rates

	Breakfast	Lunch	Dinner
UK (except London)	£10*	£ 7.50 40	£30
London	£15*	£20	£ 45 50
Europe	€20	€20	€40

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The allowances for all other destinations will be provided by the Director of Finance as required.

* Only applicable if accommodation booked on room only basis, and does not include breakfast.

APPENDIX 2

HMRC Mileage Rates

Vehicle type	Up to 10,000 miles	Over 10,000 miles
Car	45p per mile	25p per mile
Car – additional FVC passengers	Additional 5p per passenger per mile	Additional 5p per passenger per mile
Motorbike	24p per mile	24p per mile

APPENDIX 3

Guidance on Claimable Expenses

	COST CATEGORY	CLAIM THROUGH STAFF EXPENSES	NOTES
TRAVEL	CAR MILEAGE Home to normal place of business	No	
	Secondary journeys outside normal business hours defined as: - On weekdays which require staff to return home before commencing a second journey to a business destination e.g. where preparing for a business dinner/travel. - Any essential business journey undertaken at weekends or on public holidays, with the exception of home to campus journeys.	Yes	
	RAIL Can I travel other than economy /standard class?	No	First class travel is allowed on journeys over 5 hours (one way) and journeys from Scotland to London. For shorter journeys economy/standard class should be used.
	Can I claim for meals and refreshments during my journey?	Yes	If the business journey relates to an overnight stay and spans a normal meal time, receipted meal costs can be incurred in line with the subsistence rules. Meals outwith these rules and any refreshments are not allowable business expenses.
	FOREIGN CURRENCY COSTS Commission and/or buy back guaranteed costs associated with FC obtained via corporate/personal credit card.	Yes	Receipted commission and buy back costs for foreign currency are allowable business expenses and can be claimed through staff expenses. Currency exchange losses incurred when buying-back guarantee is not obtained are not allowable costs.
	CAR PARKING AT NORMAL PLACE OF BUSINESS	No	Not allowable expense.
HOSPITALITY	INFORMAL CORPORATE HOSPITALITY The provision of low-level routine hospitality e.g. business lunch, refreshments after a meeting etc.	Yes	Routine hospitality can be claimed through expenses. Amounts in total over £200 or £50 per head (whichever is lower) should be authorised in advance. Internal recharges of lunches/dinners in the Gallery Restaurant is allowed for external hospitality only.
	STAFF ENTERTAINING Staff celebratory events e.g. Christmas party	No	
	Entertainment of staff as reward/recognition of service provided Hospitality offered to employees (no external party in attendance) e.g. at the end of a team away day	No No	Hospitality provided to employees is not an allowable expense and the normal rules and rates of subsistence should be applied.
CORPORATE PURCHASES	MOBILE IT EQUIPMENT ACCESSORIES	Yes	The following peripheral kit required to support FVC provided mobile IT equipment can be purchased and reclaimed through expenses: <ul style="list-style-type: none"> Replacement power packs /chargers Screen protectors Cases Note: Car chargers are not an allowable expense. IT accessories can be sourced through the IT Department. Items greater than £20 must be purchased through the IT department.
	OTHER COMPUTER EQUIPMENT AND SOFTWARE	No	All other IT purchases should be requested through the IT department.
	OTHER OFFICE EQUIPMENT PURCHASES	No	All purchases of office equipment should be made by the Estates department.

APPENDIX 4

Travel Time – Time Off In Lieu (TOIL)

EXTENDED (OVERNIGHT) / INTERNATIONAL TRAVEL	CLAIMABLE TIME	TIME OFF IN LIEU
Travel on a non-working day	Total travel time from home to end of journey	Yes
Travel on a working day	Total travel time out with core College hours less normal home to College travel time	Yes
LOCAL / RETURN ON SAME DAY TRAVEL	CLAIMABLE TIME	TIME OFF IN LIEU
Home -> College	Not claimable	No
College -> Home	Not claimable	No
Home -> external location -> College	Total travel time out with core College hours to external location less normal home to College travel time	Yes
College -> external location -> Home	Total travel time out with core College hours from external location less normal College to home travel time	Yes
Home -> external location -> Home	Total travel time out with core College hours less normal home to College and College to home travel time	Yes

Forth Valley College

15. Programme of Audit Committee Business

	Mar-25	Jun-25	Sep-25	Nov-25
Apologies, Declaration of Interests and Changes to Members' Register of Interest	✓	✓	✓	✓
FOR APPROVAL				
Minutes and Matters Arising	✓	✓	✓	✓
Review of Action Tracker	✓	✓	✓	✓
Tuition Fees & Fee Waiver Policy	✓			
Budget 2025/26 & FFR		✓		
Procurement Strategy		✓		
Review of Committee Remit			✓	
Annual Report and Financial Statements 31 July 2025				✓
External Audit Annual Report to the Board of Management				✓
HR / Estates				
Policies				
Recruitment & Selection Policy	✓			
Prevention of Harassment & Bullying Policy	✓			
Disciplinary and Dismissal Policy	✓			
Managing & Supporting Performance	✓			
Grievance Policy & Procedure	✓			
FOR DISCUSSION				
Management Accounts - February 2025	✓			
Management Accounts - May 2025		✓		
Management Accounts - October 2025				✓
Draft Outturn 2024/25			✓	
Major projects	✓	✓	✓	✓
Commercial & International		✓		✓
People Strategy update	✓		✓	
Estates Update	✓		✓	
FOR INFORMATION				
Forward Programme of Committee Business	✓	✓	✓	✓