



Falkirk Campus, 4.30pm

Presentation by students on recent visit to Nepal

		Publish on Web?	Type	Lead
1	Apologies, Declaration of Interests and Changes to Members' Register of Interest	N/A	Discussion	Abhi Agarwal
2	Draft Minutes and Matters Arising of meeting of 24 April 2025 (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	Abhi Agarwal
3	Review of Action Tracker	Yes	Discussion	Alison Stewart
4	Principals Executive Summary Report (Elements of paper 4 are withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)	No	Discussion	Kenny MacInnes
5	Chairs Update	Yes	Discussion	Abhi Agarwal
6	Forth Valley Student Association Annual Report	Yes	Discussion	FVSA
STRATEGIC PLAN IMPLEMENTATION				
7	Strategic Plan Monitoring Dashboard (Demonstration)	No	Discussion	Alison Stewart
8	Revenue and Capital Budgets (Paper 8 is withheld from publication on the Forth Valley College website under Section 33 Commercial Interests and the Economy of the Freedom of Information (Scotland) Act 2002.)	No	Approval	Alison Stewart
9	Financial Forecast Return (Paper 9 is withheld from publication on the Forth Valley College website under Section 33 Commercial Interests and the Economy of the Freedom of Information (Scotland) Act 2002.)	No	Approval	Alison Stewart
10	College Estate (Paper 10 is withheld from publication on the Forth Valley College website under Section 33 Commercial Interests and the Economy of the Freedom of Information (Scotland) Act 2002.)	No	Discussion	Alison Stewart

GOVERNANCE

- | | | | | |
|----|--|----|------------|----------------|
| 11 | Public Audit Committee – S22 Report
(Paper 11 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.) | No | Discussion | Alison Stewart |
| 12 | Board Appointment Extension (Verbal)
(Paper 12 is withheld from publication on the Forth Valley College website under Section 38 Personal Information of the Freedom of Information (Scotland) Act 2002.) | No | Decision | Abhi Agarwal |
| 13 | Honorary Fellowships Nominations
(Paper 13 is withheld from publication on the Forth Valley College website under Section 38 Personal Information of the Freedom of Information (Scotland) Act 2002.) | No | Decision | Abhi Agarwal |

OPERATIONAL OVERSIGHT

- | | | | | |
|----|---|-----|------------|--|
| 14 | Equalities Outcomes
(Paper 14 is withheld from publication on the Forth Valley College website under Section 25 Information Otherwise Accessible of the Freedom of Information (Scotland) Act 2002 - https://www.forthvalley.ac.uk/about-us/equality-and-diversity) | Yes | Approval | Sarah Tervit |
| 15 | Review of Risk | Yes | Discussion | All |
| 16 | Any Other Competent Business
16.1 Board Development Session – Sept 25 (Verbal)
16.2 Board Self Evaluation (Verbal)
16.3 Fuel Change Lessons Learned Tracker (Verbal) | Yes | Discussion | Abhi Agarwal

Alison Stewart
Alison Stewart |

FOR INFORMATION

- | | | | | |
|----|---|-----|-------------|--|
| 17 | Committee Minutes
17.1 Audit Committee
17.2 Learning & Student Experience Committee
17.3 Finance, Resource & Infrastructure Committee
17.4 FRAIC Short Life Working Group Meeting Notes
(Paper 17 is withheld from publication on the Forth Valley College website under Section 25 Information Otherwise Accessible of the Freedom of Information (Scotland) Act 2002 - https://www.forthvalley.ac.uk/about-us/governance/board-of-management) | No | Information | |
| 18 | Corporate Governance Internal Audit Report | Yes | Information | |



Agenda

19 June 2025

BOARD OF MANAGEMENT

19	QAA Tertiary Quality Enhancement Review Update	Yes	Information
20	LSE paper on developments at SQA	Yes	Information
21	Forward Agenda (Paper 21 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)	No	Information
22	Principal's Objectives 2025-26 (Paper 22 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)	No	Information
23	Board Calendar	Yes	Information



2. Minutes of Meeting of 24 April 2025 For Approval

19 June 2025
BOARD OF MANAGEMENT

Steeple Suite, Falkirk Campus

Present: Abhishek Agarwal (Chair)
Kenny MacInnes (Principal)
Craig Arthur
Chris Brodie
Lorna Dougall – Vice Chair
Rhona Geisler
Annemarie Harley – EIS FELA member
Grace Hepburn – Corporate Services Staff Member
Phil Harris
Jen Hogarth – Teaching staff member
Kirsten Kennedy – Student Association Vice President
Liam McCabe – Senior Independent Member
Suzanne Reynolds

In Attendance: David Allison, Vice Principal Infrastructure and Communications (VPIC)
Sarah Higgins-Rollo, Vice Principal Learning and Student Experience (VPLSE)
Colin McMurray, Vice Principal Business and Innovation (VPBI)
Alison Stewart, Vice Principal Finance & Corporate Affairs (VPFACA)
Sarah Tervit, Head of Inclusions and Student Services (HISS) for B/24/063 only
Stephen Jarvie, Corporate Governance and Planning Officer (CGPO), Minute

Student presentation

The meeting commenced with a presentation from a group of three students who had recently been on a 17-day visit to Nepal with the College.

One of the lecturers who accompanied them, Chris Foote, was also in attendance and gave a presentation on the visit which included videos created by the students.

He highlighted the competition for places on the trip and the wide variety of skills and experiences the students gained.

Each of the students present outlined what they liked best about the trip such as trying local cuisine and discovering new flavours and cooking techniques as well as the country itself, the students they met while there and other meetings such as with the British Ambassador.

Members queried whether there were comparisons between the Nepalese College visited and Forth Valley. The students highlighted that the teamwork in Nepal was impressive as well as the lecturing staff and remarked it was similar to their experience on their courses.

Members thanked them for their presentation.



2. Minutes of Meeting of 24 April 2025 For Approval

19 June 2025
BOARD OF MANAGEMENT

B/24/054 Apologies and Declarations of Interest

Elena Strachan – Student Association President
Campbell Ure

B/24/055 Minutes and Matters Arising of Meeting of 20 February 2025

The minutes of the meeting were considered and approved.

Matters Arising

None

B/24/056 Review of Action Tracker

The VPFACA presented the action tracker, noting that there was a couple of actions that had been delayed and outlining the reasons for this.

[REDACTED]

a) Members noted the content of the update

B/24/057 Principals Executive Summary Report

The Principal reported to members on what had been a busy period since the last meeting of the Board.

He highlighted that the College remained on track to meet its credits target and that full time course retention was showing an increase as of this time last year.

He informed members that the College's new Student Learning Experience strategy had been launched recently.

He noted that the College had also recently won the CEED internationalisation award.

He confirmed that the initial TQER review in March had been very positive and the full engagement visit was scheduled to start on 12 May 2025.



2. Minutes of Meeting of 24 April 2025 For Approval

19 June 2025
BOARD OF MANAGEMENT

He updated members on progress with the Skills Transition Centre noting that, even with a truncated first period owing to delays in approval, the team had managed to achieve 99.6% of planned spend.

[REDACTED]

[REDACTED]

a) Members noted the content of the report

B/24/058

Chairs Update

The Chair informed members that all member self-evaluation meetings had now taken place and a Board development plan would now be developed.

He updated members on the recruitment activity for the vacant Board positions and that, while some candidates had been identified, the College would still be required to go through the full recruitment process.

He commented that there had been a significant amount of external engagement, noting discussions with NHS Forth Valley as well as work he had been involved with to support the changes to the governance arrangements at Colleges Scotland.

He informed members that, should they have examples of engagement themselves whether externally to or internally with the College, they should drop the Chair a note so it can be covered in his report.

a) Members noted the content of the update

B/24/059

Forth Valley Student Association Report

The FVSAVP presented a report on the activities of the association.

She informed members that the Student Mental Health Agreement had been successfully launched on 13 March 2025. She noted that this agreement had been developed in conjunction with Think Positive and commented that it had been a positive learning experience working with them.

She discussed the upcoming Student Awards event at the end of May.



2. Minutes of Meeting of 24 April 2025 For Approval

19 June 2025
BOARD OF MANAGEMENT

She highlighted that the nomination period for the FVSA Sabbatical Officers for 2025/26 had opened that week. She informed members that the sabbatical roles were changing going forward and that it was hoped this might attract more interest.

She reported on disappointing levels of attendance at the recent Student Council meetings and confirmed that FVSA were working with the Principal on ways this might be increased.

The Vice Chair commented that the student awards were a very worthwhile endeavour and that it was very interesting to learn of the breadth of activity being undertaken by students each year.

a) Members noted the content of the report

B/24/060

Forth Valley College Foundation - Student Association grant application

The VPFAA presented the Student Association grant application to members.

She provided an overview of the creation of the Arms' Length Foundation (ALF) and the levels of support the ALF had provided FVSA via funding the 2 FTE sabbatical posts and administration staff for a number of years.

Owing to the limited remaining funds in the ALF, the application was only seeking funding for 1 year. She outlined that the sabbatical model had also been reviewed and the ask was for 2 x 0.4FTE sabbatical posts this time.

She informed members that, once the ALF funds were depleted, the costs for running the FVSA would revert to the College.

She noted that, owing to meeting schedules, the latest ALF meeting had occurred on 31 March 2025 and the Student Association grant application had received provisional approval from the ALF, subject to the approval of the Board of Management.

Members stressed the importance of a strong student association both to students and as part of the external quality review processes the College undertake to ensure the student voice is captured. Members asked if the benchmarking activity the College is undertaking would consider student association activity as well.

The VPFAA confirmed that the provision had been benchmarked against the sector.

The VPLSE informed members that the decision to move to 0.4FTE posts had been taken after considering a number of other College's associations. The intent behind the decision is to allow students to take on the role in addition to their course rather than having to leave their course or delay progression to undertake the roles.



2. Minutes of Meeting of 24 April 2025 For Approval

19 June 2025
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Members discussed the ongoing cost of FVSA provision which will be undertaken by the College in coming years and asked that this be kept under review. The Principal confirmed that this would be the case.

a) Members approved the grant application

B/24/061

Finance Update

The VPFACA provided members with an update on activity since the last meeting of the Board.

She updated members on the 2024/25 outturn position, noting that the Q2 forecast showed a slight increase in the deficit position. She noted that the funding to date from the ALF masked the extent of the underlying deficit position.

[REDACTED]

[REDACTED]

[REDACTED]

She confirmed that the management restructure had occurred and that the principal would be providing an overview later in the meeting.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



2. Minutes of Meeting of 24 April 2025 For Approval

19 June 2025
BOARD OF MANAGEMENT

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Members queried the approvals process in place to maintain control over discretionary spending. The VPFA confirmed that this was managed by the College Financial Regulations which had recently been updated and the changes approved by the Finance, Resource & Infrastructure Committee. It was agreed a copy of the regulations would be sent to members.

Members also asked for further information on Project Willow. The Principal agreed to circulate a report on this to members.

[REDACTED]

a) Members noted the content of the update

B/24/062

College Hotel Project

[REDACTED]

[REDACTED]



2. Minutes of Meeting of 24 April 2025 For Approval

19 June 2025
BOARD OF MANAGEMENT

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



2. Minutes of Meeting of 24 April 2025 For Approval

19 June 2025
BOARD OF MANAGEMENT

B/24/063 **Equalities Policy**

The HISS presented the updated equalities policy for members consideration. She highlighted that there were no substantive changes other than to make some areas clearer in terms of the themes, responsible parties and other information.

Members noted that the section on EQIA documentation should make reference to these being published.

a) Members approved the new policy subject to the amendment above

B/24/064 **New College Management Structure**

The Principal gave a presentation on the new management structure within the College, outlining posts exiting, posts being reconfigured and new posts being added. The Principal also outlined the arrangements to ensure management cover and changes to line management reporting.

Members queried whether the structure had been developed as a refinement of existing structures or from a 'blank sheet' approach for the ideal management structure.

The Principal commented that it was a hybrid of both approaches.

Members queried whether consideration had been given to workload levels.

The Principal confirmed that this had been taken into account and would remain under review.

a) Members noted the content of the presentation

B/24/065 **Board Self Evaluation**

The Chair presented the outcome from the recent board self evaluation exercises and asked members to let him or the VPFA know if they feel anything was missed in the report.

The VPFA commented that the process of self evaluation had taken too long owing to a number of factors and that going forward should be completed at the end of the financial year.

She also noted that the College is required to have an externally facilitated board effectiveness review every 5 years and that the next review would be an external one.



2. Minutes of Meeting of 24 April 2025 For Approval

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BOARD OF MANAGEMENT

She confirmed that the involvement of members would be similar to a normal review year.

a) Members noted the content of the report

B/24/066 Strategic Plan Monitoring Dashboard Demonstration

This item was deferred to the following meeting of the Board in June 2025

B/24/067 Review of Risk

Members requested a new strategic risk be raised to cover the risk of campus closure.

B/24/068 Any Other Competent Business

Graduation Speakers

The Principal informed members that this year is the 20th anniversary of the creation of Forth Valley College and that the College is seeking suggestions for possible speakers for this years graduation ceremony.

Members were asked to forward any suggestions to the Principal.

Meeting	Date	Minute Ref	Action	Assigned to	Deadline to report?	Status	Output Required	Comment
Board	27/9/24	B/24/020	The Chair asked that a session on risk be arranged	Alison Stewart	None	Cancelled	Risk Session	Incorporated in action from 02/25 BoM meeting
Board	5/12/24	B/24/040	Comms re section 22 report to be prepared	Kenny MacInnes	None	Completed	Press release to be ready for use	Section 22 report now public
Board	20/2/25	B/24/042	Student constitution to come to April meeting	Sarah Higgins	04/12/2025	Delayed	Board paper	Changes to the Student constitution require consideration and approval at the Student Council. The next Council meeting is not scheduled until late October/November 2025 so the update will be brought to the Board meeting in December 2025
Board	20/2/25	B/24/043	Progress against esf clawback outstanding recommendation and any other large funds to be taken to Audit Committee	Alison Stewart	TBD	Completed	Audit paper	Presented to audit committee in May 25
Board	20/2/25	B/24/044	Paper on new management structure to be taken to the April Board	Kenny MacInnes	24/04/2025	Completed	Board paper	Presented to BoM on 24 April 2025.
Board	20/2/25	B/24/044	Briefing for Board on hotel accommodation options	Colin McMurray	24/04/2025	Completed	Board paper	Presented to BoM on 24 April 2025.
Board	20/2/25	B/24/046	Principal to speak to FVSA on doing comparison of class rep levels	Kenny MacInnes	TBD	Completed	Rob McDermott speaking to FVSA	
Board	20/2/25	B/24/047	Finance SLWG action note to include details on key discussion points	Alison Stewart	None	Completed	Notes to be included in Minutes section of Board Agenda	Presented to BoM on 24 April 2025.
Board	20/2/25	B/24/047	Global Strategy to come to April Board	Colin McMurray	Abhi to advise	Delayed		Chair has pushed back. Possibly to Sept 25 Board.
Board	20/2/25	B/24/049	Letter to SFC on College financial position to be updated and resubmitted	Kenny MacInnes	TBD	Completed	Letter	Letter sent 30 May 2025
Board	20/2/25	B/24/051	Strategic Plan Monitoring Dashboard to be demo'd at the April meeting	David Allison	24/04/2025	Delayed	On Board agenda for 24th April.	Due to time constraints rescheduled to June 25 BoM meeting

Board	27/9/24 & 20/2/25	B/24/020 & B/24/053	Board Risk session	Alison Stewart	24/04/2025	Delayed	Intention was to include a risk session into the February 2025 Board meeting. Delayed to April or Sept 25 at request of Chair.
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Key College Highlights

- College on target to deliver 98% credit target for 24/25
- College full time retention for 24/25 is comparable for this period for 23/24: FE FT = % / HE FT up 1%
- Full time recruitment for 25/26 at 92% of target - up on this period for 24/25 by 19%. 90% of offers made
- FVC is the first College in Scotland to deliver an Effective Statement through the SFC's TEQT/TQER process
- New Director for Digital Transformation and Innovation starts August 25
- STC – Scot Gov has now fully approved Year 1 spend £75k revenue; £323.7k capital
- TeamSOS emergency alert system went live across all three campuses on 11 June
- Petrolneos - 382 employees engaged; 78 with outcomes; 304 seeking training; 274 1-1 meetings held; 252 completed self-assessment. The project is moving to Phase 2 – training delivery. 55 completed training; 136 commenced training
- FVSA Student Awards – 22 May. Significant increase in nominations; 10 categories with over 80 attendees.
- Launch of College Degree and Diploma show – Showcasing the excellent work within Creative Industries
- FVC selected as part of record-breaking UK Government Skills Mission to Saudi Arabia
- New Sabbatical Officers elected: Matthew Marshall and Monika Smith

Strategic / Commercial

- STC first period spend delivered to 99.6%. Grant Offer Letter with Scot Gov: awaiting release. Yr2 Q1 claim ready for submission
- Petrolneos Refinery closure – G-STEP project – FVC will receive Phase 2 grant offer letter for £1.1million in late June. Phase 2 runs from April 25 to June 26 and will support the training needs of PI employees
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Benchmarking exercise – Initial feedback has identified FVC as the most efficient out of the five Colleges that have participated – further discussion ongoing with ETIOS and the other colleges
- College 25/26 indicative allocations released – FVC up 2.33% on 24/25 but this is less than the average sector uplift of 2.60%
- New Colleges Scotland CEO announced – Gavin Donaghue (previously Director with College Employers Scotland)
- FVC completed our 24/25 SDS contract delivering 417 MAs against a contract of 253 MA starts
- [REDACTED]
- FVC to Scot Gov submission for Supporting Grangemouth's Young People through Pre-App Programmes and DYW Support: £612k
- [REDACTED]

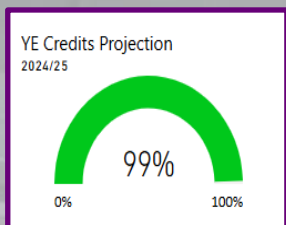
Key strategic partners and stakeholders meetings

- National Manufacturing Institute Scotland visit, Inchinnan – 14 April
- Grangemouth Futures Industry Board - Leadership Group – Project Willow update – 17 April
- Grangemouth Industrial Cluster Interview: marketing and comms strategy for Grangemouth – 23 April
- [REDACTED]
- [REDACTED]
- Colleges Scotland workshop – Future economic and social trends Prof Joe Little – 24 April
- [REDACTED]
- Scottish Funding Council meeting – FVC financial position discussion – April 28
- Colleges Scotland Chairs and Principals Meeting, Edinburgh – Sector financial position discussion – April 29
- Colleges Scotland Parliamentary Reception, Scottish Parliament. – April 29
- [REDACTED]
- [REDACTED]
- [REDACTED]
- OEUL Public debate on : Our Industrial Future: You decide. Panel member – Falkirk Campus – 1 May
- [REDACTED]
- Colleges Scotland Funding Model Working Group – 7 May
- [REDACTED]
- [REDACTED]
- Scottish Affairs Committee, Houses of Parliament - evidence session on Energy and Skills – 14 May
- Scottish Funding Council meeting with CEO and Interim-Chairs: FVC Chair in attendance – 20 May
- Falkirk and Grangemouth Growth Deal Project Board – 21 May
- [REDACTED]
- Transforming Scotland for a Prosperous Future – Forum25 Prosper – May 29
- [REDACTED]
- Scottish Futures Trust – Alloa Campus discussion – June 4 June
- GFIB Leadership Group - Grangemouth Just Transition Plan discussion - 9 June

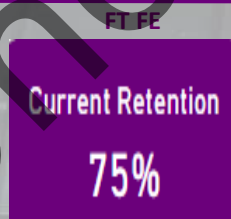
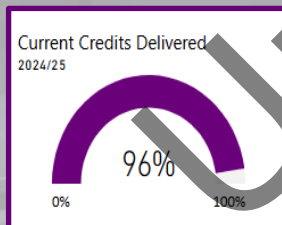
Challenges

- 25/26 budget AOP (£805k) and underlying (£2.141k); cash position and sustainability beyond 2026
- Impact on college functions by delivering significant in-year savings
- Audit Scotland Section 22 report Public Audit Committee 4 June
- FT FE PI predicted position and 31% of FT students are accessing ASN services and support

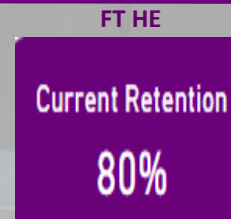
24/25
College
Metrics
Year to
date



Credits - Target 79,107



FT FE enrolled 1649

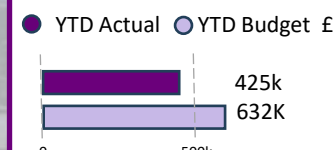


FT HE enrolled 919

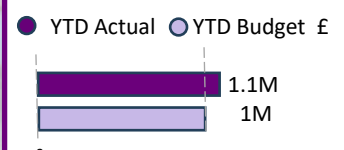
Full Time PI Estimates

Session	2023		2024	
	High	Low	High	Low
FE	70%	60%	69%	62%
HE	73%	64%	78%	70%

Surplus / Deficit



Commercial Income



Chair's Update

Stakeholder Engagement (External)

- I joined the Principal and Vice Principal, Business and Innovation to host Moroccan Ambassador to the UK at the Falkirk campus with a view to exploring collaboration for skills development in Morocco in various areas of our expertise. Their visit is part of the drive to strengthen ties with the UK. (11/06/2025)
- Involved as a public appointments' panel member for four Regional Board Chair Appointments in Glasgow and Lanarkshire College Regions. Currently underway.
- Attended the Prosper Forum25 – Transforming Scotland for a Prosperous Future. (29/05/2025)
- Meeting with SFC Co-chairs and the CEO at Stirling Campus (20/05/2025)
- Lunch Meeting with Board Chair – NHS Forth Valley (24/04/2025)
- Attended a workshop with Professor Joe Little on economic and social trends impacting the post-school education (24/04/2025)

Stakeholder Engagement (Internal)

- Regular weekly meetings with the Principal
- One to one meetings with Vice Principals over this period
- Catch-up meeting with FRAIC Chair (12/06/2025)
- Catch up meetings with various Board Members (05/06/2025)

Governance

- I attended the Short Life Working Group on Financial Sustainability (12/06/2025; 15/05/2025)
- Board Agenda Setting Meeting with the Board Secretary (12/06/2025)
- I attended the Nomination Committee Meeting (23/05/2025)
- Met with Board Secretary/Depute Board Secretary to discuss Board Non-Executive Member recruitment (15/05/2025)
- Met with Committee Chairs (24/05/2025)

Colleges Scotland

- Attended Parliamentary Reception with Colleges Scotland (29/04/2025)
- Attended the College Chair's group, Colleges Scotland (20 /05/2025)

Board Members Engagement / Activity

- 22 May, Lorna Dougall attended the FVSA Student Awards ceremony



Forth Valley Student Association

**Annual Report
2024-25**

Last updated 10 June 2025

Contents

INTRODUCTION	2
ABOUT FORTH VALLEY STUDENT ASSOCIATION	2
FVSA Strategic & Operational Plan	2
FVSA Constitution	2
FVSA Structure 2024/25	2
FVSA Team 2024-25	3
Sabbatical Officers:	3
Executive Officers:	3
FVSA Staff :	3
HIGHLIGHTS OF 2024-25	3
Class Representatives	3
Student Inductions & Class Visits	4
Welcome Week Block 1 & 2	4
FVSA Student Awards 2025	4
Working in Partnership	5
Student Partnership Agreement	5
Student Mental Health Agreement	6
ONGOING PROJECTS	6
E-shop	6
Tell us Tuesdays	6
STUDENT DEMOCRACY	7
Student Council	7
Sabbatical Officer Elections	7
NUS Scotland Conference	7
EVENTS & CAMPAIGNS	7
Paws Against Stress	7
Step Count Challenge	7
WHAT'S NEXT SESSION 2025-26	7
Staff Structure	7

INTRODUCTION

Welcome to Forth Valley Student Association's (FVSA) Annual Report 2024-25. It has been another successful year for FVSA. This report will detail all the hard work that has gone in to ensuring Forth Valley College (FVC) students have the most productive and enjoyable student experience possible.

FVSA would like to thank the Executive Officers, student members, volunteers and departmental partners for their continued support in making the student experience, at FVC, the best it can be.

ABOUT FORTH VALLEY STUDENT ASSOCIATION

Forth Valley Student Association (FVSA) is an autonomous team, within FVC, which is responsible for representing the voice of FVC students to improve the educational experience of its members and students at the College as a whole.

FVSA Strategic & Operational Plan

[FVSA Strategic Plan 2022-2026](#)

<https://learnforthvalleyac.sharepoint.com/sites/fvcsa/SiteAssets/SitePages/Home/Operational-Plan-2425.pdf?web=1>

FVSA Constitution

FVSA is required, by the Education Act 1994, to have a Constitution. The Constitution is a legal document which sets out the activities and procedures of FVSA. It provides a framework for the operation of FVSA by:

- Defining what the Association can, or cannot, do.
- Indicating how the Executive Committee can act on behalf of Association members.
- Outlining how Association members can air their concerns.

While the updated Constitution was approved at Student Council in November 2024, comments were received from SMT in terms of changes which are required to be made. A short-life working group was established in order to consider recommendations and make the required changes. Once this version has been finalised, and approved by SMT, it will be submitted for approval at the first Student Council of session 2025/26. The final version will be submitted to LMT then the Board of Management for final approval.

FVSA Structure 2024/25

The Sabbatical Officers lead the work of FVSA through Executive Committee, which consists of Sabbatical Officers and Executive Officers. All Officers are elected by students, and they are responsible to/held accountable by the Student Council, and by each other at Executive Committee meetings. The Student Council consists of students from across all three campuses. This helps to ensure that students are fairly represented and can hold Officers to account for their work. The Student Council is also the forum where any larger decisions are voted upon by the student body, as set out in the FVSA Constitution.

This structure follows the representation that the National Union of Students (NUS) offers on a regional level, with local officers ensuring under-represented student groups have a voice within FVSA and can take this to a national platform.

Student Representative Structure

FVC'S Student Partnerships and Head of Learning McDermott, support (Sabbatical & deliver on FVSA's Operational Plan, Agreement, and Agreement. FVSA line managed by the

FVSA Team 2024-

Sabbatical Officers:

President (July 2024 – Kirsten Kennedy, Vice June 2025)

Executive Officers:

Officer

Welfare Officer

Monika Smith Environmental Officer

Joy Amefule – Diversity and Inclusion Officer

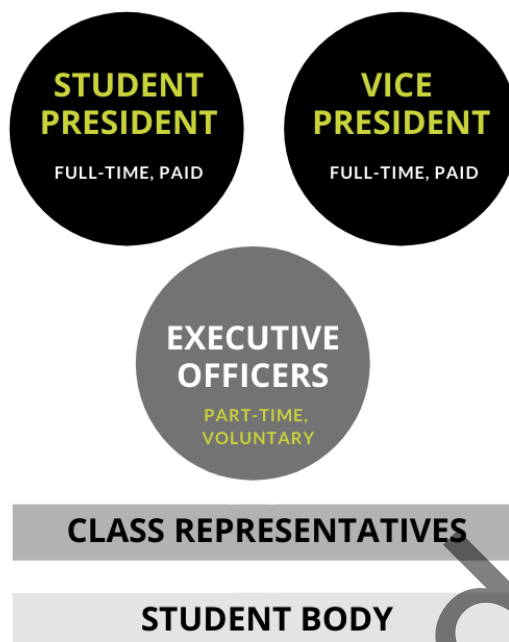
Alicia Freestone – Wellbeing Officer

Marie Temporal – Diversity and Inclusion Officer

FVSA Staff:

Katarzyna Słapek, Student Engagement Co-ordinator

Jaimie Gauld, Administrator



Association & University Manager, Lisa Baxter, & Quality, Rob FVSA Officers Executive) and staff, to Strategic Plan, Student Partnership Student Mental Health staff and officers are SAUPM.

25

Elena Strachan, Student June 2025)

President (July 2023 –

Andrii Surin - Education
Nataliia Parkhomenko –

HIGHLIGHTS OF 2024-25

Class Representatives FVSA staff, with the support of academic staff, drove the recruitment of Class Representatives. However, recruitment from all except one department remained challenging, with a number of courses without a Class Rep for the entirety of the academic year. Class Rep recruitment seems to be challenging across all, if not the majority of, institutions; this challenge is not unique to FVSA at FVC. The team will evaluate efforts and will consider how to increase participation and engagement – including ideas gained from a recent student engagement conference at Strathclyde Students' Union for session 2025/26. FVSA worked with Learning & Quality staff in terms of responses to Listening to Learners and surveys.

We had 225 registered Class Reps at peak enrolment during session 2024/25. 6 class reps withdrew, which left us with a total of 219 Class Reps being eligible to receive an e-certificate of achievement in June:

- 145 Class Reps achieved Stage 1 Bronze (completed online Class Rep training)
- 56 Class Reps achieved Stage 2 Silver (plus attended at least one FVSA meeting)
- 18 Class Reps achieved Stage 3 Gold (all of the above, plus at least two FVSA meetings)

Student Inductions & Class Visits

Activity was delivered to support Inductions in both Academic Blocks. FVSA hosted induction tables at all 3 campuses during the first week of the new Academic sessions to welcome new and returning students to FVC and to introduce them to the role of FVSA within FVC. Pens, pencils, guidebooks, campus information and maps were handed out to students.

Class visits were conducted in both Academic Blocks. FVSA set aside 3 weeks in each Block for the Sabbatical Officers, aided by FVSA staff, to be able to visit as many classes as possible across all 3 campuses. Emails were sent to all Curriculum Managers, LDWs and lecturers to encourage bookings. Students were given a brief overview of FVSA including team structure, upcoming events, Class Rep opportunities, clubs and societies and the role of Sabbatical Officers.

Sabbatical Officers, supported by FVSA staff where required, visited 44 classes in Block 1, and 6 number of classes in Block 2. The main reason why the number of visits was lower in Block 2 is due to the relatively low number of January-start programmes. In terms of Block 1, we received 55 requests from staff members to visit a total of 65 classes. Due to our circumstances we managed to book 44 classes. Visits were conducted when possible and suitable, and we were impacted by being short-staffed at the beginning of the academic year. Some of the class visits were cancelled due to timetable changes which then lead to the team not delivering class visit as new commitments took priority as the academic year progressed, also we had set aside a maximum of 4 weeks in which to deliver class visits.

Welcome Week Block 1 & 2

The FVSA team held Block 1 Welcome Week events in September.

Due to staffing issues within FVSA, we were supported by Communications & Marketing, Active Travel and Active Campus colleagues to monitor the events each day.

The FVSA team held Block 2 Welcome Week events in February. FVSA rebranded Freshers/Re-freshers to Welcome Week for session 2024/25. Footfall at all events was high. Lecturers were very supportive and allowed students out of classes to attend. A variety of exhibitors including third sector, commercial, entertainment, and FVC were in attendance.

Activities to encourage student engagement included the return of a firm favourite, the smoothie bike, alongside inflatable darts at Falkirk and Stirling campus and golf and a popcorn machine for Alloa.

FVSA asked that stall holders made their space visually impactful so to encourage student engagement.

Competitions, student feedback surveys and a word hunt were also included. Prizes included a £20 gift voucher, £50 student hamper, a laptop and an android tablet. Feedback gathered from stall holders at the end of each day indicated that student engagement was high and very positive. FVSA send each stall holder a feedback survey to gather responses and analyse the data to shape future events.

FVSA Student Awards 2025

FVSA hosted the fifth annual Student Awards on Thursday 22nd May at Falkirk campus. This event celebrated the wonderful achievements of students, and staff, across FVC. Over 90 students, staff and their guests were present. The Student Awards saw an increase in categories this academic session from 8 in 2024 to 10 in 2025. This was a result of the categories being reviewed.

The categories were:

Student:

Student Excellence Award – STEM & Construction – Kara Ashton – Painting & Decorating
Student Excellence Award – Care, Sport, Business & Comms – Samuael Smillie – Pathway to Fitness
Student Excellence Award – Creative, Digital & Leisure Industries – Craig Thomson - Hospitality
Class Rep of the Year Award – Marie Temporal – Art & Design
Advocate for Mental Health & Wellbeing Award – Mark Thomas James Milligan – Visual Comm.
Student Enterprise Award – SCOTS (Intro to Early Years Group)
Student Green Commitment Award – Lifestart & Workstart Stirling

Staff:

Corporate Staff – Linda Campbell (Stirling Information Assistant)
Academic Staff – Carol Anderson (Lecturer: Hairdressing)
Team of the Year – FVC Gym Team

The number of nominations received almost doubled on 2024 figures. In 2024 FVSA received 29 nominations across all Student categories, and 22 across all Staff categories, for a total of 51 nominations. In 2025 FVSA received 95 nominations across all Student categories, and 91 across all Staff categories. This resulted in a total of 72 students and 29 staff members being up for consideration by the Awards panels in 2025. There are less students than nominations because 23 students were nominated more than once. There were fewer individual staff members up for an award than the total number of nominations submitted due to several staff members being nominated by students more than once. FVSA made a concentrated effort to generate more submissions from staff for the student categories.

The FVSA team adapted the award categories, improved the Nomination Form e.g. guidance, suggested word count, data boxes, and increased communications to staff. FVSA responded to feedback received last year which suggested staff would prefer those nominations in their categories be judged by a panel, rather than put to the popular vote. FVSA established a Staff categories panel which consisted of FVSA's Executive Committee.

Shortlisting panels for both the Student and Staff categories were delivered at Falkirk Campus over 22nd & 23rd April. Kasia Słapek, FVSA Student Engagement Coordinator worked with FVC's Development & Fundraising Manager Pauline Jackson and was successful in securing the support of several sponsors. FVSA showcased students' art and STEM projects as part of a small exhibition on the night. Students across several departments kindly volunteered to assist the FVSA staff team on the night. The 2025 Awards Ceremony was a fantastic night of celebration and recognition.

Working in Partnership

Student Partnership Agreement

The agreement was refreshed for session 2024/25. The focus of the Agreement is now on the achievement of 5 key objectives, which emphasise student engagement and feedback:

- Represent students at all levels of College management
- Encourage students to engage with feedback opportunities
- Encourage students to engage with representation opportunities
- Encourage students to engage with their Student Association
- FVSA and FVC to provide updates to students in response to feedback

FVSA continue to make progress in terms of achieving these objectives.

The following statement provides context for the new approach:

'The elected officers of FVSA represent the student voice at all levels of the College. To focus on students' priorities, we need students to provide feedback on their student experience throughout the year. By working with the College to fulfil the objectives of the Student Partnership Agreement, positive changes will be made for students in response to their feedback, comments, and suggestions. We look forward to increasing the number of students who will take part and share their experience with us as a Student Association and the college body too'.

Student Mental Health Agreement

The Student Mental Health Agreement 2025-2027 was launched 13th March in conjunction with University Mental Health Day. A working group has been established to implement, monitor, and evidence the achievement of objectives under the Action Plan. The first meeting took place on 27 February, and the working group will meet monthly going forward. A review meeting will take place on 26 June, and the Action Plan for session 2025/26 will be agreed.

TQER

FVSA Vice President, Kirsten Kennedy, took on the role as TQER Student Lead with FVSA staff members Kasia and Jaimie in supporting roles. Kirsten was extremely proud to be part of this review, alongside colleagues from FVC, highlighting the work of the FVSA and FVC. Allowing students the opportunity to talk about their experiences was an integral part of the review process. FVSA look forward to the completed report and implementing any suggested recommendations.

ONGOING PROJECTS

E-shop

We anticipate the relaunch of the e-shop in time for the commencement of session 2025/26. Colleagues in Communications & Marketing have supported us by recommending alternative e-commerce sites and by creating a new design for merchandise. Delay in relaunching the e-shop has been due to encountering issues around setting up payment options. If this is not resolved soon, we will move forward with another vendor option.

Tell us Tuesdays

FVSA continued to ask students for feedback regarding their college experience, questions were changed on a fortnightly rotation.

Examples of questions asked:

- Have you voted in the Sabbatical elections?
- What do you wish you had known before starting your course?
- Are you aware of the help that LRC can provide in relation to guidance for study and assessments?

After each Tell Us Tuesday question the responses were considered by the FVSA team and appropriate action was taken. Advice was sought from FVC Principal Kenny MacInnes if further action was found to be necessary. If more information was needed, a follow up question was asked.

The FVSA team met weekly to discuss possible ideas for future questions.

STUDENT DEMOCRACY

Student Council

Attendance at Student Council meetings was low in session 2024/25. In Block 1, total attendance over all meeting occurrences was 29; in Block 2, total attendance over all meeting occurrences was 4. The team has plans to implement new ideas regarding the delivery of Student Councils in session 2024/25 to boost participation and engagement.

Sabbatical Officer Elections

Sabbatical Officer elections results were announced on Friday 6th June. Matthew Marshall was elected as Student President and Monika Smith was elected as Vice President. FVSA anticipate the new Sabbatical Officer duo to take up their posts from July 2025, and we hope that any candidates who were not elected will be motivated to re-engage with FVSA for session 2025/26 in other capacities.

NUS Scotland Conference

FVSA staff attended a small number of conferences throughout the year, including NUS Scotland Conference. The Conference served as an opportunity to network and share good practice.

EVENTS & CAMPAIGNS

Paws Against Stress

FVSA continued to support FVC Learning Resource Centre (LRC) staff with hosting of these events. There were 4 Paws Against Stress events in session 24/25. Events were held at all campuses ensuring students from across Forth Valley were able to attend. FVSA & FVC LRC gave a donation to Canine Concern Scotland, the charitable organisation who facilitate these events, in appreciation of their continued relationship with these events.

Step Count Challenge

FVSA co-led this event alongside Eileen & Larissa from FVC Active Travel & Paths 4 All. 73 walkers took part in the challenge. Prizes included a voucher for most steps and medals for all participants. FVSA & Active travel undertook an evaluation of this event and feedback received will be used to improve any further events planned.

WHAT'S NEXT SESSION 2025-26

Staff Structure

The FVSA staff team for session 2025/26 will not differ from session 2024/25. The staff team will consist of a Student Engagement Coordinator and an Administrator. The two Sabbatical Officer posts have been revised for session 2025/26, with incoming officers elected to serve on a part-time (0.4 FTE) basis.

The FVSA team will continue to be supported by college staff, including line management by Lisa Baxter, SAUPM, with support and guidance also being delivered by Rob McDermott, Head of Learning & Quality. Staff from college teams such as Finance, Marketing, Facilities, Hospitality and HR will continue to work with, and support, the FVSA.

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Forth Valley College

Internal Audit 2024-25

Corporate Governance
April 2025

Overall Conclusion

Strong

Table of contents

Section	Page
1 EXECUTIVE SUMMARY	2
2 BENCHMARKING.....	15
3 DETAILED RECOMMENDATIONS.....	16
4 OBSERVATIONS.....	19
5 AUDIT ARRANGEMENTS.....	20
6 KEY PERSONNEL.....	21
Appendix	Page
A GRADING STRUCTURE.....	23
B ASSIGNMENT PLAN.....	25

The matters raised in this report came to our attention during the course of our audit and are not necessarily a comprehensive statement of all weaknesses that exist or all improvements that might be made.

This report has been prepared solely for Forth Valley College's individual use and should not be quoted in whole or in part without prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any third party.

We emphasise that the responsibility for a sound system of internal control rests with management and work performed by internal audit should not be relied upon to identify all system weaknesses that may exist. Neither should internal audit be relied upon to identify all circumstances of fraud or irregularity should there be any although our audit procedures are designed so that any material irregularity has a reasonable probability of discovery. Every sound system of control may not be proof against collusive fraud. Internal audit procedures are designed to focus on areas that are considered to be of greatest risk and significance.

1 Executive summary

Overview

Purpose of review

The purpose of this assignment was to assess whether Forth Valley College (the College) has appropriate governance arrangements in place and that these have been embedded throughout the whole College. This review looked to provide assurance that the College's Corporate Governance arrangements are appropriate and represent good practice.

This assignment formed part of the agreed 2024/25 Annual Internal Audit Plan.

Scope of review

Our objectives for this review were to assess whether:

- | Board and Committee terms of reference are clear and not overlapping.
- | Board and Committees have a programme of work in accordance with their terms of reference that allows them to make an effective and timely contribution.
- | Members are provided with sufficient, high quality management information in their areas of responsibility.
- | Board and Committees are appropriately attended, and members are sufficiently engaged.
- | Board and Committees have effectively assessed their performance, and the balance of skills required within the Board and Committees.

Our approach to this assignment took the form of discussion with relevant staff, review of documentation and where appropriate sample testing.

1 Executive summary

Limitation of scope

There was no limitation of scope.

1 Executive summary

Background

The Board of Management

The College Governance Structure is headed by the Board of Management (the Board) and consists of the 5 Committees that support the work of the Board. These are:

- | Audit Committee;
- | Finance, Resources and Infrastructure Committee;
- | Learning & Student Experience Committee;
- | Nomination Committee; and
- | Remuneration Committee.

The Board is comprised of up to twenty members, including the Principal, staff and student representatives, Trade Union members, and industry experts from various sectors. Members serve voluntarily, typically for a four-year term, with the exception of the Chair which is a remunerated role. The Board meetings, including quorum, voting rights, attendance, and agenda, are governed by its standing orders.

Audit Committee

The Committee provides assistance to the Board of Management on issues of compliance, risk, financial probity and the overall effectiveness of College internal control systems. The Audit Committee is appointed by the Board and has at least five members that normally meet at least three times per year. The meeting shall be quorate if three or more members eligible to vote are in attendance.

Finance, Resources and Infrastructure Committee

The Committee is responsible for providing advice on the financial management of the College, strategic overview of the College's financial direction whilst ensuring a position of financial security, including meeting all relevant audit and legislative requirements. The Committee also oversee human resources issues including Health and Safety and Equalities matters and a strategic overview of the College's infrastructure utilisation.

1 Executive summary

The Committee is comprised of at least seven members of the Board and normally meets quarterly, though other meetings may be arranged as necessary. The meeting shall be quorate if four or more members eligible to vote are in attendance.

Learning & Student Experience Committee

The Committee provides assistance to the Board on the educational performance of the College and acts as the primary linkage between the Board and the Student Association Executive, and to consider matters relating to the interests of learners in the College.

The Committee is comprised of at least five Board members including at least one student Board member. The Committee normally meets three times per year, on dates consistent with the College's Outcome Agreement and Evaluative Report and Enhancement Plan cycle. Other meetings may be arranged as necessary. The meeting shall be quorate if three or more members eligible to vote are in attendance.

Nomination Committee

The Committee is responsible for the appointment of non-executive Board Member appointments and the appointment of the College Principal.

Remuneration Committee

The Committee provides oversight and approval of the remuneration arrangements of the Principal and Senior staff, in line with the FE Code of Good Governance, the Scottish Public Finance Manual and sectoral guidance.

Both Nomination and Remuneration Committees are comprised of the Chair and Vice Chairs of the Board and the Chairs of all other Board Committees. Meetings of the Committee are held at the request of the Chair of the Board of Management. The meeting shall be quorate if 50% or more members eligible to vote are in attendance.

1 Executive summary

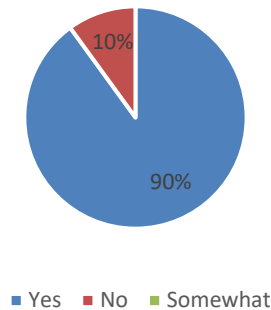
Board of Management Member Survey

We issued a questionnaire to all members of the Board, and we received 10 responses out of 18 Members (56%). The purpose of the survey is to confirm that there is a thorough understanding of the governance arrangements at a Board level. We have highlighted the results below.

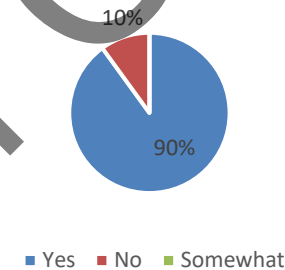


1 Executive summary

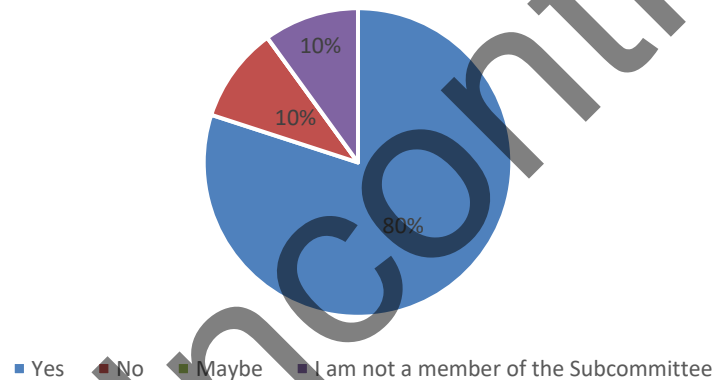
Do you believe that sufficient training and induction is provided to the Board Members?



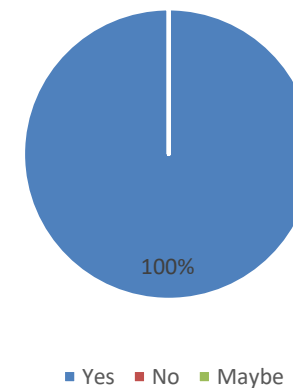
Is there a programme of work/annual work plan in place for Board Members that outlines the key topics and decisions required per meeting for the financial year?



If you are a member of a Subcommittee. Is there an appropriate annual work plan in place?

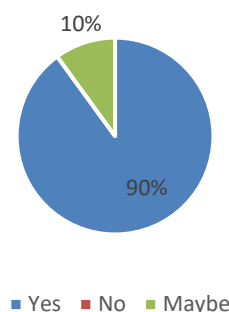


Do you believe that attendance at meeting is properly monitored?

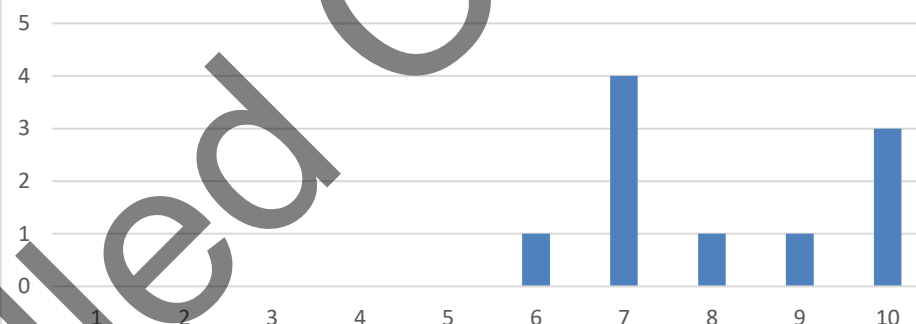


1 Executive summary

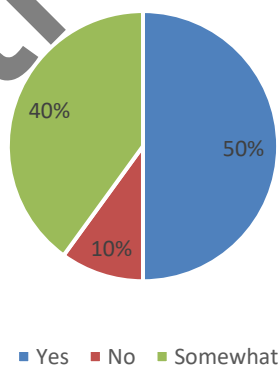
Is Board performance and individual member performance appropriately reviewed and appraised annually?



On a scale of 1 to 10, how would you rate the range of skills present on the Board. (1 - being poor and 10 - excellent)



Is the Risk Register discussed on a regular basis?



1 Executive summary

Work Undertaken

In line with each objective, we undertook the following work:

Objective 1: Board and Committee terms of reference are clear and not overlapping.

- | We reviewed the College's Governance Structure and confirmed that this was effective in allowing the appropriate flow of information, decision making and the achievement of College goals.
- | We reviewed the remittances for the following to ensure that responsibilities did not overlap, and that consistent information was covered:
 - The Board;
 - Audit Committee;
 - Finance, Resources and Infrastructure Committee;
 - Learning & Student Experience Committee;
 - Nomination Committee; and
 - Remuneration Committee.
- | We reviewed the standing orders for the College to confirm whether these were robust and outlined the relevant information.
- | We met with the College's Board Secretary and Deputy Board Secretary and reviewed their responsibilities in relation to governance and supporting the Board.
- | We reviewed the coverage of the Code of Conduct for the members of the Board to confirm that this was robust.
- | We reviewed the coverage of Governance on the College's website.
- | We reviewed the College's compliance with the Code of Governance for Scotland Colleges.

1 Executive summary

Objective 2: Board and Committees have a programme of work in accordance with their terms of reference that allows them to make an effective and timely contribution.

- | We reviewed the College's Work Programme for their Board and Committees to confirm that information reported per Board and Committee meetings were appropriately planned throughout the year.
- | We reviewed the Board and Committee meeting agendas against their terms of reference to confirm that responsibilities are effectively fulfilled.
- | We reviewed how papers are provided to the Board Members via screenshare testing of the governance information system.

Objective 3: Members are provided with sufficient, high quality management information in their areas of responsibility.

- | We reviewed the February 2025 Board pack to confirm that the information included was in line with the agenda, that the information reported was consistent, and that information was appropriately summarised and understandable.
- | We issued a questionnaire to the Board of Governors and Committee members to gain feedback on the quality of management information provided at each meeting. Our questionnaire also considered the management of attendance records and if this was being accurately recorded.

Objective 4: Board and Committees are appropriately attended, and members are sufficiently engaged.

- | We reviewed the College's attendance register to confirm that attendance is closely monitored.
- | We reviewed the attendance registers against the meeting minutes to confirm that attendance for the latest meetings of the Board and Committees was accurately logged.

1 Executive summary

Objective 5: Board and Committees have effectively assessed their performance, and the balance of skills required within the Board and Committees.

- | We reviewed the Board Effectiveness Review completed by the College. This included reviewing the Board Member Self-Evaluation Template 2023/2024, skills matrix for non-executive Board Members and the Board Effectiveness Report for 2021/2022.
- | We held discussions with the College's Board Secretary and Deputy Board Secretary to confirm whether the College has a governance Development Plan to confirm whether there is a structured approach for training.
- | We issued a questionnaire to the Board and Committee Members to gain feedback on the skills mix of the Board and its Committees.
- | We reviewed the College's induction process for newly installed Board Members. This included reviewing the induction materials and interviewing two newly inducted Board Members.

1 Executive summary

Conclusion

Overall conclusion

Overall Conclusion: Strong

Following our review, we can provide the College with a strong level of assurance in relation to the College's governance arrangements.

The College complies with all the principles of the 2016 Code of Governance for Scottish College with the exception of the role of the Secretary of the Board. **Please refer to Section 4: Observations for further information.**

We have raised several good practice points and one low grade recommendations for improvement. We have also raised observations for consideration. **Please refer to Section 3: Detailed Recommendations and Section 4: Observations for further information.**

Summary of recommendations

Grading of recommendations

	High	Medium	Low	Total
Corporate Governance	0	0	1	1

As can be seen from the above table there were no recommendations made which we have given a grading of high.

1 Executive summary

Areas of good practice

The following is a list of areas where the College is operating effectively and following good practice.

1.	The College has effective controls in place for recording and monitoring attendance at governance meetings, with an attendance register being maintained. All meetings met the required quorum.
2.	The survey results indicated a high level of satisfaction from the Board Members with the information provided by Management during Board meetings, particularly in relation to decision making. Additionally, our interviews with two newly appointed Board Members confirm that the papers are presented clearly and concisely. Whilst some reports are extensive, they are considered essential for conveying all relevant details.
3.	Following our review, we can confirm that a programme of work is in place for the Board and Committees meetings. The duties outlined in the terms of reference have been effectively incorporated into the agendas and are being carried out as intended. Additionally, forward agendas have been established and agreed upon for future meetings, ensuring continued alignment with governance objectives.
4.	Our review of the Committee remits confirmed that their roles and responsibilities are clearly defined and do not overlap.
5.	The College maintains a standing orders document ensuring the orderly and effective conduct of the meetings of the Board and Committees.
6.	Our review confirms that declarations of interest are a standard agenda item in all Board and Committee meetings. The Register of Interests is publicly accessible on the College website.

1 Executive summary

The following is a list of areas where the College is operating effectively and following good practice.

7.	The College has implemented a well-defined scheme of delegation, which clearly outlines the responsibilities assigned to the Chair, Committees, the Principal, and the Board Secretary. This structure ensures that decision-making is transparent and accountable, reinforcing the College's commitment to upholding strong governance principles and facilitating effective oversight and management.
8.	From our interview with two newly installed Board Members, both individuals confirmed that there is a well-structured induction process in place. They also expressed satisfaction with the amount of information and support provided during their induction period, stating that it adequately prepared them for their roles.
9.	The College requires all appointed Board Members to provide Protecting Vulnerable Groups (PVG) Scheme Certificate.
10.	The College maintains a skills matrix for Non-Executive Board Members to ensure a diverse and well-balanced range of expertise within the Board. This matrix is regularly reviewed and updated, primarily when a member leaves the Board or when a new appointment is confirmed.
11.	The College provides an online platform that allows Board Members to access Board meeting and Committee minutes, policies and procedures, board calendars, and other relevant documents.

2 Benchmarking

We include for your reference comparative benchmarking data of the number and ranking of recommendations made for audits of a similar nature in the most recently finished internal audit year.

Corporate Governance

Benchmarking				
	High	Medium	Low	Total
Average number of recommendations in similar audits	0	0	2	2
Number of recommendations at Forth Valley College	0	0	1	1

From the table above it can be seen that the College has a lower number of recommendations compared to those colleges it has been benchmarked against.

3 Detailed recommendations

Development Plan			
Ref.	Finding and Risk	Grade	Recommendation
1.	<p>The Board must ensure all Members undertake appropriate training and development in respect of their governance role. The governance professional should support the chair in the provision of relevant training and development opportunities for Board Members, which should be tailored to meet Board Members skills and needs. The governance professional must keep records of the development activity of Board Members, including the chair.</p> <p>Our review found that whilst there is training provided on an as-needed basis to Board Members, there is no development plan in place. Whilst we acknowledge that no formal development plan was produced, one of the outcomes of the 2022/23 one-to-one meetings was a desire from members to know more about their duties as charity trustees and this was facilitated by the training session provided to the Board facilitated by MacRoberts in April 2024.</p>	Low	We recommend that the College establish a Development Plan for Board Members which will be subject for an annual review.

3 Detailed recommendations

	<p>Our assessment of the root cause is the absence of a report outlining the outcome of the one-to-one meeting with the Interim Chair in 2022/23. By the time the evaluation process was complete a new Chair was being appointed, and it was felt that they should have an input into the Development Plan. This recruitment was subsequently delayed.</p> <p>There is a risk that without establishing a Development Plan, training as well as opportunities for improvement may not be addressed leading to Board members especially “new ones” not having the appropriate skills to perform their role effectively.</p>		
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3 Detailed recommendations

Management response	Responsibility and implementation date
Agreed. A development plan will be put in place for the Board of Management.	<i>Responsible Officer:</i> Vice Principal Finance and Corporate Affairs/Board Secretary <i>Implementation Date:</i> September 2025

4 Observations

The following is a list of observations from our review

1.	<p>Following our review, we identified that the VP Principal and Corporate Affairs is also appointed as the College Board Secretary. Despite deviation in the Code of Governance for Scotland Colleges, this arrangement was approved by the Board, and they felt that the arrangements were working well. This also has been reviewed by the external auditors and raised no issue in relation to Governance.</p> <p>The VP Principal and Corporate Affairs is supported by the Corporate Governance and Planning Officer as the Deputy Board Secretary.</p> <p>The Board believes any risk of non-disclosure or non-compliance not being reported to the Board due to a conflict of interest is mitigated by the appointment of two individuals with direct reporting to the Chair.</p> <p>The Board considers that governance is strengthened rather than weakened by the Vice Principal Finance & Corporate Affairs having a dual role within the Senior Management Team. The Board reviewed the existing arrangement in September 2024 and agreed that this should continue unchanged.</p>
2.	<p>We conducted a review of the College's publicly facing website to determine if it is current and aligns with good governance practices. Our findings indicated that the governance structure outlined on the website does not accurately reflect the current arrangements, especially with regard to the composition of the Board's Committees. We encourage that this is corrected promptly to ensure transparency and alignment with governance standards.</p>

5 Audit arrangements

The table below details the actual dates for our fieldwork and the reporting on the audit area under review. The timescales set out below will enable us to present our final report at the next Audit Committee meeting.

Audit stage	Date
Fieldwork start	24 March 2025
Closing meeting	31 March 2025
Draft report issued	7 April 2025
Receipt of management responses	14 April 2025
Final report issued	22 April 2025
Audit Committee	15 May 2025
Number of audit days	4

6 Key personnel

We detail below our staff who undertook the review together with the College staff we spoke to during our review.

Wbg			
Partner	Graham Gillespie	Partner	gg@wbg.co.uk
Director	Stephen Pringle	Director of Internal Audit	sp@wbg.co.uk
Senior	Zendl Abaigar	Internal Audit Senior	za@wbg.co.uk

Forth Valley College			
Key Contact	Alison Stewart	VP Principal and Corporate Affairs	Alison.Stewart@forthvalley.ac.uk
Key Contact	Stephen Jarvie	Corporate Governance and Planning Officer	Stephen.Jarvie@forthvalley.ac.uk
Wbg appreciates the time provided by all the individuals involved in this review and would like to thank them for their assistance and co-operation.			

A Grading structure

For each area of review, we assign a level of assurance in accordance with the following classification:

Assurance Classification	
Strong	Controls satisfactory, no major weaknesses found, no or only minor recommendations identified.
Substantial	Controls largely satisfactory although some weaknesses identified, recommendations for improvement made.
Weak	Controls unsatisfactory and major systems weaknesses identified that require to be addressed immediately.
No	No or very limited controls in place leaving the system open to significant error or abuse, recommendations made require to be implemented immediately.

A Grading structure

For each recommendation, we assign a grading either as High, Medium, or Low priority depending on the degree of risk assessed as outlined below:

Grading	Classification
High	Major weakness that we consider needs to be brought to the attention of the Audit Committee and addressed by Senior Management of the College as a matter of urgency.
Medium	Significant issue or weakness which should be addressed by the College as soon as possible.
Low	Minor issue or weakness reported where management may wish to consider our recommendation.

Purpose of review

The purpose of this assignment is to assess whether Forth Valley College (the College) has appropriate governance arrangements in place and that these have been embedded throughout the whole College. This review will look to provide assurance that the College's Corporate Governance arrangements are appropriate and represent good practice.

This assignment forms part of the agreed 2024/25 Annual Internal Audit Plan.

Scope of review

Our objectives for this review are to assess whether:

- | Board and Committee terms of reference are clear and not overlapping.
- | Board and Committees have a programme of work in accordance with their terms of reference that allows them to make an effective and timely contribution.
- | Members are provided with sufficient, high quality management information in their areas of responsibility.
- | Board and Committees are appropriately attended, and members are sufficiently engaged.
- | Board and Committees have effectively assessed their performance, and the balance of skills required within the Board and Committees.

Our approach to this assignment took the form of discussion with relevant staff, review of documentation and where appropriate sample testing.

Limitation of scope

There is no limitation of scope.

Audit approach

Our approach to the review will be:

- | Discussions with relevant individuals, to establish the current governance arrangements in place at the College.
- | Evaluation of these arrangements to assess their adequacy and whether they comply with current guidance and good practice.
- | Review of Governance documentation to assess whether it is fit for purpose and in line with current guidance and good practice.
- | Review of a sample of Board and Committee minutes, along with management information presented to each meeting.
- | A review of the College Website.
- | Where possible, meetings with Governors to discuss arrangements in place.
- | Review of the recruitment process, including induction, for governors.
- | Assessment of skills training for governors.
- | Review of the succession planning arrangements in place.

Potential key risks

The potential key risks associated with the area under review are:

- | Board and Committee terms of reference may be unclear or overlapping.
- | Board and Committees may not have a programme of work in accordance with their terms of reference that allows them to make an effective and timely contribution.
- | Members may not be provided with sufficient, high quality management information in their areas of responsibility.
- | Board and Committees may be poorly attended or members not sufficiently engaged.
- | Board and Committees may not have effectively assessed their performance and the balance of skills required within the Board and Committees.



19. QAA Tertiary Quality Enhancement Review Update For Information

19 June 2025
BOARD OF MANAGEMENT

1. Purpose

This paper seeks to update members on the Tertiary Quality Framework Review activity.

2. Recommendation

That members note TQER judgement, key findings and reflections.

3. Background

Forth Valley College was the first college in Scotland to undertake the Tertiary Quality Enhancement Review (TQER) process. From September 2024, the Vice Principal for Learning and Student Experience and the Head of Learning and Quality collaborated closely with the appointed QAA Review Manager to prepare for the review. Key milestones included the successful submission of the Advance Information Set and the Strategic Impact Analysis in January 2025, the latter providing a comprehensive self-evaluation against four overarching questions focused on learning and teaching, student support, engagement, and quality enhancement. An Initial Review Visit took place in March, involving meetings with senior staff, quality teams, and student focus groups across all campuses. This was followed by the Full Review Visit in May 2025, during which the review team engaged with staff, students, and external stakeholders such as employers and schools to evaluate the college's performance and enhancement culture.

4. Key Considerations

4.1 Judgement

The college will receive the "judgement" by Friday 30th May. This paper will be updated to reflect this and presented to LSE on 5th June. The judgement will be "Effective", "Partially Effective" or "Not Effective".

4.2 Summary of Key Findings

The college will receive a summary of key findings by Friday 30th May. This paper will be updated to reflect this and presented to LSE on 5th June.

4.3 Reflections

Initial reflections on the TQER process highlight that both the initial and final review weeks were well-executed, with smooth coordination and strong logistical support provided by the Learning and Quality Team. The review team appeared impressed with the seamless delivery of activities and the high standard of hospitality. Forth Valley College's previous experience with Education Scotland reviews was advantageous, enabling effective preparation of both staff and students. Notably, the expectations of students—particularly those of the Forth Valley Student Association—were high and likely aligned more closely with those seen in the university sector.



19. QAA Tertiary Quality Enhancement Review Update For Information

19 June 2025
BOARD OF MANAGEMENT

Although all student participants were able to make valuable inputs to the review, as FVC progresses to develop the class representative system and broader student engagement in quality processes, the student body will become more informed and confident in future contributions. The review also reaffirmed the importance of a robust organisational approach to self-evaluation, already well embedded in academic departments and now expected to extend across corporate services.

There remains some concern that some of the requirements may be overly bureaucratic for the college sector, which may lack the capacity to meet the intensive demands of the TQEF model. Expectations around documented decision-making and structured committee governance—even at operational levels—pose further challenges. Additionally, the lack of engagement between the January document upload and the March Initial Review visit was seen as a missed opportunity; the FVC team would recommend an interim meeting to discuss the Strategic Impact Analysis and a demonstration of key college systems to enhance the review team's contextual understanding.

4.4 Next Steps

Following the final review visit, a draft report will be issued within six weeks to the Principal, Quality Contact, and Lead Student Representative for a factual accuracy check. The final report will then be published on the QAA website 12 weeks after the visit. All Tertiary Quality Enhancement Review (TQER) outcomes require follow-up activity, with the nature and extent determined by the review findings. As a standard expectation, institutions must submit an action plan aligned with the Self-Evaluation and Action Plan (SEAP) format within 12 weeks of publication. This plan will be reviewed through Institutional Liaison Meetings (ILMs), which will focus on progress against the review's recommendations and the dissemination of good practice. Should concerns arise regarding the timeliness or effectiveness of institutional responses, these will be communicated to the Scottish Funding Council, which may initiate further intervention where necessary.

5. Financial Implications

Please detail the financial implications of this item – Any issues have been rectified with no costs to the college in terms of income and expenditure.

6. Equalities

Assessment in Place? – No

If No, please explain why –

Please summarise any positive/negative impacts (noting mitigating actions) – N/A

7. Communities and Partners

8. Risk and Impact



19. QAA Tertiary Quality Enhancement Review Update For Information

19 June 2025
BOARD OF MANAGEMENT

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.

If the paper is an approval, please reflect on whether the approval will have any direct or indirect impact for any other areas of operational activity internally or externally within the College.

The primary risk for TQER is that the model has not been tested and the review approach is very different to Education Scotland. The outcome judgement from the review is public and would have significant reputational impact if the college received a judgement of "Partial Effectiveness". This has been mitigated by engaging in regular dialogue with the Review Manager and significant investment of time in whole review process and the review judgement being "Effective".

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

Total Risk Score – 3

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 x	Strategy	People
Legal	Financial	Project/Programme
Property	Reputational x	
	Technology	

There is a low risk to the reputation of the college as a result of this activity. Continued monitoring of workload and diligence in relation to deadlines will reduce this risk further.

Is the score above the Board Risk Appetite level? No

Risk Owner- Sarah Higgins-Rollo

Action Owner – Sarah Higgins-Rollo

Paper Author –Sarah Higgins-Rollo

SMT Owner – Sarah Higgins-Rollo



20. Developments at Scottish Qualifications Authority For Information

19 June 2025

BOARD OF MANAGEMENT

1. Purpose

This paper seeks to inform members about the reforms to the Scottish Qualifications Authority (SQA) and the possible impact, if any on the college as a result of this.

2. Recommendation

That members note the changes to the Scottish Qualifications Authority and note the possible impact of these changes on Forth Valley College.

3. Background

At the moment SQA is the college's main awarding body partner, with over 10,000 entries for qualifications being made every year, and over 60 subject verification visits taking place.

The Education (Scotland) Bill, introduced in June 2024, sets out the creation of a new body called Qualifications Scotland, which will replace the SQA. This change is expected to take effect by Autumn 2025.

The key developments areas are around engagement and more collaborative practice between stakeholders including learners, educators, employers as well as other industry bodies.

In this there is a proposed restructure including a new Board of management with representation from current teachers and lecturers.

Further developments will also include the introduction of a range of committees with a stronger focus on learners and educators as well as a new Board of Management

Most SQA staff will transfer to the new body, including senior leadership such as Chair Shirley Rogers.

Accreditation of qualifications across Scotland will be overseen by independent Accreditation Committee.

One of the main goals is to increase accountability and stakeholder involvement, especially from teachers and students.

This includes the development of charters with commitments to learners and educators, along with mechanisms for greater transparency and responsiveness

A Transition Board is overseeing the process, including branding, digital infrastructure, and organizational setup.

The change of SQA to Qualifications Scotland is part of a broader educational reform including establishing the office of His Majesty's Chief Inspector of Education in Scotland, independent from government control as well as reforming Education Scotland to focus more on curriculum design and oversight.



20. Developments at Scottish Qualifications Authority For Information

19 June 2025

BOARD OF MANAGEMENT

4. Key Considerations

The outlined change will have little or no real impact on the college or on qualifications that will be delivered in the short term.

The majority of the college delivery sits under the Higher National and Vocational Qualifications area within the existing organisation. The relationship between the college and this area of SQA is a robust, collaborative and highly effective one with clear channels of communication.

In this, the impact on process and procedures is likely to be low, with any developments being discussed with and in many cases implemented in partnership with the colleges.

The college delivers very few National Qualifications (Highers and Nat 5 with exams) though certain qualifications such as NPAs and Skills for Work Qualifications also fall within the overarching NQ management. The impact on these qualifications of the change is yet to be seen.

Over the last few months there has been evidence of more considered review of the qualifications that are being offered by SQA with questions being asked around low uptake qualifications and a streamlining of the qualification portfolio. So far this has been accompanied by a reassurance that there will be consultation before existing qualifications are removed from the portfolio.

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

No additional implications as it remains business as usual.

6. Equalities

Who does this impact? NA

7. Communities and Partners

The continued partnership working with the new awarding body is of high importance, with continued engagement between college and the new awarding body.

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.

If the paper is an approval, please reflect on whether the approval will have any direct or indirect impact for any other areas of operational activity internally or externally within the College – NA



20. Developments at Scottish Qualifications Authority For Information

19 June 2025
BOARD OF MANAGEMENT

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

Total Risk Score – 1

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	x	Strategy		People	
Legal		Financial		Project/Programme	
Property		Reputational			
		Technology			

Risk Owner –Sarah Higgins

Action Owner – Sarah Higgins

Paper Author – Rob McDermott

SMT Owner – Sarah Higgins



24. Board Calendar 2025/26

Meeting	Academic Year 2025/26 (All meetings start at 4.30pm unless stated otherwise)				
Board of Management	Thursday/Friday 25/26 September 2025 Strategic Session Venue TBC	Thursday 4 December 2025 Stirling Campus S1.20 (Morning meeting and xmas lunch)	Thursday 19 February 2026 Falkirk Campus	Thursday 23 April 2026 Falkirk Campus	Thursday 18 June 2026 Falkirk Campus
Remuneration					
Audit	Thursday 4 September 2025 Online	Thursday 20 November 2025 Stirling Campus 5pm start			Thursday 14 May 2026 Online
FRAIC	Thursday 18 September 2025 Stirling Campus	Thursday 20 November 2025 Stirling Campus 4pm start		Thursday 26 March 2026 Stirling Campus	Thursday 11 June 2026 Stirling Campus
Learning & Student Experience		Thursday 13 November 2025 Falkirk Campus	Thursday 20 March 2026 Online		Thursday 4 June 2026 Online
Nominations	As required				
Other Key Dates		Graduation 10 October 2025 (Provisional Date)			