



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 7 August 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	Liam McCabe
3 Review of Action Tracker FRAIC SLWG – Financial Sustainability	Yes	Discussion	Alison Stewart
4 Review of Committee Remit	Yes	Approval	Alison Stewart
APPRENTICESHIPS, COMMERCIAL & INNOVATION			
5 Major Project / grants update 5.1 Skills Transition Centre Project 5.2 Grangemouth Skills Transition Employment Plan 5.3 ECITB RHIF Progress Report (Paper 5 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	Laura Fraser Caroline Hogg Caroline Hogg
ESTATES			
6 Health & Safety Dashboard	Yes	Discussion	Alison Stewart
7 Driving For Work Policy	Yes	Approval	Alison Stewart
HR			
8 People Strategy Dashboard	Yes	Approval	Ralph Burns
9 Health & Wellbeing Update	Yes	Discussion	Gill Donald
10 HR Policy updates 10.1 Managing & Supporting Performance Policy 10.2 Redeployment and Redundancy Policy	Yes	Approval	Ralph Burns



11 Cultural Survey Yes Discussion Ralph Burns

FINANCE

12 Forecast Outturn 2024-25 Yes Approval Moira France

13 Forth Valley Student Association Outturn No Approval Lisa Baxter
(Paper 13 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.)

OTHER

14 Review of Risk Yes Discussion All

FOR INFORMATION

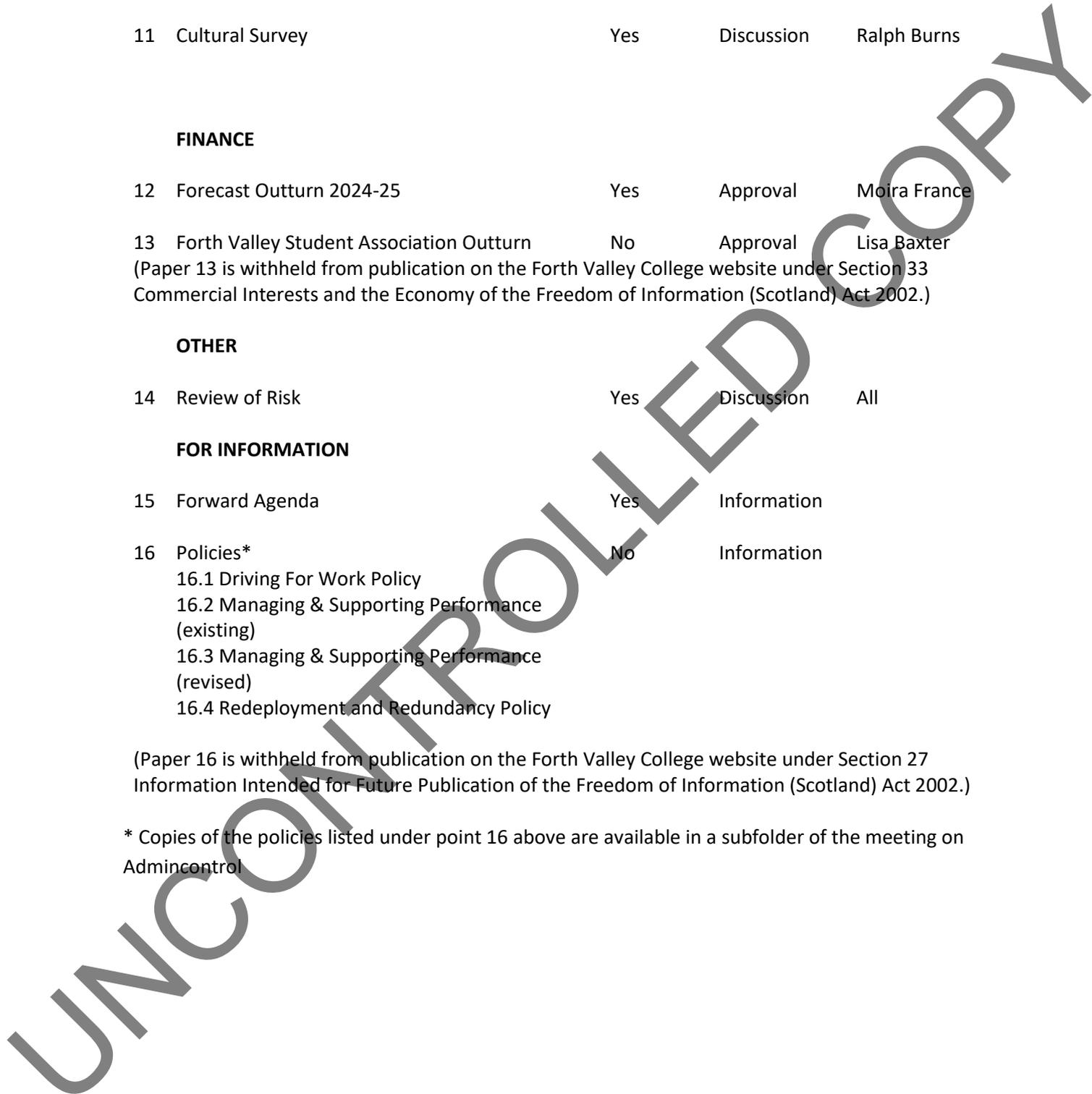
15 Forward Agenda Yes Information

16 Policies* No Information

- 16.1 Driving For Work Policy
- 16.2 Managing & Supporting Performance (existing)
- 16.3 Managing & Supporting Performance (revised)
- 16.4 Redeployment and Redundancy Policy

(Paper 16 is withheld from publication on the Forth Valley College website under Section 27 Information Intended for Future Publication of the Freedom of Information (Scotland) Act 2002.)

* Copies of the policies listed under point 16 above are available in a subfolder of the meeting on Admincontrol





2. Draft Minutes of Meeting of 7 August For Approval

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

Steeple Suite, Falkirk Campus (commencing at 4pm)

Present: Liam McCabe, Chair
Craig Arthur
Chris Brodie
Philip Harris
Suzanne Reynolds
Campbell Ure

Apologies: None

In Attendance: Abhi Agarwal, Chair, Board of Management
Kenny MacInnes, Principal
Alison Stewart, Vice Principal Finance and Corporate Affairs (VPFACA)
Sarah Higgins-Rollo, Vice Principal Learning & Student Experience (VPLSE)
Colin McMurray, Vice Principal Business and Innovation (VPBI)
Senga McKerr, Director of Finance (DOF)
Moirra France, Finance Manager (FM)
Stephen Jarvie, Corporate Governance and Planning Officer (CGPO)

The Chair welcomed Chris Brodie to his first meeting as a member of the committee.

F/25/001 Apologies, Declaration of Interests and Changes to Members' Register of Interest

Abhi Agarwal declared an interest in relation to paper 5 as he is an employee of Napier University.

F/25/002 Draft Minutes and Matters Arising of meeting of 12 June 2025

The minutes of the meeting were presented to members.

a) The minutes of the meeting of 12 June 2025 were approved

F/25/003 Review of Action Tracker

The VPFACA presented the action tracker to members.

[REDACTED]

[REDACTED]

a) Members noted the content of the tracker and [REDACTED]

[REDACTED]



2. Draft Minutes of Meeting of 7 August For Approval

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

F/25/004 Board Members Responsibilities for Financial Sustainability

The HOF presented a paper outlining the legislative responsibilities of Board members in relation to the financial sustainability of the College.

She also noted that the paper contained an explanation of 'going concern' as it applies to the College and the difference between this and financial sustainability.

She informed members that the College has also received written confirmation from SFC that cash flow support would be available if needed and that a deficit budget would be accepted if there is a plan to recover from this position over the period of the current FFR planning period.

Members welcomed the paper which they found to be very clear and well laid out.

Members requested that this report be taken to the full Board of Management.

a) Members noted the content of the report

F/25/005 Revenue Budget 2025-26

The VPFACA presented members with an updated budget and sought endorsement to take this to the Board of Management.

She reported on the work since the last Board meeting on the budget and confirmed that, while the position was improved on the previous budget, there still remained a deficit.

She outlined the changes between the budgets, including opportunities which had been identified and changes to budget related risks.

In particular for risk, she highlighted the RDEL/CDEL issue with contradictory guidance being provided by SFC in recent days. She confirmed a RDEL/CDEL switch was included in the budget figures.

Members noted that, while being aware of the need of a positive relationship with SFC, it should be fed back to them that uncertainty at this point in the process is not helpful for Boards looking to approve budgets.

The VPFACA confirmed that concerns are being raised and that communications with SFC and Scottish Government are positive at this time.

She also discussed possible opportunities that are not budgeted for at this time owing to uncertainty over the final position, noting that the paper ranks these by the likelihood of crystallisation.



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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

She discussed the College's cash position which had been updated to reflect the budget changes and discussed the impact of this on a number of scenarios outlined in the paper.

Members noted it might help to clarify in the paper when discussing financial years as opposed to College academic years.

In relation to the projected cashflows, members queried whether there were any cashflow sensitivities forecast.

The VPFACA stated that the College is as confident as it can be in the cashflow predictions, noting that most sources of funding for this were public funds so could be predicted.

[REDACTED]

Members welcomed the additional detail in the paper, the further clarification of risks and opportunities; and that the position had improved slightly since the last budget paper.

Members also acknowledged the operational impact of the budget and asked, if the position were to improve slightly, are there measures in the budget that the College would reverse.

The VPFACA confirmed that this would be the case.



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FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

Members queried the level of Facilities Management spend and asked for further information on the current contract.

It was agreed that the Head of Estates, Facilities Management and Health and Safety would bring a report on contract performance to the next meeting of the Committee.

a) Members endorsed the budget for submission to the Board

F/25/006 Financial Forecast Return 2024 - 28

The HOF presented the updated Financial Forecast Return (FFR) and confirmed to members that this was based on the budget discussed in the previous agenda point.

[REDACTED]
[REDACTED] She confirmed that much of the sector has submitted unbalanced submissions and the SFC have confirmed to the College in writing that this is acceptable for the College to do also.

He informed members that the Board of Management would also receive a copy of the FFR commentary paper to review.

Members requested confirmation that the figures in the FFR were the same as the budget, presented in SFC's preferred format.

The HOF confirmed that this was the case.

a) Members endorsed the FFR to be submitted to the Board of Management with the addition of the commentary mentioned above.

F/25/007 College Transformation Framework

The VPFACA gave a presentation and presented a paper in relation to the SFC transformation framework.

[REDACTED]
[REDACTED]
[REDACTED]

She outlined the SFC example of what this could look like and contextualised it for the College over a three year period.

[REDACTED]
[REDACTED]
[REDACTED]



2. Draft Minutes of Meeting of 7 August For Approval

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FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

[REDACTED]

She informed members that the College was considering developing a proposal to apply for the transformation framework and that this would take a number of months, with input from both SFC and the Board.

She stressed that, even if the transformation framework were to be successful, the College would still require SFC or Scottish Government intervention to reach ongoing financial sustainability.

Members accepted that to fully develop a proposal would require time and noted that the Board could support this work through the establishment of a short life working group (SLWG).

Members also highlighted concerns regarding the demand on management resource to develop the proposal on top of all other activity and indicated they would be supportive of securing additional resource if SMT thought this was required.

[REDACTED]

The VPFACA highlighted section 5 of the paper which outlined the work of the current SLWG and the outcome of considering these actions.

[REDACTED]

She outlined the potential benefits digital transformation could bring and confirmed that the new Director for digital transformation was now in place.

She discussed the ongoing work looking at the Alloa campus, the outcomes of the recent benchmarking of the College against five others in the sector and the pursuit of rates relief with the three local authorities.

[REDACTED]

She informed members that active engagement with SFC was continuing and that the College had been asked, and agreed, by SFC to be a case study for presentation to Scottish Ministers.

The Principal noted a range of other engagement also continues, outlining a meeting that day with the Director General for Education.



2. Draft Minutes of Meeting of 7 August For Approval

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FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

Members noted the work that had gone into preparing the presentation and paper for their consideration.

The Principal noted his thanks for the VPFACA and all College teams involved in progressing this work.

Members commented that, as the work progresses, it is important to contextualise what the impact of any proposals may be.

[REDACTED]

a) Members confirmed their support for commencing with the proposal for the transformation project and for this to be taken to the Board of Management

F/25/008 Review of Risk

Risks were identified in the papers presented.

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Meeting	Date	Minute Ref	Action	Assigned to	Deadline to report?	Status	Output Required	Comment
FRAIC SLWG	12/2/25	None	Commence looking at a subsidiary model for commercial income	Colin McMurray / Alison Stewart		In Progress	Paper to Board	Paper on Hotel project taken to BoM 24/4/25. Commercial training still to be considered.
FRAIC SLWG	12/2/25	None	Curriculum Model update	Kenny MacInnes	17/03/2025	Cancelled	Decision on new model	Now superceded - will form part of the Curriculum Transformation Proposal. Masterclass to be shceduled pre Audit & FRAIC. Paper to go to BoM at end of Sept 25. Initial paper went to SLWG 15/5/25. Will now form part of the Curriculum transformation proposal
FRAIC	7/8/25	F/25/005	Head of Estates to bring a report on contractor performance to next meeting of Committee	Alison Stewart/Martin Loy	18/09/2025	In Progress	Report	Martin is on scheduled leave this week. Report will be presented to the November 2025 meeting



4. Review of Committee Remit For Approval

12 September 2024

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

1. Purpose

To review the remit of the Finance, Resource & Infrastructure Committee (FRAIC) to ensure it continues to provide the Board of Management with the appropriate assurances for this Academic Year.

2. Recommendation

That members review the attached remit of FRAIC and recommend any changes to the Board of Management.

3. Key Considerations

The Scottish Government Audit & Assurance Committee Handbook considers it good practice for the remit of committees be reviewed on an annual basis to ensure they continue to fulfil their role of providing the Board of Management with the necessary assurances in relation to good Governance.

There has been one change made since the last consideration of the remit by the Committee. This is highlighted in yellow in the remit and reflects the fact that there is now a Vice-Chair for the Committee.

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

None

5. Equalities

There are no impacts associated with this paper.

6. Communities and Partners

None



4. Review of Committee Remit For Approval

12 September 2024

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

7. 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 – No

	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	

Failure to keep Committee remits under review could lead to a position where the committee is not providing the relevant assurances to the wider Board of Management. Mitigation is this annual review of remit by members.

Is the score above the Board Risk Appetite level? No

Risk Owner – Alison Stewart

Action Owner – Stephen Jarvie

Paper Author – Stephen Jarvie

SMT Owner – Alison Stewart



4. Review of Committee Remit For Approval

12 September 2024

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

Finance, Resource and Infrastructure Committee

1 Committee Rationale

To contribute to good governance by providing -

- Independent advice on the financial management of the College
- A strategic overview of the College's financial direction whilst ensuring a position of financial security, including meeting all relevant audit and legislative requirements
- Oversight of human resources issues
- Oversight of Health and Safety and Equalities matters
- A strategic overview of the College's infrastructure utilisation to obtain best advantage of College facilities and contribute to the College's Strategic Plan ambitions

2 Purpose

- To help the Board of Management meet its responsibilities under the Further and Higher Education (Scotland) Act 1992 in relation to financial and property matters and to ensure compliance with the Financial Memorandum between the Scottish Funding Council and the Board of Management of the College of Further Education.
- To advise the Board of Management on finance related matters and make recommendation on the financial policy of the College.
- To assist the Board of Management to discharge its responsibilities under the Standing Orders and Operating Guidelines and to advise the Board on human resource (HR) related matters
- To consider equalities, health and safety and other relevant areas of College activity as they relate to staff and learners
- To consider College plans for the utilisation of physical resources

3 Membership

- The Committee shall comprise of at least 7 members of the Board of Management (including a Vice Chair of the Board of Management).
 - The Chairman of the Board of Management and College Principal shall be ex officio members and are not eligible to vote on committee matters.
 - The Chair of the Committee shall be appointed by the Board of Management and should not be the Principal. **If the Chair of the Board or Committee is not present at any meeting, the Vice Chair shall assume that role. Where a Vice Chair is not available, members shall elect from amongst themselves a Board member who is entitled to vote as the Chair of that meeting.**
-



4. Review of Committee Remit For Approval

12 September 2024

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

- Committee members should possess an appropriate level of experience in finance, accounting, auditing, HR or equalities and a professional qualification in one of these areas is desirable

4 Meetings

- The Committee will normally meet quarterly, though other meetings may be arranged as necessary
- The meeting shall be quorate if 4 or more members eligible to vote are in attendance
- Minutes will be kept of the proceedings and circulated after approval by the Chair. The minutes will be presented to the following meeting of the Committee for approval and to the next Board of Management meeting
- Meetings will be held in accordance with the Board of Management Standing Orders and Operating Guidelines
- Other members of College staff may be invited to attend meetings of the Committee

5 Specific Duties of the Committee

- To ensure compliance with the Financial Memorandum between the Scottish Funding Council and the Board of Management of the College of Further Education
 - To ensure preparation of annual revenue and capital budgets and to consider them prior to final approval by the Board of Management
 - To receive regular financial reports to allow the revenue and capital budgets to be monitored and the financial position of the College to be assessed. (For example, revenue/capital monitoring statements, cash flows, debtors, grant receipts, significant projects etc)
 - To ensure that annual accounts are prepared within the timescale, and in the format, determined by the Scottish Funding Council
 - To consider the annual accounts in conjunction with the Audit Committee and prior to the Board of Management
 - To receive and review such regular reports on such key performance indicators as may be required by the Committee
 - To consider and advise on the financial management and control systems within the College – including the approval of Financial Regulations
 - To receive advice, and consider recommendations, from the Audit Committee
-



4. Review of Committee Remit For Approval

12 September 2024

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

- To consider and advise on College systems for financial planning
- To consider and advise on all matters concerning the disposal, purchase or major alterations to land and buildings
- To consider and advise on proposals with significant financial implications to be met from within approved budgets, and to consider and advise on proposals not included in approved budgets
- To request reports or investigations on any matter related to the finances of assets of the College and/or matters with current or potential significant financial implications
- To advise on the development and implementation of the College's People Strategy
- To consider and advise on College systems and procedures for health and safety
- To consider and advise on College equal opportunities policies and to monitor College equal opportunities aspirations for staff and students
- To receive and review regular reports on such key performance indicators as may be required by the Committee
- To request reports or investigations on any HR issues, including sanctioning the use of external consultants
- To consider and advise on the College's Infrastructure utilisation plans

6 Authority

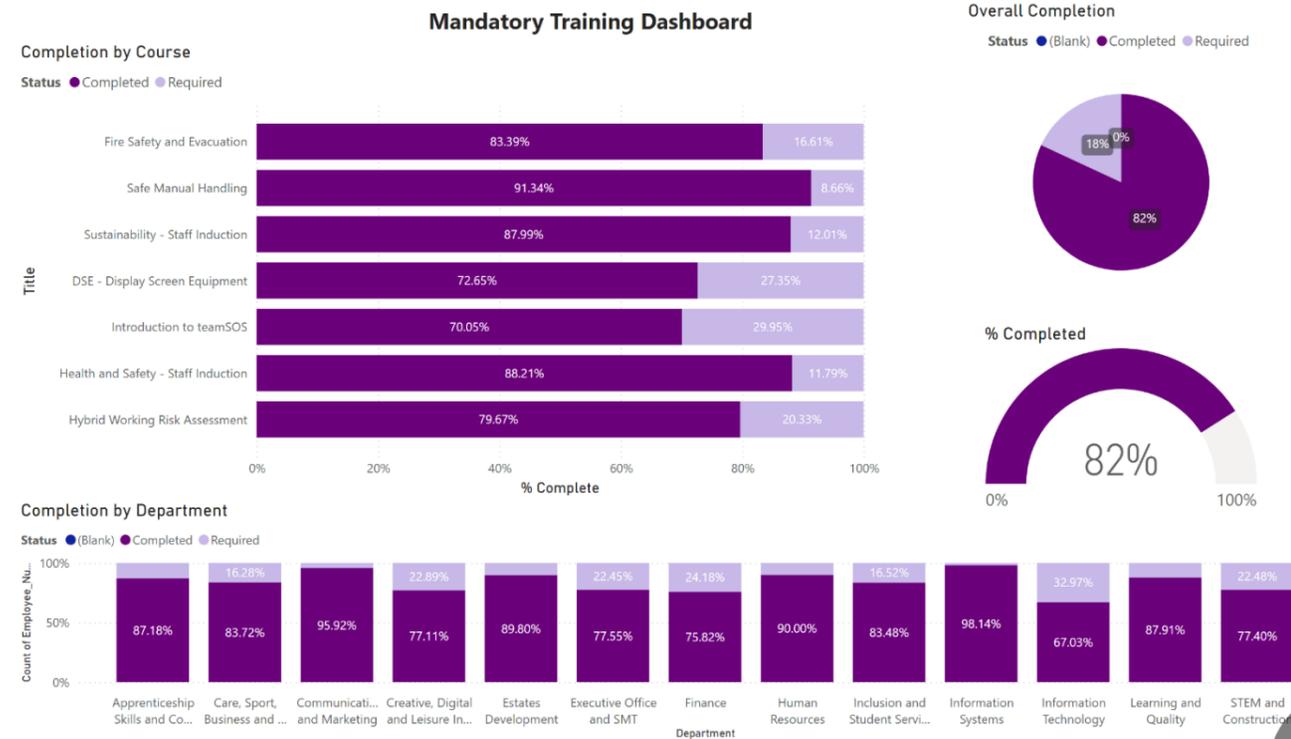
- The Committee is authorised by the Board of Management to approve all policies relevant to the Committee, or where appropriate refer to the Board of Management for final approval

To provide advice and monitor the arrangements, for

- Insurance
 - Procurement
 - Fundraising
 - Banking
 - Taxation

 - To annually review and set the rates for tuition fees for further education courses and most part-time courses
 - To act on behalf of the Board of Management in determining trade union recognition
 - To review and approve the College's infrastructure utilisation plans
-

Mandatory Health and Safety Training (monitoring)



Completion Status September 2025 versus March 2025:

Despite a positive increase in the completion of Mandatory Training across most courses and departments, the overall completion rates have shown no movement since last reported to FRAIC in September 2024 and hold steady at 82%.

The recent introduction of TeamSOS mandatory training which has a current low uptake (70%) this is having an impact to the overall completion figure and pulling it back to the 82%.

A new Mandatory training module is currently in production for TeamSOS which will go live in September along-side a strong messaging campaign to help ensure widespread uptake and improvement in completion of this training.

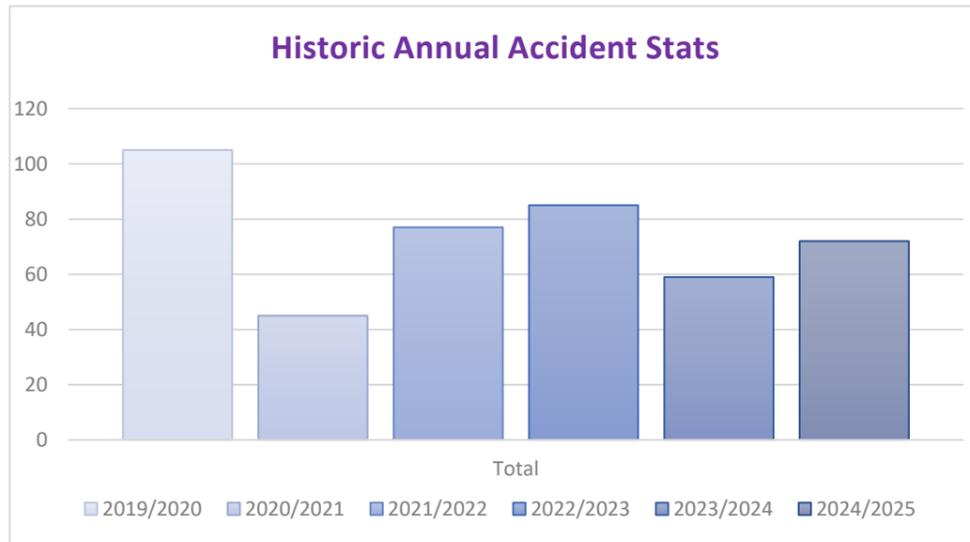
DSE Display Screen Equipment module is also showing a noticeable reduction in completion 85% - 73%. The H&S team will make this a focus for communication with staff moving forwards to increase uptake.

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 and Health & Safety Performance Review AY 2024/2025

Category	Status	Comments
Statutory Compliance (FES/OCS/FVC)	Complete (cyclical)	All 2,693 statutory maintenance tasks required under Health & Safety Law, were completed in year (June 24-May25) with any follow-on works/remedials captured as soon as possible through the agreed reactive work process for traceability. Most of the remedial works have been fire door remedial and emergency lighting remedial works.
Statutory Compliance (FVC/Allianz)	On-going (cyclical)	362 Statutory Inspection tasks required under Health & Safety Law were carried by Allianz Inspection Services (appointed by FVC Insurers) through AY 24/25. These were to Local Exhaust Ventilation, People & equipment lifting appliances & Plant, electrical & mechanical plant and pressure plant across all campuses, no category 'A' defects (Defects affecting the safety to persons) were reported; 33 Category B defects were found (Defects not affecting the safety to persons; these defects should be rectified before the next Thorough Examination and Test) with follow-on works/remedials captured as soon as possible.
Environmental Assessments	Complete	Following staff, student and employer concerns raised regarding the environmental conditions within the welding workshop at FVC Falkirk Campus an Industry specialist in Environmental assessment was engaged to determine the safety of the environment. From the report provided it is clear that employee and student exposure to metal fume and total inhalable dust from welding and pipe bending was well below the WELs for all substances measured. Good practice in the management of welding fume and dust was present. The report provided advice and recommendations to further improve the environment, all of which have been implemented.
Occupational Health Clinic Delivery	Complete (cyclical)	Six Occupational Health Surveillance Clinics were organised for AY 24/25 by Estate/H&S with our appointed partner 'Ethos Health'. these were attended by 37 members of staff identified as working within higher risk areas and covered respiratory, skin and audio health as well as vibration exposure. Occupational health surveillance clinics help identify, monitor, and manage potential health risks arising from work activities. They also support legal compliance with health and safety regulations, protecting both staff and FVC.
Accident/Incident Internal KPI	Complete	for AY 24/25 72 accidents/incidents were recorded by FVC. The KPI for accident/incident reporting was 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.
Accident/Incident National Benchmarking Performance	Complete	FVC once again took part in the annual Association of Colleges national Accident/Incident benchmarking exercise along with 41 of the 93 eligible colleges. FVC continues to compare very favourably against the national average Accident, Incident, Sports Injuries and Ill Health Incidence Rate of 41 per 1000 students & staff with an FVC rate of approx. 11 per 1,000 students & staff total head count.
Near miss National Benchmarking Performance	Complete	Likewise, FVC continues to compare favourably with the near miss incident rate of 4 per 1,000 students & staff (total head count) reported by the AoC with FVC showing a rate of 1.6 per 1,000 staff & students total head count.

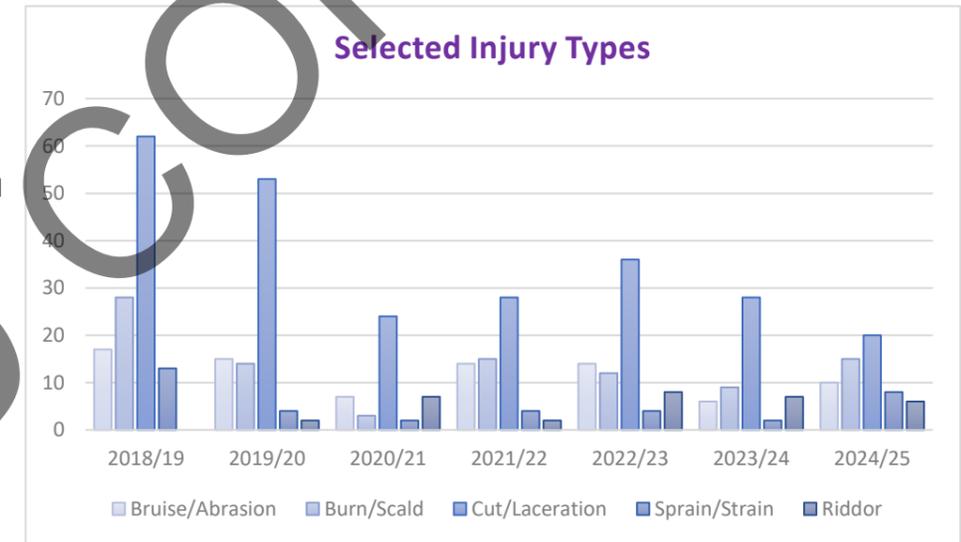
- FVC H&S Committee and Operational teams consisting of a membership of Senior Management (committee), Estates management, Health & Safety and cross college trade union H&S representatives continue to meet on a quarterly/monthly basis.
- H&S policy, including statement of intent, organisation and responsibilities, 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.



The Key Performance Indicator (KPI) for accident/incident reporting was revised down from 90 to 80 for the academic year 2024-2025. The academic year 2024-2025 recorded a total of 72 accidents/incidents.

Despite a slight year on year increase over the last 12 months, 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 including working with Departments to develop and deliver task specific toolbox talks for areas identified as trending upwards in Accidents/incidents reporting; this has Contributed greatly to the reduction in accidents and incidents across FVC.



Example: It was identified that there had 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 were developed for delivery to learners with basic skills and behaviours being reinforced.

Training AY 2024/2025

- First Aid
- COSHH Assessor Training
- COSHH Awareness Training
- Risk Assessment & Safe System of Work Training

Comments

- 18 members of staff First Aid Trained or re-certified (FVC currently have 32 First Aid trained staff available to deliver first aid to staff students and visitors).
- 10 members of staff were provided with COSHH assessor training which provides Departmental technicians and others responsible for the management and handling of Substances Hazardous to Health with knowledge and skills to strengthen compliance, improve local risk control, and enhance workshop, laboratory and general safety.
- Various members of staff handling Substance's potentially hazardous to health were identified and assigned Moodle training to improve understanding of hazardous substances, strengthen compliance, and promote safer working practices across FVC
- 7 members of staff were provided with risk assessment and safe system of work training to equip staff with the skills to identify hazards, control risks, and maintain a safe working environment across FVC

Forward Planning

- | | Target Date |
|--|---------------|
| Adopt a best practice '3 Section' approach to H&S policy | June 2026 |
| Introduce IOSH Managing Safely training for all line managers | November 2027 |
| Audit Health & Safety (Wylie & Bisset) | TBC |
| Occupational Workplace Environmental Assessments (Dust, Noise, air quality & hazardous substances) | April 2026 |

Comments

- A single, integrated policy framework that aligns with HSE best practice, simplifies up to 30 existing policies and procedures, and strengthens FVC's health, safety, and wellbeing governance.
- Equipping all line managers (80+) with IOSH-certified safety knowledge to improve leadership, strengthen compliance, and embed a positive safety culture across FVC.
- To assess whether the college has the appropriate policies and procedures in place that comply with Health & Safety Legislation
- Continue cyclical programme of targeted environmental assessments for workshop and other high risk and controlled environments to ensure FVC identifies, evaluates, and controls risks related to emissions and hazardous substances to support compliance with statutory environmental and H&S duties and provide a safer, legally compliant environment for staff, students, and visitors



7. Driving for Work Policy For Approval

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

1. Purpose

To seek approval for the Forth Valley College Driving for Work Policy (October 2025) (Appendix A). The policy sets out the College's commitment to ensuring all employees and Board members who drive in connection with their work do so safely, legally, and in line with best practice.

2. Recommendation

That the Board of Management approve the Driving for Work Policy (October 2025) as presented.

3. Background

Forth Valley College has a legal duty under the Health and Safety at Work etc. Act 1974 and associated regulations to ensure that work-related driving is managed safely.

The policy has been developed to reflect HSE guidance, insurer requirements, and best practice for both College fleet and 'grey fleet' vehicles.

It formalises the requirement for all staff who drive on College business to be registered as 'Approved Drivers' via an appointed third-party provider ensuring compliance checks on driving licences, MOT, tax, and insurance are undertaken.

The policy is supported by a Procedures Document and will be further supported by Staff Communications and a Frequently Asked Questions document.

The policy has been considered and recommended for Board of Management approval by the Learning & Management Team (LMT) at previous meetings and following amendments made following discussion and insurer guidance.

4. Key Considerations

Health & Safety: Provides assurance that staff and students travelling for College business are doing so in compliance with HSWA and insurer requirements.

Operational: Mileage claims will only be authorised for staff on the Approved Drivers Register.

Financial: Third-party provider costs are approx. £6,600 per annum (based on 400 licence and grey fleet checks per year).

Legal/Insurance: Ensures FVC can demonstrate compliance with duty of care obligations and insurers' expectations.

GDPR: third party providers are GDPR-compliant service provider. FVC will only access necessary information to determine your status as "Permitted to Drive". Sensitive information such as motoring conviction details will be excluded from any list accessible to managers.



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

Financial: £6,600 approx. per annum for third-party compliance checks.

People: It is envisaged that the people resource required of FVC will be negligible. Given that this new process is a short cross reference with a supplied spreadsheet it is not thought that it will be in any way onerous or add any meaningful delay to the approvals process for those involved.

An initial small number of hours of HR time is required to provide the appointed managing company with a completed pro-forma with FVC staff email contact information.

A minimum time commitment is required of Estates Management to regularly sanitise 'permit to drive' lists and upload to Sharepoint.

An unknown but likely small-time commitment will be required of the finance department as our FVC's liaison with our motor insurers; this is only likely to occur on occasions when it is highlighted that staff applying for approval to drive have particular convictions or excessive points attributed to their licence.

Systems: third party platform access provides efficiency and compliance assurance.

6. Equalities

Assessment in Place? – Yes

7. Communities and Partners

Not applicable.

8. Risk and Impact

Risk to FVC of not having a suitable and sufficient Policy in place –

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

Total Risk Score – 12

Without the policy in place:

- Increased risk of legal non-compliance, accidents, and reputational damage.
- Mileage claims could be processed without assurance of insurance/licence validity.



7. Driving for Work Policy For Approval

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

Risk to FVC with suitable and sufficient HSEW Policy in place –

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

Total Risk Score – 8

With the policy in place:

- Risks are managed, compliance demonstrated, and insurers' requirements met.
- Staff are safeguarded and liability exposure reduced.

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	

Much of the risk discussed above cut across many of the risk categories set out in the BoM 'Category and Risk Appetite' table to varying degree; however, of these, Legal and financial risk would sit as the most significant, with financial the most significant risk given that legal action is likely to have a financial cost involved to defend and a financial penalty is the most common and direct consequence of a successful prosecution under H&S Law.

Is the score above the Board Risk Appetite level? No

Risk Owner – Alison Stewart

Action Owner – Martin Loy

Paper Author – Martin Loy

SMT Owner – Alison Stewart



8. People Strategy Dashboard For Discussion

18 September 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 2022-25 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

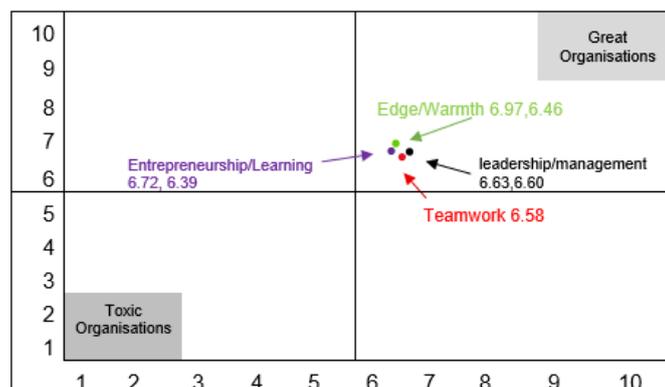
The dashboard is a means to monitor progress towards these objectives.

4. Key Considerations

The People Strategy 2022-25 is complete with progress having been detailed in 6 monthly updates provided to this committee throughout its life span. With key factors of influence on its impact being uncertainty over college funding with resulting impact on morale, job security and development options, this is an ongoing challenge.

While many achievements have been detailed in the monthly updates, a few key highlights include:

The college wide Cultural Survey has shown an increase from 6.12 out of 10 in 2022 to 6.62 in 2025. The college, despite the challenges over funding and the resulting uncertainty and disruption, has risen to its challenges. This is further highlighted by an increase in participation of the survey from 25% of staff to 57% adding to robustness in results



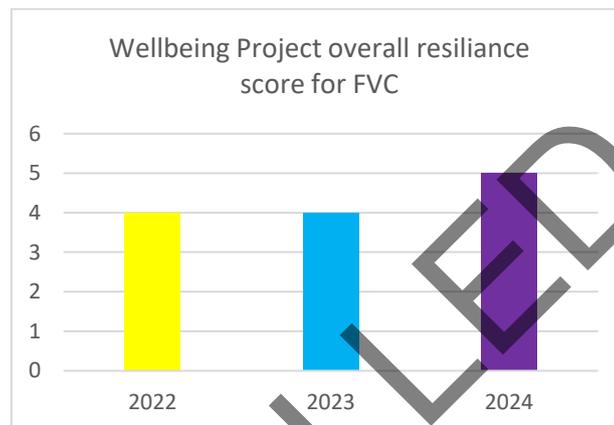


8. People Strategy Dashboard For Discussion

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

Improvements in wellbeing over the strategy period (2022-2025) are demonstrated in both the cultural survey results and the wellbeing project results (shown below). Work Task Analysis continues to review workload improvements in specific areas based on survey findings, and “Working Smarter” sessions have received very positive feedback. The team continues new and innovative approaches to wellbeing to keep offerings fresh and relevant, such as the highly successful Movement Hour run this year which had cross-college support from staff running various workshops.



The college induction process has been successfully introduced 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. Induction also featured positively on TQER feedback this year “The provision of comprehensive and effective induction and ongoing support for new staff”.

Staff development continues to challenge however there are two important indicators. Teaching staff qualifications and staff career development. Despite the challenges, SFC data returns for 2021/22 show 81% of teaching staff with TQFE or equivalent. This increased to 82% in the SFC returns 2024/25. These figures account for all teaching staff employed during the academic year. In staff career development, out of 425 current staff also employed here in 2022, 69 are in a higher graded post either temporarily or permanently (16% in the 3 years of the People Strategy). Removing lecturing staff remaining in situ this percentage increases to 26% or 1 in 4 staff members. This indicates real career opportunities at FVC.

With a new approach from its Chair, Listening to Employees continues to grow and develop, highlighting the significance of staff input and voice.

The integrated HR/Payroll System rollout continues with a key benefit for staff being Employee Self Service which gives greater access to pay and personal data. Challenges remain but progress continues in areas such as CPD/Mandatory training and with updates due in recruitment to improve end user experiences. The college ITrent specialists continue to push the functionality of the system to meet the needs of the college.



8. People Strategy Dashboard For Discussion

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

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. 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	x
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

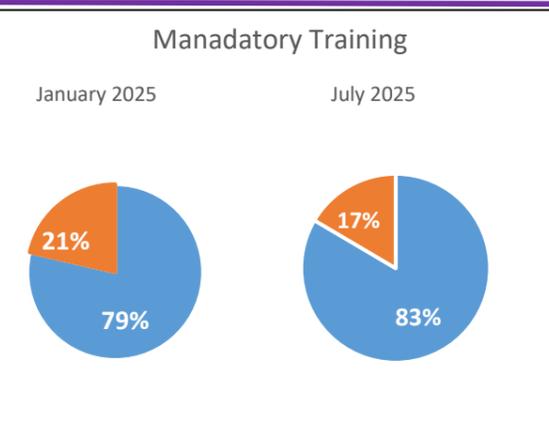
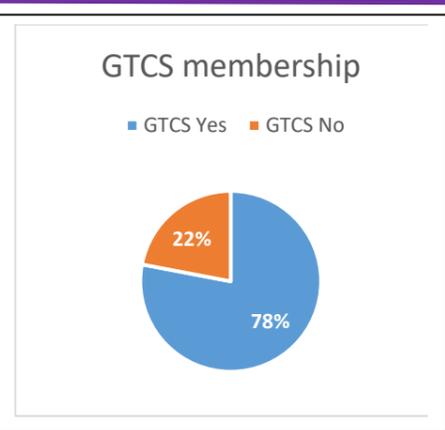
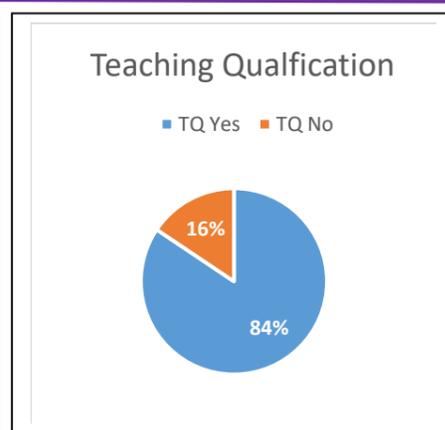
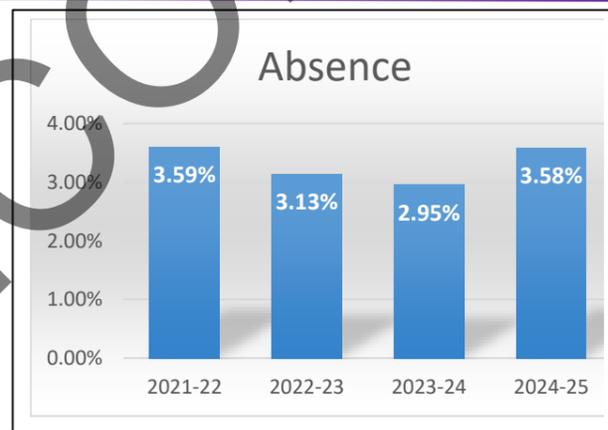
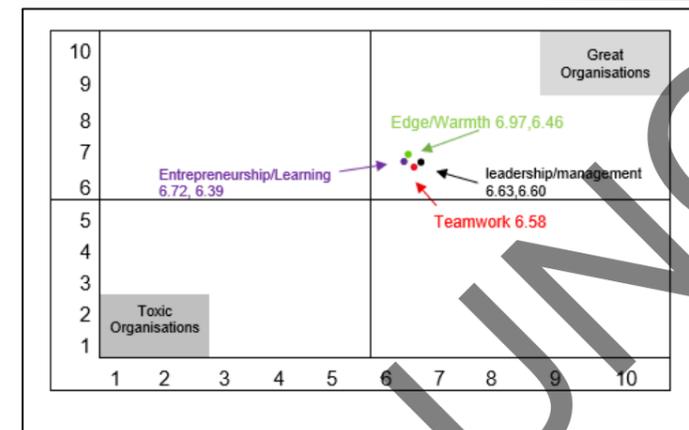
SMT Owner – Alison Stewart

Objectives against Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Comments
• Establishing a holistic approach to health and wellbeing	●	●	●	●	Funding and plan in place, Survey Results utilised to determine approach, wellbeing project showed positive increased score, activities in place, proposal input for 2025-26
• Supporting our people to be all they can be	●	●	●	●	Learning Needs Analysis enacted, College Induction programme embedded. 43 staff on funded development programmes 2024/25
• Celebrating the contribution of all, as one team	●	●	●	●	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
• Empowering and nurturing a progressive leadership culture	●	●	●	●	Positive response to Principals briefings. Transparent and detailed. 15 staff on leadership development programmes. Management training opportunities continues. Culture Survey Launched.

Timeline of Critical Activity (Feb to Jul)	Feb	Mar	Apr	May	Jun	Jul	Comments
• Staff Cultural Survey	●	●	●	●	●	●	LMT, Unions, Staff briefed, no changes identified due to positive results
• ITrent	●	●	●	●	●	●	Three key areas in progress: On-boarding, performance management, training records (CPD now bookable via ITrent)
• Movement Hour	●	●	●	●	●	●	Successful range of team building activities across college
• Prevention of Sexual Harassment	●	●	●	●	●	●	Staff training module launched. Risk Assessments in progress
• Work Task Analysis	●	●	●	●	●	●	Outcome meetings set for August
• People Strategy 2025-30	●	●	●	●	●	●	Approved and ready for launch in new academic year

Highlights	
<ul style="list-style-type: none"> • Culture Survey participation increased from 25% to 57 % • Overall cultural score 2025 6.62 out of 10 (up from 6.12) • Working Sm@rter programme, with over 30 managers trained • Principal led induction events run, Sept 2024, Jan & May 2025 (Induction noted in TQER feedback) 	<ul style="list-style-type: none"> • 4 staff TQFE, 4 staff PDA, 16 staff L&D9/11, 15 staff management development • Wellbeing survey resilience results score up from previous years • Job security concerns key finding in survey, addressed in principal's briefings • New lead on Health & Wellbeing • New lead on ITrent development

Top Risks, Issues and Dependencies	
<ul style="list-style-type: none"> • Budget • Loss of LinkedIn Learning 	<ul style="list-style-type: none"> • Lack of flexibility on ITrent • Job Evaluation national programme to be implemented



Recognising Success

Establishing a holistic approach to health & wellbeing

Evidence

How we will recognise success:

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

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

- Application and success in wellbeing awards

College awarded 'Established' level by Carer Positive Scotland.

Entry to CDN awards 2025 on Health and Wellbeing – whole college approach

Entry to CDN awards 2024 on Health and Wellbeing – Resilience

Carer Positive 10th Anniversary Awards 2024: Forth Valley College finalist in the Best Employer for Carer Identification category

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

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

- Attendance at work comparable positively with sector

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

- Evidence of consultation and support on key areas of change

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

Celebrating the contribution of all, as one team

Evidence

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

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

- Evidence of management and staff partnership working

Listening to Employees (Chat FVC and SharePoint page introduced 2025), 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

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

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

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

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.

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

challenges to procedure or process. Reinvigorated Listening to Employees in 2024-25 with new lead.

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.

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

Staff Induction events run, led by Principal November 2024, January 2025, May 2025

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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 2023 and again in 2025, management training on EQIA completion and requirements. EQIAs undertaking for key policies, influencing decisions.

Work Load impact assessments undertaken during restructure 2024. EQIAs undertaken for major changes.

- 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

CeeD award finalists 2025 in the categories of Innovation; Internationalisation; and Operational Excellence. Winner Internationalisation

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1. Purpose

The Dashboard outlines the progress within our commitment to Health and Wellbeing.

2. Recommendation

That members note the progress and comment.

3. Background

Health and wellbeing is integral in our People Strategy 2025-30 and the Strategic Plan 2025-30.

The budget for 2024/25 was fully utilised and has been agreed for 2025/26. The role of the Health and Wellbeing Coordinator has also been made permanent, the post has previously been fixed term since 2022.

The dashboard allows us to monitor progress towards supporting the Colleges ambition of Focusing on people, promoting equality, integrity and wellbeing.

4. Key Highlights from 2024/25

Work Task Analysis (WTA)

Building on the success of the 2023 Work task Analysis, a new project was launched using 2024 WRAW results, focusing on the STEM & Construction and ASC teams. McKinney HR were engaged to ensure confidentiality. Staff completed questionnaires, followed by one-to-one interviews and work diary submissions. Insights informed team workshops where staff co-created action plans to improve work/life balance and departmental culture.

Working Smarter – Priority Management Scotland

Over 30 managers completed this 3-month programme, based on Dr. Peter Honey's research. It included group sessions, tailored 1:1s, and practical Outlook training. Positive feedback led to a third cohort during the 2nd quarter of 2025.

Annual Wellbeing Questionnaire

Since 2022, the WRAW tool has helped benchmark wellbeing and identify departmental "hot spots." Individual snapshot reports help staff understand personal strengths and challenges, guiding targeted support. Our ability at FVC to be able to Readily engage, adapt and seek to recover from setbacks, pressure or change has improved from a 4 to a 5. Pressure points have also shown a decrease, once again in workload pressures. We have also created better relationships by preparing our managers to support our staff and training to undertake the job role, which have also seen a visible reduction in the pressure points felt by staff. We look to continue this to help direct our 25/26 wellbeing calendar with the next questionnaire to be launched late 2025.



Movement Hour

Launched on 5 March 2025, this hour encouraged physical activity across campuses with walks, gym access, VR games, Zumba, Reiki, and more. Remote staff were supported via online workouts and Teams resources.

Super Wellness

This platform provided webinars (e.g., Imposter Phenomenon, Boost Your Energy), resources for Mental Health Ambassadors, and onboarding sessions. Popular workshops like Zinc Taste Testing and Body Composition which will return in 2025/26 to each campus.

Planning for Your Future

Workshops covered retirement planning, legal/financial advice, and emotional wellbeing. Attendees created action plans and gained clarity on next steps.

Workshops and Webinars

Topics included digital wellbeing, resilience, and financial support. A bespoke workshop on disability passports was delivered with The Wellbeing Project. PAM Wellbeing webinars (e.g., neurodiversity, retirement planning) will continue throughout the year.

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. Risk and Impact

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

Total Risk Score 4



9. Health and Wellbeing Dashboard For Discussion

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

Ongoing pressures, organisational change, or limited access to wellbeing resources may negatively impact employee health and wellbeing. This could lead to increased stress levels, reduced morale, or a rise in short-term sickness absence in some areas of the workforce. If not addressed, this risk could result in a decline in employee engagement, productivity, and team cohesion. While support mechanisms are in place, we need to ensure staff feel they can access these to continue their effectiveness.

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	x
Legal	Financial	Project/Programme	
Property	Reputational		
	Technology		

Is the score above the Board Risk Appetite level? No

Risk Owner – LMT

Action Owner – Gill Donald

Paper Author – Gill Donald

SMT Owner – Alison Stewart

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Objectives against Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Comments
<ul style="list-style-type: none"> Building on the health and wellbeing approach (in line with the People Strategy) through: <ul style="list-style-type: none"> Maintaining a range of initiatives in place as well as increasing options to staff. Providing accessible support options Developing a working environment that is flexible, adaptable and appropriate Ensuring staff have opportunities to support their physical and mental health throughout the year. 	●	●	●	●	<p>Strategic Health & Wellbeing Outcomes Framework for 24/25 continues on from the 23/24 Framework building on the resources and support available to all staff. The Health & The Wellbeing Outcomes Framework serves as a strategic and preventative guide, developed to support the College's commitment to fostering education and awareness around workplace health and wellbeing.</p> <p>The Health & Wellbeing Framework showcases the range of support available to staff and encourages active participation in building a culture of openness, understanding, and shared responsibility around health and wellbeing.</p>

Timeline of Critical Activity	Feb	Mar	Apr	May	Jun	Jul	Comments
<ul style="list-style-type: none"> Health & Wellbeing webinar/support sessions scheduled/booked in until December 2025 with continual promotion. Health and Wellbeing Calendar Awareness Day/Month promoted via SharePoint page, efocus and Teams. 	●	●	●	●	●	●	<ul style="list-style-type: none"> Direct promotion of health and wellbeing all year round.
<ul style="list-style-type: none"> Preparing to host our first coffee morning session, aimed at bringing staff together to foster a welcoming, inclusive, and supportive workplace culture. 				●	●	●	<ul style="list-style-type: none"> Introducing both online and in person coffee mornings through the year with specific discussion rooms and activities to bring staff together.
<ul style="list-style-type: none"> Hold our second Movement hour, looking at a wide range of activities across the college to support mental health and wellbeing. 	●	●					<ul style="list-style-type: none"> Increasing options and sessions within the movement hour.
<ul style="list-style-type: none"> Preparing to run The Wellbeing Project again as planned. The Health & Wellbeing Outcomes Framework updated with support introduced which is supported by evidence of the results. 	●	●	●	●	●	●	<ul style="list-style-type: none"> Most recent results have been published with improved results, this will be launched in Nov 2025.
<ul style="list-style-type: none"> Conclude our Work Task Analysis action plan and agree next steps and evaluation for next steps. 	●	●	●	●	●	●	<ul style="list-style-type: none"> Final results meeting to take place to conclude this process.

Highlights	
<ul style="list-style-type: none"> Budget utilised for 2024/25 and agreed for 2025/26, permanent position of Health and Wellbeing Coordinator was granted in June 2025 as this had been fixed term for 3 years Planning for future sessions continue to be promoted to assist staff over the age of 50. A revised Work Task Analysis focused on STEM & Construction and ASC departments, empowering staff to lead action plans and drive meaningful change. Bespoke workshops were delivered to line managers to support the rollout of the disability passport, offering clear guidance on reasonable adjustment conversations. Reasonable Adjustments Podcast (Nov 2024) – this was launched to release the guidance and information in a more informal approach, suitable for all staff and managers. The Wellbeing Project – Questionnaire showed improved results (detailed below) plans in place to rerun The Wellbeing Project Questionnaire. This will launch in November 2025. We continue to build on our support for Carers within FVC to reach our aim to achieving Exemplary Level which demonstrates our range of support for our workforce who have caring responsibilities throughout 2025/26. We now have a fully developed training session designed in house to ensure FVC are committed to protecting all in FVC against Sexual Harassment. 	<ul style="list-style-type: none"> Feedback continues to be excellent from webinars/sessions run especially the Body Composition Workshop. This allowed staff to gain an insight into their body using a different perspective from weight. Due to demand, this will return in 2025/26 to each Campus. Movement hour (Mar 25) – taking inspiration from The Body Coach, we teamed up with many in-house FVC providers to bring staff and students together to promote the benefits of movement. Renewed “SuperChamps” for 2024/25 to support our Mental Health Ambassadors. This learning portal provides access to many useful resources and build knowledge/skills. Working Smarter Programme – We were able to put 30+ managers through this programme, initially launching in 2024 to streamline Microsoft outlook usage to help ease workload restraints. The feedback was exceptionally positive resulting in a third cohort running early 2025. Working with PAM Wellbeing to promote more “In the moment support” access to a counsellor immediately. PAM have also increased their offerings through Lunch and Learn session which we launched to staff mid 2025.

Top Risks, Issues and Dependencies

- Budget
- Staff not taking advantage of health and wellbeing initiatives and last-minute dropout rates. (This is now tracked through iTrent).
- Practical drop-in sessions are more attractive than webinars which may limit participation – this was highlighted through Zinc taste testing and Body composition.
- The wellbeing survey has identified job security and organisational change as key concerns. While these factors can be challenging to anticipate or influence, the Health and Wellbeing team remains committed to supporting employees and will continue to provide appropriate resources and assistance during periods of uncertainty.
- Work task analysis focused on giving team members the power to work as a team and implement and maintain the changes required to help support a positive working

Feedback from Sessions

“This has made me more determined to work hard to keep fit. I have already booked in my next workshop in January to monitor my progress”
Body composition

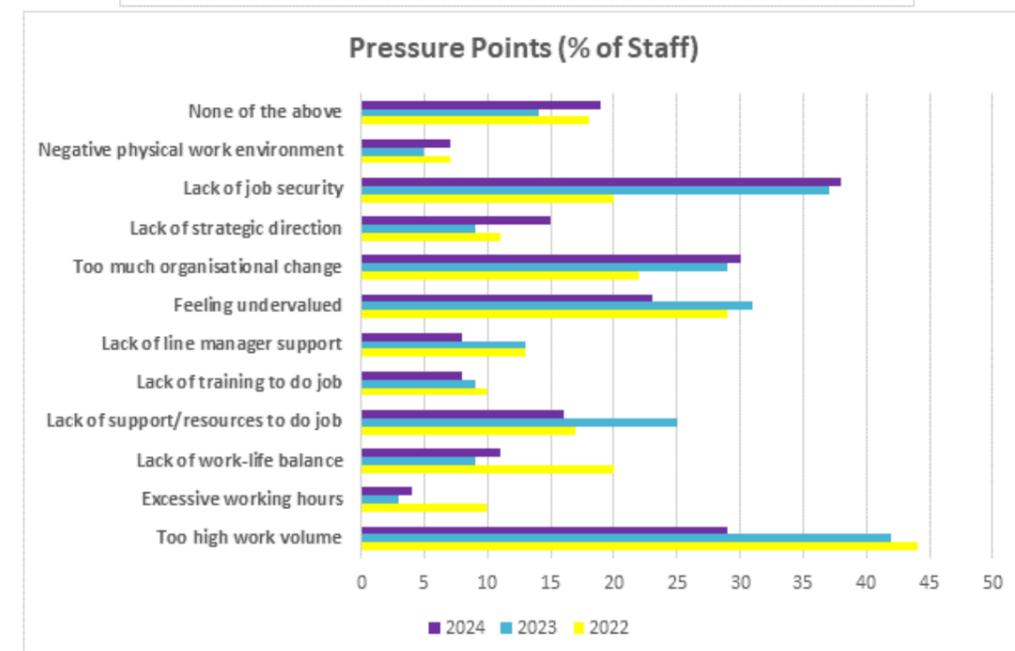
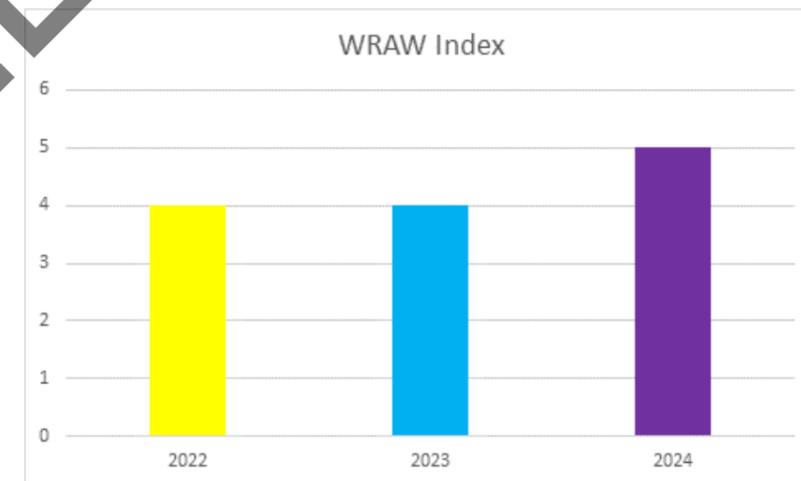
“I am more organised, more confident in using outlook, less overstimulated with the workload. I feel more in control”
Working Smarter

“Very helpful session, informative, speaker was very knowledgeable – I will remember to eat breakfast!!”
Boost your energy

“Its great to see staff and students at FVC working on their physical and mental health”
Movement Hour

“This course has transformed how I work and my mindset to my tasks.”
Working Smarter

“Very helpful session, very informative. The speaker was very knowledgeable – I will eat breakfast!”
Boost your energy





1. Purpose

To seek approval from members on a revised Managing and Supporting Performance Policy.

2. Recommendation

That members approve the revised policy.

3. Background

The Managing and Supporting Performance Policy and Procedure details how the College supports staff development and addresses underperformance. Currently performance or capability issues are referred to a disciplinary hearing under the College's Disciplinary and Dismissal Policy.

However, a new national Discipline Policy has recently been agreed which states:

*This policy **does not apply** where there is:*

- *An issue of competence or capability, this will be dealt with under the Performance Improvement Policy or equivalent.*
- *Ill health, this will be dealt with under the Sickness Absence policy or equivalent.*

As our current Performance policy refers cases of performance capability to the Disciplinary and Dismissal Policy, it must now be revised to introduce a means of dealing with capability not linked to the discipline policy to comply with the national position. The revised policy therefore introduces a formal capability hearing as part of the Managing Performance Policy and Procedure.

4. Key Considerations

A process is required to address serious or continued underperformance. The revised policy and procedure details the following stages in response to underperformance:

1. Informal: one-to-one meeting to discuss performance issues and standards expected, identify areas for improvement and any support/training required.
2. Stage 1 - Formal Performance meeting: Performance Support Plan to set out required improvements and timescales.
3. Stage 2 – Capability hearing (performance). Possible outcomes include:
 - additional time or support for improvement
 - an offer of redeployment to another post where appropriate and available
 - a formal warning
 - dismissal.

The current policy is attached as item 16.2 on the agenda, with the revised version as item 16.3.



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

Implementation will be supported by communications and resources to brief and support line managers on updated procedure, and training for appropriate managers on capability hearings.

6. Equalities

**Who does this impact? – All staff
Assessment in Place? – Yes**

Ongoing monitoring and analysis of the outcomes of formal performance capability procedures.

7. Communities and Partners

N/A

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 –

Managers must be aware of the changes and familiarise themselves with the policy and procedure. Correct procedures need to be adhered to.

	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.



**10.1 Managing and Supporting Performance
Policy and Process
For Approval**

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

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

Is the score above the Board Risk Appetite level? No

Risk Owner – Alison Stewart

Action Owner – Ralph Burns

Paper Author – Kerry Maguire

SMT Owner – Alison Stewart

UNCONTROLLED COPY



10. Redeployment and Redundancy Policy and Procedures For Approval

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

1. Purpose

This is a standard review and update to the policy

2. Recommendation

That members note to the changes, which are procedural and minor for clarity only and agree.

3. Background

This policy (appendix 1) is robust and changes are to reflect current practices however reviews remain best practice.

4. Key Considerations

Limited changes were required

- Adding Data Protection wording
- Noting that formal consultation will be dependent on staff/union affected
- Noting that conservation is decided by national agreement
- A change to voluntary redundancy to recognise existing practices (as requested by Unison)

This policy update has been discussed and agreed with unions via the LNCC.

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

Staff awareness required.

6. Equalities

Who does this impact? All Staff

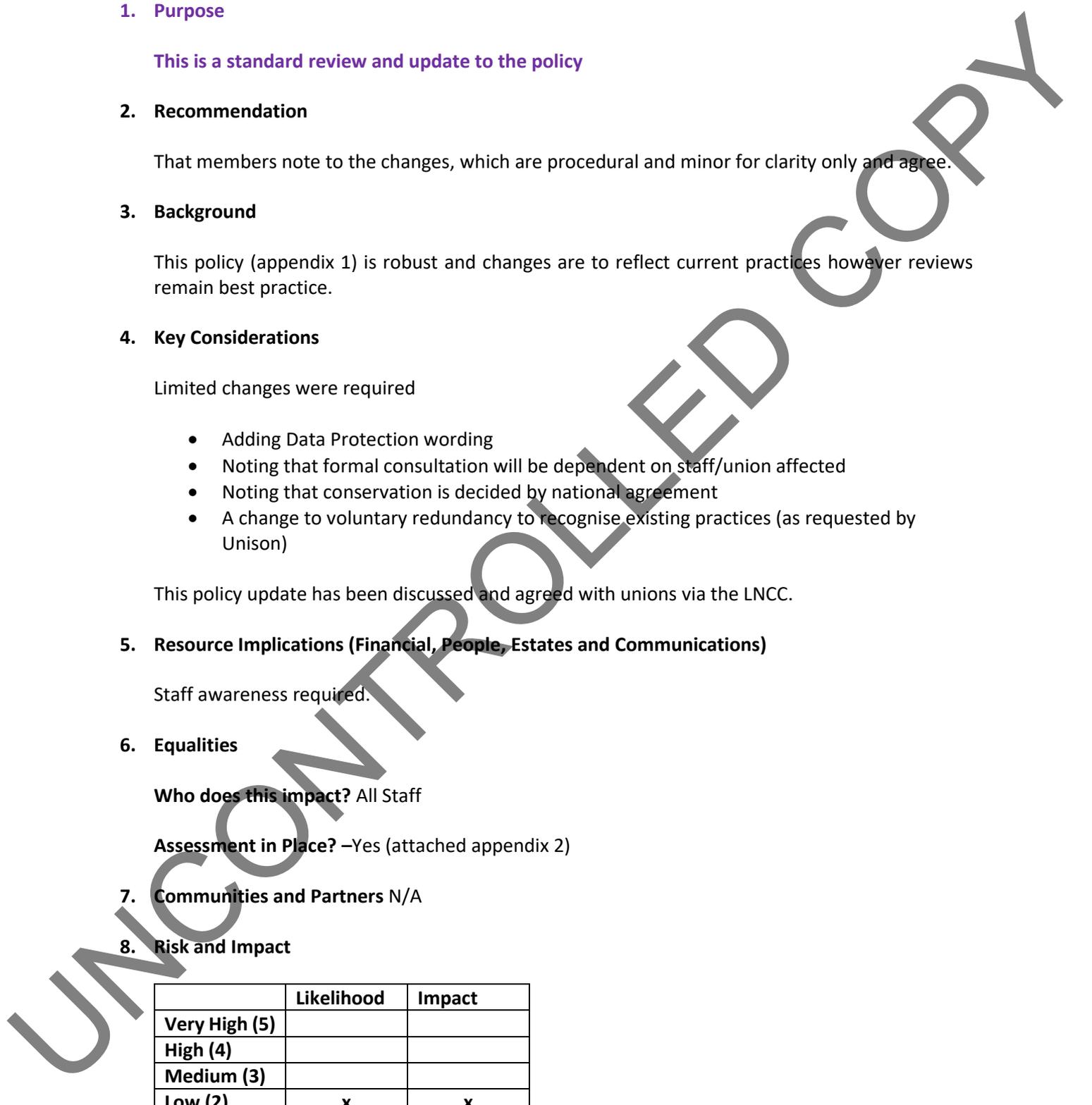
Assessment in Place? –Yes (attached appendix 2)

7. Communities and Partners N/A

8. Risk and Impact

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

Total Risk Score 4





10. Redeployment and Redundancy Policy and Procedures For Approval

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

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 policy remains 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	x
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



11. Culture Survey Results For Discussion

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

1. Purpose

To update members on the Culture Survey Results and to agree to their publication

2. Recommendation

That member's note the findings, and discuss.

3. Background

The college runs a cultural survey every three years and in 2022 we run the last cultural survey using an updated template. This same survey has been repeated in 2025 and results compared.

The survey is also a strategic measurement of success i.e. to "Improve the College's cultural survey score by 10%"

4. Key Considerations

The survey was run and promoted internally resulting in 347 staff completing (57%). An increase on the 189 who completed the 2022 survey, providing more robust results.

Results increased from an average of 6.12 in 2022 to **6.62 in 2025**. Each of the 7 building blocks also increased in comparison to 2022

Building Block	2025	2022	change
WARMTH: we care about our people	6.46	5.88	+0.58
EDGE: we deliver results	6.97	6.50	+0.47
TEAMWORK: we achieve things together	6.58	6.08	+0.50
LEADERSHIP: we have leaders that lead	6.63	6.04	+0.59
MANAGEMENT: we do things right	6.60	6.23	+0.37
ENTREPRENEURSHIP: we translate ideas into success	6.72	6.45	+0.27
LEARNING: we learn and improve	6.39	5.68	+0.71

Breaking down the results and analysing these with a view to strengthen or change, supports efforts to improve morale, commitment and ultimately performance. It is recommended that this is done as a full college exercise i.e. through individual reflection, through team discussion and planning, department planning up to LMT consideration of the results to input into decision making,

It is also important to publish these findings to staff to demonstrate transparency.



11. Culture Survey Results For Discussion

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

Building Block	LMT	Mgt.	Staff	Overall
WARMTH: we care about our people	8.15	6.93	6.29	6.46
EDGE: we deliver results	8.08	7.28	6.86	6.97
TEAMWORK: we achieve things together	8.19	6.99	6.43	6.58
LEADERSHIP: we have leaders that lead	8.11	7.12	6.46	6.63
MANAGEMENT: we do things right	8.25	6.86	6.47	6.60
ENTREPRENEURSHIP: we translate ideas into success	7.95	7.17	6.58	6.72
LEARNING: we learn and improve	7.95	6.87	6.22	6.39
	8.10	7.03	6.47	6.62

There is clearly a divide in perceptions between LMT, management and support staff.

Due to lower numbers of management/LMT completing the survey versus staff members this does not impact the overall findings. However, it represents a difference in perceptions that should be considered during discussions and analysis.

Similarly academic staff showed a lower score than support staff. Support staff scores are in line with management. It is notable the academic score is still above the 2022 average score of 6.12.

Building Block	Academic	Support
WARMTH: we care about our people	6.02	6.78
EDGE: we deliver results	6.55	7.27
TEAMWORK: we achieve things together	6.12	6.91
LEADERSHIP: we have leaders that lead	6.24	6.91
MANAGEMENT: we do things right	6.19	6.90
ENTREPRENEURSHIP: we translate ideas into success	6.34	7.00
LEARNING: we learn and improve	6.00	6.67
	6.21	6.92

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

This survey in itself does not have any direct costs or impact on work however it will inform these areas. It should be communicated to all staff.

6. Equalities

Who does this impact? This will have an impact on all staff as it will inform decision making

Assessment in Place? – no this provides data on which to base decisions

7. Communities and Partners

This provides a positive message on culture at the college and should be promoted



11. Culture Survey Results For Discussion

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

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 –

Yes this should be used to inform decision making

	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	Strategy	People	x
Legal	Financial	Project/Programme	
Property	Reputational		
	Technology		

Not taking action may increase turnover, absence and reduce morale and impact on performance

Is the score above the Board Risk Appetite level? No

Risk Owner – LMT

Action Owner – LMT

Paper Author – Ralph Burns

SMT Owner – Alison Stewart



Forth Valley College Culture Survey 2025

As part of our commitment to 'Making Learning Work', we undertake a regular staff wide cultural survey.

As a college, it is vital we continue to evolve and respond to the needs of our learners. Staff comments are extremely valuable, and by taking part in this process you help to shape the future direction of the College and contribute to Making Learning Work for our staff and students. Thank you for taking the time to complete the survey.

The College Strategic Plan 2025-30 is now in place and of particular relevance to this survey was the objective **'We will focus on people, promoting equality, integrity & wellbeing'**

A new People Strategy for the next 5 years has been developed in line with the new College Strategic Plan with a focus on this key objective.

Of primary importance was the growth and wellbeing of our staff in a modern, dynamic business. Thus, four objectives within the People Strategy were created to complement this:

- i. **We will develop and nurture our holistic approach to health and wellbeing**
- ii. **We will recognise the contributions of all, as one unified team**
- iii. **We will empower our people to reach their full potential**
- iv. **We will nurture a progressive leadership culture that aligns with our strategic goals and inclusive values**

The findings of this survey and of our Wellbeing Surveys will help inform how we progress to meeting our goals.

INTRODUCTION TO THE CULTURE SURVEY

An organisation's culture can be defined as "The way we do things here."

That culture will be the product of many distinct factors, such as purpose, leadership, compensation, values, policies, and practices, which collectively influence how people behave.

The survey is made up of 7 inter-connected Building blocks each described fully in the findings: (alphabetical order)

1. **Edge: Do you deliver results?**
2. **Entrepreneurship: Do you translate ideas into success?**
3. **Leadership: Do you have leaders who lead?**
4. **Learning: Do you learn and improve?**
5. **Management: Do you do things right?**
6. **Teamwork: Do you achieve things together?**
7. **Warmth: Do you care for your people?**

FVC Cultural Survey 2025 Results

Overall cultural score 2025 **6.62** out of 10

Overall cultural score 2022 **6.12** out of 10

Completion Rate

2025 1 in 2
2022 1 in 4

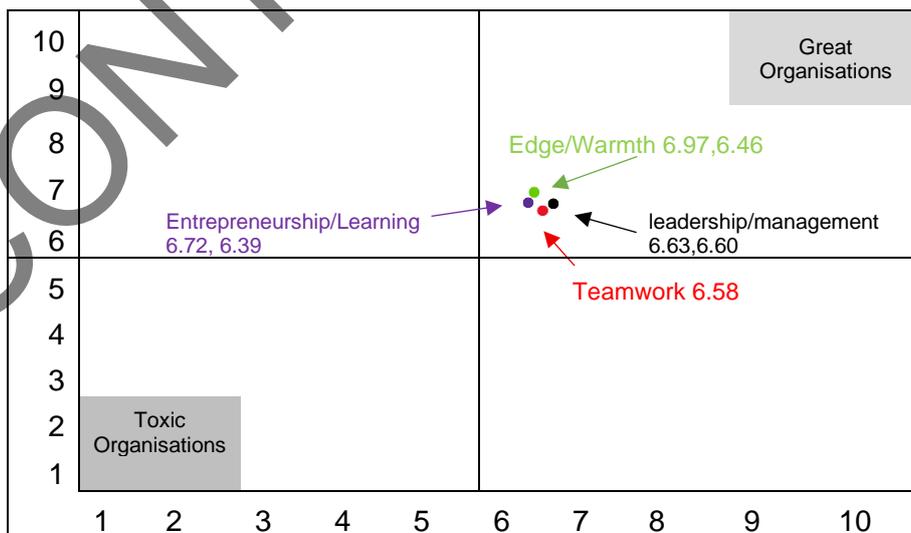
Building Block	2025	2022	change
WARMTH: we care about our people	6.46	5.88	+0.58
EDGE: we deliver results	6.97	6.50	+0.47
TEAMWORK: we achieve things together	6.58	6.08	+0.50
LEADERSHIP: we have leaders that lead	6.63	6.04	+0.59
MANAGEMENT: we do things right	6.60	6.23	+0.37
ENTREPRENEURSHIP: we translate ideas into success	6.72	6.45	+0.27
LEARNING: we learn and improve	6.39	5.68	+0.71

Cultural Matrix:

To create a clearer understanding of the college culture these seven building blocks were matched as follows:

1. Edge with Warmth
2. Leadership with Management
3. Entrepreneurship with Learning
4. Teamwork

These findings were then charted and placed on the matrix as follows:



Building Blocks broken down

1. Warmth: Do you care about your people?

Warmth is a critical element in any organisation. Without enough Warmth you can create a fearful culture with high attrition, with too much Warmth you can create a complacent and drifting culture.

WARMTH	score
Belonging: The organisation is one where people really feel a powerful sense of belonging regardless of role or status.	6.26
Community: The organisation creates a sense of community both within and outside of work.	5.96
Diversity: The organisation is committed to promoting and celebrating diversity.	7.72
Fairness: The organisation treats everyone the same without favour or discrimination.	6.58
Fun: The organisation is characterised by a sense of fun and enjoyment.	5.51
Inclusion: The organisation demonstrates positive intentions towards everyone and makes them feel included.	6.43
Psychological Safety: The organisation creates the conditions where people feel safe to speak up and offer their opinion.	6.00
Support: The organisation is there for people in times of need.	6.74
Well-Being: The organisation does everything in its power to ensure people's health and well-being.	6.76
Work/Life Balance: The organisation encourages and enables people to strike a balance between personal and professional life.	6.67

2. Edge: Do you deliver results?

Edge is the counterpoint, not the opposite, to Warmth. Edge describes the extent to which the organisation focuses on achieving results. Too much Edge and you can burn people out, create the conditions for industrial dispute and grievance. Not enough Edge and people can become ineffective

EDGE	score
Ambition: The organisation has extremely high ambitions that provide a stretch for everyone involved.	7.28
Analytical: The organisation makes very good use of analytical data of all types to inform and support excellence.	6.62
Boundaries: The organisation sets clear expectations about what behaviours will not be tolerated.	7.09
Candour: The organisation is characterised by commitment to 'tell as it is'.	5.94
Commerciality: The organisation has a strong focus on the commercial sustainability of the business.	7.42
Courageous: The organisation is able to make the courageous calls when required.	6.41
Customer Focus: The organisation has a laser-like focus on meeting the needs of customers/clients.	6.73
Drive: The organisation has a strong collective drive to succeed.	7.47
Effort: The organisation puts a huge amount of hard work into being a success.	7.63
Performance: The organisation is highly focused on improving performance.	7.12

3. Teamwork: Do you achieve things together?

Teamwork lies at the heart of any great organisational culture. In this Building block we explore the characteristics that translate into great teamwork.

TEAMWORK	score
Belonging: The organisation is one where people really feel a powerful sense of belonging regardless of role or status.	6.26
Collaboration: The organisation provides opportunities for people to engage with others outside their own team/ department.	6.43
Community: The organisation creates a sense of community both within and outside of work.	5.96
Cooperation: The organisation places an emphasis on cooperative working to get things done.	6.75
Impact: The organisation encourages teams to focus on making a productive impact.	6.95
Mission: The organisation creates a real sense of common purpose that pulls everyone together.	6.25
Psychological Safety: The organisation creates the conditions where people feel safe to speak up and offer their opinion.	6.00
Reliability: The organisation is a place where you can rely on team-mates to deliver on their promises	7.22
Resilience: The organisation pulls together to work its way through challenging times.	6.92
Team Focus: The organisation is built upon the team success.	7.08

4. Leadership: Do you have leaders who lead?

Leaders set the tone in any organisation and form a critical part of its cultural footprint. Great leaders build great cultures by providing a sense of purpose and direction, and role modelling the values that should influence everyone else in business. Toxic leaders create toxic cultures.

LEADERSHIP	score
Courageous: The organisation is able to make the courageous calls when required.	6.41
Ethical: The organisation has leaders who are committed to ethical behaviour.	7.35
Initiative: The organisation encourages and enables people to use their own initiative to solve problems.	6.97
Inspiration: The organisation has leaders who inspire confidence and commitment.	6.50
Long-term: The organisation adopts a long-term perspective when making key decisions.	6.78
Mission: The organisation creates a real sense of common purpose that pulls everyone together.	6.25
Positivity: The organisation is characterised by an overall sense of positivity.	6.24
Trust: The organisation is based on a sense of mutual trust between its leaders and its people.	6.35
Values: The organisation follows a set of values that are modelled by our leaders' behaviour.	6.58
Vision: The organisation knows where its going.	6.87

5. Management: Do you do the right things?

Management captures all those behaviours such as planning, policies, compliance, and health and safety that are necessary to run a successful business. Not enough focus on Management and mistakes can happen which puts the long-term sustainability of the organisation at risk.

MANAGEMENT	score
Communication: The organisation puts a focus on providing excellent communication that keeps everyone informed.	6.33
Compliance: The organisation places an emphasis on ensuring it is compliant with rules and regulations.	7.78
Listening: The organisation is very good at listening to people's opinions.	6.07
Physical Safety: The organisation does everything in its power to ensure people's physical safety.	7.40
Planning: The organisation creates and uses plans to successful deliver its work.	7.07
Policies: The organisation is very good at providing clear policies that guide everyone's practice.	7.03
Processes: The organisation has very clear and efficient processes for managing the business.	6.73
Reward: The organisation has a clear reward structure to incentivise high performance.	4.16
Strategic: The organisation has an obvious strategy that it is following towards success.	6.70
Well-Being: The organisation does everything in its power to ensure people's health and well-being.	6.76

6. Entrepreneurship: Do you translate ideas into success?

Entrepreneurship captures all those behaviours that translate into being able to generate and develop innovative ideas and practices. Cultures that welcome and encourage boldness, initiative, experimentation, and agility are well set to cope with changing circumstances.

ENTREPRENEURSHIP	score
Agility: The organisation can cope with changing circumstances.	6.75
Analytical: The organisation makes very good use of analytical data of all types to inform and support excellence.	6.62
Boldness: The organisation is unafraid to push beyond the status quo to succeed.	6.68
Curiosity: The organisation is inquisitive and constantly exploring and investigating new ideas.	6.91
Customer Focus: The organisation has a laser-like focus on meeting the needs of customers/clients.	6.73
Decision-making: The organisation makes wise decisions about what to do next.	6.32
Experimentation: The organisation encourages people to undertake experiments to improve our practice.	6.47
Initiative: The organisation encourages and enables people to use their own initiative to solve problems.	6.97
Innovation: The organisation welcomes and encourages innovative ideas.	6.87
Passion: The organisation is a place where people are passionate about their work.	6.92

7. Learning: Do you learn and improve?

Learning relates to the extent to which the organisation has a learning mind-set that encourages and supports people to learn and develop. Cultures which lack this feature will rarely get the best out of their people.

LEARNING	score
Analytical: The organisation makes very good use of analytical data of all types to inform and support excellence.	6.62
Competence: The organisation places a high value on knowledge, skills and competence.	6.81
Curiosity: The organisation is inquisitive and constantly exploring and investigating new ideas.	6.91
Initiative: The organisation encourages and enables people to use their own initiative to solve problems.	6.97
Learning Mind-set: The organisation has a learning mind-set which is constantly trying to find better ways to do things.	6.93
Listening: The organisation is very good at listening to people's opinions.	6.07
Opportunities: The organisation is committed to providing opportunities for people to learn and develop their knowledge and skills.	6.61
Ownership: The organisation creates an environment where everyone feels they own the change process.	5.65
Personal Development Review: The organisation ensures we have regular one-to-ones to discuss our personal development.	5.85
Progression: The organisation makes it clear about how people can further their careers.	5.50

Next steps:

Each of us; as a college, as a team, and as an individual; should review these findings and consider the contribution we can make towards improving and developing each area.

This may be through team meetings, self-reflection or through Listening to Employees where your ideas can be aired and discussed by colleagues.



12. Forecast Outturn 2024-25 For Discussion

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

1. Purpose

The purpose of this report is to present to members the Forecast Outturn for the year to 31 July 2025.

2. Recommendation

That members:

- Consider the Forecast Outturn for the year to 31 July 2025 and note the changes from the Q3 projected financial position.
- Understand that there are some remaining yearend adjustments, but these should have minimal impact on the operating position.

3. Background

This report provides a summary of the College's Income & Expenditure draft outturn for Academic year 2024-25 and highlights key variances from the high level Q3 forecast completed in May.

The financial outturn for the year is draft at this stage and subject to audit, and any final year-end adjustments. However, these adjustments are not expected to change the underlying operating result to any great extent.

4. Key Considerations

The **revenue forecast outturn**, as detailed in the Income and Expenditure table below, is showing an operational deficit of £1,078k against the Q3 deficit of £1,304k, which after loan repayments and the job evaluation adjustment is a **deficit of £733k**.

Forth Valley College 2024-25 £'000	Q3 Forecast	Draft Outturn	
	Full Year	Full Year	Variance
SFC Grant in Aid	25,059	25,059	0
Tuition Fees	1,771	1,791	20
Apprenticeship income	3,252	3,225	(27)
Commercial income	1,862	1,884	22
FVC Foundation	556	436	(120)
Other income	2,050	1,977	(73)
Other grant income	786	1,005	219
Total Income	35,335	35,376	41
Staff costs	28,596	28,613	16
Property & Equipment costs	3,475	3,348	(127)
Learning & Teaching costs	1,840	1,900	60
Other Operating costs	2,761	2,637	(124)
Total Expenditure	36,672	36,497	(175)
Funded projects (net)	33	43	10
Operating Surplus (Deficit)	(1,304)	(1,078)	226
Job evaluation funding adjustment	567	567	0
Loan repayments	(222)	(222)	0
Adjusted Operating Position	(959)	(733)	226



12. Forecast Outturn 2024-25 For Discussion

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

The **Balance Sheet** is draft at this stage. The finance team is still working on allocations between categories, and non-cash adjustments. These will notably alter the presentation of the final closing Balance Sheet. The **bank balance** on 31 July 2025 was £2.6m, of which £0.5m is the remaining College reserves.

Balance Sheet	Balance at 31st July 2025 £'000	Balance at 31st July 2024 £'000
Fixed Assets		
Tangible Assets	158,582	165,544
Current Assets		
Stocks	24	30
Trade Debtors	528	849
Prepayments & Accrued Income	897	1,072
Cash	2,596	4,446
Total Current Assets	4,044	6,396
Current Liabilities		
Trade Creditors	678	129
Other taxation & social security	545	508
Accruals	909	3,138
Deferred income	920	1,142
Other Creditors	454	348
Deferred Capital Grants (non cash)	3,612	3,577
Total Current Liabilities	7,117	8,843
Net current assets/(liabilities) *	(3,074)	(2,447)
Long term Liabilities		
Pension Provision	4,458	4,458
Loan Provision	2,317	2,550
Interest rate SWAP Creditor	(63)	(97)
Job Evaluation Provision	3,925	3,357
Net Pension Asset/Liability	318	318
Deferred Capital Grants	71,185	73,819
Total Long term Liabilities	82,140	84,405
TOTAL NET ASSETS	73,369	78,692
Pension Reserve	(318)	(318)
General Reserve	(1,924)	(1,924)
Current year surplus/(deficit)	(1,323)	
Revaluation Reserve	76,933	80,934
TOTAL RESERVES	73,369	78,692
*		
Net current assets/(liabilities)	(3,074)	(2,447)
Add back non cash current liabilities	3,612	3,577
College reserves	538	1,130



12. Forecast Outturn 2024-25 For Discussion

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

Key points to note:

The larger variances from the Q3 forecast have been summarised in the table below.

Full Year Reconciliation	
Q3 2024/25 AOP	(959)
Draft Outturn AOP	(733)
	<u>226</u>
Income	
Tuition/HEI Fees	21
Apprenticeship Income	(27)
Commercial Income	22
ALF income	(120)
No SPPA funding April - July 2025	(110)
Other grant income	219
Other small variances	36
	<u>41</u>
Expenditure	
Property Rates	54
Furniture & Fixtures	46
FM costs	(17)
Property Maintenance	49
Materials	60
Teaching Registration fees	(30)
Other teaching costs	(109)
Advertising	21
Computer software	76
Other small variances	35
	<u>185</u>
	<u>226</u>

Income – increased by £41k

Tuition/HEI fees are higher for several reasons:

- Full Time HE fees are £8k higher, as SAAS have confirmed funding for students whose applications were not processed in time for the January payment.
- Part Time FE fees are £7k higher as Flexi courses have performed well throughout the summer months.
- HEI income is also up £6k with one additional student on the University of Aberdeen programmes.

Apprenticeship income is £27k lower due to less Milestone income being claimed (£16k) and fewer Part Funded MA fees (£13k).

Commercial income is £22k higher due to Electrical Safety (£27k) and Health & Safety (£32k) courses performing well. A large group booking for Nebosh was made after the Q3 forecast. These ups have compensated for the lack of income being generated from Skills Transition Centre courses (-£25k on forecast) and yearend adjustments to defer some CMI/CIPD fees (-£16k).

ALF income is £120k lower as the Q3 forecast included I&E releases for unspent SERC (£47k) and Enable FVC funds (£34k). These funds are now being returned to the ALF. Additionally, there has been delayed spending on existing projects due to later than expected staff start dates.



12. Forecast Outturn 2024-25 For Discussion

18 September 2025

FINANCE, RESOURCE & INFRASTRUCTURE COMMITTEE

Other SFC income is £110k lower due to confirmation the latest SPPA funding allocation is on an academic year basis, which means that the additional costs for April – July 2025 are unfunded.

Other grant income is £219k higher as we have had more G-Step activity with income being released to match the costs incurred delivering candidate training (£289k). This has been offset slightly by less Skills Transition Centre activity (£-70k).

Expenditure - net savings of £185k

Property rates are £54k lower following a successful revaluation appeal of the 2023 rating assessment. Property rates have decreased, resulting in refunds from our local authorities for our Falkirk and Alloa campuses. The Head of Estates has also made progress terminating the lease with Stirling Council for the Raploch building. We are expecting a refund of rates paid from the agreed exit date which should be finalised shortly.

Furniture & Fixtures are £46k lower primarily due to orders being delayed for new locks following the campus security review (£33k). Less spend has also taken place for Skills Transition Centre, reflected by less grant income noted earlier (£-11k).

FM costs are £17k higher as we incurred a charge for washroom consumable overspend as this is now capped in our FM contract (£5k). Additionally, the Q3 forecast underestimated the cost-of-living wage increase on our monthly fees due to limited information available at the time (£10k).

Property Maintenance costs are £49k lower as we have now released contingency for urgent repairs that was not required. A saving has been made within PPM/Maintenance contracts as OCS have taken on some of these works, such as canopy filters and moveable walls as part of the FM contract.

Maintenance Costs £'000	Q3 Forecast	Draft Outturn	
	Full Year	Full Year	Variance
Maintenance (Reactive & Cyclical)	337	322	(15)
PPM & Maintenance Contracts	23	7	(16)
Catering Repairs/Replacements	53	40	(13)
Minor works	35	30	(5)
	448	399	(49)

Materials are £60k lower as there have been some underspends over a few departments, ASC (£-13k), Skills Transition Centre (£-9k) and STEM and Construction (£-35k). STEM and Construction staff have been trying to recycle materials and reduce costs where possible.

Other Teaching costs & Registration fees are £139k higher due to significant spend on external trainers and costs relating to the G-Step grant income.

Advertising costs are £21k lower as some costs were contingency, and some were put on hold regarding a campaign around the 20th anniversary of the College.



12. Forecast Outturn 2024-25 For Discussion

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Computer Software costs are £76k lower due to allowances for prices increases not being required (-£24k) and an allowance for costs not being needed (-£10k). There has also been less Skills Transition Centre spend corresponding with less grant income noted earlier (-£40k).

Staff Costs

Overall staff costs are broadly in line with Q3 forecast. Salary cost savings have been offset by higher agency costs sitting within other staff costs.

Staff Costs £'000	Q3 Forecast Full Year	Draft Outturn	
		Full Year	Variance
Salaries & allowances	20,168	20,106	(62)
Pension costs	4,808	4,793	(14)
National Insurance & levy costs	2,397	2,385	(11)
Additional hours	190	178	(12)
Overtime	179	188	9
Other staff costs	916	963	48
Contingency	(60)	0	60
	28,596	28,613	16

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

There are no specific resource implications arising from this paper.

6. Equalities

An equalities assessment is not applicable given the nature of this report.

7. Communities and Partners

As this is a finance report it does not involve stakeholder groups.

8. Risk and Impact

The risk score below reflects the score relating to the accuracy of the information within this report. In general terms given the financial situation for the college sector, financial risk would sit at the maximum score of 25 and is recorded in the College Risk Register.

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

Total Risk Score – 8, which is below the risk appetite for this category.



12. Forecast Outturn 2024-25 For Discussion

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

Risk Owner – Alison Stewart
Paper Author – Moira France

Action Owner – Senga McKerr
SMT Owner – Alison Stewart

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Forth Valley College
Forward Agenda

	Sep-25	Nov-25	Mar-26	Jun-26
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 2026/27 & 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	✓	✓	✓	✓
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	✓	✓	✓	✓