



Alloa Campus, 4.00pm

	Publish on Web?	Type	Lead
Welcome and Introduction:			Abhi Agarwal
- David Archibald, Henderson Logie		(Verbal)	
- Co-Opted members [Julie MacKenzie]		(Verbal)	
- Lynn Craig, Board Secretary		(Verbal)	
1 Apologies, Declaration of Interests and Changes to Members' Register of Interest	N/A	Discussion (Verbal)	Abhi Agarwal
2 A Draft Minutes and Matters Arising of meeting of 4 December 2025 B Ratification of Board Secretary appointment, approved electronically December 2025 C FVC International Strategy	Yes	Decision Ratify (Verbal) Ratify	Abhi Agarwal
(Elements of Agenda item 2 are withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)			
3 Review of Action Tracker	Yes	Discussion	Alison Stewart
4 Chairs Update <i>(incs the Chairs Update for December for noting - this was issued by email after the December meeting)</i>	Yes	Discussion	Abhi Agarwal
5 Principals Executive Summary Report (Paper 5 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)	No	Discussion	Kenny MacInnes
6 Forth Valley Student Association Report	Yes	Discussion	Martin Podhorsky
STRATEGIC PLAN IMPLEMENTATION			
7 Atkin Realis Options Appraisal (Paper 7 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	Decision	Alison Stewart
GOVERNANCE			
8 Appointment of Craig Clinton as a co-opted member of the Audit Committee (Paper 8 is withheld from publication on the Forth Valley College website under Section 38 Personal Information of the Freedom of Information (Scotland) Act 2002.)	No	Approval	Abhi Agarwal
9 Financial Regulations (Paper 9 is withheld from publication on the Forth Valley College website under Section 25 Information Otherwise Accessible of the Freedom of Information (Scotland) Act 2002 – https://www.forthvalley.ac.uk/about-us/plans-and-policies)	No	Approval	Alison Stewart



10	Board Members Responsibilities (Paper 10 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)	No	Discussion	Alison Stewart
11	Code of Good Governance for Scotland's Colleges	Yes	Decision	Lynn Craig
12	Modern Slavery Statement	Yes	Decision	Alison Stewart
13	Review of Risk <ul style="list-style-type: none">Identified in meetingRisks which sit with Board	Yes	Discussion <i>(Verbal)</i>	All
14	Local Recognition Request: GMB (Paper 14 is withheld from publication on the Forth Valley College website under Section 36 Confidentiality of the Freedom of Information (Scotland) Act 2002.)	No	Decision	Grace Hepburn
15	Any Other Competent Business	Yes	Discussion <i>(Verbal)</i>	All
FOR INFORMATION				
16	National Recognition and Procedures Agreement (NRPA)	Yes	Information	
17	Board Calendar	Yes	Information	

UNCONTROLLED COPY



Draft Minutes of Meeting of 4 December 2025 For Approval

26 February 2026
BOARD OF MANAGEMENT

S1.20, Stirling Campus 09.30

Present: Abhishek Agarwal (Chair)
Kenny MacInnes (Principal)
Craig Arthur
Chris Brodie
Lorna Dougall – Vice Chair
Rhona Geisler
Angus Gray
Annemarie Harley – EIS FELA member
Yvonne Harley
Phil Harris
Grace Hepburn – Corporate Services Staff Member
Jen Hogarth – Teaching staff member
Graham Leebody
Emma MacGregor
Liam McCabe – Senior Independent Member
Mary McLuskey
Martin Podhorsky – Student Association President (FVSAP)
Suzanne Reynolds
Monika Smith – Student Association Vice President (FVSAVP)

In Attendance: Julie MacKenzie, co-opted member
Alison Stewart, Depute Principal and Chief Operating Officer (DPCOO)
Sarah Higgins-Rollo, Vice Principal Learning and Student Experience (VPLSE)
Colin McMurray, Vice Principal Business and Innovation (VPBI)
Sarah Tervit, Head of Inclusion and Student Services (HISS) for item B/25/016 only
Jamie Allan, Global Partnerships Manager (GPM) for item B/25/017 only
Darren Payne, Director of Digital, Transformation and Innovation (DDTI) for B/25/018
Stephen Jarvie, Corporate Governance and Planning Officer (CGPO), Minute

The Chair commented on the late distribution of the international strategy and apologised to members for the delay in issuing this document.

Members noted that they could discuss the document during the meeting but would welcome further time to consider the content after the meeting.

The Chair also noted that the Chair's update would be covered verbally. A full report of Chair's activity will be emailed to Board members, and it will be included in the formal papers for the next Board Meeting

B/25/009

Apologies, Declaration of Interests and Changes to Members' Register of Interest

No apologies were submitted.

Chris Brodie informed members that his secondment to Scottish Government had concluded and he was back at SDS full time.



Draft Minutes of Meeting of 4 December 2025 For Approval

26 February 2026
BOARD OF MANAGEMENT

The Principal informed members that he had been appointed to the Court of Edinburgh Napier University.

B/25/010 Draft Minutes and Matters Arising of Meeting of 19 June and 14 August 2025

Members considered the minutes of the two meetings.

Members asked for further information on the level of detail included in the public version of the minutes, noting that a record of discussions could be of use to others.

The CGPO confirmed to members that Board information on the College website was reviewed and information redacted only where there was a relevant exception within the Freedom of Information (Scotland) Act 2002.

a) The minutes of the meetings of 19 June and 14 August 2025 were approved

B/25/011 Review of Action Tracker

The DPCOO presented the Board action tracker and provided members with an update on the progress for each item.

She noted that the Alloa campus decision has been delayed to allow time for the options appraisal work to be completed and for the Board to consider the outcome of this at the February 2026 meeting.

Members asked for more detail on the options appraisal process which the DPCOO provided.

Members noted that the action in relation to the Alloa campus decision should be edited to say the future of the Alloa campus instead of closure as it is currently stated as this could give the false impression the decision has been taken which is not the case. The DPCOO agreed that this would be updated.

a) Members noted the content of the action tracker

B/25/012 Principals Executive Summary Report

The Principal updated members on key activity since the last meeting of the Board, noting that it had been a very busy period.

He outlined enrolments to date for academic year 2025/26 and discussed the recent successful graduation ceremony, noting his thanks to all the staff who work behind the scenes to make it happen.

He noted that the recent open evenings had been well attended, with applications for all campuses, including Alloa, coming in.



Draft Minutes of Meeting of 4 December 2025 For Approval

26 February 2026
BOARD OF MANAGEMENT

[REDACTED]

He informed members that the benchmarking of the College against others in the sector is continuing, using the latest 2024/25 data.

He confirmed that budgets continue to be a challenge both for overall sustainability and to deliver growth.

He outlined a range of strategic engagement, including to cabinet secretary and ministerial levels.

He informed the Board that a SFC funded consultant had been appointed to conduct the options appraisal for the College which would be used to support decision making.

He discussed the upcoming Scottish Government budget in January 2026 and noted that, should the sector receive a flat cash settlement, a number of colleges are at risk of failing.

Members asked regarding predicted January student starts. The Principal informed members that applications for January start courses appear to be healthy.

Members noted that the College had recently been mentioned in parliament. The Principal confirmed that the College continues to engage with MP's and MSPs.

He informed members that unions were pursuing a cross-party meeting with local MPs and MSPs, the College and the Board.

[REDACTED]

[REDACTED]

Members commented on the continued level of work undertaken by the Principal [REDACTED]

Members queried if there was a timeline for the Atkins Realis report.

The Principal informed members that the report is anticipated by the end of January 2026 and that this would be issued to members for consideration at least a week before the next meeting of the Board.



[Redacted]

The Chair commented that he was meeting with the Principal regularly and comms formed a part of this.

[Redacted]

a) Members noted the content of the update

B/25/013

College Transformation Project

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



Draft Minutes of Meeting of 4 December 2025
For Approval

26 February 2026
BOARD OF MANAGEMENT

[Redacted content]

UNCONFIRMED COPY



a) Members noted the content of the update

B/25/014 Chair's Update

The Chair gave a verbal update on his activities since the last meeting, noting weekly meetings with both the Principal and the Board Secretary/Depute Board Secretary.

He outlined work with committee chairs to get update on the work of each committee, to ensure consistency across committees and to act as a sounding board for each other.

He also reported on meetings with the FVSA new President and the Vice President.

He discussed his involvement in the College's graduation ceremonies and the induction processes for new members.

Externally, he outlined engagement with Scottish Government, MSP's and Council Leaders, local Universities and other College Chairs as well as continuing to engage with Colleges Scotland.

He highlighted the ongoing support he provides to the Principal and noted the significant amount of effort put in by the Principal.

He discussed methods for including Board member activity in the Chair's report and how this would be taken forward.

In relation to the recruitment of a Board Secretary, he informed members that the intention had been to have a paper at the meeting however one of the candidates was not able to attend their initial interview and that this had been rescheduled to the following week.

Once the interviews are concluded a paper will be sent to members for consideration and approval.

Members noted that a new post would mean additional cost.

The Chair noted that the current arrangements were not in alignment with the Code of Good governance and that this was flagged up by Scottish Government. Appointing a new Board Secretary would also free up time for the DPCOO given her new role, and the additional responsibilities across all SMT, following the retiral of a former SMT member whose post was not replaced.

a) Members noted the content of the update



B/25/015 Student Association Report

The FVSAP introduced himself to members, noting that this was the end of the first month in post for him. He confirmed that he had completed all his necessary training and had met with senior management and the Chair.

He outlined some motions he was preparing for consideration by the student council.

The FVSAP reported on her involvement with the ongoing STEP project and the piloting of workshops with student associations from 6 other colleges.

She reported that FVSA have recruited 222 out of the targeted 230 class reps for this academic year.

She confirmed that the student council meetings had gone ahead, with the FVSAP leading the Falkirk meeting and the FVSAPV leading the Stirling meeting. She also noted that the VPLSE attended the meetings.

Members welcomed the positive news regarding class rep recruitment.

Members queried whether there had been discussion at the student council meetings in regard to the Alloa campus.

The FVSAP commented that the majority of the queries had been about travel to other campuses and that the Principal had responded to these questions.

a) Members noted the content of the report

B/25/016 Corporate Parenting Plan

The HISS presented the updated corporate parenting plan for consideration and approval.

She highlighted that the plan was quite detailed to meet the needs of the relevant legislation and that it was intended, if approval was given, to create a more accessible version for students to use.

She informed members that this would be the third iteration of the plan since the introduction of Corporate Parenting in the College and that a wide range of stakeholders including students, student organisations, members of the College and local authority partners had been consulted during its development.

She highlighted that College data demonstrated that care experienced students' success results were lower than the rest of the College population and outline a number of measures being taken to try and address this.



Draft Minutes of Meeting of 4 December 2025 For Approval

26 February 2026
BOARD OF MANAGEMENT

She also informed members that College management had committed to making corporate parenting training part of the mandatory training suite for all staff. Members noted that people with care-experienced backgrounds can be at any stage of life so 'parenting' may not be the best term.

The HISS acknowledged the point noting that, while there was a legislative need to call it corporate parenting, the materials that are student facing can be designed to be inclusive of all care experienced students.

The FVSAVP noted that the FVSA had a motion at student council about supporting care experienced students and that they would be happy to work with the College.

The HISS welcomed this offer.

Members queried the resource implications of the plan.

The HISS confirmed that additional sources of funding were being pursued to support this activity and to enable piloting of new models of delivery.

Members noted the trauma informed practice training mentioned and queried what impact this might have on students.

The HISS commented that students would benefit from staff who are better informed in how to support trauma informed students.

The Principal noted his thanks for the HISS and her team, commenting on the core nature and importance of their work to the College.

Members welcomed the move towards mandatory training, noting the historic low take up of training to date. They queried how this would be disseminated to staff.

The HISS confirmed that there is a comms plan in place to use a variety of channels across the College and that direct discussions with teams would also be taking place.

a) Members approved the Corporate Parenting plan

B/25/017

International Strategy

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

a) Members noted the proposed approach

B/25/018

Digital Strategy

The DDTI presented the digital strategy to members. He outlined the need for the strategy, noting that the College delivers high quality learning but that the systems that support this are fragmented, with legacy systems in place and areas of manual processes.

He acknowledged that the current approach caused issues with staff workload as well as frustration with keeping up with an environment that is constantly evolving. Failure to implement a comprehensive strategy will continue these pressures and also lead to high operational costs and the risk of systems failure.

He highlighted that digital change needs to be done with staff, rather than to them to secure the best benefits.

Members welcomed the paper and noted that some more information on governance to support the strategy would be a good idea to implement.

Members also asked if there was information available on an operational plan and communications plan.

The DDTI noted that securing approval for the overall strategy was the first step and, if this was received, a fuller operational plan and comms plan would be developed.



Draft Minutes of Meeting of 4 December 2025 For Approval

26 February 2026
BOARD OF MANAGEMENT

Members also welcomed the possibility for a common experience across all areas of teaching to support lecturers.

Members noted that there should be more in the strategy regarding cyber given the likelihood of an incident at some point.

The DDTI acknowledge the cyber risk and noted that the College currently relies heavily on a few key individuals and that this would be looked at further.

Members queried the number of systems in use at the moment.

The DDTI confirmed that an audit had been able to identify 338 systems in use at this time.

Members noted that further information on how the strategy would impact on key groups such as those covered by the Scottish Index of Multiple Deprivation (SIMD) and others at risk of digital exclusion.

The CGPO informed members of the current system in place to address digital exclusion among students.

The FVSAVP confirmed that she had requested a laptop via this system, and it had worked well for her.

Staff members also noted that there were no concerns raised during the listening to learners' sessions that are held with students.

Members highlighted their concerns of resources on the ability to achieve a transformation project of the scale proposed.

Members commented that the strategy itself had no resource implications but that the expectation when a follow up paper is brought for approval for resources, that there is more financial information, including anticipated return on investment.

- a) Members approved subject to incorporation of some of the suggestions above.
- b) Members agreed the final version should be shared with them.

B/25/019

Annual Report and Financial Statements 2024/25

The DPCOO presented the annual report and financial statements for 2024/25. She informed members that the content of the statements had been considered at a joint meeting of the Audit and FRAIC committees in November and endorsed for submission to the Board.

She discussed key points from the document, noting that the accounting technical guidance the College is required to use does not make the accounts very accessible



Draft Minutes of Meeting of 4 December 2025 For Approval

26 February 2026
BOARD OF MANAGEMENT

for members. She highlighted the operating position at the end of 2024/25 as a £317k deficit.

She noted that SFC required the adjusted operating position and those are the figures reported to the Board.

She confirmed to members that the accounts had received a clean external audit report with a couple of minor recommendations which were being taken forward.

In terms of going concern, she reported that Audit Scotland still consider all College's to be going concerns as they do not link this to the financial sustainability of the organisation itself.

She informed members that, in light of previous concerns, the College had sought further legal advice from our lawyers on members' legal responsibilities and that this information would be circulated to all members.

a) Members approved the annual report and financial statements for 2024/25

B/25/020 External Auditor Annual Report and Letter of Representation

The DPCOO noted that, as reported above, the accounts received a clear audit report. She also confirmed that there were no concerns regarding the letter of representation.

a) Members noted the content of the update

B/25/021 Audit Committee Chair's Report to the Board of Management

The Audit Chair reported on the business of the Committee. She highlighted that she was gratified to see so few recommendations coming through, with most of these also being low level recommendations.

She informed members that the Committee had met with both the internal and external auditors privately without College staff present and that both stated they were appreciative of the support from staff and their open nature during audit work.

She noted for members that the Fuel Change lessons learned and ESF recommendations activities had both been closed off by the Committee.

a) Members noted the content of the report

B/25/022 Board of Management: Risk Appetite Workshop Output

The DPCOO presented the output from the risk workshop held at the September 2025 strategic day.



She confirmed following this that the College was looking at the risk register and underlying templates and that some initial work had been conducted by the VPLSE and Chair of the Learning & Student Experience Committee.

a) Members noted the content of the report

B/25/023 Board of Management Scheme of Delegation

The DPCOO presented an updated scheme of delegation for consideration and approval.

She outlined that the change was to reserve final approval of College Financial Regulations to the Board, where it had previously been approved by FRAIC.

The Chair commented that he felt this would give better transparency to the Board.

The DPCOO noted that, if approved, then updated financial regulations would be brought to the February 2026 meeting to reflect these changes and seek approval.

a) Members approved the changes to the Scheme of Delegation

B/25/024 Procurement Approval: Finance System

The DPCOO presented a procurement approval for members consideration. She outlined that this had been considered by FRAIC who endorsed this to be presented to the Board owing to the value of the contract over its lifespan.

She outlined the reason for the procurement, noting that the current College financial system would soon not be supported as the supplier was moving all activity to the cloud.

[REDACTED]

Members asked if there was a break clause in the contract such a force majeure.

The DPCOO confirmed that this was in place.



a) Members approved the procurement

B/25/025 Committee Meetings

Members noted the content of the committee information.

B/25/026 Review of Risk

Risks were identified over the course of the discussion. Members highlighted the risk of the discussions on Alloa being misconstrued owing to language use and also highlighted, as a result of the ongoing financial challenges, the risk to being able to adequately resource developments such as the digital transformation programme.

B/25/027 Any Other Competent Business

Members noted that the reports contained a lot of acronyms and asked that this be considered for future reports.

Board Secretary Arrangements

The DPCOO confirmed that, following the remaining interview previously mentioned being held, a paper would be circulated electronically for approval.

a) Members noted the proposed next steps

B/25/028 Private meeting between SIM and Members

This item was deferred to the February 2026 meeting of the Board



Forth Valley College International Strategy

Executive Summary

Forth Valley College is entering a decisive phase in strengthening its global engagement. This updated International Strategy incorporates the College's commitment to the Net Zero College Strategy, ensuring sustainability principles underpin all international activity. The Strategy also reflects the College's Corporate Social Responsibility (CSR) Policy, which guides the ethical considerations, country selection, and partnership choices that shape our global footprint.

Sustainable travel practices, including assessing the lowest-emission travel routes, prioritising direct flights where available, and recording all travel associated with international delivery, will form a core component of implementation.

1. Strategic Context

FVC's international presence and recognition has grown rapidly since 2024, with significant achievements to date across the UK, Saudi Arabia, China, Iceland, Germany, Kenya, Namibia and South Africa, to name a few.

The College has been formally recognised by UK Government departments, including acceptance into the Department for Business and Trade's UK Skills Partnership, as well as being selected to represent the UK at the Government's high visibility GREAT Futures Skills Mission to Saudi Arabia.

There has been a high number of foreign dignitaries and delegations visiting the College keen to learn about FVC and its areas of strength. MOUs with foreign institutions and Government agencies have been signed.

These are just a small example of the vast activities undertaken which demonstrate the strong global demand for Scottish vocational expertise and the College's capacity to deliver impactful skills, training and partnership outcomes internationally.

The international strategy is created with inspiration from leading universities and colleges across the UK with strong international activity, and not only supports the new FVC Strategic Plan 2025-30 but also aligns closely with key policy frameworks, including:

- Scottish Government International Education Strategy

- Scotland's National Strategy for Economic Transformation (NSET)
- UK Government International Education Strategy 2030
- National and regional skills priorities, including energy transition, digital industries and STEM

2. Vision and Mission

Vision

By 2030, FVC will be recognised as one of Scotland's top three college providers of international technical and vocational training, known globally for excellence in workforce development, applied learning and industry-aligned training delivery.

Mission 2030

To establish and cement FVC as a trusted global partner for governments, industries and educational institutions, whilst expanding opportunities for learners and generating sustainable international income.

Future Ambition

Our ambition longer term is to have a physical presence abroad in one or more strategic markets, following best practice and success already evidenced by UK college sector leaders in international activity.

Our long-term ambition is to establish a physical presence abroad in one or more strategic markets. Although this Strategy is based on a four-year horizon, a projected £2m annual turnover from international activity within 10 years is achievable.

3. Strategic Aims

1. Grow international commercial activity and research partnerships.
2. Strengthen global partnerships aligned with FVC's institutional strengths.
3. Expand high-quality international mobility opportunities for students and staff.
4. Build FVC's international reputation and influence.
5. Increase and diversify international student recruitment.
6. Ensure financial sustainability, ethical practice and robust governance of international operations.

4. Strategic Pillars

Pillar 1: Global Engagement, Partnerships & Influence

FVC's ability to create meaningful international impact depends on the strength, credibility and visibility of its global partnerships. This pillar consolidates all outward-facing engagement so the College can build trusted relationships in strategically important regions, aligned with its subject strengths and ethical responsibilities.

What this pillar will deliver

- A targeted partnership approach focused on the Middle East, Africa and Asia as priority regions
- At least two anchor partnerships per priority region by 2030
- Strong participation in government missions, trade events and international delegations
- A clear international brand position that promotes FVC's strengths globally
- An international alumni and stakeholder network that strengthens influence
- CSR-informed country selection and partnership decision-making
- Engagement activities that enhance FVC's role in Scotland's and the UK's international skills agenda

This pillar brings together Global Engagement & Partnerships and Global Brand, Profile & Influence to create a single, coherent outward-facing engine for growth.

Pillar 2: Global Learning, Mobility, Research & Educational Exchange

Preparing learners and staff for an interconnected global economy is central to FVC's mission. International mobility, curriculum globalisation, and research partnerships all enrich teaching, improve graduate outcomes and elevate institutional reputation. Bringing these together ensures learning, innovation and exchange operate as one joined-up academic agenda.

What this pillar will deliver

- 20% of full-time HN students to have international exposure
- year
- Expanded staff mobility and capability-building
- Embedded global perspectives across curriculum areas
- Collaborative Online International Learning (COIL) across multiple subject areas
- Participation in Horizon Europe, Erasmus+, Turing and British Council programmes
- New applied research and innovation partnerships leveraging FVC's specialist facilities
- Sustainable travel planning and carbon reporting for all mobility programmes

This pillar integrates Global Learning & Teaching with International Research & Innovation, creating a single academic pillar centred on learning enhancement, internationalisation at home, and collaborative innovation.

Pillar 3: International Student Growth, Sustainability & Performance

International student recruitment, transnational delivery and commercial training income will strengthen FVC's financial sustainability and diversify its income streams. Bringing growth and governance together ensures expansion is responsible, ethical and aligned with Net Zero and CSR commitments.

What this pillar will deliver

- Growth of international full-time student enrolments from 2 to 30 students per year by 2030
- Expansion of articulation pathways, TNE delivery and bespoke vocational training packages
- Income growth from sustainable and ethical commercial training
- A governance model that includes due diligence, risk assessment and performance monitoring
- Annual reporting to SMT and the Board on financials, CSR alignment, Net Zero travel compliance and partnership performance
- A sustainable operating model where international income is reinvested into scaling future activity
- This pillar integrates International Student Recruitment & Experience and Sustainability, Governance & Performance, ensuring growth is both ambitious and controlled.

5. Key Performance Indicators

The following Key Performance Indicators provide a clear framework for monitoring progress, ensuring accountability and demonstrating the impact of FVC's international activity. They align directly with the three strategic pillars and reflect the College's commitment to sustainable growth, ethical partnership development and responsible delivery. These measures will allow LMT, SMT and the Board to track performance annually, evaluate return on investment and ensure all international operations align with Net Zero and CSR standards.

- Increase international student enrolment from 2 to 30 by 2030
- Year-on-year growth in international commercial income
- Two anchor partnerships in each priority region

- 20% of full-time HN students to have international exposure
- At least two international research or innovation projects secured
- All international travel documented through Net Zero reporting
- Annual CSR assessment of all international partnerships

6. Governance & Delivery Framework

The international programme will be governed through a dedicated oversight structure involving:

- Regular updates provided to Leadership Management Team (LMT), Senior Management Team (SMT) and FVC Board of Directors
- Horizon scanning input to, and collaboration with, Curriculum Directorates
- Direct oversight from VP of Business and Innovation
- A quarterly performance report will be submitted to SMT and biannual reports to the FRAIC and annual reports to the Board, including financial performance, risk updates, partnership status and KPI progress.

7. Strategic Risk Register

Key risks include geopolitical instability, policy changes, quality assurance failures, excessive growth relative to resource capacity, internal culture/mindset conflict, and financial exposure.

Mitigation includes diversification of regions, robust due diligence, annual strategy review, strengthened QA processes, and phased scaling aligned to income generation.

8. Implementation Roadmap (2026–30)

Delivering this strategy requires a phased approach that balances ambition with responsible growth, strong governance and operational readiness. The roadmap outlines how FVC will move from early foundation building to large-scale delivery and then towards long-term consolidation. Each phase reflects the College's capacity, partnership maturity, Net Zero and CSR commitments, and the need to prioritise high-quality, sustainable international activity.

This structured progression ensures that new partnerships are developed carefully, academic and commercial delivery models are tested and refined, international recruitment builds predictably, and the College strengthens its global reputation in a controlled and ethical way.

2025/6: Build foundations

Further establish and strengthen partnerships, secure initial anchor partnerships, expand student and staff mobility programmes, and develop a recognisable international brand

identity.

2026/8: Scale delivery

Increase transnational education delivery, expand commercial training abroad, secure additional research and innovation funding, and begin shaping an international operations team.

2028/30: Consolidate

Embed FVC's global reputation, diversify into new markets, and formalise long-term delivery models that are academically robust, commercially sustainable and aligned with Net Zero and CSR standards.

UNCONTROLLED COPY

Meeting	Date	Minute Ref	Action	Assigned to	Deadline to report?	Status	Output Required	Comment
Board	20/2/25	B/24/042	Student constitution to come to April meeting	Sarah Higgins	04/12/2025	In Progress	Board paper	February 2026 - new format reaching completion. will come to future Board meeting for approval Nov 26 - Draft underway Changes to the Student constitution require consideration and approval at the Student Council. The next Council meeting is not scheduled until late October/November 2025 so the update will be brought to the Board meeting in December 2025. FVSA President started in post in Nov 25. Work on constitution is ongoing. Will go to Board in 2026.
Board	20/2/25	B/24/047	Global Strategy to come to April Board	Colin McMurray	Abhi to advise	Completed		Superceded by action number B/25/017
Board	19/6/25	B/24/075	Charts to be added to strategic plan monitoring to allow trends to be seen	Kenny MacInnes		In Progress		Feb 26 - work in progress
Board	19/6/25	B/24/075	Can the Board get access to the dashboard?	Kenny MacInnes		In Progress		Feb 26 - Work is ongoing on automating the Dashboard wherein live access will be discussed once this work is complete.
Board	19/6/25	B/24/076	Paper on Alloa campus to be brought to September meeting	Kenny MacInnes		Completed		Feb 26 - A session with the Chairs and a pre Board meeting with the Board where held on 12/19 February respectively. An update is also included on the 26 February Board meeting agenda (item 7). Propose to close this action as this will be a main item of discussion at the meetings going forward.
Board	19/6/25	B/24/078	SFC to be notified of the boards decisions regarding Alloa when made	Kenny/Alison		In Progress	Letters	Feb 26 - Kenny/Alison are in regular dialogue with the SFC. Any decisions made by the Board will be communicated to the SFC as soon as possible.
Board	14/8/25	B/25/005	Board short life working group to be established to support the transformation project work	Alison Stewart		In Progress		Will be covered as part of approval of the overall College transformation project
Board	4/12/25	B/25/017	Global/International strategy to be considered by members and College to seek feedback by 11/12/25. Final version to be approved by Board	Stephen Jarvie		Completed		Feb 26 - Queries from members were addressed by VPBI. No further changes to document were required and approval was received offline. Ratification of the decision is on the Feb 26 agenda, item 2C.
Board	4/12/25	B/25/019	Board Responsibility legal advice to be shared with members	Alison Stewart		Completed		Feb 26 - this included on the agenda for the February 2026 meeting (item 13).
Board	4/12/25	B/25/023	Updated financial regulations to be brought for Board approval	Alison Stewart		Completed		Feb 26 - This is on the Board Agenda, item 11.
Board	4/12/25	B/25/027	Members requested that the use of acronyms be considered for future reports	Lynn Craig	09/25 BoM meeting	In Progress		Feb 26 - Ms Craig will prepare a glossary and present back to the September meeting with an update.
Board	4/12/25	B/25/027	Approval for Board Secretary to be circulated to members electronically	Alison Stewart		Completed		Paper circulated and approval received
Board	12/4/25	B/25/013	Ms Stewart to prepare an update highlighting the financial position of other colleges	Alison Stewart		In Progress		Work in progress. The financial position of other colleges will not be available until end April.

Chair's Update

Stakeholder Engagement (External)

- 9 December – Colleges Scotland Chairs Group Meeting
- 19 January – Meeting with Keith Brown MSP for Clackmannanshire and Dunblane and Ellen Forson, alongside the Principal & CEO
- 23 January – Colleges Scotland, Post Budget Meeting
- 23 January – Pre-Briefing for Long Term Sustainability of College Education Skills and Training Event.
- 27 January – Long Term Sustainability of College Education Skills and Training Event, Delivered welcome note at the event co-chaired by Ben Macpherson, Minister for Higher & Further Education, & FVC Principal & CEO. Witnessed excellent stakeholder engagement and vital strategic dialogue.

Governance & Stakeholder Engagement (Internal)

- Weekly one to one meetings with Principal
- Weekly one to one meetings with Governance Team / Board Secretary.
- 1 December – Board Secretary Interviews
- 1 December – Global Strategy Internal Meeting
- 1 December – Pre-Board Meeting (BoM)
- 4 December – Board of Management Meeting and Christmas Lunch
- 4 December – Board Committee Chairs Meeting
- 11 December – Board Secretary Interviews
- 11 December – Principal and CEO, Review of Objectives
- 16 January – Appraisal (FVC Chair of the Board / Scottish Government)
- 22 January – Board Secretary Induction Meetings
- 29 January – Meeting with Principal & Deputy Principal
- 3 February – Board Committee Chairs Meeting , alongside Principal, Deputy Principal, Andy MacIver & Alison Moore (Message Matters)
- 12 February – Pre Board Meeting (BoM)

Chair's Update

Stakeholder Engagement (External)

- 18, 23 and 26 June – Scottish Government Panel Member / Interviews for appointment of four Regional College Chairs
- 25 June – Lunch Meeting with Gavin Donaghue, CEO Colleges Scotland
- 25 June – University of Stirling Chancellor's Dinner
- 26 June – Meeting with Susan Elston
- 26 June Colleges Scotland Board Meeting
- 3 July – Meeting with Hamish Grossart, Court Chair, University of Stirling
- 7 August – Meeting with Director General Education and Justice (with Exec Team)
- 12 September – Met With Keith Brown MSP and Ellen Forson, Clackmannanshire Council regarding Alloa campus
- 23 September – Joined Executives for a meeting with SFC
- 29 September – Joined Executives for a meeting with SFC
- 21 October – meeting with Douglas Morrison, Chair - South Lanarkshire College
- 7 November - Budget Briefing call with College Scotland
- 12 November – College Chairs' Group – Governance Experience session
- 20 November - UoS Chancellors Dinner
- 21 November – Meeting with Keith Brown MSP and Councillor Ellen Forson

Board Members' Engagement

- Suzanne Reynolds – Attendance at College Graduation Ceremony 10th Oct.
- Grace Hepburn – Attended a lobby at Scottish Parliament 11th Nov. (as GMB member)
- Monika Smith – Various activities including: Walk and Talk session with students across 3 campuses, joined STEP Project Time Poor and Cash Poor Students & attended NUS Conference in Fife College.
- Angus Gray – External engagement with Green Freeport Opco Board, Potential Customers of CalaChem in relation to training of new employees at FVC, and GFIB Board
- Mary McLuskey: Review / feedback ref. Draft Digital Strategy
- Anne-Marie Harley - Attended the launch of 'A Budget to Save Scotland's Colleges' Report of Colleges Scotland (as a Board Member)

Governance & Stakeholder Engagement (Internal)

- Weekley Meeting with Principal and Board Secretary / Governance Team
- 19 June – Meeting with Lorna Dougall and Rhona Geisler
- 3 and 10 July FVC Board of Management Interviews
- 29 August – Risk workshop planning for Board strategic session
- 15 July Meeting with Committee Chairs
- 29 July Meeting with Lorna Dougall
- 7 August – Attended additional FRAIC meeting
- 7 August Meeting with FVSA President and Vice President
- 14 August – Extraordinary Board Meeting
- 11 September – Board of Management induction for new members
- 11 September Meeting with Vice Principal for Learning and Student Experience
- 12 September – Meeting with Keith Brown, MSP
- 19 September – Meeting with Yvonne Harley
- 23 September – One to one meetings with Angus Gray, May McLuskey & Emma MacGregor
- 26 September – Board of Management Development Day
- 10 October – Attended 3 College Graduation Ceremonies
- 28 October – Meeting with Committee Chairs
- 7 November - Meeting with Vice Principal for Learning and Student Experience
- 10 November – Risk management session with Executives
- 13 November – Meeting with Martin Podhorsky, FVSA President
- 13 November – Shortlisting for Board Secretary roles
- 20 November – Meeting with Monika Smith, FVSA Vice President
- 20 November – Attended FRAIC / Audit Committee meetings



1. Purpose

To seek discussion from members on the recent activities of Forth Valley Student Association ('FVSA').

2. Recommendation

That members note the contents of this report.

3. Background

Members are asked to note the ongoing work and activities of FVSA.

4. Key Considerations

Since the last report to the Board of Management, FVSA has conducted several activities.

Scotland's Tertiary Enhancement Programme (STEP)- Project

The Student Vice President attended the STEP 6 Session on 27 January, joining the project in its second year, after it first launched in 2024/25. A lot of time has already been put into this work, and the team is working closely with the Learning, Teaching & Quality Manager. The next in-person meeting, STEP 7, will take place on 25 March at Forth Valley College. The date for this is yet to be decided but will be late March/early April.

Welcome Fairs – Block 2 Update

The Block 2 Welcome Fairs took place at Alloa Campus on 2 February, Stirling Campus on 4 February, and Falkirk Campus on 5 February supported by the Quality and Teaching Enhancement Team. There were lots of freebies, information stands, and different stalls for students and staff to explore. We run this event to welcome both new and returning students and focus on helping everyone feel included. We had many different exhibitors at Welcome Week, including mental health organisations and volunteering opportunities for students to kickstart their careers. We also had various FVC departments present increasing their visibility and highlighting the services available in the college. For our entertainment, we had the Smoothie Bike from Forth Environment Link- an interactive activity where students power a smoothie blender by cycling. Students really enjoyed being able to make their own smoothies.

The college's Entrepreneur in Residence and the Campus Catalyst Project Manager were present, promoting the range of entrepreneurial activities, including the college-wide conference in March and other activities that will be taking place across college between February and June.



Class Representatives

January Start class reps will be inducted as part of the class rep updates taking place week beginning the 16th of February. Academic staff members have been contacted and asked to promote class rep engagement. There are 231 signed up class representatives.

Executive Officers

Our Executive Officer, Mamoun, had his own stall at the Falkirk fair to celebrate different cultures. Monika had prepared some fun information about Poland, and other students shared interesting facts about their own countries like Pakistan, Scotland, and Romania. Even if they did not feel comfortable presenting it themselves, FVSA are proud to share their contributions and to celebrate the diversity that makes our college community so unique.

Student Partnership Agreement ('SPA')

The Student Partnership Agreement has been completed.

Student Mental Health Agreement ('SMHA')

Ongoing continued conversations with student association and student support team, all activity has been very positive.

Monthly Meetings with the Principal

The monthly meetings with the Principal will continue in to Block 2.

The most recent meeting took place on the 30th January. The current work and future plans were discussed at this meeting. The team also shared student concerns and feedback.

These meetings are valued as the team develop new skills such as communication and teamwork and it ensures that student voice is heard and included in decision making.

Class Visits

These are ongoing with the team engaging where they can and working with academic teams in relation to class rep engagement and promotion of the Student Association and our activities and support.

Student Council

Student council continues to meet throughout academic year. The next meetings, planned for the end of March, will discuss the SPA and the revised Constitution.



Constitution Review

The Constitution is in the final stage of review and hopefully it will be available for the upcoming Board meeting at the end of April after being discussed at the Student council meetings as outlined above. As part of the review the structure and content of the constitution has been discussed internally and externally, involving a range of partners. The outcome of this is a modernised document that reflects developments across the sector and is in line with the TQEF framework.

Student Awards 2026

Arrangements for this year's Student Awards are well in hand, the location this year will be in the Stirling campus refectory. Last year's sponsors are being contacted again for support. There will be additional awards this year covering even more aspects of the student experience and recognising the hard work and commitment of students and staff.

Paws against stress

The Student Association and the Learning Resource Centre organised a Paws Against Stress event. The *Canine Concern Therapet* dogs visited our campuses, and it yet again proved to be a very popular activity. Students and staff had the chance to pet the dogs and chat with their owners. The Vice President reports that she had a very stressful day, and getting to cuddle a dog was honestly the best thing she could have asked for.

Cross college collaboration

The President and Vice President continue to meet with Sarah Tervit (Head of Inclusion and Student Services) to discuss a range of activities and collaborations with charities, including HSTAR. The most recent conversation has been about increasing FVSA visibility across all three campuses, utilising the LRCs. There has also been a proposal that as they go forward these meetings include Rob McDermott (Head of Quality and Teaching enhancement).

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

None

6. Equalities

Staff and students are impacted by the delivery of FVSA activities; however, there are no special considerations in relation to any objectives.

7. Communities and Partners

NUS, sparqs and the FVC student community are key stakeholders who influence and benefit from FVSA's activities



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 – No

	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.

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

FVSA co-leads with FVC teams on the delivery of the Student Partnership Agreement and the Student Mental Health Agreement. FVSA also delivers key events such as Welcome Fairs and delivers processes to ensure students can participate in student voice projects and activities.

Is the score above the Board Risk Appetite level? No

Risk Owner – Sarah Higgins

Action Owner – Lisa Baxter

Paper Author – Martin Podhorsky/ Monika Smith

SMT Owner – Sarah Higgins



11. Code of Good Governance for Scotland's Colleges For Approval

26 February 2026
BOARD OF MANAGEMENT

1. Purpose

To seek approval for the adoption of the updated sector Code of Good Governance.

2. Recommendation

That members consider the changes to the code outlined below and approve the attached document.

3. Background

The Code of Good Governance for Scotland's Colleges (the Code) was first produced in December 2024 and formally adopted by the College Board in March 2015.

The Code was produced by the sectors good governance group in consultation with Scottish Government and provided a coherent governance framework for the sector.

The Code is also the mechanism by which the External Review of Governance is conducted and code compliance is also covered in the College annual accounts.

4. Key Considerations

The Code is kept under regular review by the Good Governance Group as well as the Governance Professionals group, of which the College is a member.

The changes from the last version of the Code approved by the Board are minor and are as follows

- All references to Board Secretary now reference Governance Professional
 - Section A.7 has new language on the board being responsible for overseeing the negotiation of its funding agreement with SFC
 - Section A.9 The requirement for the Board to approve the Outcome Agreement has been deleted and replaced with a new section Performance and measure A.9 which relates to the scrutiny of performance indicators and the publication of these on the College website in a timely manner.
 - Section A.14 from the previous code, regarding the Senior Independent Member has been removed from this section. This is now in Section D.3 of the new code
 - Section C.6 regarding Board register of interests has been expanded.
 - Section C.7 an addition criteria d) has been added regarding quorum
 - Section C.14 an additional reference is included to the Scottish Government assurance framework to assist Audit Committee
 - Section C.16 Information on membership of the Committee has been updated to reflect the framework mentioned in the previous point.
-



11. Code of Good Governance for Scotland's Colleges For Approval

26 February 2026
BOARD OF MANAGEMENT

- Staff Governance – the requirement (previously section C.27) “The board must comply with the nationally agreed college sector Staff Governance Standard” has been removed
- Section D.5 Trade Union members added
- Section D.19 trade union members added
- Section D.24 the section covering externally facilitated review has been expanded with more detail

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

None

6. Equalities

Assessment in Place? – No

If not, why not? – This is sector wide document

7. Communities and Partners

The changes are of interest to the Board of Management and external and internal auditors.

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

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

Total Risk Score – 2

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.



11. Code of Good Governance for Scotland's Colleges For Approval

26 February 2026
BOARD OF MANAGEMENT

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 comply with the code may open the College to greater scrutiny on overall governance arrangements. The mitigation against this is to maintain an internal review annually of compliance against the code which is further enhanced by the External Governance Review every 3-5 years.

Is the score above the Board Risk Appetite level? No

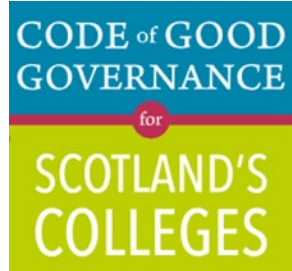
Risk Owner – Board of Management

Action Owner – Lynn Craig

Paper Author – Stephen Jarvie

SMT Owner – Alison Steward

UNCONTROLLED COPY



THE CODE OF GOOD GOVERNANCE FOR SCOTLAND'S COLLEGES

2025-2026



CONTENTS

1. BACKGROUND	1
2. FOREWORD	2
3. CODE OF GOOD GOVERNANCE FOR SCOTLAND'S COLLEGES	3
Governance and the Code	3
Statement of Compliance with Good Governance	3
4. PRINCIPLES	4
Section A: Leadership and Strategy	4
Section B: Quality of the Student Experience	6
Section C: Accountability	7
Section D: Effectiveness	10
Section E: Relationships and Collaboration	14
ANNEX 1	15
References and Definitions	15

1. BACKGROUND

The original *Code of Good Governance for Scotland's Colleges* was published in December 2014. The Code is reviewed and updated annually by the Good Governance Steering Group. This is the edition for the 2025-26 session.

Colleges Scotland will act as custodian for any future reviews in liaison with the Good Governance Steering Group and in keeping with the way that the Code was created, the broad range of stakeholders who developed the Code will be engaged fully with any revisions. CDN will take responsibility for the production and dissemination of the Code document.

This Code refers to regional colleges, assigned colleges and regional strategic bodies.

UNCONTROLLED COPY



2. FOREWORD

Colleges in Scotland thrive in the heart of their communities, serving the interests of those communities, students, employers, governments and their agencies and other stakeholders. They have an essential and valuable role in Scottish society. Colleges deliver 68 million hours of learning each year, and 95% of these learning hours lead to a recognised qualification. Across Scotland colleges employ 14,000 staff and deliver education, skills and training to 248,900 students and 14,830 apprentices. .

Colleges receive substantial public funding and also operate in an increasingly commercial and enterprising way. We value the significant contribution college board members make to governing our colleges and regional strategic bodies, and to their stewardship of taxpayer's money, ensuring its efficient and effective use.

Boards are expected to innovate, pursue new opportunities and take measured risks in delivering what is best for their stakeholders.

Against this background, it is right and proper that the highest standards of governance and propriety are expected of our boards and those individuals who serve them. This Code of Good Governance codifies the principles of good

governance for learners and learning that already exist in our colleges and promotes accountability and continuous improvement in how colleges and regional strategic bodies are governed.

The Code is based on key principles and has been written in a way that is mandatory and anticipates compliance. All colleges that receive funding from the Scottish Funding Council (SFC) or from a regional strategic body must comply with the Code as a term and condition of grant. Exceptions should be rare and must be explained publicly.

In addition to demonstrating good governance, colleges and regional strategic bodies must also ensure compliance with their statutory and other obligations. The governance professional role is vital in providing guidance to the board on its legal and other obligations.

Colleges have an important individual and collective role to play in promoting economic, social, and cultural well-being. We expect this Code to provide the essential underpinning to help discharge that role to the highest standards possible.

Dr David C. Watt OBE

Chair of the Good Governance Steering Group



3. CODE OF GOOD GOVERNANCE FOR SCOTLAND'S COLLEGES

Governance and the Code

Corporate governance:

- is the way in which organisations are directed and controlled within a legislative and regulatory framework
- defines the distribution of rights and responsibilities among the different stakeholders and participants in the organisation
- determines the rules and procedures for making decisions on corporate affairs including the process through which the organisation's objectives are set
- provides the means of achieving those objectives and monitoring performance.

Scotland's colleges refer to colleges either funded by SFC or by a regional strategic body for the provision of education. Such colleges can be incorporated or non-incorporated. The overarching purpose of good governance for Scotland's colleges is to:

- lead the college, region or regional strategic body and set its strategic direction and values
- ensure effective management and financial controls to support the student experience within a framework of public accountability and transparency
- deliver high quality learning and outcomes.

The *Code of Good Governance for Scotland's Colleges* has been developed and is owned by the college sector. Colleges are required to comply with it as a condition of grant from either SFC or their regional strategic body. It establishes standards of good governance practice for all boards and provides the essential foundations for compliance within the legislative framework.

Boards must not only follow the letter but also the spirit of the Code to ensure good governance. Boards must think deeply, thoroughly and on a continuing basis about their overall tasks and the implications of these for the roles of their individual members. Key to this is the leadership of the chair, the support given to and by the principal, and the frankness and openness of mind with which issues are discussed and tackled by all board members.

Statement of Compliance with Good Governance

Each board must state its adoption of the Code in the corporate governance statement contained in its annual financial statement. The chair, on behalf of the board, is expected to report as to how the principles have been applied by the board. Where, for whatever reason, a board's practice is not consistent with any principle of the Code, it should make this known to SFC or, if it is an assigned college, the regional strategic body. This should be done immediately they become aware of an inconsistency and, without exception, in advance of publishing the information. An explanation for that inconsistency must be clearly stated in its corporate governance statement. Boards will be expected to offer a clear rationale for exceptions in the context of their college's operational model and to identify mitigations.

Individual board members have a duty to act on serious concerns about the governance of their body. Information on who board members can approach is included in *The Guide for Board Members in the College Sector* available from the College Development Network.

4. PRINCIPLES

Section A: Leadership and Strategy

Conduct in Public Life

- A.1 Every college and regional strategic body must be governed by an effective board that is collectively responsible for setting, demonstrating, and upholding the values and ethos of the organisation.
- A.2 Every board member must ensure that they are familiar with, and their actions comply with the provisions of their board's Code of Conduct.
- A.3 The *Nine Principles of Public Life in Scotland*, which incorporate the seven Nolan principles, must be the basis for board decisions and behaviour. These key principles, which apply individually and collectively, are:

- Duty/Public Service
- Selflessness
- Integrity
- Objectivity
- Accountability and Stewardship
- Openness
- Honesty
- Leadership
- Respect

Vision and Strategy

- A.4 The board is responsible for determining their institution's values, vision, strategic direction, educational character, , and ethos. Regional strategic bodies must also determine the regional strategy for colleges assigned to them. The board of an assigned college must have regard to the strategy determined by the regional strategic body. Board members have a collective leadership role in fostering an environment that enables the body to fulfil its mission and meet Scottish Government priorities, for the benefit of students and the community it serves.
- A.5 The board must develop and articulate a clear vision for the region or college. This should be a formally agreed statement of its aims and desired outcomes which should be used as the basis for its overall strategy and planning processes.
- A.6 The board provides overall strategic leadership of the region or college. The board is responsible for formulating and agreeing strategy by identifying strategic priorities and providing direction within a structured planning framework.
- A.7 The board (except in the case of assigned college boards) is responsible for overseeing the negotiation of its funding agreement with SFC, to meet the needs of the college or region and make best use of available funding, consistent with national strategy.
- A.8 The roles and responsibilities of the boards of assigned colleges should be undertaken in the context of the roles and responsibilities of their regional strategic body.

Performance

A.9 The board must ensure that a comprehensive performance measurement system is in place which is clearly linked to the regional strategic framework and identifies key performance indicators. It must ensure that it scrutinises performance measures and reports these on their website in a manner that is both timely and accessible to stakeholders. This will allow the board to determine whether or not the vision and mission of the region or the college are being fulfilled and that the interests of stakeholders are being met.

A.11 The board must exercise its functions with a view to improving economic, cultural and social wellbeing in the locality of the college or region. It must have regard to social and economic needs and social inclusion.

A.12 The board must provide leadership in equality and diversity.

A.13 The board must seek to reflect in its membership, the make-up of the community through offering maximum opportunity of membership to a range of potential members and removing potential barriers to membership, in partnership with its regional strategic body, as appropriate.

Corporate Social Responsibility

A.10 The board must demonstrate high levels of corporate social responsibility by ensuring it behaves ethically and contributes to economic development while seeking to improve the quality of life of the local community, society at large and its workforce.



Section B: Quality of the Student Experience

Student Engagement

- B.1 The board must have close regard to the voice of its students and the quality of the student experience should be central to all board decisions.
- B.2 The board must lead by example in relation to openness, by ensuring that there is meaningful on-going engagement and dialogue with students, the students' association and as appropriate staff and trade unions in relation to the quality of the student experience. Consultation is essential where significant changes are being proposed.
- B.3 The board must consider the outcome of student surveys and other student engagements and monitor action plans that could impact on the quality of the student experience.
- B.4 The college board must have regard to the [Framework for the Development of Strong and Effective College Students' Association in Scotland](#). It must put in place robust partnership procedures (e.g. partnership agreement) to work together to achieve change and which are supported by regular and open communications.
- B.5 The college board must encourage a strong and autonomous students' association and ensure that the students' association is adequately resourced.

B.6 The college board must ensure that the students' association operates in a fair and democratic manner and fulfils its responsibilities.

B.7 The college board should review the written constitution of its students' association at least every five years.

Relevant and High-Quality Learning

B.8 The board must seek to secure coherent provision for students, having regard to other provision in the region or college's locality. The board must be aware of external local, national and international bodies and their impact on the quality of the student experience, including community planning partners, employers, skills development and enterprise agencies and employer bodies. The board must seek to foster good relationships and ensure that the body works in partnership with external bodies to enhance the student experience, including employability and the relevance of learning to industry needs.

Quality Monitoring and Oversight

B.9 The board must ensure appropriate mechanisms are in place for the effective oversight of the quality and inclusivity of the learning experience in the college or region. The board must ensure that the college works in partnership with sector quality agencies and other appropriate bodies to support and promote quality enhancement and high-quality services for students.

Section C: Accountability

Accountability and Delegation

- C.1 The board is primarily accountable to its main funder, either SFC or its regional strategic body. Through the chain of funding, the body is ultimately responsible to the Scottish Ministers who are accountable to the Scottish Parliament.
- C.2 The board must ensure delivery of its agreed outcomes or in the case of an assigned college, its agreed contribution to the region's agreed outcomes.
- C.3 The board must ensure it fulfils its statutory duties and other obligations on it, and that the terms and conditions of its grant are being met.
- C.4 Scottish Ministers have powers to suspend or remove by order any or all board members of an incorporated college (except the principal) or a regional board for serious or repeated breaches of a term and condition of grant.
- C.5 The board also has a wider accountability to a range of stakeholders including students (both current and prospective), its staff, the wider public, employers and the community it serves, for the provision high quality education that improves people's life chances and social and economic well-being.
- C.6 Incorporated colleges and regional boards must maintain and publicly disclose a current register of interests for all board members. Board members have a personal responsibility to ensure any changes to their register of interests are notified timeously to the governance professional and to declare any specific conflicts of interest in the business of the meeting prior to the commencement of each meeting of the board and its committees and withdraw from meetings as appropriate.
- See section D.6 for the 'objective test' for judging if there is a conflict of interest.
- C.7 The board must ensure that its decision-making processes are transparent, properly informed, rigorous and timely, and that appropriate and effective systems of financial and operational control, quality, management of staff, risk assessment and management are established, monitored, continuously improved and appropriately impact assessed. This includes:
- a) the prompt production, dissemination and online publication of board/committee agendas, minutes and papers to the public
 - b) every board meeting and every committee meeting having a well-structured agenda circulated timeously in advance
 - c) the retention of all key documentation which help justify the decisions made by the board and its committees
 - d) setting quorum for board and committee meetings in line with good practice and preferably at 50% or higher are non-executive members. A board should satisfy itself that adequate arrangements are in place to ensure that decisions it has delegated to a committee are taken with a non-executive majority. When determining a quorum, the chair of the board may be considered to be a non-executive member. (see Annex 1 for the definition of non-executive)
- C.8 The board may delegate responsibilities to committees for the effective conduct of board business. As a minimum the committees required are Audit, Remuneration, Finance and Nominations/Appointments. Delegation of responsibilities from and matters reserved to the board and its committees must be set out in a scheme of delegation including the functions delegated by the board to the chair, committees, the principal and the governance professional (and any other members of staff).

Incorporated college boards and regional boards have no powers to delegate functions to an individual board member (except the chair who has no authority to act out with their delegated powers).

- C.9 The board must ensure every board committee has a specified member of the management team to provide objective, specialist advice to support it to discharge its remit, including by explaining in an accessible way the matters under discussion and the possible implications of different options.
- C.10 The board must consider and have in place procedures to ensure effective working relationships and constructive dialogue amongst the board as a whole and ensure there are effective reporting and two-way communications between committees and the board. The board must ensure that discussions and decisions of every committee are accurately recorded and reported to the board, no later than the next meeting of the board.

Risk Management

- C.11 The board of a college or a regional body is responsible for the overall management of risk and opportunity. It must set the risk appetite of the body and ensure there is an appropriate balance between risk and opportunity and that this is communicated via the principal to the body's management team.
- C.12 The board must ensure that sound risk management and internal control systems are in place and maintained. It must ensure there is a formal on-going process for identifying, reporting, evaluating and managing the body's significant risks and review the effectiveness of risk management, business continuity planning and internal control systems.

Audit Committee

- C.13 The Audit Committee must support the board and the principal by reviewing the comprehensiveness, reliability and integrity of assurances including the body's governance, risk management and internal control framework. The Scottish Government Audit and Assurance Committee Handbook promotes the development of an assurance framework to aid the Committee in fulfilling this role. See [Audit and Assurance Committee Handbook](#)
- C.14 The scope of the Audit Committee's work must be defined in its terms of reference and encompass all the assurance needs of the board and the principal. The Audit Committee must have particular engagement with internal and external audit, and must work with management and auditors to resolve any issues in relation to financial reporting.
- C.15 The Audit Committee must promptly pursue recommendations arising from audit reports and must monitor their implementation.
- C.16 The membership of the Audit Committee cannot include the board chair or the principal and, in line with the Audit and Assurance Committee Handbook, 'executive members of the organisation should not be appointed to the Audit and Assurance Committee', and the majority of members must be non-executive. The role of the college executive is to attend meetings at the invitation of the committee chair and to provide information for particular agenda items.
- C.17 The Audit Committee terms of reference must provide for the committee to sit privately without any non-members present for all or part of a meeting if they so decide. The Audit Committee members should meet with the internal and external auditors without the executive team present at least annually.

C.18 At least one member of the Audit Committee should have recent relevant financial or audit experience.

Remuneration Committee

C.19 It is essential that members of the Remuneration Committee understand their role and responsibilities. Members must undertake the online training module for Remuneration Committees provided by College Development Network within one month of appointment.

C.20 The board must have a formal procedure in place for setting the remuneration of the principal by a designated committee of non-executive members. The board may wish to supplement this by taking evidence from a range of sources. In particular, staff and students should have a role in gathering and submitting evidence in relation to the college principal to the relevant committee.

C.21 The board chair cannot be the chair of the Remuneration Committee (but they can be a member of it).

Financial and Institutional Sustainability

C.22 The board is responsible for ensuring the financial and institutional sustainability of the body. The board must ensure compliance with its Financial Memorandum (either with SFC or the regional strategic body, depending on which is funding it), including in relation to incorporated colleges and regional boards, relevant aspects of the Scottish Public Finance Manual.

C.23 The board must ensure that:

- funds are used as economically, efficiently and effectively as possible
- effective monitoring arrangements are in place
- college staff report relevant financial matters to it.

C.24 For colleges that are charitable organisations, board members are also charity trustees. The board of a college that is a charity must ensure its members are aware of their responsibilities under charity legislation and for complying with relevant provisions as set out by the Office of the Scottish Charity Regulator. See [OSCR Guidance and Good Practice for Charity Trustees \(02.04.25\)](#)

Staff Governance

C.25 The college board as the employer, is responsible for promoting positive employee relations and for ensuring effective partnership between recognised trade unions and management.

C.26 The board must have a system of corporate accountability in place for the fair and effective management of all staff, to ensure all legal obligations are met and all policies and agreements are implemented and identify areas that require improvement and to develop action plans to address them.

C.27 The college board must comply with collective agreements placed on it through national collective bargaining for colleges.

Section D: Effectiveness

The Board Chair

D.1 The chair is responsible for leadership of the board and ensuring its effectiveness in all aspects of its role. The chair is responsible for setting the board's agenda and ensuring that adequate time is available for discussion of all agenda items, particularly strategic issues. The chair must promote a culture of openness and debate by:

- encouraging the effective contribution of all board members
- fostering constructive challenge and support to the principal, executive team and fellow board members
- effective team-working
- positive relations between board members.

The chair must engage with the principal and the governance professional in a manner which is both constructive and effective.

D.2 The board and its committees must have the appropriate balance of skills, experience, independence and knowledge of the body to enable them to discharge their respective duties and responsibilities effectively.

Senior Independent Member

D.3 The board must appoint one of the non-executive members to be the senior independent member to provide a sounding board for the chair and to serve as an intermediary for the principal, other board members and the governance professional when necessary (see Annex 1 for the definition of 'non-executive'). The senior independent member should also be available where contact through the normal channels of chair, principal or governance professional has failed to resolve an issue or for which such contact is inappropriate. The senior independent member is also responsible for holding annual meetings with Board members, without the Chair, to appraise the Chair's performance and provide the Chair with relevant feedback

Further information on the role of the senior independent member can be found in [The Guide for Board Members in the College Sector](#).



Board Members

- D.4 Each board member is collectively responsible and accountable for all board decisions. Board members must make decisions in the best interests of the college and/or region as a whole rather than selectively or in the interests of a particular group.
- D.5 Staff, student and trade union board members are full board members and bring essential and unique, skills, knowledge and experience to the board. Staff, student and trade union board members must not be excluded from board business unless there is a clear conflict of interest, in common with all board members.
- D.6 Where the college is a charity, all board members, as charity trustees, including staff, student and trade union board members, have legal duties and responsibilities under the Charities Act 2005. This includes registering any personal interests that could be seen as conflicting with the interests of the body. The 'objective test' for judging if there is a conflict of interest is:
- "... whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your decision making in your role as a member of a public body".*
- D.7 The college board must appoint the principal as chief executive of the college, securing approval for the appointment and terms and conditions of the appointment from the regional strategic body if necessary.
- D.8 The college board must ensure there is an open and transparent recruitment process for the appointment. Students and staff must have an opportunity to contribute to the recruitment process.
- D.9 The college board must delegate to the principal, as chief executive, authority for the academic, corporate, financial, estate and human resource management of the college, and must ensure the establishment of such management functions are undertaken by and under the authority of the principal.
- D.10 The college board must ensure a clear process is in place to set and agree personal performance measures for the principal. This process should seek the views of students and staff. The chair, on behalf of the board, should monitor, review and record the principal's performance, at least annually, against the agreed performance measures.
- D.11 The principal, as a board member, shares responsibility for good governance with the chair and all other members of the board, supported by the governance professional. The principal also enables good governance through supporting effective communication and interaction between the body and the rest of the college including staff and students.
- D.12 The board provides strategic direction for the region and/or college, and the chair provides leadership to the board. The principal provides leadership to the staff of the body.
- D.13 The board must provide a constructive challenge to the principal and executive team and hold them to account.

Principal and Chief Executive

- D.7 The college board must appoint the principal as chief executive of the college, securing approval for the appointment and terms and conditions of the appointment from the regional strategic body if necessary.
- D.8 The college board must ensure there is an open and transparent recruitment process for the appointment. Students and staff must have an opportunity to contribute to the recruitment process.

Governance Professional

D.14 The board must appoint a governance professional who is responsible to it and reports directly to the chair in their governance professional capacity. The governance professional may be a member of the senior management team in their governance professional capacity, but they cannot hold any other senior management team position at the same time. The appointment and removal of the governance professional is a decision of the board.

D.15 All board members must have access to the governance professional who has an important governance role in advising the board, the committees and individual board members and supporting good governance. The distinctive governance professional role includes:

- facilitating good governance and advising board members on:
 - the proper exercise of their powers, including in relation to relevant legislation
 - the board's compliance with its Financial Memorandum, the Code for Good Governance, its Standing Orders and Scheme of Delegation
 - their behaviour and conduct in relation to the board's Code of Conduct.

- providing clear advice to the chair and the board/committees on any concerns the governance professional may have that board members have not been given:
 - sufficient information
 - information in an appropriate form
 - sufficient time to monitor, scrutinise or make informed and rigorous decisions in an open and transparent way.
- attending and providing support to every board meeting and every meeting of every board committee. Where the governance professional is unable to attend, while the governance professional retains overall responsibility, proper arrangements must be made to cover the role with a person who is fully able to discharge the role effectively.
- having an unambiguous right to speak at board and committee meetings to convey any concerns they may have about governance. This extends to someone substituting for the governance professional.
- reporting any unresolved concerns about the governance of the body to the relevant funding body (i.e., SFC or the regional strategic body).

D.16 The board must ensure the governance professional:

- has suitable skills, knowledge and behaviours to carry out their role effectively
- receives appropriate induction, and if new to the role, is mentored by a more experienced governance professional for at least their first year
- has adequate time and resources available to undertake their role effectively.

D.17 The board must ensure arrangements are in place to deal with a governance professional's potential or real conflicts of interest.

Board Member Appointment, Induction and Training

- D.18 For boards with responsibility for board appointments, the board must ensure a formal and open procedure is in place for recruiting and selecting new non-executive board members. Boards must have regard to current Ministerial Guidance on board appointments.
- D.19 The board is responsible for ensuring appropriate arrangements are in place for the conduct of student elections and nominations, and elections and nominations of staff and trade union members to the board.
- D.20 The chair must ensure that new board members receive a formal induction on joining the board, tailored in accordance with their individual and collective needs. The governance professional should support the chair in the provision of relevant induction for new board members.
- D.21 The board must ensure all board members undertake appropriate training and development in respect of their governance role. The governance professional should support the chair in the provision of relevant training and development opportunities for board members, which should be tailored to meet board members skills and needs. The governance professional must keep records of the development activity of board members, including the chair.
- D.22 The board must ensure that new committee members receive a committee induction and have their specific training needs assessed and met.

Board Evaluation

- D.23 Extension of the term of office of board appointments requires evidence and the board must ensure appropriate mechanisms are in place to support this.
- D.24 The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness every three to five years. The board should determine the timing for this externally facilitated review as part of the annual effectiveness review. The board is not required to conduct a self-evaluation of its effectiveness in the same year as an externally facilitated evaluation. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online.
- D.25 The board must agree a process for evaluating the effectiveness of the board chair and the committee chairs. The evaluation of the board chair should normally be led by the senior independent member.
- D.26 The board must ensure all board members are subject to appraisal of their performance, conducted at least annually, normally by the chair of the board.
- D.27 The performance of regional college chairs will also be evaluated by the Scottish Government, as regional college chairs are appointed by the Scottish Ministers and are personally accountable to them.
- D.28 The performance of assigned, incorporated college chairs will also be evaluated by the regional strategic body, as they are appointed by the regional strategic body and are personally accountable to them.

Section E: Relationships and Collaboration

Partnership Working

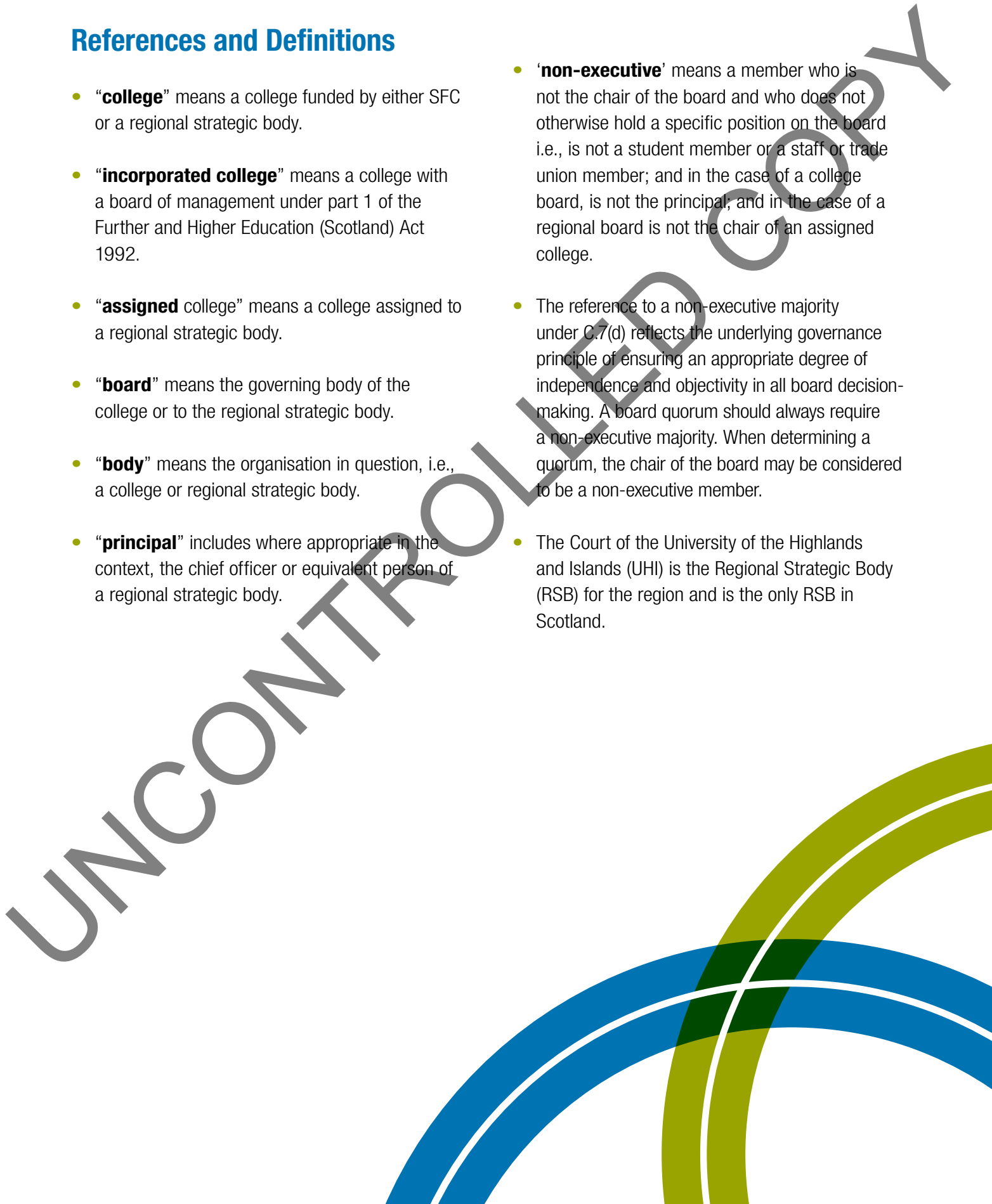
- E.1 The board must work in partnership to secure the coherent provision of high quality fundable further and higher education in their localities.
- E.2 The board must ensure effective consultation, local and regional planning and must follow the principles of effective collaborative working: mutual respect, trust and working towards commonly agreed outcomes.
- E.3 The board must ensure effective partnership working with local and national bodies including businesses, public and third sector organisations to develop commonly agreed priorities following the principles of effective collaborative working.
- E.4 The board must encourage and support effective partnership working and collaboration within and across regions to address local needs and meet national priorities and specialisms.



ANNEX 1

References and Definitions

- “**college**” means a college funded by either SFC or a regional strategic body.
- “**incorporated college**” means a college with a board of management under part 1 of the Further and Higher Education (Scotland) Act 1992.
- “**assigned college**” means a college assigned to a regional strategic body.
- “**board**” means the governing body of the college or to the regional strategic body.
- “**body**” means the organisation in question, i.e., a college or regional strategic body.
- “**principal**” includes where appropriate in the context, the chief officer or equivalent person of a regional strategic body.
- “**non-executive**” means a member who is not the chair of the board and who does not otherwise hold a specific position on the board i.e., is not a student member or a staff or trade union member; and in the case of a college board, is not the principal; and in the case of a regional board is not the chair of an assigned college.
- The reference to a non-executive majority under C.7(d) reflects the underlying governance principle of ensuring an appropriate degree of independence and objectivity in all board decision-making. A board quorum should always require a non-executive majority. When determining a quorum, the chair of the board may be considered to be a non-executive member.
- The Court of the University of the Highlands and Islands (UHI) is the Regional Strategic Body (RSB) for the region and is the only RSB in Scotland.



UNCONTROLLED COPY

www.cdn.ac.uk

 College Development Network

 @ColDevNet





12. Modern Slavery Statement For Approval

26 February 2026
BOARD OF MANAGEMENT

1. Purpose

To seek approval of the College Modern Slavery Statement.

2. Recommendation

That members consider and approve the attached statement.

3. Background

The Modern Slavery Act is UK legislation designed to tackle modern slavery and remove it from supply chains used by British organisations.

As part of this, organisations with a turnover of over £36million are required to produce a Modern Slavery statement.

The statement must be approved by the Board of Management and signed by the Principal.

4. Key Considerations

Advanced Procurement for Universities and Colleges (APUC)

Members may be aware that the majority of procurement activity undertaken by the College is done via APUC frameworks and under the guidance of an APUC Procurement Manager. This ensures that the procurement frameworks used by the College have considered Modern Slavery implications.

APUC also include Modern Slavery requirements for all suppliers.

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

There are some staffing resources involved in ensuring on an ongoing basis that modern slavery is embedded in the supply chain.

6. Equalities

Assessment in Place? – No

If not, why not? – This is an externally facing statement and does not directly impact the College community

7. Communities and Partners

As mentioned above, APUC are a key partner in ensuring compliance with legislation.



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

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

Total Risk Score – 4

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

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

Failure to meet it's legislative duties could result in censure or further action from UK Government. Additionally, if the College were to benefit from modern slavery in any form, the reputational damage to the College would be high. Mitigating these risks is the ongoing work with APUC and the specialist procurement advice and assurance they provide to the College

Is the score above the Board Risk Appetite level? No

Risk Owner – Board of Management

Action Owner – Alison Stewart

Paper Author – Stephen Jarvie

SMT Owner – Kenny MacInnes



Modern Slavery Statement

Our Organisation

Forth Valley College is a leading provider of further and higher education in Scotland, offering a wide range of courses to students across multiple campuses. We employ a diverse workforce dedicated to delivering high-quality education and training.

Our Commitment

Forth Valley College is committed to preventing modern slavery and human trafficking in all its forms within our organisation and supply chains. We recognise our responsibility to operate ethically and with integrity, ensuring that such practices are not present in any part of our business.

Our Supply Chains

Our procurement activities involve sourcing goods and services across various categories, including:

- Estates goods and services
- Information and Communication Technology (ICT) equipment and services
- Professional services
- Library resources
- Human resources
- Catering and cleaning services

We acknowledge that certain categories, such as office supplies, ICT equipment, and some estates services, may carry higher risks of modern slavery and human trafficking. A significant proportion of our procurement is with suppliers who are pre-approved either by a purchasing consortium or through public tenders managed by our Procurement department.

Our Policies and Commitments

Forth Valley College has implemented several policies to mitigate the risk of modern slavery within our operations and supply chains:

- **Procurement Policy:** We have embedded sustainable procurement practices throughout our procurement activities, ensuring compliance with the Procurement Reform (Scotland) Act 2014, Public Contracts (Scotland) Regulations 2015, Procurement (Scotland) Regulations 2016 and the Statutory Guidance.
- **Anti-Bribery & Corruption Policy:** Preventing unethical business practices and ensuring transparency in our work.

- **Public Interest Disclosure (Whistleblowing) Policy:** Encouraging our staff to report concerns about unethical practices, protecting them when they do and investigating matters thoroughly.
- **Safeguarding Policy:** Protecting vulnerable individuals within the College's community every day.
- **Equalities Policy:** Forth Valley College is committed to Equality, Diversity and Inclusion (ED&I) and to providing an environment that is free from bullying, harassment, victimisation and discrimination, in which everyone is treated with dignity and respect.
- **Living Wage Commitment:** We are accredited as a Living Wage Employer, ensuring that all staff and contractors engaged directly by the College are paid at least the Real Living Wage, as set by the Living Wage Foundation.

Due Diligence Processes

To identify and mitigate risks related to modern slavery, we have established the following measures:

- **Supplier Assessments:** We conduct due diligence on suppliers, particularly those in high-risk categories, to ensure their compliance with the Modern Slavery Act 2015.
- **Contractual Obligations:** Our standard terms and conditions require suppliers to comply with all applicable laws, including those related to anti-slavery and human trafficking. Supplier obligations are clearly outlined, including due diligence procedures for sub-contractors. Contracts allow for immediate termination by giving written notice if the contractor commits a breach of the provisions of the Modern Slavery Act 2015. Terms include clauses to ensure that new and existing suppliers are aware of their obligations under the Act and comply with the Advance Procurement for Universities and College (APUC) Sustain Supply Chain Code of Conduct, which prohibits the use of forced, involuntary, or underage labour, and with Fair Work practices as appropriate.
- **Risk Assessments:** For relevant collaborative and local tenders, a risk assessment using the APUC Prioritisation Tool or the Sustainability Test is carried out to assess the risks of modern slavery and human trafficking.
- **Electronics Watch:** The College is a member of Electronic Watch, a collaborative monitoring organisation addressing labour rights issues in the global ICT supply chains.
- **Supply Chain Management (SCM) and Ecovadis:** In collaboration with APUC, the College uses these tools to assess suppliers on social, ethical and environmental compliance.
- **Training and Awareness:** We provide training to relevant staff to raise awareness of modern slavery issues and to ensure effective implementation of our policies.

Monitoring and Reporting

We are committed to continuous improvement in our approach to tackling modern slavery:

- **Regular Reviews:** We regularly review our policies and procedures to ensure their effectiveness in preventing modern slavery and human trafficking.
- **Reporting Mechanisms:** We have established channels for staff and stakeholders to report any concerns related to modern slavery, ensuring that all reports are investigated and appropriate actions are taken.

Future Actions

Forth Valley College is dedicated to enhancing our efforts to combat modern slavery:

- **Supply Chain Mapping:** We will work towards mapping our supply chains considered high risk to identify and address potential risks of modern slavery and human trafficking.
- **Collaboration:** We will continue to collaborate with organisations such as APUC and other educational institutions to share best practices and strengthen our collective response to modern slavery.

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes Forth Valley College's modern slavery and human trafficking statement for the financial year ending 31 July 2025.

[Signed]

Kenny MacInnes
Principal and Chief Executive
Forth Valley College



1. Purpose

To provide the Board with the latest version of the College strategic risk register.

2. Recommendation

That members note the contents of the register.

3. Background

The College maintains a register of potential significant risks to College operations.

The register is developed both by members of the SMT and also via recommendation on risks from Board Committees.

4. Key Considerations

The register is presented to each meeting of the Audit Committee but it is considered good practice to bring this to the Board of Management at least annually.

The register is a high level overview. There is underlying detail to each risk which is shared with Audit Committee members.

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

None

6. Equalities

Assessment in Place? – No

If not, why not? – Individual actions relating to risk mitigation are subject to EQIA as appropriate

7. Communities and Partners

None

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



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

Total Risk Score – 2

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	

The College maintains an overview of risk, with risks forming part of each paper to management and Board level as well as risk being a standing item on management and Board level agendas.

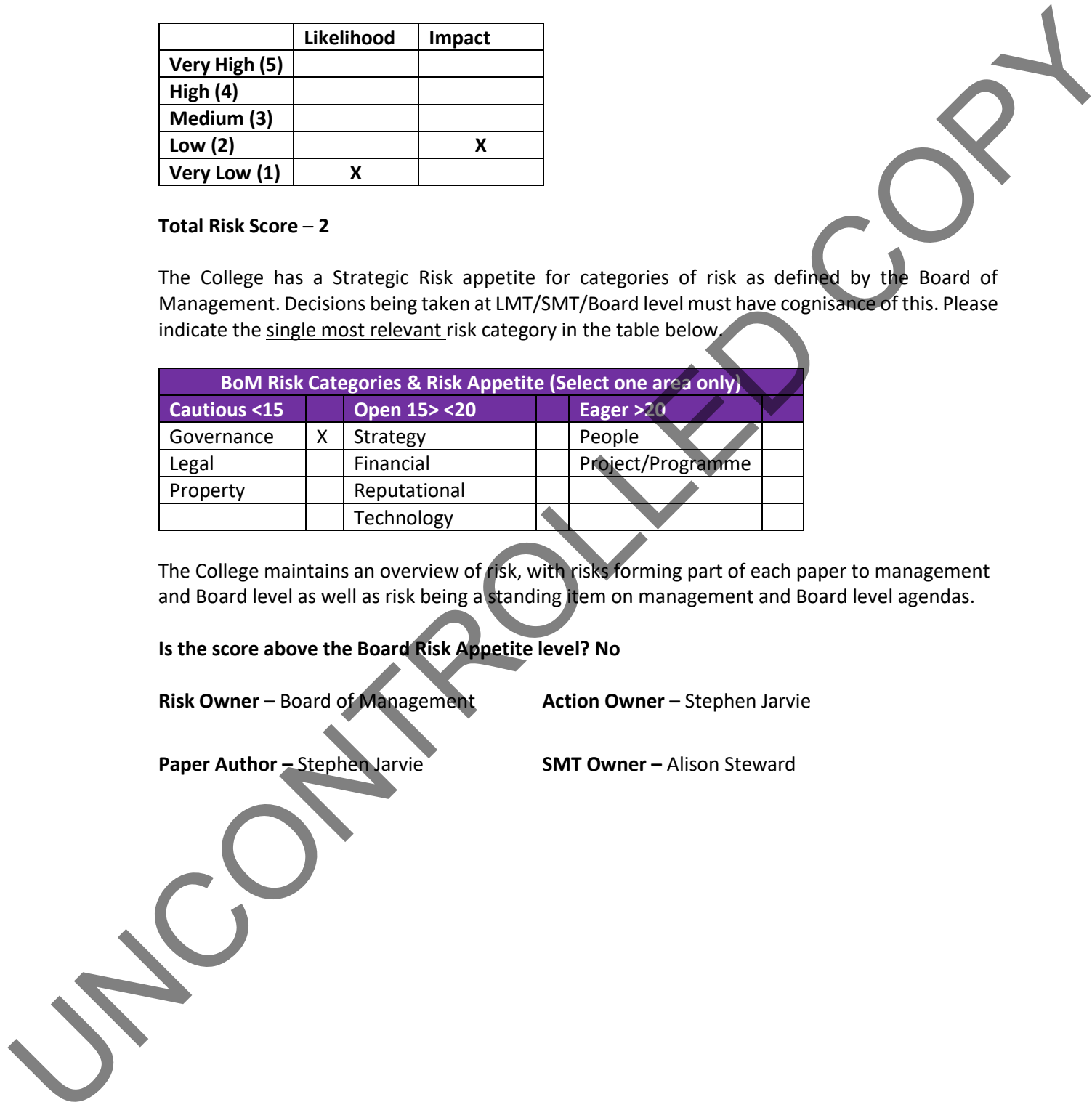
Is the score above the Board Risk Appetite level? No

Risk Owner – Board of Management

Action Owner – Stephen Jarvie

Paper Author – Stephen Jarvie

SMT Owner – Alison Steward



Risk No	Date identified	Risk Title	Initial Risk Score	Last Residual Score	Current Residual Score	Movement in period	Risk Appetite Category	Risk Appetite Score	Risk Treatment
1	Apr-21	Financial Sustainability	25	25	25	<->	Financial	20	Accept with mitigation
2	Apr-21	Estates Maintenance - affordability	25	25	25	<->	Property	15	Accept with mitigation
14	Aug-25	Three campus estate	25	25	20	↓	Reputational	20	Accept with mitigation
15	Aug-25	Transformation Project	25	20	20	<->	Reputational	20	Accept with mitigation
9	Apr-21	People Strategy delivery	16	12	12	<->	People	25	Accept with mitigation
3	Apr-21	High quality learning experience	20	8	8	<->	Strategy	20	Accept with mitigation
5	Apr-21	National Bargaining / Strike Action	20	8	8	<->	People	25	Accept with mitigation
6	Apr-21	Growing/influencing strategic partners	12	8	8	<->	Reputational	20	Accept with mitigation
10	Apr-21	Major incident , eg campus closure	16	8	8	<->	Strategy	20	Accept with mitigation
11	May-22	Malpractice	12	8	8	<->	Reputational	20	Accept with mitigation
12	Aug-24	IT legacy equipment	20	8	8	<->	Technology	20	Accept with mitigation
8	May-23	Student Accommodation	12	4	4	<->	Financial	20	Accept with mitigation
13	Sep-23	Board Secretary arrangements	6	3	3	X	Governance	15	Remove

**The National Recognition and Procedures
Agreement**

for the

College Sector in Scotland

UNCONTROLLED COPY

Contents

1. Signatories.....	3
2. Glossary.....	3
3. Introduction.....	5
4. The Nine Principles of Public Life in Scotland.....	6
5. The National Recognition and Procedures Agreements Protocols.....	7
6. The Joint Secretaries Referrals Protocol.....	8
National Recognition and Procedures Agreement for Lecturing Staff (NRPA – LS).....	9
1. Purpose.....	9
2. Scope.....	9
3. NNC – LS – Structures and Procedures.....	10
4. Agreements Reached.....	10
5. Effective Date.....	10
6. Variations and Notice of Withdrawal.....	10
7. Expenses.....	11
8. Disputes.....	11
9. Facilities Time.....	11
National Recognition Agreement for Professional Services Staff (NRA – PSS).....	13
1. Purpose.....	13
2. Scope.....	13
3. NNC – PSS – Structures and Procedures.....	13
4. Agreements Reached.....	14
5. Role of the Joint Secretaries.....	15
6. Effective Date.....	15
7. Variations and Notice of Withdrawal.....	15
8. Costs.....	15
9. Dispute Resolution.....	16
10. National Facilities Time.....	16

1. Signatories

Lecturing Staff (Appendix 1):

This National Recognition and Procedures Agreement (NRPA) for Lecturing Staff (LS) (**Appendix 1**) is agreed by the **EIS-FELA** and the undernoted colleges:

Ayrshire College	Borders College
City of Glasgow College	Dumfries and Galloway College
Dundee and Angus College	Edinburgh College
Fife College	Forth Valley College
Glasgow Clyde College	Glasgow Kelvin College
UHI Argyll	UHI Inverness
UHI Moray	Newbattle Abbey College
New College Lanarkshire	North East Scotland College
UHI North, West and Hebrides	UHI Perth
UHI Shetland	South Lanarkshire College
West College Scotland	West Lothian College

Professional Services Staff (Appendix 2)

This National Recognition Agreement (NRA) for Professional Services Staff (PSS) (**Appendix 2**) is agreed by **UNISON, Unite the Union, the GMB** and the undernoted colleges:

Ayrshire College	Borders College
City of Glasgow College	Dumfries and Galloway College
Dundee and Angus College	Edinburgh College
Fife College	Forth Valley College
Glasgow Clyde College	Glasgow Kelvin College
UHI Argyll	UHI Inverness
UHI Moray	Newbattle Abbey College
New College Lanarkshire	North East Scotland College
UHI North, West and Hebrides	UHI Perth
South Lanarkshire College	West College Scotland
West Lothian College	

2. Glossary

In this Agreement, the following terms have the meanings assigned to them:

The National Recognition and Procedures Agreement for the College Sector in Scotland	The National Recognition and Procedures Agreement for the College Sector in Scotland is the overarching structure and procedures for the respective agreements for the Lecturing Staff (Appendix 1) and the Professional Services Staff (Appendix 2) .
Colleges	The Colleges who are the signatory parties to the Agreements for the Lecturing Staff (Appendix 1) and the Professional Services Staff (Appendix 2).
Boards of Management	The governing bodies of the Colleges.
College Employers Scotland (CES)	The representative body for the Colleges, for the purposes of National Bargaining.
Defined Staff	For the purposes of Appendix 1 , all Lecturing Staff (LS) directly employed by the Colleges who are engaged on terms and conditions which have been collectively agreed nationally with the Trade Unions.

	For the purposes of Appendix 2 , all Professional Services Staff (PSS) directly employed by the Colleges who are engaged on terms and conditions which have been collectively agreed nationally with the Trade Unions.
Trade Unions	The Trade Unions who are the signatory parties to, and recognised by these Agreements, namely the EIS-FELA (for Lecturing Staff – Appendix 1) and UNISON, Unite the Union and the GMB (for Professional Services Staff – Appendix 2).
Staff Representatives	The representatives delegated by the Trade Unions to negotiate with the Management Representatives on behalf of Defined Staff.
Management Representatives	The representatives who are appointed annually at the first meeting in the Academic Year by CES, and who are authorised to negotiate with the Staff Representatives on behalf of the Colleges.
National Negotiating Committee – LS	The NNC – LS is the combined body of Lecturing Staff Representatives and Management Representatives, acting jointly to provide the means of negotiations, and to further the work and outcomes of matters within the scope of the agreement.
National Negotiating Committee – PSS	The NNC – PSS is the combined body of Professional Services Staff Representatives and Management Representatives, acting jointly to provide the means of negotiations, and to further the work and outcomes of matters within the scope of the agreement.
Joint Secretaries	The Staff Secretary for the Lecturing Staff, the Staff Secretary for Professional Services Staff and the Management Secretary.
National Collective Agreements	Any agreements reached through the respective procedures set out in Appendix 1 and Appendix 2, covering the Defined Staff.
Agreed Terms and Conditions	The nationally agreed Terms and Conditions of Service of Defined Staff, or subsequently as agreed through the NNC – LS and NNC – PSS.
The Agreements	The National Agreements set out in Appendix 1 and Appendix 2 for the College Sector in Scotland.
Consult	The exchange of relevant information and the joint consideration of issues at a formative stage in the process in which the Colleges make a decision.
Negotiate	The process by which the Colleges and the Unions establish agreed terms on issues such as pay and terms and conditions of employment. The responsibility for decision making is jointly held between the Colleges and the Unions. It is distinct from consultation where the responsibility for decision making remains with the Colleges.
Secretariat	The Secretariat function is provided by CES and supports the Joint Secretaries with administrative and organisational support for the NNC. The Secretariat also ensures the NNC website is updated regularly.

3. Introduction

The spirit and intention of the Agreements are to promote excellent joint working relations throughout the College Sector.

The **NRPA – LS (Appendix 1)** establishes the structure and procedures for the National Agreement pertaining to Lecturing Staff.

The **NRA – PSS (Appendix 2)** establishes the structure and procedures for the National Agreement pertaining to Professional Services Staff.

Both National Agreements will ensure that the Scottish Government's Fair Work Policy underpins its work, the policies and agreements reached.

The Colleges and their Boards of Management, along with the Trade Unions acknowledge a common interest in advancing the educational aims of the Colleges, the success of college students, and the furtherment of employment terms and conditions for its staff, through the agreed Terms and Conditions and working practices, to further these aims.

These Agreements shall not detract from the right of communication between College Employers Scotland (CES) and its members, individual Colleges and their staff, or between the Trade Unions and their members.

The signatory parties to the Agreement acknowledge the importance of establishing and maintaining confidence in the arrangements, voluntarily established under the Agreements and recognise the need to negotiate in good faith.

The Agreements are not legally enforceable but signing of the Agreements demonstrates a commitment by all parties to adhere to its terms.

The parties responsible for any amendments to **Appendix 1** are the EIS-FELA and the signatory colleges (represented by CES).

The parties responsible for any amendments to **Appendix 2** are UNISON, Unite the Union, the GMB and the signatory colleges (represented by CES).

Additionally, all parties agree to conduct their relationship, agreements and procedures in line with the 'Nine Principles of Public Life in Scotland'.

4. The Nine Principles of Public Life in Scotland

All involved in the structures, processes and procedures of the National Agreements, commit to operate under the Nine Principles of Public Life in Scotland (“the Principles”).

These Principles are outlined as follows:

1. **Selflessness:** Colleges are public bodies, so all parties to the National Agreements must bear in mind the public interest during their discussions.
2. **Integrity:** All individuals attending the committees of the National Agreements should avoid any outside interests that may seek to inappropriately influence them and their discussions. If any doubt, individuals should declare outside interests.
3. **Objectivity:** During negotiations, all individuals should seek to put across their points fairly and on merit, using evidence and avoiding any personal insults and/or anecdotal commentary.
4. **Accountability:** All individuals to the negotiations are accountable to their respective members, and it is accepted that negotiators (i.e. the Management and Staff Representatives) especially must submit themselves to the scrutiny of their members in order to ensure good governance.
5. **Openness:** Negotiations themselves should take place in an open and transparent manner, while respecting the confidentiality of discussions. Relevant information should not be withheld from the other parties unless there are clear reasons outlined for doing so.
6. **Honesty:** All individuals taking part in the negotiations should be truthful and not deliberately seek to mislead the other parties.
7. **Leadership:** All individuals taking part in the negotiations should exemplify the Principles in their own behaviour. They should actively promote and robustly support the Principles during meetings and challenge poor behaviour if it occurs.
8. **Duty:** All individuals have a duty to uphold and act in accordance with the law and the broader public interest. Furthermore, all individuals have a duty not to bring the machinery of the National Agreements into disrepute.
9. **Respect:** All individuals must behave in a respectful manner to one another during meetings. This means contributions should be thoughtful, polite and considerate.

During any meetings, the Chair of the meeting has the authority to:

- Remind members of their obligations under the Principles.
- Point out any behaviour that they find contradictory to the Principles.
- As a last resort, close or suspend the meeting if any behaviours contradictory to the Principles persists.

5. The National Recognition and Procedures Agreements Protocols

a) Arranging Meetings

- Meetings for each staff group shall be arranged through the respective Joint Secretaries.
- Meeting dates will be agreed with the Staff Side Secretaries and the Management Representatives via the Secretariat.

b) Agenda

- Agenda items should normally be presented by the Joint Secretaries to the Secretariat in writing no later than **eight** working days before the meeting.
- The Secretariat will draft and issue the agenda to the Joint Secretaries for agreement.
- Where appropriate, agenda items should have accompanying papers, unless agreed by the Joint Secretaries (and agreement should not be unduly withheld).
- The agenda and papers will be issued **five** working days in advance of each meeting.
- There should be no papers tabled on the day of meetings, unless agreed by the Joint Secretaries.

c) Papers

All papers provided for discussion by the Joint Secretaries shall be clearly marked/classified as set out below:

- **CONFIDENTIAL/RESTRICTED** – not for circulation/distribution beyond nominated attendees.
- **CONFIDENTIAL/LIMITED** – for sharing, as appropriate, with Trade Union and College Employers Scotland members only but still under confidential cover.

If the paper is not marked, it is suitable for general distribution/reporting.

d) Record of Meetings

- Minutes of meetings will be prepared by the Secretariat.
- Draft minutes will normally be circulated to the respective Joint Secretaries no later than **10** working days after each meeting and will have the status CONFIDENTIAL/LIMITED.
- The draft minute, once agreed by the Joint Secretaries, will be formally presented to the next meeting for formal agreement.
- The Secretariat will then arrange for the agreed minute to be added to the National Negotiating Committee website.
- Any joint matters agreed for communication from the minutes will be clearly identified which might include joint position statements, which will be agreed in advance of release through the Joint Secretaries.

e) Conduct of Meetings

- Each meeting shall appoint a Chair – the role of chairing each meeting shall rotate, unless otherwise agreed.
- The quorum for meetings shall set out within the respective agreement.

6. The Joint Secretaries Referrals Protocol

All Circulars and National Agreements contain a clause which advises that any queries or points of clarification (Referrals) should be directed to the Joint Secretaries in the first instance.

For LS Agreements and Circulars, these would be the Lecturing Staff Secretary and Management Secretary.

For PSS Agreements and Circulars, these would be the PSS Staff Secretary and Management Secretary.

Overall administrative support for the Joint Secretary Referrals is provided by the CES Secretariat.

All LS Referrals should be submitted to the Management Secretary and LS Staff Secretary at the same time.

All PSS Referrals should be submitted to the Management Secretary and PSS Staff Secretary at the same time.

Referrals should be sent to both Joint Secretaries simultaneously, copying in College Employers Scotland – ces@collegeemployersscotland.ac.uk for secretarial purposes. Where only one Secretary receives a Referral, this should be forwarded to the other respective Secretary. All Referrals will be acknowledged by the CES Secretariat. Both Staff Side Secretaries should have knowledge of all outstanding Referrals.

Referrals should come from the recognised trade union branch(es) or authorised college management representatives only, and preferably as a joint Referral. Individuals cannot make Referrals. Any initial queries from staff members should be routed through their own college HR department and/or trade union, in the first instance. Referrals from trade unions and/or colleges should normally only be made after local procedures have been exhausted. Where there is a failure to deal with matters timeously at a local level, authority may be sought from the Joint Secretaries to refer the matter without exhausting local procedures. Authorisation will not be unreasonably withheld.

To assist with the effective and efficient process of Referrals, any Referral should contain the following information:

- Detail on the nature of the Referral, including the Circular and/or National Agreements that the originating party/parties believe may have been breached or require clarification.
- A summary of the processes/procedures used at a local college level that have been exhausted, including any proposed resolutions and the final positions of both sides before the “failure to agree”.
- Confirmation of whether both parties related to the Referral are aware that there has been a Referral, so the Secretaries can ascertain the views of both sides in any request for clarification.

Where a Referral is received from only one party, they will be advised the Referral will be shared with the other party. The other party will be asked for their submission and/or comments on the Referral.

Consideration of Referrals by the Secretaries will be undertaken based on the evidence submitted in relation to the relevant Circular/Agreement. The Secretaries can ask for further information from either or both parties if required. Any subsequent information received will be shared with both parties to the Referral.

The NNC Secretaries Referral outcome is binding on all parties. If the Joint Secretaries fail to reach an agreement on a Referral outcome, then the Joint Secretaries will decide whether the Referral should be discussed at either the NNC – LS or NNC – PSS.

National Recognition and Procedures Agreement for Lecturing Staff (NRPA – LS)

1. Purpose

The Agreement hereby confirms that the Colleges and the Trade Unions will negotiate on those matters within the Scope of the Agreement (as set out in section 2 below).

The Agreement sets out the procedures by which CES and the EIS-FELA shall negotiate matters within the Scope of the Agreement.

Any Agreement reached shall apply to the Defined Staff and will be implemented from the date specified.

Any Agreement reached will take precedence over any locally agreed terms and conditions, or any other terms and conditions agreed in respect of the Defined Staff under previous national bargaining arrangements.

2. Scope

CES agree to negotiate with the EIS-FELA on the undernoted Contractual Terms and Conditions of employment applying to Defined Staff.

The NNC – LS is responsible within its bargaining group for:

- Salary matters unique to the bargaining group
- Agreed Terms and Conditions of Service unique to the bargaining group
- Pension matters unique to the bargaining group.

Including

- Pay
- Working hours
- Class contact hours
- Sick pay
- Absence Management
- Annual Leave
- Maternity Policy
- Paternity Policy
- Family Friendly Policies
- Transfer to permanent status
- Grievance and Disciplinary Policies
- Professional Development.

Additional terms and conditions can be included as agreed.

CES agree to consult with the EIS-FELA on other matters on national policy, and both agree joint guidance for implementation locally, appropriate to the needs of each particular college. The NNC – LS may issue national policy advice and may share best practice for Colleges or local collective bargaining arrangements.

3. NNC – LS – Structures and Procedures

The NNC – LS shall have up to twelve members, made up of up to five Management Representatives and up to seven Staff Representatives.

The quorum for meetings of the NNC – LS shall be three Management and four Staff Representatives.

One full-time Official from either Side, excluding the Secretariat, by agreement, may also attend in an *ex-officio* capacity, and does not count towards the quorum.

The Management Representatives shall be appointed annually by CES, and the Staff Representatives shall be appointed by the Trade Union. All Representatives will have authority to negotiate and consult on behalf of their side. The names of appointed Representatives will be shared at the first meeting of each Academic Year. This does not preclude either side from appointing a cover Representative where one of the appointed cannot attend.

Decisions will be by consensus between both Sides.

Each Side will appoint a Chair; by rotation. Each Side will appoint a Secretary, and the overall Secretariat will be provided by the Management Side.

The NNC – LS may, by joint agreement, also invite advisors and/or observers to attend and/or speak at a meeting. Any such person invited to attend has no formal rights or status. This may also include working parties or commissioning research to support the discharge of the NNC – LS functions.

A schedule of NNC – LS meetings will be agreed by the Joint Secretaries, of which there will be five per Academic Year; and exceptional meetings may be called by either side.

4. Agreements Reached

The Agreements reached by the NNC – LS will be set out in writing by the Joint Secretaries as Circulars, on behalf of the NNC – LS.

The Agreements reached will be binding on all signatory Colleges and the Trade Union. The signatories of each of the parties hereto confirm that they have the authority to bind the party that they represent. This Agreement is binding in honour but not legally enforceable. However, any collective Agreement varying the terms and conditions of Defined Staff will be legally enforceable.

5. Effective Date

The Agreement shall take effect on **1 March 2026**.

6. Variations and Notice of Withdrawal

No variations to this Agreement may be made except by agreement of all the signatory parties.

A signatory party may withdraw from this Agreement provided it shall give twelve months' notice of its intention to do so in writing to the other parties. Variations to this notice period can be agreed by the signatory parties.

The NRPA – LS will be reviewed by agreement of all parties to ensure that it meets the needs of the parties and the sector and continues to operate effectively.

7. Expenses

The general cost of maintaining the NNC – LS and its secretariat function is borne by CES.

Any external expenses and other relevant expenditure must be agreed by the NNC – LS in advance, including how the cost is borne.

8. Disputes

In the event of a dispute arising concerning negotiation or agreements reached under these procedures, the EIS-FELA agree to seek resolution through the disputes procedure as agreed and attached as **Annex 1** to this Agreement. The EIS-FELA further agree to refrain from industrial action until the agreed Avoidance of Industrial Action Procedures have been exhausted; the Colleges agree to maintain the *status quo ante* until the agreed dispute procedures have been exhausted.

9. Facilities Time

[See EIS-FELA – Facilities Time Agreement](#)

UNCONTROLLED COPY

Avoidance of Industrial Action Procedure for the NNC – LS

The Colleges and the EIS-FELA are committed to striving for agreed outcomes. If, exceptionally, these cannot be achieved, the EIS-FELA may invoke the following Avoidance of Industrial Action Procedure (AIAP) which gives rise to a dispute:

- Where it appears that all scope for progress through normal procedures has been exhausted, the EIS-FELA shall give formal notice that it is applying this AIAP.
- Following receipt of such notification the parties will agree meeting dates within **five** working days for at least two meetings to seek to resolve the dispute. Unless agreed otherwise, these meetings will take place within the following **10** working days.
- The focus of these meetings will be on reaching a settlement of the issue(s) in dispute. Such a settlement should also seek to include recommendations on how similar disputes might be avoided in the future.
- Further meetings beyond this initial period may take place where that is agreed between the two sides.
- If it has not been possible to resolve the dispute through this series of meetings, the parties will consider whether third-party assistance – normally using ACAS for mediation and conciliation – would be helpful. The matter in dispute may, with the agreement of the parties, be referred to ACAS for conciliation. A decision on this should be taken within **five** working days of the second meeting.
- Throughout the period of dispute resolution meetings, and for any agreed third-party assistance, the Colleges will maintain the *status quo ante* and the Trade Unions will refrain from taking any form of industrial action until the procedure has been fully exhausted.
- Outcomes from any stage in the procedure will be communicated jointly.

National Recognition Agreement for Professional Services Staff (NRA – PSS)

1. Purpose

The Agreement hereby confirms that the Colleges and the Trade Unions will negotiate on those matters within the Scope of the Agreement (as set out in section 2 below).

The agreement acknowledges that the signatory Trade Unions are jointly recognised and shall co-operate with each other in a way that shall maintain stable and effective single table bargaining arrangements.

The Agreement sets out the procedures by which CES and the Trade Unions shall negotiate matters within the Scope of the Agreement.

Any Agreement reached shall apply to the Defined Staff and will be implemented from the date specified.

Any Agreement reached will take precedence over any locally agreed terms and conditions, or any other terms and conditions agreed in respect of the Defined Staff under previous national bargaining arrangements.

2. Scope

It is agreed that the matters contained within the National Agreement Terms and Conditions (Professional Services Staff) – *previously (Support Staff)* i.e. within Circular STS 03/22 will be subject to negotiation between the Management and Staff Representatives in respect of the Defined Staff and comprise “the Scope of the Agreement”.

Any new matters added to the Scope of the Agreement must be jointly agreed and set out within an Agreement.

The National Negotiating Committee (NNC) – PSS may also issue national policy guidance and there is an expectation that this will be taken account of locally with reference to the individual requirements of each individual college and on the understanding that colleges will not act in direct contradiction of any national policy guidance.

3. NNC – PSS – Structures and Procedures

The NNC – PSS shall have up to ten members, made up of up to five Management Representatives and up to five Staff Representatives.

The Management Representatives shall be appointed annually by CES, and the Staff Representatives shall be appointed by the Trade Unions.

The Staff Representatives’ appointments shall be on the following basis:

UNISON	3 Members
UNITE	1 Member
GMB	1 Member

The quorum for meetings of the NNC – PSS shall be three Management and three Staff Representatives, with the Staff having at least two Trade Unions represented.

One full-time official per Trade Union may also attend in an *ex-officio* capacity and does not count towards the quorum.

Procedures and Administration

The Secretariat will be provided by CES.

Each meeting shall appoint a Chair, and the role of chairing each meeting shall rotate between Staff and Management Representatives, unless otherwise agreed.

In any meeting, the Chair's role is to facilitate discussions in an impartial manner in accordance with the 'Nine Principles of Public Life in Scotland' and the NRA Protocol.

The Management Secretary and the Staff Secretary shall be responsible for all administrative and organisational arrangements to support the work of the NNC – PSS and shall become the Joint Secretaries.

Meetings shall be held in line with a pre-agreed meeting schedule, unless by agreement of the Joint Secretaries, and any business tabled must be within the Scope of the Agreement.

The NNC – PSS may, by joint agreement, also invite advisors and/or observers to attend and/or speak at a meeting. Any such person invited to attend has no formal rights or status.

4. Agreements Reached

All National Collective Agreements reached by the NNC – PSS will be set out in writing in the form of a Circular drafted, agreed and issued by the Joint Secretaries on behalf of the NNC – PSS.

All National Collective Agreements reached at the NNC – PSS will be binding on the signatory Colleges and the Trade Unions.

Colleges will ensure that any National Collective Agreements specifying and varying the terms and conditions of employment of the Defined Staff will be incorporated into individual contracts of employment of the Defined Staff.

The Management Secretary will be available to provide advice to CES members, and the Staff Secretary will be available to advise their members on matters relating to National Collective Agreements, circulars, guidance, or any other outcomes from the NNC – PSS.

All joint Referrals on the interpretation of Circulars should follow the NRA Joint Secretaries Referrals Protocol.

5. Role of the Joint Secretaries

The Joint Secretaries are central to the Agreement. The NNC – PSS will promote an effective and constructive approach to their joint working relationship, encouraging the same of all their appointed representatives.

The Management Secretary shall be appointed by CES in accordance with its internal processes.

The Staff Secretary shall be appointed by the majority Trade Union, unless agreed otherwise by the Trade Unions.

The Circulars used to implement the National Agreements are drafted, agreed and issued on behalf of the NNC – PSS.

General advice provided on circulars, and the decisions reached on queries and referrals related to Circulars, are the preserve of the Joint Secretaries working together. The Joint Secretaries may seek further supporting background and information if required.

6. Effective Date

The Agreement shall take effect on **1 March 2026**.

7. Variations and Notice of Withdrawal

No variations to the Agreement may be made except by joint agreement of NNC – PSS.

A signatory party may withdraw from this Agreement provided it shall give six months' notice of its intention to do so in writing to all the other parties. Variations to this notice period can be jointly agreed by the NNC – PSS.

The NNC – PSS agree to review the Agreement on a biennial basis to ensure that it continues to operate effectively.

8. Costs

The general cost of maintaining the NNC – PSS and its secretariat function is borne by CES.

Any other expenses of the NNC – PSS must be agreed in advance, including how the cost is borne.

9. Dispute Resolution

In the event of a dispute arising, concerning negotiations or agreements under the Scope of the Agreement, then the Management or Staff Representatives may invoke the following dispute procedure.

1. Either the Management or Staff Representatives should give formal notice that it is invoking this dispute resolution procedure.
2. Both the Management and Staff Representatives should then seek to agree a date for a meeting to resolve the dispute. A first meeting should take place within **10** working days of receiving the dispute notification.
3. If resolution of the dispute is not achieved at or following the first meeting, then there should be agreement of a date for a second meeting, within **10** working days of the first meeting.
4. Both the Management and Staff Representatives will jointly consider whether third-party assistance – such as ACAS – would be helpful, if initial meetings have not resolved the dispute.
5. Throughout the period of dispute resolution meetings, and for any agreed third-party assistance, the Colleges will maintain the *status quo ante* and the Trade Unions will refrain from taking any form of industrial action until the procedure has been fully exhausted.
6. Either the Management or Staff Representatives may declare the dispute procedure is exhausted and there is a formal Failure to Agree if (1) resolution is not achieved after the dispute meetings and (2) no agreement is reached on seeking third party assistance or if such third-party assistance does not lead to a resolution of the dispute.
7. Both CES and Trade Unions agree not to use this procedure to circumvent meaningful National Bargaining.

Once a Failure to Agree is declared, then in accordance with Point 5 of the Dispute Resolution Procedure, the dispute procedure is at an end, and the matter will be kept and filed as a matter of record within the NNC – PSS.

A new dispute cannot be invoked under the dispute's procedures on the same matter for a 12-month period from the date of the Failure to Agree is invoked, unless exceptionally agreed by the Joint Secretaries. This does not prejudice the Trade Unions right to take lawful industrial action.

All formal outcomes from the Failure to Agree will be communicated jointly by the Joint Secretaries.

10. National Facilities Time

An annual schedule of NNC – PSS meetings will be agreed by the Joint Secretaries.

Based on the annual schedule of NNC – PSS meetings, National Facilities Time will be agreed annually by CES and the NNC – PSS. This will be provided on a proportional split of NNC – PSS related work, as set out in the [NNC – PSS National Facilities Time Agreement](#).

Colleges with named national Staff Representatives attending the NNC – PSS will be reimbursed for National Facilities Time provided for attendance at meetings of the NNC – PSS; travel time; consultation with members; preparatory work and work related to the dissemination of outputs.

Other requirements for National Facilities Time for exceptional purposes shall be discussed and jointly agreed at a NNC – PSS meeting.

UNCONTROLLED COPY



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