

## AGENDA

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A meeting of the Board of Governors will be held on Wednesday 23 October 2019 at 3.30pm in the Carnegie Conference Centre, Dunfermline.

*It will be assumed that members will have familiarised themselves with the papers in advance of the meeting focusing on areas that have particular relevance to the Committees they serve on and specifically in relation to the strategy/risk management documents. Only the items that are starred will be discussed. Where Board Members wish to raise an issue relating to any of the other items, they should advise the Director: Governance and Compliance or Chair prior to the start of the meeting.*

Papers highlighted in purple font have not been published with the agenda as they are either due for future publication or are not in the public domain.

No	Item	Action	Lead	Pages
1	Welcome, Apologies and Declarations of Interests	Note	DCW	N/A
2	Minutes of the			
	2.1 Previous Meeting: 26 June 2019	Approve	DCW	
	2.2 Development Day: 4 September 2019	Approve	DCW	
3	Matters Arising / Actions Outstanding	Note	DCW	2-2
4	* Chair's Updates ( <i>Verbal Update</i> )	Note	DCW	N/A
5	* Principal's Update Report	Note	HH	
6	* New Campus Update	Note	HH	
7	* Business Report	Note	WB/SD DL/KG SR	
8	* Five Year Financial Forecast	Approve	SD	
9	* Fife College Students' Association (FCSA) Update	Note	CH/JB	3-7
10	* Strategic Risk Register 2019-20	Approve	SD	8-12
11	Update on Governance Matters	Note	MP	13-14
12	Summary of Committee Business	Note	Chairs	15-16
13	* Performance and Effectiveness Review: Feedback	Discuss	All	17-23
14	Date of Next Meeting Wednesday 11 December 2019 at 3.30pm Carnegie Conference Centre, Dunfermline	Note	DCW	N/A

**Board of Governors**
**Actions Outstanding / Progress Made**
**Key:**


Outstanding and deadline passed



Progressing and on target



Complete

No	Date of Meeting	Action	Responsible	Deadline	Status	Comment
1	26.06.19	To write to congratulate the winners and those shortlisted for the Herald Higher Education Awards 2019.	M Philp / D C Watt	31.08.19		Progressing. Communication drafted for Chair's approval
2	26.06.19	To arrange a briefing event for MPs and MSPs.	M Philp / D C Watt	31.10.19		Progressing. Lunch being organised for early December
3	26.06.19	To invite the student Board members to give an update on the output from the FCSA Strategy Event at the Development Day or next Board meeting.	M Philp / C Hunter	23.10.19		Complete
4	26.06.19	To approve the draft budget for 2019-20.	S Dunsmuir	01.08.19		Complete
5	26.06.19	To receive an updated five year financial forecast at the next meeting.	S Dunsmuir	23.10.19		Complete. On agenda
6	26.06.19	To endorse the decision to reappoint Ross Taylor for a period of 4 years, and to approve the proposed Committee membership changes.	M Philp	01.08.19		Complete
7	26.06.19	To email the Performance and Effectiveness Review template to members for completion by 31 July 2019 and to discuss the results and the next meeting.	M Philp	23.10.19		Complete. On agenda

**COVER SHEET FOR PAPERS TO BE CONSIDERED BY THE BOARD**

<b>Fife College Students' Association (FCSA) Update Report</b>	
<b>Date of Meeting:</b>	23 October 2019
<b>Purpose:</b>	To update members of the Board of Governors on the progress made by the FCSA since the last meeting.
<b>Intended Outcome:</b>	To note the position.
<b>Paper Submitted by:</b>	Carol Hunter / Jade Burnett
<b>Prior Committee Approvals:</b>	N/A
<b>Financial Implications:</b>	N/A
<b>Equality and Diversity Implications:</b>	N/A
<b>Risks Assessed:</b>	N/A
<b>Publicly Available:</b>	Yes
<b>Author Contact Details:</b>	Carol Hunter, <a href="mailto:carolhunter@fife.ac.uk">carolhunter@fife.ac.uk</a> ; Jade Burnett, <a href="mailto:jadeburnett@fife.ac.uk">jadeburnett@fife.ac.uk</a>
<b>Date of Production:</b>	15 October 2019

## FIFE COLLEGE BOARD OF GOVERNORS

### FCSA Update

#### 1 Introduction

This paper captures the work of the FCSA that does not fall under the remit of the College's Academic Quality Committee. This will focus more on our work on Welfare and Equality issues, and enhancing the students' engagement with the work and life of the college.

#### 2 General

Since our last update the FCSA have welcomed two new staff members to the team:

Kirsten Mullen has been appointed as the FCSA Sports, Societies, and Events Coordinator and started on Monday the 26<sup>th</sup> of August. Kirsten will lead on our extra-curricular activities; this includes working towards our aim of achieving a five star rating for Fife College and the FCSA at the national Healthy Body Healthy Minds Awards.

Nikki Moorhouse has joined us as our Campus Cycling Officer. Nikki is employed by Bright Green Business and has been allocated to work with us following the FCSA's successful application to Cycling Scotland. This is the second year we have been accepted to host an intern, and Nikki will look to further develop the work that our previous intern, Bethanie Helas, introduced. This includes our *Get On Our Bikes* scheme, which provides low cost short term access to bicycles to our students and college staff.

#### 3 Cross Campus Events

As well as taking part in the Welcome to Fife College events the FCSA organised *FCSA Freshers Festival 2019* in September 2019. This event was held at the five main campuses, with 52 organisations holding stalls, including local and national businesses, charities, political parties, local authority services, and college departments. As in previous years we also organised a smaller scale Freshers event for our Saturday students at the Kirkcaldy Campus.

In total, 2587 students attended across all the events. Feedback from students, stallholders, and organisers has been largely positive and we will use this to help shape 'Re-Freshers' in February 2020.

One area of negative feedback has been from smaller campuses asserting that they feel they do not get all of the same events as the larger campuses. The FCSA has confirmed with them that the FCSA actually spends more per student at the smaller campuses than the larger campuses and that the smaller campuses benefit from a larger proportion of support than their share of the learner population would reflect if we were to do this solely on numbers.

There is a difficulty in attracting organisations to attend the Levenmouth and Rosyth campuses, and to a lesser but still significant extent the Glenrothes campus, due to location and population size, however we attempt to overcome this by reducing costs for attendance. Where fewer organisations are available the FCSA ensure that extra entertainment and activities are on offer for our students at these campuses.

Our theme for October is Mental Health, Jade is leading on a Social Media campaign to promote self-care and support and our events are our FCSA Video Gamers

tournaments and the FCSA Phantasmagoria which will incorporate getting to know the college, some physical activity, and a little bit of spookiness.

### 3 Sports Events

Kirsten Mullen has arranged nine taster sessions to introduce sports to our students. These have been held at the Kirkcaldy Sports Hall and have included Badminton, Basketball, Netball, and Touch Rugby. In total 68 students have taken part in the sessions. Our aim is to establish teams and individuals who can then complete in fixtures through our affiliation with Scottish Student Sport.

### 4 FCSA Student Groups

The FCSA Book Club has recently introduced 'Free Bookshops' to our Dunfermline, Glenrothes, Levenmouth, and Kirkcaldy campuses. These are points where students and staff can take books for free, or donate old books that they no longer want. So far these have been very popular and we have received a good supply of donated books.

The FCSA Board Gamers Guild was named the FCSA Society of the Year. This group has been run by a group of students successfully over the past twelve months, and one of the students held a stall at the Freshers Festival to encourage more students to get involved. Going forward we hope replicate University style society sign up weeks so it is encouraging to see the early stages of this.

The FCSA Video Gamers are holding tournaments during the October break. Introducing these during the holidays allows us to use bigger spaces, and also provides some social interaction opportunities for our population during non-College time. Going forward we hope to provide more out of College hours activities.

### 5 FCSA Session at the Board of Governors Development Day

The FCSA held a session at the Board Development Day, using interactive presentations to help get feedback on our future work. As part of these sessions participants were able to submit questions and below are responses to these questions:

#### **Carol Hunter Election Pledges**

*Scholarships* – Various options are being reviewed for new scholarship opportunities. I am also working closely with the ASF and the appropriate staff members to ensure the promotion and application is accessible and beneficial to all students.

*Reducing barriers to access to ICT* – I am working with the Digital and finance departments to discuss ways in which we can make quick and lasting improvements to this. This also includes a better promotion and availability of enabling students to bring their own devices into college.

*Support for Mental Health* – I am working alongside Jade Burnett and John Blakey to ensure a coordinated and well developed approach to promoting services which support mental health and I am having discussions with D Leslie to look at how this can be embedded in the curriculum.

*Introducing Officers for Young Student Carers and Mature Students* – These roles would enhance the understanding of the student journey through college by adding their experiences and the challenges they face. These are in response to requests from our members who feel that they cannot get involved in our work due to it not

meeting their needs. If we can understand these needs better we can cater for more students.

*Graduation* – I will continue to work against this mandate as I did last year. Improvements that were made to this year's Graduation included a reduction in the price of robe hire for students, a separate area for Graduation photos to be taken in, and more celebratory items to be located within the campus. I will be part of the focus group that looks at further improvements for next year, including researching the reasons why students do not attend their Graduation.

### **Jade Burnett Election Pledges and FCSA 2025**

No further questions were raised on these sections.

## **6 FCSA Awards 2020**

The FCSA Awards will take place on Friday 19 June 2020. Following the unexpected closure of the Beveridge Park Hotel in Kirkcaldy, we will now be hosting these at the Glen Pavilion in Dunfermline. We are going to explore sponsorship opportunities for the awards which may enable us to offer transport to our members coming from other Fife towns.

This year we are introducing three new awards. These are Prisons Teaching Staff Member of the Year, Prisons Teaching Team of the Year and the Unicorn Award. The Prisons awards nominations will be open for longer than the standard awards to help address some of the barriers to engagement that our prison learners face. Additionally the Prisons staff will still be considered within the main Teaching Staff Recognition Awards as well. The Unicorn Award will be a discretionary award given to an individual or team who have overcome significant challenges to achieve over the past 12 months.

This means the full list of awards is now:

### **FCSA Campaign of the Year Award**

### **FCSA Student Group of the Year Award**

### **FCSA Staff Recognition Awards**

- Teaching Staff Member of the Year
- Teaching Team of the Year
- Professional Services Staff Member of the Year
- Professional Services Team of the Year
- Prisons Teaching Staff Member of the Year
- Prisons Teaching Team of the Year

### **FCSA Faculty Student of the Year Award**

One Winner and up to Five Runners up from each Faculty Director

### **FCSA Reppin Player One Award**

Gold, Silver and Bronze Award for the Top 3 Scoring Class Reps and Faculties

### **FCSA Unicorn Award**

One award to an individual or team

### **FCSA Outstanding Performance Award**

Awarded to up to five students who have achieved the FCSA Gold Award badge and have been adjudged to have displayed outstanding performance.

## **7 Other Updates**

### *SA Partners Network*

The FCSA has worked with NUS Scotland to establish a new national network for Students' Association Staff and College Staff who work directly and indirectly with Students' Associations. This is to help share best practice and provide a resource for staff to help them overcome any challenges. As there is expected to be a continued, and potentially, increased focus on students' associations and how colleges are supporting them, we felt this would be a beneficial step for the sector as a whole. The FCSA hosted the first meeting on 10 October which included representatives from Forth Valley, Glasgow Clyde, Dumfries and Galloway, and North East College. Hugh Hall also attended and spoke at this event.

### *FCSA Time Machine and Event Tracker*

The standards within the FCSA Strategic Plan note that our officers and staff should always work 'in an open and sustainable way' and that our members should be able to regularly review our work through our transparency. To help improve these practices the FCSA have introduced two new processes: the *FCSA Time Machine* and the *FCSA Event Tracker*.

Hosted on Microsoft Forms, and accessible via Microsoft Teams, the officers and staff utilise these whenever they complete a task or an event. Previously officers would compile weekly or monthly reports, however due to time constraints this was often done as the deadline approached and on occasion inaccurate reports were submitted. This could have serious ramifications for the elected officers, even where this was done unknowingly.

As we are utilising Microsoft Teams and Forms, data input only takes about a minute each time and can be done via any mobile device or desktop computer. At the end of each week the FCSA Manager distributes the necessary information to be collated into weekly reports. This has resulted in less time being spent on producing the reports each week, instead of having to go through calendars and emails to inform what was done each day the officers use the data to populate the report.

As well as providing us with a more comprehensive data source, this additionally benefits our time management and provides at a glance reference of how long is being spent on each project. The *FCSA Event Tracker* also asks the organisers to capture the strengths and areas for development for each event so we can use this information create better events going forward.

**Carol Hunter**  
**FCSA President**  
**Education and Representation**

**Jade Burnett**  
**FCSA President**  
**Welfare and Equality**



### COVER SHEET FOR PAPERS TO BE CONSIDERED BY THE BOARD

<b>Strategic Risk Register 2019-20</b>	
<b>Date of Meeting:</b>	Wednesday 23 October 2019
<b>Purpose:</b>	To present to Board Members the updated Strategic Risk Register 2019-20.
<b>Intended Outcome:</b>	The Board of Governors is invited to approve the Strategic Risk Register being monitored by the Audit and Risk Committee for 2019-20. The Audit and Risk Committee will be reviewing the controls in place for the top risks and giving assurance to the Board that the risks are being appropriately controlled by Management.
<b>Paper Submitted by:</b>	Susan Dunsmuir, Chief Financial Officer
<b>Prior Committee Approvals:</b>	Audit and Risk Committee
<b>Financial Implications:</b>	N/A
<b>Equality and Diversity Implications:</b>	N/A
<b>Risks Assessed:</b>	N/A
<b>Publicly Available:</b>	Yes
<b>Author Contact Details:</b>	Susan Dunsmuir ( <a href="mailto:susandunsmuir@fife.ac.uk">susandunsmuir@fife.ac.uk</a> ) 01383 845 243
<b>Date of Production:</b>	18 September 2019

## **BOARD OF GOVERNORS OF FIFE COLLEGE**

### **Strategic Risk Register 2019-20**

#### **1 Introduction**

The Executive Team recently reviewed the Strategic Risk Register for 2019-20 and presented this to the Audit and Risk Committee for approval at their meeting in September 2019. Following careful consideration, the Audit and Risk Committee approved the Strategic Risk Register for 2019-20 and would now like to present this to the Board for approval.

#### **2 Risk Register 2019-20**

The Strategic Risk Register for 2019-20 is attached.

The Executive Team considers the Strategic Risk Register to be a live document, therefore will continue to review and update the risks each quarter to reflect the current position. Regular updates will continue be provided to the Audit and Risk Committee and Board of Governors where appropriate.

#### **3 Recommendation**

The Board of Governors is invited to approve the Strategic Risk Register for 2019-20. The Audit and Risk Committee will be reviewing the controls in place for the top risks and giving assurance to the Board that the risks are being appropriately controlled by management.

RISKS 2019-20							RISK MANAGEMENT					ACCOUNTABILITY					
RISK REFERENCE	STRATEGIC OBJECTIVE	RISK DESCRIPTION	GROSS IMPACT ANALYSIS				CURRENT RISK MANAGEMENT STRATEGY (what already happens now)	Strength (S,M,W)	NET IMPACT ANALYSIS			Net Risk	Further Action Required	Risk Owner & Timetable	Assurances Available	Changes processed since last risk register	Risk Status
			Impact	Likelihood	Gross Risk Score	Gross Risk			Impact	Likelihood	Net Risk Score						
1	Estates	Failure to implement effective financial planning and control regarding estates and deliver outcomes for the College	4	4	16	High	Implement existing Estates Strategy, reviewed December 2017. Rationalise and maintain existing estate. Budgeting and longer term financial planning to identify and accumulate resources for estate realisation. In light of changes in the New Build Project continued dialogue with SFC to obtain additional longer term maintenance funding for Fife estate, ensuring the correct condition survey information is used as a basis for the SFC funding allocations.	S	3	3	9	Moderate	Continue to implement Estates Strategy. To continue to lobby SFC for additional backlog maintenance funding. Funding received for 2018-19. Further funding received for 2019-20. The college will review the backlog required once this has been completed.	S Reekie	RPH sold. Vacating Rosyth being progressed.		→
2	Finance	Failure to achieve annual financial targets in line with the five year financial forecast plan.	4	3	12	High	Review of cost base to align rising costs and real time funding cuts as indicated within SFC funding assumptions and SG sector draft budget. Rigorous budgeting and ongoing reporting against budget. Ongoing drive for efficiencies and realisation of "invest to save". Effective planning and recruitment processes. Ensure SFC and SG are aware that any additional costs incurred to progress the New Build Project will require to be fund from SFC/SG.	M	3	3	9	Moderate	Continuing review of processes and systems for further efficiencies. Updated 5 year FFR underway due to SFC on the 27th of September 2019. Continue to lobby SFC on additional pension costs after March 2020. Ensure as part of the New Build business case completion the College Finance team play a key role in reviewing the financing arrangements of the project costs and the ongoing financing model for the build once complete.	S Dunsmuir	Monthly budget/performance meetings.		→
3	Curriculum Design and Development	Failure to make use of current and emerging technology and to be in a position to continuously enhance digital capability to enhance teaching modes in the way learners and all stakeholders expect.	4	3	12	High	Enhancement of Digital Capability through targeted investment in physical and human resources	M	3	3	9	Moderate	Creation of longer-term strategy. A digital investment request process/Digital Strategy Group has been implemented to facilitate discussions between digital services and staff requiring ICT equipment. Investment in Learning, Teaching & Quality Enhancement, including review of roles and responsibilities. Agree financial flexibility for variation / replacement of equipment.	D Leslie	Student and external Stakeholders feedback.		→
4	Health and Safety	Failure to focus on wider wellbeing of staff and students.	4	3	12	High	Ongoing engagement with staff and student body. Always giving Health & Safety agenda priority.	S	3	2	6	Moderate	Improved uptake of Near Miss reporting. Review Health & Safety Committee Structure. Roll out of Workshop PPE Signage. External H&S audit to be commissioned.	S Reekie	Continuing safety inspections. Involvement of student representatives on Health and Safety and Wellbeing Action Group.		→

RISKS 2019-20							RISK MANAGEMENT					ACCOUNTABILITY					
RISK REFERENCE	STRATEGIC OBJECTIVE	RISK DESCRIPTION	GROSS IMPACT ANALYSIS				CURRENT RISK MANAGEMENT STRATEGY (what already happens now)	Strength (S,M,W)	NET IMPACT ANALYSIS			Net Risk	Further Action Required	Risk Owner & Timetable	Assurances Available	Changes processed since last risk register	Risk Status
			Impact	Likelihood	Gross Risk Score	Gross Risk			Impact	Likelihood	Net Risk Score						
5	Curriculum Design and Development	Failure to achieve student recruitment targets across GIA and Non-GIA income activity and to deliver relevant, inclusive and sustainable regional curriculum, including ensuring successful outcomes for all students.	4	3	12	High	Robust curriculum planning and cross reference to Outcome Agreement. Equal priority given to GIA and commercial income. Effective strategic collaboration with partner organisations. Realistic target setting and constant monitoring of recruitment against target. Integration of full cost and GIA activity with alignment of curriculum offering.	M	3	3	9	Moderate	Strategic curriculum planning tied to Regional Outcome Agreement. Duplicate facilities / establish strict sharing arrangements, including with external partners. Include flexibility in design to allow for variety of flexible learning and training spaces. Effective planning and recruitment processes. Integrated marketing plans with curriculum and business development teams.	D Leslie	Student and external Stakeholders feedback		→
6	Staff	Failure to develop capacity and skills mix that fits the strategy.	4	3	12	High	Curriculum planning cross referenced to staffing and estates requirements.	M	2	2	4	Low	Refocus of CLPL through the introduction of a CLPL Team responsible for this activity for all staff.	Z Franklin-Hills	Annual PDR process in place with a refreshed on line version to be introduced. Workforce plan in draft for ET and Board approval based on the Fair Work Convention.		→
7	Finance	Risk of external political/funding/regulatory changes.	4	4	16	High	Remain abreast of sectoral/governmental developments, liaison with auditors and response to SFC circulars. Remain abreast with developments on the New Build campus funding model and financing arrangements agreed with SFC/SG.	M	3	3	9	Moderate	Maintain a flexible compliant approach to planning. To maintain ongoing dialogue with SFC/Estates Project Team.	S Dunsmuir	Maintain ongoing dialogue with SFC/auditors/Finance Community of Practice.		→
8	Commercial Income	Risk that we fail to achieve and grow commercial income in line with the five year financial forecast plans.	4	4	16	High	Monitor complete curriculum offering. Constant review of KPI's. Ensure estates team are kept abreast with estates related enhancements/changes required to support delivery. Monitor complete curriculum offering. Constant review of KPI's.	M	3	3	9	Moderate	Integration of full cost and GIA activity. Creation of sales plans per faculty area directing focus on target markets.	S Dunsmuir	Targets achieved.		→
9	Staff	Failure to achieve cohesive culture.	4	4	16	High	Development of culture through the refreshed vision and values and adhering to the Fair Work Convention	M	2	3	6	Moderate	Continue to improve communications and undertake a second staff survey.	Z Franklin-Hills	Effective consultation and negotiation with the recognised Trade Unions.		→
10	Curriculum Design and Development	Failure to achieve positive transitions for students and to create attractive and motivating learning environment for progressive learner journey.	4	3	12	High	Maintain a relevant and future focused regional curriculum based on up to date LMI and active, collegiate relationships with partner organisations.	M	3	3	9	Moderate	Further develop efficient and effective curriculum pathways. Introduce flexibility in building design to support variety of learning and teaching contexts and approaches to increase accessibility.	D Leslie	External stakeholders feedback.		→

RISKS 2019-20							RISK MANAGEMENT					ACCOUNTABILITY					
RISK REFERENCE	STRATEGIC OBJECTIVE	RISK DESCRIPTION	GROSS IMPACT ANALYSIS				CURRENT RISK MANAGEMENT STRATEGY (what already happens now)	Strength (S,M,W)	NET IMPACT ANALYSIS			Net Risk	Further Action Required	Risk Owner & Timetable	Assurances Available	Changes processed since last risk register	Risk Status
			Impact	Likelihood	Gross Risk Score	Gross Risk			Impact	Likelihood	Net Risk Score						
11	Information Technology	Failure to take steps to maintain reliable IT infrastructure and to protect systems from attacks and misuse, possibly remotely over the internet. Steps may be technical or procedural in nature. Technical steps more easily addressed than procedural steps which require buy in from staff and learners across the College.	5	3	15	High	Digital Strategy specifically highlights Cyber Resilience and Digital Capabilities. Accordingly a programme of outreach to staff and learners is in place to highlight risks and train staff to minimise their exposure.  Technical measures are a core part of the Infrastructure Team's remit and ongoing monitoring activities are in place to identify and respond to incidents when they are detected.	M	3	2	6	Moderate	New post is in place to develop and implement college-wide initiatives relating to Cyber Resilience and Cyber Security, including awareness raising and training initiatives. These will be backed by KPIs identifying completion rates and the incidence of cyber breaches. Development of playbooks / response plans to cover common Cyber or IT incidents are dealt with correctly	K Getchell	Targets achieved.		→
12	Governance	Failure to fully comply with statutory or regulatory requirements.	5	5	25	Severe	Mandatory Training in place for all staff, relevant policies and procedures in place with updates communicated with staff regularly. CPD and staff workshops. Access by key staff to seek advice as required (eg College solicitors, insurers, police, H&S Executive, Scottish Information Commissioner's Office, Information Commissioner's Office, UK Visa and Immigration Office)	M	5	3	15	High	Regular H&S and DP audits and briefings to be undertaken. Ongoing reviews of policies, procedures and arrangements to ensure compliance / learn from experiences/good practice.	Executive Team (S Reekie, D Leslie, S Dunsmuir, K Getchell, M Philp)	Main policies and procedures approved. Agreements re data sharing/processing being put in place. Internal Audits cover all key areas of strategic risk on a rolling basis		↗
13	Estates	Failure to deliver new appropriate accommodation in Dunfermline and deliver outcomes for the College.	4	2	8	Moderate	Progress New Halbeath Campus as part of Integrated Campus with Fife Council/University.	M	3	2	6	Moderate	Continue to engage with all stakeholders to secure funding model.	S Reekie	Integrated Campus Masterplan commenced. Governance model with all stakeholders put in place.		→



### COVER SHEET FOR PAPERS TO BE CONSIDERED BY THE BOARD

<b>Update on Governance Matters</b>	
<b>Date of Meeting:</b>	23 October 2019
<b>Purpose:</b>	To update Board members on governance matters.
<b>Intended Outcome:</b>	To approve the recommendations as detailed within the paper and to note the other updates
<b>Paper Submitted by:</b>	Marianne Philp, Director: Governance and Compliance
<b>Prior Committee Approvals:</b>	N/A
<b>Financial Implications:</b>	N/A
<b>Equality and Diversity Implications:</b>	N/A
<b>Risks Assessed:</b>	N/A
<b>Publicly Available:</b>	Yes
<b>Author Contact Details:</b>	Marianne Philp; <a href="mailto:mariannephilp@fife.ac.uk">mariannephilp@fife.ac.uk</a> ; 01383 845009
<b>Date of Production:</b>	16 October 2019

## **BOARD OF GOVERNORS OF FIFE COLLEGE**

### **Update on Governance Matters**

#### **1 Introduction**

This paper is to bring Board members up-to-date on Board and Committee membership related issues.

#### **2 Update on Board Membership**

Due to changes in work commitments, Ross Taylor has taken the decision to step down from the Board of Governors. The Board currently has two vacancies. The Chair's Committee discussed this at their meeting on 12 September 2019. After reviewing the skills matrix the Committee concluded that recruiting new members with legal, project management or creative skills, and ideally with experience of the College environment was desirable. The vacancies will be advertised soon.

In a previous recruitment round, David Seath was identified as someone who may be able to provide expertise and support when the new campus was being progressed, perhaps as a co-opted member. David Seath has been invited to meet the Chair and Principal on 31 October 2019 to discuss this further.

#### **3 Committee Calendars**

The Committee calendar for 2019-20 has been updated and for 2020-21 has been drafted. These are attached as Appendix 1.

#### **4 Chair's Committee: Remit**

The remit of the Chair's Committee was discussed by Committee members at the meeting on 12 September 2019. The proposed changes are attached as Appendix 2. The main change proposed is that the post of Director: Governance and Compliance is removed from the salary considerations of this Committee, and is instead considered by Executive Team members in the same way as other personal contract posts which are at a similar level. Other changes proposed are minor in nature.

#### **5 Recommendation**

The Board of Governors is invited to endorse the decision to fill the Board vacancies as recommended by the Chair's Committee, to approve the changes to the Chair's Committee remit and to note the other updates within the paper.



### COVER SHEET FOR PAPERS TO BE CONSIDERED BY THE BOARD

<b>Summary of Committee Business</b>	
<b>Date of Meeting:</b>	23 October 2019
<b>Purpose:</b>	To summarise the main highlights relating to Committee business that has taken place since the last meeting. The minutes are available on the Gateway (accessible via hyperlinks) should members wish to review these in full
<b>Intended Outcome:</b>	To note the updates from Committees
<b>Paper Submitted by:</b>	Marianne Philp, Director: Governance and Compliance
<b>Prior Committee Approvals:</b>	N/A
<b>Financial Implications:</b>	N/A
<b>Equality and Diversity Implications:</b>	N/A
<b>Risks Assessed:</b>	N/A
<b>Publicly Available:</b>	Yes
<b>Author Contact Details:</b>	Marianne Philp; 01383 845009; <a href="mailto:mariannephilp@fife.ac.uk">mariannephilp@fife.ac.uk</a>
<b>Date of Production:</b>	23 September 2019

## **BOARD OF GOVERNORS OF FIFE COLLEGE**

### **Summary of Committee Business**

#### **Health and Safety and Human Resources Committee Academic Quality Committee**

These Committees have not met since the last Board meeting.

#### **Finance, Commercial and Estates Committee – 17 September 2019**

- The financial position was reviewed in detail, and members were pleased to note a modest underlying surplus at the year end. Members were also pleased to note that financial targets had been exceeded by the year-end despite various challenges. The five-year financial forecast was reviewed, and is recommended to the Board of Governors for approval and for submission of Scenario 1 to the Scottish Funding Council.
- The Continuous Improvement Manager was now in post and would present at a future Board of Governors meeting on projects after being in post for around six months. All Digital and Estates Projects were on target and progressing well.
- Updates were given on progress with discussions relating to the new campus. A full update will be given to the Board.

#### **Audit and Risk Committee – 12 September 2019**

- The Internal Audit Report for 2018-19 was received. The overall opinion indicated that reasonable assurance could be given that there were no major weaknesses in the whole system of internal control. This report will be included in the Board papers at the December meeting as part of the Audit Committee's report to the Board.
- Committee members were pleased to note that the Institutional Effectiveness Review identified that Fife College had achieved in excess of 7% efficiency savings, which was well above the 3% target set by Scottish Ministers.
- Feedback from the self-evaluation exercise undertaken for the Committee over the summer were reviewed. No major changes were proposed. The Director: Governance and Compliance agreed to circulate links to Audit Scotland Technical Reviews and any relevant guidance or documentation on an ongoing basis to all Committee members.

#### **Chair's Committee – 12 September 2019**

- Some minor amendments to the remit of the Committee were agreed. The proposed remit is recommended to the Board of Governors for approval as part of today's agenda.
- It was noted that there are now two Board vacancies. It was agreed to draft an advertisement seeking new Board members with legal, project management, creative skills, ideally with experience of the College environment. A suggestion was made that co-opted members could potentially be reallocated onto other Committees to give them a broader understanding of the work of the Board overall. The skills matrix for Board members will be issued asking each Board member to complete in relation to their own skills.
- A suggestion was made that the roles of Depute Chair and Senior Independent Member could be separated in order to further spread workload and also give as many Board members as possible a specific role. Appointing Committee Chairs for fixed periods was also suggested but this idea was considered not to be practicable and would be discussed with individuals holding or aspiring to positions at annual development meetings.
- An update was given on recent business cases, and the annual summary report on voluntary severances and compromise agreements was received for information.



### COVER SHEET FOR PAPERS TO BE CONSIDERED BY THE BOARD

<b>Performance and Effectiveness Review</b>	
<b>Date of Meeting:</b>	23 October 2019
<b>Purpose:</b>	To review the feedback from the Performance and Effectiveness Review of the Board of Governors.
<b>Intended Outcome:</b>	To note the feedback received and to agree any changes required as a result.
<b>Paper Submitted by:</b>	Marianne Philp, Director: Governance and Compliance
<b>Prior Committee Approvals:</b>	N/A
<b>Financial Implications:</b>	N/A
<b>Equality and Diversity Implications:</b>	N/A
<b>Risks Assessed:</b>	N/A
<b>Publicly Available:</b>	Yes
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<b>Date of Production:</b>	15 October 2019

## BOARD OF GOVERNORS OF FIFE COLLEGE

### Performance and Effectiveness Review

Leadership and Strategy	Yes/No/NA	Comments/Action
The Board has set out clear strategic priorities and aims	Yes x 14	
The Board regularly reviews performance against the strategic aims	Yes x 14	<ul style="list-style-type: none"> <li>• But could do more to implement the outcome of the review</li> <li>• Our Board development and strategy days are held to ensure that we consider the wider academic, political and social factors</li> <li>• At least once a year at our Strategy day and occasionally as part of our quarterly Board or Committee meetings</li> </ul>
The aims of the College are aligned with regional strategy / outcomes	Yes x 14	<ul style="list-style-type: none"> <li>• Reporting produced on this is particularly effective</li> <li>• There are clearly articulated strategies in place to meet the national agenda and ROAs</li> <li>• This document is reviewed by the Board before it is submitted to SFC to ensure we are aligned</li> </ul>
The Board undertakes regular strategic reviews / scenario planning	Yes x 14	<ul style="list-style-type: none"> <li>• But not aware of any scenario planning</li> <li>• Audit / risk register is thorough, and Audit and Risk Committee members are open to discussion of potential issues with those not on Committee</li> <li>• New performance report introduced to the Board in 2018 is extremely useful and clearly presented information as part of our Boardpack</li> <li>• Risk Register reviews / risk scenario planning</li> </ul>
Corporate Social Responsibility	Yes/No/NA	Comments/Action
The Board understands and demonstrates the College Values	Yes x 14	
The Board has a Code of Conduct to which it is committed in practice	Yes x 14	
The Board operates according to the Nine Principles of Public Life	Yes x 14	

Quality of the Student Experience	Yes/No/NA	Comments/Action
Student members are active at Board level	Yes x 14	<ul style="list-style-type: none"> <li>• FCSA has been particularly effective in supporting this</li> <li>• Student members make an amazing input. Their views are very important to the Board to achieve our goals</li> <li>• Significant increase in student affairs</li> <li>• We have a great student team with our FCSA president Carol Hunter's contribution being recognized nationally</li> <li>• This is part of the quarterly Board meeting agendas and a Student member is always invited to "talk" to what they feel needs to be raised</li> <li>• And at Colleges Scotland level</li> </ul>
The Board receives regular reports from the Students' Association	Yes x 14	<ul style="list-style-type: none"> <li>• These are of excellent quality</li> </ul>
The Board and its Committees prioritise the opinions / views of students	Yes x 12 No x 2	<ul style="list-style-type: none"> <li>• Nor should it necessarily</li> <li>• In most cases yes, but not all committees open to student voice, eg Finance, Commercial and Estates</li> <li>• We have an inclusive, collaborative approach with all Board members</li> <li>• It is always down as one of the items to be discussed at the Board meetings which not all items are</li> <li>• Academic Quality Committee receives high quality reports from the FCSA</li> <li>• "Value" and "take account of" better descriptors than "prioritise"</li> <li>• A specific area of continuing improvement</li> </ul>

Learning and Teaching / Student Support	Yes/No/NA	Comments/Action
Learning and Teaching Performance is overseen effectively	Yes x 13 N/A x 1	<ul style="list-style-type: none"> <li>• Don't know</li> <li>• Academic Quality Committee oversight is enhanced by exhaustive reporting from executive team</li> <li>• We have a very experienced and effective senior management team!</li> <li>• Both at the Academic Quality Committee and at the Board meetings especially now that there are a number of agreed KPIs which can be discussed</li> <li>• Good reporting by senior management to the Academic Quality Committee and robust discussions at the committee meetings</li> <li>• Leading to teaching balance / optimization</li> </ul>
The Board sets challenging student success targets	Yes x 13 No x 1	<ul style="list-style-type: none"> <li>• I feel the Board leaves this entirely to executive team</li> <li>• The targets are largely set by the Senior Management and then discussed and agreed by the Board</li> </ul>
The student experience is central to Board decision-making	Yes x 12 No x 2	<ul style="list-style-type: none"> <li>• It is one of many factors</li> <li>• Again in most cases yes, but funding concerns are increasingly dominating the 'centrality' of issues to address in decision-making</li> <li>• As a Board member we receive regular presentations / curriculum updates from our College colleagues</li> </ul>
Accountability and Delegation: Risk and Audit	Yes/No/NA	Comments/Action
The Board recognises its chain of accountability	Yes x 14	
The Board is open in its decision-making and facilitates disclosure	Yes x 14	
The Board delegates responsibilities to appropriate committees	Yes x 14	<ul style="list-style-type: none"> <li>• Good college infrastructure with skilled, experienced Board representation at each</li> <li>• This facilitates more in depth analyses than would be possible at Board meetings due to time constraints of busy agendas</li> </ul>

The Board has in place and effective risk management strategy	Yes x 14	<ul style="list-style-type: none"> <li>• But how effective is unknown</li> <li>• This is reviewed at least annually at Board meetings and quarterly at Audit and Risk Committee meetings</li> <li>• Recognised in Colleges Scotland learning</li> </ul>
The College's audit processes are comprehensive and rigorous	Yes x 14	<ul style="list-style-type: none"> <li>• They appear to be</li> </ul>
The Board publishes high quality Annual Reports	Yes x 14	<ul style="list-style-type: none"> <li>• Incorporated into the annual financial statements rather than a stand alone</li> <li>• Very high quality</li> </ul>
<b>Remuneration, Sustainability, Staff Governance</b>	<b>Yes/No/NA</b>	<b>Comments/Action</b>
There is a formal process for setting the Principal's remuneration	Yes x 11 NA x 3	<ul style="list-style-type: none"> <li>• Unknown</li> <li>• I have not yet engaged with this process so cannot comment</li> <li>• I'm not sure how the Principal's salary package has been determined</li> <li>• It is part of the Chair's Committee remit and discussed at one of the quarterly meetings</li> </ul>
Funds are planned and used economically, efficiently and effectively	Yes x 13 No x 1	<ul style="list-style-type: none"> <li>• Unknown</li> <li>• Good, robust financial management in place</li> <li>• Although the backlog maintenance spending on Halbeath is not value for money but the Board has no option as it awaits the decision from Government on the funding of a new campus</li> <li>• Effectively manage reduced SFC funding</li> </ul>
Board members are aware of their responsibilities as charity trustees	Yes x 14	<ul style="list-style-type: none"> <li>• Induction process satisfactorily thorough to include information on this</li> </ul>
The Board prioritises the fair and effective management of staff	Yes x 13 No x 1	<ul style="list-style-type: none"> <li>• Certainly intends to</li> <li>• The Board does not manage staff. The College has in place effective policies and procedures in relation to staff including a comprehensive workforce plan</li> </ul>

<b>Post Holder Effectiveness</b>	<b>Yes/No/NA</b>	<b>Comments/Action</b>
The Board Chair promotes open discussion on strategic matters	Yes x 14	<ul style="list-style-type: none"> <li>• Development and strategy days feature good agendas</li> <li>• New Chair – but on evidence of first few meetings, yes</li> <li>• Stephen Magee was extremely effective and inclusive</li> </ul>
The Board has an appropriate mix of skills and works well as a team	Yes x 14	<ul style="list-style-type: none"> <li>• Very diverse Board at present</li> <li>• New Chair's seamless entry</li> </ul>
The Principal and Executive Team are clearly accountable to the Board	Yes x 13 No x 1	<ul style="list-style-type: none"> <li>• A number of them, as well as the Principal, attend the quarterly Board Meetings and are available to answer questions as required</li> <li>• The Principal is accountable to the Board and the rest of the Executive Team is accountable to the Principal</li> </ul>
The Board is well supported and guided in matters of governance	Yes x 13 Other x 1	<ul style="list-style-type: none"> <li>• How well supported is open to question</li> <li>• Excellent support available when required</li> <li>• Marianne Philp is a highly experienced, organized and thoughtful Board Secretary/Director of Governance &amp; Compliance</li> <li>• Excellent Director: Governance &amp; Compliance who is always available with advice</li> <li>• Policy, strategy and delivery</li> </ul>
<b>Board Member Development and Evaluation</b>	<b>Yes/No/NA</b>	<b>Comments/Action</b>
Board recruitment is open and in line with ministerial guidance	Yes x 14	<ul style="list-style-type: none"> <li>• Better than Ministry guidance</li> </ul>
There are sufficient opportunities for Board induction and development	Yes x 14	<ul style="list-style-type: none"> <li>• As a relatively new Board member the induction process was comprehensive and meaningful</li> </ul>
Board effectiveness is regularly reviewed	Yes x 13 No x 1	<ul style="list-style-type: none"> <li>• It is annually reviewed which may not be 'regularly'</li> <li>• At least annually</li> </ul>

Partnership Working	Yes/No/NA	Comments/Action
The Board ensures effective communication with stakeholders	Yes x 13 No x 1	<ul style="list-style-type: none"> <li>• Board could be more involved in this given experience of BM</li> <li>• We have opportunities to attend various college wide forums</li> <li>• Scottish Government, local authority and Scottish Funding Council</li> <li>• Board mentoring scheme</li> </ul>
Learning provision is relevant to industry needs	Yes x 13 No x 1	<ul style="list-style-type: none"> <li>• Improving and should be noted that there are other influences on the learning portfolio beyond the needs of industry</li> </ul>
The College engages well with stakeholders/industry partners	Yes x 13 No x 1	<ul style="list-style-type: none"> <li>• Overall yes! I believe the fairly recent FWDF support to employers taking up this scheme could be improved</li> <li>• This has improved over past couple of years since new members have been added to the Executive Team</li> <li>• Further room for improvement</li> </ul>
The Board supports the delivery of the Regional Outcome Agreement	Yes x 14	