

AGENDA

	Polite Reminder
	Please take a 10 minute break every hour of meeting

Meeting: Board of Governors

Date: Thursday 18 June 2026 at 3.30pm

Location: Boardroom, Dunfermline City Campus

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	Timing
1	Welcome, Apologies and Declarations of Interests	Note	DCW	N/A	1530 - 1535
2	Minutes of the Previous Meeting: 26 March 2026 2.1 Board Briefing Notes: 29 April 2026 2.2 Board Strategy Day: 12 May 2026	Approve Note Approve	DCW DCW DCW	3-9 10-11 12-16	1535 - 1540
3	Matters Arising / Actions Outstanding	Note	DCW	17-17	1540 - 1545
4	Strategic Focus Topic: (Year in Review – in terms of learning and teaching outcomes and feedback on implementation of the College Charter) To include student feedback on the year. <i>Timing: 20-25 minutes</i>	Discuss	JM / SJL	N/A	1545 - 1610
For Approval					
5	Annual Budget and Financial Forecast Return	Approve	MS		1610 - 1620
6	Halbeath Campus Sale	Approve in Principle	VA		1620 - 1630
7	Strategic Risk Register 7.1 Board of Governors Risks	Approve Discuss	WB WB		1630 - 1640
8	Terms of Reference 8.1 Nominations and Governance 8.2 Appointments and Remuneration	Approve Approve	RW RW		1640 - 1650
For Noting and Questions as Appropriate					Break 1650 - 1700
9	Governance 9.1 Governance Update 9.2 External Effectiveness Review Update 9.3 Self-Evaluation	Note Note Note	RW WB RW	18-19 20-29	1700 - 1710
10	College Transformation Framework – Governance (Presentation)	Note	KO'L	N/A	1710 - 1720
11	Strategic Dashboard 11.1 Strategic Planning Update	Note Note	WB WB		1720 - 1730

No	Item	Action	Lead	Pages	Timing
12	Management Accounts	Note	MS		1730 - 1740
13	Annual Health and Safety Update	Note	VA		1740 - 1750
14	CEO Update	Discuss	JM		1750 - 1755
15	Fife College Students' Association (FCSA)	Note	BMcG/ ES	30-33	1755 - 1805
16	Chair's Updates	Note	DCW		1805 - 1810
17	Summary of Committee Business	Note	Chairs	34-34	1810 - 1815
18	Schedule of Business 2025-26 18.1 Schedule of Business 2026-27	Note Note	All All	35-35 36-36	1815 - 1820
19	Review of Meeting	Discuss	All	N/A	1820 - 1825
20	Date of Next Meeting: Thursday 24 September 2026 at 3.30pm	Note	DCW	N/A	

Draft Version

MINUTES

Meeting: Board of Governors**Date:** Thursday 26 March at 3.30pm**Location:** Boardroom. Dunfermline City Campus

Present: Evelyn McPhail (Chair), Kenneth Anderson, Mike Boyle, Liam Coakley, Pamela Dobson, Brian Fisher, Elvira Surovtseva, Naomi Graham, Brenda Heenan, Jacqui Hepburn, Suzanne Hermiston, Becka McGeevor, Clare McKenzie-Bond, Jim Metcalfe, John Park, Carol Potter, Elvira Surovtseva, Phillip Thompson, Jacqui Hepburn, David C Watt, Lorraine Wilkinson

In Attendance: Silvia Baduskova, Wendy Brymer, Diane Mitchell, Sarah Jane Linton, Matt Swann, James Thomson, Ruth Wilson, Kathryn O'Loan (For Item 11) Dennis Savage (for item 12).

Apologies: John Park was unable to join the meeting.

1 Welcome, Apologies and Declarations of Interests

DCW welcomed those present to the meeting. He introduced three new Board members Kenneth Anderson, Clare McKenzie-Bond and Carol Potter and thanked EMcP for stepping in as Chair for this meeting.

There were no declarations of interest.

2 Minutes of the Previous Meeting: 11 December 2025

2.1 Board Briefing Summary Notes 19 November 2025

2.2 Board Briefing Summary Notes 11 February 2026

The Board **approved the minutes of the previous meeting as an accurate record**

The Board **approved the summaries of the two Board briefings.**

3 Matters Arising / Actions Outstanding

All outstanding actions are completed. An item relating to Sustainability is included as a paper in the agenda for this meeting.

4 Strategic Focus Issue: 2026/2027 Budget Bid and Opportunities Overview and update on Indicative Funding

JM, JT and MS provided the Board with information about the 2026/2027 Scottish Funding Council (SFC) indicative funding allocation for the college, the next steps for finalising the allocation and the ways in which the College would engage with that process.

They went on to describe other commercial and government funding opportunities that the College is, or may want to be part of.

JT reminded Board members that the College works hard to deliver outcomes for the Fife community and can evidence this through its support for the workers made redundant following the closure of the Mossmorran ethylene plant, the “Step up, Step In” campaign and the MBE awarded to Lorraine Wilkinson, a member of the Board of Governors who is a longstanding member of College staff.

Members discussed how best to ensure early engagement with the SFC and the new Scottish Government (SG), once elected, about future proposals for tertiary education.

Members were supportive of proposals to invite SFC to visit the college, to engage constructively with SFC and SG about new funding models and to demonstrate the benefits of a community college that works hard to support better outcomes across its locality.

Action: To contact SFC and invite them to visit the college to begin discussions about the benefits of a community college.

Responsibility: Jim Metcalfe

Deadline: As soon as possible

The Chair thanked JM, JT & MS for their contributions.

5 Strategic Risk Register

JT thanked WB for her work on the Strategic risk register and presented the February 2026 updates. He reminded the Board about the way in which it is scrutinised at Committees.

Risk FCE3 (procurement activity) has increased, due to the resignation of two staff members. Support from APUC has been obtained and the risk level remains within risk appetite.

Risk PCC3 (industrial action) has increased due to the proximity of the current round of academic pay negotiations, but remains within risk appetite.

Three risks are outside the Board's Risk appetite BOG2, PCC2, FCE4. Members noted the reasons for these and actions being taken to bring them back within tolerance.

BF informed Board members that Audit and Risk Committee (ARC) have proposed actions to improve the way in which strategic risks are managed. ARC have proposed that Board level risks are reviewed and discussed at each Board meeting. BF noted that papers relating to Board level risks are included on the agenda for this meeting.

Action: To ensure that Board level risks are reviewed at each Board meeting

Responsibility: Ruth Wilson **Deadline:** June 2026

Members noted that WB is preparing a session for the Board Strategy Bay, which will aim to review and test the Board's risk appetite levels and the strategic risks currently in the register, so that both can be updated as needed.

The Board **accepted the strategic risk register** and welcomed the idea of a risk review session.

6 Board Scholarship Update

RW presented a paper on behalf of the Scholarships Team, reminding Board Members about the Board Scholarship, describing a possible option to run the scholarship and seeking approval to open the scholarship for 2026.

Members asked for a number of considerations to be taken into account when designing the Scholarship Scheme including:

The need to ensure that it will be able to run in future years;
The need to ensure a scheme is open to part time as well as full time students;
The need to ensure that financial hardship is considered;
The need to ensure that eligibility criteria are balanced and open.

CP and PD agreed to work with the Scholarships team to design the scheme.

Action: To resend Board Members the information about how to pay into the scholarship and how to use gift aid

Responsibility: Ruth Wilson

Deadline: April 2026

Action: Work with the Scholarships Team to design the criteria for the Scholarship Scheme

Responsibility: Carol Potter and Pamela Dobson

Deadline: June 2026

7 Governance Update

RW presented a paper which updated Board Members about a number of governance matters and sought approval for the 2026/2027 schedule of Board of Governors and Committee meetings for 2026/7.

Members sought and received clarity about next steps to procure a provider for the external effectiveness review.

Members noted the updates provided.

Decision: The Board **approved the 2026/2027 schedule of Board of Governors and Committee meetings**

Action: Schedule the Board & Committee meetings for 2026/27

Responsibility: Ruth Wilson

Deadline: May 2026

8 Rosyth Campus Decision

RW presented a paper seeking homologation of the Board's decision, taken by email, to give notice on the lease for the Rosyth campus.

Decision: The Board **homologated the decision to give notice on the lease for the Rosyth Campus.**

8.1 Comms Plan on Rosyth

JM informed the Board that JP had agreed to be the Board sponsor for the communications plan about the Rosyth site.

SJL is working with the landlord for the site to align communication activities.

The Chair emphasised the need for clear communication and thanked JM & SJL for the updates provided.

9 Strategic Dashboard

WB provided Board members with an overview of the of the strategic dashboard and an update about progress about Key Performance Indicators and related actions.

WB highlighted:

- A focus on student engagement and feedback and on student retention, where staff are working specifically on early intervention.
- An award nomination for the Digital team for their work on the new Dunfermline Campus
- The launch of a new employer portal.

WB informed the Board that she continues to work on a delivery confidence assessment framework for the strategic ambitions.

Members recommended that Committees should be involved in setting new targets and aligning ambitions to strategies, such as new people strategy.

WB offered to invite Board members to an event planned for May, at which the strategic ambitions will be reviewed.

Action: To invite Board Members to the May event relating to the Strategic Ambitions

Responsibility: Wendy Brymer

Deadline: April 2026

Members suggested ways in which some of the information presented could be improved.

The Chair thanked WB for the update and congratulated the Digital Team on their award nomination.

The Board **noted progress against the strategic ambitions**

10 Management Accounts

MS presented an update about College Finances at end of January 2026, asking members to note that whilst the accounts presented to Finance, Commercial and Estates Committee were as at the end of December 2025, the forecast outturn remained the same.

MS provided a brief summary of mitigating factors areas where the college may expect to see changes over the remainder of the financial year. MB reminded colleagues that the financial situation is still challenging and the Board will need to continue to review the position to the end of the Financial Year.

Action: To ensure that the Management Accounts are included in the Board forward schedule of business.

Responsibility: Ruth Wilson

Deadline: June 2026

Members sought and received clarifications about the impact of voluntary severance and staff sickness related costs.

Members suggested that as the College was coming to the end of a period of staff and structural change, the Board should take a role to ensure that there is a period of stability.

Members agreed that the impact of the Voluntary Severance Scheme should continue to be monitored at Remunerations Committee and at People and Culture Committee, with an update at the June Board of Governors if one is needed.

The Board **noted the management accounts to 31 January 2026.**

11 College Transformation Framework

Kathryn O'Loan attended for this item.

KO'L provided the Board with a short paper and presentation about the College Transformation Framework, which is a programme of work agreed with the Scottish Funding Council. The programme contains four workstreams and aims to reshape the college in a way which enables it to respond strategically to funding pressures.

KO'L explained the activities to date, the next steps, the challenges and mitigations and how oversight for the Framework will align with the existing College governance arrangements.

Members asked for the presentation to be shared with them.

Action: To provide the presentation about the College Transformation Framework to Board Members

Responsibility: Ruth Wilson

Deadline: April 2026

The Chair thanked K'O'L for her presentation

The Board **noted the information about the College Transformation Framework.**

12 Net Zero Action Plan

Dennis Savage attended for this item.

DS presented a paper providing an update on Fife College's progress towards Net Zero, which outlined both progress and the ongoing need to review and refine targets in line with and internal capacity.

Responsibility for advancing sustainability work will now sit primarily with DS and a climate action group which meets monthly and is comprised of staff representatives from across the College.

Members discussed challenges and opportunities provided by the Net Zero action plan, covering:

- Improvements to the structure and reporting for the plan, to more clearly articulate what is net zero vs sustainability, and, what is within the timescale for the current strategic plan and resources available to the college;
- Consideration of how other organisations can help us through knowledge and capacity sharing;

- More clearly showing the benefits of having sustainability embedded in the curriculum.

The Chair thanked DS for his paper.

The Board **noted the content of DS paper and presentation on the Net Zero action plan**

13 Commercial Advisory Group

SJL provided a brief progress update about the development of a reenergised commercial advisory group.

14 CEO Update

JM provided Board Members with an overview of his activities, College achievements and the College's contributions to wider sector discussions.

JD, WB & MS left the meeting at this point.

15 Fife College Students Association Update (FCSA)

BMcG and ES presented the FCSA quarterly update about student issues, the FCSA Presidents' progress on their manifesto pledges and information about the FCSA's work against their strategic plan and commitments.

BMcG is working on her manifesto pledges around reducing homelessness in the college, making the food in campuses more inclusive and making timetabling permanent.

ES has been helping students to complete their application forms for further Fife College Courses, and working to help ESOL students find ways to practice their spoken English in an informal setting.

They talked the Board through key issues raised by students including:

- The behaviour of younger students and school pupils in the Dunfermline Campus;
- Lack of staff cover for lessons;
- The closure of the Gym in Kirkcaldy Campus;
- Issues with pricing for food across campuses;
- Safety issues relating to toilet facilities in Dunfermline Campus;

They went on to note that the number of "thank you forms" has risen.

JT, JM and SJL provided updates about actions taken to address students' concerns, including the ways in which they were addressing safety and behaviour concerns and managing the contract for food provision.

LW asked Members to note that the size of Levenmouth Campus led to lack of choice for students' food.

Members suggested that future papers should include a management response to issues and concerns raised. It was suggested that the FCSA paper is provided to the College Leadership team (CLT) for response, before being considered by the Board.

Action: To provide the CLT with the FCSA paper so that a management response can be added.

Responsibility: Becka McGeever /Elvira Surovtseva/Sarah Jane Linton

Deadline: June 2026

16 Chairs Updates

DCW provided an update on his activities and engagements over the past three months highlighting the proactive work by Colleges Scotland in advance of the upcoming Scottish Parliamentary elections.

DCW congratulated LW on being awarded her MBE.

Finally, DCW expressed his gratitude to James Thompson, who leaves the College for a new role in the NHS and wished him well in his new role.

The Chair presented JT with a small gift on behalf of the Board.

17 Stakeholder Mapping

SJL summarised the content of the stakeholder map.

18 Summary of Committee Business

NB welcomed the comprehensive set of KPIs aligned to the revised remit of the Academic Standards and Quality Committee.

PD informed colleagues that her institution is now considering using the JISC discovery tool for digital upskilling.

19 Schedule of Business

Members noted the Schedule of Business.

20 Review of Meeting

DCW thanked EMcP for chairing the Board meeting.

Members commented on:

- The quality of discussions and papers;
- The welcoming nature of the group and meeting;
- The useful induction session for new Board Members;
- A request for Board Members and management to visit the Levenmouth Campus;
- Suggestions to help new Board Members develop in their role.

The Chair thanked members for their input into discussions.

21 Date of Next Meeting(s)

Thursday 18 June 2026 at 3.30pm, in the Boardroom in the DCC.

Board Strategy Day: Tuesday 12 May 2026.

Draft Version

NOTES

Meeting: Board of Governors Update Briefing**Date:** Wednesday 29 April at 4pm**Location:** Microsoft Teams

Present: David Watt, Mike Boyle, Evelyn McPhail, Jacqui Hepburn, Liam Coakley, Suzanne Hermiston, Carol Potter, Lorraine Wilkinson, Jim Metcalfe, Elvira Surovtseva, Becka McGeevor, Kenneth Anderson, Pamela Dobson, Suzanne Hermiston, Phillip Thompson

In Attendance: Silvia Baduskova, Sarah Jane Linton, Ruth Wilson

Jim Metcalfe provided a number of updates covering:

- The ongoing 2026/27 budget discussions with SFC, which recognise that the financial settlement is challenging but are constructive and helpful in respect of other funding streams that could be available to the college.
- Mossmorran and the relationship with Exxon which included:
 1. We have agreed government funding for retraining workers, with the courses to be delivered dependent on training needs analysis
 2. The college is being given equipment by Exxon which will help improve our engineering courses and offer.
- There are positive proposals to use of funds from the sale of the Halbeath campus to reinvest in Skills Street. These are being written up by civil servants in preparation for the arrival of new government ministers
- An update on the top line KPI's advising that:
 1. Early withdrawals are down by 9% year on year
 2. Further non completers are down 4% year on year
 3. We are at 100.6% of the credits target
 4. Year ahead recruitment is up 13% year on year for full time students and 21% year on year for part time students

Sarah Jane Linton advised Members that:

- There is the potential for investment relating to the Net Zero accelerator.
- We are working with Kingdom Housing on training & development proposals for their staff
- Two students won prizes at the goldsmiths awards in London

- We are mentioned as participants in 4 bids to the University transformation fund.
- Meetings have been held to progress the Defence Technical Excellence College (DTEC) bid which will have a two college focus in Scotland.
- Members are very welcome to attend the trauma informed practice training and the dates & venues will be sent to Board members when available
- David Watt informed members that longstanding Assistant Principal Dennis Savage retires in June. Information about replacing his post will be given to the June Board meeting.
- Jim Metcalfe provided a summary of the content of election manifestos and their likely impact for the sector.
- Sarah Jane Linton updated that work to progress joint communications with Babcock about the communications regarding Rosyth is underway. A timeline will be provided to Members.
- Philip Thompson informed the group that the Home Office have revised the timeline for the implementation of Martyn's Law. PT will discuss with Vicky Anton.

Draft Version

MINUTES

Meeting: Board of Governors – Strategy Day**Date:** Tuesday 12 May 2026, 9.30am – 4:00pm**Location:** Carnegie Conference & Events Centre, Dunfermline City Campus

Present: David C Watt (Chair), Kenneth Anderson, Mike Boyle (PM only), Liam Coakley, Pamela Dobson, Brian Fisher, Naomi Graham, Brenda Heenan, Jacqui Hepburn, Becka McGeevor, Clare McKenzie Bond, Jim Metcalfe, John Park, Carol Potter, Lorraine Wilkinson, Suzanne Hermiston, Evelyn McPhail, Elvira Surovtseva, Phillip Thompson

Apologies:

In Attendance: Vicki Anton, Silvia Baduskova, Wendy Brymer, Lindsey Chisholm, Iain Hawker, Sarah Jane Linton, Diane Mitchell, Matthew Swann, Dennis Savage, Ruth Wilson. Lawrie Wilkinson (part) Aishling O'Sullivan (part) Krystyna Marett (part) Sharon Burns (part) Derek Hoy (Audit Scotland, part)

1 Welcome

The Chair welcomed those present to the meeting and outlined the structure for the day.

2 Audit Scotland - Overview of the College Sector

Derek Hoy, Audit Scotland, provided a presentation about the key messages in the most recent Audit Scotland Report into Scotland's Colleges. The presentation is available on [Teams](#).

DH explained the impact of three main themes which were:

- Financial Sustainability and the impact of real terms cuts in funding
- College Performance, reductions in student numbers because of reduced finance and resulting unmet demand
- The impact of efficiencies on staff and students, covering workforce reviews, curriculum reviews, estates rationalization and generating additional income.

Members asked a number of questions, made comments and made suggestions for areas of audit work that could highlight the issues raised in the Audit report. They include:

- Enablers and blockers to college collaboration
- The relationship between the number of students attending college and university
- The opportunities and threats in the new model of funding for apprenticeships
- The challenges related to being more commercial and generating commercial income

The Chair thanked DH for his presentation.

3 Financial Resilience and Forward Opportunities & Non SFC Income Challenges

SJL gave Members a document describing structural changes in the remit of the members of the college leadership team

JM gave a summary of engagement with SFC over this years budget settlement, which is the second lowest in Scotland, and the opportunities to bid into other “pots” of funding, with the college transformation fund being the most likely to be available to the College.

IH & KM then lead a discussion about the enablers and blockers that influence the College’s ability to obtain commercial income. The outline of their discussion points are available in [Teams](#).

They then asked the Board to consider whether the college should investigate having a commercial subsidiary company, explaining some of the benefits and costs that would result from it.

Members were supportive of work to explore a business case, setting out points that they thought should be considered, covering:

- The need to look 3-5 years into the future, rather than base the business case in the here and now
- Whether a partnership with a commercial company could be an option, rather than setting up a company
- How cross charging into the college would be achieved
- VAT costs and considerations
- The impact on existing college services
- The need to be clear about demand for courses and services
- The value of the college brand
- Staffing, and whether new staff would be needed or existing college staff could be used
- The case should consider aims, demand, impact and risks
- Opportunities related to change management and microcredentials.

Action: to investigate the options for a commercial subsidiary company, working with the commercial advisory group.

Owner Iain Hawker **Date:** TBC

4 Strategic Risks and Risk Management Workshop

BF & WB presented an overview of the College Risk Management Process, explaining that it is two years since the strategic risk register was completed and asking Members to review the current risks and provide suggested changes. The slides to support the workshop are available in [Teams](#) These suggestions would then be considered and refined as part of a fuller risk review at the September committee meetings.

Members fed back that:

All risks should consider the impact on students, not just on the college

Risk BoG1

- Members should consider incorporating sustainability into all risks and areas of activity, rather than separating it out

- The risk should highlight that the College does not have funding to address the risks
- Members should consider whether there needs to be a new risk about societal change, such as cost of living increases, being a blocker to attending college or undertaking learning.
- We could provide more evidence about how sustainability is incorporated in the college

PCC Risks

- The risks need to consider the move to strategic workforce planning rather than skills of staff
- Staff Engagement should be broader and consider culture, engagement, leadership and values
- Industrial action – if we undertake structural change there is a heightened risk of industrial action.

ASQC Risks

- The student experience risk must remain in the risk register, but the cause of the risk broadened to consider external factors and the scoring revisited
- The importance of the human element of AI is missing from the risk. Employers still need soft skills.

FCEC Risks

- Cyber attack – the risk is still relevant and rising. The risk description should include the human element of cyber attacks
- Competitiveness - the scope for the risk is broad and requires clarification. It may be better to be separated into two risks
- Over reliance on local markets - this risk could be removed as too operational
- Job evaluation - this risk should be broader and perhaps incorporated with BoG2

Members suggested that the descriptors for risk appetite should contain examples to help decisions about risk appetite levels be made.

BF thanked the group for their contributions.

5 Learning and Teaching

LC & DM invited Rebecca Reader to join the meeting. Members took part in gentle exercise to refresh them after the lunch break.

LC & DM led an immersive learning session for the Board and attendees, which explored learning & teaching, the characteristics of learning, ways of learning and ways of obtaining feedback. The session explored the value gained from having learning enhancement support in classes.

Members enjoyed the session and thanked LC & DM for their time and thought in preparing it.

6 The Post Election Political Outlook

JP and JM gave a brief presentation covering the outcomes of the Scottish Parliamentary election, potential scenarios for government, the relationship with newly elected MSPs and the commitments made in each of the political parties' pre election manifestos. The presentation is available in [Teams](#).

The college have been invited to participate in "College Sector of the Future" workshops which will take place between June and September 2026.

7 AI Risks and Opportunities

SB provided a presentation to update Members about risks and opportunities relating to AI, and work that the college is undertaking to support students to understand both. Modules relating to use of generative AI are embedded for all learners, and the training can be made available for Board Members.

SB also explained the inconsistency in rules for college students, university students and exam/qualification boards. She asked Members to note that the speed of change of AI will overtake policy.

The Chair thanked SB for her presentation, which is available in [Teams](#)

8 Climate Strategy Action Plan

DS introduced AO'S and LW who explained some of the projects and activities being undertaken in the College to ensure it is embedded in ways of working and ways of learning.

AO'S told board members about how the College undertakes more sustainability related work than had been recorded, because it has not been explained to staff and students in a way that meant they recognised it. AO'S is now considering how to ensure sustainability related activity will be recorded in future.

LW informed members about how the Culinary Arts courses ensure that students understand and recognize sustainability. He highlighted initiatives such as "nose to tail" and "tree to glass" as well as creating zero waste dishes.

The Chair thanked AO'S and LW for their informative presentations.

9 Board Development Plan

DCW advised the group that an updated version of the Board development plan had been issued to them in [Teams](#).

He asked Members to send any requests for training to both him and to the Board Secretary.

10 Final Reflections and Close.

DCW reflected on the day and explained that the change in leadership team remits would lead to a change in those who lead on each committee and the new information would be shared with Committee Chairs for review.

DCW thanked the group for an interesting and enjoyable day.

Board of Governors
Actions Outstanding / Progress Made

Key:	
	Outstanding and deadline passed
	Progressing and on target
	Complete

No	Date of Meeting	Action	Responsible	Deadline	Comment
1	26.03.26 2026	To contact SFC and invite them to visit the college to begin discussions about the benefits of a community college	Jim Metcalfe	As soon as possible	Complete.
2	26.03.26 2026	To ensure that Board level risks are reviewed at each Board meeting	Ruth Wilson	June 2026	Complete.
3	26.03.26 2026	To resend Board Members the information about how to pay into their scholarship fund	Ruth Wilson	April 2026	Complete.
4	26.03.26 2026	Work with the Scholarships Team to design the criteria for the Scholarship Scheme	Carol Potter and Pamela Dobson	June 2026	Complete.
5	26.03.26 2026	Schedule the Board and Committee meetings for 2026/2027	Ruth Wilson	May 2026	Complete.
6	26.03.26 2026	To invite Board Members to the May event relating to the strategic ambitions	Wendy Brymer	April 2026	Complete.
7	26.03.26 2026	Ensure that the Management accounts are included in the Board Schedule of business	Ruth Wilson	June 2026	Complete.
8	26.03.26 2026	To provide the presentation about the College Transformation Framework to Board Members	Ruth Wilson	April 2026	College Transformation Presentation is saved on Microsoft Teams via this link .
9	26.03.26 2026	To provide CLT with the FCSA paper so that a management response can be added	Becka McGeevor /Elvira Surovtseva/ Sarah Jane Linton	June 2026	Complete. The only student issue reported is student feeling extra pressure around this time of the year. FCSA Team directs students towards appropriate support routes as noted in the report. This issue was discussed with Principal and Vice Principal.



PAPER FOR BOARD OF GOVERNORS		
Title of Paper: External Effectiveness Review (EER) Update	Date of Paper: 27/05/2026	Author: Wendy Brymer
Alignment to Action Plan Ambition: Ambitions 1-5	BoG Risk Register Alignment: All Risks	Sensitivity: × PUBLIC ☐ PRIVATE
Required Actions: ☐ FOR FORMAL DECISION ☐ FOR COMMENTS & DISCUSSION ☐ FOR REVIEW & INFORMATION × FOR AWARENESS		
<p>Executive Summary</p> <p>As part of the expectations set out within the Code of Good Governance for Scotland's Colleges, colleges are required to undertake external evaluations of Board effectiveness every 3-5 years, to provide independent assurance and support continuous improvement of governance arrangements. Fife College last undertook an External Effectiveness Review (EER) in 2020.</p> <p>Following completion of a competitive procurement exercise for the Board External Effectiveness Review, the College has appointed BDO to undertake the review.</p> <p>The procurement process included evaluation against agreed quality and pricing criteria, with support from Board members involved in the evaluation process alongside the College's Procurement Team.</p> <p>BDO achieved the highest overall evaluation score and demonstrated a strong, evidence-based approach aligned to the requirements of the ITQ (Invitation to Quote), including governance assurance, financial oversight, and proportionality of approach.</p> <p>The College would like to thank the Board members involved in the evaluation process, together with colleagues from Procurement, for their support and contribution throughout the exercise.</p>		

A. KEY POINTS

1. Context

The College undertook a competitive Invitation to Quote (ITQ) exercise to appoint an external provider to carry out the Board External Effectiveness Review (EER). The review forms part of the College's governance and assurance arrangements and aligns with expectations set out within the Code of Good Governance and wider sector guidance.

Four submissions were received and evaluation against the agreed criteria covering methodology, experience, reporting approach and price. The evaluation process included input from Board representatives and support from the Procurement Team.

Following completion of the evaluation process, BDO has been appointed as the successful bidder. The review is scheduled to commence in August 2026, in line with the Committee and Board cycle in Autumn 2026, with an aim to have a final report in December 2026.

2. Business Rationale

The appointment of an external reviewer supports the Board's ongoing commitment to effective governance, continuous improvement and external assurance.

BDO's submission demonstrated the strongest overall alignment to the College's requirements, particularly in relation to evidence-based methodology, governance assurance and reporting approach.

3. Business Case

The review will be delivered within the approved budget provision identified for the review exercise.

Delivery of the review will require engagement from Board members, the College Leadership Team and relevant college colleagues through interviews, surveys, observation of meetings and supporting documentation requests. The proposed approach and timetable are considered proportionate and manageable within existing governance arrangements.

The review will provide independent assurance and recommendations to support ongoing governance effectiveness and continuous improvement.

B. CONCLUSION AND RECOMMENDATION

4. The Board is asked to note the outcome of the procurement exercise and the appointment of BDO to undertake the Board External Effectiveness Review.



PAPER FOR Board of Governors		
Title of Paper: Board of Governors Self Evaluation 2025/2026	Date of Paper: 27 May 2026	Author: Ruth Wilson
Alignment to Action Plan Ambition: All	BoG Risk Register Alignment: All	Sensitivity: X PUBLIC ☐ PRIVATE
Required Actions: ☐ FOR FORMAL DECISION ☐ FOR COMMENTS & DISCUSSION ☐ FOR REVIEW & INFORMATION X FOR AWARENESS		
<p>Executive Summary</p> <p>The purpose of this paper is to:</p> <ul style="list-style-type: none"> Remind Board Members about the need to undertake an annual review and self- evaluation of the Board's work during the 2025/2026 academic year. Provide Members with an update to the self-evaluation questions and mechanism for obtaining feedback. Request that Members complete the self- evaluation form by Monday 17 August 2026. <p>The intended outcome of the work is to:</p> <ol style="list-style-type: none"> Understand whether the Board remains efficient, effective and fulfils its governance role Inform the Board Development Plan for 2026/27 <p>The outcomes of all Committee and Board Self Evaluation work will be reported to the September 2026 Board meeting.</p>		

A. KEY POINTS

1. Context

[The Code of Good Governance for Scotland's Colleges](#) requires the Board to keep its effectiveness under review and to have in place a robust self-evaluation process. The Board must send its self-evaluation output to the Scottish Funding Council and publish it on line.

To meet this requirement, the College maintains an established annual process of committee self-evaluation via a questionnaire, the results of which are reported to the Board of Governors and inform the annual Board Development Plan.

For the 2025/2026 self-evaluation the questionnaire will be undertaken using an on-line Microsoft form, to help make completion straightforward for Members and to reduce the amount of administrative cutting and pasting when compiling the results. Some minor amendments to questions have been made to enable them to be formatted for an on-line form. A copy of the questions is included in part C of this paper.

It will be necessary to do a refresh of the self-evaluation questions in 2026/7, based on the findings and action tracking from this internal review and the forthcoming external governance effectiveness review which is due to take place in September 2026.

2. Next Steps

The self-evaluation questionnaire for the Board of Governors will be sent to Members Fife College email accounts as a direct email link and will also be sent as a Teams message. Members only need to submit one response each.

B. CONCLUSION AND RECOMMENDATION

- 3. Committee Members are asked to complete the self-evaluation questionnaire by 17th August 2026.**

C. ADDITIONAL INFORMATION

Screenshots of the revised self-evaluation questionnaire are shown below and a link to the form is here [Fife College Board of Governors Self Evaluation 2025-2026 – Fill in form](#)

Fife College Board of Governors Self Evaluation 2025-2026

Section 1

...

Meeting Inputs

1. Please tell us about the meeting inputs *

	Mostly agree	Mostly disagree
Papers are issued with sufficient time to read and prepare for a meeting	☐	☐
The information contained in papers gives sufficient detail and clarity	☐	☐
Where requested, clear answers are provided to questions that are asked about the papers	☐	☐

2. Please provide any additional feedback about things you think will help improve the inputs to meetings

Enter your answer

Meeting Process

3. Please tell us about the meeting process *

	Mostly agree	Mostly disagree
The time of day we hold meetings is suitable	☐	☐
Sufficient time is allocated for meetings	☐	☐
There are high quality discussions at meetings	☐	☐
All members participate and make valuable contributions	☐	☐

4. Please provide any other feedback you have that might help us improve the meeting process

Enter your answer

Committee Membership, Attendance and Remit

5. In your view, what has been the main achievement of the Board over the past year?

Enter your answer

6. Do you think that all aspects of the Board's remit have been covered in the past year?

Enter your answer

7. Do you think that the Members of the Board have sufficient skills and expertise to fulfil its remit?

Enter your answer

8. Do you think that attendance levels over the past year have been acceptable? (see appendix 1)

☐ Yes

☐ No

9. Please provide any additional feedback you have about the Membership and attendance of the Board

Enter your answer

10. Are there any other areas of improvement, training or development activities that we could consider for the Board over the next year?

Enter your answer

11. Please review the Board of Governors Self Assessment (see Appendix 2 to the Board paper) In your view does it require any changes and if so, what are they?

Enter your answer

12. The Board needs to remain compliant with the Code of Good Governance for Scotland's Colleges. Are there any actions we could take to enhance our compliance?

Enter your answer

Membership and Attendance**Appendix 1**

Name	Status	Appointed	Attendance	
			Possible	Actual
Kenneth Anderson	Non-Executive Member	02.02.2026	3	3
Mike Boyle	Non-Executive Member	01.08.2022	6	5
Liam Coakley	Teaching Trade Union Staff Board Member	14.03.2024	6	5
Pamela Dobson	Non-Executive Member	01.08.2021 01.08.2025	6	4
Brian Fisher	Non-Executive Member	01.08.2020 01.08.2024	6	5
Stacey Fleming	Non-Executive Member	01.08.2022	3	1
Naomi Graham	Non-Executive Member	01.08.2024	6	5
Brenda Heenan	Staff Board Member	02.10.2023	6	6
Jacqui Hepburn	Non-Executive Member	01.08.2024	6	4
Suzanne Hermiston	Non-Executive Member	01.08.2024	6	6
Becka McGeevor	Student Board Member	01.07.2025	6	6
Clare McKenzie Bond	Non-Executive Member	02.02.2026	3	3
Evelyn McPhail	Non-Executive Member	23.03.2020 01.08.2023	6	5
Jim Metcalfe	Principal	17.04.2023	6	6
Susan Mitchell	Non-Executive Member	01.11.2018 01.08.2022	3	1
John Park	Non-Executive Member	01.08.2024	6	4
Carol Potter	Non-Executive Member	02.02.2026	3	3
Elvira Surovtseva	Student Board Member	01.07.2025	6	6
Phillip Thompson	Non-Executive Member	15.02.2022 01.08.2025	6	6
David Watt	Chair	03.03.2019 03.03.2023	6	6
Lorraine Wilkinson	Staff Board Member	28.11.2022	6	6

This gives an attendance rate of 86% for the Board overall for the year.
(Figures in yellow to be confirmed after the last meeting of the academic year has taken place)

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	In Strategy
The Board regularly reviews performance against the strategic aims	Yes	In strategic dashboard, KPIs and papers.
The aims of the College are aligned with regional strategy / outcomes	Yes	
The Board undertakes regular strategic reviews / scenario planning	Yes	Board Members have participated in the May 2026 Strategy Review sessions. Strategy Days include discussions about changes in the College's political, legal and financial environments
Corporate Social Responsibility	Yes/No/NA	Comments/Action
The Board understands and demonstrates the College Values	Yes	
The Board has a Code of Conduct to which it is committed in practice	Yes	Model Code used and is on website and Teams
The Board operates according to the Nine Principles of Public Life	Yes	
Quality of the Student Experience	Yes/No/NA	Comments/Action
Student members are active at Board level	Yes	
The Board receives regular reports from the Students' Association	Yes	At each Academic Standards & Quality Committee and Board of Governors meeting
The Board and its Committees prioritise the opinions / views of students	Yes	This is fed in where relevant – more opportunities to meet our students directly may be desirable for Board members
Learning and Teaching / Student Support	Yes/No/NA	Comments/Action
Learning and Teaching Performance is overseen effectively	Yes	Academic Standards & Quality Committee review detailed reports and have a new suite of performance indicators embedded into their reporting cycle
The Board sets challenging student success targets	Yes	
The student experience is central to Board decision-making	Yes	

Accountability and Delegation: Risk and Audit	Yes/No/NA	Comments/Action
The Board recognises its chain of accountability	Yes	
The Board is open in its decision-making and facilitates disclosure	Yes	
The Board delegates responsibilities to appropriate committees	Yes	Through Scheme of Delegation and Committee remits. Three Committee remits have been proposed for update in 2025/26.
The Board has in place and effective risk management strategy	Yes	The Strategic Risk Register is to be refreshed for September 2026
The College's audit processes are comprehensive and rigorous	Yes	
The Board publishes high quality Annual Reports	Yes	
Remuneration, Sustainability, Staff Governance	Yes/No/NA	Comments/Action
There is a formal process for setting the Principal's remuneration	Yes	
Funds are planned and used economically, efficiently and effectively	Yes	
Board members are aware of their responsibilities as charity trustees	Yes	
The Board ensures appropriate policies and procedures are place for the effective management of staff	Yes	These are approved by People and Culture Committee
Post Holder Effectiveness	Yes/No/NA	Comments/Action
The Board Chair promotes open discussion on strategic matters	Yes	
The Board has an appropriate mix of skills and works well as a team	Yes	Skills matrix is reviewed by Board each time a non-executive vacancy arises to identify any skills gaps
The Principal is clearly accountable to the Board, effectively supported by the Executive Team	Yes	
The Board is well supported and guided in matters of governance	Yes	Advice is also available from auditors, SFC, CDN and others where relevant

Board Member Development and Evaluation	Yes/No/NA	Comments/Action
Board recruitment is open and in line with ministerial guidance	Yes	
There are sufficient opportunities for Board induction and development	Yes	
Board effectiveness is regularly reviewed	Yes	Annually
Partnership Working	Yes/No/NA	Comments/Action
The Board ensures effective communication with stakeholders	Yes	
Learning provision is relevant to industry needs	Yes	
The College engages well with stakeholders/industry partners	Yes	
The Board supports the delivery of the Outcome Framework Agreement	Yes	



PAPER FOR BOARD OF GOVERNORS		
Title of Paper: FCSA Board Update June 2026	Date of Paper: 9th June 2026	Author: FCSA
Alignment to Action Plan Ambition: N/A – FCSA has own Strategic Plan. However, FCSA work may cross all Fife College Action Plan Ambitions	BoG Risk Register Alignment:	Sensitivity: ☒ PUBLIC
Required Actions: ☐ FOR FORMAL DECISION ☒ FOR COMMENTS & DISCUSSION ☐ FOR REVIEW & INFORMATION ☐ FOR AWARENESS		
Executive Summary The quarterly update from the FCSA contains updates on key student issues, the status FCSA President's progress on their manifesto pledges, and information on the FCSA's work against their Strategic Plan and MoU commitments to Fife College.		

A. KEY POINTS

1. Key Student Issues

During the past quarter, the following issues have been prevalent to our members:

- **Additional Stress as Year Ends**

Students have reported feeling extra internal pressure and stress as we approach the end of the Academic Year and final submissions are due. This is in line with expectations and the FCSA note that the student's belief they will achieve and their levels of anxiety appear to have improved from previous years.

Almost all students highlight strong student/academic connections and support mechanisms within the College as being two key contributors to improving their confidence.

- **Record number of Student Recognition Award nominations**

We have received a 1078 responses from students to the FCSA Student Recognition Awards. This represents the highest total we have received from students when the previous Prison Based nominations are not included.

We believe this is a further indication of an improvement of student and staff relationships.

2. President Progress against manifesto aims

2.1 Becka McGeevor

- Aim - Reduce homelessness in the college
 - Becka has worked with volunteers to investigate ways we can sustainably fund this project.
 - Becka has been in contact with charities and shelters to strengthen the project.
 - Becka is discussing with other Sabbatical Officers from other institutions to see where we can work together on this
- Aim – Making the food in all cafeterias more inclusive
 - Becka continues to gather and disseminate data about how people feel about the food they are being served and the prices they are being sold at.
- Aim – Make timetables more permanent
 - Becka has been collecting feedback from students to find out what the main thing is that is making it hard for them to get to class.

2.2 Elvira Surovtseva

- Aim – Supporting everyone when they need it
 - Elvira has continued to assist students with any queries.
- Aim – Find a solution when you are 'stuck'
 - Elvira is developing a student guide to assist with understanding on different departments and when to contact them
- Aim – Build the bridge between all people
 - Elvira has been working with Fife Centre for Equalities and Fife Voluntary Action to identify future areas of collaboration and support.

3. FCSA Updates on Strategic Plan

3.1 Commitments

3.1.1 Engagement

Frankie's Gaff sessions have switched to mindful activities and 'de-stress' zones to support students with their current workloads.

3.1.2 Representation

The FCSA represented students within the College's ILM meeting with QAA Scotland.

The Student Presidents attended the STEP Conference in May alongside colleagues from Fife College.

The FCSA are working alongside the College to support Fife Pride in July.

3.1.3 Sustainability

The FCSA Climate Impact Society Car Boot Sale raised a£350 for our clubs and societies and was very well received by visitors and stallholders. Future boot sales will take place on the 11th of July and the 5th of August.

3.1.4 Development

As part of this year's awards guests will be able to view the ceremony from a relaxed room. This improves the accessibility of the event for everyone who wants to attend.

3.1.5 Participation

47 Students were involved in this year's FCSA 24-hour fundraiser. The team delivered a production of Macbeth in the DCC Atrium on Saturday the 9th of May at 4pm after only finding out what the show would be at 5pm on Friday the 8th. Participants and audience members were very positive about the experience, and they raised £375 to go towards our clubs and societies.

3.2 Aims

3.2.1 Offer a transcript service

The FCSA is looking at how to develop an in-house system and has been discussing with key partners.

3.2.2 Be a business-critical partner in the College's Student Engagement Work

The FCSA were pleased to see that the response rate on LS2 was strong and that initial feedback from students shows the survey was more engaging than in previous years.

The FCSA are working with the College Quality Team to make the student voice a key influence in the design of the College's new Student Engagement Strategy.

3.2.3 Provide members with life-long wellbeing and resilience skills

The FCSA is supporting Connect to College events in June and have agreed to support the Level 4 induction process by offering 'FCSA Give It A Go' sessions. These sessions are designed to improve communication and working relationships between the students. They can include trying new inclusive sports, escape rooms, video game tournaments, and Lego challenges.

3.2.4 *Be Climate Positive*

The FCSA has again submitted to the Green Impact Student Union Awards and hope to achieve a positive result in recognition of our varied Climate Impact activities across the years. The Team at SOS UK were impressed by our commitment and focus on the UN's Sustainable Development Goals and praised our joint work particularly on goals:

5: Gender equality. (16 days of activism and IWD)

10: Reduced inequalities (I can speak club and Diversity Festival)

11: Sustainable cities and communities (FCSA Boot Sale, Swap Shop)

16: Peace, Justice, and strong institutions (commitment to sustainability)

17: Partnership for the goals (working within college departments and collaborative work with external partners and stakeholders)

B. CONCLUSION AND RECOMMENDATION

4. The FCSA ask the Board to consider appropriate responses to the key Student Issues. Other items are for information and updating the Board as agreed.

C. ADDITIONAL INFORMATION

5. Frankie's Gaff takes place on the Dunfermline, Kirkcaldy, and Glenrothes campuses from Tuesday – Thursday from 130-5pm. The offer is varied and includes Video Game Challenges, painting, crafting, board games, and sports challenges.
- 6.
7. FCSA 'Give it a Go' sessions aim to help students deal with social anxiety and increase their feeling of belonging at college. These fun, social sessions aimed at Course Tutor guidance hours have included yoga, lego building, sport skill challenges, memory and teamwork games and mystery/escape room activities.

The FCSA have recommended that Course Tutors book these sessions when issues have been raised by students relating to interpersonal relationships, communication and self-management

8. [You can find the unabridged FCSA reports here.](#)

BOARD OF GOVERNORS OF FIFE COLLEGE

Key Points to Report to Board

People and Culture Committee: [14 May 2026](#)

- To note the work, care and respect shown by staff and learners for the late Keith Paterson and the support provided for Keith's family and each other at the time of Keith's passing.
- Their acknowledgement and appreciation for the work on the People Strategy.
- The positive work undertaken to provide support for staff during the VS process.

Academic Standards Committee: 19 May 2026 (*minutes to follow*)

- The Committee received a helpful and informative presentation about the revised academic structure and responsibilities
- The Committee saw a demonstration of the new curriculum planning tool and the data it contains, and were pleased with the way it can be used to make decisions about whether to retain courses in the curriculum.
- There are positive initial learner survey results, showing a completion rate of almost 82%. The committee looks forward to more detailed analysis being brought in September.

Audit and Risk Committee: [17 March 2026](#) and 10 June 2026 (*minutes to follow*)

- The internal Audit plan for 2026/7 has been agreed. The Committee recommend that an audit of cyber security is a high priority for the 2027/8 audit plan. The Committee recommend that in future each Committee chair is consulted as part of setting the audit plan.
- The committee agreed an approach to developing and assigning the risk appetite level for each strategic risk, to aid clarity and to focus mitigations. This would be to choose the most appropriate risk appetite categories for the risk, rather than to try to assign a level across all risk appetite categories. Committee risks may have one primary category, Board of Governors risks may retain multiple categories.
- Members noted the positive comments about the College team's proactive engagement with both Mazars and WbG.
- Members approved the external audit plan and costs.

Finance Commercial and Estates Committee: [3 June 2026](#)

- The 2025/26 and 2026/27 Budget position.
- The Digital team's attendance at the UCISA leadership to present the College Digital Transformation.
- The forthcoming decision about the sale of Halbeath Campus.

BOARD OF GOVERNORS

BUSINESS PLANNING SCHEDULE 2025-26

	Committee Business	Lead Director/Officer	25/09/2025	11/12/2025	26/03/2026	18/06/2026	Action
GOVERNANCE & OVERSIGHT							
	Declarations of Interest	Chair					Note
	Minutes of the Previous Meeting	Chair					Approve
	Matters Arising / Actions Outstanding	Chair					Note
	Annual Schedule of Business	All Members					Note
	Self-Evaluation	All Members					Discuss
	Self-Evaluation Feedback	All Members					Discuss
	Chair's Update	Chair					Note
	Governance Update	Board Secretary					Approve
	Board Development Plan	Chair / Board Secretary					Note
	Summary of Committee Business	All Members					Note
	Review of Meeting	All Members					Discuss
	Review of Standing Orders / Scheme of Delegation	Chair / Board Secretary					Approve

Key:

Items to be presented at the future meetings
Items that had been completed

PERFORMANCE, QUALITY ASSURANCE

	Principal / CEO's Update	Principal					Discuss
	Dunfermline City Campus Update	J Thomson					Discuss
	Annual Health and Safety Update	V Anton					Note
	Strategic Risk Register	J Thomson					Approve
	Board of Governors Risks	W Brymer/Risk Managers					Discuss
	Management Accounts	M Swann					Note
	Annual Accounts and Letter of Representation	J Thomson					Approve
	Audit and Risk Committee Annual Report	J Thomson					Note
	Annual Procurement Report	J Thomson					Approve
	Indicative Funding	J Thomson					Note
	Annual Budget and Financial Forecast Return	J Thomson					Approve
	Net Zero Action Plan	V Anton					Approve

STUDENT EXPERIENCE & ENGAGEMENT

	FCSA Update	Student Presidents					Discuss
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STRATEGIC PLANNING & HORIZON SCANNING

	Strategic Focus Issue	College Leadership					Discuss
	Strategic Dashboard	W Brymer					Discuss
	Stakeholder Mapping	I Hawker					Note
	College Transformation Framework - Governance	SJ Linton/KO'Loan					Discuss
	Planning for Chair's leaving in March 2027	R Wilson					Discuss

Non annual items:

FCSA Constitution by March 2029
Standing Orders / Scheme of Delegation by September 2027
Equality Mainstreaming Report by March 2027

**BOARD OF GOVERNORS
BUSINESS PLANNING SCHEDULE 2026-27**

	Committee Business	Lead Director/Officer	24/09/2026	10/12/2026	25/03/2027	17/06/2027	Action
GOVERNANCE & OVERSIGHT							
	Declarations of Interest	Chair					Note
	Minutes of the Previous Meeting	Chair					Approve
	Matters Arising / Actions Outstanding	Chair					Note
	Annual Schedule of Business	All Members					Note
	Self-Evaluation	All Members					Discuss
	Self-Evaluation Feedback	All Members					Discuss
	Chair's Update	Chair					Note
	Governance Update	Board Secretary					Approve
	Board Development Plan	Chair / Board Secretary					Note
	Summary of Committee Business	All Members					Note
	Review of Meeting	All Members					Discuss

PERFORMANCE, QUALITY ASSURANCE

	Principal / CEO's Update	Principal					Discuss
	Annual Health and Safety Update	V Anton					Note
	Equality Mainstreaming Report (by March 2027)	M Swann					
	Strategic Risk Register	W Brymer/Risk Managers					Approve
	Board of Governors Risks	W Brymer/Risk Managers					Discuss
	Management Accounts	M Swann					Note
	Annual Accounts and Letter of Representation	M Swann					Approve
	Audit and Risk Committee Annual Report	M Swann					Note
	Annual Procurement Report	M Swann					Approve
	Indicative Funding	M Swann					Note
	Annual Budget and Financial Forecast Return	M Swann					Approve
	Net Zero Action Plan	V Anton					Approve

STUDENT EXPERIENCE & ENGAGEMENT

	FCSA Update	Student Presidents					Discuss
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STRATEGIC PLANNING & HORIZON SCANNING

	Strategic Focus Issue	College Leadership					Discuss
	Strategic Dashboard	W Brymer					Discuss
	Stakeholder Mapping	I Hawker					Note
	Impact of Voluntary Severance	M Swann					Note
	College Transformation Framework	SJ Linton / K O'Loan					Discuss
	Planning for Chair's leaving in March 2027	R Wilson					Note

Key:

	Items to be presented at the future meetings
	Items that had been completed

Non annual items:

FCSA Constitution	by March 2029
Standing Orders / Scheme of Delegation	by September 2027