

## AGENDA

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A meeting of the Board of Governors will be held on Wednesday 30 September 2020 at 3.30pm. Please join via Microsoft Teams. Ron Hill will be observing this meeting as part of the external effectiveness review process.

*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: 17 June 2020 2.2 Update Call: 4 August 2020	Approve Approve	DCW DCW	
3	Matters Arising / Actions Outstanding	Note	DCW	3-3
4	* Chair's Updates ( <i>Verbal Update</i> )	Note	DCW	N/A
5	* Principal's Update Report	Note	HH	
6	* Business Report	Note	SD/DL/ SR	
7	* Fife College Students' Association (FCSA) Update	Note	JB/SF	4-8
8	* Strategic Risk Register 2020-21	Approve	SD	9-18
9	Three Year Financial Forecast (circulated previously by email, included for completeness)	Note	SD	
10	Update on Governance Matters	Note	MP	19-21
11	Summary of Committee Business	Note	Chairs	22-24
12	* Performance and Effectiveness Review	Discuss	All	25-34
13	Date of Next Meeting Wednesday 9 December 2020 at 3.30pm, Venue: tbc	Note	DCW	N/A

No	Item	Action	Lead	Pages
	The Board Development Day will take place on Wednesday 4 November 2020			



## 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 arrange a briefing event for MPs and MSPs.	M Philp / D C Watt	Tbc		This will be taken forward as soon as practicable after college buildings re-open
2	17.06.20	To circulate the paper relating to the staff pulse survey from the recent Health and Safety and Human Resources Committee meeting to all Board members.	M Philp	18.06.20		Complete
3	17.06.20	To submit scenario 2 to the Scottish Funding Council for approval, accepting that the financial situation was fluid and changes were likely.	S Dunsmuir	30.06.20		Complete
4	17.06.20	To delegate authority to the Finance, Commercial and Estates Committee to approve the 3-year financial forecast and thereafter to circulate it to Board members for information.	S Dunsmuir	30.06.20		Complete
5	17.06.20	To approve the changes to the remits as outlined in the paper.	M Philp	01.08.20		Complete
6	17.06.20	To complete the self-assessment template and return it to the Director: Governance and Compliance.	Board Members	17.06.20		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>	30 September 2020
<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>	Jade Burnett / Sarah Ferguson
<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>	Jade Burnett, <a href="mailto:jadeburnett@fife.ac.uk">jadeburnett@fife.ac.uk</a> Sarah Ferguson, <a href="mailto:sarahferguson@fife.ac.uk">sarahferguson@fife.ac.uk</a>
<b>Date of Production:</b>	21 September 2020

## 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.

As the Academic Quality Committee has not met since the last Board meeting this paper will provide a brief update on our work on Class Representatives.

#### 2 General

Since our last update the FCSA has welcomed Sarah Ferguson as our President Education and Representation for 2020/22. Sarah has been elected for the next two years under the new FCSA Election regulations which were enacted last session. Sarah was previously an award-winning voluntary officer with the FCSA; gaining both an FCSA Gold Award for her commitment to volunteering and winning the award for FCSA Campaign of the Year in 2018/19 for her work in introducing the *Ask for Angela* campaign into hospitality settings across Fife.

Sarah is joined by Jade Burnett who was re-elected for a second term as President Welfare and Equality for 2020/21. As this is Jade's second term we will hold elections for a new President Welfare and Equality in Semester Two. Promotion for this has already started.

Lilith Cooper has completed her successful internship with the FCSA, from Cycling Scotland, after a productive seven months with us. Lilith was able to secure funding of £10,800.00 which has been used to improve facilities at the Dunfermline campus, including the refurbishment of the changing facilities within Media Space.

Carol Hunter left the FCSA on 30 June 2020 at the end of her second term as President Education and Representation. Carol achieved a great deal of success with and for the FCSA and we wish her well in her new appointment as a Guidance Advisor for Fife College and thank her for her work with the FCSA.

#### 3 FCSA Freshers Festival 2020

Due to the current restrictions the FCSA has arranged a Freshers Festival which students can attend and in-line with the Government Guidance. The events are designed to match those that students would expect as part of Freshers/Welcome Weeks at University level.

There are four events taking place the week commencing 21 September 2020. Each of the events is also 'sponsored' by an FCSA Society to help promote this aspect of being at Fife College to our students.

These are:

*Monday*            **Secret Cinema Screening**

Presented by the FCSA Movie Club, we have booked a screen at the Odeon in Dunfermline to show *Back to the Future* to students who took part in a guess the film competition.

**Tuesday Meet the Authors**

Presented by the FCSA Book Group, we have four up-and-coming writers attending the event to a live question and answer session to help encourage students to think about writing. The authors include Neil Broadfoot and the award-winning Claire Askew.

**Thursday Freshers Quiz Night with Mark Labbett**

Presented by the FCSA Quizzers, and live hosted by Mark Labbett ('The Beast' from ITV's The Chase) we are having a prize quiz. We have also supported Highlands and Islands Student Association and they will be joining us to take part.

**Friday Pre's with Vanessa Motion**

Presented by the FCSA, Kingdom FM DJ Vanessa Motion, will perform an online DJ set for students to tune into.

At time of writing, a total of 265 Students have signed up to these events, including selling out the Cinema Screening and the Quiz Night.

Businesses and Charities will still be able to engage with students via a new section on the FCSA Webpage and through promotional messages to the FCSA Digital Office.

To offset the loss of income from not hosting the physical stall events, we will not be ordering large quantities of promotional items. Additionally when the lower income is coupled with the restrictions on physical interactions, this is the most sensible approach for this academic year.

After the event, we will review student feedback and discuss moving towards an all-digital/off-campus model of delivery for all future Freshers events.

#### **4 FCSA Charity of the Year 2020/21**

Our first event of the year focussed on selecting the FCSA Charities of the Year for 2020/21. As in previous years, students, staff members, and the general public were able to submit nominations for their preferred charities and then our students were able to vote on which ones they wanted to be the charities of the year.

Following the student vote the results were as follows:

1st place	EATS Rosyth
2nd place	Blood Bikes Scotland
3rd place (Joint)	Pass it on Peeps and Edinburgh's Children Hospital Charity

As well as being listed on our websites the FCSA Charity of the Year organisations will receive the following:

EATS Rosyth will receive:

- 50% of all FCSA fundraising profits in the 2020/21 academic year
- Their logo will be printed on FCSA Sports teams kit
- 2 monthly posts on our social media platforms to promote their organisation
- Internal advertisement on digital screens every 30 minutes.

Blood Bikes Scotland will receive:

- 30% of all FCSA fundraising profits in the 2020/21 academic year
- 1 monthly post on our social media platforms to promote their organisation
- Internal advertisement on digital screens every hour.

Pass it on Peeps and Edinburgh's Childrens Hospital Charity will receive:

- 10% of all FCSA fundraising profits in the 2020/21 academic year
- 1 monthly post on our social media platforms to promote their organisation
- Internal advertisement on digital screens every two hours.

## 5 FCSA Strategy Event – FCSA Fest

The FCSA Strategy Event was held Monday 3 and Tuesday 4 August 2020 and focussed on our plans for 2020/21 as well as the final points of the FCSA 2020/25 Strategic Plan.

Sessions were:

Review of the last 12 months and our 2017-20 Strategic Plan  
 FCSA 2025 – Our 5 Aims  
 Speed Mandating  
 SPA – Networked for Fife  
 SA Framework Score Update  
 FCSA Pechakucha  
 SPA – Networked for Life  
 FCSA 2020/25 – Operational Targets for 2020/21  
 FCSA BIG Projects  
 FCSA Calendar 2020/21

The FCSA 2020/25 Strategic Plan will be submitted to the next Fife College Board Meeting.

## 6 FCSA and Fife College Awards 2020

Due to restriction's we are changing how the Awards night will be delivered. On Friday 9 October 2020 we will have a live host from the Conference comper the night whilst a team of presenters will drive to present trophies to the winners of individual awards. We are checking with nominees in advance if they are comfortable with people potentially turning up live to their homes, and if a winner does not want us to present at their home we will arrange a different way to celebrate their win.

We have planned the delivery to be as safe as possible, the awards will be placed into a bag four days before the event, and delivered with no physical contact between the presenter and the recipient.

## 7 Class Rep Update

Following a review of our Class Representative practices, and to help deliver a model which can work effectively given current restrictions, we have introduced a few key changes for Class Reps this year.

The key changes are:

We have recorded a new introductory video for the relevant staff to show to their groups to promote being a Class Rep. This replaces the previous practice of doing individual class talks to each group upon request.

We have redrafted the Class Rep Training Programme to introduce a variety of levels that students can complete. Previously all students were invited to complete a half-day training session created by SPARQS and delivered by our in-house trainers. Due to this time commitment many students did not take up the offer which meant they did not receive any of the basic elements required to do the role effectively.

The new levels system offers shorter introductory sessions which ensure a base knowledge which should ready any rep to do most of the role effectively. If students want to complete all the levels this is still an option for them. We can also adapt levels to cater for specific needs for college areas.

There will be no physical meetings of Class Reps or the FCSA Student Council this academic year, instead these will all take place within specific channels of the FCSA Digital Office.

Full breakdown of all new arrangements will be reported in the Academic Quality Report which will be included in the next FCSA Board update.

## 8 Other Updates

### *SSS Tayside and Fife Regional Forum*

Our Sports, Societies, and Events Coordinator, Kirsten Mullen has recently been elected as the chair for the Scottish Student Sport Tayside and Fife Regional Forum, as well as securing a new role as Athletics Development Officer for Scottish Student Sport.

### *Staff Development*

The professional development of our officers and staff is a key priority for the FCSA and we are happy to share the following success stories.

Our Student Engagement Coordinator, Gloria Laurini, achieved a Post Graduate Certificate in Student Engagement in Higher Education from the University of Winchester in June and this session becomes one of the first people in the United Kingdom to sit for her Masters in this subject. The FCSA cover 50% of the course fees, whilst the College cover the remaining 50%.

Jade Burnett and Carol Hunter also completed their degree studies with the Open University.

### *CDN Awards*

The FCSA is pleased to note that FCSA Manager Craig Walker has been shortlisted for the CDN College Colleague of the Year Award.

### *Campus Cycling Officer*

The FCSA has again been selected as a host organisation for a Cycling Scotland intern. Over the past two years this position has generated nearly £20,000 of grant money to the College, on top of the additional staff member.

**Sarah Ferguson**  
FCSA President  
Education and Representation  
21 September 2020

**Jade Burnett**  
FCSA President  
Welfare and Equality



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

<b>Strategic Risk Register 2020-21</b>	
<b>Date of Meeting:</b>	30 September 2020
<b>Purpose:</b>	To present to Board Members the updated Strategic Risk Register 2020-21.
<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 2020-21. 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>	11 September 2020

## BOARD OF GOVERNORS OF FIFE COLLEGE

### Strategic Risk Register 2020-21

#### 1 Introduction

The Executive Team has reviewed the Strategic Risk Register for 2020-21 and presented this to the Audit and Risk Committee for approval at their meeting on 10 September 2020.

#### 2 Audit Committee Review

During the Audit and Risk Committee members reviewed the position on the all the risks and discussed in detail the 6 risks noted below that are currently above the tolerance levels. Executive outlined the main reasons for the current positions covering:

- The position of the economic environment due to the coronavirus pandemic.
- Uncertainty around future estates funding for the Glenrothes campus.
- Uncertainty around the college's ability to transact all the estates maintenance funding allocated this year due to supplier restrictions and supply chain challenges.
- Increased uncertainty on ongoing student recruitment and retention brought on by the pandemic.
- Uncertainty around employer's appetite to transact commercial training due to prioritising business operations and recovery.
- Economic uncertainty and the ongoing and evolving guidance from SFC and Scottish Government and other regulators of our activities during the pandemic and economic recovery.

Risk	Risk Description	Tolerance Level	Net Score
1	Failure to implement effective financial planning and control regarding estates and deliver outcomes for the College	9	12
2	Failure to achieve annual financial targets in line with the five year financial forecast plan	9	12
5	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	9	12
7	Risk of external political/ funding/regulatory changes	9	12
8	Risk that we fail to achieve and grow commercial income in line with the five year financial forecast plans	9	16
10	Failure to achieve positive and sustained transitions for students and to create attractive and motivating learning environment for progressive learner journey	9	12

The Audit and Risk Committee members agreed the current score positions on these risks and the mitigating actions currently place in support of them including but not limited to:

- Refreshed estates strategy and business case to support funding for Glenrothes.
- Extension to Rosyth lease.
- Rigorous budgeting and scenario planning of the finances.

- Refreshed 3 year financial forecast in line with SFC funding assumptions.
- Ongoing engagement with SFC on financial sustainability and funding sources for the College Sector.
- Review of staff and non-staff costs and ongoing drive for efficiencies and realisation of "invest to save".
- Customer/Client engagement.
- Effective curriculum planning and recruitment processes.
- Integrated marketing plans with curriculum and business development teams.

Members of the Committee agreed the positions will be reviewed again at the next Audit and Risk Committee meeting and consideration will be given as to whether we need to review the tolerance levels currently in place in light of the current economic conditions or what further action maybe required if the risks remain High as the year progresses into the second quarter.

To provide further assurance Audit and Risk Committee members also requested as an exceptional addition within this report executive present some of the ongoing scenario analysis around the following risks considering what scenarios may occur and what would be the TECOP (Technical, Economical, Commercial, Organisational and Political) impacts and potential courses of action.

**Risk 2 - Failure to achieve annual financial targets in line with the five year financial forecast plan**

Potential Outcomes	TECOP Impacts	Potential actions
An underlying deficit is returned in 2020/21	<ul style="list-style-type: none"> <li>• Inability to invest in the colleges resources.</li> <li>• Negative impact on the College Liquidity position.</li> <li>• Increased reporting and scrutiny on the financial control environment.</li> <li>• Further cost reductions required.</li> <li>• Impacts ability to sustain commercial offering.</li> <li>• Be viewed negatively by staff, students and the wider stakeholders.</li> <li>• Increase support required from SFC and SG.</li> </ul>	<ul style="list-style-type: none"> <li>• Close monitoring of income and expenditure activity throughout the year to match cost base to income generation</li> <li>• Match resources to value adding and income growth area activities.</li> <li>• Maintain close interactions with SFC on funding support.</li> <li>• Retain surplus and liquidity position generated within 2019/20 to support uncertainties within 2020/21.</li> </ul>
An underlying deficit is projected past 2020/21 in years 2 and 3 of FFR	<ul style="list-style-type: none"> <li>• College will require a significant level of financial support from SFC to mitigate this position.</li> <li>• Increased costs saving</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to engage with SFC as a collective across the sector on 1) tackling the underfunding of the sector compared to</li> </ul>

	<p>initiatives would need to be implemented.</p> <ul style="list-style-type: none"> <li>• Service level delivery would be reviewed.</li> <li>• Organisational structure considered.</li> <li>• Be viewed negatively by staff, students and the wider community of Fife College.</li> <li>• Inability to invest in physical resources.</li> </ul>	<p>universities and schools;</p> <ol style="list-style-type: none"> <li>2) providing greater flexibility to colleges to manage their own affairs;</li> <li>3) more timely and inclusive decision making in relation to additional non-core funding (e.g. FWDF);</li> <li>4) taking colleges out of public sector classification;</li> <li>5) stronger and more coherent leadership at a national level on the future shape of the tertiary education sector.</li> </ol> <ul style="list-style-type: none"> <li>• Consider fundamental change for example:             <ol style="list-style-type: none"> <li>1) Reduction in College campuses;</li> <li>2) Exit from potential markets and downsizing of activity;</li> <li>3) Shared services with other educational providers;</li> <li>4) Outsourcing services;</li> <li>5) Merger with other educational provider.</li> </ol> </li> </ul>
<p>An underlying Surplus exceeds the annual financial target for 2020/21</p>	<ul style="list-style-type: none"> <li>• Supports investment in the college's resources.</li> <li>• Maintains the College Liquidity position.</li> <li>• Supports investment in exploring new ventures and expanding offering.</li> <li>• Boosts staff morale and generates confidence to excel.</li> <li>• Positively viewed by external stakeholders.</li> <li>• SFC funding support deflected away from Fife College – not receiving equal share of sector</li> </ul>	<ul style="list-style-type: none"> <li>• Close monitoring of income and expenditure activity throughout the year to match cost base to income generation.</li> <li>• Match resources to value adding and income growth area activities.</li> <li>• Maintain close interactions with SFC to ensure retention of surpluses to maintain liquidity and reinvest in the College resources.</li> </ul>

	financial investment/support.	And ensure sector wide support equally provided to Fife College.
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**Risk 7 - Risk of external political/ funding/regulatory changes**

<b>Potential Outcomes</b>	<b>TECOP Implications</b>	<b>Potential actions</b>
SFC instruct further reprioritisation of Core Grant Activity	<ul style="list-style-type: none"> <li>• Negative impact on partners and existing customer base.</li> <li>• Mismatch of resources in place to deliver on new priorities.</li> <li>• Need to enact structure changes impacting staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing curriculum alignment with economic and employer priorities.</li> <li>• Partnership working with SFC and SDS etc on college offering and funding sources.</li> </ul>
Policy changes further impact the student recruitment to Fife College	<ul style="list-style-type: none"> <li>• Negative impact on income generation.</li> <li>• Reduction in student numbers.</li> <li>• Removal of course offerings due to low recruitment numbers impacting offering in Fife.</li> <li>• Resulting in further cost reduction required.</li> <li>• Negative impact on liquidity.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased partnerships with universities developing and enhancing our articulation offering.</li> <li>• Increase accessibility of Higher Education in Fife.</li> <li>• Seek and route funding to invest in our physical estate and resources.</li> </ul>
FWDF funding expanded out with the College sector	<ul style="list-style-type: none"> <li>• Increased competition.</li> <li>• Loss of customers.</li> <li>• Inability to pull down income potential.</li> <li>• Increased cost to retain customer base.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective employer engagement.</li> <li>• Demonstrate and promote success.</li> <li>• Ongoing Business Development activity.</li> <li>• Adjustment to portfolio offering to ensure relevant and accessible.</li> </ul>
SG propose further regionalisation or merger activity	<ul style="list-style-type: none"> <li>• Pressure on government spend.</li> <li>• Short-term financing decisions prior to elections.</li> <li>• Increasing national centralised control of the sector.</li> <li>• Organisational change for Fife College</li> </ul>	<ul style="list-style-type: none"> <li>• Influence review and proposals.</li> <li>• Positively embrace and seek out partnership working to support rationalisation and economic recovery.</li> </ul>

**Risk 8 - Risk that we fail to achieve and grow commercial income in line with the five year financial forecast plans**

Potential Outcomes	TECOP Implications	Potential actions
Reduced income Targets not achieved in 2020/21	<ul style="list-style-type: none"> <li>• Further rationalisation of cost base required.</li> <li>• Exiting of particular commercial markets.</li> <li>• Negatively viewed by internal and external stakeholders.</li> <li>• Loss of market share and customer confidence.</li> <li>• Negative impact on staff morale.</li> <li>• Negative impact on College liquidity position.</li> </ul>	<ul style="list-style-type: none"> <li>• Seek funding support for customer's education and training requirements – ie FWDF, SDS apprenticeships, Credit reprioritisation activity.</li> <li>• Maintain employer engagement initiatives and events and business development activities.</li> <li>• Work collectively with other agencies across the education landscape to simplify the access to the upskilling and reskilling funding.</li> <li>• Evolve product offering and delivery models to match demand.</li> <li>• Seek partnership arrangements to have a wider reach and collective impact ie CAMAT and East Central Scotland initiatives.</li> </ul>
Income growth not as forecasted beyond 2020/21	As above	<ul style="list-style-type: none"> <li>• As above</li> <li>• Consider downsizing commercial market activity and reshaping College Cost Base accordingly.</li> </ul>
Income exceeds forecast levels in 2020/21	<ul style="list-style-type: none"> <li>• Growth on commercial products and expansion required on resources to support demand.</li> <li>• Pressure on staff to ensure demand met.</li> <li>• Increased customer base.</li> <li>• Support College liquidity position.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure income generated is supported by appropriate resourcing.</li> <li>• Invest in College resources to sustain delivery and customer requirements.</li> <li>• Balance position to retain commercial surpluses.</li> </ul>

**3 Risk Register 2020-21**

Following this careful consideration and review, the Audit and Risk Committee approved the Strategic Risk Register for 2020-21 and would now like to present this to the Board for approval.

The Strategic Risk Register for 2020-21 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.

**4 Recommendation**

The Board of Governors is invited to approve the Strategic Risk Register for 2020-21. 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 2020-21							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	Risk Tolerance Level	Does the Net Risk Score meet the Tolerance Level?	Further Action Required	Risk Owner & Timetable	Assurances Available	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	Refresh of Estates Strategy review to be completed by August 2020 Backlog maintenance agreed for 2020-21 Extension to lease at Rosyth Campus agreed with Landlord. Work with colleagues across college to understand who needs to be in the premises and continually evolve, to ensure estates adjustments are made as required. Changes to the estate to ensure that social distancing measures can be achieved and student experience maintained.	S	3	4	12	High	9	No	Refresh of Estates Strategy review to be completed by August 2020. Funding proposal to improve Glenrothes campus to be submitted in line with new campus business case. To have plans in place which assume that we would not have the same access to contractors and not have the expected level of spend to permit us to carry out work as planned.	S Reekie	Vacating Rosyth to be completed August 2020. Viewfield disposal in active negotiation.	→
2	Finance	Failure to achieve annual financial targets in line with the five year financial forecast plan.	4	4	16	High	<ul style="list-style-type: none"> <li>Within the short terms to the end of 2019/20 we have reviewed our financial position and spending plans to minimise the possibility of a deficit being returned by the College for this year end.</li> <li>SFC made adjustments to the credit claiming rules which enabled the College to meet all its SFC and ESF credits to draw down our full SFC and ESF funding.</li> <li>Following guidance from SFC the College made a claim to the Furlough scheme which also supported the Income short fall. Our original income shortfall projection was £2,094k and this is now sitting at around £700k.</li> <li>Non-staff spend slowed up significantly more than forecasted as access to the College was closed and some staff were placed on furlough, our restructuring plans were placed on hold and a reduction in temporary teaching staff costs have offset the reduction in income. This position still remains very fluid as we work towards our year end audit in terms of agreeing what our final liability impacts will be on the year end results to the 31st of July 2020.</li> <li>At the moment we are projecting a surplus as a result of the delay in expenditure which will now impact new financial year 20/21 as expenditure requirements are pushed into next year.</li> <li>Our Exec Team, Finance Committee and Board have now considered a range of budget scenarios for our 2020/21 financial year which ranged from an underlying deficit of £2,667k to a surplus of £25k.</li> <li>Financial forecast to 2022/23 has been completed and returned to SFC. There are various uncertainties and assumptions currently being made around income sources, cost savings and funding support from SFC which have not been confirmed.</li> <li>We are working closely and constructively with SFC in analysing the outputs from the sector FFR exercise to support the wider financial sustainability of the sector and support requirements and await the output of the SFCs analysis of this</li> <li>We are also seeking assurance from SFC a number of fronts including; guarantee of full core funding in 2020/21 even if targets not met; cash support guarantee and how long will SFC support this; position of producing a deficit budget; will SFC permit colleges to utilise ring-fenced backlog maintenance funding for other purposes; will SFC take a tertiary wide view of students and financial viability and implement additional controls on fees only/EU students to prevent universities increasing their intake of home students at the expense of college recruitment.</li> <li>The above will continue to be supported by the following regular controls within College planning processes including;                             <ul style="list-style-type: none"> <li>Review of staffing structures and cost base;</li> <li>Rigorous budgeting and forecasting; Ongoing drive for efficiencies and realisation of "invest to save";</li> <li>Researching alternative delivery approaches; Effective planning and recruitment processes.</li> <li>Customer /Client engagement; Targeted marketing and sales plans.</li> <li>Engagement with SFC/SG on the funding requirements for the New Build project</li> </ul> </li> </ul>	M	3	4	12	High	9	No	Continuing review of processes and systems for further efficiencies. The 5 year financial forecast submitted to SFC on the 27th of September 2019, will need to be reviewed. Continued engagement with SFC and other Government agencies. 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 offer the flexible and innovative learning and teaching delivery modes expected by learners and all stakeholders and necessary to support sustained delivery.	4	4	16	High	Enhancement of Digital Capability through targeted investment in physical and human resources. Issuing of equipment and guidance to staff and students. Collaboration with internal and external stakeholders / production of guidelines on alternative arrangements. Communication strategy and continued support and monitoring arrangements at college, faculty and team level.	M	3	3	9	Moderate	9	Yes	Continued investment in physical and human resources. Implementation of dedicated Digital Learning Development across College role. Continued agreed financial flexibility for appropriate variation / replacement of equipment. Implementation and monitoring of agreed College minimum standard of requirement for Digital Skills as part of the Leadership Framework.	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	<p>Ongoing engagement with staff and student body. Always giving Health &amp; Safety agenda priority. BCP group looking at cross college activity to co-ordinate activity to ensure we can operate within safety guidelines during covid-19 crisis. In addition to consider how best to protect staff, students and their families, if they fall within the vulnerable category. Ensure PPE is available as appropriate, additional cleaning of estate and hand sanitisers are available around the campus and monitor both cleaning and supplies.</p> <p>All covid control measures implemented within the College meet the Scottish Government Guidelines will be monitored and updated as required. This will include updates from Government and identified changes to improve control measures to improve safety of all within the College environment.</p> <p>All Health &amp; Safety Policy and Procedures are updated in line with schedules review dates. Application of these policies and procedures are monitored through Audit procedures &amp; workplace inspections. HSE safety alerts are being reviewed, procedures updated as required.</p>	S	3	2	6	Moderate	6	Yes	Improved uptake of Near Miss reporting. Review Health & Safety Committee Structure. Roll out of Workshop PPE Signage. External H&S audit now completed with recommendations from the audit now being implemented.	S Reekie	Continuing safety inspections. Involvement of student representatives on Health and Safety and Wellbeing Action Group.	→
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	4	16	High	Robust curriculum planning and cross reference to Outcome Agreement. Equal priority given to GIA and commercial income. Effective strategic collaboration with employers and 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. Collaboration with external stakeholders, including commercial clients and agreed alternative arrangements. Collaboration with funding and awarding bodies and agreed alternative arrangements. Review of progression and recruitment processes as appropriate. Scenario planning in collaboration with funding and awarding bodies. Scenario planning and introduction of new models in collaboration with external partners e.g. schools.	M	3	4	12	High	9	No	Strategic curriculum planning tied to Regional Outcome Agreement. Effective sharing and utilisation of resources at regional level, including with external partners. Increased flexibility in design and delivery to allow for variety of flexible learning and training opportunities. Effective planning and recruitment processes. Integrated marketing plans with curriculum and business development teams.	D Leslie	Student and external Stakeholders feedback Achievement of KPIs	→

RISKS 2020-21							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	Risk Tolerance Level	Does the Net Risk Score meet the Tolerance Level?	Further Action Required	Risk Owner & Timetable	Assurances Available	Risk Status
			Impact	Likelihood	Gross Risk Score	Gross Risk			Impact	Likelihood	Net Risk Score							
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. The PDR is being developed on line to facilitate the process being undertaken remotely. Curriculum planning discussions are still taking place based on what is currently known. There is new content being added to the working from home area of the Gateway to support people's development whilst not in College. This on line. The procurement process for a new CLPL platform continues.	M	2	2	4	Low	6	Yes	Work on developing a leadership and career pathway framework is continuing with procurement process underway to link with the requirements of the career pathways and leadership framework. This will then support development of the CLPL platform.	Z Franklin-Hills	Annual PDR process in place with a refreshed on line version to be introduced. Progress of actions within the HR Strategy and Workforce Plan 2018 - 2023.	➔
7	Finance	Risk of external political/funding/regulatory changes.	4	5	20	Severe	<ul style="list-style-type: none"> <li>Take account of any foreseen changes/cuts in budget planning and spending plans.</li> <li>Ongoing participation within sector groups across the College.</li> <li>Reverting to online delivery and home working to maintain college services and processes.</li> <li>Adapt and make adjustments to College processes and procedures to maintain service operations.</li> <li>Provide relevant support to students and staff on resources, guides, health and wellbeing to enable ongoing learning and teaching and support services.</li> <li>Remain abreast of sectoral/governmental developments, liaising with auditors and response to SFC circulars.</li> <li>Remain abreast with developments on the New Build campus funding model and financing arrangements agreed with SFC/SG.</li> <li>Principal sector lead on College financial position following Covid-19 supported by CFO and 4 other sector FDs</li> <li>Actively engaging with SFC and SG on financial implications for the College sector. Providing support and recommendations on system changes and flexibilities required to support the financial sustainability of the sector.</li> <li>Actively engaging with other government agencies such as SQA, SDS and other awarding bodies to support student achievement.</li> </ul>	M	3	4	12	High	9	No	Prepare scenario planning for 2020/21 budget following impact of Covid-19. Close engagement with SFC and sector Colleagues on budget assumptions to support a sector wide position. Move to longer-term planning horizon and review the 5 year financial forecast following impact of COVID-19.	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	5	20	Severe	<ul style="list-style-type: none"> <li>Remain abreast with client positions following restrictions of Covid-19 and impact thereof.</li> <li>Engage with SFC to continue to secure funding allocated to clients training now postponed.</li> <li>Revert training offering to remote or online delivery.</li> <li>Engagement for SFC and SDS on proposals to support ongoing achievement of MA/VQ qualifications.</li> <li>Review product offering and adjust to support changing needs of clients.</li> <li>Engagement with SPS on supplier relief to ensure continued payment of fixed costs on the contract. Providing ongoing support and services to SPS and working with them to review the offering as restrictions on COVID-19 change.</li> <li>Review target/budget setting.</li> <li>Adjust marketing as required.</li> <li>Review complete curriculum and commercial offering for 2020/21 to make adjustments to offering and delivery models.</li> <li>Working closely with clients on requirements.</li> <li>Engagement with SFC to direct funding underspends to support clients in maintaining their essential/mandatory training needs to resume operations following ease of COVID-19 restrictions.</li> <li>Work with SDS to create pre-apprenticeship programmes to maintain the MA pipeline and activity as business recover.</li> <li>Constant review of KPIs.</li> <li>Monitor return on investment.</li> <li>Constant review of delivery options.</li> <li>Departmental restructure/more integrated planning/workforce.</li> <li>Creation of sales plans per faculty area directing focus on target markets.</li> <li>Ensure estates team are kept abreast with estates related enhancements/changes required to support delivery.</li> </ul>	M	4	4	16	High	9	No	Integration of full cost and GIA activity. Creation of sales plans per faculty area directing focus on target markets. Enhance 2020-21 Employer Engagement activity to support economic recovery and the College impact and support thereof. Follow up of employer underspends on the 2019/20 Flexible Workforce Development Fund (FWDF) and promotion of the 2020/21 new fund.	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. Delivery mechanisms have altered through the use of teams and zoom to keep in contact with colleagues and the Trade Unions. CLPL content is now through online content and the PDR will be conducted online too. The Employee Engagement survey has been conducted and results will be carefully communicated to managers and colleagues through the online communication methods now in place.	M	2	3	6	Moderate	6	Yes	Continue to improve communications. The Employee Engagement survey has been conducted and results will be carefully communicated to managers and colleagues through the online communication methods now in place.	Z Franklin-Hills	Effective relationships with the recognised Trade Unions.	➔
10	Curriculum Design and Development	Failure to achieve positive and sustained transitions for students and to create attractive and motivating learning environment for progressive learner journey.	4	4	16	High	Maintain a relevant and future focused regional curriculum based on up to date LMI and active, collegiate relationships with partner organisations to ensure streamlined learner journeys and increase successful outcomes for all students. Collaboration with awarding bodies and external stakeholders to ensure continuity, based on alternative arrangements. Sustained support to / communication with student, staff and stakeholders to enable transitions. Scenario planning to adapt future delivery as appropriate.	M	3	4	12	High	9	No	Further develop efficient and effective curriculum pathways at College and regional levels. Introduce flexibility in building design to support variety of learning and teaching contexts and approaches to increase accessibility. Work is currently underway in tandem with Dunfermline Learning Campus.	D Leslie	External stakeholders feedback.	➔
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	4	20	Severe	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	6	Yes	Periodic Phishing/Cyber Awareness testing programme in place. 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. Incorporation of 2 Factor Authentication for staff accounts to reduce the impact of comprised account credentials following deployment to all administrative and high privileged accounts. Pilot currently underway for standard staff accounts.	K Getchell	Targets achieved.	➔

RISKS 2020-21							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	Risk Tolerance Level	Does the Net Risk Score meet the Tolerance Level?	Further Action Required	Risk Owner & Timetable	Assurances Available	Risk Status
			Impact	Likelihood	Gross Risk Score	Gross Risk			Impact	Likelihood	Net Risk Score							
12	Governance	Failure to fully comply with statutory or regulatory requirements leading to a breach of legislation, resulting in legal action, a fine or another penalty against the College.	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). Additional guidance prepared for staff on how to process personal data whilst working from home. Information on CyberSecurity risks regularly posted on Gateway. Statutory timescales for FOI(S)A requests for information has been temporarily increased from 20 to 60 working days. Antivirus software rolled out with all College devices issued for remote working.	M	4	2	8	Moderate	9	Yes	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. Publish initial Accessibility Statement on College website by September 2020.	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.	5	3	15	High	Progress New Halbeath Campus as part of Integrated Campus with Fife Council/University.	M	3	3	9	Moderate	9	Yes	Capital grant funding for new Dunfermline Campus agreed, subject to successful delivery of outline business case (summer 2020) followed by full business case (early 2021). Advisors appointed to develop joint masterplan, 6 weeks delay, now due mid August. Site Evaluation and scenario options appraisal submitted to DFM. Update to DFM end of August.	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>	30 September 2020
<b>Purpose:</b>	To update Board members on governance matters.
<b>Intended Outcome:</b>	To note the updates as provided in the paper and to approve the recommendations as outlined in the paper.
<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>	21 September 2020

## BOARD OF GOVERNORS OF FIFE COLLEGE

### Update on Governance Matters

#### 1 Introduction

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

#### 2 Committee Membership Update

At the Chair's Committee meeting on 9 September 2020, members agreed to recommend the appointment of Brian Fisher to the New Campus Project Board to ensure a balance of executive and non executive members.

To better align with skills and knowledge, the Student Board Members have proposed that Jade Burnett steps down from the Finance, Commercial and Estates Committee and that Sarah Ferguson becomes a member. This still allows for a share of responsibilities and duties overall between Board and internal Committee membership.

#### 3 External Effectiveness Review (EER)

All Colleges are required to undertake an external effectiveness review (EER) at least every 3 years, in accordance with the Code of Good Governance for Scotland's Colleges. We are due to undertake this during 2020-21. We recently went out with requests to quote. Three quotes were received for undertaking this exercise and CDN has been appointed as the successful supplier. Ron Hill is the consultant leading on this exercise, with Victoria Underwood acting as Project Manager.

##### Indicative Timescales for EER

Meeting to agree Project Plan – David, Marianne, Reviewer and Vicky	9 September 2020
Observe Audit and Risk Committee meeting	10 September 2020
Desk Research	September 2020
Observe Board meeting	30 September 2020
Survey all Board members	September / October 2020
1-1 meetings with Board members	October 2020
Self Assessment half day workshop	4 November 2020
Approval of draft report / action plan	9 December 2020

#### 4 Briefing Sessions

A programme of briefing sessions for Board members is being drafted to cover 2020-21. It is intended that these be themed to fit with Committee topics and be held 30 mins before a meeting is scheduled. Committee members will be expected to join these where possible, and all other Board members invited if the topic is of interest. This will follow the model introduced by the Academic Quality Committee where a guest speaker attends and presents at each meeting and has been well received by

the members. Feedback will be welcomed on the usefulness of these and on topics that would be of interest in the future. The first sessions will focus on actions arising from meetings and previous suggestions made by Board members, and will be held via Microsoft Teams. An indicative schedule will be issued to all Board members as soon as this becomes available.

## **5 Recommendation**

The Board of Governors is invited to note the contents of the paper and to approve with immediate effect:

- the appointment of Brian Fisher to the Dunfermline New Campus Project Board
- that Sarah Ferguson replaces Jade Burnett on the Finance, Commercial and Estates Committee.



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

<b>Summary of Committee Business</b>	
<b>Date of Meeting:</b>	30 September 2020
<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>	21 September 2020

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

### **Summary of Committee Business**

#### **Chair's Committee: 9 September 2020**

- It was noted that the 2019-20 self-evaluation exercise had been completed and that a couple of minor changes to remits were approved at the June 2020 Board meeting. The Committee reviewed its own remit and agreed no changes were required. Members felt that the Committee structure was working well and there were not gaps or changes required. The Dunfermline New Campus Project Board had been established in May 2020 and will continue until the conclusion of the new build project. The Committee agreed to recommend to the Board of Governors the appointment of Brian Fisher as an additional non-executive member of this Board.
- One business case and a voluntary severance scheme had been approved via email since the last meeting and the decisions taken were endorsed at the meeting.
- An update was given on national bargaining and the proposal to include senior staff (those on personal contracts) in future negotiations, and the particular implications this could have for Fife College. Discussions were at an early stage and members would therefore be kept up-to-date as more information became available.

#### **Audit and Risk Committee: 10 September 2020**

- External Audit plan addendum was presented and it was confirmed that work was going to plan. There may be an increase in fees of up to £4,400 to cover additional work as a result of the Covid-19 Pandemic and £800 to cover an in-year change in the Payroll system. The audit was on schedule to commence on 28 September 2020 with a lot of preparatory work confirmed as well underway.
- The Internal Audit Annual Report had been presented giving the required reassurances and summarising the work undertaken during the year. The Internal Audit Plan for 2020-21 had been updated to take account of the changes agreed at the last meeting and was approved. Two days contingency remain and this will be kept under review at quarterly meetings.
- An update was given on Business Continuity and it was noted that the Incident Management Plan has been updated and a process is now in place for regular reviews and testing. Updates will be provided to the Committee annually, with any major issues or changes presented as they happen.
- Performance and effectiveness review feedback was discussed. Feedback had been received from all Committee members. No major issues were highlighted and this will continue to be discussed and moved forward with members throughout the year.

#### **Finance Commercial and Estates Committee: 15 September 2020**

- Digital and Estates updates were provided with some projects falling behind due to buildings closure and supplier delays as a result of the Covid-19 pandemic. However Committee members were reassured by the updates given and agreed the extension of dates as appropriate. Committee members commended staff for the work ongoing to support staff and students during these difficult times.
- The year-end financial projection was an underlying surplus of £863k. This was £355k ahead of the position reported in June 2020 and £740k ahead of the F1 forecast. Some of this related to spend that would be carried into 2020-21. Commercial income was £79k ahead of what was reported at the June 2020 meeting. Work was now ongoing to look at the 2020-21 position. The audit was due to commence on 28 September 2020.
- The draft Estates Strategy was discussed in detail with some revisions suggested. This will be presented to the Board once available.

**Dunfermline New Campus Project Board:**

[1 July 2020](#)

[5 August 2020](#)

[2 September 2020](#)

**Academic Quality Committee**

**Health and Safety and Human Resources Committee**

These Committees have not met since the last Board meeting and updates will therefore be included in the next Board report.



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

<b>Performance and Effectiveness Review</b>	
<b>Date of Meeting:</b>	30 September 2020
<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
<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>	17 September 2020

## 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 17	<ul style="list-style-type: none"> <li>• Needs a review</li> <li>• Clear strategic plan in place</li> <li>• With strategy days and updates</li> </ul>
The Board regularly reviews performance against the strategic aims	Yes x 17	<ul style="list-style-type: none"> <li>• Done occasionally at quarterly meetings and once a year at specific Strategy Meeting</li> </ul>
The aims of the College are aligned with regional strategy / outcomes	Yes x 17	<ul style="list-style-type: none"> <li>• This is reviewed by the Board before submission so opportunity to ensure alignment</li> <li>• We seem to be helping set the regional strategy</li> <li>• This is clearly evidenced in the papers presented to the Board</li> <li>• Board papers cover this well</li> <li>• Annual review</li> <li>• Differing regional/local/national strategies are moving at different paces so sometimes challenging to align but review dates assist with adding/amending approach</li> </ul>
The Board undertakes regular strategic reviews / scenario planning	Yes x 17	<ul style="list-style-type: none"> <li>• Needs to be revisited</li> <li>• I missed the 2019/20 session due to appointment timing but have seen the timetable for sessions</li> <li>• I can see that this is a regular item for Board review</li> <li>• The relevant committees do more of the detailed reviewing, rather than the full Board itself</li> <li>• Annual review</li> <li>• Recent examples include financial planning for the new academic year</li> </ul>

Corporate Social Responsibility	Yes/No/NA	Comments/Action
The Board understands and demonstrates the College Values	Yes x 17	<ul style="list-style-type: none"> <li>• I think this is something we do particularly well</li> <li>• Good interaction as critical friends with Senior Management</li> <li>• Clear 'golden thread' which guides decision making</li> </ul>
The Board has a Code of Conduct to which it is committed in practice	Yes x 17	<ul style="list-style-type: none"> <li>• Is part of the Induction and we are encouraged to attend courses which discuss this</li> <li>• Overseen by Chair / SIM</li> </ul>
The Board operates according to the Nine Principles of Public Life	Yes x 17	
Quality of the Student Experience	Yes/No/NA	Comments/Action
Student members are active at Board level	Yes x 17	<ul style="list-style-type: none"> <li>• Very active and engaged</li> <li>• There is always an Agenda item at the quarterly meetings for an update. It was also a separate Agenda item at Strategy Day</li> <li>• Very valuable contributors</li> <li>• The student members are very active and a valuable part of the Board</li> <li>• Very much so, and their voice will continue to provide valuable perspective particularly in relation to the new Dunfermline campus</li> <li>• Exceptionally strong student Board members</li> <li>• Very (first in class!)</li> <li>• Student members are active and as with other board members retain a strategic level of discussion at board meetings</li> </ul>

<p>The Board receives regular reports from the Students' Association</p>	<p>Yes x 17</p>	<ul style="list-style-type: none"> <li>• The Board is extremely supportive of the FCSA work</li> <li>• Excellent communication</li> <li>• Regular agenda item</li> <li>• Their thoroughness provides great insight into everyday campus activities for Board members that don't often visit campuses</li> <li>• Board members have an opportunity to ask questions of information provided, however it is noted that information is comprehensive</li> </ul>
<p>The Board and its Committees prioritise the opinions / views of students</p>	<p>Yes x 15 No x 2</p>	<ul style="list-style-type: none"> <li>• These are central to the approach being taken by Chief Exec and Board</li> <li>• This could be my newness to the Board but I have seen that the views of students are taken into consideration in making decisions but I'm not clear that they are prioritized</li> <li>• Student opinion sits equally with other priorities</li> <li>• Students' Association views are an integral part of the Academic Quality Committee</li> <li>• I wouldn't use the word "prioritise". Their views are taken into consideration but priority</li> <li>• Wherever possible, the board gives full weighting to the student experience within decision making</li> </ul>

Learning and Teaching / Student Support	Yes/No/NA	Comments/Action
Learning and Teaching Performance is overseen effectively	Yes x 14 No x 1 N/A x 2	<ul style="list-style-type: none"> <li>• Through committee but needs reviewed after recent happenings</li> <li>• There is now a separate committee to oversee this as well as discussed regularly at Board Meetings</li> <li>• I feel that this could be improved</li> <li>• Qualitative assessment – too early for me to assess fully</li> <li>• Excellent data received from Senior Management</li> <li>• Academic Quality Committee in place and reports to the Board</li> <li>• This would look to be the case – I would require a little more experience of the full academic year cycle to understand process better</li> </ul>
The Board sets challenging student success targets	Yes x 16 N/A x 1	<ul style="list-style-type: none"> <li>• Great progress in student satisfaction and attrition rates</li> <li>• Qualitative assessment – too early for me to assess fully</li> <li>• Success targets exceeded this year</li> <li>• Our current targets in relation to lowest SIMD deciles are particularly ambitious, but in a very positive way for the Fife community</li> <li>• Challenging but achievable and effective</li> <li>• These are well understood and accepted by executive officials</li> </ul>
The student experience is central to Board decision-making	Yes x 16 No x 1	<ul style="list-style-type: none"> <li>• Frequently discussed at Board Meetings including the results of Student surveys</li> <li>• Particularly evidenced during the response to COVID-19</li> <li>• I feel the Board currently has a good balance of voice that tend to think of the student experience, evidenced by the lines of questioning they pursue in discussion</li> <li>• It sits with other priorities equally</li> <li>• Again I would completely agree. The student experience is not always the led approach</li> <li>• As above, the student experience is considered deeply within decision making</li> </ul>

Accountability and Delegation: Risk and Audit	Yes/No/NA	Comments/Action
The Board recognises its chain of accountability	Yes x 17	
The Board is open in its decision-making and facilitates disclosure	Yes x 17	<ul style="list-style-type: none"> <li>• Discussion is actively encouraged at both Board and Committee level</li> <li>• All members are</li> <li>• No evidence in my time on the board of any discussion/ differing view not taken into account encouraged to and do participate in discussions</li> </ul>
The Board delegates responsibilities to appropriate committees	Yes x 17	<ul style="list-style-type: none"> <li>• Committees are very active and engaged by VG Chairs</li> <li>• At least to the FCE ctee in which I am a member</li> <li>• Very strong Committee structure</li> <li>• Committees appear effective in their remits</li> </ul>
The Board has in place and effective risk management strategy	Yes x 16 N/A x 1	<ul style="list-style-type: none"> <li>• And has particular good expertise in this area</li> <li>• Separately accountable Committee and discussed at each Board meeting</li> <li>• Qualitative assessment – too early for me to assess fully</li> <li>• Overseen by ARC</li> <li>• Personal – I still believe forward planning for post-risk occurrence can be improved</li> <li>• Regularly reviewed and updated for key areas of activity</li> </ul>
The College's audit processes are comprehensive and rigorous	Yes x 16 N/A x 1	<ul style="list-style-type: none"> <li>• Well sported by internal and external audit</li> <li>• Qualitative assessment – too early for me to assess fully</li> <li>• Limited exposure to audit process to date</li> </ul>
The Board publishes high quality Annual Reports	Yes x 17	<ul style="list-style-type: none"> <li>• Although I have not been party to the review process, the accounts I have looked at are complete and clear. I do believe that they could be more accessible in terms of style and presentation – but that's a point for debate</li> </ul>

Remuneration, Sustainability, Staff Governance	Yes/No/NA	Comments/Action
There is a formal process for setting the Principal's remuneration	Yes x 11 N/A x 6	<ul style="list-style-type: none"> <li>• Done by the Chair's Committee</li> <li>• Not seen yet</li> <li>• I have not had sight of this, presumably due to the short time that I have been on the Board</li> <li>• I am not aware how this is done at this time</li> <li>• I am not aware of the process for this yet, but there has no need to know for the moment</li> <li>• Not yet involved in this</li> </ul>
Funds are planned and used economically, efficiently and effectively	Yes x 16 N/A X 1	<ul style="list-style-type: none"> <li>• We have very strong financial control and well-planned spending</li> <li>• Scrutinised diligently by the Finance Committee and discussed as an Agenda item at the quarterly Board meetings</li> <li>• Very good financial planning in challenging circumstances</li> <li>• Qualitative assessment – too early for me to assess fully</li> <li>• Regular, very clear, updates are provided on this topic</li> <li>• The Board considers finance reports at each meeting and Internal Audit follows up on certain areas</li> <li>• With the COVID pandemic being a recent example of a high level of exposure to loss of income, executive officials provided a clear and well mapped series of options to address</li> </ul>
Board members are aware of their responsibilities as charity trustees	Yes x 17	<ul style="list-style-type: none"> <li>• We support relevant training</li> <li>• Discussed at meetings occasionally</li> <li>• This role is reinforced in the Board Induction training</li> <li>• Covered well in CDN induction</li> </ul>
The Board ensures appropriate policies and procedures are place for the effective management of staff	Yes x 16 N/A x 1	<ul style="list-style-type: none"> <li>• Both the Board and HR Committee</li> <li>• Qualitative assessment – too early for me to assess fully</li> <li>• All available online</li> <li>• I have not seen this since joining, but have no reason to think this is not in place</li> </ul>

Post Holder Effectiveness	Yes/No/NA	Comments/Action
The Board Chair promotes open discussion on strategic matters	Yes x 17	<ul style="list-style-type: none"> <li>• I believe so</li> <li>• Although has been challenging using new technology to carry out meetings and also having the confidence to take part when new to the Board</li> <li>• All voices are given time and space, evidenced by expansion of allotted full Board meeting times (to 2.5 hours) this year</li> <li>• No experience of board members holding back on differing views and chair manages towards consensus</li> </ul>
The Board has an appropriate mix of skills and works well as a team	Yes x 16 N/A x 1	<ul style="list-style-type: none"> <li>• Recently strengthened</li> <li>• New members have improved this recently</li> <li>• Qualitative assessment – too early for me to assess fully</li> <li>• There are a wide range of skills available</li> <li>• I have not been on the board long enough, and have not met in person so unable to comment here at present, but have no reason to think the board is not working well as a team</li> <li>• The current skills mix is very strong</li> <li>• Given the huge stricture of the board meeting virtually and new members having not held face to face discussions with the rest of the board as yet, the system works well</li> </ul>
The Principal is clearly accountable to the Board, effectively supported by the Executive Team	Yes x 17	<ul style="list-style-type: none"> <li>• Very professional update and discussion at each Board Meeting which Executive Team also attend and contribute</li> <li>• Good evidence of the Executive Team providing strong support to the Principal in interactions with the Board</li> </ul>
The Board is well supported and guided in matters of governance	Yes x 17	<ul style="list-style-type: none"> <li>• We have an outstanding board secretary who supports all the members well</li> <li>• Qualitative assessment – too early for me to assess fully</li> <li>• Excellent Secretary</li> <li>• Very efficient and effective</li> <li>• Excellent support and advice provided</li> </ul>

Board Member Development and Evaluation	Yes/No/NA	Comments/Action
Board recruitment is open and in line with ministerial guidance	Yes x 17	<ul style="list-style-type: none"> <li>Recruitment process includes independent person to ensure we are carrying out duties correctly</li> <li>Process followed and clear advice given to applicants/recruits</li> </ul>
There are sufficient opportunities for Board induction and development	Yes x 15 N/A x 2	<ul style="list-style-type: none"> <li>Check with new members</li> <li>Can't comment as I was on long term sick a few months after my post began and then Covid-19 happened and all training and development was put on hold</li> <li>This has been limited by COVID</li> </ul>
Board effectiveness is regularly reviewed	Yes x 16 N/A X 1	<ul style="list-style-type: none"> <li>Annually and soon by an external reviewer</li> <li>Qualitative assessment – too early for me to assess fully</li> <li>Formally on an annual basis</li> </ul>
Partnership Working	Yes/No/NA	Comments/Action
The Board ensures effective communication with stakeholders	Yes x 15 N/A x 2	<ul style="list-style-type: none"> <li>We could do more in this area</li> <li>Qualitative assessment – too early for me to assess fully</li> <li>for example, the Chair has sent out a number of messages to staff and students during the Covid situation</li> <li>Again, I have not been on the board long enough to know, and my exposure has only been during Covid lockdown, when stakeholder engagement will likely have been impacted</li> <li>Mainly through Executive officials</li> </ul>

<p>Learning provision is relevant to industry needs</p>	<p>Yes x 16 No x 1</p>	<ul style="list-style-type: none"> <li>• Industry liaison is strong but can always improve</li> <li>• Number of the Executives are part of local independent industry committees and report to Board occasionally regarding important topics. Board members occasionally attend seminars which are held with local employers</li> <li>• From my narrow perspective so far. Requires more discussion with other companies</li> <li>• For example the offering and curriculum are being reviewed in the light of understanding the impact of COVID on skills required locally and nationally going forward</li> <li>• Requires further adaptations to ensure in line with emerging industry needs</li> </ul>
<p>The College engages well with stakeholders/industry partners</p>	<p>Yes x 16 No x 1</p>	<ul style="list-style-type: none"> <li>• But certainly could do better</li> <li>• From my narrow perspective so far. Requires more discussion with other companies</li> <li>• Professional teams in place</li> </ul>
<p>The Board supports the delivery of the Regional Outcome Agreement</p>	<p>Yes x 17</p>	<ul style="list-style-type: none"> <li>• Regularly reviews performance against it</li> </ul>