

## AGENDA

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An optional briefing session for Board members will be held on Wednesday 17 March 2021 at 2.30pm. Members of the Project Team will present on **Strategic Issues relating to the New Dunfermline Learning Campus** via Microsoft Teams.

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A meeting of the Board of Governors will be held on Wednesday 17 March 2021 at 3.30pm. Please join via Microsoft Teams.

*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 Previous Meeting: 9 December 2020	Approve	DCW	
3	Matters Arising / Actions Outstanding	Note	DCW	2-3
4	* Chair's Update ( <i>Verbal Update</i> )	Note	DCW	N/A
5	* Principal's Update Report	Note	HH	
6	* Fife College Students' Association (FCSA) Update	Note	SF/JB	4-12
7	* Business Report	Note	SD/DL/ SR	
8	* Draft Regional Outcome Agreement	Approve	DL	
9	* Equality Mainstreaming Report 2021	Approve	SR	
10	Dunfermline New Learning Campus: Progress Report	Note	SR	
11	* Update on Governance Matters	Approve	MP	13-31
12	Summary of Committee Business	Note	Chairs	32-34
13	Date of Next Meeting Wednesday 23 June 2021 at 3.30pm	Note	DCW	N/A



## Board of Governors

## Actions Outstanding / Progress Made

## Key:

	Outstanding and deadline passed
	Progressing and on target
	Complete

No	Date of Meeting	Action	Responsible	Deadline	Status	Comment
1	26.06.19	To arrange a briefing event for MPs and MSPs.	M Philp / D C Watt	TBC		Will be taken forward as soon as practicable after buildings re-open
2	27.11.20	To make arrangements for an action plan to be drafted, prioritising actions and deadlines for taking forward the recommendations within the External Effectiveness Review Report.	M Philp / D C Watt	31.01.21		Complete. On today's agenda
3	09.12.20	To approve the Annual Accounts 2019-20, to note the contents of the Audit and Risk Committee Annual Report, and to approve the Letter of Representations.	S Dunsmuir	31.12.20		Complete
4	09.12.20	To approve the draft Estates Strategy 2020-24.	S Reekie	31.12.20		Complete
5	09.12.20	To confirm if student positive destinations could be reported on in terms of the relevance to subject studied.	D Leslie	31.01.21		Complete. 74.7% of our sector leavers gained employment relevant to their studies, however when we take into account the 105 students where the information is unknown, the % drops down to 65.5%
6	09.12.20	To add a column to the Marketing and PR chart to include negative feedback as well as positive and neutral.	S Reekie	17.03.21		Complete
7	09.12.20	To delegate authority to the Chair's Committee to recruit to the current Board vacancies.	M Philp	31.01.21		Complete. Chair's Committee progressing. Update at Board meeting
8	09.12.20	To approve the calendar of meetings for 2021-22 and to issue meetings invitations to all members (to include a Teams link and potential venue).	M Philp	31.12.20		Complete
9	09.12.20	To send the External Effectiveness Review Report to the	M Philp	31.12.20		Complete

No	Date of Meeting	Action	Responsible	Deadline	Status	Comment
		Scottish Funding Council.				
10	09.12.20	To approve the changes to the Standing Orders and Scheme of Delegation and publish on the website, and to review these documents at least every two years.	M Philp	31.12.20		Complete



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

<b>Fife College Students' Association (FCSA) Update Report</b>	
<b>Date of Meeting:</b>	17 March 2021
<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>	Sarah Ferguson / Jade Burnett
<b>Prior Committee Approvals:</b>	N/A
<b>Financial Implications:</b>	N/A
<b>Equality and Diversity Implications:</b>	N/A
<b>Risks Assessed:</b>	N/A
<b>Publicly Available:</b>	Yes
<b>Author Contact Details:</b>	Sarah Ferguson; <a href="mailto:sarahferguson@fife.ac.uk">sarahferguson@fife.ac.uk</a> Jade Burnett; <a href="mailto:jadeburnett@fife.ac.uk">jadeburnett@fife.ac.uk</a>
<b>Date of Production:</b>	8 March 2021

## FIFE COLLEGE BOARD OF GOVERNORS

### Fife College Students' Association (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. Work which relates specifically to course activities is reported to the College's Academic Quality Committee and can be found on the [Gateway](#).

#### 2 General Update

Sarah Ferguson has resigned as FCSA President for Education and Representation with effect from Friday 15 January 2021. Sarah is moving onto permanent employment with Fife College as part of their Student Funding Team.

As Sarah remains a student at Fife College, Sarah will serve in the voluntary role of Lead Representation Officer and will continue as one of the Student Board Members until the end of June 2021. Sarah was an asset to the team and the FCSA thanks Sarah for her efforts during an incredibly challenging time and wishes her well in her future endeavours.

Since the winter break we have noticed a drop in engagement through our usual channels. In discussions with other SAs and SUs this is being noted by most; student feedback is highlighting a lack of motivation due to the current restrictions. These restrictions are potentially amplifying a downturn that we would see traditionally at this time of the year. The FCSA is working on a few projects to help re-engage learners.

#### 3 Mid-Year Strategic Review

In January, the FCSA Presidents and staff, along with representation and input from the College's SEE Department, NUS Scotland, and SPARQS carried out a mid-year review against the FCSA 2025 Strategic Plan. As well as monitoring how we continue to meet the commitments within the plan we assess our current progress against our strategic aims.

The following is a brief summary of our confidence in meeting these aims by 2025 and what we are hoping to deliver by the end of June 2021. For each aim, the group were asked to provide highlights of what they were aware we have achieved so far, what they believe we can achieve by June, and to rate their confidence in our ability to meet this aim by 2025. The confidence ratings were taken on a scale of 0-5 with 0 indicating No Confidence and 5 being Completely Confident.

##### Aim

By 2025 FCSA Sports will be an association in its own right.

##### What has been done so far

- FCSA Sports branding and online identity have been created
- Links with SSS have been strengthened, including K Mullen now chairing and being involved with a number of their development committees
- Draft constitution has been researched
- Fife College and the FCSA have achieved the Working Towards College Sport Award.

What can we do this year

- Compile an annual report on all of our sports and physical activities
- Create a diverse and inclusive programme of sports for next year based on our audience's wants.
- Continue our work towards achieving the Bronze level of the College Sports Award.

How confident are we that we can meet this aim

With a score of 3.7 (out of five) the group feel very positive that we will achieve this aim. Reservations were noted as the pandemic has greatly affected the development of Sports Clubs, however the belief is we will overcome this quickly when a return to normal is allowed.

Aim

By 2025 the FCSA will be recognised as a constructive force in all of its communities<sup>1</sup>.

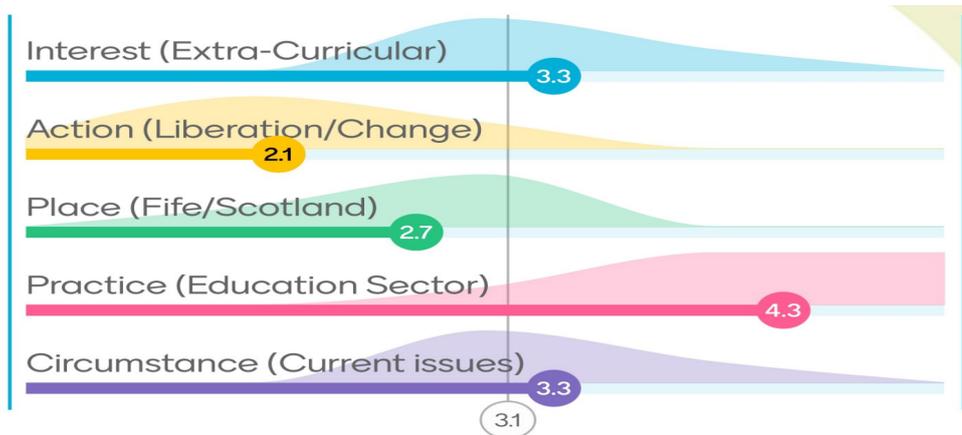
What has been done so far

- FCSA Charity of the Year
- FCSA Digital Office has facilitated both liberation, representation, and extracurricular activity
- Re-Freshers and other digital events have allowed support organisations to engage with this year's cohort
- Our physical events, FCSA Awards, Reverse Trick or Treat, and Secret Santa have shown our commitment to celebrating our community and developing how we engage with our membership.

What can we do this year

- Strengthen links with external organisations
- Focus on promoting the work of our Equality Officer roles
- Launch of new Power-Up Button.

For this aim, the group were asked to rate awareness of the FCSA within our communities. The results are as follows



We will shortly be looking at our membership's awareness of the FCSA to help highlight our most significant areas for development.

Aim

By 2025 the FCSA will have reviewed all of its processes, practices, and structures.

<sup>1</sup> Communities here are of Interest, Action, Place, Practice, and Circumstance.

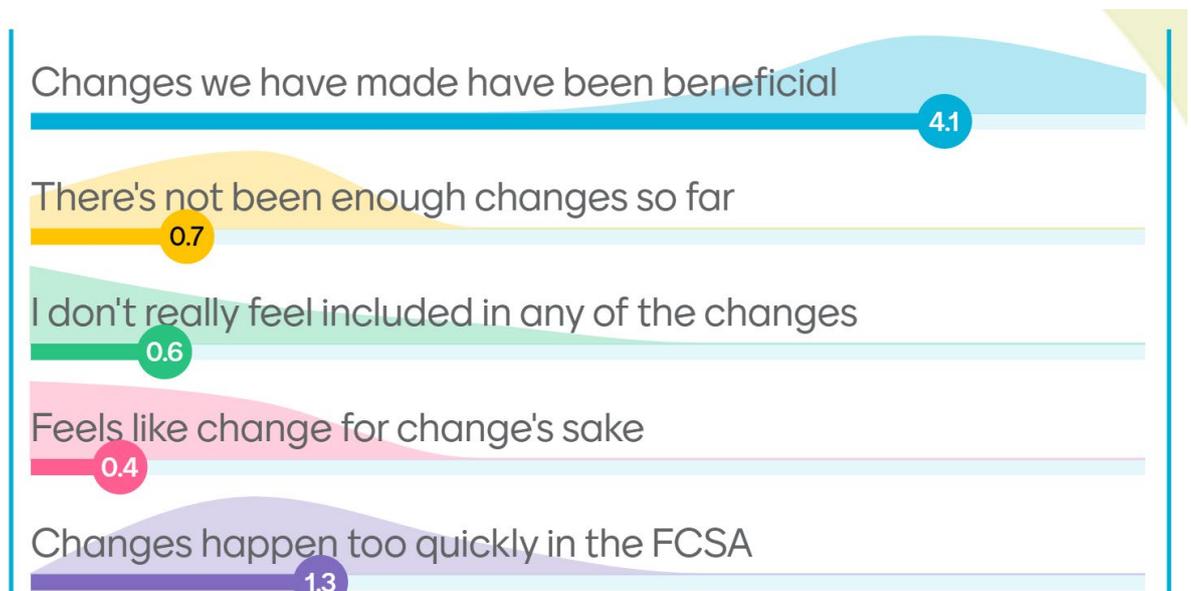
What has been done so far

- Launched Online Class Rep Training
- Introduced new FCSA Actions Meetings to capture and report on work across the FCSA
- Introduced new President Oversight Group
- Replaced physical Focus Groups with weekly online Hack Groups.

What can we do this year

- Use the FCSA Time Machine to introduce impact analysis to our work
- Create a new Online Engagement Strategy encompassing Social Media and College online platforms
- Review of Election process once the new Presidents are elected
- Plan out priority areas for review next year, including FCSA Constitution which is due a full review by July 2022.

For this aim, the group were asked to rate how they felt about changes that had been made so far this year and how involved they felt in the process.



As noted above, most changes have been welcomed and everyone feels they are involved, however we should be mindful that the rate of change might not always suit everyone.

Aim

We will work closely with Fife College and our membership to deliver a FCSA Presence which caters for the needs of our members as well as providing a platform for future development and success.

What has been done so far

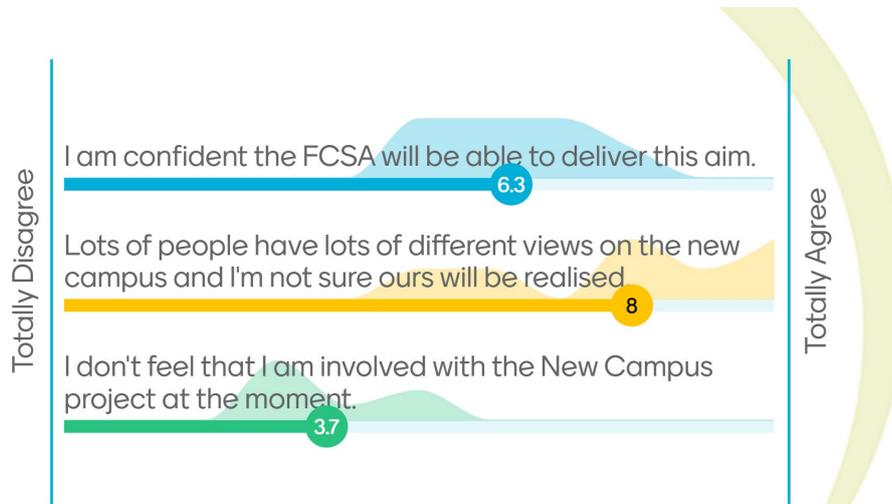
- FCSA are involved in the Stakeholder Engagement Group
- FCSA have made the case to include sports facilities and large multi-use spaces within the new campus
- FCSA staff have visited other new campuses
- Regular discussions and updates with Hugh Hall.

What can we do this year

- Continue to provide input wherever possible regarding future needs

- Develop evidence base through looking at other institutions including at HE level and other support organisations
- Research what our membership want and need from the FCSA.

The group provided their position on three statements relating to this aim as follows:



For the FCSA we will consider how those that are involved in the process can better involve and inform everyone as the project develops. As the project is still in the early stages, we would expect some move in confidence once more plans are made and the layout of the new campus becomes more visible.

Aim

Overseen by a Trustee Board, the FCSA will move towards being fully autonomous.<sup>2</sup>

What has been done so far

- Through consultation with external agencies and NUS, as well as research into other models, a draft remit and membership profile for the Board has been created and circulated for feedback.

What can we do this year

- Use the feedback to develop the remit and role profiles
- Establish an initial plan of how the Board will start, what level of membership and authority it will initially have and how this will benefit the FCSA.

The group noted that most didn't feel very involved with this process at the current time. Going forward, the FCSA staff will ensure that the whole group is aware of and able to positively influence the progress and direction of this project.

**4 FCSA Elections**

Nominations for the FCSA President Elections opened on Monday 1 March and will close on Tuesday 23 March. We are electing to both President roles for 2021-2023.

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<sup>2</sup> This is a recommendation from the SA Framework which will help to ensure a strong future for the FCSA. Currently we are reliant on strong Officer and Staff recruitment to ensure the FCSA continues to deliver. The Oversight Board will bring expertise and long-term knowledge to the FCSA. This will ensure whoever is leading the organisation will have assurance and the College Board will understand our governance is well-established and effective.

To help improve awareness this year, and hopefully increase the number of nominations, we introduced a 'Suggest A Student' Form (the SAS). The SAS is designed so that individuals who think that someone they know would make a good President can refer the person to us. The FCSA then contact the nominee advising why they have been suggested and offer to provide more information about the roles and process. To date we have received ten referrals, and, of those, eight have requested more information.

We will provide a full breakdown of the elections, including the results, for the next meeting.

## 5 FCSA Events

Since the last update, the FCSA has held the following events:

### *FCSA Secret Santa*

To help build some festive atmosphere, we worked with Fife College to deliver a live Secret Santa event in December.



Working with students from the Technical Theatre course, alongside the College's Digital Team, we live-streamed the hour-long event which featured Santa's Elves (including Jade, Sarah, and Hugh) delivering prizes to the homes of student winners. On the night, Santa, played here by Inclusion Assistant Steven Smyth, read out messages from students to their children. This event also provided the live experience that the technical theatre students require to pass their course and we are happy we were able to do this.

### *FCSA Re-Freshers 2021*

This took place in the week commencing 8 February to allow our new February intake students to take part. There were four separate events within Re-Freshers this year designed to attract students across all departments.

### *The Great Valentines Bake Off!*

Students were given a week to plan and send in their valentines bake off submissions which were then judged by the FCSA and the Culinary Arts department staff. The introduction of this type of event has strengthened relationships between the FCSA and College departments and generated a buzz of ideas for collaboration upon return to campus.

### *Gamer's Challenges (sponsored by the FCSA Video Gamers Society)*

Individuals were tasked to create FCSA themed items in *Minecraft* and *Animal Crossing*.

### *Live Quiz Night*

Hosted by Shaun Wallace (The Dark Destroyer from ITV's *The Chase*). This event also included local organisations, NUS Scotland and the FCSA Charities of the Year. We gave time to each to provide them with a platform to talk direct to our students as they would normally have at a physical stall event.

In total, we had 10 externals attending who took part in the quiz and highlighted their services to students. (Click, THT, Blood Bikes Scotland, Active Fife, Greener Kirkcaldy, NUS Scotland President Matt Crilly, Fife College SEED services, Edinburgh Children Hospital, Eats Rosyth and NHS Fife).

### *Step Challenge to encourage physical activity and well-being*

All of the events were free for students and approximately 100 students attended/ took part. Although this number is understandably lower when compared to the traditional on-campus stall event, the length and quality of engagement with the students is much higher and attendee feedback has been very positive.

## **6 FCSA Supporting Student Placements**

As noted within the Secret Santa event, we are trying to facilitate opportunities for students who require placement hours to complete the course wherever possible. As well as the four students from Technical Theatre, we have engaged with students from Acting and Performance to help deliver elements of our other events and we are currently working with eight students from HND Events Management to provide them with the necessary hours to complete their qualifications.

## **7 FCSA Sports and Health Update**

### *Engaging with Students*

As part of the FCSA Physical Activity themed month, we shared various health and fitness app recommendations with students to help them to stay active whilst at home. This included CouchTo5k, HubofHope, WakeOut, and Nike Training App. We made students aware of offers available to them, for example, promoting that students can get a Headspace subscription free with their student Spotify account. As part of our Re-Freshers Festival, the FCSA Sports ran a two-week step challenge to encourage people to stay active and the winner was awarded with a FitBit Sense watch to help them track their goals.

The FCSA will be launching our very own PT service; our Campus Cycling Officer, Hope, will be offering five free coaching slots to help students achieve their health/fitness goals. These students will benefit from a weekly 1-hour PT session with Level 3 qualified PT.

### *Sport Development*

The FCSA have been involved with national discussions on how to engage students in sport and physical activity when we are able to return to campus. The FCSA will chair

the College Discussions at the Scottish Student Sport National Forum and ensure institutions support each other through this. We have shared sport development opportunities with our students through our relationship with Scottish Student Sport. We have enrolled one student in the upcoming Jog Leader course provided by Scottish Athletics and Scottish Student Sport; the FCSA will cover the full cost of this course for the Fife College student. FCSA staff have attended a variety of webinars to help us offer inclusive activity to our students including 'Embedding Disability Sport', 'Engaging the Inactive', and 'Mental Health in Student Sport'.

#### *Healthy Body, Healthy Mind Awards*

The FCSA and Fife College have achieved Bronze and are working towards our Silver Award. The FCSA are hosting drop-in sessions on a monthly basis alongside Scottish Student Sport to offer guidance and support to other institutions across Scotland.

#### *Active Schools and Active Communities*

The FCSA have connected two students with our Active Community Sports Hub Officer; these students will be trained as walk leaders and will volunteer to lead walking groups in our local community which we will encourage Fife College students to attend.

#### ***Cycling and Active Travel***

##### *'On Yer E-Bike'*

Last year we identified the opportunity to apply for funding to create an e-bike project. The aim of this project is to make active travel feel more achievable for staff/students and the e-bikes will be included in ongoing activities to promote cycling across Fife College. The electric bikes will add to our current pool of pedal bikes as part of the FCSA 'Get On Oor Bikes' Scheme. The new e-bike fleet will provide staff and students with an opportunity to trial the electric bikes for a period of up to four weeks, with an appropriate deposit or security system, a hire agreement, and a small per week cost (which can be waived for students from low-income backgrounds). Staff will have the opportunity to purchase the bikes through the College's Cycle-to-Work Scheme.

In recent weeks, the College contributed additional funding to double the scheme, making the total value of the project £40,000. It is a great outcome, and we hope that this will start a trend and create a cultural change for students and staff at Fife College. Hope Jensen, FCSA Campus Cycling Officer, has also secured additional funding to create marketing material to promote active travel at Fife College.

## **8 Thank You Form**

As reported in the last report, the FCSA introduced a new Thank You form which our students can use to show their appreciation to the College staff for their efforts across the year. To date, 249 notes have been registered since the form was launched on 21 October 2020, an increase of 101 since the last report. We think this is a strong testament to the great efforts Fife College staff are making to support our members.

We will continue to promote the form on a monthly basis going forward.

## **9 Other Updates**

### *University of Edinburgh New Build Project*

The FCSA are working alongside the College and University of Edinburgh on a project that will involve a group of Fife College students acting as mentors to S3 pupils from St Columbas and Woodmill high schools as these pupils help to design what their new learning spaces might look like. The project aims to deliver the outcomes to the

Scottish Government and we are pleased to be involved with this potential showcase for our students.

*Stand Alone Pledge*

The FCSA are working with Stand Alone and the University of Strathclyde to develop a pledge for Student Associations/Unions to represent the needs of our estranged students.

*CDN Awards*

FCSA Manager, Craig Walker, was named the CDN College Colleague of the Year at the ceremony on Thursday 3 December. We want to congratulate Craig on his win and thank him for his continued hard work and guidance.

*FCSA and Fife College Awards*

This year's awards have been moved back to October 2021 however we are now optimistic we will be able to hold a physical event.



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

<b>Update on Governance Matters</b>	
<b>Date of Meeting:</b>	17 March 2021
<b>Purpose:</b>	To update Board members on membership and governance related matters.
<b>Intended Outcome:</b>	To note the updates 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>	8 March 2021

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

### **Update on Membership and Governance-Related Matters**

#### **1 Introduction**

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

#### **2 Board Membership**

The Chair's Committee will meet on 10 March to shortlist applications for non executive Board member vacancies. A total of 19 applications were received. Interviews will be held week commencing 15 March 2021 and an update on progress will be provided at the Board of Governors meeting.

Sarah Ferguson (Student Board Member) has secured a role with the Fife College Student Funding Team. As she will continue to be a Fife College student, the Fife College Students' Association has confirmed that students would wish her to continue as one of the Student Board Members for the rest of this academic year, and this has been agreed with Sarah's line manager.

#### **3 Student President Elections 2021-22**

The process for Student President elections is underway, and nominations are now open. The timescale for the process is:

Election Announcement	Monday 25 January 2021
Nominations Open	Monday 1 March 2021 (9am)
Nominations Close	Tuesday 23 March 2021 (1pm)
Candidates Meeting	from 24 March 2021
College Easter Break	29 March – 11 April 2021
Campaigning Begins	Monday 12 April 2021
Voting Opens	Monday 26 April 2021 (9am)
Voting Closes	Wednesday 28 April 2021 (2pm)
Complaints Deadline	Wednesday 28 April 2021 (4pm)
Vote Count and Announcement	Thursday 29 April 2021 (10am)

We have removed the requirement for candidates to be nominated by two students for these elections as a result of feedback received from potential candidates and after taking advice from NUS. We will evaluate this at the end of the process and take feedback from those involved to ascertain if it is a change to the process we would like to make longer-term. The feedback received from potential applicants was that this is a barrier, particularly just now while the majority of learning and teaching is taking place online.

Members will be advised of the outcome after the vote count and announcement and an update will be given at the next Board meeting. The newly elected Presidents will be invited to be in attendance at the next meeting as part of their induction, and will become full Board members with effect from 1 July 2021.

#### 4 External Effectiveness Review: Action Plan

Following on from the [External Effectiveness Review report](#) discussed at the last Board meeting, the Chair's Committee has discussed the report at two of its meetings. A draft response and action plan is attached as Appendix A to this report. Board members are invited to input into the plan and to thereafter approve it for submission to the Scottish Funding Council and publication on the College's website. As no issues of non-compliance were identified, it is proposed that actions are taken forward during 2021-22 to enable staff to continue to focus on the response to the Covid-19 pandemic and prioritise the needs of our students.

Once all Colleges have completed the review process, the College Development Network (CDN) will undertake a review of the reports to evaluate whether there are any themes for the sector emerging where support could be provided and good practice can be shared.

#### 5 Dunfermline New Campus Project: Governance Document

In order to clarify the governance arrangements for the New Campus Project, a governance document has been prepared summarising the roles of the different groups and committees involved. This is attached as Appendix B to this report. Board members are invited to note this document and to feedback any potential omissions or queries to the Director: Governance and Compliance.

#### 6 College Development Network Workshops

On 22 February 2021, CDN hosted a workshop for Board Members and Board Secretaries delivered by the National Cyber Security Centre outlining the Board's responsibilities relating to **CyberSecurity**. A toolkit for Board members is available: <https://www.ncsc.gov.uk/collection/board-toolkit> giving relevant information for Board members and key questions Board members may wish to ask. It is proposed that a briefing session be held on this topic for Fife College Board members in the future in light of our growing reliance on systems and the increased risk that CyberSecurity brings us.

On 19 March 2021, CDN will host an online workshop looking at the **future of Virtual Governance**, following on from the [Governing a College using Virtual Meetings report](#) circulated at the last meeting on this topic. It will look at experiences of Colleges so far in the changeover to governing online and what learning can be taken from this post-pandemic.

#### 7 Recommendations

The Board of Governors is invited to note the contents of the paper and to:

- receive an update on the progress made with filling the Board vacancies
- discuss and approve the response and action plan relating to the recent External Effectiveness Review
- feedback any omissions or queries on the Dunfermline New Campus Project: Governance Document to the Director: Governance and Compliance.

## BOARD OF GOVERNORS OF FIFE COLLEGE

### Dunfermline New Campus Governance Arrangements

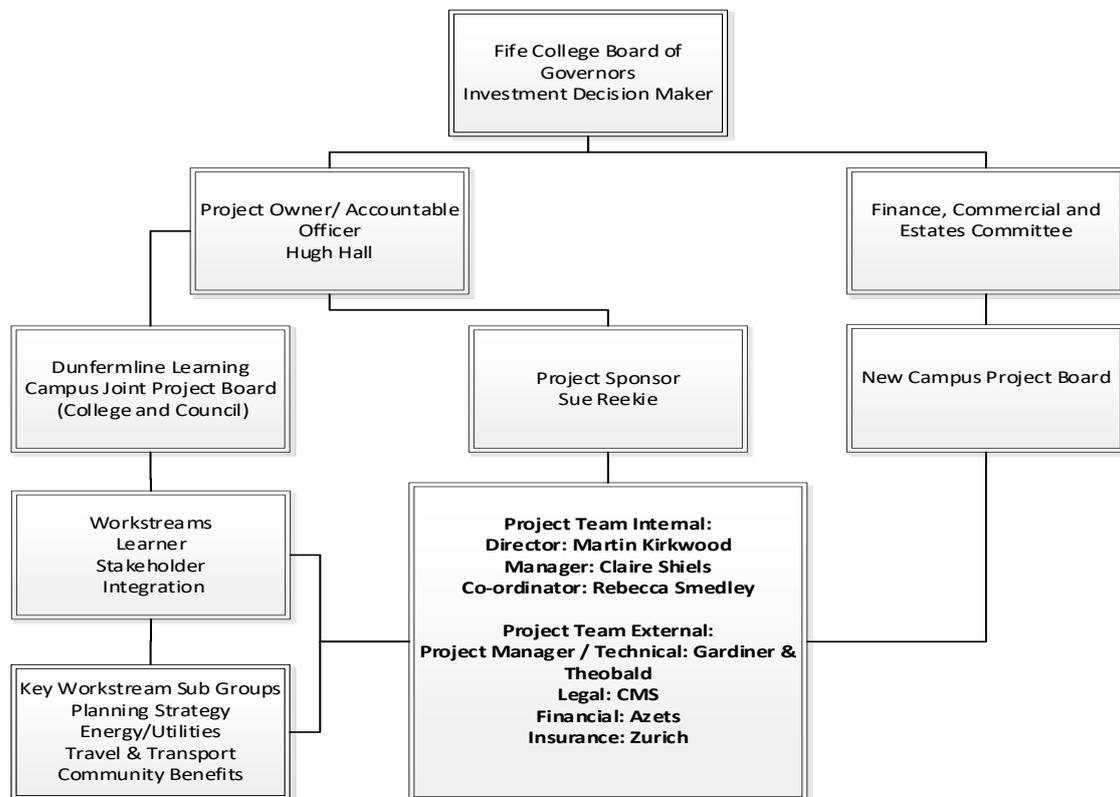
#### 1 Introduction

This paper sets out the governance arrangements for the Dunfermline New Campus project from the perspective of Fife College. This is a joint project with Fife Council and arrangements for the joint aspects of the project are included within this paper at Appendix 1. Fife Council is responsible for ensuring its own governance arrangements are also in place.

#### 2 Governance Arrangements

It is essential that the project is effectively managed and that roles, accountability, remit and approvals are clearly understood and followed in order to ensure effective governance arrangements. The arrangements, as set out in this paper, have been designed to follow the normal governance arrangements within Fife College in order to avoid confusion and duplication, and to aid transparency and effectiveness.

#### 3 Project Structure



## 4 Roles

### 4.1 The Fife College Board of Governors and Committees

The Fife College Board of Governors will be the Investment Decision Maker for the project. Members of the Board are recruited based on a wide range of skills and experience.

Board Members are:

- David C Watt (Chair)
- Tony Martin (Depute Chair)
- Bob Black (Senior Independent Member)
- Hugh Hall (Principal and Chief Executive)
- Patrick Carnie
- Shona Cochrane
- Brian Fisher
- Evelyn McPhail
- Susan Mitchell
- Gordon Mole
- Zoe Thomson
- Jim Trail OBE
- Jade Burnett (Student Member)
- Sarah Ferguson (Student Member)
- Jen Anderson (Staff Member)
- Joseph Harney (Staff Member)

The Board has delegated authority to Committees of the Board as detailed in the Scheme of Delegation. These Committees will continue to oversee any matters that fall within their normal remit, including anything relevant to the Dunfermline New Campus Board. Any such matters will be referred to the relevant Committee at the appropriate time. As all decisions taken will be in accordance with the College's Strategic Plan and underlying Strategies, it is anticipated that referral to Committees will be minimal, but there may be occasions where this is required, eg:

The **Academic Quality Committee** will ensure that the strategic development of learning, teaching, quality and related issues throughout the College are included in the College's learning and teaching strategy and embedded within the design for the new build.

The **Audit and Risk Committee** will ensure that appropriate performance management arrangements are in place and review any audit reports in relation to the project. Whilst the Audit and Risk Committee has responsibility overall for risk, the New Campus Project Board will maintain a risk register specific to the management of the project. Any risks which score in the top ten of the College's risks will be monitored also by this Committee.

The **Finance, Commercial and Estates Committee** will approve major items of spend and ensure that proper finance processes are followed in relation to procurement.

The **Health and Safety and Human Resources Committee** will ensure that the health, safety and wellbeing of staff, students and all stakeholders is considered and comply with current legislation, and will promote a positive and inclusive culture amongst staff when considering the requirements of the new build.

## 4.2 Dunfermline New Campus Project Board

The Finance, Commercial and Estates Committee and the Board of Governors has created a Dunfermline New Campus Project Board which shall operate for as long as is required to support the new build project. The Dunfermline New Campus Board has delegated authority from the Board of Governors to ensure that the new build project at Dunfermline is effectively managed and implemented in accordance with the Business Case as approved by the Scottish Funding Council. Members of the Project Board include:

- David C Watt (Chair)
- Hugh Hall (Principal and Chief Executive)
- Jim Trail OBE
- Susan Mitchell
- Brian Fisher

Sue Reekie (Project Sponsor), Martin Kirkwood (Project Director), Claire Shiels (Project Manager) and David Logue (External Project Director, Gardiner Theobald) will be invited to attend these meetings, as will other members of the Project Team as relevant and as agreed by the Project Board. The Scottish Funding Council will also be invited to have representation.

Other members of staff may be invited to attend meetings (by agreement with the Chair) where there is an item of relevance on the agenda. In addition to the Project Board members, the Project Board may benefit from an Independent Specialist / "Critical Friend" who has extensive experience of procuring and delivering successful similar Projects.

The remit for the Dunfermline New Campus Project Board is included at Appendix 2.

## 4.3 Project Owner

The Project Owner and Accountable Officer is Hugh Hall, Principal and Chief Executive. In addition to project ownership the Principal and Chief Executive is responsible for the strategic leadership of the College.

## 4.4 Project Sponsor

The Project Sponsor is Sue Reekie, Chief Information Officer. In addition to carrying out the day to day management and responsibilities for the Project, the Chief Information Officer has executive responsibilities relating to the strategic leadership of the College.

## 4.5 Project Team

The Project Team will be responsible to the Project Sponsor.

The Project Team comprises dedicated internal staff and has support from a variety of experienced external advisers to ensure that the project is procured and delivered in an effective and efficient manner.

The **Internal Project Team** comprises staff who are dedicated to fulfilling the work required for the project. The team is led by the Project Sponsor and Project Director and also comprises:

- Project Manager
- Project Co-ordinator

The **External Project Team** has extensive experience of revenue funded projects. The team comprises:

- Gardiner Theobald – project management and technical advisory services, including design, cost management, energy, mechanical, electrical, civils and structural, strategic facilities management and lifecycle consultancy
- CMS – legal advisory services
- AZETS – (VAT) financial advisory services
- Zurich – insurance advisory services

## **5 Dunfermline Learning Campus - Joint Project Board**

### **5.1 Joint Project Governance Board**

A Joint Project Governance Board is in place which comprises representatives from Fife College and Fife Council as is jointly chaired. The Joint Project Governance Group meets six weekly and update reports are provided to the Dunfermline New Campus Project Board at each of its meetings. The Principal, Chief Operating Officer and Project Team representatives are members of the Joint Project Governance Group and the Dunfermline New Campus Project Board which gives overlap and continuity to ensure all strategic issues are adequately addressed.

Please refer to Appendix 1 for the detail on the joint governance and workstreams.

### **5.2 Project Streams**

Project Streams have been set up to focus on key areas relating to the project with representatives from Fife College and Fife Council on each group. The Project Streams report into the Joint Project Governance Board at each of its meetings.

The Project Streams are:

- Learning Strategy
- Integration
- Communications and Stakeholder Engagement.

### **5.3 Project Stream Terms of Reference**

The Streams will provide senior, co-ordinated and strategically informed management input to both the Joint Project Governance Board and to the Project Team. Each Stream is led by a Chair who will take responsibility for the work of the group and be the representative of that group at relevant Joint Project Governance Board meetings.

The individual remits for each group have been developed and documented for reference. These are reviewed and updated in line with the project development.

Generally, the Streams are:

- To ensure that user needs are recorded formally in writing accurately and unambiguously
- To ensure that key decisions already made and endorsed by Committees of the Board of Governors or the Joint Project Governance Board are respected
- To identify and propose any policies or joint agreements

- To own and progress relevant sections of the Project Brief / Accommodation Schedule / Communications and Operational Requirements
- To approve key stage outputs in a timely manner
- To brief, advise and make recommendations to the Joint Project Governance Board on all relevant matters
- To positively promote the project
- To communicate progress and ensure appropriate stakeholder and user engagement.

## **6 Scheme of Delegation and Authority**

All areas of the project must comply with the College Financial Regulations which are mandatory in all areas of the College's work. Delegated authority for levels of spend may be approved in relation to the Project provided these are approved in advance by the Board of Governors, following recommendation from the Finance, Commercial and Estates Committee. The Director: Governance and Compliance will record in the minutes of meetings any decisions taken in this regard. The minutes can be made available upon request to auditors and other interested parties.

## **7 Governance Post Occupancy**

At the point of project closure and full handover of the completed building, governance will be mainstreamed within the formal structure of the College. The Dunfermline New Campus Project Board (or the Finance, Commercial and Estates Committee after such time as the Dunfermline New Campus Board has disbanded) will receive key reports on all aspects of the estate and will make recommendations to the full Board of Governors.

The operational and strategic responsibilities for monitoring usage, contract management and availability of all aspects of the building will rest with the College's Estates team. The Estates Team will report to the Chief Operating Officer. For an initial period the Dunfermline New Campus Project Board or equivalent may require to be maintained to ensure that systems and processes are aligned with the new operating context. The roles associated with the ongoing monitoring, interfacing with facilities management providers and maintenance of the buildings as well as the relationship with Council partner will be considered in detail and reflected in the new organisational structure.

Dunfermline Learning Campus Workstreams

Project Governance Board <i>Meetings held every six weeks</i>		
<b>Fife College</b> Hugh Hall Sue Reekie Dorothee Leslie Iain Hawker Colin Quinn Susan Dunsmuir Martin Kirkwood Claire Shiels	<b>Fife Council</b> Carrie Lindsay Shelagh McLean Alan Paul Louise Playford Iain Hughes Alison Binnie	<b>External</b> Martin Fairbairn (Scottish Funding Council) Rufus Logan (Scottish Funding Council) Stephen Long (Scottish Futures Trust) Rose Jenkins (University of Dundee)

Project Stream	Learning Strategy <i>Meetings held every six weeks</i>	Integration <i>Meetings held every four weeks</i>	Communications/Stakeholder Engagement <i>Meetings held every six weeks</i>
<b>Project Leads</b>	<i>Maria Lloyd</i> <i>Dorothee Leslie</i>	<i>Alan Paul</i> <i>Martin Kirkwood</i>	<i>Shelagh McLean</i> <i>Sue Reekie</i>
<b>Project Team</b> <i>Fife Council</i> <i>Members in italics</i>	<i>Iain Hughes</i> <i>Sandy McIntosh</i> <i>Mick McGee</i> Iain Hawker Martin Kirkwood Jan Thomson Lynne Ralph Kay Fraser	<i>Iain Hughes</i> <i>Louise Playford</i> Iain Hawker Claire Shiels	<i>Iain Hughes</i> <i>Avril Graham</i> <i>Scott Fenton</i> <i>Gail Stepo</i> <i>Andrew Gallacher</i> <i>Sheila Hastie</i> Stuart McMillan Jo Bruce Claire Shiels Craig Walker Michelle Sweeney Jan Thomson Scott Douglas Paula Clarke
<b>Key Tasks</b>	<ul style="list-style-type: none"> <li>Learning from the best existing practice – globally and in the UK</li> <li>Stimulating Creativity and Encouraging, Bold Innovation within Joint Senior Phase Curriculum Planning / Pathways that enriches the current offer</li> <li>Defining the University component for specific study pathways</li> <li>Developing a shared e-learning strategy/ies on the basis of “Anywhere, Anytime Learning”</li> <li>Implementing a shared and integrated employer engagement strategy (aligned to curriculum planning and pathways)</li> <li>Reviewing and increasing community engagement incl. adult learning &amp; family learning</li> <li>Developing coordinated CIAG (Career Information Advice and Guidance) in partnership with SDS</li> <li>Defining and developing an industry/labour needs led offering and relevant commercial opportunities incl. Enterprise Hub</li> </ul>	<ul style="list-style-type: none"> <li>To support the overall delivery of the Dunfermline Learning Campus</li> <li>Support an integrated and collaborative approach to current and future development of the campus</li> <li>Align key adjacencies to support improved learner pathways and optimum operational effectiveness</li> <li>Support the work of the Design Guardian (Rose Jenkins), including resolving any issues relating to the adherence of design principles and escalate any unresolved matters to the DLC Project Governance Board</li> <li>Develop the Memorandum of Understanding for the campus</li> </ul>	<ul style="list-style-type: none"> <li>Plan communication in line with project timeline and key dates</li> <li>Joint Communication plan and timeline</li> <li>Agree key messages for each identified stakeholder group</li> <li>Consultation Process/Timings</li> </ul> <p>Identified key stakeholders:</p> <ul style="list-style-type: none"> <li>School Parents / Public Consultation</li> <li>Current and Future Pupils</li> <li>Current and Future Students</li> <li>Staff</li> <li>College and Council Boards</li> <li>Trade Unions</li> <li>Employment Partners</li> <li>Local Businesses</li> <li>Scottish Government</li> <li>Scottish Funding Council (SFC)</li> <li>Scottish Futures Trust (SFT)</li> <li>Skills Development Scotland (SDS)</li> <li>Other public bodies</li> <li>Political Stakeholders (MPs, MSPs, Elected Members)</li> <li>Local community</li> <li>Community Councils</li> <li>Media</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>Integrated Senior phase offer (incl. coordinated timetabling), including progression to Degree level study to give all young people a portfolio of qualification, skills and work based learning and aspirations.</li> <li>Shared Educational outcomes (e.g. for STEM regional KPIs and other progression measures – existing and new to be defined)</li> <li>Digital / Innovation hub and shared resources on a wider scale</li> <li>Employability hub and shared / progressive framework of guidance, support and interventions to ensure that learners are better informed about opportunities on offer and feel supported to make appropriate choices.</li> </ul>	<ul style="list-style-type: none"> <li>Make recommendations to the DLC Project Governance Board as required</li> </ul>	<ul style="list-style-type: none"> <li>Regular internal and external updates</li> <li>Gain structured / evidence based feedback from stakeholder groups throughout the process</li> </ul>

	<ul style="list-style-type: none"> <li>• Measurable employer input across defined pathways</li> <li>• Partners feel that we are meeting the needs of future industry and that we are developing skills.</li> <li>• Dynamic community / adult learning offer aligned to LOIP and LCCP objectives and supporting the anti-poverty agenda</li> <li>• Ensure the needs of targeted groups are met so that none is left behind.</li> <li>• Raised attainment and achievements is secured via a broad range of provision of comprehensive suite of appropriate qualifications and awards.</li> </ul>		
<b>Our Vision</b>	<ul style="list-style-type: none"> <li>• For this learning campus to enable all learners to progress in learning and equip them with the skills, knowledge and positive attitudes they need to participate and progress to their next stage of life, learning and work.</li> </ul>		

(NB Text in red font to be confirmed)

**Appendix 2****BOARD OF GOVERNORS****DUNFERMLINE NEW CAMPUS PROJECT BOARD REMIT****1.0 Composition**

The Project Board will comprise the Chair of the Board, the Principal and at least two other Board representatives, at least one of which should be a member of the Finance, Commercial and Estates Committee.

For a meeting to be quorate, at least two non executive Board members must be present.

Members of staff may be invited to attend all or part of a meeting where items of relevance are on the agenda, with the prior agreement of the Committee Chair and the Principal. Other interested parties, for example the Scottish Funding Council, Scottish Futures Trust or student and staff representatives, should be invited to attend relevant meetings. The Project Director shall be invited to attend all meetings.

The Project Board is required to exist for a sufficient time period to ensure that its purpose and remit has been completed to the satisfaction of the Board of Governors.

**2.0 Overall Purpose**

The purpose of the Project Board is to ensure that the new build project at Dunfermline is delivered within budget, on schedule and to the appropriate specification.

**3.0 Remit and Duties**

- To agree the project programme and to oversee implementation within budget, timescales and to the expected level of quality.
- To receive updates from and recommendations made by the Project Governance Group in line with the key stages of the project and make decisions as appropriate within the levels of delegation given.
- To consider and make recommendations to the Board of Governors on the overall project funding and budget arrangements, subsequent to financial matters being considered by the Finance, Commercial and Estates Committee, and to ensure that appropriate monitoring and management arrangements are in place.
- To receive and consider regular progress reports from the appointed Project Team, including external advisors. These reports will cover progress against programme timetable, cost comparison against budget, the “design and build” issues, risk issues and health and safety.
- To review the project specific risk registers maintained by the appointed Project Team in conjunction with College’s Executive Team, ensuring that appropriate mitigating actions are taken.
- To oversee a consultation and communication strategy involving internal and external stakeholders.
- To promote the accountability and transparency of the project by ensuring that appropriate records are maintained to support the decision making process.
- To oversee the selection and appointment of professional advisers and contractors/consortia to the new campus project and make recommendations to the Board of Governors as required in line with agreed Committee delegated authority levels and College tendering and procurement processes.
- To secure such additional specialist advice as deemed necessary within the agreed delegated authority levels of the Project Board.
- To ensure that value for money is achieved by using appropriate procurement processes in line with the College’s Procurement Policy.
- To act within delegated powers of authority and to refer to the Board of Governors on any matters out with this delegated authority.

**4.0 Authority**

- The following items are reserved to the full Board of Governors for approval and are not delegable to the New Campus Project Board:
  - Final Outline Business Case – RIBA<sup>1</sup> Stage 2
  - Final Full Business Case – RIBA Stage 3
  - Purchase/Disposal of heritable land and property
  - Final approval of pre-contract report
  - Final approval of appointment of contractor.
- The Project Board has authority on behalf of the Board of Governors to commit and incur individual items of expenditure of up to £2.5m in line with the approved business case and project delivery plan.
- The Project Board has authority on behalf of the Board of Governors to select and appoint consultants and contractors in line with the approved business case and project delivery plan up to an individual value of £2.5m.
- The Project Board has authority on behalf of the Board of Governors to approve individual project variations up to a cumulative total value not exceeding £2.5m within the approved business case and project delivery plan. Variations in excess of this amount must be approved by the Board of Governors. Variations subsequently notified to and approved by the Board of Governors will be removed from the cumulative value available to the Project Board.

<sup>1</sup> Royal Institute of British Architects (RIBA)

- The Project Board may give delegated authority to sub-groups or functional teams set up to advise the Project Board to commit and incur expenditure of up to £10,000 in carrying out their duties.
- The above levels of delegated authority may be varied from time to time by the Board of Governors in accordance with the College's Scheme of Delegation.
- All monetary values include irrecoverable Value Added Tax where appropriate.

#### **5.0 Reports from the Committee**

- Report to each Finance, Commercial and Estates Committee and Board of Governors meeting relevant matters discussed within the Group.
- Prepare a final report for the Board of Governors once the Projects have concluded recommending that the New Campus Project Board be discontinued and any outstanding work subsumed into the main work of the Finance, Commercial and Estates Committee.

**Appendix 3**

**New Build – Dunfermline Learning Campus**

**Joint Project Governance Board**

**Terms of Reference**

- 1   Oversee effective delivery of the Dunfermline Learning Campus project in line with the project programme, design principles and available budgets
- 2   Monitor the work of the project workstreams:
  - 2.1   Ensuring membership and resourcing is appropriate for the two organisations
  - 2.2   Approval of recommendations from workstreams
- 3   Oversee jointly procured or commissioned activity
- 4   Receive regular updates on progress with the project
- 5   Ensure there is an effective risk register covering key joint project risks and mitigating strategies

**Martin Kirkwood**  
**New Campus Director**



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<b>8 U H ' c Z A Y Y H ] b [ . '</b>	17 March 2021
<b>D i f d c g Y .</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>- b H Y b X Y X ' C i H W a Y .</b>	To note the updates from Committees
<b>D U d Y f ' G i V a ] H Y X ' V m</b>	Marianne Philp, Director: Governance and Compliance
<b>D f ] c f ' 7 c a a ] H Y Y ' 5 d d f c j U g .</b>	N/A
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<b>D i V ] W m i 5 j U ] U W ' Y . '</b>	Yes
<b>5 i H c f ' 7 c b H U W i 8 Y H ] g . ' . . . .</b>	Marianne Philp; 01383 845009; <a href="mailto:mariannephilp@fife.ac.uk">mariannephilp@fife.ac.uk</a>
<b>8 U H ' c Z D f c X i W ] c b .</b>	4 March 2021

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

### **Summary of Committee Business**

#### **Academic Quality Committee: 17 February 2021**

- Briefing session on New Learning Campus: Academic Progress was very positive with lots of work having been undertaken. Members were pleased to note that the key focus in all deliberations was learner needs and digital. Some concern was raised about practicalities of outdoor learning spaces and a future session will be arranged to discuss this further.
- 92% of the credits target had been met and this was on track to be achieved by the year-end. Retention figures were being affected by the pandemic however support being provided to students was having a positive impact on this.
- FCSA was making excellent progress with the introduction of a President Oversight Group of particular interest to members.
- The results of Learner Survey 1 were discussed in detail.

#### **Health and Safety and HR Committee: 23 February 2021**

- The Trade Union representatives attended this meeting and confirmed that working relationships and informal and formal communication with management generally works very well. Discussions are open, professional and respectful. The representatives highlighted that they welcomed the opportunity to discuss issues prior to decisions being taken, and this happened in a majority of situations.
- Significant additional work had been undertaken by both the Health and Safety and the OD and HR Teams as a result of the Covid-19 pandemic situation. These were linked to complying with Scottish Government guidance to ensure all activities were carried out safely, social distancing was in place, risk assessments undertaken, and the welfare and wellbeing of staff and students prioritised. The Chair of the Committee took the opportunity to thank staff, on behalf of the full Board, for their significant efforts over the period.
- The Equalities Mainstreaming report and the equal Pay and Gender Pay Gap Report were reviewed in detail and approved.
- Significant progress had been made on the implementation of the HR information system. This had been complicated to some extent by remote working. The formal part of succession planning policy had been delayed as a result, but progress had been made with a range of informal succession planning measures. Work will continue on the delivery of the HR Strategy and Workforce Plan.

#### **Audit and Risk Committee: 25 February 2021**

- Three internal audits had been conducted over the last period, and all gave good levels of assurance. Some Grade 2 recommendations had been agreed and will be taken forward as appropriate by management.
- Members of the Committee received the Strategic Risk Register and the annual update on Assurance Framework. Both these documents were discussed in detail and the Executive Team's reviews were endorsed by the Committee. Three risks were noted as currently sitting outwith the tolerance levels due to the external environment. These were all interrogated by Committee members and it was confirmed that management was taking all reasonable steps to monitor the situation and take appropriate action.
- The Committee agreed to extend the contract for internal auditors (Azets) for a further period of 1 year. This is in line with the contract in place which was for an initial period of 3 years plus two one year extensions at the discretion of the College. It was noted that Audit Scotland had also extended the appointment of the external auditors (Ernst & Young) to cover the 2021-22 audit.

### **Finance Commercial and Estates Committee: 2 March 2021**

- Significant work had been undertaken by the Digital Services Team over the period of the Covid-19 pandemic situation which had resulted in the Digital Strategy now being well advanced. Attention was now turning to projects that would impact on people's return to the building post-pandemic, and on continued new ways of working with an increased use of technology.
- Estates projects were on track with work on the backlog of maintenance at Kirkcaldy campus in particular resulting in improvements to facilities. Work on a Full Business Case for a revamp of the Glenrothes campus was underway so that the college could appropriately respond to any funding that may become available to support this. The Dunfermline New Campus Project was progressing to plan with the Design Concept now well advanced, as presented in advance of the Board meeting on 17 March 2021.
- At the end of January 2021, the financial position was positive, but remained volatile due to uncertainty over when restrictions will be lifted. Detailed scenario planning was being undertaken involving academic staff to maximise student attendance in accordance with Scottish Government guidance. The year-end forecast was for a modest underlying surplus and detailed work was ongoing with budget holders to ascertain likely income and expenditure by the year end to monitor the position.
- Whilst credits would be paid provided the 25% cut-off period had been met, commercial income was much more uncertain. The Business Development Team had maintained contact with businesses throughout the Covid-19 pandemic period to maximise opportunities and provide advice and support wherever possible and this had had a positive impact.

### **Dunfermline New Campus Project Board**

[13 January 2021](#)

[3 February 2021](#)

### **Chair's Committee:**

#### **12 January 2021**

- Members discussed the skills gaps currently on the Board and agreed to advertise for new Board members with expertise in health and safety, human resources, commercial business and legal skills, ideally with experience of the higher and further education environment.
- The External Effectiveness Review report recommendations were discussed and the Director: Governance and Compliance agreed to draft a response and action plan based on the discussion.

#### **10 March 2021**

- A total of 20 applications were received for the Board vacancies and 8 applicants were shortlisted for interviews taking place on 15 and 16 March 2021. An update will be provided at the Board meeting.
- The draft External Effectiveness report draft response and action plan were considered and are recommended to the Board for approval.
- The Dunfermline New Campus Project Board: Governance Document was discussed and noted. This is included in the Governance Update report on the Board agenda.