

AGENDA

Meeting: Board of Governors

Date: Thursday 29 September 2022 at 3.30pm

Location: Wallace Suite, Carnegie Conference Centre, Dunfermline

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: 22 June 2022 2.1 Extraordinary Meeting: 6 July 2022	Approve Approve	DCW DCW	
3	Matters Arising / Actions Outstanding	Note	DCW	2-2
4	Principal's Report	Note	HH	
5	Fife College Students' Association (FCSA) Update	Note	TF/EW	3-9
6	Business Report	Note	DL/SD	
7	Strategic Risk Register 2022-23	Approve	SD	10-14
8	Five Year Financial Forecast 8.1 Arm's Length Foundation (ALF)	Approve Note	SD SD/HH	
9	Annual Reports from Committees			
	9.1 Audit and Risk	Discuss	BF	15-17
	9.2 Academic Quality	Discuss	ZT	18-19
	9.3 Finance, Commercial and Estates	Discuss	SM	20-21
	9.4 People and Culture	Discuss	GD	22-24
	9.5 Chair's	Discuss	DCW	25-26
10	Governance Update 10.1 Self-Evaluation Responses	Approve Note	MP All	27-33
11	Board Updates (Questions only) <i>It will be assumed that these papers have been read in advance and they will not therefore be outlined at the meeting. Members will be invited to move to questions/discussions of any key points. This will free up time for Strategic Discussion.</i>			
	11.1 Chair's Updates	Note	DCW	34-35
	11.2 Summary of Committee Business	Note	Chairs	36-36
12	Review of Meeting	Discuss	All	N/A
13	Date of Next Meeting: Thursday 8 December 2022 at 3.30pm Leaving Celebration for Shona and Jim: Monday 24 October Breakfast with Business Development Team: Friday 28 October Board Development Day: Tuesday 1 November 2022	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	Comment
1	22.06.22	To arrange a training session for Board members on the student recruitment process and impact on credits.	M Philp	31.12.22	In progress – included as session for 2022-23
2	22.06.22	To approve the Annual Operating Plan 2022-23.	S Dunsmuir / W Brymer	01.08.22	Complete
3	22.06.22	To approve the Climate Change Strategy and Net Zero Action Plan.	S Dunsmuir / J Wincott	01.08.22	Complete
4	22.06.22	To approve the budget for 2022-23.	S Dunsmuir	01.08.22	Complete
5	22.06.22	To convene an additional meeting in 3-4 weeks in order to sign off the DP4 submission once more detailed pricing and further information from Scottish Government was available.	H Hall	31.07.22	Complete. Meeting held 6 July 2022
6	22.06.22	To endorse the decision to appoint the two people named in the paper as Board members with effect from 1 August 2022 for a period of 4 years.	M Philp	01.08.22	Complete
7	22.06.22	To endorse the decision to appoint the person named in the paper as a co-opted member of the Finance, Commercial and Estates Committee with effect from 1 August 2022 for a period of 1 year.	M Philp	01.08.22	Complete. The offer was declined.
8	22.06.22	To approve the nominations to Committee membership as detailed within Appendix 1 of the paper.	M Philp	01.08.22	Complete
9	22.06.22	To approve the changes to the external effectiveness review action plan, to be published on our website.	M Philp	01.08.22	Complete
10	22.06.22	issue the self-evaluation questionnaire by email for completion during July 2022.	M Philp	30.06.22	Complete
11	22.06.22	To bring a paper to the September 2022 meeting giving more detail on options available regarding Colleges Scotland membership.	D C Watt / Principal	29.09.22 08.12.22	Extend to next meeting. Chair will provide verbal update
12	06.07.22	To approve the DP4 submission with an overall cost of up to £119.4 million, to be procured in two stages (subject to the recommended changes to the narrative being made); agree that we persevere with scenario 1 and seek Scottish Funding Council / Scottish Government approval and additional budget cover by end July 2022, but noting that scenario 2 is a suitable fallback if required; rule out scenarios 3 and 4 on the grounds of value for money and the requirement to align with the timeline for the construction of the two high schools.	Principal / Project Team	06.07.22	Complete



COVER SHEET FOR PAPERS TO BE CONSIDERED BY THE BOARD

Fife College Students' Association (FCSA) Update	
Date of Meeting:	29 September 2022
Purpose:	To update members of the Board of Governors on the progress made by the FCSA since the last meeting.
Intended Outcome:	To note the position.
Paper Submitted by:	Tali Fisher, President Welfare and Equality Emma Wallace, President Education and Representation
Prior Committee Approvals:	N/A
Board Impact from Decision:	To ensure that the FCSA has appropriate resourcing and support from the College to undertake its duties effectively; and that the FCSA is operating effectively in order to meet the needs of our learners.
Financial Health Implications:	N/A
Learner Implications:	To ensure learners have relevant opportunities and support in place offered by FCSA and that the learner voice is heard and acted upon and taken into account in Board level decisions
Equality and Diversity Implications:	N/A
Risks Assessed:	N/A
Publicly Available:	Yes
Author Contact Details:	Tali Fisher, nataliefisher@fife.ac.uk Emma Wallace, emmawallace@fife.ac.uk
Date of Production:	21 September 2022

BOARD OF GOVERNORS OF FIFE COLLEGE

Fife College Students' Association (FCSA) Update

1 Introduction

This paper reports the work of the FCSA against our aims and commitments within the FCSA 2025 Strategic Plan and the work of the Student Presidents against their elected aims.

This work will be summarised into key messages and fuller detail of all work will be available for further information (deep dives) later in the document. Work which relates specifically to course activities is reported to the college's Academic Quality Committee. This paper is included within your packs.

2 FCSA Annual Review 2021/22

You can now view the FCSA's review of the past twelve months, which includes the FCSA being named NUS Scotland's College Student Association of the Year. Click the image below to access the review.



3 President Updates

Emma Wallace –

Ensure the students' learning experience is a top priority when regarding safely returning to in-person learning

Emma has been keeping up to date on what is happening with in-person learning, as the ease of restrictions has allowed more students to be on campus. Emma has also been regularly talking to new students during busy times to ensure any issues the students are facing are addressed and know how to solve them. Emma has also contributed to the Fife College Learning and Teaching Strategy refresh.

Improving the accessibility to facilities at Fife College to help students, especially those that can help students' mental health and wellbeing

No further progress on this point, but work will commence after Freshers' with Tali Fisher to deliver this point.

Introduce a 'Question Time with the Presidents', where the Presidents showcase their work to help students understand what they are doing to enhance the student experience, and give the opportunity for students to ask questions

Emma has started to create a form for students to fill if they have any questions for the Presidents or the FCSA. Filming of the video will commence once Freshers has passed. Emma has also contacted BOOM Radio and Radio lecturers to create a President spot on the Student radio.

Reduce the gap between College and University/Employment by creating opportunities for workshops and work experience

Contacts have been made with the appropriate staff to collaborate. Emma has also had discussions with procurement to work together and advertise possible work experience opportunities with companies who work with Fife College.

Introduce workshops to help students within the College, including essay writing, project planning and time management to help assist with learning

Planning has started for Fife Voluntary Action drop-in sessions, and will commence at Freshers. Emma has also been in contact with Employability to work on a volunteering event together. Emma is underway with creating an information document about support at Universities, and is getting other Student Associations involved. Emma has recently volunteered for the UCAS event that took place at Rothes Halls on the 7th September.

Natalie Fisher -

Introduce Workshops on BSL and Deaf Awareness

Tali has collaborated with Fife Deaf Communication Service (DCS) to deliver Deaf Awareness training and BSL taster sessions to Fife College students and staff, which we hope will run at the end of October. Tali is waiting to confirm dates with the instructor. These will be in the evening 4.30pm - 6.30pm at Dunferline and Kirkcaldy campuses to maximise attendance.

Tali will lead Deaf Awareness sessions for the BA Childhood Practice students in November, and provide a few BSL sessions and some Deaf Awareness in December to a class that has a Deaf student. ([more](#))

Campaigns to raise issues and awareness

Tali worked with Lauren to design diversity and inclusivity badges, and the final designs are completed. We hope the suppliers will complete them before the international diversity awareness week, 3 October - 7 October. ([more](#))

Environmentalist President

Tali collaborated with Lucy, FCSA Sustainable Travel Officer, for Car Free Day on 22 September 2022 on Kirkcaldy Campus as part of Freshers, to encourage students to give up their cars on their journey to college. ([more](#))

Mental Health and Accessibility Support

As part of Tali's manifesto pledge on supporting mental health, Tali will introduce a campaign this year based on sharing positive messages of encouragement on campus. ([more](#))

Support for Housing and Financial Issues

On the financial and wellbeing campaign, Tali met with Stacey from Money Advice to offer a budgeting webinar via Teams to students during a lunch time in November; Great timing to tie in with Getting Ready for Xmas in December. ([more](#))

Wellbeing Sessions

Tali is working on the walking campaign for students' wellbeing with Bespoke Steps Count Challenge (Paths for All). ([more](#))

4 **Aim: By 2025 FCSA Sports will an association in its own right.**

Work done in Q1 2021

- Well-Being Wednesdays have returned for the new academic year; this runs every Wednesday from 1 pm and offers the opportunity for students to participate in new sports and activities aimed to help improve their well-being.
- The FCSA has established a central budget for FCSA Sports and Active Health, and this highlights the importance of this area of work and the ongoing growth and development of college sport and commitment to active health.
- We are working alongside Dundee University to offer support and activities to their nursing and midwifery students that attend their Kirkcaldy campus.
- We have introduced a new role of Sports Ambassadors to help develop extra-curricular sport clubs and physical activity opportunities within Fife College
- We are working with Scottish Student Sport, Sport Scotland, Colleges Scotland and CDN on a project to significantly increase sports and wellbeing activities across all Scottish Colleges. ([more](#))

Planned work

- The team is currently working on a range of external funding opportunities to help increase our offer. ([more](#))

5 **Aim: By 2025, the FCSA will be recognised as a constructive force in all of its communities.**

Work done in Q1 2022

- The FCSA secured £10,000 from the Fife Voluntary Action grant scheme. These funds are being used to develop and improve our societies and equipment.
- We have been active across the summer attending external events in the community, including Kelty Gala and Coal Race, and the Levenmouth Fayre. ([more](#))

Planned work

- The Second Saturday Squad will be using part of these funds to establish Unicorn Trails in parks and community areas across Fife. ([more](#))
- The FCSA Phantasmagoria will provide real world work experience to the students on the Performing Arts courses. Invites to a special performance of this show will be sent out to the Board.

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

Work done in Q1 2022

- For academic year 2022/23 the Presidents' full-time working week will remain at 30 hours.
- New Code of Conducts have been created to cover our voluntary positions within FCSA Sports and our Societies.
- Based on best practice gathered from other institutions, most notably Strath SU and Liverpool Guild of Students, this year we are introducing Societies to represent the roles that are covered by our Equality Officer positions. ([more](#))

Planned work

- The FCSA has reviewed the staffing structure and are preparing a business case to the College to detail our long-term plans.

7 Aim: New Campus – We will work closely with Fife College and our membership to deliver an FCSA presence which caters for the needs of our members as well as providing a platform for future development and success.

Work done in Q1 2022

- The FCSA continue to engage with the project at all available opportunities and are keen to involve students in this process when and where possible.
- We continue to lead the development of the Public Art Project through our creation and facilitation of the public consultation aspects of this work.
- Our work to develop extra-curricular sports and societies aims to establish a community feel to all of our campuses which we hope will permeate the new campus when it opens.

Planned work

- The Public Art Consultation is due to launch in November 2022. You can view the draft survey here: [View the draft Public Art Consultation Survey](#).

8 Aim: Overseen by a Trustee Board, the FCSA will move towards being fully autonomous

Work done in Q1 2022

- The initial meeting of the FCSA Oversight Group was held in July 2022. The members of the group are as follows:
 - Eliza Waye, Chair
 - Shuwanna Aaron, Deputy Chair
 - Evelyn McPhail
 - Georgia Dennison
 - Tali Fisher
 - Emma Wallace
- Due to a technical issue, the meeting of the Oversight Group scheduled for September was not able to go ahead. A new date will be arranged for October. We will provide biographical details on each member at the next meeting.

Planned work

- The Oversight Group is developing the Terms of Reference.

9 **Commitment work not captured elsewhere**

Representation

Class Representative registration is now open. All Class Reps that are registered by 9 October 2022 will be entered into a prize draw to win a prize for their whole class. So far this semester the team have delivered, or are scheduled to deliver, 135 talks to classes across the College.

Learner Engagement

Our annual Charity of the Year and Pet of the Year competitions are currently live. These campaigns provide a memorable, positive first encounter with the FCSA for most of our members and highlight the contact routes that they can use in the future if necessary.

Last year, we raised £392 for the four charities of the year, Autism Rocks, Edinburgh Children's Hospital, Andy's Man Club, and Young Minds. We also donated £418.00 to the DEC Ukrainian Humanitarian Appeal which were the profits from our Get On or Bikes hire scheme. We anticipate higher totals this year as we return to pre-pandemic levels of events.

10 **Other Notable Items**



Ask Lucy

'Ask Lucy' was established as a travel campaign for students and staff to ask for travel guidance specific individualised to them, this service will provide them advice on how to best commute to campus from their home address. This sustainable initiative allows students and staff to think of alternative and more environmentally friendly ways to travel to campus, whilst giving them the knowledge and confidence to do so.

Campus Cycling Officer

The FCSA successfully reapplied for funding from Cycling Scotland for a fully-funded Campus Cycling Officer (CCO) for 22/23. Our new CCO, Lamis El Khatieb will join the FCSA once she has completed her Masters at the University of Colchester. ([more](#))

FCSA Freshers 2022

FCSA Freshers kicked off on Saturday the 10th of September and includes a full programme of four weeks of varied activities. All of which are free for our members, and our weekend sessions are also free to the local communities. The on-campus festival days comprise of three days: Businesses, Charities, and FCSA and Fife College. At Rosyth and Levenmouth the FCSA and Fife College are split across the

Business and Charity days. Our FCSA Night Outs include a Quiz and then a Karaoke Competition. The Weekender's include a variety of events aligned to our societies including sports competitions, photography, active travel, and community projects.

The FCSA and Fife College Awards 2021/22

Our annual joint awards were held on Friday 1 July 2022 at the Glen Pavilion in Dunfermline. A total of 237 people attended what was a very well received evening. The event also showcased art submitted by our prison-based members. A total of 119 submissions were made to the art competition, resulting in 20 being displayed and used in the venue decoration. All individuals who submitted also received a certificate of thanks from the FCSA.

A total of 665 nominations were made by students to the Student Recognition Awards, including 137 from the prison learners.

The winners of the staff awards were as follows

The FCSA Student Recognition Awards

Prison Teaching Team of the Year	HMP Greenock
Prison Teaching Staff Member of the Year	Zaria Sleith
Professional Services Team of the Year	Customer Services
Professional Services Staff Member of the Year	Claire Matthew
Teaching Team of the Year	Fabrication & Welding (Rosyth)
Teaching Staff Member of the Year	Taylor Elden

The Fife College Awards

Fife College Team of the Year	SVQ Health, Social, & Childcare Assessors Team
Fife College Staff Member of the Year	Hazel Jessiman

You can view a video with the full list of winners and runners-up, as well as pictures from the night [on the FCSA Youtube Channel by clicking this link](#).

Emma Wallace
FCSA President
Education and Representation
12 September 2022

Tali Fisher
FCSA President
Welfare and Equality
12 September 2022

Deep Dives for September 2022 can be accessed [here](#).



COVER SHEET FOR PAPERS TO BE CONSIDERED BY THE BOARD

Strategic Risk Register 2022-23	
Date of Meeting:	29 September 2022
Purpose:	To present to Board Members the updated Strategic Risk Register 202-23.
Intended Outcome:	The Board of Governors is invited to approve the Strategic Risk Register for 2022-23, which will be reviewed and monitored by the Audit and Risk Committee at each meeting.
Paper Submitted by:	Susan Dunsmuir, Chief Financial Officer
Prior Committee Approvals:	Audit and Risk Committee
Board Impact from Decision:	To ensure that the top strategic risks have been correctly identified and to approve these for the year ahead. The Audit and Risk Committee will, at each meeting, review the controls in place for the top risks and give assurance to the Board that the risks are being appropriately controlled by Management.
Financial Health Implications:	N/A
Learner Implications:	N/A
Equality and Diversity Implications:	N/A
Risks Assessed:	N/A
Publicly Available:	Yes
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Date of Production:	16 September 2022

BOARD OF GOVERNORS OF FIFE COLLEGE

Strategic Risk Register 2022-23

Introduction

- The Executive Team has reviewed the Strategic Risk Register for 2022-23 and presented this to the Audit and Risk Committee at their meeting on 8 September 2022. The Audit and Risk Committee is now recommending the approval of the Strategic Risk Register for 2022-23 to the Board of Governors for approval.

Changes to the Risk Environment

- The Strategic Risk Register has been reviewed as at end July 2022 and can be accessed via the following link: [Risk and Opportunities Register 2022-23](#)
- The following table sets out the fourteen strategic risks for which the underlying risk has been scored as “severe” or “high”. It records the residual risk, with two risks shown as “High”, eleven as “Moderate” and one as “Low”, following the mitigating actions which have been taken.

No.	Risk	Before Mitigation	After Mitigation
1	Failure to maintain and deliver improvements to college estate and achieve the estate strategy objectives in support of the strategic plan.	High	Moderate
2	Failure to achieve annual financial targets in line with the five-year financial forecast plan.	Severe	High
3	Failure to make use of current and emerging technologies effectively and to ensure continuous enhancement of digital capability and confidence in support of hybrid learning and teaching delivery models as expected by all stakeholders and necessary to support sustained delivery.	High	Moderate
4	Failure to focus on wider wellbeing of staff and students.	High	Moderate
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.	High	Moderate
6	Failure to develop capacity and skills mix that fits the strategy.	High	Low
7	Risk of external political/funding/ regulatory changes.	Severe	Moderate
8	Risk that we fail to achieve and grow commercial income in line with the five-year financial forecast plans.	High	Moderate
9	Failure to achieve cohesive culture.	High	Moderate
10	Failure to achieve positive and sustained transitions for students and to create attractive and motivating learning environments and conditions for progressive	High	Moderate

No.	Risk	Before Mitigation	After Mitigation
	learner journeys.		
11	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.	Severe	Moderate
12	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.	Severe	Moderate
13	Failure to deliver new appropriate accommodation in Dunfermline and deliver outcomes for the College.	High	High
14	Failure to mutually negotiate agreeable terms for year 7, being the final year of the optional extension period for the Scottish Prison Service (SPS) contract impacting on margins and more equitable contract terms and conditions.	High	Moderate

4. Attached is a dashboard report summarising where the risks are sitting, if there has been any movement since the previous report, and if we have any risks out with their tolerance level.
5. The summary below details where risks are currently sitting outwith their tolerance level. Two risks remain outwith tolerance:

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

- As noted above work is underway to revise our financial forecast positions out to 2026/27 in line with our funding allocation for 2022/23 and the now issued Scottish Government spending review and Scottish Funding Council funding assumptions out to 2026/27.
- The prospective of flat cash and ongoing inflationary cost pressures requires a full review of the college's financial forecast and actions to maintain a financial sustainability across the planning period.
- The College will take a planned approach to secure financial sustainability which will incorporate the following:
 - Non-SFC Income growth
 - Increased student retention and credit maximisation
 - Undertaking a project between now and 2023 to review our curriculum offering and delivery models
 - Explore and expand collaborations with other College and Universities
 - Review our estate, utilisation and current footprint
 - Review all non-staff and discretionary spend to seek savings

- Review all areas of the business to consider impact/output
 - Accelerate business process improvements seeking efficiencies
 - Voluntary Severance scheme is available and will be utilised as part of the ongoing workforce planning and FTE requirements set.
- Our scenario planning outputs and proposed financial forecast to 2026/27 for submission to the Scottish Funding Council will be presented to the Finance, Commercial and Estates Committee and Board of Governors in September 2022.

Risk (13) Failure to deliver new appropriate accommodation in Dunfermline and deliver outcomes for the College

- GTMS and BBCL are working on a range of actions in an attempt to provide us with a robust constructions contract price within the funding sought in our DP4 submission.
- An extensive Value Engineering exercise is ongoing to ensure the project can be delivered within the available funding.
- The College is working with our advisors on the non-construction costs to mitigate any increases and seek solutions to remain within budget.
- The College New Campus Project Board and SFC have been updated on the current position.

Risk Events Log

6. There were two risk events logged during this period relating to Risks 4,12 and 10. Further details can be found in the [Risk Event Log](#).

Recommendation

7. Following this careful consideration and review, the Audit and Risk Committee would now like to present the Strategic Risk Register for 2022-23 to the Board for approval.

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.

The Board of Governors is invited to approve the Strategic Risk Register for 2022-23. 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.

STRATEGIC RISK REGISTER

August 2022

Overview

The following have been identified as the top strategic risks of Fife College for the reporting period up to October 2022. The colour status applied to each listed risk is based on the residual (Net) score applied within the top risk register maintained by the College.

RED Score

- ↑ (2) Failure to achieve annual financial targets in line with the five year financial forecast plan
- ↑ (13) Failure to deliver new appropriate accommodation in Dunfermline and deliver outcomes for the College

AMBER Score

- | | |
|---|--|
| <ul style="list-style-type: none"> ↔ (1) Failure to implement effective financial planning and control regarding estates and achieve the estate strategy objectives in support of the strategic plan ↔ (3) Failure to make use of current and emerging technologies effectively and to ensure continuous enhancement of digital capability and confidence in support of hybrid learning and teaching delivery models as expected by all stakeholders and necessary to support sustained delivery ↔ (4) Failure to focus on wider wellbeing of staff and students ↔ (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 ↔ (7) Risk of external political/ funding/regulatory changes ↔ (8) Risk that we fail to achieve and grow commercial income in line with the five year financial forecast plans | <ul style="list-style-type: none"> ↔ (9) Failure to achieve cohesive culture ↔ (10) Failure to achieve positive and sustained transitions for students and to create attractive and motivating learning environment and conditions for progressive learner journeys ↔ (11) 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 ↔ (12) 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 ↔ (14) Failure to mutually negotiate agreeable terms for year 7, being the final year of the optional extension period for the Scottish Prison Service (SPS) contract impacting on margins and more equitable contract terms and conditions. |
|---|--|

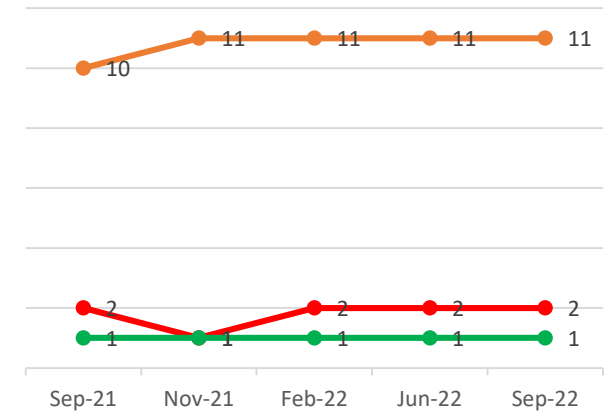
GREEN Score

- ↔ (6) Failure to develop capacity and skills mix that fits the strategy

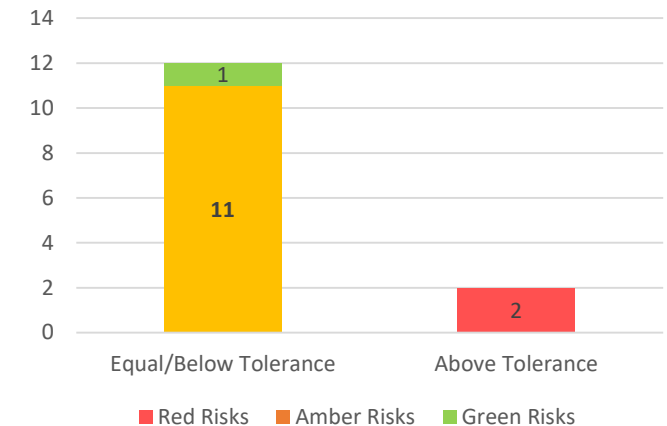
RAG Key

- ↔ No score movement from last quarter
- ↑ Residual (Net) score increase from last quarter. Colour of arrow denotes the previous score colour
- ↓ Residual (Net) score decrease from last quarter. Colour of arrow denotes the previous score colour
- New Risk
- ⤴ Combination of previously separate risks within the top risk register

Risk Movement



Risk Tolerance Summary





COVER SHEET FOR PAPERS TO BE CONSIDERED BY THE BOARD

Annual Reports from Committees	
Date of Meeting:	29 September 2022
Purpose:	To provide an annual report to the Board summarising the work undertaken by each Committee over the past academic year and priorities identified for the academic year ahead.
Intended Outcome:	To note the content of the reports and to provide feedback to the Committee on the progress made.
Paper Submitted by:	Marianne Philp, Director: Governance and Compliance
Prior Committee Approvals:	N/A
Board Impact from Decision:	Assurance that each Committee is working effectively, within its delegated authority and that the governance structure in place is appropriate.
Financial Health Implications:	N/A
Learner Implications:	N/A
Equality and Diversity Implications:	N/A
Risks Assessed:	N/A
Publicly Available:	Yes
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Date of Production:	20 September 2022

BOARD OF GOVERNORS OF FIFE COLLEGE

Audit and Risk Committee

Annual Report to the Board of Governors: 2021-22

1 Introduction

The Committee has met on 4 occasions during academic year 2021-22.

2 Role and Remit of Committee

This is available on [Microsoft Teams](#). The Committee is satisfied that the duties delegated to the Committee by the Board have been carried out during the year.

The Committee reviewed the remit on 2 June 2022 and is content that the remit is fit for purpose and remains unchanged.

3 Membership and Attendance

Name	Status	Appointed	Attendance	
			Possible	Actual
Brian Fisher	Non-Executive Member	01.08.20	4	4
Evelyn McPhail	Non-Executive Member	23.03.20	4	4
Susan Mitchell	Non-Executive Member	01.11.18	4	4
Samantha Mowbray	Non-Executive Member	01.04.21	4	4

This gives an attendance rate of 100% for the Committee overall for the year.

Susan Mitchell has undertaken the role of Chair of the Audit and Risk Committee this academic year. Brian Fisher has been Depute Chair and will take over as Chair from 1 August 2022.

4 Main Focus / Highlights of the Year

- Internal and External auditors have been invited to each meeting and have attended regularly.
- At the annual private meeting between non-executive members and auditors, very positive feedback was received from internal and external auditors on the exemplary approach taken by staff.
- Reporting arrangements are now in place for Assurance Mapping (as required by the Audit Committee Handbook) and for monitoring Business Continuity progress.
- Internal audit reports are received at each meeting, and updates are provided on all internal audit recommendations due for completion.
- Members requested that an additional item of Emerging Themes be added to the top of the agenda and Strategic Risk Register be the first substantive item on each agenda. This has resulted in a more focused discussion at meetings and will continue as an approach for 2022-23.
- Members requested that, in line with good risk management practice, a Risk Event Log should be developed and that reporting on any risk events arising should be reported to the Committee.

- The strategic risk register reporting format was amended, giving members a one-page summary sheet, which provides an overview of the key risks against the agreed risk tolerance, this has allowed for more of a focus on the overall risk profile. A link to the full risk register is provided and members are encouraged to review this and raise any queries arising.

5 Impact the work of the Committee has had on the Board / College

The Audit and Risk Committee focusses primarily on:

- Assuring, on behalf of the Board, that effective financial controls are place.
- Overseeing internal control and financial reporting, through knowledge gained from management, as well as internal and external auditors on the processes and controls management.
- Providing assurance to the Board that the College has processes and policies in place to prevent and identify fraud.
- Examining and understanding and influencing management's processes for identifying, assessing, and continually monitoring risk.
- Appointing, on behalf of the Board, the internal auditor and evaluating the effectiveness of the internal and external auditor.

6 Other Matters for the Board's Attention

The Committee receives regular reports on controls and effectiveness generally and has noted how frequently both external and internal auditors report very positively on management generally and financial controls and management specifically.

7 Committee Key Priorities for Next Academic Year

- A new Committee Chair and one new Audit and Risk Committee member have been appointed. Additional support and training may be required.
- A tender process will be undertaken during 2022-23 for internal audit services which will require additional time and commitment from some Committee members.

BOARD OF GOVERNORS OF FIFE COLLEGE

Academic Quality Committee

Annual Report to the Board of Governors: 2021-22

1 Introduction

The Committee has met on 3 occasions during academic year 2021-22.

2 Role and Remit of Committee

This is available on [Microsoft Teams](#). The Committee is satisfied that the duties delegated to the Committee by the Board have been carried out during the year.

Members of the Committee reviewed the remit on 8 June 2022 and is content that the remit is fit for purpose and remains unchanged.

3 Membership and Attendance

Name	Status	Appointed	Attendance	
			Possible	Actual
Shona Cochrane	Non Executive Member	01.08.14	3	3
Lynn Davis	Staff Board Member	15.09.21	3	3
Pamela Dobson	Non Executive Member	01.08.21	3	3
Hugh Hall	Principal	01.03.17	3	3
Evelyn McPhail	Non Executive Member	23.03.20	3	2
Zoe Thomson	Non Executive Member	01.10.16	3	3
Emma Wallace	Student Board Member	01.07.21	3	3

This gives an attendance rate of 95.2% for the Committee overall for the year.

Shona Cochrane has undertaken the role of Chair of the Committee throughout 2021-22. Zoe Thomson is Depute Chair and will take over the role of Chair with effect from 1 August 2022. Pamela Dobson will take on the role of Vice Chair.

4 Main Focus / Highlights of the Year

- Curriculum updates relating to Dunfermline New Learning Campus have been presented to each meeting.
- Covid recovery and the implications for students, staff and the curriculum.
- Focus on the impact on Performance Indicators - withdrawals and completion rates.
- Curriculum updates at each meeting on areas of interest and innovative practices.

5 Impact the work of the Committee has had on the Board / College

- Ensuring curriculum development meets the needs of the college moving forward.

6 Other Matters for Board's Attention

- Setting targets and gathering relevant data to demonstrate improved performance against national comparators.

7 Committee Key Priorities for Next Academic Year

- Ensure smooth transition to new Committee Chair.
- Continued focus on KPIs to ensure a return to positive trends following impact of Covid.

BOARD OF GOVERNORS OF FIFE COLLEGE

Finance, Commercial and Estates Committee

Annual Report to the Board of Governors: 2021-22

1 Introduction

The Committee has met on 4 occasions during academic year 2021-22.

2 Role and Remit of Committee

This is available on [Microsoft Teams](#). The Committee is satisfied that the duties delegated to the Committee by the Board have been carried out during the year.

The Committee reviewed the remit on 7 June 2021 and is content that the remit is fit for purpose and remains unchanged.

3 Membership and Attendance

Name	Status	Appointed	Attendance	
			Possible	Actual
Drew Connelly	Staff Board Member	15.09.21	3	2
Hugh Hall	Principal	01.03.17	4	4
Joseph Harney	Staff Board Member	01.08.18	1	1
Gordon Mole	Non Executive Member	23.03.20	4	4
Phillip Thompson	Non Executive Member	15.02.22	4	4
Jim Trail	Non Executive Member	03.03.15	4	2
Emma Wallace	Student Board Member	01.07.21	4	3

This gives an attendance rate of 83.3% for the Committee overall for the year.

Jim Trail has undertaken the role of Chair of the Committee throughout 2021-22. Gordon Mole is Depute Chair. Susan Mitchell will take over as Chair of the Committee with effect from 1 August 2022.

4 Main Focus / Highlights of the Year

- Good quality reports focussing the Committee's attention on areas requiring attention.
- Slimmed down business reports focusing in on the overall strategic priorities for the Committee.
- Oversight of the Estates requirements of all of our main campuses and remaining leased premises. In particular, there have been discussions recently relating to the leased Rosyth premises which has complex negotiations relating to location and dilapidations.
- Continued excellent service delivery by Digital Services and Estates to support hybrid working/studying.
- Successful multi-factor authentication roll-out by Digital Services.
- Continued focus on the challenging financial position for the college with this being closely monitored and report on by the Finance Team.

- Well managed Procurement arrangements with regular reporting to Committee on the key issues.

5 Impact the work of the Committee has had on the Board / College the Committee has had on the Board / College

- Oversight and support to the Finance, Digital and Estates teams during a return to on-site and hybrid working following Covid-19 restrictions, recognising the significant additional work and complexities that have arisen and the very positive outcomes delivered.
- Scrutiny of the College's financial position and giving assurance to the Board that the financial management within the College is robust.

6 Other Matters for Board's Attention

N/A

7 Committee Key Priorities for Next Academic Year

- Ensure a smooth transition for the new Committee Chair.
- Approval of new Digital Strategy.
- Close scrutiny and monitoring of the College's financial position in light of the challenging external environment.
- Providing increased scrutiny to commercial activity and growth and how this can be maximised during the challenging period ahead.
- Whilst delegation has been given to the New Build Project Board in relation to the new Dunfermline learning campus, to remain aware of issues and provide further support and challenge in this area should this be a requirement.

BOARD OF GOVERNORS OF FIFE COLLEGE

People and Culture Committee

Annual Report to the Board of Governors: 2021-22

1 Introduction

The Committee has met on 3 occasions during academic year 2021-22.

2 Role and Remit of Committee

This is available on [Microsoft Teams](#). The Committee is satisfied that the duties delegated to the Committee by the Board have been carried out during the year.

The Committee members reviewed the remit on 31 May 2022 and is content that the remit is fit for purpose and suggested some minor changes which will be presented to the Board of Governors for consideration and approval.

3 Membership and Attendance

Name	Status	Appointed	Attendance	
			Possible	Actual
Drew Connelly	Staff Board Member	15.09.21	3	2
Lynn Davis	Staff Board Member	15.09.21	3	2
Garry Dickson	Non Executive Member	01.04.21	3	3
Pamela Dobson	Non Executive Member	01.08.21	3	3
Hugh Hall	Principal	01.03.17	3	3
Tali Fisher	Student Board Member	01.07.21	3	2
Tony Martin	Non Executive Member	01.10.16	3	3

This gives an attendance rate of 85.7% for the Committee overall for the year.

Garry Dickson has undertaken the role of Chair of the Committee throughout 2021-22. Tony Martin is Depute Chair.

4 Main Focus / Highlights of the Year

- The focus on keeping colleagues and students safe continued through the gradual return to the workplace for both groups and the college was recognised for its support of staff during the pandemic at the Kingdom's Civic Awards.
- The following policies were reviewed and/or updated - Career-Long Professional Learning Policy and Procedure.
- Further progress has been made with the delivery of the HR Strategy and Workforce Plan e.g. hybrid working, health and wellbeing, workforce planning and with the transformation of the OD and HR function.
- Briefing sessions have been held prior to committee meetings on the following topics - the new Wellbeing Strategy, Wellbeing Festivals, Diversity & Inclusion.
- The committee has continued to receive verbal updates on the status of national bargaining and local industrial relations issues through the JNC and verbal updates from the Director: OD and HR In addition, local Trade Union

representatives attended a committee meeting to discuss effective relationships with management, which highlighted the following:

- Open and constructive dialogue was taking place, in both formal and informal sessions
- There was a shared common cause in that management and trade unions both wanted what was best for students, staff and the long-term future of the college
- Some challenges had been experienced due to remote working and with national bargaining implementation, but there had been a willingness by both parties to work together to resolve local issues
- Whilst communication was positive and supportive between Trade Unions and management, there was an agreed focus on ensuring the effectiveness of communications cascaded throughout the college
- Collaborative work between executive and non-executive members has progressed offline of the committee to share thinking around how improved KPIs and dashboards could be presented and discussed at the committee on the key performance areas of the HR Strategy and Workforce Plan.
- Further progress has been achieved between college senior leaders and committee members to reduce the quantity and increase the quality of metrics/insight and information reported to the committee so that we can increase the amount of time the committee has to discuss these in the meeting. This progress has been gratefully acknowledged by committee members and college attendees alike.
- The committee continued to receive updates on people development activity and it has been agreed to report further information to the committee on the impact of this activity.
- In addition to the above, all relevant policies and procedures have been reviewed as appropriate, the Equalities Mainstreaming Report and Gender Pay Gap reports were approved by the Board. Within this it was noted that the College has an aging demographic in our workforce and it was agreed to develop a long-term strategy to tackle any of the issues that this presents using the Workforce Plan.

5 Impact the Work of the Committee has had on the Board / College

- The purpose of the committee is to assure the Board that Fife College:
 - has appropriate policies and procedures in place to promote and safeguard the health, safety and wellbeing of staff, students and all stakeholders and satisfies current legislation.
 - meets its ethical and legal obligations to staff and has the appropriate strategies (e.g. the 2018-23 Workforce Plan and Strategy), policies and procedures in place to promote a positive and inclusive culture.
- All the above is in support of delivering the College's vision and mission through a highly engaged workforce who have effective voice, opportunity, security, fulfilment and respect.

6 Other Matters for Board's Attention

None.

7 Committee Key Priorities for Next Academic Year

- Draft KPIs and dashboards to presented and discussed at the committee on the key performance areas of the HR Strategy and Workforce Plan.
- Reporting more insights on the impact of people development activity to the committee
- Agree the 2024-29 HR Strategy and Workforce Plan aligned to the new College Strategy.

BOARD OF GOVERNORS OF FIFE COLLEGE

Chair's Committee

Annual Report to the Board of Governors: 2021-22

1 Introduction

The Committee has met on 4 occasions during academic year 2021-22.

2 Role and Remit of Committee

This is available on [Microsoft Teams](#). The Committee is satisfied that the duties delegated to the Committee by the Board have been carried out during the year.

The Committee reviewed the remit on 26 May 2022 and is content that the remit is fit for purpose and remains unchanged.

3 Membership and Attendance

Name	Status	Appointed	Attendance	
			Possible	Actual
David C Watt	Chair	03.03.19	4	4
Shona Cochrane	Non Executive Member	01.08.14	4	3
Garry Dickson	Non Executive Member	01.04.21	4	3
Tony Martin	Non Executive Member	01.10.16	4	4
Susan Mitchell	Non Executive Member	01.11.18	4	4
Jim Trail	Non Executive Member	03.03.15	4	0

This gives an attendance rate of 75% for the Committee overall for the year.

David Watt has undertaken the role of Chair of the Chair's Committee this academic year. Tony Martin has undertaken the role of Chair at any time the Committee is acting in its capacity as Remuneration Committee.

4 Main Focus / Highlights of the Year

- The committee has spent some time clarifying its remit and processes for confirmation/approval of decisions.
- The committee has been regularly updated on the national level issues over salaries and negotiations.
- Continuing an effective board recruitment process.
- A review of the governance structure was undertaken with no changes proposed.

5 Impact the work of the Committee has had on the Board / College

- Ensuring that the governance structure in place for the Board is overall effective
- Giving an opportunity for the Chair of each Committee to discuss issues of significant importance to the work of their Committee

- Ensuring those that fall within the remit of the Committee are remunerated fairly and receive awards similar to other categories of staff
- Ensuring that a full skills gap analysis is undertaken when recruiting to Board vacancies, based on Committee needs and College strategic priorities
- Ensuring that the appropriate numbers and personnel are represented on committees and that the non-executive balance is correct.

6 Other Matters for Board's Attention

None.

7 Committee Key Priorities for Next Academic Year

- To consider the outcome of the job evaluation and grading exercise for non-academic staff.
- To consider the outcome of national salary negotiations and in particular any recommendations on principals' remuneration
- To review and agree the structure of the Executive Team.
- To ensure that an effective succession plan is in place at all levels.



COVER SHEET FOR PAPERS TO BE CONSIDERED BY THE BOARD

Update on Governance Matters	
Date of Meeting:	29 September 2022
Purpose:	To update Board members on governance related matters.
Intended Outcome:	To note the updates and to approve the recommendations as outlined in the paper.
Paper Submitted by:	Marianne Philp, Director: Governance and Compliance
Prior Committee Approvals:	N/A
Board Impact from Decision:	To ensure good governance arrangements are in place in relation to all Board and Committee activity
Learner Impact:	N/A
Financial Health Implications:	N/A
Equality and Diversity Implications:	N/A
Risks Assessed:	N/A
Publicly Available:	Yes
Author Contact Details:	Marianne Philp; mariannephilp@fife.ac.uk ; 01383 845009
Date of Production:	19 September 2022

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 People and Culture Committee: Proposed Changes to Remit

As part of its self-evaluation exercise undertaken over the summer period, the Committee made some minor proposed changes to its remit. This is attached as Appendix 1 and is recommended to the Board of Governors for approval.

3 Review of [Standing Orders](#) and [Scheme of Delegation](#)

These governance documents are available on our website and are scheduled for review every 2 years. No changes are proposed for 2022-23. The next review will take place at the start of 2024-25.

4 Training 2022-23

Briefing sessions at the start of Committee meetings will be discontinued from 2022-23, with Committees having the right to request any briefings on matters of relevant to their remit. A range of training and information sessions will be offered during 2022-23 as follows:

Topic	Lead	When
Arm's Length Foundation	H Hall / S Dunsmuir	29 Sept 2022 (Board meeting)
Afternoon Tea, The Academy (to mark Shona Cochrane/Jim Trail serving maximum term of office)	M Philp	24 Oct 2022 (4pm)
Breakfast: Business Development Team	I Hawker / M Lagan	28 Oct 2022 (8.30am)
Student Recruitment Process and Impact on Funding	D Leslie / S Dunsmuir	1 Nov 2022 (Development Day)
Health and Safety for Executives	A Leadbetter sourcing trainer	Half day Nov 2022
Carbon Literacy (optional) and half day more general session CDN online training	tbc/ John Lewthwaite	4 x 2 hour sessions Half day May 2023
Visit to new campus	John Lewthwaite	Tbc
Tour of campuses	John Lewthwaite	Tbc

5 External Effectiveness Review: Progress with Action Plan

Please see Appendix 2 which shows the progress made to date.

6 New Build Project Board Governance Structure

There have been changes to staff within the New Build Project Team. At the last meeting of the New Build Project Board meeting, the governance structure document was updated to reflect these changes. The updated document is available on [Microsoft Teams](#).

7 Recommendations

The Board of Governors is invited to:

- note the contents of the paper;
- approve the proposed changes to the remit of the People and Culture Committee;
- review the Standing Orders and Scheme of Delegation and agree that no changes are required.



BOARD OF GOVERNORS

Remit of People and Culture Committee

1.0 Composition

The People and Culture Committee will have a minimum of four members of the Board, one of whom shall be the Principal.

For a meeting to be quorate, at least three members must be present.

The Committee should have a range of skills and experience and at least one member should have a background in health and safety, organisational development or human resources.

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. The Chair of the Board may be invited to attend meetings of the Committee.

The Committee should normally meet three times per year.

2.0 Overall Purpose

The purpose of the People and Culture Committee is to assure the Board of Governors that Fife College ~~has in place appropriate policies and procedures to promote~~s and safeguards the health, safety and wellbeing of staff, students and all stakeholders; and ~~satisfies current legislation. With regard to organisational development and human resources, it is to assure the Board of Governors that Fife College~~ meets its ethical and legal obligations to staff ~~to staff and has appropriate strategies, policies and procedures in place to~~ whilst ~~promoting~~ing a positive and inclusive culture.

3.0 Remit and Duties

3.1 Health, Safety and Wellbeing

- Ensure the overall health and safety policy of Fife College is reviewed and approve any changes to it at least biennially
- Receive reports that detail the approach to health, safety and wellbeing in the College and provide reassurance to the Board of Governors that the College meets ~~the~~all its relevant legal obligations
- Ensure that action is taken to promote the health, safety and wellbeing of staff, students and others within the College and review the impact of these actions.



- Consider any reports from external enforcing authorities under health and safety legislation or other bodies and ensure that issues where weakness is identified are addressed fully by the College
- Receive regular reports and monitor trend information relating to incidents (such as accidents, ill health and near misses) and ensure that the College is taking appropriate action.

3.2 Organisational Development and Human Resources

- Contribute to, approve and monitor progress towards the organisational development and human resources strategies and plans to ensure sustainability and fit with the overall strategy of the College
- Ensure effective arrangements are in place relating to talent management, succession planning, workforce planning and staff welfare issues, taking into account available budgets
- Receive statistical reports HR metrics and equalities monitoring and ensure that any key findings are addressed by the College
- Ratify or endorse employment policies and procedures ensuring that these meet all relevant legislative requirements
- Receive reports on Career Long Professional Learning (CLPL) people development and learning and teaching development opportunities available to staff, the take up of these and the impact on the College
- Ensure the College maintains positive dialogue with recognised trade unions and staff
- Ensure that statutory, contractual and other duties placed on the College through the national bargaining process are met

3.3 Other Matters

- Receive and review reports related to the work of the Committee prepared by external bodies

3.4 Reports from the Committee

- Report to each Board meeting relevant matters discussed within the Committee
- Report to the relevant Committee of the Board matters that impact on their remit

FIFE COLLEGE BOARD OF GOVERORS

Independently Facilitated External Effectiveness Review: December 2020

External Effectiveness Review Report Action Plan: as at 14 June 2022

No	Actions	Date	Responsible	Progress
1	To review the format of the business report to include progress to date, target & variance, risk rating, management intervention (if required), outcome, timescale (rec 1, 4 and 8).	September 2023	Wendy Brymer / Executive Team	It was agreed that this action should be delayed until the revised Strategic Plan is drafted in order that measurable KPIs can be agreed and the report can be drafted to measure progress and performance
2	To update the Board paper template to include sections on Board impact from decision; financial health implications; and learner implications (rec 2 and 3).	December 2021	Marianne Philp / Executive Team	Complete – September 2021
3	To document the existing arrangements in place to gather learner feedback and views (learner voice framework) and present this to the Academic Quality Committee (rec 6).	November 2021	Iain Hawker / Craig Walker / Lisa Calderwood / Sarah Kerr / Marianne Philp	Complete. This was agreed at the Academic Quality Committee meeting in November 2021 and is attached for information
4	To consider if further information on safeguarding would be useful to the Board or a Committee following on from the presentation on Safeguarding / Corporate Parenting in June 2021 (rec 7).	June 2021	Board	Complete. People and Culture Committee was satisfied that good arrangements are in place.

No	Actions	Date	Responsible	Progress
5	To pilot extending the Board's self-evaluation process to include the preparation of an annual reporting system back to the Chair's Committee and/or Board. This would demonstrate the value added by each Committee and its achievements over the year and may also incorporate areas for improvement (rec 10).	May/June 2021 for reviews Sept 2021 for Committee review	Marianne Philp / Committee Chairs	Complete – September 2021
6	To pilot the addition of an additional agenda item at all meetings reviewing how the meeting went and any improvements that could be made (rec 11).	September 2021	Marianne Philp / Committee Chairs	Complete. This item has appeared on all agendas for 2021-22
7	To undertake a review of our compliance with the (updated) Code of Good Governance and thereafter identify stretch targets to enhance Board oversight of key areas (rec 12, 5, 6, 7).	After updated Code has been published	Marianne Philp / David C Watt / Executive Team	Updated code has not yet been issued
8	To periodically review the stakeholder map and stakeholder engagement and make recommendations as appropriate (rec 13).	June 2022	Hugh Hall / Iain Hawker / Executive Team	Completed at Strategy Day 2022 and will now be an annual standing item



COVER SHEET FOR PAPERS TO BE CONSIDERED BY THE BOARD

Chair's Updates to the Board	
Date of Meeting:	29 September 2022
Purpose:	To update Board members on activity since the last meeting
Intended Outcome:	To note the update
Paper Submitted by:	David C Watt, Chair
Prior Committee Approvals:	N/A
Board Impact from Decision:	To be briefed on local, national and sector-wide activity that the Chair has been involved in
Financial Health Implications:	N/A
Learner Implications:	N/A
Equality and Diversity Implications:	N/A
Risk Assessed:	N/A
Publicly Available:	No
Author Contact Details:	David C Watt; davidwatt@fife.ac.uk
Date of Production :	22 September 2022

BOARD OF GOVERNORS OF FIFE COLLEGE

Chair's Update

1 Introduction

This paper provides a note of the Chair's updates for members since the last meeting.

2 Updates

- Colleges Scotland Board meeting and future thinking session
- Fantastic Awards night organised by FCSA
- Quieter holiday period of July
- Met with Clive Bellingham – a remarkably interesting former student of Kirkcaldy college and global board member of PWC
- August packed with individual meetings with board members and senior staff. A summary of discussion points from annual development meetings is available on [Microsoft Teams](#).
- Significant output from these meetings which will be picked up by Marianne and I
- Chair's annual appraisal meeting with department director
- Continued involvement in College Employers Scotland
- Regular meetings with Principal and Director: Governance and Compliance

3 Recommendation

Board members are invited to note the paper.

BOARD OF GOVERNORS OF FIFE COLLEGE

Summary of Committee Business

Academic Quality Committee

People and Culture Committee

- These Committees have not met since the last Board meeting.

Audit and Risk Committee: 8 September 2022

- The Strategic Risk Register was reviewed and is recommended to the Board of Governors for approval. There was a discussion about the external environment and impact of rising costs. It was agreed that further detail on this would be included in the Board of Governors papers.
- The external audit report was received and gave a clean audit opinion.
- Annual updates on Register of Losses; Whistleblowing Allegations and Business Continuity were received, with no issues identified.
- The Performance and Effectiveness review results were circulated and responses were discussed. No significant issues were identified.

Chair's Committee: 15 September 2022

- An annual review of the governance structure was undertaken and it was agreed that arrangements in place were appropriate and that this should be regularly reviewed.
- Arrangements for succession planning were discussed.
- Salary awards for staff on personal contracts falling under the remit of the Committee were considered and agreed, in line with recent national bargaining arrangements.

Finance Commercial and Estates Committee: 22 September 2022

- Strategic Updates were given on Estates, Digital, Finance and Commercial activity. These showed significant work undertaken over the summer period. It was noted that pricing for the new Dunfermline Learning Campus was still being finalised and an update would be provided on this at the Board meeting. New commercial contracts had been won and the Committee requested a report at the next meeting comparing Fife's position with other Colleges.
- The Financial Forecast Report required for the Scottish Funding Council was presented and included three scenarios. It was recommended that the Board of Governors approve the submission of all three scenarios to the Scottish Funding Council to illustrate the challenges facing the College in achieving a sustainable financial position over the planning period. An update will be provided on this at the Board meeting.

New Build Project Board

- [14 June 2022](#)
- [1 September 2022](#)