

AGENDA

Meeting: Board of Governors

Date: Tuesday 21 March 2023 at 3.30pm

Coffee and cake and an informal chance to meet our new Principal from 2.30pm

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: 8 December 2022	Approve	DCW	
3	Matters Arising / Actions Outstanding	Note	DCW	2-2
4	Principal's Update Report	Note	HH	
5	Fife College Students' Association (FCSA) Update	Note	EW/TF	
6	Business Report	Note	DL/HH	
10 MIN BREAK				
7	Draft Strategic Plan 2023-28	Approve	HH/WB	
8	Strategic Risk Register	Approve	WB	3-5
9	Voluntary Severance Scheme	Approve	HH	
10	Budget Scenarios for 2023/24	Note	HH	
11	Update on Governance Matters	Endorse	MP	6-8
12	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>			
	12.1 Chair's Updates	Note	DCW	9-9
	12.2 Summary of Committee Business	Note	Chairs	10-11
	12.3 Stakeholder Map	Note	IH	12-12
13	Review of Meeting	Discuss	All	N/A
14	Date of Next Meeting: Thursday 22 June 2023 at 3.30pm Board Strategy Day: Thursday 25 May 2023	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 bring a paper to a future meeting giving more detail on options available regarding Colleges Scotland membership.	Chair	31.08.23	
2	29.09.22	All Board members would be invited to participate in activities (if available) on the day identified for interviews, and a recommendation would be made to members on an appointment once a suitable candidate had been identified.	M Philp	08.12.22	Complete
3	08.12.22	To appoint Jim Metcalfe to the position of Principal and Chief Executive, effective from Spring 2023.	Chair	ASAP	Complete
4	08.12.22	To approve the F1 budget reforecast.	Deputy Principal	ASAP	Complete
5	08.12.22	To approve the Regional Outcome Agreement.	Director: Planning and Performance	ASAP	Complete
6	08.12.22	To continue to work on the draft Strategic Plan and bring it to the June meeting for approval.	Director: Planning and Performance	June 2023	Update on today's agenda
7	08.12.22	To continue to work on the draft Learning Strategy and bring it to the June meeting for approval.	Vice Principal: Academic Strategy	June 2023	Update on today's agenda
8	08.12.22	To approve the Annual Accounts 2021-22, and to note the contents of the Audit and Risk Committee Annual Report. Signatories agreed that electronic signatures could be applied to the accounts and associated documents.	Deputy Principal	31.12.22	Complete



COVER SHEET FOR PAPERS TO BE CONSIDERED BY THE BOARD

Strategic Risk Register 2022-23	
Date of Meeting:	21 March 2023
Purpose:	To present to Board Members the updated Strategic Risk Register 2022-23.
Intended Outcome:	The Board of Governors is invited to approve the Strategic Risk Register being monitored by the Audit and Risk Committee for 2022-23.
Paper Submitted by:	Wendy Brymer, Director of Planning & Performance
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
Author Contact Details:	Wendy Brymer (wendybrymer@fife.ac.uk)
Date of Production:	8 March 2023

BOARD OF GOVERNORS OF FIFE COLLEGE

Strategic Risk Register 2022-23

Introduction

1. The Strategic Risk Register for 2022-23 was presented to, and approved by the Board of Governors at their meeting in September 2022. The Risk Register is subject to a quarterly review by the Executive Team prior to this being presented to the Audit and Risk Committee for review and consideration. Where appropriate, and where significant changes have been made to the Risk Register in-year, the updated Risk Register is re-presented to the Board of Governors for approval.
2. Since seeking approval of the Strategic Risk Register at the start of the academic year, two changes have been made to the register. A summary of the changes are noted below, however the full Risk Register can be accessed via the following link: [Strategic Risk Register 2022-23](#)
3. A more detailed paper summarising all changes made to the Strategic Risk Register during the last quarterly review, which was presented to the Audit and Risk Committee on 7 March 2023, can be accessed here: [Strategic Risk Register Update](#)

Changes to the Risk Environment

National Job Evaluation Project

4. Following discussions at the Audit and Risk Committee meeting on 17 November 2022, it was agreed that the national job evaluation project, originally encompassed within risk 9, would be separated out as a new strategic risk (15).
5. While there are limited mitigations that can be put into action by Fife College at present due to this being a national level project. We do continue to input to sector level discussions on the proposals for appropriate next steps forward in implementing this project. As well as planning for and carrying out the following:
 - Securing additional resource and support for the HR team for implementation including specialist and system support.
 - Providing clear and regular communications to staff as the project progresses as appropriate and in line with nationally agreed communications.
 - Participate in any training opportunities provided nationally for implementation.
 - Review and challenge data supplied to the College from the national team to ensure clear accountability as responsibility shifts to individual colleges.
 - Scenario plan around the financial implications for the College and engage with national team and SFC as appropriate on outturn.
 - Engagement with other colleges, particularly Edinburgh and NesCol, to provide support to each other and increase influence in raising key issues and concerns and their resolution to others in the sector and College Employers Scotland.

A more detailed paper on the Job Evaluation Project, which was presented to the People & Culture Committee on 20 February 2023, can be accessed here: [Job Evaluation Project Update](#)

Industrial Action

6. Industrial Action has previously been identified as an emerging theme for the College, and during the Audit and Risk Committee on 7 March 2023, discussions took place as to whether this is adequately covered in the current Risk Register or whether there was requirement for a new risk to be added around this.
7. Following discussions, it was agreed that risk 9 should be updated to reflect the risk of industrial action at a sector level, as a result of annual pay negotiations breaking down. Mitigating actions and controls have been put in place to manage this risk and the impact that it would have on our students and services offered; this includes:
 - Continuing to work with College Employers Scotland to mitigate this within the financial constraints of funding settlements.
 - In the event of Industrial action taking place, effective planning takes place across Academic and Professional Services directorates in order to minimise the impact on our students and services offered. All of which is managed through clear and consistent communication and interaction with colleagues and stakeholders.

Recommendation

8. Following the above amendments, the Audit and Risk Committee would now like to re-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 changes made to 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.



COVER SHEET FOR PAPERS TO BE CONSIDERED BY THE BOARD

Update on Membership and Governance Related Matters	
Date of Meeting:	21 March 2023
Purpose:	To update Board members on governance related matters
Intended Outcome:	To note the updates and to endorse the decisions as requested within 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:	14 March 2023

BOARD OF GOVERNORS OF FIFE COLLEGE

Update on Membership and Governance Related Matters

1 Introduction

This paper is to update Board members on membership and governance related matters.

2 Board Membership

At the Chair's Committee meeting on 30 January 2023, it was noted that the terms of office for two Board members, Gordon Mole and Evelyn McPhail, were due to end on 31 July 2023. After reviewing the overall skills matrix for Board members, Committee members recommended that a second term of office of 4 years be offered to Evelyn McPhail and Gordon Mole, for the period 1 August 2023 to 31 July 2027. The Chair thereafter wrote to Scottish Ministers seeking their approval, which has now been confirmed.

Committee members looked ahead and noted that as at 31 July 2024, Tony Martin and Zoe Thomson will have served their maximum terms of office. Succession planning for the roles held by Tony (Depute Chair of the Board and of the People and Culture Committee) and Zoe (Chair of Academic Quality Committee) will be considered in the months ahead to allow for handovers to take place. Recruitment for new Board members will commence in January 2024.

Tali Fisher and Emma Wallace will have served their maximum 2 years term of office as Board members as part of their role as Student Presidents on 30 June 2023. The election process is underway with nominations currently being requested. The election result is due to be announced on 28 April 2023. As in previous years, the Director: Governance and Compliance is the returning officer, and the FCSA Manager is the deputy returning officer. The new Presidents will be invited to observe the June Board meeting, shadowing Tali and Emma, and will take on the role from 1 July 2023.

3 Questions Raised in Advance of Meetings

It has been suggested by one member that when questions are asked by a member in advance of the meeting, these are circulated to all Board members together with the answers. This practice has recently been agreed and introduced at Audit and Risk Committee meetings and at the last meeting it was confirmed as useful to members. Members are invited to discuss and agree whether or not to adopt this approach.

4 Training and Events

Briefing sessions at the start of Committee meetings was discontinued from 2022-23, with Committees having the right to request any briefings on matters of relevant to their remit. Planned training, information sessions and events available to members are detailed below:

Topic	Lead	When
Arm's Length Foundation	H Hall / S Dunsmuir	29 Sept 2022 (Board meeting)
Afternoon Tea, The Academy	M Philp	24 Oct 2022 (4pm)
The Real Work of the Board: Moving into Governance	CDN	25 October 2022
Breakfast: Business Development Team	I Hawker / M Lagan	28 Oct 2022 (8.30am)
Board Development Day	M Philp	1 November 2022

Topic	Lead	When
Understanding PREVENT Responsibilities	CDN	2 November 2022
Fife College Exhibition of Artwork by SPS learners	A Mitchell	3 November 2022
Staff Innovation Awards	I Hawker	23 November 2022
Meet the Stakeholders	CDN	6 December 2022
Student Recruitment Process and Impact on Funding	D Leslie / S Dunsmuir	10 January 2023 (10am)
Braveheart Event	S McDonald	2 February 2023
All You Need to Know about College Finances	CDN	7 February 2023
CDN: Your Regional Economy Needs You	CDN	8 March 2023
Easter Fun Event: Levenmouth Campus	L Wilkinson	29 March 2023
Annual Conference - Learning & Skills (SPS)	A Mitchell	26 April 2023
CDN Leadership and Governance Summit: Shaping Tertiary Education in Scotland	CDN	28 April 2023
Tour of main campuses (Halbeath, Kirkcaldy and Glenrothes)	J Lewthwaite	3 May 2023
Board Strategy Day	M Philp	25 May 2023
Visit to new campus site / community event	J Lewthwaite	Tbc end May 2023
Farewell Dinner for Hugh Hall and Susan Dunsmuir: Carnegie Conference Centre	M Philp	22 June 2023
Health and Safety for Executives	A Leadbetter	4 or 24 October 2023 (1 full day)
Carbon Literacy training	J Lewthwaite	Tbc 4 x 2 hour sessions (when rolled out to staff)
Charity Trustee Training	M Philp	Tbc 2023-24
Diversity Training	M Philp	Tbc 2023-24

CDN Online Modules

Get Into Governance
Introduction Action for Sustainability
Audit Committee
College Remuneration Committees

5 Recommendations

The Board of Governors is invited to:

- note the updates provided
- endorse the decision to reappoint Evelyn McPhail and Gordon Mole to the Board for a second term of office for the period 1 August 2023 to 31 July 2027
- discuss and agree the approach to sharing questions and answers in advance of meetings as suggested in section 3 above.

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

- Chair role at Colleges Employers Scotland is busy and challenging
- Colleges Scotland continues to discuss "Think the Unthinkable" but do very little
- Seven Scottish Government (SG) reviews into education at present including a Purpose and Principles of Tertiary review being held by SG officials – who have been invited to Fife College
- Involved in couple of events related to AGIC, including a dinner on HMS Prince of Wales, and the whole project is so positive and provides a fantastic example of what we can offer
- Been involved in meetings on Community Wealth Building and Fife Partnership Board
- Meetings have been held with all faculty heads and have been overwhelmingly positive and upbeat about opportunities
- Discussions regarding the arrangements for the hand over from one Principal to the next have included a meeting with both
- Recruitment is in hand for our new Deputy Principal
- Regular meetings continue with the Principal and the Director: Governance and Compliance

3 Recommendation

Board members are invited to note the paper.

BOARD OF GOVERNORS OF FIFE COLLEGE

Summary of Committee Business

Chair's Committee: 30 January 2023

- After reviewing the overall skills matrix of the Board, it was agreed that the Chair should write to Scottish Ministers seeking approval to appoint Evelyn McPhail and Gordon Mole to the Board for a further term of office of 4 years from 1 August 2023.
- Senior staff changes at Executive Team level were discussed. Support was given to the way forward proposed and remuneration levels agreed for the post of Deputy Principal, and updates were given on the arrangements relating to the forthcoming changeover of Principal.

Academic Quality Committee: 13 February 2023

- Curriculum updates were given with student recruitment and withdrawals discussed in detail.
- The FCSA update report was noted. The full report is hyperlinked from the FCSA update paper included in today's Boardpack.
- Learner Survey 1 results were discussed which once again had a high return rate. Members noted that there appeared to be an issue highlighted relating to timetabling. There was a brief discussion on reasons for this and the work being undertaken to address issues.
- Forthcoming planned external reviews were noted, with no significant concerns highlighted.
- An update on progress with the draft Learning Strategy was provided, and the latest draft is available on today's Board meeting agenda.

People and Culture Committee: 20 February 2023

- Local Trade Union members attended the Committee to provide an annual update on working relationships between Trade Unions and management. This was seen as generally positive with the opportunity for open and honest dialogue to place.
- A new interactive KPI dashboard was introduced which was seen as a big step forward and welcomed by members. Further refinement would be required over a period time.
- The national job evaluation project was discussed with disappointment recorded at how this is progressing after an elongated process. A new risk has been drafted and will be presented to the Board of Governors for approval at the March 2023 meeting.

Audit and Risk Committee: 7 March 2023

- There was a detailed discussion on the Strategic Risk register, with a new risk being added on job evaluation. Some refinements will be made and this risk will be presented to the Board of Governors for approval as an addition to the register. It was also suggested that consideration be given to having a session at the Strategy Day looking at potential opportunities in relation to each of the strategic risks, and recording these appropriately.
- Mazars have been appointed by Audit Scotland as the College's external auditors. It was noted that the procurement of internal audit services is also progressing to plan, and the outcome of this will be notified to Board members at the next meeting.
- The Internal Audit reports received were particularly pleasing and gave good assurances on the work being undertaken – recommendations are being implemented timeously and procurement and wellbeing internal audits undertaken had not identified any significant weaknesses.

Finance Commercial and Estates Committee: 8 March 2023

- Strategic updates were presented on Estates and Digital with projects being progressed according to plan. There was a discussion around the increasing risk of CyberSecurity and it was agreed the Committee should undertake a deep dive into this at a future meeting.
- Draft Strategies for Digital and for Commercial and Business were reviewed. The direction of travel for these was agreed, with further work being requested to bring richness and depth. These will be discussed again at the next meeting before being submitted to the Board for approval.
- A strategic update on Finance was provided, and budget scenarios prepared. Updates on both of these will be provided at the Board meeting. A Procurement update was also provided with approval given to relevant projects and to the Modern Slavery Statement for the year ahead.

New Build Project Board

- [1 December 2022](#)
- 13 March 2023 – minutes to follow

