


AGENDA

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

Meeting: Board of Governors

Date: Thursday 11 December 2025 at 3.30pm

Location: Carnegie Conference and Events Centre

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: 25 September 2025	Approve	DCW	2-5
	2.1 Board Development Day: 28 October 2025	Note	DCW	6-7
3	Matters Arising / Actions Outstanding	Note	DCW	8-8
4	Extended Session on key topics:			
	• Estates and Dunfermline City Campus	Discuss	JM / JT/ SJL	N/A
	• Progress update on Academic Achievements			N/A
	• Finance/ Budget			

Timing: 20-25 minutes

For Approval

5	Draft Annual Accounts 2024-25	Approve	JT	
	5.1 Audit and Risk Committee Annual Report to the Board	Note	JT	
	5.2 Letter of Representations	Approve	JT	
6	Annual Procurement Report	Approve	JT	
7	Strategic Risk Register	Approve	JT	

For Noting and Questions as Appropriate

8	Strategic Dashboard	Discuss	WB	
9	CEO Update	Discuss	JM	
10	Fife College Students' Association (FCSA)	Discuss	BMcG/ ES	9-13
11	Chair's Updates	Note	DCW	
12	Board Development Plan	Note	DCW	14-16
13	Summary of Committee Business	Note	Chairs	17-17
14	Schedule of Business	Note	All	18-18
15	AOCB:	Approve	NG	N/A
	• Name change from Academic Standards Committee to Academic Standards and Quality Committee (Remit)			
16	Review of Meeting	Discuss	All	N/A
17	Date of Next Meeting: Thursday 26 March 2026 at 3.30pm	Note	DCW	N/A

Draft Version

MINUTES

Meeting: Board of Governors**Date:** Thursday 25 September 2025 at 3.30pm**Location:** Boardroom, Dunfermline Campus

Present: David C Watt (Chair), Liam Coakley, Stacey Fleming, Naomi Graham, Brenda Heenan, Suzanne Hermiston, Becka McGeevor, Jim Metcalfe, Susan Mitchell, John Park, Elvira Surovtseva, Phillip Thompson, Lorraine Wilkinson

Apologies: Mike Boyle, Pamela Dobson, Brian Fisher, Jacqui Hepburn, Evelyn McPhail

In Attendance: Silvia Baduskova, Wendy Brymer, Sarah Jane Linton, Diane Mitchell, James Thomson

1 Welcome, Apologies and Declarations of Interests

The Chair welcomed those present to the meeting and apologies were noted. The Chair updated members that Diane Mitchell requested to observe the meeting and members confirmed their agreement. Diane Mitchell joined the meeting.

There were no declarations of interest.

2 Minutes of the Previous Meeting: 19 June 2025

2.1 Notes of Board Briefing Session: 27 August 2025

The Board approved the minutes of the previous meeting as an accurate record and noted the report from the Board Briefing Session.

3 Matters Arising / Actions Outstanding

The Committee noted progress of actions from previous meeting. Regarding action on Carbon Literacy Training, members will be contacted in due course to identify suitable date.

4 Strategic Focus: Campus Transformation Planning

Jim Metcalfe, James Thomson and Sarah Jane Linton provided an update on transformation planning across campuses. Dunfermline City Campus provides a different learning environment and the team is working on ensuring that other campuses are being improved as well to minimise the imbalance across campus offerings.

Migration champions had been working with staff to prepare them for the move and students will be contacted in due course to ensure they are clear on what the next steps are and help them to smoothly transition to new building.

There had been ongoing changes made at the Rosyth Campus. The spaces had been updated so students could change and access their relevant classes more easily.

Following storm damage at the Glenrothes Campus in January 2025, tower block had to be closed off for repairs. Since then, the team worked hard with the insurers to repair these damages and now the spaces have been significantly improved. Even in a challenging financial environment and with DCC requirements, the College was able to make £1.4m of strategic investments in estates development in the previous year.

5 **Dunfermline City Campus Update**

The contents of the paper that had been circulated were noted. James Thomson provided an update on progress of Dunfermline City Campus. The handover is planned on 30 September 2025. Migration champions are supporting staff with the upcoming move to the new campus and there will be various tours and events so the staff can familiarise themselves with the new campus.

Following discussions with Scottish Funding Council (SFC), it was confirmed that any remaining contingency budget is to be returned to Scottish Government due to current difficult economic climate. However, if there was a genuine contingency, we can use this budget.

Regarding Halbeath sale campus, College is continuing to work with Montagu Evans and Scottish Futures Trust on the sale process and it is on track for sale in September 2026.

Recently new Head of Estates joined the team and Estates are going through training and upskilling for managing the operation of the new building. A process is in place for reporting any initial issues by staff/students and until the end of calendar year, two members of Balfour Beatty will be on site to provide any additional support to our Estates Team.

6 **Strategic Risk Register**

The contents of the paper that had been circulated were noted. James Thomson highlighted the key points for the members, such as three risks that are outside the appetite and two risks that are recommended for removal. Members discussed these risks as well as risks methodology in more detail and approved Strategic Risk Register.

7 **Standing Orders and Scheme of Delegation**

The contents of the paper that had been circulated were noted. Both of these documents were due for review and there had been only minor changes, such as removal of reference to Regional Outcome Agreement and Director of Governance and Compliance role. Members suggested that it would be useful to keep tracked changes on to see the what was changed in the future. Members asked to update the wording of the point 2.2 of the Standing Orders. This is to include an option of confirming approval via email correspondence instead of needing to wait for the next meeting. Subject to this change, members approved Standing Orders and Scheme of Delegation.

Actions:

- To update Standing Orders section 2.2 to include the option of approval via email correspondence. Updated documents are to be uploaded on the website.

Responsibility: S Baduskova

Deadline: asap

8 **External Effectiveness Review**

The contents of the paper that had been circulated were noted. Members discussed the process and timescale in more detail. EER process would commence from April 2026 and as currently there is not a Board Secretary, the prior planning will be led by Wendy Brymer in collaboration with Board appointed members. Progress update will be provided at the next meeting.

Action:

- To update members on progress of External Effectiveness Review.

Responsibility: W Brymer**Deadline:** 11.12.2025**9 Strategic Dashboard**

The contents of the paper that had been circulated were noted. Wendy Brymer updated members on the progress made to the strategic ambitions since the previous meeting. Members complimented the progress made and discussed the report in more detail. Members queried the targets and it was confirmed that the team is already working on this and future report will be more explicit about targets set.

Members also discussed staff satisfaction. Work is in progress to streamline the survey process and to move away from a long survey to pulse surveys to encourage staff engagement. Members discussed options that could increase staff engagement, such as ensuring time is provided for staff who are not PC facing and to potentially align the survey with the PDR process.

10 CEO Update

The contents of the paper that had been circulated were noted. Principal updated members few key points:

- Baxter Storey is the new food supplier in canteens across all campuses. Students and staff had been complimenting the quality of the food and the lower prices.
- In line of the Strategic Defence Review, there is a focus on engineering technology initiatives which could be an opportunity for the college as skills provider. Further update will be provided to members when available.
- Participation in national campaigning to improve the challenging financial situation across sector and to secure more funding.

11 Fife College Students' Association (FCSA) Update

The contents of the paper that had been circulated were noted.

Becka McGeevor updated members on progress of her work, such as:

- launch of 'Give it a Go' guidance sessions to help students with social anxiety
- reaching out to Student Presidents at other Colleges to discuss creating a national campaign to promote the need for adequate funding for colleges in Scotland.
- initial agreement with the Windsor Hotel to provide rooms where possible to homeless students.

Elvira Surovtseva updated members on her progress, such as:

- discussion with Head of Digital to improve the accessibility of the student cards (National Entitlement Cards) as at the moment, many students struggle with the process of applying for their student cards.
- Supporting students to help them settle into the college, such as participating in FCSA induction events, Class Talks and leading various weekly sport clubs.
- Organising sessions for ESOL students so they can practice English with native speakers and participate in FCSA clubs.

Members thanked Student Presidents for their hard work in supporting our students.

12 Chair's Update

The contents of the paper that had been circulated were noted. Chair highlighted key points of the report.

13 Self-Evaluation: Feedback

The contents of the paper that had been circulated were noted. Members completed self-evaluation forms over the summer and the committee feedback was already presented at relevant committee meeting. One of the key themes in the self-evaluation feedback was in relation to paper reporting. This is already being addressed, Brian Fisher and College Leadership Team (CLT) had been working on creating a new template for papers and CLT is looking at paper structure with the Chair of each committee.

13.1 Board Development Plans

The contents of the paper that had been circulated were noted. The previous Board Development Plans had been recently reviewed as some actions were still outstanding. Their progress will be monitored and more actions will be added on based on the self-evaluation feedback.

Action:

- To update the Board Development Plan to include new actions from self-evaluation feedback and monitor progress of the outstanding actions.

Responsibility: D C Watt/ S Baduskova

Deadline: 11.12.2025

14 Summary of Committee Business

The contents of the paper that had been circulated were noted. The paper listed three key points from the recent committee meetings and the Chairs of the relevant committees were invited to provide any additional highlights.

15 Forward Planner

The contents of the paper that had been circulated were noted. Members were advised to contact the Chair or S Baduskova if there were any other topics/themes that should be added on the planner.

16 Review of Meeting

The Chair thanked members for their input into discussions.

17 Date of Next Meeting

Board Development Day – Tuesday 28 October 2025 at 9am

Board of Governors Meeting - Thursday 11 December 2025 at 3.30pm

Draft Version

MINUTES

Meeting: Board of Governors – Board Development Day**Date:** Tuesday 28 October 2025 at 9.30am**Location:** Carnegie Conference and Events Centre, Dunfermline City Campus**Present:** David C Watt (Chair), Mike Boyle, Liam Coakley, Pamela Dobson, Brian Fisher, Brenda Heenan, Suzanne Hermiston, Becka McGeovor, Evelyn McPhail, Jim Metcalfe, Elvira Surovtseva, Phillip Thompson, Lorraine Wilkinson**Apologies:** Stacey Fleming, Naomi Graham, Jacqui Hepburn, Susan Mitchell, John Park**In Attendance:** Vicki Anton, Silvia Baduskova, Elaine Carruthers, Gavin Donoghue, Lyn Gold, Iain Hawker, Jacqui Law, Sarah Jane Linton, Louise MacDonald, Iain MacPherson, Krystyna Marett, Diane Mitchell, Keith Punler, Robert Stirling, James Thomson

1 Welcome

The Chair welcomed those present to the meeting.

2 Colleges Scotland

The presentation that was given by Gavin Donoghue, Chief Executive Officer of Colleges Scotland, is available on [Microsoft Teams](#). Gavin explained the functions of Colleges Scotland, their vision, purpose and strategic aims as well as the role of College Employers Scotland. Gavin updated members on the work that had been done to reset the relationships with Scottish Funding Council, the current efforts to highlight the difficult financial situation that colleges are facing and the need for change. Members discussed the possible impact of upcoming elections and Gavin briefed the members on their engagement with the political parties. Members also discussed in more detail the need of proactive approach rather than reactive approach and focused on practical solutions.

3 College Commercial Strategy

Iain Hawker gave a presentation to members on the aims of the College's blueprint for commercial growth and sustainability. This presentation is available on [Microsoft Teams](#). It was discussed that our ambition is to increase the commercial income by 5-10%. The changes are being made to the TechOne system to ensure easier monitoring of the commercial income and targets. The team is working on KPIs, which will be presented in more detail at Finance, Commercial and Estates Committee.

Louise MacDonald took over the presentation to report on path to becoming training provider of choice. Louise updated members on the recent success where Narvantia partnered with Fife College to engage with engineering students to recruit for apprenticeships. Due to high quality of applicants, the recruitment target was exceeded and 15 apprentices were appointed and Narvantia is already looking to partner with us next year.

Krystyna Marett and Lyn Gold spoke to members on philanthropy section of the presentation. Scholarship programme has been very successful, there were 30 scholarships in one year, that provided support to many students. Through positive relationships with partners/donors, it was possible to secure additional funding for Skills Street.

Elaine Carruthers spoke to members about opportunities for Carnegie Conference and Events Centre, such as sustainable venue / green conferencing, which are currently in demand.

Members participated in discussing various questions and topics that were prepared by Louise, Lyn, Krystyna and Elaine.

4 Martyn's Law

Phillip Thompson gave a presentation on Martyn's Law, available [here](#). Martyn's law, is a legislation that requires publicly accessible locations and events to improve their security against terrorist attacks and how they would respond to such attacks. The legislation came into effect in April 2025 and there are two years for implementation. There are two tiers, the standard one is for organization that would have between 200 – 800 individuals present at the same time on their premises and enhanced tier is if there would be more than 800 individuals. There is no requirement to put in place physical measures for the standard tier, however the organisations within this tier still have duty of care. Further Education premises fall into standard tier while Higher Education premises fall into enhanced tier. It would be recommended for colleges to receive an official definition that they are within Further Education bracket and therefore within standard tier. When creating security policies and procedures, it would be useful to mirror the current Health and Safety Policy and the management will need to consider other aspects, such as staff training and how communicate with staff, students and visitors in case of an incident.




5 Digital Development and Academic Innovation

Iain MacPherson's presentation on Digital Development and Academic Innovation is available [here](#). Iain focused on the strategic vision, next steps for the digital development and academic priorities. Members welcomed the presentation and would like to have more information included within Finance, Commercial and Estates Committee, as digital is part of estate. Iain is planning to work on the digital strategy over the next several months, which will be then shared with members. Members confirmed that they would like to see how many systems we have and how they are connected and to ensure that risk is considered if there is any system change.

6 Role of the Trustee (*Optional Session*)

David C Watt gave a presentation on role of the Trustee as this was previously requested by Board members. This session was optional and the slides are available on [Microsoft Teams](#). David spoke about what it means to be a good Board member, their role, duties and responsibilities. Members discussed signs of possible culture problem as well as the attributes of a positive culture. Members also considered the Board's role in case of a serious incident. While College has Business Continuity group in place, it was suggested that it would be useful to have a more information available, once new Board members are appointed.

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	19.06.25	To complete Carbon Literacy Training.	Board Members	December 2025	Complete. Training took place on Friday 21 November 2025. As not all members have been able to attend and we are currently advertising for new members to join our Board, more training sessions will be organised next year.
2	25.09.25	To update Standing Orders section 2.2 to include the option of approval via email correspondence. Updated documents are to be uploaded on the website.	S Baduskova	asap	Complete.
3	25.09.25	To update members on progress of External Effectiveness Review.	W Brymer	11.12.2025	An "Invitation to Quote" has been circulated to potential suppliers, with submission of bids to be submitted by 12 December.
4	25.09.25	To update the Board Development Plan to include new actions from self-evaluation feedback and monitor progress of the outstanding actions.	D C Watt / S Baduskova	11.12.2025	Complete. Board Development Plan was updated and is included in the meeting pack. It was also added on the schedule of business to ensure the plan is presented at each meeting.



PAPER FOR BOARD OF GOVERNORS		
Title of Paper: FCSA Board Update December 2025	Date of Paper: 1st December 2025	Author: FCSA
Alignment to Action Plan Ambition: N/A – FCSA has own Strategic Plan. However, FCSA work may cross all ambitions	BoG Risk Register Alignment:	Sensitivity: <input checked="" type="checkbox"/> PUBLIC
Required Actions: <input type="checkbox"/> FOR FORMAL DECISION <input checked="" type="checkbox"/> FOR COMMENTS & DISCUSSION <input type="checkbox"/> FOR REVIEW & INFORMATION <input type="checkbox"/> FOR AWARENESS		
Executive Summary The quarterly update from the FCSA contains updates on key student issues, the status FCSA President’s progress on their manifesto pledges, and information on the FCSA’s work against their Strategic Plan and MoU commitments to Fife College.		

A. KEY POINTS

1. Key Student Issues

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

- **Staff Absences and lack of cover**

As reported previously, students have expressed concern about missed teaching hours due to staff absence and no-one being available to cover the sessions. While some absences are short-term, others have reached numerous weeks and students are very concerned that they will have increased workloads or being unable to catch-up later in the year. Previous discussions had focused on establishing a ‘staff bank’, however we have been advised that this is not in place.

Students feel it is unfair that there are repercussions if they miss classes, and do not believe the College is holds itself to the same standards of attendance.

- **Classroom issues within the DCC**

Beyond issues which relate largely to settling into and adjusting to the new Dunfermline City Campus, students have been very frustrated at the apparent lack of basic preparation in the campus.

These have included having inadequate, or in some cases no chairs and tables, a significant lack of water fountains on campus (it has been advised that eight have yet to be installed, there are currently only two in the main block which students can access), and no microwaves to allow students to bring their own food in.

Other issues which are more to do with user feedback and improvements are being captured by the FCSA and fed back to the appropriate teams. At this time, it would be difficult to provide an accurate representation of student sentiment towards the new building as students are still settling into life at the campus.

2. President Progress against manifesto aims

2.1 Becka McGeevor

- Aim - Reduce homelessness in the college
 - Becka has created a new working relationship with the College's Health and Wellbeing Team to coordinate delivery and widen support
 - Becka has contacted shelters and charities, including Rock Trust who are meeting with Becka on the 9th of December
- Aim – Making the food in all cafeterias more inclusive
 - Becka has continued to field feedback from our members on the catering offer and has established a regular meeting slot with management from Baxter Storey.
 - Not all campuses are currently receiving gluten-free options.
- Aim – Make timetables more permanent
 - Becka continues to address ad-hoc timetabling concerns whilst also collecting student feedback on issues that cause them to struggle with their timetables.

2.2 Elvira Surovtseva

- Aim – Supporting everyone when they need it
 - Elvira has helped to deliver the FCSA introductory Class Talks. These interactive sessions encourage students to take part in the wider life and work of the College whilst reenforcing the identities of the FCSA and the College Support Departments. The FCSA delivered 189 Class Talks to approximately 3500 students.
 - Elvira has been building a partnership with the Fife Carers Centre, ensuring that our offer includes ESOL students and increasing support for students who are carers.
- Aim – Find a solution when you are 'stuck'
 - Elvira has proactively approached students to gather their feedback as well as building student relationships through engagement with the FCSA 'Give It A Go' sessions and the FCSA Sports, Clubs, and Societies.
- Aim – Build the bridge between all people
 - Elvira has established a new 'I Can Speak' club where students can practice speaking English through games and activities.
 - The club is also being supported by Fife Centre for Equalities
 - After the Christmas break, the Club will collaborate with the Performing Arts department to offer their students an audience for performance

pieces, whilst the club members will benefit from hearing the performances and can help to provide constructive feedback on vocal performances.

3. FCSA Updates on Strategic Plan

3.1 Commitments

3.1.1 Engagement

The FCSA launched their Thank You forms on the 27th of November. To date 207 submissions have been made by students to College staff, thanking them for the positive effect they delivered this year. Every Thank You is forwarded to the member of staff and their line manager to recognise their excellent work.

412 individuals, both students and members of the public, attended our FCSA Trick or Treat Open Doors event at the DCC on Halloween. This allowed them to visit the new build in an informal manner.

3.1.2 Representation

The FCSA are working alongside Fife Violence Against Women Partnership Campaigns Committee and the college to promote and support the national 16 Days of Activism campaign, including sessions where 63 students and members of staff made banners for the Reclaim the Night Parade on Wednesday the 3rd of December in Dunfermline.

Elvira and Becka represented the FCSA at the recent NUS Conferences.

3.1.3 Health

As of 21st November, 870 participants attended 66 sports sessions. While total number of sessions is down (66 vs 97 in same period in 2024), average attendance remains steady (13.18 vs 14.79 in 2024). There are various factors leading to this drop in total sessions, mainly reduced staff capacity following restructure, a change to PVG implementation resulting in higher costs and longer times for students to be able to volunteer and the campus move.

3.1.4 Sustainability

We continue to promote sustainable practices and tips through the FCSA Climate Impact Society. The Society are currently looking to set-up a beach clean in collaboration with Morrisons.

The FCSA Website Blog is regularly updated with seasonal sustainability articles.

3.1.5 *Development*

The rollout of our 'Frankie's Gaff' programme and 'FCSA Give It A Go' sessions has been well received. These play first activities introduce the students to the wider functions of the FCSA whilst also enhancing their College experience.

3.1.6 *Participation*

Over 2,500 students took part in FCSA Freshers during September and October. Frankie's Gaff has had over 1,200 students take part in activities in November alone.

3.2 **Aims**

3.2.1 *Offer a transcript service*

The FCSA have held discussions with Universities and other establishments that offer similar services to establish an understanding of the best and most effective approaches.

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

As well as operating the Class Representation system, the FCSA have led on delivering Student Engagement sessions looking at the College's Communications on induction, and on how the College should gather student feedback.

3.2.3 *Provide members with life-long wellbeing and resilience skills*

Our new 'Give It A Go' sessions offer wellbeing and team-building sessions and we are working with the College's Health and Wellbeing team to deliver resilience activities.

3.2.4 *Be Climate Positive*

The FCSA Staff and Presidents have completed a digital declutter across their college profiles and have committed to doing one in the personal profiles as well.

The FCSA Staff and Presidents will all complete their Carbon Literacy training this academic year.

B. CONCLUSION AND RECOMMENDATION

4. The FCSA ask the Board to consider appropriate responses to Staff Absence Cover and addressing student frustrations with new Campus. Other items are for information and updating the Board as agreed.

C. ADDITIONAL INFORMATION

5. Frankie's Gaff takes place on the Dunfermline, Kirkcaldy, and Glenrothes campuses from Tuesday – Thursday from 130-5pm. The offer is varied and includes Video Game Challenges, painting, crafting, board games, and sports challenges. Over 2000 students have interacted in the first month of this programme.

6. We have launched FCSA 'Give it a Go' sessions to help students deal with social anxiety and increase their feeling of belonging at college. These fun, social sessions aimed at Course Tutor guidance hours have included yoga, lego building, sport skill challenges, memory and teamwork games and mystery/escape room activities. Since launching in November, the team have delivered seven sessions across the three schools, with seven more scheduled this semester.

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

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

Board of Governors: Development Plan 2025-26

A Board Training and Development					
	Objective	Actions	Lead	Deadline/ timing	Progress Update: December 2025
A1	Ensure the Board has the necessary knowledge and skills to discharge its duties effectively.	Suggested training and Deep Dives: EDI/Unconscious Bias Training (Changing the Chemistry) Role of a Charity Trustee Martyn's Law AI and Cyber Security Risk and College Digital Plan Emerging risks and their controls in place Managing financial challenges Carbon literacy training	Chair/ Board Secretary	June 2026	EDI/Unconscious Bias – Board had a deep dive session on Trauma Informed Practice. Role of Charity Trustee – Optional session was held at Board Development Day on 28 October 2025. Martyn's Law - Presentation at Board Development Day on 28 October 2025. AI and Cyber Security and College Digital Plan – A session on AI and Cyber was held in May 2025, but further session to be organised on College Digital Plan once finalised. Emerging risks and their controls in place – a deep dive session will be organised in due course. Managing financial challenges – sessions were held at Board Strategy Day in May 2025 and at Board meeting in September 2025. Due to ongoing challenges, another deep dive might be required. Carbon literacy training – sessions had been organised for members.
A2	Develop Board as a team	Hold Board half-day team building session and ensure Board are invited to various College events.	Chair/ Board Secretary	June 2026	Progressing. Members have been invited to various events and more are to be organised. A team building session could be organised once new Board members are appointed.
A3	Develop Board-Executive working relationship.	Focus on team building and Board Opportunity for Board members to get to know each other and time with the Leadership Team – team building and more informal sessions.	Chair/ Principal/ Board Secretary	June 2026	Progressing. Board Development Day, Board Strategy Day and board briefing meetings arranged in the diaries.

B Board Meetings and Reporting Arrangements					
	Objective	Actions	Lead	Deadline/ timing	Progress Update: December 2025
B1	Attendance / Review of starting times of the committee and Board meetings	Issue a survey to review the start times of the committee and Board meetings.	Board Secretary	December 2025	Complete. A survey was issued to members to confirm their preferred times and it was confirmed that majority of members prefer to continue with the current start time of 3.30pm. Gentle reminder: If you are not able to attend or need to leave early, please notify the relevant Chair and/or Governance and Compliance Co-ordinator as soon as possible.
B2	Ensure Chairs have a better control over the agendas.	Introduce schedule of business for each committee and Board for better monitoring of agenda items. Ensure that items requiring approval are at the start of the agenda.	Committee Chairs/ College Leadership Team/ Board Secretary	March 2026	Schedules of business are being updated into a new format for easier tracking of items. Order of agenda items - this will be actioned when drafting the agendas for next committee cycle in March 2026.
B3	Reformat Board paper template to have recommendation and context clearly stated at outset to improve focus	The narrative was often descriptive while members would prefer the focus to be on facts to enable them to gain assurance.	Committee Chairs/ College Leadership Team/ Board Secretary	March 2026	Progressing. To improve the quality of papers, Brian Fisher had been working with College Leadership Team (CLT) to create a new template for papers which is being introduced going forward. CLT also introduced meetings with Chairs and leads on the papers prior the distribution of the packs to improve the quality of reports.
B4	Ensure members have more time for discussions at the meetings.	We should always assume that papers have been read and especially if the report is for noting, there is no need to go over the paper. This will allow more time for discussion by members.	Committee Chairs/ College Leadership Team/ Board Secretary	June 2026	Progressing. With the introduction of new report template, there was less time spend on going over the papers and members could focus more time on discussions and queries. This will continue to be monitored.

C Board Structures and Systems					Progress Update: December 2025
	Objective	Actions	Lead	Deadline/ timing	
C1	Undertake Externally-facilitated Effectiveness Review	Arrange review as required by Code of Good Governance	Chair/ Board Secretary	June 2026	Progressing. Update on progress was provided at the Board meeting on 25 September 2025.
C2	Ensure that a new non-teaching Board staff member and TU Board members are elected to the Board.		Chair/ Board Secretary	Depending on TU	Progressing. Liam appointed, but no support staff Union member at the moment.
C3	Ensure effective, consistent and compliant Board Scheme of Delegation.	Review Scheme of Delegation and Committee Terms of Reference (refer also to Chair's terms of appointment).	Board Secretary	September 2025	Complete. Scheme of Delegation and Standing Orders were updated and approved at Board of Governors meeting on 25 September 2025.

BOARD OF GOVERNORS OF FIFE COLLEGE

Key Points to Report to Board

People and Culture Committee: [11 November 2025](#)

- A sudden increase in accidents/incidents on campuses during September 2025. The situation will be monitored if this continues and further info will be provided to the committee.
- At Remuneration Committee it was suggested that a report on impact of Voluntary Severance should be presented at the People and Culture Committee. Members found this report useful and they discussed the possible impacts in more details as well as College's arrangements/plans to manage these.
- Members queried what was staff and student feedback so far in relation to the Dunfermline City Campus. While most of the feedback had been positive and staff very quickly adjusted to new working space, one of the main issues raised was regarding parking. College is looking into solutions, such as promoting the use of public transport.
- Joint People and Culture Committee and Academic Standards Committee link to minutes: [4 September 2025](#)

Academic Standards Committee: 18 November 2025 (minutes to follow)

- Members agreed the name change to Academic Standards and Quality Committee.
- Committee remit had been updated to reflect both 'standards' and 'quality' aspect. However, further work is required on defining the quality metrics.
- The presentation shared by the Employability Team was very useful and informative.

Audit and Risk Committee: 27 November 2025 (minutes to follow)

- Audit and Risk Committee link to minutes: [11 September 2025](#)
- Student Support Funds Audit: While there were 4 recommendations, there are no significant issues and College has adequate systems and controls in place for administration and disbursement of these funds. Members were assured that the team is working on addressing the issues.
- Annual Audit and Risk Committee Report to the Board of Governors had been approved by Audit and Risk Committee and recommended to the Board of Governors for their approval.
- College is continuously working on improving cyber management and cyber-security, including carrying out cyber assessment framework.

Finance Commercial and Estates Committee: 27 November 2025 (minutes to follow)

- Members thanked Digital Services Team for their hard work to ensure that over course of few weeks, Dunfermline City Campus was transformed into a fully connected, future-ready learning environment that sets a new benchmark for digital capability.
- Financial concerns remain a top priority, with the College Leadership Team working on identifying savings to ensure the budget for 2025-26 is met.
- Sustainability challenge – number of key objectives under Ambition 5 had been delayed, however the team is working on addressing these and expects improvements within next 6-months.

New Build Project Board

- [9 October 2025](#)

**BOARD OF GOVERNORS
BUSINESS PLANNING SCHEDULE 2025-26**

	Committee Business	Lead Director/Officer	25/09/2025	11/12/2025	26/03/2026	18/06/2026	Action
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Key:

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

GOVERNANCE & OVERSIGHT

Declarations of Interest	Chair						Note
Minutes of the Previous Meeting	Chair						Approve
Matters Arising / Actions Outstanding	Chair						Note
Annual Schedule of Business	All Members						Note
Self-Evaluation	All Members						Discuss
Self-Evaluation Feedback	All Members						Discuss
Chair's Update	Chair						Note
Governance Update	Board Secretary						Approve
Board Development Plan	Chair / Board Secretary						Note
Summary of Committee Business	All Members						Note
Review of Meeting	All Members						Discuss
Review of Standing Orders / Scheme of Delegation	Chair / Board Secretary						Approve

PERFORMANCE, QUALITY ASSURANCE

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

STUDENT EXPERIENCE & ENGAGEMENT

FCSA Update	Student Presidents						Discuss
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STRATEGIC PLANNING & HORIZON SCANNING

Strategic Focus Issue	College Leadership						Discuss
Strategic Dashboard	W Brymer						Discuss
Stakeholder Mapping	I Hawker						
College Transformation Framework	SJ Linton						Discuss

Non annual items:

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