

AGENDA

Useful Links

[Glossary of Acronyms](#)



Polite Reminder

Please take a 10 minute break every hour of meeting

Meeting: Board of Governors

Date: Thursday 27 March 2025 at 3.30pm

Location: Carnegie Conference 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: 12 December 2024	Approve	DCW	2-6
	2.1 Notes of Briefing Session: 5 February 2025	Note	DCW	7-7
3	Matters Arising / Actions Outstanding	Note	DCW	8-9
4	Strategic Focus: Dunfermline Learning Campus Planning (Approximately 30 minutes)	Discuss	JT	N/A

Led by James Thomson.

For Approval

5	Strategic Risk Register	Approve	JT
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For Noting and Questions as Appropriate

6	Regional Outcome Agreement: Self-Evaluation 2023-24	Note	SJL	
7	Indicative Funding (<i>Presentation</i>)	Note	JT	N/A
8	Strategic Dashboard	Discuss	WB	
9	CEO Update	Discuss	JM	
10	Fife College Students' Association (FCSA) Update	Discuss	TE/KG	10-24
11	Sustainability Update	Discuss	VA	
12	Glenrothes Tower Block Update	Note	VA	
13	Chair's Updates	Approve	DCW	25-26
14	Governance Update and Committee Calendar 2025-26	Approve	PD	27-30
15	Chair's Committee Reconfiguration	Approve	PD	31-39
16	Stakeholder Mapping	Note	IH	40-41
17	Summary of Committee Business	Note	Chairs	42-42
18	Review of Meeting	Discuss	All	N/A
19	Date of Next Meeting: Thursday 19 June 2025 at 3.30pm Board Strategy Day: Thursday 22 May 2025 at 9.00am	Note	DCW	N/A

MINUTES

Meeting: Board of Governors

Date: Thursday 12 December 2024 at 3.30pm

Location: Wallace Suite, Carnegie Conference Centre, Dunfermline

Present: David C Watt (Chair), Mike Boyle, Pamela Dobson, Taylor Edwards, Brian Fisher, Stacey Fleming, Kayleigh Gallacher, Naomi Graham, Brenda Heenan, Jacqui Hepburn, Suzanne Hermiston, Jim Metcalfe, Susan Mitchell, John Park, Evelyn McPhail, Phill Thompson, Lorraine Wilkinson

Apologies: Liam Coakley

In Attendance: Sarah Jane Linton, Matt Swann, James Thomson, Silvia Baduskova, Penny Davis

1 Welcome, Apologies and Declarations of Interests

The Chair welcomed those present to the meeting, including the new Governance Board Secretary.

Apologies were noted from Liam Coakley.

There were no declarations of interest.

2 Minutes of the Previous Meeting: 26 September 2024 2.1 Notes of Board Briefing Session: 23 October 2024

The Board approved the minutes of the previous meeting and the notes from the Board Briefing Session as accurate records.

3 Matters Arising / Actions Outstanding

The Board noted progress against actions.

4 Strategic Focus: Trauma-informed Practice Presentation

Ewan Law joined the meeting for this item, as the Curriculum Manager with specific responsibility for the development of trauma-informed practice (TIP) and sector lead in this field. The presentation is available to members on [Microsoft Teams](#).

The Board learned that:

- TIP seeks to create an environment where everyone can operate within their own window of tolerance and maximises 'System 2' thinking which facilitates self-regulated learning.
- The principles apply to both staff and students, who have a diverse range of personal circumstances and experience a diverse range of stressors in the working/learning environment.
- Stress and interpersonal conflict are costly to organisations so there are financial benefits in developing practice that will reduce these; there may also be opportunities for

the College to generate additional income through sharing practice and training materials with other organisations as a sector leader.

- The College has completed its first Trauma Informed Audit, undertaken a staff survey and stakeholder engagement and is now looking at next steps including training and resource needs.
- There has been excellent buy-in so far from staff and uptake will be monitored; a reporting structure is in place.
- Ultimately, a CDN Trauma Informed Practice Community is envisaged and wider engagement across the public sector in Scotland.

The Board welcomed this an approach that seeks to embed good practice across the organisation rather than singling individuals out for support, and noted:

- Improved working practices and alleviation of stress would ultimately improve student experience and outcomes.
- TIP involves the development of a common language and practice and, thus, supports staff working as a whole organisation rather than in silos.
- Prospective commercial opportunities would add value to the core benefits of embedding TIP.
- The Executive will report progress to Board through the Strategic Dashboard and report in more depth as required to the People and Culture Committee.
- Board Member engagement in TIP training would be welcomed.

Actions:

- The Board agreed that a timeline for progress with TIP implementation should be provided to the People and Culture Committee.

Responsibility: SJL **Deadline:** February 2025

5 Draft Annual Accounts 2023-24

A presentation on changes to the accounts direction with regard to job evaluation and the impact on financial statements was given by Assistant Principal Culture and Resources and Deputy Principal. The presentation is available to members on [Microsoft Teams](#).

The Board held a substantial discussion about the change and its implications, and noted:

- Without the late change to the accounts direction, resulting in a £5.727 million annual reduction in funds, the College would have achieved a breakeven position at year end, which should be commended.
- Figures were based on pay awards agreed at national level. While headcount is reducing, the figures provided were prudent and did not reflect any reduction.
- The accounting change indicates that Scottish Government is no longer giving any assurance of future funding, notwithstanding the Minister for Further and Higher Education's statement at the recent Public Audit Committee that the Scottish Government stood behind job evaluation.
- Job evaluation has been ongoing since 2018, with limited progress and no conclusion in sight. There are presently inequities within the nationalised system, and the potential for the matter to crystallise in industrial dispute. Further consideration would need to be given to Fife college progressing a local schemes versus the national scheme.
- Audit Scotland guidance requires public sector bodies to prepare accounts on a going concern basis. While Fife College is in a relatively strong position, six colleges are already in a position of unsustainability.

Actions:

- The Board agreed that a letter from the Chair and Principal should be sent on its behalf to the Minister for FE and HE setting out its concerns including the worsening position for the College next year.

Responsibility: JM/DW

Deadline: January 2025

- The Chair and Board Secretary would look into the implications for compliance with college sector and OSCR guidance of running a deficit.

Responsibility: DW/PD**Deadline:** January 2025

The Board noted that the draft Annual Accounts 2023-24 had been reviewed at a joint meeting of the Audit and Risk and Finance Commercial and Estates Committees. The Annual Accounts 2023-24 were recommended to the Board for approval.

The Board noted its concern about the staff absence figure reported on page 43 of the accounts.

Action:

- A minor amendment was required on page 40 to accurately reflect the process to review the Principal's salary.

Responsibility: MS**Deadline:** post meeting

The Board approved the Annual Accounts 2023-24 subject to the minor amendment recorded above.

5.1 Audit and Risk Committee Annual Report to the Board

The Board noted the Audit & Risk Committee Annual Report.

5.2 Letter of Representation

The Board noted the Letter of Representation to accompany the Annual Accounts.

6 Annual Procurement Report

The Deputy Principal presented the report, which had been reviewed by the Finance, Commercial and Estates Committee, for Board approval.

The Board expressed its support for increasing the proportion of Fife-based suppliers.

The Board approved the Annual Procurement Report.

7 Strategic Risk Register

The Deputy Principal presented the report. Proposed changes had been considered at the recent meetings of the Finance, Commercial and Estates Committee and the Audit and Risk Committee and were recommended to the Board for approval.

The Board approved the Strategic Risk Register, including:

- A new risk FCE5 relating to job evaluation.
- An amendment to Risk FCE1 to include AI.
- An amendment to FCE2 to remove reference to strike/action short of strike.

8 Strategic Dashboard

The Deputy Principal presented the report.

The Board noted:

- The report, which would be presented to each meeting of the Board, addressed the outstanding audit action relating to KPIs.
- Audit & Risk Committee would oversee the structure and reporting arrangements but not content.

- Future reporting should be aligned to the Strategic Risk Register and provide clearer tracking of progress towards objectives.
- Net Zero objectives were integrated within building and estates and learning and teaching objectives.

Action:

- Definitions of RAG ratings would be provided in future reports.

Responsibility: JT**Deadline:** March 2025**9 Principal and CEO Update**

The Principal and CEO presented a report on development within the College, community and commercial partnerships, progress with the new campus project and a range of other items.

The Board noted:

- Funding had been allocated and legal requirements were being progressed for a benevolent fund to assist colleagues in need of support.
- The Broomhall 125 dinner in November and other events had helped to re-establish and strengthen stakeholder relationships.
- The Principal had met with the new CEO of Babcock, who had offered a 12-month rolling lease, rent free and would work alongside the College and in tandem with the Green Freeport, which would provide long term investment opportunities.

The Chair congratulated the Principal and leadership team on behalf of the Board on progress made with Babcock.

10 Fife College Students' Association (FCSA) Update

The Student Board Members presented a report on a range of student-focused matters.

In addition to positive news including Fife College student Sumi Bhandari receiving the CDN Student of the Year award, and good progress being made with the recruitment of Class Representatives, some issues of concern to students were highlighted:

- Staff absence has a significant and wide-ranging impact on students and learning which students continue to raise with FCSA. Progress in this area will need to be monitored.
- Students are reporting issues with current online learning provision, which uses a range of different platforms and software. The Executive advised that face-to-face learning has been prioritized and Teams is used where possible for online learning.
- The Student President and Principal had held a useful meeting with senior managers of Stagecoach to discuss ongoing issues with public transport to campuses. A further meeting, which will include discussion of DLC needs, is planned.

Board Members were invited to attend a FCSA 24-hour fundraiser taking place on 24 March 2025.

The Board noted the report and noted its appreciation of both staff and student support following the recent road traffic accident, and the need for the College to consider actions that may reduce future risk.

11 Chair's Update

The Chair provided a brief update on recent activity and advised the Board that Mike Boyle had agreed to serve as Senior Independent Member.

The Board noted the report and approved Mike Boyle's appointment as Senior Independent Member with immediate effect.

12 Governance Update

The Governance Board Secretary presented a brief update on activity since the last meeting.

The Board noted the update and approved the revised Board and Committee Planner format.

13 Annual Development Plan

The Governance Board Secretary presented the 2024-25 Development Plan for approval.

The Board approved the Development Plan subject to account being taken of ongoing induction and training needs of new Board Members.

14 Summary of Committee Business

The Board noted the summary report on Committee Business.

15 Review of Meeting

The Board reflected on the meeting and agreed that the session on TIP had been welcome and informative.

The Board congratulated the Chair on receiving the OBE.

The Chair wished all present a happy Christmas and New Year.

16 Date of Next Meeting

Thursday 27 March 2025 at 3.30pm

NOTES

Meeting: Board of Governors Update Briefing

Date: Wednesday 5 February at 4.30pm

Location: Microsoft Teams

Present: David C Watt (Chair), Liam Coakley, Brian Fisher, Kayleigh Gallacher, Naomi Graham, Brenda Heenan, Jacqui Hepburn, Suzanne Hermiston, Evelyn McPhail, Jim Metcalfe, Susan Mitchell, John Park, Phillip Thompson

Apologies: Mike Boyle, Pamela Dobson, Taylor Edwards, Stacey Fleming, Lorraine Wilkinson

In Attendance: Sarah Jane Linton, James Thomson, Silvia Baduskova

The following updates were provided to Board members:

Glenrothes Campus

Tower building on Glenrothes Campus was severely affected during the storm Éowyn. The roof and boilers were damaged, which affected the heating system and several windows were smashed. The second and top floor are now out of commission. Only the ground floor is usable. The damages had an impact on staff and student morale, with many being concerned that the Glenrothes campus would close down. This is not the case and appropriate arrangements were put in the place to ensure that teaching is not affected. Tower building is one of six buildings on this campus therefore there was scope to relocate the classes within other buildings on the campus. The discussions with the insurer are ongoing to secure short term fixes as well as considering long term solutions. Members queried if any asbestos might have been exposed due to the storm damages. It was confirmed that no asbestos is currently exposed and this will be considered when carrying out repair works. Further update will be provided once the discussion with the insurer concludes. Members thanked the Estates Team for their hard work on maintaining this difficult situation.

Dunfermline Learning Campus (DLC)




Deputy Principal updated members on the progress of DLC. The building site was closed during the festive period and there had not been any issues reported. The work on the site continued on 6 January and the work is progressing on track. The works had to pause on 24 January due to the storm, however there were not any signs of deterioration. Photos showing the progress on the site were shared with the members via WhatsApp and Teams chat. The site visit will be arranged for the members in due course.

Curriculum Update

Fife College has partnered with Esri UK to enhance its new Geospatial Foundation Skills programme and the first course is currently running on Levenmouth Campus. It was funded by the UK Space Agency and it is one of the first of its kind offered by UK college. Further update on this together with curriculum plan for the next year will be presented at the Board meeting in June.

Members briefly discussed Rosyth and Forth Green Freeport development and it was proposed that an update on this should be provided at the Board Strategy Day in May.

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	28.09.23	To issue a communication seeking a commitment from Board members on levels of funding, and to draft a donor agreement outlining terms and conditions and emphasizing this is optional and not a condition of being a Board member.	Director: Governance and Compliance	31.05.24 October 2024	Complete.
2	26.09.24	To present the performance indicator figures again in the same format at the Board meeting in June 2025 to see the impact of actions for improvement.	Sarah Jane Linton	19.06.25	Not yet due.
3	12.12.24	The Board agreed that a timeline for progress with trauma-informed practice (TIP) implementation should be provided to the People and Culture Committee.	Sarah Jane Linton	May 2025	Not yet due.
4	12.12.24	The Board agreed that a letter from the Chair and Principal should be sent on its behalf to the Minister for FE and HE setting out its concerns including the worsening position for the College next year.	Jim Metcalfe / David C Watt	January 2025	Complete.
5	12.12.24	The Chair and Board Secretary would look into the implications for compliance with college sector and OSCR guidance of running a deficit.	David C Watt / Penny Davis	January 2025	Complete. Update will be provided at the meeting.
6	12.12.24	A minor amendment was required on page 40 to accurately reflect the process to review the Principal's salary.	James Thomson	Post meeting	Complete.

No	Date of Meeting	Action	Responsible	Deadline	Comment
7	12.12.24	Strategic Dashboard - Definitions of RAG ratings would be provided in future reports.	James Thomson	March 2025	Complete.

Fife College Students' Association (FCSA) Update	
Date of Meeting:	27 March 2025
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:	Kayleigh Gallacher, President Welfare and Equality Taylor Edwards, 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
Strategic Risk(s):	<p>AQC1 - There is a risk that we fail to put our students first in delivering a high-quality learning experience because we have not considered the diverse range of needs resulting in a poor student experience, retention and attainment.</p> <p>AQC2 - There is a risk of lack of achievement and progression for students because of poor quality of learning and teaching and resources within an engaging environment resulting in low attainment, inconsistent student experiences and inability to meet our targets.</p> <p>AQC3 - There is a risk that our students are not competent within their area of study because of the increased usage of artificial intelligence in submission of assessments resulting in low attainment and progression, and impacting our reputation.</p>
Publicly Available:	Yes
Author Contact Details:	Kayleigh Gallacher, kayleighgallacher@fife.ac.uk Taylor Edwards, tayloredwards@fife.ac.uk
Date of Production:	18 March 2025

FIFE COLLEGE BOARD OF GOVERNORS

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 and the Class Representative Model is reported to the college's Academic Quality Committee and that paper is in your pack.

2 Local and National Issues of Relevance to Students

Where an issue is raised to the FCSA, we strive to resolve this with the relevant parties to the best benefit and support of our members.

Current local issues:

Positive Student Staff Relationships

Since launching our FCSA Thank You Forms at the end of November 24 we have already received 393 notes of commendation for staff members across the College. The FCSA ensure every note is passed onto the staff member and their line manager. This has also resulted in members of the MITIE staff receiving recognition from their employers.

Timetabling

We are pleased to be part of the project that the College is undertaking to ensure that issues which have been experienced with timetables in the past do not occur in the future.

Kayleigh Gallacher and Craig Walker are taking part in the workshops which aim to produce high quality, reliable timetables for students which will enable them to arrange commitments early enough so these do not affect their ability to attend.

National Entitlement Cards

Students have again encountered issues with National Entitlement Cards that the College currently uses as Student ID Cards. This includes difficulties with travel providers not accepting them as proof of student status, and issues with ordering the cards.

Having previously raised the problems and agreed this approach would be reviewed with former members of the College Leadership

Team, we have revisited this with Vicki Anton and Wendy Brymer. They are now looking at better solutions for producing cards in-house and hopefully this can be achieved for the 25/26 cohort.

Student Behaviour

The FCSA are working with the College to produce the Student Charter. Initial student feedback to this project has been positive and there is a hope amongst students that setting expectations amongst everyone in the college should lead to behavioural improvements.

Current National Issues:

Anxiety and Mental Health Issues

Almost all Student Associations and Unions that we are in contact with are recognising a continued increase in the number of students who are suffering from Anxiety and other mental health concerns. Locally we will be hosting our 'De-stress Zones' over the coming months to help students identify quiet and supportive areas that they can visit throughout the day.

3 Updates on the FCSA Strategic Aims

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

Work done in Q2/3 2024-5

- Fife College students continue to train regularly and compete in national competitions through the FCSA's membership to Scottish Student Sport. This includes the Men's Football SSSS Queen's Park Shield and the upcoming College National Finals.
- Since January, 83 sessions of sport and physical activity have been attended by 422 participants. This number is down on 2024 (563) due to a period of staff absence.
- Rebecca Reader, FCSA Sports and Active Campus Coordinator, is currently supporting 12 students across levels 6, 7, and 8, through their Development Projects in a variety of areas including research, recreational sessions, competitive events and community outreach.

Planned work

In the next quarter we will introduce an interim framework which will set-out the introduction and development of Club Captains for Sports and Physical Activity on-campus.

[Read the Sports and Active Campus Update here](#)

Achieve by 2025: **Re-aligned** – The new framework will give a two-year timeframe for the development of a new governing document for FCSA Sports.

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

Work done in Q2/3 2024-5

- Approximately 1100 students have taken part in the FCSA ReFreshers Events. This event was across all 5 campuses and featured 28 external organisations alongside College support departments.
- FCSA Staff members have volunteered an average of 3.5 hours per week since the beginning of July 24. This includes supporting interest groups such as the local sports council, the FCSA Theatre Company, and Kids Drama Camps, as well as acting as professional and personal mentors for others.
- The FCSA have hosted 18 internal student work placements so far this year.

Planned work

The FCSA 24 Hour Fundraiser is taking place on Friday the 21st and Saturday the 22nd of March. Following consultation and a vote from our members all funds raised will be donated to the College's Student Health and Wellbeing Team.

[Read the Community Development Coordinator Update here.](#)

Achieve by 2025: [On Target](#)

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

Work done in Q2/3 24-25

- Work continues on the creation of our 25-30 Strategic Plan.

Planned work

- The Memorandum of Understanding between Fife College and the FCSA has not been reviewed, barring some title changes. We plan to review this document with senior leaders in the College and submit proposals to the next Board Meeting

Achieve by 2025: [On Target](#)

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

Work done in Q2/3 24-25

- We have held meetings with the new campus team regarding the use of sports and fitness facilities.

- Kayleigh Gallacher is planning to help create sensory maps for students coming to all campuses, including the new build.

Planned work

- The FCSA continue to engage wherever possible with the new campus developments.

Achieve by 2025: [On Target*](#) - *Full completion will lie past the end of AY 24/25

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

Work done in Q2/3 2024-5

- The FCSA Oversight Group meets in advance of the Fife College Board to discuss our reports and receives additional updates from the FCSA Staff and Officers.
- The Chair of the FCSA OG, Eliza Waye, meets monthly with the FCSA Presidents and Manager to ensure there is appropriate support for the Presidents and to provide guidance.
- The minutes of the OG Meetings are in the deep dives of this report.

Planned work

- As the OG becomes more established we will look at the areas where positive change can be made through their support.

Achieve by 2025: [On Target](#)
[You can read the meeting minutes here](#)

4 President Updates

4.1 General Update

Taylor Edwards resigned as President of Education and Representation with effect for Friday the 21st of March. Due to the elections for the new FCSA President team being underway we are not directly replacing Taylor for the remainder of this term. Instead, we will recruit students as FCSA Campus Assistants to help us deliver existing work and engage with our students.

4.2 Kayleigh Gallacher

Due to Taylor's resignation much of Kayleigh's work has focussed on covering ad-hoc student issues and FCSA events to minimise disruption to the student experience.

This has included:

- Chairing Class Rep Meetings
- Delivering Re-Freshers activities
- Providing guidance to potential President Candidates

- Supporting the College's work towards the Emily Test Charter

Kayleigh has also officially launched 'Breathing Spaces' on the Dunfermline and Kirkcaldy campuses. Kayleigh hopes that these spaces will give students a quiet space to relax and regain their focus during their college days.

[You can read Kayleigh's full update here](#)

4.3 Taylor Edwards Handover report

4.3.1 'I pledge to ensure that the attendance policy is used to achieve rather than added pressure to students that may be struggling'

Since the start of the academic year started the attendance team have been using the term "check ins" rather than stages, this was a decision that was discussed with myself and the attendance team during the summer, this is to create a more supportive outlook on the students instead of a state of panic.

4.3.2 'I pledge that I will bring more inclusivity in the canteen for the students that have allergies'

There have been some improvements for the menus and food served in the college. There are iPads that show nutrition and allergen details and there are more options for the free breakfast and lunch. At the time of the writing, the college is now currently looking to re-tendering for the catering services and the Bid will be out to tender soon. There still is a lot to improve with the canteen especially for more options for allergies and more healthy options, we are still looking to make the canteen cheaper and also having better vending machines and to bring the vending machines back in Levenmouth.

4.3.3 'I pledge to reduce the stress of travel for students by improving college timetables and public transport links to ensure students are not late'

From the start of my presidency, I have worked on this pledge. I have made travel vlogs, these including going to each campus from my house and also intercampus travel. These videos had talking segments, clips on the bus, time stamps, bus timetables and bus route maps. Recently I have had a meeting with Jim Metcalf and staff from stagecoach.

[You can read Taylor's full update here](#)

5 Work Towards the FCSA's Strategic Commitments and Aims

5.1 Representation

Class Representative registration and engagement numbers have risen this year. We believe this is in part an outcome of the improved clarity in the course tutor role, and a better understanding within the FCSA of effective processes and scheduling.

5.2 Learner Engagement

The College's Learner Survey 1 reports that 89.5% of respondents confirmed that they '[are] aware of the Fife College Students' Association (FCSA), who they are and what they do.

This is the third year where we have seen an increase under this metric as detailed in the table below

Response by Year	%age	Change
24/25	89.5	+2.3%
23/24	87.2	+2.2%
22/23	85.0	+13.7%
21/22	71.3	

We are supporting the college in the development of the Student Charter and will be facilitating a varied programme of engagement opportunities with our students to ensure the learner voice is evident throughout the charter.

5.3 Sustainability

Following a successful first year, where the FCSA were the top-rated organisation in the UK we are preparing our second submission to the Green Impact Student Union Awards.

6 Other Notable Items

6.1 The FCSA 24 Hour Fundraiser will take place on Friday the 21st and Saturday the 22nd of March in the Kirkcaldy campus.

Kayleigh Gallacher
FCSA President of
Wellbeing and Equity

Taylor Edwards
FCSA President of
Education and Representation

FCSA Sports and Active Campus Update

FCSA Sports

Introduction

Since January, 83 sessions of sport and physical activity have been attended by 422 participants. This number is down on 2024 (563) due to a period of staff absence.

New sessions starting this semester include Boxing and Walking.

On Wednesday 5th February, Fife College Men's Football Team were knocked out of the SSS Queen's Park Shield following a tough match against a strong Heriot Watt side. We look forward not to the SSS College National Finals on 24th April. Colleges across the country compete in badminton, basketball, football and volleyball at the Oriam. With 18 Active Campus Coordinators now in post, this is set to be the biggest National Finals yet.

2 E-bike Hire Scheme

Due to staff capacity and procedural changes, the availability of the hire scheme continues to be severely reduced. The FCSA continue to work towards a resolution and limited hires will resume from March 2025.

3 Projects and Placements

Rebecca continues to support 12 students, across Levels 6, 7 and 8 Sport and Fitness courses, as they deliver a range of in house and external projects.

In addition to this, Rebecca will supervise two King's Trust students on placement as part of their course.

4 FCSA 24 'Fun'draiser

2025's event will take place on Friday 21st March 2025, starting at 5pm. Planning is ongoing and the beneficiary of our fundraising efforts will be selected on Friday 28th, after staff and students were invited to nominate and those nominees added to a shortlist.

Activities will include physical and mental challenges (think Taskmaster, gameshow style!), video games, jigsaw and boardgames, Play in a Day, crafts and more to come. Sign-ups are open and staff are invited to get involved with their own projects during the event.

Community Development Coordinator Update

1. FCSA Societies

The FCSA Societies are consistently well attended, with a mix of regulars attending the weekly evenings, and individual groups meeting independently across the campuses. We are seeing an increase in students stress levels with assessment season approaching, so our societies are trending towards mindfulness activities and study support.

2. FCSA Re-Freshers

FCSA Re-Freshers took place during the last week of February within all five of the Fife College Campuses. We had 28 external organisations join us for the event all of whom shared resources, discounts, and opportunities for students to take advantage of. The event engaged with over 1 100 students and feedback was overwhelmingly positive, with students commenting on 'how much they enjoy the energy of campus on event days'.

3. Ask the Coouncil

The Fife Council Tennant Participation team and housing officers attend Re-Freshers Festival to deliver our annual 'Ask the Coouncil' campaign. This event focuses on delivering housing support and advice to our students and staff, providing face to face time directly with the housing team. The team answer as many of the queries as possible on the day and set up follow up appointments out with the event to extend support where needed.

4. Student work Placements

The FCSA hosted five Kings Trust students for their work placements during February. They were a great set of students who worked really well while supporting the delivery of FCSA Re-Freshers.

5. Green Impact Students Union

For our Green Impact Students Union submission, we have been collaborating with the School College Partnership Media course to develop a responsible alcohol campaign. The students on this course require a brief to complete and a 'client' to provide feedback, so the FCSA supporting the delivery of this for the third year.

We are also collaborating with Supported Programmes classes to support the delivery of bug hotels, seed growing projects, and biodiversity audits, all of which meets their course requirements while developing partnership work with the students.

The GISU toolkit is due to be submitted by the end of April with results being delivered in July.

6. FCSA End of Year Student Showcase and Awards

The FCSA End of Year Student Showcase is set to take place on Thursday the 26th June at the Carnegie Conference Centre between 3pm and 6pm. The event will showcase a variety of student work and allow our creative students an opportunity to promote their own businesses and creative work.

The FCSA and Fife College Awards will take place on Friday the 27th June at the Carnegie Conference Centre between 1pm and 5pm.

Board Report – Kayleigh Gallacher – President of Wellbeing and Equity February 25

1 Restriction of Pledge Work and Staff Shortages

As most will know we recently said goodbye to Taylor Edwards (our president of Education and Representation) and just in the same week, lost another member of the FCSA.

We are now down to only four members of the team including myself, and due to staff shortages it has been an incredibly difficult time for all of us involved.

There has been a lot of stress surrounding this situation and I am currently finding it extremely difficult to carry out my pledge work as there are other things that take priority in the FCSA such as, class rep meetings, Long re-freshers days, student issues, class talks, covering clubs and societies, current running campaigns and taking on work that has been passed over by those who have left us, as well as my commitments to committee's and working groups. Every member of the team is working hard to make things work, however it is obvious that this is affecting my ability to progress with all pledge

work, which has caused a lot of concern for me in regards to moving forward with a lot of my work which is also causing strain on other members of staff I have been working alongside.

2 Re- Freshers

From the 25th to the 27th of February, the FCSA held our annual Re-Freshers fest. During this time Kayleigh led the Glenrothes campus freshers, having four King's Trust students on placement to help her. The day was a great success where we spent time out talking to students, informing them about the FCSA and college departments and also spreading awareness of the Emily Test Charter to tackle gender-based violence.

Unfortunately, our big 90's Night was cancelled due to unforeseen circumstances regarding the Adam Smith theatre. However, this gave Kayleigh an opportunity to get out talking to students by creating a temporary tattoo station with the resources we had for the night out! This was wildly popular and gave Kayleigh a place to encourage students to express themselves using art and also spread awareness of the FCSA and what we can offer to our new start and existing students.

All in All, Re-freshers was a success. We hope the students enjoyed it as much as we did!

3 Campus Gym

Due to the campus Gym in Kirkcaldy being closed Kayleigh has received a lot of concern from both staff and students about why this has been closed and how we can get this back open. Kayleigh worked closely with the related department and the gym has been reopened quickly in a way that is safe for all users.

4 Breathing Spaces

Breathing spaces are ready to be officially launched on Monday 10th of Feb. These will be held in the Well-being hub on Kirkcaldy campus on Mondays, and the Dunfermline campus on Thursdays. Kayleigh hopes that this will aid students who need a quiet space so that they do not feel overwhelmed, can chat about any concerns/feelings they may be having and also learn about support on campus and with our external partnerships should they need it.

These will be held during lunchtime, and we have some very mindful unicorns for any attendees to colour in while they relax!

As time moves forward these will be looked at for our new DLC for any future presidents to take over and will also help with research when it comes to making sensory maps for the DLC and current campuses.

5 Emily Test Charter

Recently as a part of the ETC Working group, Kayleigh has been given the role of spreading awareness on campus and was tasked with distribution of flyers and quick guide leaflets for students to learn about Emily's Story, and things they can do to help us in ensuring our campus effectively tackles gender-based violence. Kayleigh and the Kings Trust placement students spent time putting these up around campuses and also distributed the quick guide leaflets to students during our Re-Freshers festival.

Kayleigh also has been working alongside other members of the Emily Test Charter group to ensure that our students are being kept safe when experiencing night life, by ensuring local business (bars/pubs etc) are following correct protocol when it comes to women and young people in danger.

Kayleigh Gallacher
President - Welfare & Quality

3rd March 2025

Taylor Edwards Board Update February 25

1 President of Education and Representation Pledges

- 1.1 *"I pledge to ensure that the attendance policy is used to achieve rather than added pressure to students that may be struggling"*

Since the start of the academic year started the attendance team have been using the term "check ins" rather than stages, this was decision was discussed with myself

and the attendance team during the summer, this is to create a more supportive outlook on the students instead of a state of panic.

1.2 "I pledge that I will bring more inclusivity in the canteen for the students that have allergies"

2024-25 new academic year there has been some new improvements for the menus and food served in the college there are iPads that show nutrition and allergen details and there are more options for the free breakfast and lunch as the time of the writing this February the college is now currently looking to re tendering for the catering services and the Bid will be out to tender soon. There still is a lot to improve with the canteen especially for more options for allergies and more healthy options, we are still looking to make the canteen cheaper and also having better vending machines and to bring the vending machines back in Levenmouth.

1.3 "I pledge to reduce the stress of travel for students by improving college timetables and public transport links to ensure students are not late"

From the start of my presidency, I have worked on this pledge. I have made travel vlogs, these including going to each campus from my house and also intercampus travel. These videos had talking segments, clips on the bus, time stamps, bus timetables and bus route maps. Recently I have had a meeting with Jim Metcalf and staff from stagecoach.

Taylor Edwards
21st February 2025

Lead and Digital Engagement Update

Due to reduced staffing we are currently unable to provide an overview on our engagement work.

MINUTES

Meeting: Oversight Group
Date: Thursday 6th March 2025
Location: Microsoft Teams

In Attendance: Eliza Waye (Chair), Ben Kinross, Craig Walker

Apologies: Evelyn McPhail, Pamela Dobson

1.0 FCSA Reports Overview

1.1 Staffing

Taylor Edwards, President of Education and Representation has secured employment out with Fife College therefore Taylor resigned from their position on 21st February 2025.

Jennifer Ritchie, Lead Engagement Co-ordinator, has also left their role due to health issues however, at present, Craig is currently working alongside Fife College to find Jennifer a suitable role elsewhere within the college. Jennifer is a great worker however this role was felt to be the wrong fit for her.

Unfortunately, with there being no opportunity to backfill Jennifer's role and redeployment taking up to 4 months, a new employee would likely be able to start around September.

Discussion was had around ringfencing Taylor's money and designating this to something else to help alleviate FCSA staff pressures. Craig advised that a few Talent Agency students who cross over in to Youth Theatre are able to assist with some tasks where appropriate ie manning stalls and distributing flyers and is hopeful that he can recruit a few more students in the coming weeks.

1.2 Student Awareness

Craig reported that student awareness has increased again this year with 89.5% of respondents confirming they are aware of Fife College Students Association and what they do. Craig advised that the effort the team has been putting in has been fantastic and are really pleased with the results.

Discussion was had around how this can be benchmarked against other Student Associations. Craig advised that as this is a College internal survey (Learner Survey 1) there won't be the opportunity to do that however in the next survey, the SFC has a question that asks about student unions and associations.

1.3 Health & Wellbeing

TOIL balances were discussed with Craig highlighting that staff sickness has resulted in staff members covering other work therefore giving higher TOIL balances than normal.

Going forward, Eliza suggested added the number of instances alongside the number of days when recording staff sickness.

Craig advised he will be taking some leave in May and July which will significantly reduce his holiday balance. The new president team will be in place by then also. The holiday year runs from September to end of August.

Action: Craig to add number of instances of absence to Manager's report.

1.4 Finances

Craig reports that finances are on track with just over £10k left for the year. Money is being spent on election merchandise with no expectation to go over this limit at all. More money was spent at Freshers with the plan being to move that from the reserve account however, fortunately this has not been required.

Craig explained that while they have scaled back on the number of tasks the FCSA is handling, the increasing awareness of the FCSA from students has led to bigger expectations.

1.5 Forward Planning – Staffing / MA's

Discussion about the possibility of incorporating staffing changes into the FCSA internal KPIs and whether it would be helpful to speak with Fife College about the predictable loss of staff between January and May. The focus would be on what forward planning can be done or if there is potential to address this issue.

Craig advised that this can be done next year, but not this year due to a significant decline in class rep attendance and engagement. The issue is that one of the staff members who left was not effective at tracking either of these areas.

Ben noted that the idea of introducing a Modern Apprenticeship in Youthwork would likely have an impact on the January to March staffing changes and make a difference. Craig will speak with the College regarding this as the college is keen on MA's and it could be an affordable option too. All National Occupational Standards for Community Education would be able to be met if placements were offered in a college student union.

Action: Craig to reach out to Ross Martin and other Colleges re placements and accreditation for HE Community Education Courses

1.6 Sports and Active Campus

No issues to report here. Numbers are down a little however this was due to Rebecca being absent for 5 weeks due to illness.

More work is being done with empowering student coaches which enables coaches to do with Rebecca being left to facilitate the bookings of spaces etc.

Due to staff capacity and procedural changes, the availability of the hire scheme continues to be severely reduced and looking unlikely to be relaunched unless we find a student who can be PVG checked and can be the 'Cycle Champion'.

The Fundraiser will take place on 21st March with the proceeds going to the Health and Wellbeing fund. The finance department have advised that funds cannot be collected through Go Fund Me or similar.

Action: Ben to speak with other Student Association's regarding Fundraising monies

1.7 Student Presidents / Pledges

Kayleigh's pledge was initially quite broad, making it difficult to provide evidence of progress. However, recent work, including Emily Test group meetings and refreshers, has helped demonstrate progress toward fulfilling her pledge.

The retendering process for the canteens and facilities is still ongoing. Taylor did well to initiate and activate this early.

1.8 Community Development

Jade has been absent from work due to illness with Craig giving an update on Jade's behalf. Jade has been supporting ReFreshers and more recently supporting King's Trust placements and supporting the Election campaign. 16 students have enquired about the elections with 5 who have been FCSA for the day and hopefully some of these will transpire in to a submission. This is the first year that there has been an increase in international students taking an interest in it which is really positive.

FCSA will be hosting NUS conference in April and will try to get the SSS conference for the following year.

2.0 Any Other Business

2.1 Membership Services

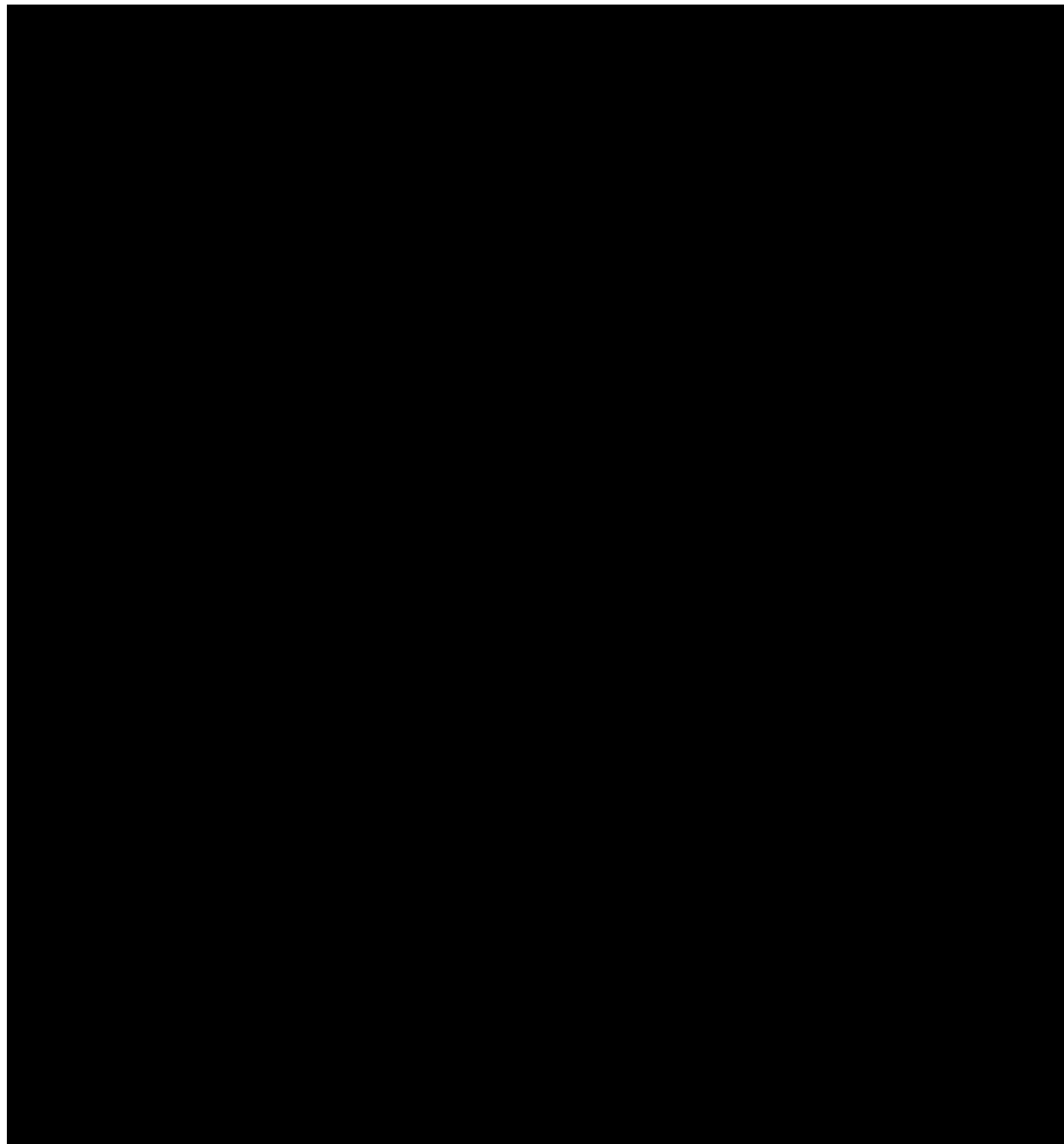
Ben advised Membership Services is an event that runs each year. This is the conference for staff working in clubs and societies, advice, student reps, democracy, governance, campaigning – anything within membership services and the delivery and management of those services.

This is the perfect opportunity to highlight some of the best practices the FCSA has been involved in. It also provides a chance to discuss cultural shifts—such as the values we uphold and the changes we want to make—without incurring additional costs. Ben also suggested inviting someone from Fife College to co-present a workshop.

2.2 Date of Next Meeting

The date of the next meeting will be Thursday 29th May.

Chair's Updates	
Date of Meeting:	27 March 2025
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
Strategic Risk(s):	All
Publicly Available:	No
Author Contact Details:	David C Watt; davidwatt@fife.ac.uk
Date of Production:	14 March 2025



Board of Governors

Update on Governance Related Matters	
Date of Meeting:	27 March 2025
Purpose:	To update Board members on governance related matters as required.
Intended Outcome:	To approve name changes and a 2025-26 meetings schedule; to note other items.
Paper Submitted by:	Penny Davis, Governance Board Secretary
Prior Committee Approvals:	N/A
Board Impact from Decision:	To ensure appropriate 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
Strategic Risk(s):	BOG2 – There is a risk of being unable to clearly measure impact because we have not adequately defined our success metrics, resulting in reliance on anecdotal evidence.
Publicly Available:	Yes, subject to Board approval.
Author Contact Details:	Penny Davis pennydavis@fife.ac.uk
Date of Production:	18 March 2025

FIFE COLLEGE BOARD OF GOVERNORS

Update on Membership and Governance Related Matters

1 Introduction

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

2 Board Calendar 2025-26

A calendar has been drafted on basis of the Board's planning and approvals requirements and is attached as an appendix to this report. Days of the week and times have been aligned to current arrangements. There have been a few changes from last year, outlined below. The Chair's Committee has reviewed and agreed the calendar for recommendation to the Board.

- a) All committees have been aligned to the quarterly Board cycle, ie, they are all scheduled to meet four times a year and to meet prior to the Board to allow for matters to be reported or approvals to be sought as appropriate.
- b) Audit & Risk Committee has been scheduled to meet after the other committees to allow for consideration of any items impacting on risk management arrangements or otherwise requiring ARC review before the Board.
- c) Chair's Committee, whether or not it is reconfigured as two distinct committees meeting side-by-side, may require more flexibility than other committees to respond to matters such as severance or board member recruitment over the course of the year; it may also choose to cancel a scheduled meeting where it does not have business.

3 Trade Union Board Members

The local Unison branch issued a call to members in January 2025 for nominations for a new Support Staff TU Member to join the Board. Unfortunately, no nominations were received. A further call for nominations will be issued at a suitable juncture.

4 Committees

The configuration of the Chair's Committee has been reviewed and a separate paper is on the March Board agenda seeking approval of a revised structure and remit, further to Committee review and approval on 4 March 2025.

As the College enters a new phase with completion of the new campus development, the Board may wish to consider a wider review of its Committee structure and remits in due course.

3 External Effectiveness Review

The Chair's Committee has agreed a panel to be chaired by Evelyn McPhail (Depute Chair) and to include Mike Boyle (Senior Independent Member) and Jacqui Hepburn to consider potential reviewers. The panel will bring back a recommendation to the June Board for approval with a view to undertaking the review in the autumn.

4 Changes of Name

- 4.1 The Academic Quality Committee discussed what would be the most appropriate name for the Committee at its meeting on 11 February 2025 and agreed to recommend to the Board that its name be changed to Academic Standards Committee.

- 4.2 The New Build Project Board met on Thursday 2 February 2025 and agreed to recommend to the Board that the College campus forming part of the overall Dunfermline Learning Campus be named Dunfermline City Campus.

6 Recommendations

The Board of Governors is invited to:

- note the updates provided;
- approve the 2025-26 calendar of meetings (attached as an appendix);
- approve the new name of Academic Standards Committee;
- approve the new name of Dunfermline City Campus.

DRAFT Board and Committee Calendar 2025-26**Chair's Committee (including Governance, Nominations and Remuneration)**

Date	Time	Venue
Monday 8 September 2025	3.30pm – 5.30pm	Microsoft Teams
Thursday 13 November 2025	3.30pm – 5.30pm	Microsoft Teams
Tuesday 10 March 2026	3.30pm – 5.30pm	Microsoft Teams
Tuesday 2 June	3.30pm – 5.30pm	Microsoft Teams

People and Culture Committee

Date	Time	Venue
Thursday 4 September 2025*	3.30pm – 5.30pm	Microsoft Teams
Tuesday 11 November 2025	3.30pm – 5.30pm	Microsoft Teams
Thursday 26 February 2026	3.30pm – 5.30pm	Microsoft Teams
Thursday 14 May 2026	3.30pm – 5.30pm	Microsoft Teams

*Joint People and Culture Committee meeting with Academic Quality Committee

Audit and Risk Committee

Date	Time	Venue
Thursday 11 September 2025	3.30pm – 5.30pm	Microsoft Teams
Thursday 27 November 2025*	2pm – 3.15pm	Microsoft Teams
Tuesday 17 March 2026	3.30pm – 5.30pm	Microsoft Teams
Tuesday 9 June 2026	3.30pm – 5.30pm	Microsoft Teams

* Annual private pre-meeting with external and internal auditors at 1.30pm

Joint Audit and Risk and Finance, Commercial and Estates Committees

Date	Time	Venue
Thursday 27 November 2025	3.15pm – 4.00pm	Microsoft Teams

Finance, Commercial and Estates Committee

Date	Time	Venue
Tuesday 9 September 2025	3.30pm – 5.30pm	Microsoft Teams
Thursday 27 November 2025	4.00pm – 5.30pm	Microsoft Teams
Tuesday 3 March 2026	3.30pm – 5.30pm	Microsoft Teams
Wednesday 27 May 2026	3.30pm – 5.30pm	Microsoft Teams

Academic Quality Committee

Date	Time	Venue
Thursday 4 September 2025*	3.30pm – 5.30pm	Microsoft Teams
Tuesday 18 November 2025	3.30pm – 5.30pm	Microsoft Teams
Tuesday 24 February 2026	3.30pm – 5.30pm	Microsoft Teams
Wednesday 27 May 2026	3.30pm – 5.30pm	Microsoft Teams

*Joint People and Culture Committee meeting with Academic Quality Committee

Board of Governors

Date	Time	Venue
Thursday 25 September 2025	3.30pm – 6.30pm	TBC
Thursday 11 December 2025	3.30pm – 6.30pm	TBC
Thursday 26 March 2026	3.30pm - 6.30pm	TBC
Thursday 18 June 2026	3.30pm - 6.30pm	TBC

Board of Governors: Development Day

Date	Time	Venue
Tuesday 4 November 2025	9am – 5pm	TBC

Board of Governors: Strategy Day

Date	Time	Venue
Tuesday 12 May 2026	9am – 5pm	TBC



Chair's Committee Reconfiguration	
Date of Meeting:	27 March 2025
Purpose:	To propose a reconfiguration of the current Chair's Committee to create a distinct Nominations Committee and Remuneration Committee.
Intended Outcome:	Board approval.
Paper Submitted by:	Penny Davis, Governance Board Secretary
Prior Committee Approvals:	Chair's Committee approved 04.03.25
Board Impact from Decision:	Clearer representation of the Board's functions and responsibilities in its committee structure; clearer compliance with governance framework.
Financial Health Implications:	N/A
Learner Implications:	N/A
Equality and Diversity Implications:	N/A
Risks Assessed:	The proposed change would strengthen governance arrangements, and mitigates the risk of non-compliance with the Code of Good Governance and SFC guidance.
Publicly Available:	Yes, subject to Board approval.
Author Contact Details:	Penny Davis pennydavis@fife.ac.uk
Date of Production:	11 March 2025

BOARD OF GOVERNORS OF FIFE COLLEGE

Chair's Committee

Committee Terms of Reference

1 Introduction

The Chair's Committee considered a proposal at its meeting on 4 March to reconfigure the current Chair's Committee as a separate Nominations Committee and Remuneration Committee, which have distinct functions within the Board's regulatory framework and are subject to conflicting guidance relating to membership and chairing. (The Board Chair is normally chair of the Nominations Committee but may not chair the Remuneration Committee; the Remuneration Committee normally comprises non-executive members whereas the Nominations Committee may have other members.)

Committee members also discussed expansion and clarification of the Remuneration Committee remit.

The attached terms of reference capture Committee

It is not proposed to change the membership of the committee(s) at this juncture, however, while it is helpful to have a remuneration committee comprising only non-executive members (the Code of Good Governance requires such a committee for setting the Principal's remuneration), a Nominations Committee could include members who are not non-executives.

The two committees could continue to meet side by side on the same date but have distinct agendas and minutes.

2 Recommendation

Members are invited to consider the proposed amendments to structure and remit with a view a recommendation being made to the Board on 27 March 2025 for approval.

BOARD OF GOVERNORS**Nominations Committee Terms of Reference****1.0 Overall Purpose**

The purpose of the Committee is to fulfil the duties of a Nominations Committee as described in the Code of Good Governance and the Ministerial Guidance on College Sector Board Appointments, to oversee procedures and advise the Board in relation to appointments, including succession planning, as well as Board induction, training and development, and annual evaluation arrangements.

2.0 Authority

2.1 The Committee is authorised to undertake activities as set out in these terms of reference and any other activities that may be delegated to it by the Board.

2.2 In discharging its duties, the Committee is authorised to obtain external professional advice or secure the attendance at a meeting of anyone whose knowledge or expertise it considers appropriate.

2.3 Any amendments to these terms of reference will be approved by the Board.

3.0 Membership, Meetings and Attendance

3.1 The Nominations Committee will have a minimum of four members, including the Board Chair and Depute Chair, and the chair of each of the Board's committees.

3.2 The period of members' appointment will last from their date of appointment until the earlier of: the end of their current period of appointment as a Board member; a date determined by the Board.

3.3 The Board Chair will be the Chair of the Committee. If the Board Chair is unavailable to chair any meeting of the Committee, members present will elect a chair of the meeting from among themselves.

3.4 A quorum will comprise 50% of the total membership of the Committee.

3.5 The Principal 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.

3.6 The Secretary to the Board will be secretary to the Committee.

3.7 The Committee will meet a minimum of twice per year and will normally meet on a quarterly basis, in accordance with the cycle of meetings of the Board and its committees.

4.0 Remit and Duties

4.1 Board Appointments

The Committee will:

- a) Ensure that all recruitment and appointment processes are conducted in accordance with current Ministerial guidance.
- b) Review the membership of the Board and its committees (including skills balance, tenure and diversity) at least annually and as required for any recruitment round, and make any recommendations to the Board as required.
- c) Undertake succession planning, taking into account the challenges and opportunities facing the region, the future skills needs of the Board, and diversity succession planning requirements.
- d) Oversee arrangements for the recruitment of new non-executive board members, ensuring a fair, open and merit-based process and that all appointments are made in a manner which encourages equal opportunities.
- e) Oversee arrangements for the extension of non-executive board members' appointments, where appropriate, at the end of their first term of office.
- f) Make recommendations to the Board to approve:
 - i. Non-executive appointments and extensions of appointments (subject to Ministerial approval) including term of office.
 - ii. Arrangements, as required, for the nomination or election of staff, student and trade union board members.
 - iii. The terms and conditions of appointment for board members.
 - iv. Membership of committees.

4.2 Induction, Training and Development

The Committee will:

- a) Ensure that appropriate induction arrangements are in place for the all new board members.
- b) Oversee development planning and monitor progress against the Board's development plan throughout the year.

4.3 Annual Evaluation

The Committee will:

- a) Oversee arrangements for the Board's annual self-evaluation process.
- b) Oversee arrangements for an externally facilitated effectiveness review every 3-5 years.

3.4 Committee Evaluation

- a) The Committee will review its performance annually and agree an annual report to the Board.

3.5 Reporting to Board

Committee minutes will normally be shared with the Board at its next meeting.

BOARD OF GOVERNORS**Remuneration Committee Terms of Reference****1.0 Overall Purpose**

The purpose of the Committee is to determine the remuneration of senior staff (Principal, Deputy Principal and Assistant Principals) and to ensure appropriate arrangements are in place for reviewing the performance of those postholders. The Committee must also retain oversight of organisational strategy and policy relating to pay and performance, and fulfil the Board's duties in respect of voluntary severance schemes and settlement agreements.

2.0 Authority

2.1 The Committee is authorised to undertake activities as set out in these terms of reference and any other activities that may be delegated to it by the Board.

2.2 In discharging its duties, the Committee is authorised to obtain external professional advice or secure the attendance at a meeting of anyone whose knowledge or expertise it considers appropriate.

2.3 Any amendments to these terms of reference will be approved by the Board.

3.0 Membership, Meetings and Attendance

3.1 The Remuneration Committee will have a minimum of four members, including the Board Chair and Depute Chair, and the chair of each of the Board's committees.

3.2 The Depute Chair will be the Chair of the Committee. If the Depute Chair is unavailable to chair any meeting of the Committee, members present will elect a chair of the meeting from among themselves. The Board Chair may not, however, chair meetings of the Remuneration Committee.

3.3 A quorum will comprise 50% of the total membership of the Committee.

3.4 The Principal 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.

3.5 The Secretary to the Board will be secretary to the Committee.

3.6 The Committee will meet a minimum of twice per year and will normally meet on a quarterly basis, in accordance with the cycle of meetings of the Board and its committees.

4.0 Remit and Duties**4.1 Senior Staff**

When determining the remuneration of senior staff, the Committee will consider Public Sector Pay Policy, to which it must have regard, and ensure its decisions are consistent with any organisational pay and reward strategy. It may also take account, where relevant, of National Bargaining outcomes and other data available from the sector or elsewhere.

Senior Staff Appointments

The Committee will:

- a) Ensure appropriate succession planning arrangements are in place for senior staff.
- b) Oversee recruitment arrangements for senior posts.
- c) Determine the salary and terms and conditions for new appointments to senior posts.
- d) Recommend senior staff appointments to the Board for approval.

Senior Staff Performance and Remuneration

The Committee will:

- e) Determine the remuneration of the Principal, Depute Principal and Assistant Principals on an annual basis.
- f) In determining remuneration, take account of
 - feedback from the Chair on the performance of the Principal against objectives and any key performance indicators; objective setting and appraisal of the Principal should be conducted by the Chair;
 - feedback from the Principal on the performance of other senior staff against objectives and any key performance indicators; objective setting and appraisal of other senior staff whose salary reviews fall within the Remuneration Committee's remit should be in line with the executive structure.
- g) Receive a report annually on the continuing professional development of senior staff.

4.2 Remuneration Strategy and Policy

The Committee will:

- a) Approve organisational strategy and policy relating to remuneration and reward.
- b) Monitor the implementation of any organisational pay and reward strategy.

4.3 Severance Arrangements

When considering and approving severance arrangements, the Committee will ensure compliance with Scottish Funding Council guidance and thresholds and will consider organisational workforce strategy, risk and external factors as appropriate.

The Committee will:

- a) Approve the terms of any staff voluntary severance scheme prior to submission of the business case to the Scottish Funding Council for final approval.
- b) Monitor progress with the implementation of schemes within the planned payback period.
- c) Determine the outcome of any voluntary severance scheme applications submitted by senior staff postholders, where relevant taking into account any recommendations made by the Principal.
- d) Approve the terms of any staff severance arrangements where a non-contractual financial consideration is proposed or where the proposed settlement falls outwith an existing, approved scheme, prior to submission of a business case to the Scottish Funding Council for final approval where appropriate.
- e) Monitor the number of staff severances approved where a contractual financial payment has been made

3.4 Committee Training and Evaluation

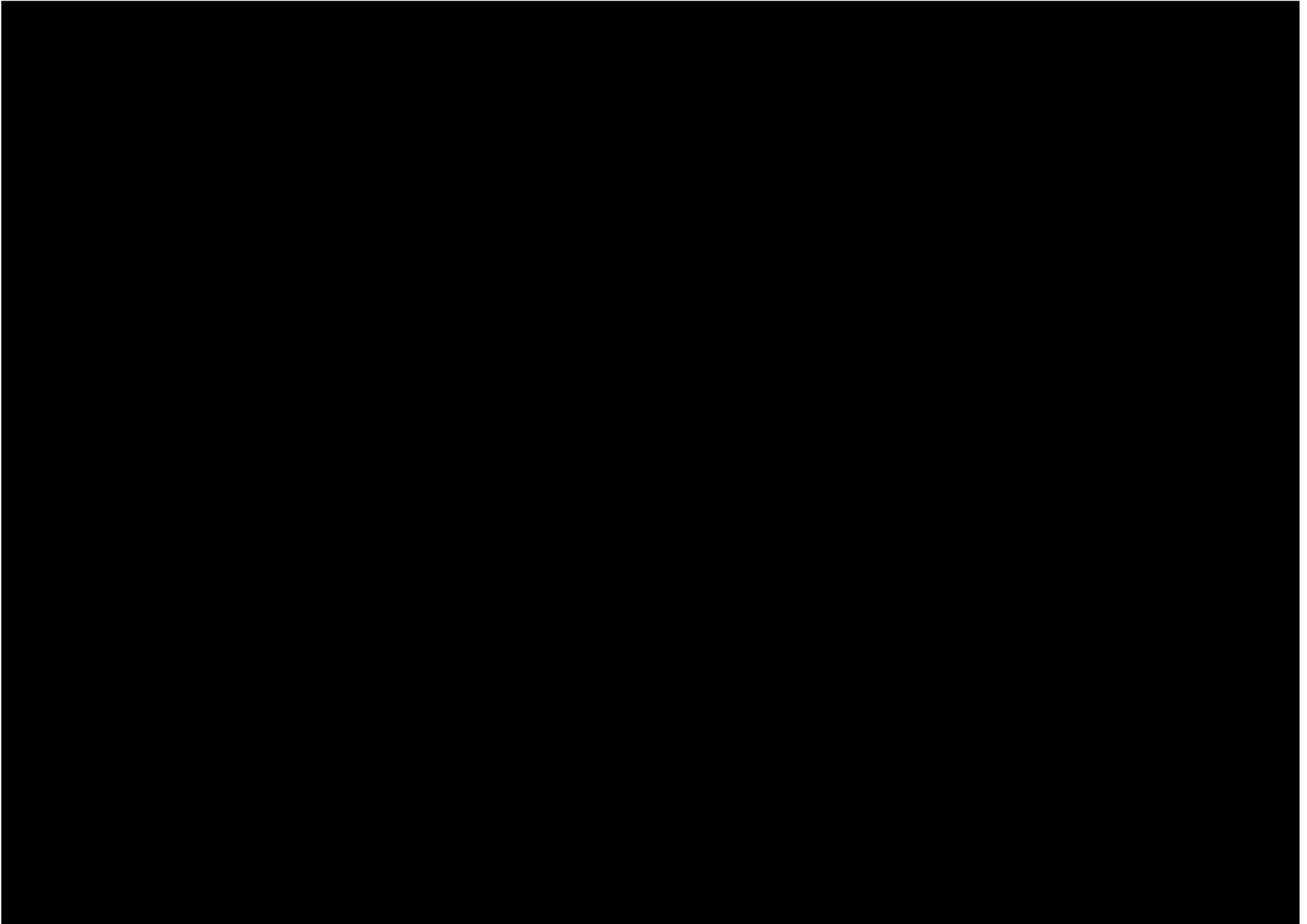
- a) Members of the Committee will complete the online remuneration committee member training module provided by College Development Network (CDN) within one month of appointment to the Committee.
- b) Members will refresh their CDN remuneration committee training after four years' service on the Committee, if not sooner.

- c) The Committee will review its performance annually and agree an annual report to the Board.

3.5 Reporting to Board

The Committee will report to each Board meeting relevant matters discussed and recommendations agreed.

Stakeholder Mapping	
Date of Meeting:	27 March 2025
Purpose:	To provide Board members with an overview of our stakeholders
Intended Outcome:	To note the stakeholder map
Paper Submitted by:	Iain Hawker, Assistant Principal Enterprise & Partnerships
Prior Committee Approvals:	N/A
Board Impact from Decision:	Assurance that the College has appropriately identified local, national and sector-wide stakeholders
Financial Health Implications:	N/A
Learner Implications:	N/A
Equality and Diversity Implications:	N/A
Strategic Risk(s):	All
Publicly Available:	No; FOI(S)A S:30 applies, Prejudice to the Effective Conduct of Public Affairs
Author Contact Details:	Iain Hawker iainhawker@fife.ac.uk
Date of Production:	6 March 2025



BOARD OF GOVERNORS OF FIFE COLLEGE

Links to Minutes

Audit and Risk Committee: [28 November 2024](#)

- The treatment of job evaluation funding in the accounts was not only a technical change but had substantial implications for the level of funding that may not be available in future and, therefore, for the budget and financial planning.
- The Internal Auditor reported that the Credits audit report was Satisfactory with respect to the relevant SFC guidance.
- The Internal Auditor reported that the Student Support Funds audit report was Satisfactory with respect to the relevant SFC and SAAS guidance
- The Internal Auditor reported that the EMA audit report was Satisfactory. Adequate processes and controls were in place and there was no material misstatement.

Finance Commercial and Estates Committee: [28 November 2024](#)

- Cost modelling was being progressed and the College was looking to appoint a Head of Commercial Activity to develop non-SFC income.
- A light Procurement and Commercial Improvement Programme (PCIP) audit was due soon; the College had received a Silver award from the last PCIP.
- Dunfermline Learning Centre - activity was proceeding on time and to budget; a fixed price had been agreed for construction and fittings/equipment.

Joint Audit and Risk Committee / Finance, Commercial and Estates Committee: [28 November 2024](#)

- Fife College had achieved a breakeven position at year end, but for job evaluation. Some colleges of comparable size are already reporting a deficit position.
- The reduction in funding amounts to £5.727 million annually, resulting in an increasing annual budget deficit year on year, with the College's year end cash balance falling into deficit in AY 2026/27.
- The External Auditor confirmed they were content with the presentation of data and management's approach to signposting impacts of the late change to the accounts direction.

People and Culture Committee: [4 February 2025](#)

- Change management training is in place for the Leadership Team as part of a wider development programme.
- PDR is also recognised as a priority given the shift required to improve capability and performance management across the organization and develop a culture of accountability linked to strategy.
- The relatively high figure for stress-related absence among managers relates to a heritage issue of there being too few front-line team managers across the College; the restructuring may improve this situation over the coming year.

Academic Quality Committee: [11 February 2025](#)

- The Committee agreed to recommend to the Board that its name be changed to Academic Standards Committee.
- The College is working to engage early to reduce the number of withdrawals due to non-attendance/inability to contact.
- College Leadership Team is working to improve performance on retention through a range of means including through JCC meetings, training and observation arrangements.

New Build Project Board

- [5 December 2024](#)
- [6 February 2025](#)
- [6 March 2025](#)