

## AGENDA

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A meeting of the Board of Governors will be held on Wednesday 29 September 2021 at 3.30pm. Please join via Microsoft Teams.

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 2.1 Previous Meeting: 23 June 2021 2.2 Extraordinary Meeting: 5 August 2021	Approve Approve	DCW DCW	
3	Matters Arising / Actions Outstanding	Note	DCW	3-4
4	Strategic Discussion: Coherence Review Response	Discuss	HH	
5	Principal's Update Report	Note	HH	
6	Business Report	Note	SD/DL/ SR	
7	Fife College Students' Association (FCSA) Update	Note	EW/NF	5-12
8	Strategic Risk Register 2021-22	Approve	SD	13-17
9	Three Year Financial Forecast	Approve	SD	
10	Update on Governance Matters	Approve	MP	18-22
11	Annual Reports from Committees			
	11.1 Audit and Risk	Discuss	SM	23-26
	11.2 Academic Quality	Discuss	SC	27-29
	11.3 Finance, Commercial and Estates	Discuss	JT	30-32
	11.4 People and Culture	Discuss	GD	33-35
	11.5 Chair's	Discuss	DCW	36-37
12	Performance and Effectiveness Review	Discuss	All	38-50
13	Board Updates (Questions only) <i>It will be assumed that these papers have been read in advance and they will not therefore be outlined at the meeting. Members will be invited to move to questions/discussions of any key points. This will free up time for Strategic Discussion.</i>			
	13.1 Chair's Updates	Note	DCW	51-52
	13.2 Dunfermline New Learning Campus: Progress Report	Note	SR	
	13.3 Summary of Committee Business	Note	Chairs	53-54



# Fife College

<b>No</b>	<b>Item</b>	<b>Action</b>	<b>Lead</b>	<b>Pages</b>
	13.4 Education Scotland Update	Note	DL	55-57
14	Review of Meeting	Discuss	All	N/A
15	Date of Next Meeting Wednesday 8 December 2021 at 3.30pm	Note	DCW	N/A

The Board Development Day will take place on Tuesday 2 November 2021



## 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	26.06.19	To arrange a briefing event for MPs and MSPs.	M Philp / D C Watt	TBC	Superseded. We have been taking and will continue to take a different approach to briefing individuals around the new campus and what we do. Update have been provided to the New Build Project Board on stakeholder engagement related to that project, and the Principal continues to meet local MPs and MSPs regularly. This will continue to be monitored and will evolve as face to face meetings resume
2	23.06.21	To circulate information on the developing approach for the Fife Partnership's "place based strategy" approaches.	G Mole / M Philp	23.07.21	Complete. Circulated link by email on 31.08.21
3	23.06.21	To approve the Draft Operational Plan 2021-22.	W Brymer	31.07.21	Complete
4	23.06.21	To approve the draft budget for 2021-22.	S Dunsmuir	31.07.21	Complete
5	23.06.21	To approve the Outline Business Case for submission to SFC by 30 June 2021.	S Reekie	30.06.21	Complete
6	23.06.21	To endorse the decision taken by the Chair's Committee to appoint new members and elect them to the Committees as detailed within the paper.	M Philp	01.08.21	Complete
7	23.06.21	To contact the Director: Governance and Compliance to express an interest in or to seek further information about any of the roles that are due to become available.	All Board Members	15.07.21	Complete and discussed at Annual Development Meetings

No	Date of Meeting	Action	Responsible	Deadline	Comment
8	23.06.21	To agree to the proposed format of meetings once social distancing restrictions ease.	M Philp	2021-22	Complete and ongoing
9	23.06.21	To approve the changes to the remits as detailed within the paper, and to the change of title of Health and Safety and Human Resources Committee to People and Culture Committee.	M Philp	01.08.21	Complete
10	23.06.21	To issue the link to the self-evaluation form for completion by members over the summer period.	M Philp	01.08.21	Complete
11	05.08.21	To approve the Full Business Case for submission to the Scottish Funding Council once the minor amendments suggested by the New Build Project Board had been made.	S Reekie	Sept 2021	Complete
12	05.08.21	To approve the appointment of the preferred contractor.	S Reekie	06.08.21	Complete

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

<b>Fife College Students' Association (FCSA) Update Report</b>	
<b>Date of Meeting:</b>	29 September 2021
<b>Purpose:</b>	To update members on the work of the FCSA against aims and commitments within the FCSA 2025 Strategic Plan and the work of the Student Presidents against their elected aims.
<b>Intended Outcome:</b>	To note the position.
<b>Paper Submitted by:</b>	Tali Fisher - President of Welfare and Equality / Emma Wallace - President – Education and Representation
<b>Prior Committee Approvals:</b>	N/A
<b>Board Impact from Decision:</b>	To become more aware of FCSA and student related priorities and issues, and to monitor progress and offer support to the FCSA in relation to Strategic Plan progress.
<b>Financial Health Implications:</b>	N/A
<b>Learner Implications:</b>	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
<b>Equality and Diversity Implications:</b>	N/A
<b>Risks Assessed:</b>	N/A
<b>Publicly Available:</b>	Yes
<b>Author Contact Details:</b>	Tali Fisher, <a href="mailto:nataliefisher@fife.ac.uk">nataliefisher@fife.ac.uk</a> Emma Wallace, <a href="mailto:emmawallace@fife.ac.uk">emmawallace@fife.ac.uk</a>
<b>Date of Production:</b>	17 September 2021

## 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 is reported to the college's Academic Quality Committee and an update will be provided at their next meeting in November 2021.

#### 2 President Updates

##### Emma Wallace –

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

Emma has been addressing all issues regarding the learning experience and making sure the right staff and contacts have been made. The biggest challenge right now is the government guidance, and not all students have returned to campus. The main priority currently is to ensure the students are getting most out of their course whether online or in person.

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

Emma has made connections with Tali, President of Welfare and Equality, to see how to collaborate on this pledge. Research has started on what services Fife College offer currently to students to help with their health and wellbeing.

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

Monthly updates have started to be published on social media so students can see what progress, tasks and events have taken place during the month. There has been some thinking about the accessibility of Question Time videos, which has been a challenge.

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

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

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

Research has started on what current learning resources are being used or offered, including online resources and in-person resources. Current challenge is working out whether in person workshops would be beneficial to students or if it would be better to focus on online resources due to blended learning.

### **Natalie Fisher -**

#### **Introduce Workshops on BSL and Deaf Awareness**

Tali is currently organising with DCS to set up the BSL taster session and Deaf Awareness workshops next year. Tali has completed quite a few videos of introduction to British Sign Language, deaf awareness and a brief video of best practice when working with a deaf person.

[\(more\)](#)

#### **Campaigns to raise issues and awareness**

Tali has been researching and gathering knowledge of how to plan a successful campaign to reduce barriers and diversity, aiming to combine this into one campaign. This included attending the campaign workshop with Shuwanna Aaron arranged by the FCSA team to improve her knowledge of delivering effective campaigns.

#### **Environmentalist President**

Tali collaborated with Greener Kirkcaldy, encouraging students to get involved with their event for COP26, A Line in the Sand, which will take place on 24 September 2021.

Tali had a conversation with Aramark about food waste, reusable cups and unclear signposting with bins and waste on campus. Aaron Muir, the Procurement manager, had a conversation with Tali about improving Catering Disposables and aiming to get rid of single use plastic.

#### **Mental Health and Accessibility Support**

Tali researched and emailed the guidance team and health and wellbeing advisor to gather information on their services. The team has various services available that are all widely accessible for students. They also promote the Student Health App. Therefore, Tali feels, at present, there is no need to lobby for any improvement with the guidance team's services. Due to this, Tali is currently looking into taking a different approach, perhaps helping students with anxieties and mental health issues relating to COVID19.

#### **Support for Housing and Financial Issues**

Tali plans to create infographics of facts on saving up money while being an eco-friendly student as a small campaign. Tali contacted student funding, and they are interested in collaborating on an event towards the end of the year to help students cope and find support after leaving college.

#### **Wellbeing Sessions**

Tali has agreed to combine forces with Kirsten and the FCSA team for the 'Wellbeing Wednesdays' project and sessions. Tali had a discussion with John Blakey who already has things happening to support students' wellbeing. Therefore, it makes sense for us to collaborate to give the best support for students.

### **3 Aim: By 2025, FCSA Sports will be an association in its own right.**

#### **Work done in Q1 2021**

- An interim constitution for FCSA Sports has been drafted and sent to Scottish Student Sport for feedback before being submitted to the FCSA Student Council for approval.
- We have introduced a new role of Sports Ambassadors to help develop extra-curricular sport clubs and physical activity opportunities within Fife College.
- We delivered a range of Summer Sessions for our students and the local communities to take part in a range of physical and wellbeing activities. [\(more\)](#)
- Fife College student Shannon Harris won a SSS Inclusive Sport Award. [\(more\)](#)

### Planned work

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

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

### Work done in Q1 2021

- With funding from the SFC and Fife College we have introduced a Community Development Coordinator position to lead on this work. Jade Burnett was appointed and took up the role on 1 July 2021. The position is currently funded until June 2023.
- From student feedback this year we have improved the FCSA Digital Office to become the FCSA Digital Campus. ([more](#))
- The FCSA has launched our 'Second Saturday Squad' which aims to engage students and staff in helping out in our local areas. The locations and activities we help out with are suggested via a public form. The first squad did a litter pick at Townhill Loch on 11 September 2021 with 15 volunteers, 13 adults and 2 children taking part. ([more](#))
- Members of the FCSA are now volunteering as members and advisors for a range of organisations including Scottish Student Sport, NUS, Dunfermline Advocacy, and the Intandem Project. ([more](#))
- We also recently supported crowd activities at the Kelty Coal Race.



Charlie and Jade with Gordon Brown and Alec Rowley

### Planned work

- The upcoming Awards night, and FCSA Phantasmagoria will provide real world work experience to a total of 58 students in Creative Industries courses which continue to be affected by a lack of opportunities.
- Voting is now open for the FCSA Charity of the Year after receiving 52 nominations from members of the public.

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

### Work done in Q1 2021

- The FCSA Board Update is now in this new format.
- We have now identified and streamlined a range of processes where we have been able to utilise digital functions to do so. This includes making better use of Sharepoint's in-built functionality.
- Following a successful year, the FCSA Digital Democracy functions will be adapted into the FCSA Constitution going forward. ([more](#))



### Planned work

- Dependent upon approval from the Student Council, the FCSA President roles will trial 30 hours per week as their full-time hours in Semester Two. ([more](#))

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

### Work done in Q1 2021

- The FCSA have met with the architect team to design the space that we will have in the new campus. We are also pleased to see the introduction of a large multi-use room for events.
- The FCSA made a successful case to expand the amount of sports and physical wellbeing facilities within the new build.
- The FCSA facilitated the Shared Learning Spaces project with University of Edinburgh, Woodmill HS, and St Columbas RCHS to enable school pupils to be involved with the design of the new campus. This project has now been completed and a report is available on request.

### Planned work

- We will continue to interact with the design team and relevant committees going forward, alongside engaging with our current cohort about their expectations for the new campus.

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

### Work done in Q1 2021

- Role profiles for the introductory Board and initial members will be submitted to the FCSA Student Council for approval in December. ([more](#))

### Planned work

- Following approval, we will act to recruit our initial members.

## **8 Commitment work not captured elsewhere Representation**

Class Representative registration is now open. All Class Reps that are registered by 9 October 2021 will be entered into a prize draw to win a prize for their whole class. We have further developed our online Class Rep Training with new videos being prepared by Emma and Gloria.

### **Learner Engagement**

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

### **Health**

The FCSA are working with Fife College to introduce Well-being Wednesdays, which will provide dedicated time for students and staff to take part in extra-curricular and CPD Activities. When the new calendar of meetings is being arranged we would like the Board to consider moving their meetings from a Wednesday to show their support for this campaign. [A fuller report on this is available here.](#)

Outdoor gym facilities have been (mostly) installed at Dunfermline Campus, these are for use by staff, students, and the wider community. We are still waiting on the arrival of the final piece of equipment, once installed these will be advertised for use.

## 9 Other Notable Items

We would like to offer double congratulations to Gloria Laurini. Gloria has completed her MA in Student Engagement in Higher Education from the University of Winchester. The FCSA and Fife College supported Gloria in completing this by allocating specific study times throughout the week and covering the cost of the degree.

Gloria has also secured a 12-month secondment to SPARQS (Student Participation in a Quality Scotland) as a Development Consultant, and joined their team at the beginning of September. We are currently recruiting Gloria's temporary replacement.

Additional congratulations to Kirsten Mullen. Kirsten was appointed as the new Chair for Scottish Student Athletics. Through this role, Kirsten will lead on the development of student athletics in Scotland alongside her development team.

## Deep Dives for September 2021

### Tali's BSL Pledge

As a BSL user, Tali aims to raise BSL and Deaf awareness among Fife College student and staff. In order to do this, she has created introductory BSL videos on FCSA YouTube and social media. Juls Dick, a staff member in the inclusion team, has also got involved. Lauren and Tali are also creating TikTok content with simple BSL signs to engage with students.

Tali has contacted a few organisations/charities to ask about BSL and Deaf Awareness workshops for students and lecturers. So far, Fife Deaf Communication Service have got in touch and are happy to offer BSL and Deaf Awareness sessions next year in February and March. Discussions are currently in progress to organise this for next year.

Tali has attended the BSL local plan meeting and is working with Michelle Sweeney (Inclusion team manager) to ensure students who are BSL users receive the proper support.

Tali has worked with Stuart McMillan to set up captions on every video on Fife College's Social Media to reduce barriers for Hard of Hearing and Deaf students. This has been successful and all of the videos are now accessible for students who use captions.

### FCSA Digital Campus

The Campus features an Information Desk for general enquiries and large announcements, the Health Hub for sports and physical activities, the Representation Office for our Reps and Officers, and the Societies and Events Group for our other extra-curricular events and competitions.

### Second Saturday Squad

Our new environmental campaign, the Second Saturday Squad will meet on the second Saturday of each month to do organised beach cleans, litter picking events, or other volunteering work in our local area.

The FCSA's Second Saturday Squad launched its first event on 11 September 2021 with 13 adult and 2 child volunteers who helped us clear 6 bags of rubbish from Townhill country park.

We log all of our events with the #CleanupScotland campaign by Keeping Scotland Beautiful.org. this allows us to register the kinds of rubbish we collect and include it in Scotland's national statistics. This allows National Environmental Campaigns to be able to better target where work needs to be focused.

Our next event will take place in Pittencrieff Park, we will meet near the Glen Pavilion. You can nominate an area for us to clean up and you are always welcome to attend.

<https://bit.ly/3qjClbJ>

### Intandem Project

The Intandem project is an organisation that partners volunteer mentors with children aged 8-14 who are looked after at home. The project aims to provide children and young people with a positive role model and weekly stability through the mentorship.

### 30 Hrs per week Project

Based on a growing evidence base that working 30 hours rather than 35 does not impact output and improves accessibility to work we will trial this with the Presidents. The President's remunerations will remain the same. Following Semester Two we will review the President's experiences of the new pattern and what adjustments we should make for long term.

### Digital Democracy

This includes the FCSA President Oversight Group and the FCSA Student Council. Rather than a live meeting, papers are posted to the digital channels, members get a few days to read these and submit questions, then a vote to approve is held a few days later (timings vary for the Oversight Group and Student Council).

This approach improves accessibility to the groups and the FCSA, in both allowing members to interact when they can and allowing a level of anonymity when raising questions or providing challenge.

The FCSA Financial Committee moved online in 2017 and was the basis for operation of the new groups.

We will review some in-person, non-democratic events to allow students to engage with the FCSA and College Executive when the time is appropriate. These will likely take the form of a Student Forum, which can raise issues to be considered by the Student Council.

### FCSA Introductory Oversight Board

Rather than attempt to install a full board immediately we aim to begin with four members as the introductory board who will help to define the role and responsibilities of the full board. The SA Framework documents set out a few of the functions that the Board should meet, however, we would want to ensure that these meet the needs of the FCSA and Fife College.

### Developments to Strategic Plan/ Well-Being Wednesdays

The FCSA Sports have planned their five-year Strategic Plan, and by 2025 FCSA Sports will be an association within its own right.

Through this plan, we aim to achieve the following key points:

1. Have a Sports Constitution.
2. Be able to offer regular physical activity and competition which members of Fife College will be able to easily recognise and signpost to.
3. Enable our students to succeed in competitions at national levels.
4. Grow the brand and build awareness of FCSA Sports as an entity.
5. Have a system in place for students that makes sport and physical activity more inclusive for students who struggle to engage in this, through initiatives such a social prescription.

This Strategic Plan will support our initiatives of introducing Well-Being Wednesdays, grow student participation, and help to ensure there is something on offer for all of our students.

By having designated time to run our well-being activities on Wednesday afternoons, this will contribute to a cultural change in the college for both staff and students. In line with this, the FCSA propose that future board meetings should not be scheduled on Wednesday evenings in order to promote and support this initiative. Alongside this, the FCSA have drafted a 5-year Student Mental Health Agreement.

Working towards this 5-year plan, we hope to establish Well-Being Wednesdays at the start of next academic term. The FCSA have launched sports ambassador, and inclusive sport ambassador roles for students to volunteer. These roles ensure that our students are leading the change and involved with this development of sport and physical activity. The FCSA have teamed up with the guidance department to purchase 50 semester gym memberships from Fife Sport Leisure Trust. We hope that this relationship will develop to ensure that our students have the best rates and can access facilities in Fife for reasonable rates. These purchased memberships will be provided to students on a case-by-case basis, primarily through the guidance department, these semester memberships will be provided to students for free where we feel that this will have an impact on their mental and physical health.

### FCSA Summer Sessions

Over the summer break, the FCSA hosted our first Summer Sessions, this was an opportunity for students to come along to college and take part in extra-curricular activities during the summer break. The sessions were led by the FCSA Interns who have been working with us since May as part of the Government Kickstarter Scheme. FCSA Sports hosted three of these sessions including Basketball, Badminton, and Volleyball. There was an average of 10 individuals at each of these sessions, including younger siblings of students, we hope that we will see some of these students join our FCSA Sports Clubs this academic year.

### SSS Inclusive Award

The SSS Inclusive Awards recognised individuals or clubs that made a significant effort to make their sport/club more accessible and available to everyone. We nominated Fife College Student, Shannon Harris, for this award through her work in setting up a walking group in Rosyth. We established links with Community Sports Hubs Fife, this has created links and pathways for students to be directly involved with and contribute to the success of the hubs. Shannon saw the walk leader course advertised in the FCSA Digital Office, and has since excelled in this role and went on to establish her own walking group in Rosyth. The FCSA and Fife College were proud to share this news and agree that Shannon was a very worthy winner of this award. By launching this new group, Shannon has provided a space for people to come together safely and be active. Whilst students were not allowed to be on campus, we were able to offer this opportunity to students and provide them with a space to take part in physical activity in a group setting. Shannon plans and leads the group on weekly walks and provides an inclusive environment for members of the community and students of Fife College to meet new people and get outside.

### Funding Applications

After a successful funding application through Energy Saving Trust Grant for electric bikes, we are in the process of reapplying for funding through this scheme. We will be applying for additional bikes through this scheme, these bikes will be adaptive bikes, and this will ensure that this scheme is as accessible and inclusive to all as possible.

Additionally, we have applied for funding through the Paths for All Grant for a Sustainable Travel Officer at the College. If successful, the inclusion of a sustainable travel officer will aim to address the barriers of accessibility for both staff, students, and the wider community. This will create a sustainable travel plan for the college, having an impact on our environmental responsibility, ensuring the most effective and efficient use of resources in our local community.



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

<b>Strategic Risk Register 2021-22</b>	
<b>Date of Meeting:</b>	29 September 2021
<b>Purpose:</b>	To present to Board Members the updated Strategic Risk Register 2021-22.
<b>Intended Outcome:</b>	The Board of Governors is invited to approve the Strategic Risk Register being monitored by the Audit and Risk Committee for 2021-22.
<b>Paper Submitted by:</b>	Susan Dunsmuir, Chief Financial Officer
<b>Prior Committee Approvals:</b>	Audit and Risk Committee
<b>Board Impact from Decision:</b>	To ensure that the top strategic risks have been correctly identified and to approve these for the year ahead. The Audit and Risk Committee will, at each meeting, review the controls in place for the top risks and give assurance to the Board that the risks are being appropriately controlled by Management.
<b>Financial Health Implications:</b>	N/A
<b>Learner Implications:</b>	N/A
<b>Equality and Diversity Implications:</b>	N/A
<b>Risks Assessed:</b>	N/A
<b>Publicly Available:</b>	Yes
<b>Author Contact Details:</b>	Susan Dunsmuir ( <a href="mailto:susandunsmuir@fife.ac.uk">susandunsmuir@fife.ac.uk</a> ) 01383 845 243
<b>Date of Production:</b>	14 September 2021

## BOARD OF GOVERNORS OF FIFE COLLEGE

### Strategic Risk Register 2021-22

#### Introduction

1. The Executive Team has reviewed the Strategic Risk Register for 2021-22 and presented this to the Audit and Risk Committee at their meeting on 9 September 2021. The Audit and Risk Committee are now recommending the approval of the Strategic Risk Register for 2021-22 to the Board of Governors for approval.

#### Changes to the Risk Environment

2. The Strategic Risk Register has been reviewed as at end August 2021 and an updated version of this is attached. Also attached is a dashboard report summarising where the risks are sitting, if there has been any movement since the previous report, and if we have any risks out with their tolerance level.
3. The summary below details where significant changes have been made that were highlighted and discussed at the Audit and Risk Committee:

#### **3.1 Change in risks since previous version**

##### **New Risks**

No new risks have been added to the register.

##### **Risk Descriptions**

There have been no changes made.

##### **Risks Removed**

There are no risks which have been removed from the risk register.

#### **3.2 Change in Net Risk Scores since previous version**

##### **Increased Net Risks**

One risk score has increased:

Risk (11) – The risk that we fail to take steps to maintain reliable IT infrastructure and to protect systems from attacks and misuse, possibly remotely over the internet. Steps may be technical or procedural in nature. Technical steps more easily addressed than procedural steps which require buy in from staff and learners across the College

- There has been a significant upturn in cyber incidents in the educational sector, with bad actors proactively targeting educational organisations using known vulnerabilities to gain unauthorised access. This significant increase in activity and more focused targeting is unprecedented and as such has prompted a revision to the likelihood score for risk 11 being raised.
- The College has significant mitigations in place to manage the risks associated with risk 11, including full multi-factor authentication deployment for privileged and staff accounts. The mitigations have been tested in both simulated and real scenarios and

have been shown to be effective. The impact rating for this risk therefore remains unchanged, however the gross and net likelihood rating has increased in line with the increase in activity we have detected.

### **Decreased Net Risks**

One risk score has decreased:

Risk (8) – The risk that we fail to achieve and grow commercial income in line with the five year financial forecast plans has decreased from 16 to 9. We have taken the decision to bring this risk back in line with tolerance due to the following:

- The commercial income outturn for 2020-21 has returned a positive variance to the target overachieving income by £478k.
- As the economy has started to reopen demand from employers to engage their training requirements have increased with significant activity underway with our client base to access our Flexible Workforce Development Fund (FWDF), Modern Apprenticeship and commercial offering.
- Our Modern Apprentice recruitment numbers with employers are currently projected to be over our contract target by 14%.
- Our five year financial forecast will be updated to reflect the current position and future targets for review/submission by the College Finance, Commercial and Estates Committee and SFC by mid-October 2021.
- We have increased the leadership capacity in support of business development and employer engagement to focus on increasing our relationships and activities with the private, public and third sectors to understand their future skills needs and to develop strong mutually beneficial relationships.
- This position will remain under review as we progress throughout the academic year.

### **Risk Scores out with Tolerance Level**

Two risks are out with tolerance:

Risk (7) – The risk of external political/funding/regulatory changes remains out with the tolerance level, due to the economic uncertainty around the ongoing and evolving guidance from SFC, Scottish Government and other regulators of our activities during the pandemic and economic recovery.

- While restrictions have eased across the country and our specific guidance from Scottish Government is high level with a focus on institutional responsibility for relevant risk assessments and appropriate mitigating actions, this position is being closely monitored by Scottish Government. Therefore, at this early stage within the reduced restrictions and the start of the academic year we remain cautious on reducing this risk and the monitoring thereof, while our focus remains on the health and safety of our staff and student as well as maintaining our services. We hope this position will continue to improve and the risk can be reduced for the next quarter.

Risk (11) – The risk that we fail to take steps to maintain reliable IT infrastructure and to protect systems from attacks and misuse, possibly remotely over the internet. Steps may be technical or procedural in nature. Technical steps more easily addressed than procedural steps which require buy in from staff and learners across the College

- Owing to the changes to the net risk scoring (likelihood increased to 3, from 2), risk 11 now falls out with tolerance (net risk score of 9 vs target of 6 or below).  
A project is underway to complete deployment of multi-factor authentication to learner accounts, with an expected completion date of December 2021. Once completed, all user accounts will be protected by multi-factor authentication and at that point the likelihood rating for risk 11 will be reviewed, with the expectation that it will revert back to a score of 2.

### **Recommendation**

4. Following this careful consideration and review, the Audit and Risk Committee would now like to present the Strategic Risk Register for 2021-22 to the Board for approval.

The Strategic Risk Register for 2021-22 is attached.

The Executive Team considers the Strategic Risk Register to be a live document, therefore will continue to review and update the risks each quarter to reflect the current position. Regular updates will continue be provided to the Audit and Risk Committee and Board of Governors where appropriate.

The Board of Governors is invited to approve the Strategic Risk Register for 2021-22. The Audit and Risk Committee will be reviewing the controls in place for the top risks and giving assurance to the Board that the risks are being appropriately controlled by management.



# STRATEGIC RISK REGISTER

## September 2021

### Overview

The following have been identified as the top strategic risks of Fife College for the reporting period up to September 2021. The colour status applied to each listed risk is based on the residual (Net) score applied within the top risk register maintained by the College.

#### RED Score

↔ (7) Risk of external political/ funding/regulatory changes

#### AMBER Score

↔ (1) Failure to implement effective financial planning and control regarding estates and achieve the estate strategy objectives in support of the strategic plan

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

↔ (3) Failure to make use of current and emerging technology effectively and to be in a position to continuously enhance digital capability and confidence to offer hybrid learning and teaching delivery modes expected by learners and all stakeholders and necessary to support sustained delivery

↔ (4) Failure to focus on wider wellbeing of staff and students

↔ (5) Failure to achieve student recruitment targets across GIA and Non-GIA income activity and to deliver relevant, inclusive and sustainable regional curriculum, including ensuring successful outcomes for all students

↓ (8) Risk that we fail to achieve and grow commercial income in line with the five year financial forecast plans

#### GREEN Score

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

#### RAG Key

↔ No score movement from last quarter

↑ Residual (Net) score increase from last quarter. Colour of arrow denotes the previous score colour

↓ Residual (Net) score decrease from last quarter. Colour of arrow denotes the previous score colour

▪ New Risk

‡ Combination of previously separate risks within the top risk register

↔ (9) Failure to achieve cohesive culture

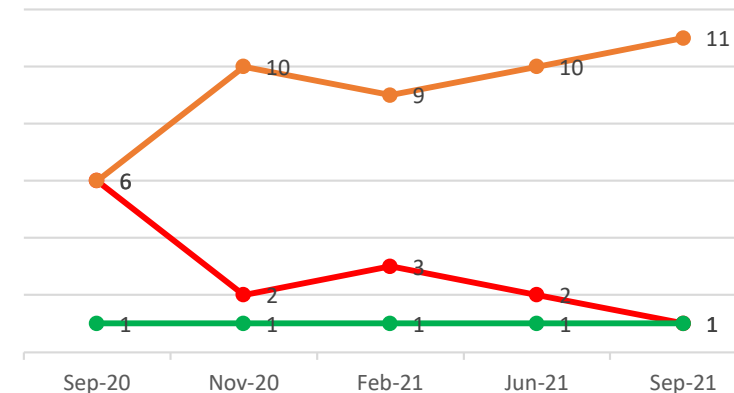
↔ (10) Failure to achieve positive and sustained transitions for students and to create attractive and motivating learning environment and conditions for progressive learner journeys

↑ (11) Failure to take steps to maintain reliable IT infrastructure and to protect systems from attacks and misuse, possibly remotely over the internet. Steps may be technical or procedural in nature. Technical steps more easily addressed than procedural steps which require buy in from staff and learners across the College

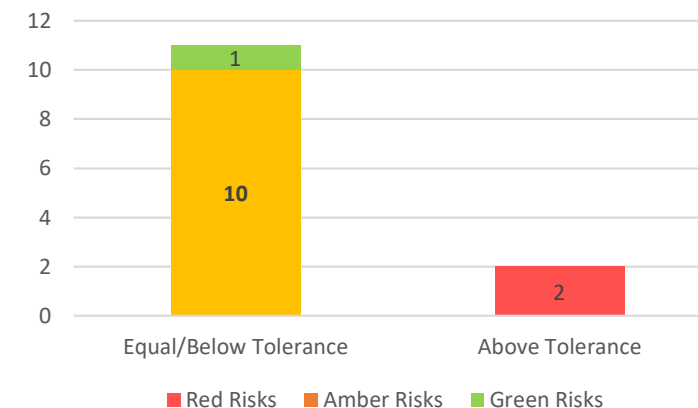
↔ (12) Failure to fully comply with statutory or regulatory requirements leading to a breach of legislation, resulting in legal action, a fine or another penalty against the College

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

#### Risk Movement



#### Risk Tolerance Summary





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

<b>Update on Governance Matters</b>	
<b>Date of Meeting:</b>	29 September 2021
<b>Purpose:</b>	To update Board members on membership and governance related matters.
<b>Intended Outcome:</b>	To note the updates and to approve the recommendations as outlined in the paper.
<b>Paper Submitted by:</b>	Marianne Philp, Director: Governance and Compliance
<b>Prior Committee Approvals:</b>	N/A
<b>Board Impact from Decision:</b>	To ensure good governance arrangements are in place in relation to all Board and Committee activity
<b>Learner Impact:</b>	N/A
<b>Financial Health Implications:</b>	N/A
<b>Equality and Diversity Implications:</b>	N/A
<b>Risks Assessed:</b>	N/A
<b>Publicly Available:</b>	Yes
<b>Author Contact Details:</b>	Marianne Philp; <a href="mailto:mariannephilp@fife.ac.uk">mariannephilp@fife.ac.uk</a> ; 01383 845009
<b>Date of Production:</b>	19 September 2021

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

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

#### **1 Introduction**

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

#### **2 Board Membership**

Since the last meeting, Patrick Carnie has tendered his resignation to the Board of Governors due to having insufficient time as a result of work demands. He has indicated a willingness and desire to support the College with regard to business engagement and other issues.

#### **3 Staff Board Member Positions**

Jen Anderson (non teaching staff Board Member) and Joseph Harney (teaching staff Board Member) have both resigned from their College posts and therefore also their Board positions.

In August 2021, all staff were made aware of the vacancies and staff were invited to submit nominations in accordance with the Election Regulations for the positions.

One nomination was made for the teaching staff member, and Lynn Davis was elected as a Board member for the period 15 September 2021 to 31 July 2024.

Four nominations were made for the on teaching staff member position. An election was therefore held and Drew Connelly was elected as Board member for the period 22 September 2021 to 31 July 2024.

#### **4 Committee Membership**

The Chair's Committee recently met and reviewed Committee membership for the period ahead as detailed in red font in Appendix 1. At the last Board meeting, a number of roles were also identified as vacant and members were invited to express an interest in these by contacting the Director: Governance and Compliance or discussing with the Chair at Annual Development Meetings. As a result, the following appointments are recommended by the Chair's Committee:

- Senior Independent Member – Evelyn McPhail
- Depute Chair: Audit and Risk Committee – Brian Fisher
- Depute Chair: Finance, Commercial and Estates Committee – Gordon Mole

#### **5 External Effectiveness Review: Progress with Action Plan**

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

#### **6 Recommendations**

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

- approve the recommendations made by the Chair's Committee to appoint members to Committees as detailed in Appendix 1 and to the various roles as outlined above
- endorse the appointments of the two staff Board member positions
- note the progress made towards the External Effectiveness Review Action Plan.

## BOARD OF GOVERNORS OF FIFE COLLEGE

### Committee Membership: Effective from 1 October 2021

Name	Academic Quality	Audit and Risk	People and Culture	Finance, Commercial and Estates	Chair's	New Campus Project Board
David C Watt (Regional Chair)	BI	BI	BI	BI	✓ (C)	✓ (C)
Tony Martin (Depute Chair)			✓ (DC)		✓ (DC)	
Shona Cochrane	✓ (C)				✓	
Garry Dickson			✓ (C)		✓	
Pamela Dobson	✓		✓			
Brian Fisher		✓ (DC)				✓
Evelyn McPhail (Senior Independent Member)	✓	✓				
Susan Mitchell		✓ (C)			✓	✓
Gordon Mole				✓ (DC)		
Samantha Mowbray		✓				
Zoe Thomson	✓ (DC)					
Jim Trail				✓ (C)	✓	✓ (DC)
Hugh Hall (Principal)	✓	BI	✓	✓	BI	✓
Drew Connelly (Non Teaching Staff)			✓	✓		
Lynn Davis (Teaching Staff)	✓		✓			
Tali Fisher (Student)			✓			
Emma Wallace (Student)	✓			✓		
Vacancy						
Phillip Thompson (CM)				✓ (CM)		
TOTAL						
Total Members	<del>6</del> -7	4	<del>5</del> 7	<del>6</del> 5 + 1 CM	6	5
Non Exec Members	3	4	2	3	5	4
Minimum required per remit	4	4	4	4	4	4

#### Key

C Chair                      DC Depute Chair                      CM Co-opted Member                      BI By Invitation

## FIFE COLLEGE BOARD OF GOVERNORS

### Independently Facilitated External Effectiveness Review: December 2020

#### [External Effectiveness Review Report](#) Action Plan: as at 19 September 2021

No	Actions	Date	Responsible	Progress
1	To review the format of the business report to include progress to date, target & variance, risk rating, management intervention (if required), outcome, timescale (rec 1, 4 and 8).	December 2021	Wendy Brymer / Executive Team	Good progress is being made and the new format will soon be circulated for comments. It is anticipated that the new format will be in place for the Board meeting
2	To update the Board paper template to include sections on Board impact from decision; financial health implications; and learner implications (rec 2 and 3).	December 2021	Marianne Philp / Executive Team	Complete
3	To document the existing arrangements in place to gather learner feedback and views (learner voice framework) and present this to the Academic Quality Committee (rec 6).	September-November 2021	Iain Hawker / Craig Walker / Lisa Calderwood / Sarah Kerr / Marianne Philp	This is in progress. Timescale adjusted to fit with the timing of Academic Quality Committee
4	To consider if further information on safeguarding would be useful to the Board or a Committee following on from the presentation on Safeguarding / Corporate Parenting in June 2021 (rec 7).	June 2021	Board	People and Culture Committee was satisfied that good arrangements are in place.
5	To pilot extending the Board's self-evaluation process to include the preparation of an annual reporting system back to the Chair's Committee and/or Board. This would demonstrate the value added by each Committee and its	May/June 2021 for reviews Sept 2021 for Committee review	Marianne Philp / Committee Chairs	This exercise has been piloted and is on today's agenda

No	Actions	Date	Responsible	Progress
	achievements over the year and may also incorporate areas for improvement (rec 10).			
6	To pilot the addition of an additional agenda item at all meetings reviewing how the meeting went and any improvements that could be made (rec 11).	September 2021	Marianne Philp / Committee Chairs	This item has appeared on all agendas for 2021-22
7	To undertake a review of our compliance with the (updated) Code of Good Governance and thereafter identify stretch targets to enhance Board oversight of key areas (rec 12, 5, 6, 7).	2021-22 (after updated Code is issued)	Marianne Philp / David C Watt / Executive Team	Updated code has not yet been issued
8	To periodically review the stakeholder map and stakeholder engagement and make recommendations as appropriate (rec 13).	December 2021	Hugh Hall / Sue Reekie / Executive Team	Not due yet



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

<b>Annual Reports from Committees</b>	
<b>Date of Meeting:</b>	29 September 2021
<b>Purpose:</b>	To provide an annual report to the Board summarising the work undertaken by each Committee over the past academic year and priorities for the academic year ahead.
<b>Intended Outcome:</b>	To note the content of the reports and to provide feedback to the Committee on the progress made.
<b>Paper Submitted by:</b>	Marianne Philp, Director: Governance and Compliance
<b>Prior Committee Approvals:</b>	N/A
<b>Board Impact from Decision:</b>	To be assured that each Committee is working within its levels of delegated authority and to be aware of the progress made and priorities identified.
<b>Financial Health Implications:</b>	N/A
<b>Learner Implications:</b>	N/A
<b>Equality and Diversity Implications:</b>	N/A
<b>Risks Assessed:</b>	N/A
<b>Publicly Available:</b>	Yes
<b>Author Contact Details:</b>	Marianne Philp; <a href="mailto:mariannephilp@fife.ac.uk">mariannephilp@fife.ac.uk</a> ; 01383 845009
<b>Date of Production:</b>	20 September 2021

## BOARD OF GOVERNORS OF FIFE COLLEGE

### Audit and Risk Committee

#### Annual Report to the Board of Governors: 2020-21

#### 1 Introduction

The Committee has met on 4 occasions during academic year 2020-21.

#### 2 Role and Remit of Committee

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

The Committee reviewed the remit on 3 June 2021 and is content that the remit is fit for purpose and remains unchanged.

#### 3 Membership and Attendance

Name	Status	Appointed	Attendance	
			Possible	Actual
Bob Black	Non Executive Member	10.03.14	4	4
Brian Fisher	Non Executive Member	01.08.20	4	4
Evelyn McPhail	Non Executive Member	23.03.20	4	3
Susan Mitchell	Non Executive Member	01.11.18	4	4
Samantha Mowbray	Non Executive Member	01.04.21	1	1

This gives an attendance rate of 94% for the Committee overall for the year.

Susan Mitchell has undertaken the role of Chair of the Audit and Risk Committee this academic year. Bob Black has been Depute Chair for the year until his maximum term of office ended on 31 July 2021.

#### 4 Main Focus / Highlights of the Year

- There has been an ongoing focus of risk, particularly on risks that have been outwith tolerance levels due to the ongoing Covid-19 pandemic situation.
- Internal and External auditors have been invited to each meeting and have attended regularly.
- At the annual private meeting between non executive members and auditors, very positive feedback was received from internal and external auditors on the exemplary approach taken by staff.
- Reporting arrangements have now been put in place for Assurance Mapping (as required by the Audit Committee Handbook) and for Business Continuity progress.
- Internal audit reports are received at each meeting, and an update was given on all internal audit recommendations due for completion.
- Members were particularly impressed on the internal audit on finance processes which was very impressive during a time of significant disruption and uncertainty.



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

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

## 6 Impact of Covid-19 on Governance Arrangements for the Committee

During 2020-21, all Committee meetings were held via Microsoft Teams. Members do not consider that this has impacted positively or negatively on the effectiveness of governance. Moving forward, it is likely that the majority of meetings may continue to be via Teams but that occasional face to face meetings may be beneficial. This will be kept under review as Scottish Government guidance changes.

## 7 Other Matters for Board's Attention

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

## 8 Committee Key Priorities for Next Academic Year

This year the College has continued to deal with significant disruption and uncertainty, grappling with managing remote workforces, accelerating digital transformations, building effectiveness and strengthening engagement with learners - all while attempting to innovate and take advantage of opportunities arising from this disruption.

To address the ongoing disruption, the Audit and Risk Committee will be asking management to update and stress test risk assessments, scenario planning and crisis protocols. Priorities will include:

- **Risk** - how is management continually identifying and assessing emerging risks, and how are those being communicated to the audit committee. Ensuring that key risks are appropriately allocated across the board and its committees for oversight.
- **Pandemic impact** – ensuring that all controls and processes are fit for purpose as the pandemic context changes.
- **Cybersecurity** – in common with most audit committees, there is a need to ensure that the College's cyber preparedness, and response to any cyber issues is fit for purpose
- **Internal audit** - Help ensure that internal audit remains focused on the most critical risks, including any COVID-19 risks
- **External audit** – further understanding the impact of COVID-19 on the external audit process.

- **Audit reform** - Pay close attention to the audit reform agenda – in particular the Government's planned response to the various inquiries
- **Audit Committee processes and practices** – the Audit and Risk Committee has, in common with other committees, adapted quickly to a Covid environment and seems to have adjusted well to obvious changes, like virtual meetings. We have an additional opportunity to consider how meetings are organized and executed to make sure they are as effective as possible.

## BOARD OF GOVERNORS OF FIFE COLLEGE

### Academic Quality Committee

#### Annual Report to the Board of Governors: 2020-21

#### 1 Introduction

The Committee has met on 3 occasions during academic year 2020-21.

#### 2 Role and Remit of Committee

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

Members of the Committee reviewed the remit on 9 June 2021 and were content that it remains fit for purpose. A few minor changes were suggested to widen the scope slightly, and these were approved at the Board of Governors meeting in June 2021.

#### 3 Membership and Attendance

Name	Status	Appointed	Attendance	
			Possible	Actual
Jen Anderson	Staff Board Member	01.07.17	3	1
Shona Cochrane	Non Executive Member	01.08.14	3	3
Sarah Ferguson	Student Board Member	01.07.20	3	3
Hugh Hall	Principal	01.03.17	3	3
Joseph Harney	Staff Board Member	01.08.18	3	3
Amanda Kindness	Non Executive Member	23.03.20	1	1
Zoe Thomson	Non Executive Member	01.10.16	3	2

This gives an attendance rate of 84% for the Committee overall for the year.

Shona Cochrane has undertaken the role of Chair of the Committee throughout 2020-21. Zoe Thomson is Depute Chair.

Pamela Dobson has been appointed to the Board with effect from 1 August 2021 and attended and participated in the meeting held on 9 June 2021.

Sarah Ferguson's term of office has now ended and Emma Wallace is the new Student Board Member on this Committee.

#### 4 Main Focus / Highlights of the Year

- The Committee has led the way with "guest speakers" being invited to Committee meetings to advise of issues relevant to the remit of the Committee to better inform members. This has now been rolled out to other Committees as "briefing sessions" with all Board members being invited to attend the start of meetings if they are interested in the briefing session being offered.
- There has been a focus on innovation and innovative practices which is essential to ensure the College remains ambitious and exceeds student expectations.

- Performance indicators have been monitored effectively over the year to ensure that learners are being adequately supported whilst studying remotely. All performance indicators have remained positive overall despite the challenges faced by the Covid-19 pandemic.
- Updates have been introduced at each meeting on academic related issues linked to the new learning campus in Dunfermline project.
- A pilot is underway where updates from other Committees are given by relevant members to ensure cross discussion of key issues at meetings and coherence.

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

The Covid-19 pandemic had a profound effect on learning and teaching across the college. Reporting mechanisms with Education Scotland were altered as was the exam process from many of the awarding bodies.

The Committee responded by focussing on how the new learning environment was reliant on digital learning and in turn, how this was impacting on the learning experience for both students and staff. Senior Management provided the Committee with an overview on the considerable work which was undertaken to enable staff and students to access digital learning, to support staff workload and student retention whilst maintaining the health and wellbeing of all.

In addition to reacting to the pandemic, consideration was also given to the nature of the curriculum post-pandemic. This forward planning includes designing the curriculum to embed blended learning and having the agility to respond to the learning and training need of employers and the community.

Throughout the crisis, the Fife College Students' Association has demonstrated empathy and determination to support students through a raft of creative and innovative initiatives to maintain contact and support students.

As a pilot, the Committee has felt that the brief outline of relevant points from other Committees has served to deepen our knowledge of their work and given us a more holistic understanding.

The inclusion in the papers of a summary of key National Reports and changes to National Policy provided by Dorothee have enabled the Committee to keep abreast of national developments and ensure our academic strategies are aligned with National Policy.

Supporting innovation remains a priority for the Committee, for example, we were pleased to learn of the creative outdoor learning provision in the new campus plans.

## **6 Impact of Covid-19 on Governance Arrangements for the Committee**

During 2020-21, all Committee meetings were held via Microsoft Teams. Members do not consider that this has impacted positively or negatively on the effectiveness of governance. Moving forward, it is likely that the majority of meetings may continue to be via Teams but that occasional face to face meetings may be beneficial. This will be kept under review as Scottish Government guidance changes.

## **7 Other Matters for Board's Attention**

Interest has been noted to develop the role of research at various levels throughout the college. It is hoped that this can be further investigated by the Board during the coming academic session when the Covid recovery permits.

There will be significant challenges for the Academic teams in session 2021-22 as digital / blended learning is embedded into curriculum design. Similarly, the college will have to be ready to meet the requirements from the restructuring of Education Scotland and the disbandment of the SQA. The good relations the college has developed with the current HMle (Janet Brown attended the June AQC meeting) and the SFC should assist with forward planning. The Committee will keep the Board updated on how the college is responding as these new structures are unveiled.

## **8 Committee Key Priorities for Next Academic Year**

- Once requirements for Education Scotland are known, to work with Executive Team to set priorities to ensure a positive review with demonstrable progress on the last review.
- Remain informed of the arrangements in place for learners as Covid restrictions ease and as the College adopts blended approaches to learning
- Effectively succession plan for Chair of Committee to ensure smooth transition and handover and minimise loss of knowledge and expertise.

## BOARD OF GOVERNORS OF FIFE COLLEGE

### Finance, Commercial and Estates Committee

#### Annual Report to the Board of Governors: 2020-21

#### 1 Introduction

The Committee has met on 3 occasions during academic year 2020-21.

#### 2 Role and Remit of Committee

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

The Committee reviewed the remit on 8 June 2021 and is content that the remit is fit for purpose. Minor changes were proposed to the remit to remove the reference to Carnegie Enterprise Ltd as activity is now embedded within the College. These changes were approved by the Board in June 2021.

#### 3 Membership and Attendance

Name	Status	Appointed	Attendance	
			Possible	Actual
Jade Burnett	Student Board Member	01.07.20	1	1
Patrick Carnie	Non Executive Member	23.03.20	4	1
Sarah Ferguson	Student Board Member	01.07.20	3	3
Hugh Hall	Principal	01.03.17	4	4
Joseph Harney	Staff Board Member	01.08.18	4	4
Gordon Mole	Non Executive Member	23.03.20	4	3
Jim Trail	Non Executive Member	03.03.15	4	4

This gives an attendance rate of 83% for the Committee overall for the year.

Jim Trail has undertaken the role of Chair of the Committee throughout 2020-21. There is currently no Depute Chair, and a member should be identified by the Chair's Committee to take on this role for 2021-22.

Phillip Thompson has been co-opted to the Committee with effect from 1 April 2021 and attended and participated in the meeting held on 8 June 2021.

Sarah Ferguson's term of office has now ended and Emma Wallace is the new Student Board Member on this Committee.

#### 4 Main Focus / Highlights of the Year

- Good quality reports focussing the Committee's attention on areas requiring attention.
- Recent changes to Committee membership has enhanced the Board's skillset and provided more rigour to business and discussions.

- Excellent response by the Digital Services Team in the roll out of devices to students and staff and in information and support provided whilst remote working.
- A very positive year-end position despite the challenges and disruption faced due to the ongoing Covid-19 pandemic situation.
- The Committee, with the Board's approval, delegated authority to the creation of a Project Board to oversee the new build project at Dunfermline. This will be extended to the build at Glenrothes campus following approval of the Outline Business Case recently submitted to SFC for approval.
- An Estates Strategy was presented and approved, with input given from members of the Committee.
- Oversight of the Estates requirements of all of our main campuses and remaining leased premises. In particular, there have been discussions recently relating to a potential change of direction with regard to the retention of the leased Rosyth premises which has complex negotiations relating to location and dilapidations.

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

- Oversight and support to the Finance, Digital and Estates teams during the challenging times of Covid-19, recognising the significant additional work and complexities that have arisen and the very positive outcomes.
- Simplifying and aligning reporting of the teams to the Committee, giving better clarity to Committee members and reducing workload in compiling reports.
- Formation of a New Build Project Board which allows scrutiny and enhancement of governance arrangements for the new build campus in Dunfermline, and will extend to the new build project at Glenrothes if the Full Business Case is approved.
- Scrutiny of the College's financial position and giving assurance to the Board that the financial management within the College is robust.

## **6 Impact of Covid-19 on Governance Arrangements for the Committee**

During 2020-21, all Committee meetings were held via Microsoft Teams. Members do not consider that this has impacted positively or negatively on the effectiveness of governance. Moving forward, it is likely that the majority of meetings may continue to be via Teams but that occasional face to face meetings may be beneficial. This will be kept under review as Scottish Government guidance changes.

## **7 Other Matters for Board's Attention**

Despite the Covid-19 pandemic situation, the College's financial position has continued to be closely monitored and the College Executive and Finance Teams should be commended on a good performance in a challenging year.

The Digital Strategy has progressed at a pace as a positive consequence of the pandemic. The roll out of devices to students and staff and support offered by the team has been outstanding. The Board should recognise that this was possible due to the Board's investment in Digital and should consider how to continue to gain advantages and reap the benefits of this situation.

The Business Development Team has also continued to maintain contact with employers throughout the pandemic and this should place the college in a strong position as business starts to pick up. There will be significant changes for businesses moving forward and the college needs to work closely with employers to maximise commercial income and provide adequate advice and support.

## **8 Committee Key Priorities for Next Academic Year**

- Support and resourcing will continue to be required for Digital and Estates in particular as we move out of the Covid-19 pandemic situation. The Committee will continue to scrutinise this as a priority to ensure learners and staff are effectively supported as we move into new ways of working.
- Close monitoring of the financial situation as the pandemic situation eases.
- Support, training and/or mentoring to be provided for Depute Chair of Committee once identified.
- Effectively succession plan for Chair of Committee to ensure smooth transition and handover and minimise loss of knowledge and expertise.



## BOARD OF GOVERNORS OF FIFE COLLEGE

### People and Culture Committee

(formerly Health and Safety and Human Resources Committee)

#### Annual Report to the Board of Governors: 2020-21

### 1 Introduction

The Committee has met on 3 occasions during academic year 2020-21.

### 2 Role and Remit of Committee

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

The Committee members reviewed the remit on 1 June 2021 and proposed a few minor changes, along with the renaming of the committee to “People and Culture”, to better reflect the scope of items considered by the committee. These changes were approved by the Board of Governors at the June 2021 meeting. It is also proposed to change the emphasis of the Committee to ensure more of a focus on the transformational work the college does to deliver our strategies, in addition to the compliance based aspects of the committee remit. These changes in focus will evolve through time and the remit will be reviewed alongside this.

### 3 Membership and Attendance

Name	Status	Appointed	Attendance	
			Possible	Actual
J Anderson	Staff Member	01.08.19	3	3
J Burnett	Student Member	01.01.20	3	2
G Dickson	Non Executive	01.04.21	3	3
H Hall	Principal	01.03.17	3	3
T Martin	Non Executive	01.10.16	3	3

This gives an attendance rate of 87% for the Committee overall for the year.

Garry Dickson was appointed to the Board of Governors on 1 April 2021. However he was co-opted to the Committee as a member for the period of this academic year.

Tony Martin was Acting Chair for 2020-21, and Garry Dickson assumed the role of Chair with effect from 1 April 2021. Tony Martin is Vice Chair of the Committee.

Jade Burnett’s term of office has now ended and Tali Fisher is the new Student Board Member on this Committee.

The appointment of an additional one or two non executive members would be welcomed, given there are currently only two on this Committee. This will be considered by the Chair’s Committee at the start of the academic year.

#### 4 Main Focus / Highlights of the Year

- A huge amount of focus has gone into keeping our colleagues and students safe during the pandemic – from extending working/studying from home to bringing some colleagues and students back into the college. The information reported to the committee during the year has highlighted some hugely successful outcomes:
  - full compliance with Scottish Government guidance
  - COVID risk assessments across all college locations (including Scottish Prison Learning Centres)
  - Comprehensive tracking and monitoring of all COVID cases amongst colleagues and students and all cases investigated by NHS confirm that no cases originated from College buildings
  - Clear communications to colleagues and students throughout the pandemic on the rules and systems in place across the college
  - Working collaboratively with the FCSA on wellbeing programmes
  - Regular Pulse Surveys and follow on actions during the pandemic on working from home and hybrid working.
  
- In addition to diverting significant resource into responding to the pandemic, we've also made good progress on the three priorities in our HR Strategy and Workforce Plan:
  - **Digital Interfaces** – the first phase of My Fife (our transformation programme to digitalise, personalise and improve colleague experience) started in May and continues to be rolled out
  - **Transformation of the OD and HR Function** – we've continued to upskill our OD & HR team as part of their journey to deliver further value to the college through strategic partnering
  - **Employee Engagement** – our second Working from Home survey in December 2020 had some real positives in terms of how people are feeling as well as increased productivity, although both feelings of isolation and disconnection are higher than before as well as a reduction in physical wellbeing. There was also an increase in colleagues reporting they do not have the equipment required to work from home and an increase in reports that workload is very poor. Action is being taken to support colleagues on all these findings at a college and local team level with the priority on workload issues. Colleagues were also asked about future working in terms of location and an overwhelming 76% of participants would like a hybrid model.
  
- In addition to the above, all relevant policies and procedures have been reviewed as appropriate, the Equalities Mainstreaming Report and Gender Pay Gap reports were approved by the Board. Within this it was noted that the College has an aging demographic in our workforce and it was agreed to develop a long-term strategy to tackle any of the issues that this presents using the Workforce Plan.

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

- The purpose of the committee is to assure the Board that Fife College:

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

## **6 Impact of Covid-19 on Governance Arrangements for the Committee**

During 2020-21, all Committee meetings were held via Microsoft Teams. Members do not consider that this has impacted positively or negatively on the effectiveness of governance. Moving forward, it is likely that the majority of meetings may continue to be via Teams but that occasional face to face meetings may be beneficial. This will be kept under review as Scottish Government guidance changes.

## **7 Other Matters for Board’s Attention**

The Committee has experienced a significant amount of change to its membership over the last 12 months and it is worth noting the diligence and expertise of Tony Martin who has been the consistent factor in successfully achieving the transition.

## **8 Committee Key Priorities for Next Academic Year**

- Increase the focus on the transformational aspects (e.g. the Workforce Plan and Strategy) as well as continuing the focus on the compliance aspects of the Committee - this will be particularly important as we return to the “new normal” post pandemic and progress further with the My Fife transformation programme.
- To create the capacity to do this, we’ll review the reporting requirements of the committee and consider the increased use of dashboards in a balanced scorecard format linked to delivering the College’s strategy.
- We will also broaden out the focus on health and safety to look at all aspects of wellbeing as part of the work of the committee.

## BOARD OF GOVERNORS OF FIFE COLLEGE

### Chair's Committee

#### Annual Report to the Board of Governors: 2020-21

#### 1. Introduction

The Committee has met on 4 occasions during academic year 2020-21.

#### 2. Role and Remit of Committee

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

The Committee reviewed the remit on 16 September 2021 and is content that the remit is fit for purpose and remains unchanged.

#### 3. Membership and Attendance

Name	Status	Appointed	Attendance	
			Possible	Actual
David C Watt	Chair	03.03.19	4	4
Shona Cochrane	Non-Executive Member	01.08.14	4	4
Garry Dickson	Non-Executive Member	01.04.21	1	1
Tony Martin	Non-Executive Member	01.10.16	4	4
Susan Mitchell	Non-Executive Member	01.11.18	4	4
Jim Trail	Non-Executive Member	03.03.15	4	4
Tina Vandermotten	Non-Executive Member	29.01.18	1	1

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

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

#### 4. Main Focus / Highlights of the Year

- There was a recruitment exercise undertaken for non-executive Board members, which resulted in three new non-executive appointments and one co-opted member appointment
- Cost of living salary increases were agreed for the Principal and all Vice Principal level posts, taking into account agreements reached with all other staff groups
- Significant discussion this last year has been around the COVID implications for board and committee functioning and meetings – gauging how we might move forward carefully

- Considering the wider context for the College in the context of the SFC report and any potential impacts for Fife.

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

- Ensuring that the governance structure in place for the Board is overall effective
- Giving an opportunity for the Chair of each Committee to discuss issues of significant importance to the work of their Committee
- Ensuring those that fall within the remit of the Committee are remunerated fairly and receive awards similar to other categories of staff
- Ensuring that a full skills gap analysis is undertaken when recruiting to Board vacancies, based on Committee needs and College strategic priorities
- Ensuring that the appropriate numbers and personnel are represented on committees and that the non-executive balance is correct.

**6. Impact of Covid-19 on Governance Arrangements for the Committee**

During 2020-21, all Committee meetings were held via Microsoft Teams. Members do not consider that this has impacted positively or negatively on the effectiveness of governance.

Moving forward, it is likely that the majority of committee meetings will continue to be via Teams, but it is felt that occasional face to face meetings may be beneficial. This will be kept under review as Scottish Government guidance changes.

**7. Other Matters for Board's Attention**

None

**8. Committee Key Priorities for Next Academic Year**

- With the executive team, and on behalf of the board, the Chair's Committee needs to monitor any significant outcomes or implications from the Minister's reaction to the SFC report
- The Chair's Committee will need to monitor board cohesion as we hopefully move away from COVID restrictions
- Another board recruitment exercise will need to be undertaken to fill at least three vacancies
- The Chair's Committee needs to consider any necessary actions from the novelty factor on the board i.e., 12 members with less than two years on the board
- There are two key Chair's post to be filled in the next 12 months with two experienced Chairs retiring from the board
- There is no doubt the financial consequences of COVID will impact on public sector organisations. Fife College needs to work closely with partners to find delivery mechanisms to reduce the impact on Fife Communities.



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

<b>Performance and Effectiveness Review</b>	
<b>Date of Meeting:</b>	29 September 2021
<b>Purpose:</b>	To update Board members on the Performance and Effectiveness Review undertaken since the last meeting.
<b>Intended Outcome:</b>	To note the responses and discuss any action required.
<b>Paper Submitted by:</b>	Marianne Philp, Director: Governance and Compliance
<b>Prior Committee Approvals:</b>	N/A
<b>Board Impact from Decision:</b>	To ensure the effectiveness of the Board and governance arrangements and ensure that any improvements are identified and introduced
<b>Financial Health Implications:</b>	N/A
<b>Learner Implications:</b>	N/A
<b>Equality and Diversity Implications:</b>	N/A
<b>Risks Assessed:</b>	N/A
<b>Publicly Available:</b>	Yes
<b>Author Contact Details:</b>	Marianne Philp; <a href="mailto:mariannephilp@fife.ac.uk">mariannephilp@fife.ac.uk</a> ; 01383 845009
<b>Date of Production:</b>	20 September 2021

## Board of Governors of Fife College Performance and Effectiveness Review

1. Your Name

2. The Board has set out clear strategic priorities and aims

[More Details](#)

 Insights

<span style="color: blue;">●</span> Yes	14
<span style="color: orange;">●</span> No	0
<span style="color: green;">●</span> N/A	0



3. The Board regularly reviews performance against the strategic aims

[More Details](#)

<span style="color: blue;">●</span> Yes	13
<span style="color: orange;">●</span> No	0
<span style="color: green;">●</span> N/A	1



4. The aims of the College are aligned with regional strategy / outcomes

[More Details](#)

<span style="color: blue;">●</span> Yes	14
<span style="color: orange;">●</span> No	0
<span style="color: green;">●</span> N/A	0



5. The Board undertakes regular strategic reviews / scenario planning

[More Details](#)

<span style="color: blue;">●</span> Yes	13
<span style="color: orange;">●</span> No	0
<span style="color: green;">●</span> N/A	1



6. Please add any comments / suggested actions regarding your responses to the statements in section 2 above.

I think the excellent improvements demonstrated over the last year confirm our strategy/planning and delivery mechanisms are excellent.

I believe a regular Annual Review of the Risk Register contents/priorities/actions during the year and contingency scenarios, as constructed by the Executive and monitored/reviewed by the A&R committee (possibly integral with the annual strategic review) should be carried out, to improve pan-Board understanding of where any risks arising from subcommittees (ie other than the A&R members) in which individual Board members are involved, are contextualised and accepted as "Full Board" responsibilities, and accountability to improve the specific Risk environments are taken on board.

I have only been a board member for 3 months will be even more informed after a full months in role.

We have more to do in this space - moving to a more dynamic strategic input to the board.

Following the recent Strategy Development Session where the Board were updated on how the college had managed through COVID, I suggest that further work is required to clarify the strategic direction going forward, taking into account the impact of COVID but not being held back by it.

I noted, earlier this academic year, a difference of opinion among Board members about how our 12 KPIs and related 5 year targets should be overseen. It would be good to clarify whether we share collective responsibility for their global oversight and discussion at full Board level (and therefore, weave such discussion into BoG meetings), or whether specific KPIs are exclusively the remit of specific committees (if so, make clear and explicit which committee bears responsibility for which KPI).

The College is a key member of the Fife Partnership to influence and shape regional strategy and outcomes. Through the Board development days, a focus has been on aligning the College's strategic approach with pandemic recovery approaches at a local, regional and national level.

I found the Board to be extremely eye opening on how the college runs itself in the background, David, the chair is fantastic at keeping everyone on plan and keeping the discussions from going off on a tangent. I think it's one of the best run groups I have ever been part of. It makes a huge difference.

7. The Board understands and demonstrates the College Values

[More Details](#)

 Insights

	Yes	14
	No	0
	N/A	0





8. The Board has a Code of Conduct to which it is committed in practice

[More Details](#)

● Yes	14
● No	0
● N/A	0



9. The Board operates according to the Nine Principles of Public Life

[More Details](#)

● Yes	14
● No	0
● N/A	0



10. Please add any comments / suggested actions regarding your responses to the statements in section 3 above.

All good.

As Senior Independent Member, only one minor issue, related to subcommittee attendance was raised (and easily/successfully dealt with) to me. Otherwise, my observations were as above.

We are strong in this area and the board operates in line with appropriate principles.

All meetings and participants are very professional and positive.

The College may need to consider its focus on corporate social responsibility in the context of emerging legislation for Community Wealth Building. A regular refresh of the Board's understanding of the key principles would assist in picking up such changes and reminding the Board of their responsibilities.

Nothing to add.

11. Student members are active at Board level

[More Details](#)

● Yes	13
● No	0
● N/A	1



12. The Board receives regular reports from the Students' Association

[More Details](#)

● Yes	13
● No	0
● N/A	0



13. The Board and its Committees prioritise the opinions / views of students

[More Details](#)

● Yes	13
● No	0
● N/A	1



14. Please add any comments / suggested actions regarding your responses to the statements in section 4 above.

Fife College has an excellent and very active Student Association. Their contribution is significant and valued.

The enthusiasm with which student affairs are shared by Student Board members, and the interest shown in this reporting and actions arising by both Executive and Board are both exemplary, and reflected in student feedback reporting

This is a very important area for the board who give special attention and interest to it.

The FCSA is a constituent and active member of the Board and their reports are carefully considered and action taken where appropriate.

There is a strong and effective input from student representatives on the Board and this is supported by quality reports into the Board to allow for decision making.

The Student’s Association report is an agenda item of the Academic Quality Committee. We are very lucky to have an outstanding Student’s Association which has continued to demonstrate innovative practice throughout the pandemic to meet the changing needs of students.

I believe the learning and teaching committee is where I came across most of my problems, I feel like some people take a lot of the issues/points raised personally where it is only a general opinion we have gathered from students. I do believe the FCSA get a fair opportunity to speak and raise concerns and that they are taken seriously.

It does take on board the points made by the Student Presidents and listens to the papers but it could in future consider consulting with the student council or delivering some of the updates to the students. There is a lot I appreciate cannot be taken out of the board room but it would be nice to extend the conversation directly to them more often.

15. Learning and Teaching Performance is overseen effectively

[More Details](#)

● Yes	13
● No	0
● N/A	1



16. The Board sets challenging student success targets

[More Details](#)

● Yes	13
● No	1
● N/A	0



17. The student experience is central to Board decision-making

[More Details](#)

● Yes	13
● No	1
● N/A	0



18. Please add any comments / suggested actions regarding your responses to the statements in section 5 above.

I think the results speak for themselves.

It is recognised that the Board operates within some limitations on teaching and learning as set out under funding arrangements from SFC.

The Academic Quality Committee reviews and monitors the learning and teaching strategies and the Executive Team regularly reports on the outcomes of both staff and student surveys.

The student experience is central to Board decision-making- sometimes members are too caught up in their personal roles to see a bigger picture of how we can make improvements for the benefit of students. However David, the chair, is fantastic at reminding everyone that students sit at the heart of what we do. David was an excellent support for me as president.

### 19. The Board recognises its chain of accountability

[More Details](#)

● Yes	14
● No	0
● N/A	0



### 20. The Board is open in its decision-making and facilitates disclosure

[More Details](#)

Insights

● Yes	14
● No	0
● N/A	0



### 21. The Board delegates responsibilities to appropriate committees

[More Details](#)

Insights

● Yes	14
● No	0
● N/A	0



22. The Board has in place an effective risk management strategy

[More Details](#)


 Insights

<span style="color: blue;">●</span> Yes	14
<span style="color: orange;">●</span> No	0
<span style="color: green;">●</span> N/A	0



23. The College's audit processes are comprehensive and rigorous

[More Details](#)

 Insights

<span style="color: blue;">●</span> Yes	14
<span style="color: orange;">●</span> No	0
<span style="color: green;">●</span> N/A	0



24. The Board publishes high quality Annual Reports

[More Details](#)

<span style="color: blue;">●</span> Yes	12
<span style="color: orange;">●</span> No	1
<span style="color: green;">●</span> N/A	0



25. Please add any comments / suggested actions regarding your responses to the statements in section 6 above.

Fife College is good assessing risk, although we didn't predict a pandemic our response was excellent.

The annual report - review of activities - is incorporated into the annual accounts and signed off by the Chair and Principal.

See my earlier comment wrt demonstrating assurance that the work of the A&R subcommittee and executive is fully shared in the context of the other subcommittee's business activities, wrt a pan-Board understanding and strategy.

The audit programme is comprehensive with all actions followed up by management within the agreed timescales.

No more to add.

26. There is a formal process for setting the Principal’s remuneration

[More Details](#)

 Insights

<span style="color: blue;">●</span> Yes	14
<span style="color: orange;">●</span> No	0
<span style="color: green;">●</span> N/A	0



27. Funds are planned and used economically, efficiently and effectively

[More Details](#)

 Insights

<span style="color: blue;">●</span> Yes	14
<span style="color: orange;">●</span> No	0
<span style="color: green;">●</span> N/A	0



28. Board members are aware of their responsibilities as charity trustees


[More Details](#)

<span style="color: blue;">●</span> Yes	12
<span style="color: orange;">●</span> No	2
<span style="color: green;">●</span> N/A	0



29. The Board ensures appropriate policies and procedures are place for the effective management of staff

[More Details](#)

 Insights

<span style="color: blue;">●</span> Yes	14
<span style="color: orange;">●</span> No	0
<span style="color: green;">●</span> N/A	0



30. Please add any comments / suggested actions regarding your responses to the statements in section 7 above.

We manage the funds very well. We have an excellent Director of Finance. We just need more money.

It is an additional challenge to the Executive and Board, that collective bargaining at the National level, leaves little room for "local conditions/priorities/strategy" to modify staff T & Cs to optimise individual Colleges performance


It would be helpful to have a refresher, particularly for new Board members, relating to the specific requirements of being a charity trustee compared to a non-executive director.

There are effective induction and ongoing CPD arrangements for Board members both internally and through CDN. On funding, the College's Finance team has proved effective and adaptable to very challenging circumstances over the past 18 months.

No more to add.

### 31. The Board Chair promotes open discussion on strategic matters

[More Details](#)

 Insights

<span style="color: blue;">●</span> Yes	14
<span style="color: orange;">●</span> No	0
<span style="color: green;">●</span> N/A	0



### 32. The Board has an appropriate mix of skills and works well as a team

[More Details](#)

 Insights

<span style="color: blue;">●</span> Yes	14
<span style="color: orange;">●</span> No	0
<span style="color: green;">●</span> N/A	0



### 33. The Principal is clearly accountable to the Board, effectively supported by the Executive Team

[More Details](#)

 Insights

<span style="color: blue;">●</span> Yes	14
<span style="color: orange;">●</span> No	0
<span style="color: green;">●</span> N/A	0



34. The Board is well supported and guided in matters of governance

[More Details](#)

[Insights](#)

● Yes	14
● No	0
● N/A	0



35. Please add any comments / suggested actions regarding your responses to the statements in section 8 above.

New members of the board have broadened the experience.

The board secretary is particularly efficient and keeps the board well engaged and supported.

The Director of Governance does an excellent job resulting in a very strong governance approach by the Board and the Executive Team.

In extension to question 32, I feel that there needs to be an annual 'check-in' (e.g. at strategy day, 90 seconds spoken bio from each member) around the Boardroom table with respect to individuals' skills, experience and expertise. We are a big, diverse Board, with members coming and going, and such a simple activity would I believe serve to remind each other of individual strengths.

Yes, I would like to reiterate how helpful and knowledgeable David is.

36. Board recruitment is open and in line with ministerial guidance

[More Details](#)

[Insights](#)

● Yes	14
● No	0
● N/A	0



37. There are sufficient opportunities for Board induction and development

[More Details](#)

[Insights](#)

● Yes	14
● No	0
● N/A	0





38. Board effectiveness is regularly reviewed

[More Details](#)

 Insights

 Yes	14
 No	0
 N/A	0



39. Please add any comments / suggested actions regarding your responses to the statements in section 9 above.

We have regular internal reviews and have just completed an external review.

There has been a comprehensive assessment of board effectiveness, and this is supported by ongoing CPD opportunities via CDN.

40. The Board ensures effective communication with stakeholders

[More Details](#)

 Yes	13
 No	1
 N/A	0



41. Learning provision is relevant to industry needs

[More Details](#)

 Yes	14
 No	0
 N/A	0



42. The College engages well with stakeholders / industry partners

[More Details](#)

● Yes	12
● No	2
● N/A	0



43. The Board supports the delivery of the Regional Outcome Agreement

[More Details](#)

● Yes	14
● No	0
● N/A	0



44. Please add any comments / suggested actions regarding your responses to the statements in section 10 above.

It's been difficult to engage with stakeholders during the pandemic, however the future is brighter!!

While provision in Fife College is praiseworthy, take-up, in this unemployment blighted Region (1960s Coal mining destruction ref Thatcher) is suboptimal. This relates in my view to the rigid national structure ref staff remuneration, where response to Region-specific issues could be improved by focus in-Region.

More needs to be done in this area.

The refreshed approach to marketing, both to students and industry/stakeholders is really paying off in terms of recruitment and also enhancing current relationships and developing new ones with industry/stakeholders.

The College Executive team and Business Development staff have effective stakeholder/industry engagement. The Board role is perhaps less defined here and could benefit from thought on key interactions with industry stakeholders.

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

<b>Chair's Updates to the Board</b>	
<b>Date of Meeting:</b>	29 September 2021
<b>Purpose:</b>	To update Board members on issues since the last meeting
<b>Intended Outcome:</b>	To note the update
<b>Paper Submitted by:</b>	David C Watt, Chair
<b>Prior Committee Approvals:</b>	None
<b>Board Impact from Decision:</b>	To be briefed on local, national and sector-wide activity that the Chair has been involved in
<b>Financial Health Implications:</b>	N/A
<b>Learner Implications:</b>	N/A
<b>Equality and Diversity Implications:</b>	N/A
<b>Risk Assessed:</b>	N/A
<b>Publicly Available:</b>	No
<b>Author Contact Details:</b>	David C Watt; <a href="mailto:davidwatt@fife.ac.uk">davidwatt@fife.ac.uk</a>
<b>Date of Production :</b>	14 September 2021

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

### **Chair's Update**

#### **1 Introduction**

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

#### **2 Updates**

- All board members have been engaged in their annual development meetings and paperwork completed - key points will be collated and actioned with board secretary.
- Regular meetings held with Board Secretary and Principal - one or two face to face!
- Ongoing discussions with Chair colleagues over the future of Colleges Scotland.
- Consideration of response to SFC report with Principal.
- Ongoing involvement in Employers Association discussions over salaries and conditions, including non-teaching staff desire at national level for 4 day week.
- Was part of a COVID recovery meeting with Deputy First Minister.
- Involved in a CDN investigation into the role of the Governance Professional in colleges. It was interesting to note how such roles vary in different colleges.
- Two Fife Chamber events coming up and I look forward to more external engagement to come.

#### **3 Recommendation**

Board members are invited to note the paper.



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

<b>Summary of Committee Business</b>	
<b>Date of Meeting:</b>	29 September 2021
<b>Purpose:</b>	To summarise the main highlights relating to Committee business that has taken place since the last meeting. The minutes are available on Teams (accessible via hyperlinks) should members wish to review these in full.
<b>Intended Outcome:</b>	To note the updates from Committees
<b>Paper Submitted by:</b>	Marianne Philp, Director: Governance and Compliance
<b>Prior Committee Approvals:</b>	N/A
<b>Board Impact from Decision:</b>	To receive an update on all Committee business progressed since the last round of meetings
<b>Financial Health Implications:</b>	N/A
<b>Learner Implications:</b>	N/A
<b>Equality and Diversity Implications:</b>	N/A
<b>Risks Assessed:</b>	N/A
<b>Publicly Available:</b>	Yes
<b>Author Contact Details:</b>	Marianne Philp; 01383 845009; <a href="mailto:mariannephilp@fife.ac.uk">mariannephilp@fife.ac.uk</a>
<b>Date of Production:</b>	20 September 2021

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

### **Summary of Committee Business**

#### **Academic Quality Committee**

#### **People and Culture Committee**

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

#### **Audit and Risk Committee: 9 September 2021**

- The external audit report was received and gave a clean audit opinion. Comments were made that staff had been very responsive to questions raised throughout the audit.
- The Strategic Risk Register was reviewed and is recommended to the Board of Governors for approval. A new format report had been prepared which was more visual and easier to understand, and avoids duplication of information. This was well received by members. The top risks for 2021-22 are the same as for 2020-21.
- Annual updates on Register of Losses; Whistleblowing Allegations and Business Continuity were received, with no issues identified.

#### **Finance Commercial and Estates Committee: 14 September 2021**

- Updates on Digital projects were given with all but one project marked as green. One project was amber due to supplies issues.
- Updates on Estates projects were given with all but one project marked as green. The Business Case for Glenrothes campus was marked as amber as the decision from Scottish Funding Council is still awaited.
- The year-end position and the three year financial forecast papers were discussed in detail, and these will be presented at the Board meeting.

#### **Chair's Committee: 16 September 2021**

- A paper was presented outlining a proposal for colleagues on personal contracts to be moved from a fixed pay point to a scale to bring them in line with national bargaining discussions for other categories of staff.
- Appointments to roles and Committees was discussed and recommendations for approval are included in Board papers.

#### **New Build Project Board**

- [4 August 2021](#)
- [1 September 2021](#)



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

<b>Education Scotland Update</b>	
<b>Date of Meeting:</b>	29 September 2021
<b>Purpose:</b>	This paper provides an update on planned Education Scotland engagement.
<b>Intended Outcome:</b>	The Board is invited to note the update.
<b>Paper Submitted by:</b>	Dorothee Leslie, Vice Principal: Academic Strategy
<b>Prior Committee Approvals:</b>	None
<b>Board Impact from Decision:</b>	To receive confirmation of the arrangements in place for Education Scotland engagement
<b>Financial Health Implications:</b>	None
<b>Learner Implications:</b>	None
<b>Equality and Diversity Implications:</b>	None
<b>Risks Assessed:</b>	Variable
<b>Publicly Available:</b>	Yes
<b>Author Contact Details:</b>	Ian Hawker, Assistant Principal: Quality and Academic Partnerships; <a href="mailto:iainhawker@fife.ac.uk">iainhawker@fife.ac.uk</a>
<b>Date of Production:</b>	21 September 2021

## BOARD OF GOVERNORS OF FIFE COLLEGE

### Education Scotland Update

#### 1 Introduction

This purpose of this paper is to provide the Board of Governors with an update on Education Scotland engagement and external scrutiny plans.

#### 2 Current Position

##### Context

Fife College's planned Progress Visit in March 2020 to review our Enhancement Plan was cancelled due to the Covid-19 pandemic. Prior to March 2020, 18 of the planned 27 Scottish College Progress Visits were concluded.

During the pandemic, Education Scotland has been providing support and guidance which included two days of engagement at Fife College to feed into the national overview report of remote learning in Scotland's colleges which was published in June 2021 (<https://education.gov.scot/improvement/supporting-remote-learning/national-overview-colleges/>).

##### Proposed Main Engagement

As our planned Progress Visit was cancelled and as Covid-19 restrictions relax, we will be one of the first colleges to receive an external review visit from Education Scotland this autumn. Previously, Progress Visit methodology was focused on the college-devised Evaluative Reports and Enhancement Plan (EREP), all of which were developed prior to the onset of COVID-19.

During 2021/22, HMIE Inspectors will recommence scrutiny visits to explore the impact of the pandemic on the College and how colleges are addressing the impact of COVID-19 and support recovery. Information to date suggests Fife College will receive a formal Education Scotland visit in November 2021. It is anticipated this review will be undertaken over 3 days by a team of approximately five members including HMIE Inspectors, Associates Assessors and a Student Team Member.

Following the Progress Visit a written report will be produced and shared with the College and SFC. The report **will not** be published. The College will have the opportunity to comment if they wish, within five working days. Approximately five weeks after the PV is completed, a final written report will be provided to the College and the Lead HM Inspector will make arrangements to share the report with the College Board. Progress Visit outcomes will inform future engagement approaches with the College.

##### Other Engagement

In order to support improvement in aspects of college sector performance, HMIE Inspectors will undertake a programme of thematic reviews. Areas for thematic review will be agreed with SFC, with at least one thematic review being undertaken jointly with QAA Scotland. Each thematic review will result in the publication of a national report. Possible thematic work may include e.g.



- Specific subject/curriculum areas
- Foundation Apprenticeships
- Legislation topics e.g. safeguarding, UKVI/Tier 4.

**Fife College Associate Assessors**

The College currently has four staff who are Education Scotland Associate Assessors and it is hoped that as many as possible will be involved in the training and thematic reviews mentioned above on engagement planned with other colleges. This gives a very valuable insight into the processes being deployed and provides excellent professional training, insight and experience from across the college sector.

**3 Recommendation**

The Board of Governors is invited to note the position.