

## REGIONAL BOARD

Actions from the  
Meeting of the Regional Board held on  
Thursday 2 March in the Board Room, Scottish Borders Campus

Item	Action	Responsibility and Date
07/17	Provide details of good examples of induction packs within the sector	J Polley
01/17	Signpost Board members to Review of Enterprise and Skills Agencies report	T Jakimciw
08/17	It was suggested that risks which were marked green but were above target should be red flagged	P Smith
	Consider Risk Register further and provide any comments to the VP Finance and Resources	Board members
09/17	Join the Partnerships for Change by signing the 50/50 Pledge	A Cox
10/17	Make amendment to Conflict of Interest Policy and Procedure	D Killean
11/17	Make amendments to Nominations Committee Remit	D Killean
	Review all TORs to ensure consistency re election/appointment of Chair	D Killean
13/17	Circulate detail around costings	A Cox
14/17	Circulate Ministerial Letter of Guidance upon receipt	T Jakimciw
16/17 & 25/17	Amend Review of Enterprise and Skills Agencies paper	T Jakimciw
21/17	Volunteers for the EIA on the Outcome Agreement to contact S McColm	Board members
25/17	Reflect upon the attribution of comments within published Board minutes, for further discussion at a later meeting	Board members

## REGIONAL BOARD

Minutes of the meeting of the Regional Board held on Thursday 2 March 2017  
at 5.30 pm in the Board Room, Scottish Borders Campus

ITEM	MINUTE
Present:	<p>Tony Jakimciw (Chair) Angela Cox (Principal) Ian Ireland Bryan McGrath Steven Ker Jane Martin Sara Shinton Liz Parkes Virginia Grant David Peace Jane Gaddie Andy Winwood (Staff member) Andries Fourie (Staff member) Kevin Armstrong (Student member) Morag Mulhern (Student member) Elaine Acaster (Tele-conference)</p>
In Attendance:	<p>David Killean (Vice Principal, Quality and Innovation and Interim Board Secretary) Pete Smith (Vice Principal, Finance and Resources) Sheila McColm (Secretary) Jan Polley (Polley Solutions) – item 07/17 only Janet Gardner (Education Scotland)</p>
<b>07/17</b>	<p><b>BOARD EFFECTIVENESS REVIEW</b></p> <p>It was agreed to move this item to the beginning of the agenda. Paper copies of the draft Governance Effectiveness Review were circulated.</p> <p>The Chair thanked those Board members who had helped with the review and asked J Polley to identify the highlights of her report.</p> <p>J Polley considered that the Board was performing well and she hoped members would consider this to be a good report. The following areas of good practice were highlighted:</p> <ul style="list-style-type: none"> <li>• Very organised</li> <li>• Disciplined</li> <li>• Good covering papers produced for reports clearly showing action required</li> <li>• Chairs presenting minutes of their meetings</li> <li>• Learning for Leading scheme (which she was recommending to other organisations)</li> <li>• General sense of partnership between the Board and SMT</li> </ul> <p>In relation to areas of good practice worth considering by the Board, J Polley suggested the following:</p> <ul style="list-style-type: none"> <li>• The Dumfries &amp; Galloway Regional Board's approach to stakeholder engagement.</li> <li>• Induction packs could be provided by the Interim board secretary Network;</li> </ul>

	<p>(There are good examples within the sector which could be emulated and she would provide details.)</p> <p style="text-align: right;"><b>ACTION: JP</b></p> <p>The Interim Board Secretary considered this to be an excellent report which would provide the Board with a strong foundation for development planning.</p> <p>The Chair thanked J Polley and she left the meeting at this point.</p>
<b>01/17</b>	<p><b>CHAIR'S OPENING REMARKS</b></p> <p>The Chair welcomed everyone to the meeting. He welcomed Angela Cox to her first meeting and the Board formally noted her appointment as Principal of Borders College.</p> <p><u>Review of Enterprise and Skills Agencies</u></p> <p>The Chair reported that Professor Crerar, Chair of the Highlands and Islands Enterprise had produced a paper for the Government recommending governance arrangements for the new Strategic Board. The Chair summarised the recommendations and also advised members that a vote had taken place in Parliament earlier that supported the retention of the Scottish Funding Council. .. The Chair considered having one performance and strategic framework for all agencies to be progress in terms of integration. Board members would be signposted to the report.</p> <p style="text-align: right;"><b>ACTION: TJ</b></p> <p>The Chair sought clarification from Board members that their request to link Board papers to the College's strategic goals only related to the five main goals, which Board members agreed was the case. The Interim Board Secretary advised that this system was being trialled with some of the Curriculum and Quality Committee papers for its meeting the following week.</p>
<b>02/17</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies were received from Gillian Crosier and Nicola McIlwraith. E Acaster was joining the meeting by teleconference from London.</p>
<b>03/17</b>	<p><b>MINUTES OF BOARD MEETING HELD ON 8 December 2016 (Paper A)</b></p> <p>The minutes of the meeting held on 8 December 2016 were agreed as a true and accurate record.</p>
<b>04/17</b>	<p><b>MATTERS ARISING</b></p> <p>All actions from the meeting were complete.</p> <p>The VP Quality and Innovation provided an update on the Outcome Agreement, reporting that feedback from SFC on the first draft had been very good. Some adjustments were required around equality and diversity, and clarification was requested in support of STEM activity. These amendments would be made and the second draft would go to SMT on 6 March. The final draft should be ready by the next Board meeting.</p>
<b>05/17</b>	<p><b>DECLARATION OF ANY CONFLICT OF INTEREST/REGISTER OF INTERESTS UPDATE</b></p> <p>B McGrath advised of a possible conflict of interest relating to the Enterprise and Skills Review.</p>

	<p>The Chair advised staff and student members that any discussions relating to national bargaining would need to be treated as confidential.</p> <p>The Interim Board Secretary should be provided with any amendments to the Register of Interests. He advised that the annual update was scheduled for the summer.</p>
<p><b>06/17</b></p>	<p><b>NEW QUALITY ASSURANCE ARRANGEMENTS</b></p> <p>Janet Gardner introduced herself and advised Board members that she had taken over from John Laird as the College Inspector in October 2016. A briefing on the new Quality Framework consisting of high level details most pertinent to Board members was circulated. The Curriculum and Quality Committee would receive more detail on evidence gathering, monitoring and reviewing at their meeting on 9 March.</p> <p>Where there had previously been 33 quality indicators (only 17 of which had been used), there were now 12, all of which were very focused, integrated and relevant. Grading had been reintroduced using a six-point scale and colleges would be expected to self-evaluate, for endorsement by Education Scotland.</p> <p>The set of challenge questions suggested by Education Scotland for each Quality Indicator were highlighted, some of which related to the Board. Governance of the curriculum had not been previously included mentioned in the framework. J Gardner advised that the Governance Effectiveness Review report would form part of the evidence.</p> <p>Feedback would be required from external stakeholders. New approaches to self-evaluation such as validation panels had been trialled by another college.</p> <p>Education Scotland was keen to see naturally occurring evidence and would dip in and out of Board meetings as observers. A robust evidence base should be populated as things occurred and this should be accessible to Education Scotland.</p> <p>An Evaluative Report and Enhancement Plan would be produced over the year with final endorsement statements being presented to the Board by Education Scotland and SFC in October. The reports and endorsement statements would be published on SFC and Education Scotland websites in December However grades would not be published for 2016-17.</p> <p>Board members questioned the additional work the new quality arrangements could create. J Gardner advised that current self-evaluation processes should translate to the new system and therefore should not incur a huge amount of work. The VP Quality and Innovation agreed that the system would be incorporated into the tools and processes already in place. He considered that the additional work would be the added scrutiny and evidence gathering.</p> <p>The Chair requested that Board involvement be proportionate as members were all volunteers.</p> <p>The Chair thanked Ms Gardner for her helpful and clear presentation.</p>

<p><b>08/17</b></p>	<p><b>NEW RISK REGISTER (Paper C)</b></p> <p>The VP Finance and Resources presented the new Strategic Risk Register and thanked Board and SMT members for their contributions. SMT had populated the target ratings and it had been almost impossible to rate several lower than 5. He asked if Board members agreed with the levels allocated. It was suggested that risks which were marked green but were above target should be red flagged.</p> <p style="text-align: right;"><b>ACTION: PS</b></p> <p>Board members considered the Risk Register to be very informative and that the shift in language illustrated the nature of the risk. The link to strategic objectives was also noted. Board members would consider the Risk Register further and provide any comments to the VP Finance and Resources.</p> <p style="text-align: right;"><b>ACTION: All</b></p> <p>It was agreed that the Risk Register should continue to be presented to every Board committee.</p>
<p><b>09/17</b></p>	<p><b>SCOTTISH GOVERNMENT 50/50 PLEDGE BY 2020 PLEDGE: WORKING FOR DIVERSITY IN THE BOARD ROOM (Paper D)</b></p> <p>The Interim Board Secretary presented this item which had been discussed at the Board meeting on 8 December 2016, at which point the Chair had been requested to sign the Pledge with an added caveat. This, however had not been an option.</p> <p>The Nominations Committee had agreed earlier that day that a diverse Board would bring more opinions and reflect the makeup of the community. The Committee therefore recommended that the Board sign up to the Pledge.</p> <p>Board members agreed to join the Partnerships for Change by signing the Pledge.</p> <p style="text-align: right;"><b>ACTION: AC</b></p>
<p><b>10/17</b></p>	<p><b>BOARD POLICIES – CONFLICT OF INTEREST POLICY AND PROCEDURE (Paper E)</b></p> <p>The Interim Board Secretary presented the Conflict of Interest Policy and Procedure which had been produced specifically for the Board.</p> <p>It was agreed to replace the word <i>management</i> with <i>governance</i> in section 7.4.2 and to include reference to a quorum in section 7.2.5.</p> <p style="text-align: right;"><b>ACTION: DK</b></p> <p>Board members agreed to adopt the Policy and Procedure.</p>
<p><b>11/17</b></p>	<p><b>UPDATED TERMS OF REFERENCE (Paper F)</b></p> <p>The Interim Board Secretary presented the updated Terms of Reference for the Remuneration Committee and the Nominations Committee. The Terms of Reference for the Chair’s Committee would be amended further following discussion with J Polley.</p> <p><u>Nominations Committee</u></p> <p>The Chair clarified that the role of the Committee was not to appoint key executive roles but to have responsibility for Board appointments and succession planning.</p> <p>The following amendments were agreed:</p>

	<p>Point 1; <i>non-executive directors</i> would be replaced with <i>members</i>. Point 2.7; to add the Secretary's role.</p> <p style="text-align: right;"><b>ACTION: DK</b></p> <p><u>Remuneration Committee</u> Two items had been added to the Terms of Reference.</p> <p>The VP Finance and Resources clarified that remuneration for an independent Board Secretary would be determined under the College Job Evaluation scheme.</p> <p>Board members were under the impression that all Chairs were appointed by the Board and not elected by committee members as stated in point 1.2. The Interim Board Secretary agreed to review all committee Terms of Reference to ensure consistency with the former.</p> <p style="text-align: right;"><b>ACTION: DK</b></p>
12/17	<p><b>BOARD MEETING SCHEDULE 2017-18 (Paper H)</b></p> <p>The Interim Board Secretary presented the draft committee schedule for 2017-18 and explained the slight changes to the present schedule in order to comply with statutory reporting in October.</p> <p>The Board meeting schedule for 2017-18 was approved.</p>
13/17	<p><b>PRINCIPAL'S REPORT (Paper G)</b></p> <p>The Principal presented her report and updated Board members on the latest developments around National Bargaining, advising that the support side had presented their position and this was unaffordable.</p> <p>The VP Finance and Resources was preparing costings, details of which would be circulated to the Board.</p> <p style="text-align: right;"><b>ACTION: AC</b></p>
14/17	<p><b>MINISTERIAL LETTER OF GUIDANCE FOR ACADEMIC YEAR 2017-18</b></p> <p>The letter had not yet arrived and would be circulated upon receipt.</p> <p style="text-align: right;"><b>ACTION: TJ</b></p>
15/17	<p><b>OUTCOME AGREEMENT FUNDING FOR COLLEGES – INDICATIVE ALLOCATIONS FOR 2017-18 (Paper I)</b></p> <p>The VP Finance and Resources presented the indicative Outcome Agreement funding levels for 2017-18. He advised that this funding was indicative and the additional in-year funds could be allocated.</p> <p>He reported that additional credit funding for colleges was expected in line with the Government's pledge for increased Childcare places. The outcomes related to the Apprenticeship Levy and creation of an employability fund were as yet unknown.</p> <p>The College continued to request growth and additional funding as a rural college. SMT was meeting on 17 March to consider ways of dealing with the shortfall. The implication of national bargaining was the greatest risk.</p> <p>The Chair reminded members of Audit Scotland's recommendation that colleges produce long term financial plans and that, based on current information, this would</p>

	<p>be likely to show increasing deficits. To date the Board's policy had been to avoid deficits. He asked the Board to consider the continuance of this policy in advance of the budget setting and financial planning process which would be decided at future meetings.</p> <p>J Gardner left the meeting at this point.</p>
<p><b>16/17</b></p>	<p><b>REVIEW OF THE ENTERPRISE AND SKILLS AGENCIES (Paper O)</b></p> <p>The Chair presented a paper to update the Board on the current review of the Enterprise and Skills Agencies and the proposed creation of a new Enterprise and Skills Vehicle for the South of Scotland. He emphasised that some of the report was based on a meeting of potential stakeholders organised by the South of Scotland Alliance (SOSA) where some of the information regarding the suggested potential form of the new vehicle was open to interpretation and may not accurately reflect the proposed position.</p> <p>B McGrath confirmed that the final paragraph did not reflect the proposal which still needed to be developed. Members agreed that this paragraph would be amended.</p> <p style="text-align: right;"><b>ACTION: TJ</b></p> <p>B McGrath considered that the remit of the new agency s could give the College more opportunities and that the Outcome Agreement should be matched to their agenda in line with the local economy.</p> <p>Following further discussion of the paper the Board</p> <ul style="list-style-type: none"> <li>• Agreed that the boundary of the new agency should be co-terminus with Scottish Borders and Dumfries and Galloway.</li> <li>• Supported the guiding principles proposed by SOSA and the emphasis on place and geography and on social as well as economic development.</li> <li>• Agreed that in terms of governance that the new vehicle should have a strong local as well as national accountability but must be able to act as independent and flexible vehicle.</li> </ul> <p>The Board endorsed further engagement by the Principal and Chair in taking these views forward.</p>
<p><b>17/17</b></p>	<p><b>REPORTS FROM COMMITTEE CHAIRS, INCLUDING ANNUAL REPORTS</b></p> <p><u>Audit Committee (paper J)</u> The minutes of the meeting held on 24 November 2016 were received. J Martin had chaired the meeting on 9 February and provided a verbal update. The internal auditors had presented the findings of the College's commercial income structure audit which concluded that the BDU was being operated and managed in the most beneficial way for the College. The VP Finance and Resources confirmed that SMT was content with this decision.</p> <p><u>Finance and General Purposes Committee</u> The Chair of the F&amp;GP Committee reported that the Committee had received a presentation on the BDU from D McKendry. It had been disappointing to learn of enrolment shortfall against student numbers. Update reports would be received at future meetings.</p> <p>The Committee had considered and approved the evaluation of the ISLT Infrastructure tenders by e-mail following delegated authority by the Board in December. This process had taken longer than expected due to the number of</p>

	<p>tenders received. A project plan has been requested.</p> <p><u>Curriculum and Quality Committee (Paper K)</u> Draft minutes of the meeting held on 1 December 2016 were received. A verbal report had been given at the previous Board meeting.</p> <p><u>Nominations Committee</u> The Nominations Committee had met immediately prior to this meeting. The Chair reported that the Committee had given further consideration to, and recommended signing up to the 50/50 by 2020 Pledge. With regard to succession planning and protected characteristics, the Committee had agreed to focus on disability, race and LGBT plus, which they felt would add to the skills and experience mix of the Board. Members agreed to the co-option of representatives of these groups.</p>
18/17	<p><b>CORPORATE PARENTING PLAN UPDATE (Paper L)</b></p> <p>The VP Quality and Innovation presented an update on progress against each of the actions within the Corporate Parenting Plan. He reported that good progress was being made and that the College's work around this agenda was considered by SFC to be sector leading.</p>
19/17	<p><b>ANNUAL PRIORITIES 2016-17 – PROGRESS REPORT (Paper M)</b></p> <p>The Principal presented a summary of progress against key priorities for 2016-17.</p> <p>With regard to Goal Two, the College faced a continuous challenge around the number of withdrawals. There was work to do in retaining young students and those from disadvantaged postcodes. Pastoral and tutorial services would also be reviewed going forward.</p>
20/17	<p><b>UPDATE ON THE LEARNER JOURNEY</b></p> <p>T Jakimciw reported that as part of the Review of the Enterprise and Skills Agency he was a member of the Learning and Skills Journey work-stream. Its remit was to recommend a more coherent post-16 learning framework, improved transitions between school-college and college-university and improved current systems for career advice and guidance.</p>
21/17	<p><b>EQUALITY AND DIVERSITY (standing item)</b></p> <p><u>Equality Act 2010 Amended Regulations 2016</u> The Interim board secretary presented a letter from the Scottish Government to inform the Board of how the statutory reporting of equality monitoring would impact on them. It was a requirement to report on the gender make-up of the Board within the mainstreaming report.</p> <p><u>Equality Impact Assessment on Regional Outcome Agreement</u> The VP Quality and Innovation advised that one of the requirements of the Outcome Agreement was to undertake an Equality Impact Assessment. A wide group of individuals was being formed to undertake this exercise and the involvement of one or two Board members would be welcomed. Any volunteers should contact S McColm.</p> <p style="text-align: right;"><b>ACTION: All</b></p>

22/17	<p><b>ENVIRONMENTAL AND SUSTAINABILITY (standing item)</b></p> <p>The VP Finance and Resources reported that the College was in the final stages of signing for £221k of pathfinder funding to undertake energy efficiency measures.</p>
23/17	<p><b>HEALTH AND SAFETY (standing item)</b></p> <p>The VP Finance and Resources reported that a 90 year old customer had fallen and broken her pelvis and femur in the Beauty Salon the previous week. This was a RIDDOR reportable accident and the insurance company has been informed.</p>
24/17	<p><b>AGENDA ITEMS FOR NEXT MEETING</b></p> <ul style="list-style-type: none"> <li>• Role of Senior Independent Member (G Crosier)</li> </ul> <p>Any suggestions for agenda items should be forwarded to D Killean or S McColm.</p>
25/17	<p><b>Board Papers for Publication</b></p> <p>It was agreed that Paper I should not be published on the website.</p> <p>Board members agreed that Paper O should be amended before publication.</p> <p style="text-align: right;"><b>ACTION: TJ</b></p> <p>No draft minutes would be published. Approved minutes would be published within the committee areas.</p> <p>Board members were asked to reflect upon the attribution of comments within published Board minutes, for further discussion at a later meeting.</p> <p style="text-align: right;"><b>ACTION: All</b></p>
26/17	<p><b>ANY OTHER BUSINESS</b></p> <p>There was no further business for discussion.</p>
26/17	<p><b>DATE OF NEXT MEETING</b></p> <p>The next meeting of the Board of Management would take place on Thursday 27 April 2017 at 5.30pm in the Board Room, Scottish Borders Campus, Netherdale, Galashiels.</p>

Signed:.....  
Chair

Signed:.....  
Board Secretary