

## REGIONAL BOARD

Actions from the  
Meeting of the Regional Board held on  
Thursday 22 June 2017 in the Board Room, Scottish Borders Campus

Item	Action	Responsibility and Date
53/17	Links to all three reports mentioned in the Chair's Welcome would be circulated to Board members	T Jakimciw
	Develop an approach of how to respond to Community and Parliament Act requests	Board
61/17	The Board agreed to adopt the toolkit and pilot its use for self-evaluation within the next academic year The Board Secretary would be responsible for ensuring that this was taken forward	D Killean
62/17	A review of the three areas in Student Partnership Agreement would be completed at the end of the year by SMT and BCSA and a joint report would be presented to the Board	SMT/BCSA – June 2018
63/17	Undertake outline options appraisal re Newtown before entering discussions with the SFC	P Smith
	Amend Executive Summary to take account of critical need for change at the Newtown campus and raise as a major priority	P Smith
	Consider options for a solution for the Newtown campus	F&GP Committee
64/17	Amend Risk 5a to recognise the potential risk of being unable to improve IT systems and therefore not achieving efficiencies	P Smith
67/17	A reminder regarding nominations for College Fellow would be emailed to the Board	A Cox
72/17	Circulate reminder to Board members to carry out Learning for Leading visits if they had not already done so	D Killean
	The Board Secretary to investigate whether Board approval was required for auditor appointment or if approval was delegated to the Audit Committee	D Killean
76/17	Review the Risk Register in the meantime to define any areas for concern	SMT

## REGIONAL BOARD

Minutes of the meeting of the Regional Board held on Thursday 22 June 2017  
at 5.30 pm in the Board Room, Scottish Borders Campus

ITEM	MINUTE
Present:	<p>Tony Jakimciw (Chair) Angela Cox (Principal) Steven Ker Jane Martin Elaine Acaster Ian Ireland Sara Shinton Virginia Grant Liz Parkes (teleconference) Andy Winwood (Staff member) Jen MacKenzie (Staff member) Kevin Armstrong (Student member - retiring) Emma Smith (Student member)</p>
In Attendance:	<p>David Killean (Vice Principal, Quality and Innovation &amp; Interim Board Secretary) Pete Smith (Vice Principal, Finance and Resources) Heather Anderson (Vice Principal, curriculum) Paula Hutchison (Staff member from 1 July 2017) Sheila McColm (Secretary) Lynne Gilchrist (Head of CISB Faculty) – item 58/17 only</p>
<b>58/17</b>	<p><b>PRESENTATION – CREATIVE INDUSTRIES, SPORT AND BUSINESS</b></p> <p>It was agreed to bring this item forward to the beginning of the agenda.</p> <p>L Gilchrist introduced herself to Board members and thanked them for inviting her to the meeting. She gave a presentation on the activity and performance of the faculty during academic year 2016-17 and plans for 2017-18, including the new Aspiring Performers Programme in partnership with SRU. She also advised that the Training Restaurant and Hairdressing Salon would be open in the evenings next session. Discussions were taking place with Business Gateway around enterprise skills, which would benefit those students moving into self-employment.</p> <p>In response to questions from Board members L Gilchrist advised that Performance Indicators tended to be higher for the higher level programmes.</p> <p>The Chair thanked L Gilchrist and she left the meeting at this point.</p>
<b>53/17</b>	<p><b>CHAIR'S OPENING REMARKS</b></p> <p>The Chair welcomed everyone to the meeting, including L Parkes who was attending via teleconference. He welcomed the two new staff representatives, Jen MacKenzie (support staff) and Paula Hutchison (lecturing staff) and Emma Smith, the new Student President.</p> <p>The Chair reported on three documents which had recently been published and which would have implications for the College.</p>

1. Enterprise and Skills Review Report on Phase 2: Regional Partnerships  
Ministers had agreed with the boundaries (Dumfries & Galloway and Scottish Borders), the priorities and the establishment of a new independent body for South of Scotland by 2020. This independent body would be similar to that established in the Highlands and Islands. An interim arrangement would be established in the meantime. The report also acknowledged that additional resource would be required.

In relation to the learner journey, a common application process was being examined for colleges; however the individual support given to students during this process would need to be taken into consideration.

With regard to skills alignment, SDS and the SFC were both looking at skills training which would require a single set of skills guidance. A skills committee of the new Strategic Board would be set up and a joint director would be developed to report to both boards with a joint team to support him.

Colleges and universities would be expected to work more closely together and to develop a collaborative approach to internationalism.

Colleges are expected to play a fuller role with universities in supporting business innovation. A new £500,000 innovation fund for colleges has been announced. No guidance on applying to the fund has been released.

Each region would be required to develop partnerships with the third sector, local authorities and businesses to take forward enterprise activities. However, this is unlikely to apply to the Borders given the introduction of the new Agency.

2. Audit Scotland Report on Scotland's Colleges 2017

The college sector had exceeded the national credit target with the exception of two regions, resulting in a reduction in funding for one college. Full-time equivalents had decreased across Scotland, with the greatest decrease in 16 – 24 year olds. Attainment had improved nationally and Borders College was above sector average in this respect.

The financial health of the college sector remained stable but had deteriorated since 2014-15. Four colleges were in financial difficulty, eleven had an underlying deficit and seventeen colleges were forecasting a deficit.

Colleges were being asked to develop five-year financial plans, to be approved by their Boards. The SFC would produce common assumptions for all colleges to use. Colleges should estimate the costs of national bargaining and include statements of underlying financial performance in their annual accounts.

3. Deputy First Minister's Review of Education Governance

Head Teachers would be provided with a charter of accountabilities and responsibilities for delivering the curriculum locally and improving attainment. A national funding formula would be developed to be passed through local authorities. A director would be appointed in each region to lead on the development of regional improvement collaborations, to cover the 3 – 18 curriculum. Colleges Scotland had been asked to ensure that colleges were included as part of the collaboration.

Links to all three of the above reports would be circulated to Board members.

	<p><u>Community Planning Partnership</u> The Chair and Principal had attended a meeting earlier that day which had focussed on the Community Empowerment Act. This Act was now in force and would allow community groups to make requests to participate in decision making with public bodies. Recognised community groups would also have power to seek asset transfers, e.g. they could request to buy, lease or use unoccupied publicly owned sites. The Board would need to develop an approach of how to respond to such requests.</p> <p style="text-align: right;"><b>ACTION: Board</b></p> <p><u>Borderlands</u> The Chair reported on the potential development of Borderlands, a rural version of the City Deal involving Northumberland County Council, Cumbria County Council, Carlisle City council, Dumfries &amp; Galloway Council and Scottish Borders Council. The Executive will need to ensure that the College is fully involved in this.</p> <p><u>Board Secretary</u> An appointments panel had been held the previous day, consisting of the Chair, I Ireland, E Acaster and J Martin. James Ayling had been appointed as Board Secretary and would take up the post in August.</p>
<b>54/17</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies were received from David Peace, Bryan McGrath, Nicola McIlwraith, Gillian Crosier and Jane Gaddie.</p>
<b>55/17</b>	<p><b>MINUTES OF REGIONAL BOARD MEETING HELD ON 27 APRIL 2017 AND EXTRAORDINARY MEETING HELD ON 25 MAY 2017 (Paper A)</b></p> <p>The minutes of the meetings held on 27 April 2017 and 25 May 2017 were agreed as a true and accurate record.</p>
<b>56/17</b>	<p><b>MATTERS ARISING</b></p> <p><u>Regional Board meeting held on 27 April 2017</u> 35/17 The Regional Outcome Agreement had been updated with the comments provided at the previous Board meeting and was now with the SFC for sign off.</p> <p>41/17 The Principal reported that she and B McGrath had met to discuss potential funding for innovation in the Hawick campus around sustainability, access to learning in Eyemouth for digital technology and enterprise using a model from Strathclyde University. She was currently working on papers to move this forward.</p> <p>Remaining actions were complete.</p> <p><u>Extraordinary meeting held on 25 May 2017</u> K Armstrong queried the statement that the NUS President had advised it was rare for colleges to fund VP roles and that in most case these roles were unpaid.</p> <p>The Principal advised that both she and the Chair had been informed by the previous NUS President that this was the case. The Student President advised that he had been given conflicting information by the new NUS President.</p>

<p><b>57/17</b></p>	<p><b>DECLARATION OF ANY CONFLICT OF INTEREST/REGISTER OF INTERESTS UPDATE</b></p> <p>A Winwood noted a possible conflict of interest in relation to Papers B, F and K.</p> <p>The Chair reminded staff and student representatives of the need for confidentiality.</p> <p>The Board Secretary advised that the Register of Interests was in the process of being updated.</p>
<p><b>66/17</b></p>	<p><b>NATIONAL BARGAINING UPDATE</b></p> <p>It was decided to move this item up the agenda. A paper was circulated and Board members were given time to read the content. The paper which had been sent electronically earlier in the week by the Chair was also circulated.</p> <p>Board members were then asked to consider Paper B with the national bargaining update in mind.</p>

<p><b>59/17</b></p>	<p><b>BUDGET 2017-18 and 2018-19 (Paper B)</b></p> <p>The VP Finance and Resources presented the budget which had been considered by the Finance &amp; General Purposes Committee at its meeting on 25 May 2017. The Committee had approved the assumptions used, which would result in an Income and Expenditure deficit of £20k with a balanced cash position. He advised that there were no further variances at this point.</p> <p>An assumption of a flat cash settlement in 2018-19 from SFC had been used. The impact of inflationary increases to utilities was expected be offset by savings generated through the CEEP Project and SHARC system. No provision had been made for pay increase other than a 1% cost of living. This resulted in an £80k deficit for that year.</p> <p>The VP Finance and Resources recommended to the Board that the costs of national bargaining should be excluded from this budget but included in the Financial Forecast Returns (FFR). This scenario was consistent with other colleges and with the previous year. He reported that the FFR return date had been extended to 18 August and would now include a 5-year projection.</p> <p>A worst case scenario had been used in relation to national bargaining, with costs rising to almost £1m per annum by 2019-20.</p> <p>The Principal advised that it would be made clear to SFC that all colleges were in a deficit position. Principals are deciding whether to send a follow up letter to the Certificate of Assurance to stipulate that, due to national bargaining, financial sustainability could no longer be assured.</p> <p>Board members voiced concern around posting a deficit budget and considered that, as members of the Board and trustees of a charity they had a responsibility to offset a deficit if at all possible. The deficit of £80k was a result of an assumed 1% pay award and the VP Finance &amp; Resources considered it possible to make savings of £80k by 2018-19.</p> <p>Following further discussion, Board members agreed to approve the budget as it stood with £80k of measures to be agreed and to post a deficit of £80k for the FFR.</p>
<p><b>66/17 cont.</b></p>	<p><b>NATIONAL BARGAINING</b></p> <p>The Chair summarised the current situation on National Bargaining.</p> <p>The first 25% of the migration to the new national pay scale for un-promoted lecturing staff would be paid in July.</p> <p>An offer had been made to support staff earlier that day for a cost of living pay award and a national job evaluation exercise to be undertaken. This would take up to two years to complete, with any resulting pay award backdated to September 2018.</p> <p>The Board considered a table presenting the likely impact on the College in 2017-18 compared to the worst case scenario. The very best case would be £170k and the worst case £423k. This amount (£423k) would be added to the FFR, for further consideration when clarification was provided.</p>

60/17	<p><b>ANNUAL STRATEGIC PRIORITIES 2017-18 (Paper C)</b></p> <p>The Principal presented the strategic priorities for 2017-18 for approval.</p> <p>She emphasised the need to continue to invest in developing a better IT structure in order to make efficiencies in the future and hopefully reach a balanced budget in four years' time.</p> <p>The VP Finance and Resources confirmed that £100k was included in the budget for this purpose.</p> <p>The Board approved the Annual Strategic Priorities for 2017-18.</p>
61/17	<p><b>BOARD SELF-EVALUATION &amp; DEVELOPMENT PLAN PROCESS (Paper D)</b></p> <p>The Board Secretary presented the new self-evaluation toolkit which had been developed using the Code of Good Governance for Scotland's Colleges.</p> <p>The approach to the tool was based on the College's self-evaluation toolkit and was designed to assist the Board and sub-committees in evaluating their performance over the year. The tool could be used as a workshop or developed as an online survey. It could also be used to consider the performance of Chairs, the Board Secretary and the Principal.</p> <p>The Board agreed to adopt the toolkit and pilot its use for self-evaluation within the next academic year.</p> <p>The Board Secretary would be responsible for ensuring this was taken forward. <b>ACTION: DK</b></p>
62/17	<p><b>STUDENT PARTNERSHIP AGREEMENT 2017-18 (Paper E)</b></p> <p>The Student President presented the Partnership Agreement for session 2017-18 for approval.</p> <p>The following three priority areas had been identified upon which the College and Students Association could work in partnership:</p> <ul style="list-style-type: none"> <li>• Student representation</li> <li>• Looked after and Care leaver students</li> <li>• Student community</li> </ul>
	<p>It was agreed that a review of these three areas would be completed at the end of the year by SMT and BCSA and a joint report would be presented to the Board. Members congratulated the President on the document. <b>ACTION: BCSA/SMT</b></p> <p>The Board approved the Student Partnership Agreement for 2017-18.</p>

63/17	<p><b>ESTATES STRATEGY (Paper F)</b></p> <p>The VP Finance and Resources presented the draft Estates Strategy for 2017-2027 which, if agreed by the Board would be populated in detail over the summer and presented to the Finance &amp; General Purposes Committee in October with an implementation plan for 2017-18.</p> <p>There had been increasing concern over the past few years around provision of land-based activity and the main focus of the Estates Strategy was to find a long term solution. Board members considered that an outline options appraisal was required before entering discussions with the SFC. The VP Finance and Resources agreed to take this forward.</p> <p style="text-align: right;"><b>ACTION: PS</b></p> <p>Board members agreed there was a critical need for change at the Newtown campus and this should be raised as a major priority. The Executive Summary would be amended accordingly.</p> <p style="text-align: right;"><b>ACTION: PS</b></p> <p>The Finance &amp; General Purposes Committee would consider options for a solution for the Newtown campus.</p> <p style="text-align: right;"><b>ACTION: F&amp;GP</b></p> <p>The Board approved the Estates Strategy in principle but noted that further work was required as discussed.</p>
64/17	<p><b>STRATEGIC RISK REGISTER (Paper G)</b></p> <p>P Smith presented the Risk Register which had been considered by the Finance &amp; General Purposes Committee and the Curriculum &amp; Quality Committee on 25 May. Both committees had noted that National Bargaining remained the most significant risk and this was still the case.</p> <p>It was agreed that Risk 5a should be amended to recognise the potential risk of being unable to improve IT systems and therefore not achieving efficiencies.</p> <p style="text-align: right;"><b>ACTION: PS</b></p> <p>Board members noted that only two risk mitigation strategies had reduced and that they should concentrate on “above target” areas.</p>
65/17	<p><b>PRINCIPAL’S REPORT (Paper H)</b></p> <p>The Principal presented her report and reported the following update.</p> <p>The College had not been awarded any funding for Foundation Apprenticeships despite indications to the contrary. A lot of work had gone into the preparation of the bid and the outcome was very disappointing. The next opportunity would be for the period 2018-2020.</p> <p>The Principal advised of indications that student achievement KPIs would not deteriorate further this year.</p> <p>Board members considered the student attendance figures to be very helpful.</p>
66/17	<p><b>NATIONAL BARGAINING</b></p> <p>No further discussion was required.</p>

67/17	<p><b>COLLEGE FELLOW</b></p> <p>The Principal asked for any nominations for College Fellow to be submitted by 3 July. She reminded Board members that the Fellowship was normally awarded to someone that had made a significant contribution to the local community.</p> <p>A reminder would be emailed to the Board.</p> <p style="text-align: right;"><b>ACTION: AC</b></p>
68/17	<p><b>BCSA ANNUAL REPORT 2016-17 (Paper I)</b></p> <p>The Board commended the Student President on this very impressive report.</p>
69/17	<p><b>CORPORATE PARENTING UPDATE (Paper J)</b></p> <p>The VP Quality and Innovation advised that J MacKenzie, Care Aware Adviser and now a member of the Board was responsible for achieving many of the actions in the plan. A group was now being formed to produce a new plan.</p> <p>Payment had been received from the Robertson Trust and a new team of mentors had been appointed. There had been indications that the Robertson Trust would continue to work with the College.</p> <p>Board members noted that good progress had been made.</p>
70/17	<p><b>ANNUAL PRIORITIES 2016-17 PROGRESS REPORT (Paper K)</b></p> <p>The Principal reported that good progress had been made against all goals.</p>
71/17	<p><b>STAFF APPOINTMENTS TO REGIONAL BOARD</b></p> <p>The new staff members, J MacKenzie and P Hutchison had been introduced at the start of the meeting.</p>
72/17	<p><b>REPORTS FROM COMMITTEE CHAIRS</b></p> <p><u>Finance and General Purposes Committee (Paper L)</u> Draft minutes of the meeting held on 25 May were received. The main focus of the meeting had been on the budget.</p> <p><u>Curriculum and Quality Committee (Paper M)</u> The Board received draft minutes of the meeting held on 25 May. The Committee had discussed learner success trends and had noted very positive learner destination data. The student satisfaction survey would be revisited at the next meeting.</p> <p>Board members were asked to carry out Learning for Leading visits if they had not already done so. A reminder would be circulated.</p> <p style="text-align: right;"><b>ACTION: DK</b></p> <p>The Board Secretary advised Board members to inform Faculty Heads if they were interested in attending Faculty Council meetings to ensure that dates did not change.</p>

	<p><u>Audit Committee (Paper N)</u> Draft minutes of the meeting held on 11 May were received. The Committee had agreed to re-appoint Wylie &amp; Bisset as Internal Auditors for a further 2-year period.</p> <p>The Board Secretary was uncertain whether Board approval was required for this appointment or if approval was delegated to the Audit Committee. He agreed to investigate.</p> <p style="text-align: right;"><b>ACTION: DK</b></p> <p>Meanwhile the Board approved the recommendation from the Audit Committee to re-appoint Wylie &amp; Bisset.</p>
73/17	<p><b>EQUALITY AND DIVERSITY (standing item)</b></p> <p>The VP Quality and Innovation reported that the Gender Action Plan had been circulated to the College Management Team for comment and would be submitted to the SFC by 3 July.</p>
74/17	<p><b>ENVIRONMENTAL AND SUSTAINABILITY (standing item)</b></p> <p>There were no items for discussion.</p>
75/17	<p><b>HEALTH AND SAFETY (standing item)</b></p> <p>The Health and Safety Manager was working hard to put all staff through IOSH training.</p> <p>The VP Finance and Resources reported that the College had received an insurance claim following an accident in the Salon. This claim would be defended by the College's insurance company.</p>
76/17	<p><b>AGENDA ITEMS FOR NEXT MEETING</b></p> <p>It was decided that the Risk Register would be reviewed as part of the Board's Strategic Planning day on 16 November. SMT would review the Risk Register in the meantime to define any areas for concern.</p> <p style="text-align: right;"><b>ACTION: SMT</b></p> <p>Any further suggestions for agenda items should be forwarded to the Board Secretary.</p>
77/17	<p><b>Board Papers for Publication</b></p> <p>All papers would be published on the website with the exception of paper B and the paper circulated on National Bargaining. Draft minutes of sub-committees (papers L, M and N) would be withheld until approved.</p>

78/17	<p><b>ANY OTHER BUSINESS</b></p> <p>The Chair thanked the two retiring Board members; A Winwood for his honest, straightforward and helpful contributions and K Armstrong for his very positive contribution to BCSA and to the Board.</p> <p>The interim Board Secretary was also thanked for his contribution to the Board and assistance to the Chair. This was his final Board meeting as he was retiring in September and Board members wished him well for the future.</p> <p>The Chair conveyed his thanks to all Board members for their contribution over the year.</p>
	<p>Staff members were asked to leave the meeting during the discussion of an additional item.</p>
79/17	<p><b>DATE OF NEXT MEETING</b></p> <p>The next meeting of the Board of Management would take place on Thursday 26 October 2017 at 5.30pm in the Board Room, Scottish Borders Campus, Netherdale, Galashiels.</p>

Signed:.....  
Chair

Signed:.....  
Board Secretary