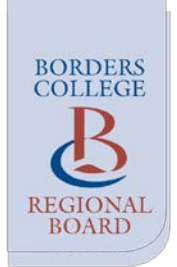


BORDERS COLLEGE REGIONAL BOARD



Actions from the
Meeting of the Regional Board held at 5.30pm on
Thursday 5 December 2019 in the Board Room, Scottish Borders Campus

| Item | Action | Responsibility and Date | Action Status |
|--------|---|--------------------------|---|
| 60/19 | The Publication Scheme was now due for renewal and would be updated over the summer | H Robertson/ S McColm | Ongoing |
| 68/19 | The future of FE and colleges and the effect on the College would be built into the Board Strategy day | A Cox | Complete |
| 111/19 | Add "meeting economic and business needs" and a sentence around the link with the Textile Centre of Excellence to draft ROA | J Robertson | Complete |
| 105/19 | B McGrath's presentation would be circulated with the draft minutes of the meeting | S McColm | Complete |
| | The Chair would produce a very brief paper for the Board re 23 rd National Economic Forum | T Jakimciw | Complete |
| 113/19 | Make change to letterhead of Letter of Representation for signature by the Chair | S McColm/ T Jakimciw | Complete |
| 114/19 | Consider involving external stakeholders earlier in Strategic Plan process, involving conversations with CPP, SOSEA and schools | A Cox | Complete |
| 115/19 | Meet with the newest Board members in the New Year to provide them with feedback | T Jakimciw | |
| 117/19 | Standard section would be produced for ToRs | H Robertson | Completed and on Board agenda |
| 119/19 | Date on cover of FFR and Financial Plan to be amended | H Robertson | Completed |
| 122/19 | Follow up an enquiry received from an accountant in relation to Board membership | J McBeath | This query was from someone with retail banking experience, not an accountant |
| 127/19 | A meeting of the Board short-term working group was being arranged | H Robertson | First meeting in diary for 10 Jan |
| 130/19 | Consideration would be given to holding a Board Xmas lunch/dinner in January | A Cox | Complete |

REGIONAL BOARD

Minutes of the meeting of the Regional Board held on Thursday 5 December 2019
at 5.30 pm in the Board Room, Scottish Borders Campus, Galashiels

| ITEM | MINUTE |
|----------------|--|
| Present: | <p>Tony Jakimciw (Chair) Angela Cox (Principal) Bryan McGrath Liz Parkes David Peace Jess McBeath Paul Scrimger Jen MacKenzie (Support staff member)</p> |
| In Attendance: | <p>Heather Anderson (Vice Principal, Curriculum and Student Services) Hazel Robertson (Vice Principal, Finance & Corporate Services and Interim Board Secretary) Janet Robertson (Dir of Business Improvement & Performance) – 111/19 only Sheila McColm (Minutes)</p> |
| 111/19 | <p>REGIONAL OUTCOME AGREEMENT (Paper B)</p> <p>This item was moved to the top of the agenda.</p> <p>The first draft of the Regional Outcome 2020-21 was presented for approval by the Director of Business Improvement & Performance. The draft had been developed in line with guidance from SFC and differed in format to previous years.</p> <p>The additional “targets” column requested by the Board the previous year had been added but would be removed from the version submitted to SFC.</p> <p>SFC had requested that any areas unchanged from the previous Outcome Agreement should not be repeated.</p> <p>The figures used this year were those submitted through the FES return therefore projections were considered to be more accurate than previously. However, it was noted that achievement of the articulation figures were outwith the control of the College.</p> <p>With regard to the student success rates, the VP Curriculum and Student Services advised that there could be a variation with HEPT figures due to the very small numbers involved.</p> <p>Board members suggested strengthening the wording around business, i.e. adding “meeting economic and business needs” and a sentence around the link with the Textile Centre of Excellence.</p> <p style="text-align: right;">ACTION: AC/JR</p> <p>The document must be submitted to SFC by 13 December therefore any comments from Board members were required before that date.</p> <p>The Board approved the draft Regional Outcome Agreement subject to final allocations and funding.</p> |
| | <p>The Director of Business Improvement & Performance left the meeting at this stage.</p> |

| | |
|--------|--|
| 105/19 | <p>PRESENTATION – SOSEP AND BORDERLANDS</p> <p>B McGrath gave a presentation on progress with both the South of Scotland Economic Partnership and Borderlands.</p> <p>The Principal asked if any consideration had been given to retaining the Borders identity in the South of Scotland given that some CPP activity was being replaced by the South of Scotland Economic Forum. This was considered a valid point to raise.</p> <p>The presentation would be circulated with the draft minutes of the meeting.</p> <p style="text-align: right;">ACTION: SMc</p> |
| 106/19 | <p>CHAIR’S OPENING REMARKS</p> <p>The Chair welcomed everyone to the meeting and reported on the following matters.</p> <ul style="list-style-type: none"> • The Financial Directors Network had collated FFRs for all colleges in Scotland. The sector had to lose £65m over the next 5 years. • The Chair had attended the 23rd National Economic Forum the previous day where skills was the sole agenda item and colleges had been mentioned many times. Paul Little and Audrey Cumberford had been asked to provide a paper for Derek Mackay, Finance Secretary relating to economic impact of colleges. The Chair would produce a very brief paper for the Board on the National Economic Forum . • Ingrid Earp had been appointed as Board Secretary and would take up the post on 7 January 2020. <p style="text-align: right;">ACTION: TJ</p> <p>A further item was treated as confidential and a separate minute was taken</p> |
| 107/19 | <p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Sara Shinton, Jane Gaddie, Virginia Grant, Elaine Acaster, Nuala Broderick, Dave Black, David Elder and Ann Letham.</p> |
| 108/19 | <p>MINUTES OF REGIONAL BOARD MEETING HELD ON 24 OCTOBER 2019 (Paper A)</p> <p>The minutes of the meeting held on 24 October 2019 were agreed as a true and accurate record of the meeting.</p> |
| 109/19 | <p>MATTERS ARISING</p> <p>55/19 Fixed versus variable expenditure would be made clearer in the next set of management accounts.</p> <p>60/19 The action to update the Publication Scheme was ongoing.</p> |

| | |
|--------|--|
| 68/19 | <p>The future of FE and colleges and the effect on the College would be built into the Board Strategy day.</p> <p style="text-align: right;">ACTION: AC</p> <p>It was noted that the Polley report had identified a potential issue around the Board becoming over reliant on the Chair and members were asked to consider those strategic areas and developments they would wish to give priority to when engaging with the new Chair..</p> |
| 100/19 | <p>A meeting of the short-term working group to look at ways of exploring Board diversity was being arranged.</p> <p>All remaining actions were complete.</p> <p>In future, information on ongoing actions would be added to the status sheet prior to circulation.</p> |
| 110/19 | <p>DECLARATION OF ANY CONFLICT OF INTEREST/REGISTER OF INTERESTS UPDATE</p> <p>There were no declarations of any conflicts of interest or updates to Registers of Interest.</p> |
| 112/19 | <p>BORDERS COLLEGE ANNUAL ACCOUNTS 2018-19 (Paper C)</p> <p>The VP Finance and Corporate Services advised that the annual accounts had been previously considered by the Finance and General Purposes Committee and Audit Committee. She presented amended pages to the annual accounts. She apologised for tabling these papers but clearance on the accounts had only been received at lunch time that day.</p> <p>She summarised the amendments, which included a final change to the Independent Auditor's Report and a change relating to fixed assets which did not change the overall out-turn, affecting only the Balance Sheet, the Statement of Reserves and the fixed asset note.</p> <p>A copy of the final 2018-19 Annual Audit Report, which had also been considered by the F&GP and Audit committees was included in the papers. This very positive report and reflected well on the College as an organisation.</p> <p>The Annual Accounts 2018-19 were approved by the Board.</p> |
| 113/19 | <p>LETTER OF REPRESENTATION</p> <p>Further to a change being made to the letterhead, the Board approved the Letter of Representation for signature by the Chair.</p> <p style="text-align: right;">ACTION: SMc/TJ</p> |
| 114/19 | <p>STRATEGIC PLAN – PLANNING AND TIMELINE (Paper E)</p> <p>The Principal presented an approach and timeline for the development of the new College Strategic Plan for approval.</p> <p>A suggestion to involve external stakeholders earlier in the process would be considered. This would involve conversations with CPP, SOSEA and the schools.</p> <p style="text-align: right;">ACTION: AC</p> <p>The Board accepted the approach to the development of the Strategic Plan for 2020 as a way forward.</p> |

| | |
|--------|--|
| 115/19 | <p>UPDATE OF OPERATIONAL AND ENHANCEMENT PLANS 2018-19 / PROPOSAL FOR DEVELOPMENT PLAN 2019-20 (Paper F)</p> <p>The Interim Board Secretary presented the progress report on the Board Operational and Enhancement Plans 2018-19 and proposed actions for a development plan for 2019-20.</p> <p>All actions in the Operational Plan had been closed off while several actions in the Enhancement Plan were outstanding and it was proposed that these actions be transferred into a new Board Development Plan for 2019-20.</p> <p>The Chair advised that, in terms of mentoring for Board members, he was planning a Question and Answer session for any members wishing to attend. It was agreed that the Chair would meet with the newest Board members in the New Year to provide them with feedback.</p> <p style="text-align: right;">ACTION: TJ</p> <p>The new Chair would conduct the formal annual reviews with all Board members.</p> <p>The Board accepted the proposals for the new Board Development Plan 2019-20.</p> |
| 116/19 | <p>BOARD SELF-EVALUATION 2018-19 (Paper G)</p> <p>The Interim Board Secretary presented a detailed analysis of results of the Board self-evaluation questionnaire for 2018-19.</p> <p>She reported that the deadline for an external review of the Board's compliance with the Code of Good Governance had been extended to end 2020. It was agreed that this should be progressed by the new Board Secretary after the new Chair was in post.</p> <p>The Board noted and approved the results of the self-evaluation questionnaire.</p> |
| 117/19 | <p>COMMITTEE TERMS OF REFERENCE (Paper H)</p> <p>The Interim Board Secretary presented the updated Committee Terms of Reference for approval.</p> <p>A cross check had been performed across all committees which had highlighted some inconsistencies relating to quorums, calling meetings and co-option of members.</p> <p>Following discussion it was agreed to standardise these items across all the committees. It was also agreed that the quorum would include at least one independent member for each of the committees. A standard section would be produced to cover the aforementioned items.</p> <p style="text-align: right;">ACTION: HR</p> <p>The actual terms of reference of each committee were approved.</p> |
| 118/19 | <p>BORDERS COLLEGE STUDENT PARTNERSHIP AGREEMENT (Paper I)</p> <p>The Principal presented the Student Partnership Agreement in the absence of students members.</p> <p>Following discussion, Board members agreed the important contribution made by the Students' Association in relation to equal opportunities, i.e. gender, mental</p> |

| | |
|----------------------|--|
| | <p>health and diversity was covered sufficiently in the Agreement.</p> <p>The Student Partnership Agreement was approved.</p> |
| <p>119/19</p> | <p>FFR AND FINANCIAL PLAN (Paper U)</p> <p>The VP Finance and Corporate Services presented the Financial Forecast Return for 2019-20 to 2023-24 for approval.</p> <p>An earlier version of the FFR had been considered by the Board with further information requested and this final version had been approved by the Chair's Committee. Board approval was required to close the governance cycle.</p> <p>The date on the cover paper would be amended.</p> <p style="text-align: right;">ACTION: HR</p> <p>The Board approved the Financial Forecast 2019-20 to 2023-24.</p> |
| <p>120/19</p> | <p>STRATEGIC RISK REGISTER (Paper J)</p> <p>The VP Finance and Corporate Services presented the Strategic Risk Register which had been amended slightly since the previous Board meeting.</p> <p>The focus remained on those risks above target level, the reasons for which and mitigation to address these were provided. It had been possible to reduce some risks slightly. A refresh of the Risk Register was required to take account of the strategic direction going forward.</p> <p>There was discussion around in-year growth. The Principal advised that most of the credit allocation for the entire year had been used due to:</p> <ol style="list-style-type: none"> 1. The apprenticeship allocation 2. An increased number of starts in school programmes 3. An increase in adult learners. <p>There was insufficient funding for the following planned activity over the year, i.e.:</p> <ol style="list-style-type: none"> 1. A January start programme for Xmas leavers. Without credits to deliver, the cost would be £20k. 2. An estimate of 300 credits were required to continue to deliver on apprenticeship programmes. The cost of this would be £58k. 3. Summer transition programmes for schools, which had not been costed out. <p>These costs had not been planned for. The College had provided an estimate of 1300 additional credits to SFC and asked for an indication regarding in-year re-distribution. The outcome was unlikely to be known until January therefore a decision would need to be made regarding the January programme. The potential reputational risk of not running this programme was noted.</p> <p>The strategic need to continue with apprenticeships was also noted. There was a likelihood of inviting competition by declining the MA contract with SDS.</p> <p>The total risk involved was £80k. The VP Finance and Corporate Services advised that potential in-year savings had been identified towards the £161k efficiencies required and that there were no budgets uncommitted to fund this delivery. The worst case scenario would be a deficit at the end of the year.</p> |

| | |
|---------------|---|
| | <p>Following discussion, Board members decided that the needs of the learners and the reputational risk was greater than the financial risk and agreed to support management in delivering the January programme and Modern Apprenticeships on the understanding that every effort would be taken to offset the amount of deficit. The situation would be monitored by the Board and a decision regarding the summer transition programme would be taken later.</p> |
| 121/19 | <p>HEALTH AND SAFETY ANNUAL REPORT (Paper K)</p> <p>The VP Finance and Corporate Services presented the Health and Safety update for 2018-19 on behalf of Kevin Drum, Health and Safety Manager who was unable to attend. She reported good progress with the safety training programme and also risk assessments.</p> <p>Board members considered this was an excellent report in terms of the strong approach to training and low number of health and safety incidents.</p> |
| 122/19 | <p>BOARD COMMITTEE MEMBERSHIP (Paper L)</p> <p>The interim Board Secretary presented the list of Board committee membership, advising that the Board should review its committee structure each year.</p> <p>The Board currently consisted of 17 members of a possible 18 and it was agreed the vacancy should remain until the new Chair was in post. Board members considered that additional financial experience was a requirement of either a new Board member or a co-option. J McBeath agreed to follow up an enquiry she had received from an accountant in relation to Board membership.</p> <p style="text-align: right;">ACTION: JMc</p> |
| 123/19 | <p>PRINCIPAL'S REPORT (Paper M)</p> <p>The Board received the Principal's Report.</p> <p>The Principal updated the Board in relation to national bargaining, reporting that 85% of job evaluations were now complete. Borders College would be one of the first to be harmonised although the national spine was not yet known.</p> |
| 124/19 | <p>BCSA UPDATE (Paper N)</p> <p>The update paper on Students' Association activity was noted. Board members commended the amount of activity and formally noted their appreciation.</p> |
| 125/19 | <p>REPORTS FROM COMMITTEE CHAIRS</p> <p><u>Nominations Committee (Paper O)</u> The annual report for 2018-19 was noted.</p> <p><u>Chair's Committee (Paper P)</u> The annual report for 2018-19 was noted.</p> <p><u>Audit Committee (Paper Q)</u> The VP Finance and Corporate Services advised that the highlighted auditor's opinion section within the Audit annual report would be replaced with the wording in the annual accounts prior to publication.</p> <p><u>Finance and General Purposes Committee (Paper R)</u> The minutes of the meeting held on 3 October 2019 were received together with the annual report 2018-19.</p> |

| | |
|---------------|--|
| | <p><u>Curriculum and Quality Committee (Paper S)</u> The annual report 2018-19 and draft minutes of the meeting held on 17 October 2019 were noted.</p> <p><u>Remuneration Committee (Paper V)</u> The annual report 2018-19 was noted.</p> |
| 126/19 | <p>FINANCIAL REGULATIONS (Paper T)</p> <p>The Board received a copy of the revised Financial Regulations which had been approved by the Finance & General Purposes Committee.</p> <p>The Chair reminded Board members that any gifts received over the value of £10 must be declared in the Register of Gifts.</p> |
| 127/19 | <p>STANDING ITEMS</p> <p><u>Health and Safety</u> There were no further items for discussion.</p> <p><u>Equality and Diversity</u> A meeting of the Board short-term working group was being arranged. ACTION: HR</p> <p><u>Environmental and Sustainability</u> The SHARC system would be operational again before end December.</p> <p>The Principal advised that the College had signed up to a CDN programme to bring sustainability into curriculum delivery. Nine College staff members would be involved.</p> |
| 128/19 | <p>AGENDA ITEMS FOR NEXT MEETING</p> <p>The Chair reminded Board members that they could suggest agenda items.</p> |
| 129/19 | <p>BOARD PAPERS FOR PUBLICATION (Standing item)</p> <p>All papers would be published on the website with the exception of the following:</p> <ul style="list-style-type: none"> • All draft minutes • Paper B • Paper C • Paper U • Letter of Representation |
| 130/19 | <p>ANY OTHER BUSINESS</p> <p>The Chair advised that the Chair's post was now being advertised and encouraged members to consider applying</p> <p>The Board strategic day had been postponed to 10 February 2020 in order to have an idea of funding allocations; however this information would not be published until after the UK budget in February.</p> <p>The Chair thanked Board members for all their hard work this year and wished them a very merry Xmas.</p> |

| | |
|----------------------|---|
| | <p>Consideration would be given to holding a Board Xmas lunch or dinner in January.</p> <p style="text-align: right;">ACTION: AC</p> |
| <p>131/19</p> | <p>DATE OF NEXT MEETING</p> <p>The next meeting of the Board of Management would take place on Thursday 18 February 2020 at 5.30pm in the Board Room, Scottish Borders Campus, Galashiels.</p> |

Signed:..... Signed:.....
Chair Board Secretary