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BORDERS COLLEGE REGIONAL BOARD



Actions from the
Meeting of the Regional Board held at 5.30pm on
Thursday 21 October 2021

Item	Action	Responsibility and Date	Action Status
69/21	It was agreed that the outstanding points from the External Effectiveness Review will be added to the Enhancement Plan	I Earp	
70/21	The Register of Interest will be updated	C Gillie	Complete
74/21	A column will be added to link the KPIs to the Strategic objectives.	A Cox	Complete
	An audit of the reports that go to the various committees will be undertaken and a mapping exercise completed.	A Cox – 3 March 2022	
75/21	A discrepancy in the savings table on page 7 of the FFR was noted and will be amended.	H Robertson	amended
	The narrative around the ability to deliver efficiency savings targets will be strengthened.	H Robertson	amended
85/21	BCSA will be asked to amend the heading which states June 2021.	S McColm	Complete

BORDERS COLLEGE REGIONAL BOARD



Minutes of the Virtual Meeting of the Regional Board
held on Thursday 21 October 2021 at 5.30 pm

ITEM	MINUTE
Present:	<p>Elaine Acaster (Interim Chair) Angela Cox (Principal) Nuala Broderick Liz Parkes Jess McBeath David Johnson Carol Gillie Paul Cathrow Lynn Mirley Dave Black (Academic staff member) Ann McKerracher (Support staff member) Paul Scrimger Bryan McGrath</p>
In Attendance:	<p>Heather Anderson Vice Principal, Curriculum & Student Services) Hazel Robertson Vice Principal, Finance & Corporate Services Ingrid Earp (Board Secretary) Sheila McColm (Minutes)</p>
66/21	<p>CHAIR'S OPENING REMARKS</p> <p>The Chair welcomed everyone to the meeting. Ann McKerracher, the new support staff member was welcomed to her first full Board meeting.</p> <p>The Chair noted the College's confident start to the new academic year despite the difficult environment over the past year.</p> <p>Colleges Scotland has been active in reviewing its strategic focus. The Chair and Principal are involved in several different groups and will provide an update when the direction is agreed.</p> <p>The visit by Jamie Hepburn MSP to the Hawick STEM Hub on 27 September was very successful.</p> <p>The Chair attended the Convention of the South of Scotland on 4 October to consider the alignment of opportunities generated by the different bodies. The Regional Economic Partnership will provide strategic leadership going forward.</p>
67/21	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from David Peace and Sally Prentice. Carol Gillie and Paul Cathrow expect to join the meeting later.</p>
68/21	<p>MINUTES OF REGIONAL BOARD MEETING HELD ON 17 JUNE 2021 (Paper A)</p> <p>The minutes of the meeting held on 17 June 2021 were agreed as a true and accurate record of the meeting.</p>

<p>69/21</p> <p>28/21</p>	<p>MATTERS ARISING</p> <p>It was agreed that the outstanding points from the External Effectiveness Review should be moved to the Enhancement Plan.</p> <p style="text-align: right;">ACTION: IE</p>
<p>70/21</p>	<p>DECLARATION OF ANY CONFLICT OF INTEREST/REGISTER OF INTERESTS UPDATE</p> <p>There were no declarations of any conflict of interest.</p> <p>The Chair has received notification from Carol Gillie of her appointment as a non-executive director of NHS24. The Register of Interest will be updated accordingly.</p> <p style="text-align: right;">ACTION: CG</p>
<p>71/31</p>	<p>RATIFICATION OF APPOINTMENT OF SIM (Paper B)</p> <p>The appointment of David Peace as Senior Independent Member of the Board was formally ratified.</p>
<p>72/21</p>	<p>RATIFICATION OF APPOINTMENT OF INTERIM VICE CHAIR</p> <p>The Chair advised that David Peace has agreed to retain the Interim Vice Chair role in addition to his role as SIM until such time as a new Chair is appointed.</p> <p>This appointment was ratified by the Board.</p>
<p>73/21</p>	<p>REGIONAL BOARD SELF-EVALUATION AND DEVELOPMENT PLAN (Paper D)</p> <p>The Board Secretary presented the outcome of the Self-evaluation survey and resulting Board Development and Enhancement Plan for 2021-22.</p> <p>The Development and Enhancement Plan is a first draft and any comments will be welcomed. The Board Secretary is aware that Board members have other commitments out with the College and is not sure how much time to allocate to Board Development. A discussion is required.</p> <p>Outstanding actions from the External Effectiveness Review have been moved into the Plan.</p> <p>Board members considered it would be useful to undertake Learning for Leading visits and to visit the other campuses, e.g. to view the Eco house at Hawick.</p> <p>The Principal invited Board members to request visits if required. Management will ensure that the appropriate staff are on site to provide a tour. It is also planned to hold Board meetings on the different campuses when meetings can be held on site.</p> <p>The Board noted the Development and Enhancement Plan for 2021-22.</p>

74/21	<p>AGREEMENT OF PRIORITY KPIs (Paper E)</p> <p>The Principal presented the 9 Key Performance Indicators which align with the Strategic Ambition and were identified by the Executive Team to best provide assurance to the Board regarding the College’s performance and progress against targets set.</p> <p>In terms of the quality cycle, some of these KPIs will only be reported once a year. Some of the KPIs may be removed in future.</p> <p>In response to queries from Board members the following points were clarified:</p> <ul style="list-style-type: none"> • Success has not been identified as a separate KPI as it the outcome is unknown until the end of the year. Retention and progress are the best in year indicators. • Success data will be included in the Principal’s Report when appropriate. • KPIs have been aligned with the Risk Register. • Income generation is planned for within budget performance. Activity is measured by the Finance & General Purposes Committee. • Monitoring of the approach to cyber security should be captured under risk. • A column will be added to link the KPIs to the Strategic objectives. <p style="text-align: right;">ACTION: AC</p> <ul style="list-style-type: none"> • The KPIs will be reported at every Board meeting while actions will be reported twice a year. • These KPIs are high level. More detailed data is reported at Board committees. In order to provide assurance to Board around reporting, an audit of the reports that go to the various committees will be undertaken and a mapping exercise completed. This will be presented at the meeting on 3 March 2022. <p style="text-align: right;">ACTION: AC</p>
75/21	<p>RATIFICATION OF FINANCIAL FORECAST RETURN 2021-22 to 2023-24 (Paper F)</p> <p>The VP Finance and Corporate Services presented the FFR which was approved by the Finance & General Purposes Committee at its meeting on 7 October. The FFR has been submitted to SFC in draft pending Board approval.</p> <p>This is the second FFR submission this year which is a very unusual position. Colleges were previously asked to submit a 1-year plan. SFC has now requested from all colleges a second FFR using pessimistic funding scenarios for 2022–24. These documents will be used by SFC to negotiate funding streams for future years.</p> <p>The funding position for next year is not yet certain but assumed loss of income streams could create cost pressures to the College of £852k. Efficiencies have been anticipated but not to this extent. A set of assumptions have been modelled around the loss of income streams and possible mitigations. This is a scenario plan at this point.</p> <p>The FFR2 was discussed at length by the Finance & General Purposes Committee on 7 October. The Committee agreed to submit the return as presented with a clear message that, as a small college, engagement is required with SFC around access to additional in year funding.</p> <p>The Board was reminded that this forecast is based on many variables and there will be opportunities to update it as time goes on.</p>

	<p>Clarification was provided on the following points:</p> <p>The College is currently working to improve commercial (non SFC) income and the Finance & General Purposes Committee will receive progress reports from the Department of Enterprise and Business Innovation (DEBI). The Executive Director of DEBI is working to ensure that income generation sits within the curriculum and not only within DEBI. Joint meetings will be held with the curriculum and DEBI to maximise income.</p> <p>There are a number of different income streams e.g. apprenticeship funding is considerable and courses which are tailored for businesses will be developed.</p> <p>A discrepancy in the savings table on page 7 was noted and will be amended. ACTION: HR</p> <p>The narrative around the ability to deliver efficiency savings targets will be strengthened. ACTION: HR</p> <p>The outcome of the job evaluation process is not yet known. Assumptions have been made for the funding provided by SFC. There is, however a risk of it being higher.</p> <p>Inflationary pressure are not funded.</p> <p>The utilities increase is not anticipated as a significant cost pressure.</p> <p>The Principal reminded Board members that this FFR is a worse-case scenario and it is unlikely that the College will need to deal with this. The greatest risk is the loss of FA funding. The College has over-delivered over the last few years and indications are that those colleges not delivering will lose funding. There are many opportunities for Borders College to grow, develop and be resilient.</p> <p>Board members approved submission of the FFR2 to SFC.</p>
76/21	<p>PRINCIPAL'S REPORT (Paper G)</p> <p>The Principal presented the report and highlighted the end of year student success rate of 80.4%, which is an increase of 3.8% from 2019-20. This is a great credit to staff. Other college figures are not yet available.</p> <p>The Graduation Ceremonies will take place on 2 and 3 December at Springwood Park in Kelso. It is proposed to honour two College Fellows this year as there was no Graduation last year. The two nominations are:</p> <ul style="list-style-type: none"> - Virginia Grant, for her work with the Sprot Trust, her contribution to the College and her work with the Southern Uplands Partnership. - Ross Dickinson, a former College student and founder of Kibosh Ltd, now an international business. <p>All Board members are invited to attend Graduation.</p>
77/21	<p>COVID-19 UPDATE (Paper H)</p> <p>The Board received an update on the current situation relating to COVID-19, including detail on the use of the additional funding allocation from SFC.</p> <p>It is a credit to all curriculum staff being able to achieve such positive results with students over this period.</p>

78/21	<p>STRATEGIC RISK REGISTER (Paper I)</p> <p>The VP Finance and Corporate Services presented the Risk Register Framework and the new Risk Register for approval.</p> <p>The increased score around financial risk was highlighted, based on concerns around future funding and pay cost pressures (Ref FFR2 discussion 75/21). Actions will be taken to mitigate these risks. KPI links have not yet been added.</p> <p>Board members agreed the new Risk Register was more concise and targeted than the previous version.</p> <p>The Board approved the Risk Register Framework and new Strategic Risk Register as recommended by the Audit Committee and noted the increased risk score for finance.</p>
79/21	<p>KEY PRIORITIES FOR 2021-22 (Paper J)</p> <p>The Principal presented the key priority actions agreed by SLT for 2021-22 in order to achieve the Strategic Ambition.</p> <p>Six priority areas were identified and aligned to strategic objectives and the associated KPI measures. A member of the Executive Team has been allocated to each of these areas. The impact of some of these actions will not be realised in this academic year. Progress against actions will be monitored at each SLT meeting.</p> <p>The Board noted the priorities and actions for this academic year.</p>
80/21	<p>FEEDBACK SUBMITTED ON BEHALF OF THE COLLEGE AND BOARD (Paper K)</p> <p>The Chair thanked the Board Secretary for collating responses to a considerable number of public consultations over the summer. Copies of the responses have not been circulated but can be requested from the Board Secretary.</p> <p>The response from Scottish Government to the SFC Review Final Report has been delayed to allow consideration of the many recommendations.</p>
81/21	<p>BOARD SECRETARY'S REPORT AND BOARD MEMBER RESPONSIBILITIES (Paper L)</p> <p>The Board Secretary provided a brief update on the report.</p> <p>The Chair recruitment is ongoing. The Scottish Government has confirmed that applications have been received and are currently being shortlisted. Interviews are scheduled for w/c 25 October.</p> <p>The Board was reminded of the training opportunities available to them through College Development Network. A report of the session attended by the Board Secretary was circulated earlier this week.</p> <p>An agenda has been drafted for the Board Strategy Day on 11 November. The external facilitator will be Jim Metcalfe, CEO College Development Network.</p> <p>Board members were reminded of their responsibilities as members of the Board. Links to resources relating to Board activity are provided on the website.</p>

82/21	<p>ANNUAL COMPLAINTS HANDLING REPORT (Paper M)</p> <p>The VP Curriculum and Student Services presented the Annual Complaints Handling Report 2020-21.</p> <p>There was a decline in the number of Level 1 complaints received from session 2019-20, which was probably due to COVID-19. The majority of complaints related to communication issues and in most cases were dealt with appropriately.</p> <p>When complaints are dealt with as they happen they are not always recorded by staff. Staff training will be offered this year to encourage reporting.</p> <p>The content of the report was noted.</p>
83/21	<p>PUBLICATION SCHEME (Paper N)</p> <p>The VP Finance and Corporate Services presented the updated Publication Scheme.</p> <p>Although the College does not receive many Freedom of Information requests there is still a requirement to update the content of the Publication Scheme. The updates are mainly related to changes in responsibilities within the college.</p>
84/21	<p>LEARNING FOR LEADING REPORT (Paper O)</p> <p>The Board Secretary presented a report of Learning for Leading visits by Board members during 2020-21 including management responses to areas highlighted for attention.</p> <p>Board members were reminded to forward reports of visits to the Principal's PA in order that points raised for the attention of management can be addressed prior to the report going to the Curriculum and Quality Committee. A template is provided for reports.</p> <p>It was noted that the Learning for Leading Scheme is a very important activity which is valued by staff teams as well as by Board members. The management team is appreciative of the time taken by Board members to meet with teams and values feedback from these visits. Any members requiring guidance on the scheme should contact the VP Curriculum and Student Services.</p>
85/21	<p>BCSA UPDATE (Paper P)</p> <p>Unfortunately the Student President is unavailable to present the BCSA update.</p> <p>BCSA will be asked to amend the report heading which states June 2021.</p> <p style="text-align: right;">ACTION: SMc</p> <p>The paper was accepted for information.</p>
86/21	<p>REPORTS FROM COMMITTEE CHAIRS</p> <p><u>Chair's Committee (Paper Q)</u></p> <p>Draft minutes of the meeting held on 15 July 2021 were received. The Committee had met to discuss matters outwith the normal meeting cycle with delegated authority from the Board. The Committee approved the FFR, considered a confidential matter and discussed the SIM vacancy. The effectiveness of Board information sessions and timeliness of meetings was also</p>

	<p>discussed and will be raised again at the Board Strategy Day.</p> <p><u>Finance & General Purposes Committee (Paper R)</u> The Chair provided a verbal account of the meeting held on 7 October 2021. The Committee discussed the FFR, the draft annual report to the Board and the draft annual statements. It had been agreed to circulate a note around the Audit Committee in November to seek approval of the annual statements. This will replace the joint meeting of the two committees normally held for this purpose.</p> <p><u>Audit Committee (Paper S)</u> Draft minutes of the Audit Committee meeting held on 30 September 2021 were received. The Committee had received several reports from the auditors. Cyber Security Update has been added as a standing agenda item.</p> <p><u>Curriculum & Quality Committee</u> Draft minutes of the extraordinary meeting of 13 July 2021 were provided. The CQC Chair provided a verbal update of the meeting on 14 October:</p> <p>The Committee received a very interesting presentation from Greg Steel, CLM Sustainable Construction around staff capacity and generation of new business. The College PIs, the draft self-evaluation and the CQC annual report to the report were all approved. The Committee received a progress report on the Future Skills Strategy, quality and development and the Equality Action Plan.</p>
87/21	<p>STANDING ITEMS</p> <p><u>Health & Safety</u> There were no items for discussion.</p> <p><u>Equality, Diversity & Inclusion</u> There were no items for discussion.</p> <p><u>Environmental & Sustainability</u> There were no items for discussion.</p>
88/21	<p>AGENDA ITEMS FOR NEXT MEETING</p> <p>Any suggested agenda items should be forwarded to the Board Secretary.</p>
89/21	<p>BOARD PAPERS FOR PUBLICATION</p> <p>Only those papers marked for publication will be posted on the website. No draft papers or those that are commercially sensitive will be published.</p>
90/21	<p>ANY OTHER BUSINESS</p> <p>The Chair thanked everyone for attending the meeting and for their contributions.</p> <p>A programme for Board Strategy Day on 11 November will be circulated in due course.</p>
91/21	<p>DATE OF NEXT MEETING</p> <p>The next meeting of the Regional Board will take place on Thursday 2 December 2021.</p>

Signed:.....
Chair

Signed:.....
Board Secretary