
Performance & Resources Committee

Date of Meeting	Wednesday 8 December 2021
Paper Title	Performance & Resources Committee Annual Report
Agenda Item	18
Paper Number	PRC2-K
Responsible Officer	Penny Davis, Board Secretary
Status	Disclosable
Action	For Decision

1. Executive Summary

1.1 The Annual Report provides the Committee with a summary of membership, attendance, and business conducted during the past year to facilitate Committee self-evaluation, reporting to Board, and forward planning.

2. Recommendations

2.1 The Committee is invited to:

- a) **consider** and **agree** the content of the summary report on its activity during the past year;
- b) **discuss** and **agree** its priorities for the coming year;
- c) **report** to the next meeting of the Board on activity during the past year and priorities for the year ahead.

3. Background

- 3.1 It is good practice for committees to produce annual reports for their boards that review their activity over the course of the year and priorities for the year ahead.
- 3.2 The report will also inform the Committee's annual review of its own performance.
- 3.3 The report seeks to provide the Committee with an overview of business conducted during the period from December 2020 to November 2021.
- 3.4 Throughout the year, meetings have been conducted online via Teams. Available information continues to indicate that attendance has been good and that governance has not been negatively impacted.
- 3.5 The financial and other impacts of the pandemic have resulted in a series of additional Scottish Government/SFC funding allocations to the region which have been an increased focus of Committee time in comparison with previous years.
- 3.6 COVID and the transition through a period of national and regional review have also contributed to the delay with determining a Regional Outcome Agreement for 2021-22.

4. Meetings and Membership

- 4.1. During the period from December 2020 to November 2021 the committee met on four occasions. All meetings were quorate. Details of membership and attendance are provided in the table below.
- 4.2. Committee membership and attendance have been stable over the course of the year. The Chair, Caroline MacDonald, left GCRB at the end of July 2021> She was replaced as Chair by Moira Connolly. Paul Smart was appointed as a new Non-Executive Member. Nicolas Garcia left at the end of his student presidency, and Johanna Thompson joined the Committee as the new Student Member. The Board approved Anwulika Umeh's continued co-option to the Committee in October 2021.

Date of Meeting	Percentage Attendance	Total Members
16 December 2020	100%	7: Caroline Macdonald; Paul Buchanan; David Brown; Moira Connolly; Nicolas Garcia; Sheila Meikle; Anwulika Umeh
31 March 2021	86%	7: Caroline Macdonald; Paul Buchanan; David Brown; Moira Connolly; Nicolas Garcia; Sheila Meikle; Anwulika Umeh
9 June 2021	71%	7: Caroline Macdonald; Paul Buchanan; David Brown; Moira Connolly; Nicolas Garcia; Sheila Meikle; Anwulika Umeh
29 September 2021	71%	7: Moira Connolly; Paul Buchanan; David Brown; Sheila Meikle; Paul Smart; Johanna Thompson; Anwulika Umeh

Average attendance	82%	
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- 4.3 Gender ratio has remained at 4:3 women:men¹ during the period of the report (57%:43%).
- 4.4 All meetings of the Committee were attended by the Board Secretary and appropriate members of the Executive Team.
- 4.5 Representatives of Assigned College senior management, ordinarily the Principal, were invited to, and were normally in attendance at, meetings.
- 4.6 Committee minutes were a standing item on Board agendas throughout the period of the report.
- 4.7 Minutes and papers have been published on the website except where exemptions apply under the Freedom of Information (Scotland) Act 2002.
- 4.8 All papers presented to meetings of the Committee provided for consideration of strategic implications. The format of papers was amended from June, to include the headings of Risk & Compliance Analysis, Finance & Resource Implications, Equalities Implications, and Learner Implications.

5. Terms of Reference

- 5.1 The Committee's terms of reference set out responsibilities in the following areas of Board activity:
 - Finance
 - Performance
 - Projects
- 5.2 The Committee reviews its terms of reference at least annually (in the course of its self-evaluation).
- 5.3 A separate report has been provided on committee evaluation to which the Terms of Reference are appended.

6. Summary of Committee Activity between December 2020 and November 2021

Finance

- 6.1. Determined the indicative (March) and final (June) funding allocations to Assigned Colleges for 2021-22 based on the SFC's indicative and final funding allocation, for consideration and approval by the Board.
- 6.2. Monitored progress with capital funding projects throughout the year including the impact of the pandemic on timing and completion of projects:

¹ Note: data include Co-opted Member.

- December 2020: delegated authority to the Executive Director to agree changes to the capital projects at Glasgow Clyde College within the scope of previously identified priorities.
- March 2021:
 - agreed the use by Glasgow Kelvin College of savings against budget for alternative high priority maintenance projects;
 - agreed the reallocation of significant underspent funds at Glasgow Clyde College for heating and ventilation and other high priority maintenance projects, and noted the College's request to SFC to carry over capital funds from FY 2020-21 to 2021-22.
- September 2021: received advice of requests by both Glasgow Clyde College and City of Glasgow College to the SFC to carry over funding into the next year as a result of project delays.

6.3 Received and considered Assigned College capital plans for 2021-22.

6.4 In the course of the year, agreed the allocation within the region of a series of additional sums of funding received from the SFC, including:

- additional COVID-19 support funding;
- funds to support student mental health and wellbeing;
- funds to support National Transition Training Fund and Young Persons Guarantee Funding;
- funds to provide free sanitary products

6.5 Agreed additional support to City of Glasgow College in respect of income lost in providing student accommodation rent rebates in the Financial Year (FY) 2020-21.

6.6 Considered and agreed in December a recommendation to the Board for the allocation of funding to Assigned Colleges for mental health counsellors.

6.7 Agreed, in March, to recommend to the Board the revised allocation of additional funding to support National Transition Training Fund and Young Persons Guarantee Funding.

6.8 Agreed to recommend to the Board the allocation of funding to City of Glasgow College in respect of the Scottish Teachers' Superannuation Scheme for 2020-21.

6.9 Considered revised arrangements for efficient decision-making in the context of the announcement of a series of additional funding allocations with relatively brief implementation timeframes, and recommended a delegated decision-making procedure to the Board.

6.10 Further to the approval of new delegated decision-making arrangements, noted:

- The allocation of targets for Flexible Workforce Development for Assigned Colleges for 2021-22

- The allocation of additional funds to Assigned Colleges for Counsellors in 2021-22
- 6.11** Monitored progress with Flexible Workforce activity and the impact of pandemic restrictions, and the allocation of FWDF for 2020-21, and requested that the Executive Director relay the Committee’s endorsement of a proposal to carry forward underspent funds into AY 2021-22.
- 6.12** In September 2021, considered confirmed figures for the shortfall in Flexible Workforce activity, and the risk of funding being lost.
- 6.13** Approved the Mid-Year Return of GCRB to the SFC.
- 6.14** Requested that the GCRB Executive develop a proposal for the use of tolerance limits in relation to changes to funding estimates.
- 6.15** Considered a report on the Scottish Budget 2021-22 and analysis by Colleges Scotland.
- 6.16** Considered the GCRB budget for 2021-22 and agreed to recommend its approval to the Board.
- 6.17** Retained oversight of GCRB running costs throughout the year.
- 6.18** Agreed, in December 2020, a recommendation to the Board to transfer available funds from the GCRB Programme budget to meet the increased Colleges Scotland fee for one year.
- 6.19** Agreed, in June 2021, a recommendation that the Board approve a transfer of funds from the Programme of Action Budget to the Running Costs Budget for 2020-21.
- 6.20** Received, in December 2020, a report on Glasgow Kelvin College’s progress towards financial sustainability.

Performance

- 6.21** Considered the final evaluation report on the 2019-20 Regional Outcome Agreement in December 2020.
- 6.22** Received a ROA evaluation report for 2020-21 in September 2021, noting the Colleges’ strong performance in the challenging circumstances of the pandemic.
- 6.23** Retained oversight of and provided input to progress with interim ROA arrangements in the context of the SFC’s national review.
- 6.24** Agreed alternative arrangements for progressing development of 2021-22 ROA for approval by Board and submission to SFC.
- 6.25** Received and considered SFC College Sector statistics and Glasgow Region statistics reports.
- 6.26** Received updates throughout the year from both the Executive Director and from College Principals on planning and measures put in place across the region to accommodate Covid-

19 restrictions, and arrangements for the return of staff and students for the start of the 2021-22 academic year.

Projects

6.27 Received regular reports on progress with the Programme for Action.

6.28 Received a presentation from the new Project Manager for Environment and Sustainability on project work underway across the college region.

Committee Governance

6.29 With reference to the foregoing report, the Committee has acted in accordance with its terms of reference throughout the period of the report.

6.30 At each meeting, the Committee considered a long term agenda and any business that should be added to its workplan, or reviewed.

6.31 Review of the Committee's 2020 annual report including consideration of priorities for the year ahead, and self-evaluation including evaluation of the Committee Chair, were undertaken in December 2020.

6.32 The Committee's annual report was presented to the Board in January 2021.

7 Priority issues for 2021/22

7.1 Members are invited to reflect on progress in the past year and significant developments within GCRB or externally impacting on its area of remit, and discuss and identify priorities for the year ahead.

- The SFC's ongoing review of the funding model and Regional Outcome Agreements;
- The SFC's ongoing review of tertiary education across Scotland and the outcomes of GCRB's regional review process;
- The ongoing impacts of the pandemic on College education and longer term implications for the economy and College funding.
- Programme of Action
- Strategy and Regional Curriculum Planning.

8 Risk & Compliance Analysis

8.1 Performance review and reporting is key to effective systems of governance and internal control. Therefore, this report contributes to the mitigation of *GCRB Risk 012: the capacity and capability of the Board is inadequate and standards of governance fall below the required level.*

9 Financial & Resource Implications

9.1 There are no specific financial or other resource implications arising from this report.

10 Equalities Implications

10.1 The evaluation process includes consideration of gender balance at Committee level.

10.2 While the report itself does not have direct implications for students, decisions made by the Committee during the year have supported the timely distribution of additional funds several of which support equalities objectives.

11 Learner Implications

11.1 There are no direct implications for the learner arising from this report, however, the focus of the Committee's work throughout the year is the distribution of funding to support delivery of GCRB's learner-focused strategic objectives, and monitoring performance against those objectives.