
Performance & Resources Committee

Date of Meeting	Wednesday 14 December 2022
Paper Title	Performance & Resources Committee Annual Report
Agenda Item	15
Paper Number	PRC2-K
Responsible Officer	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 January 2023 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 provide a basis for the Committee's annual review of its performance.
- 3.3** The report seeks to provide the Committee with an overview of business conducted during the period from December 2021 to November 2022.
- 3.4** Throughout the year, meetings have continued to be conducted online via Teams.

4. Meetings and Membership

- 4.1.** During the period from December 2021 to November 2022 the committee met on five occasions. An additional meeting was held in April to consider the indicative funding allocation received late from the SFC. All meetings were quorate, although attendance at April, June and September meetings was 57%, lower than normal for the Committee. Details of membership and attendance are provided in the table below.
- 4.2.** There have been some changes to Committee membership over the course of the year. Sakshi Sircar joined as a Non-Executive Member following the departure of Paul Buchanan. Emma Leslie replaced Johanna Thomson as the Student Member.

Date of Meeting	Percentage Attendance	Total Members
8 December 2021	86%	7: Moira Connolly; Paul Buchanan; David Brown; Paul Smart; Johanna Thomson; Sheila Meikle; Anwulika Umeh
16 March 2022	86%	7: Moira Connolly; Paul Buchanan; David Brown; Paul Smart; Johanna Thomson; Sheila Meikle; Anwulika Umeh
12 April 2022	57%	7: Moira Connolly; Paul Buchanan; David Brown; Paul Smart; Johanna Thomson; Sheila Meikle; Anwulika Umeh
8 June 2022	57%	7: Moira Connolly; Paul Buchanan; David Brown; Sheila Meikle; Paul Smart; Johanna Thompson; Anwulika Umeh
28 September 2022	57%	7: Moira Connolly; David Brown; Sakshi Sircar; Paul Smart; Emma Leslie; Sheila Meikle; Anwulika Umeh
Average attendance	69%	

- 4.3** Gender ratio has shifted from 4:3 women:men¹ to 5:2 women:men during the period of the report (ie, is currently 71%:29% women:men).
- 4.4** All meetings of the Committee were attended by a suitably qualified 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.

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 to facilitate committee evaluation, to which the Terms of Reference are appended.

6. Summary of Committee Activity between December 2021 and November 2022

Finance

- 6.1.** Determined the indicative and final funding allocations to Assigned Colleges for 2022-23 based on the SFC's indicative and final funding allocation, for consideration and approval by the Board. An extra meeting was held in April 2022 further to a delay in receiving the SFC's indicative allocation.
- 6.2.** Retained oversight of progress with capital projects and planning throughout the year:
- December 2021: requested SFC attendance at a future meeting to discuss capital investment in the region.

¹ Note: data include Co-opted Member.

- June 2022: received and noted Glasgow Clyde College and Glasgow Kelvin College capital plans for 2022-23 and recommended that the full Board discuss innovative approaches to capital funding at a future meeting.
- September 2022: Noted delay in receipt of Glasgow Clyde capital funding information and requested Executive Director discuss the issue with GCC Principal.
- September 2022: Asked Board Chair and Executive to consider a working group that would look at capital and delivery in the wider context of sustainability and the circular economy.

6.3 In the course of the year, retained oversight, via the revised provisions of the Scheme of Delegation, of allocation within the region of a series of additional sums of funding received from the SFC, including:

- additional funding for free period products;
- arrangements for disbursement of Saltire funding
- additional in-year support funding for 2021-22;
- additional credits and associated funding for the Young Person's Guarantee 2021-22.

6.4 Approved a reduced credit target for City of Glasgow College (September) for 2022-23 in line with SFC decision; discussed opportunities for sector to influence Scottish Government on developing holistic basis for future funding allocations.

6.5 Monitored progress with Flexible Workforce Development activity at each meeting; noted the return of unused 2020-21 funds to SFC as a result of pandemic restrictions.

6.6 Approved the allocation of credits and associated funding for the National Transition Training Fund and Young Person's Guarantee 2021-22.

6.7 Agreed that the Glasgow Colleges Group sustainability group should discuss the drawdown of student funding and how to ensure full funding allocations were accessed (December meeting). Received report and endorsed work undertaken by group with regard to in-year reallocation where appropriate (June meeting).

6.8 Monitored long term financial planning based on Assigned College FFR returns; noted (September) FFR for 2022-23 submitted by Colleges to SFC.

6.9 Discussed approaches to regional finance, including an agreement to include regional financial approach in the development of GCRB board strategy to provide effective link between strategic direction and financial planning.

6.10 Approved the 2021-22 Mid-Year Return from GCRB to the SFC.

6.11 Monitored GCRB costs against budget throughout year. Considered the GCRB budget for 2022-23 and agreed to recommend its approval to the Board.

Performance

6.12 Retained oversight of delivery of 2021-22 ROA and provided input to progress with ROA 2022-23 in the ongoing context of the SFC's national review.

- December: suggested raising priority of environment and sustainability and incorporating recovery from pandemic as cross-cutting theme;
- June: reviewed draft ROA, pending issue of SFC guidance;

6.13 Deferred consideration of 2021-22 ROA evaluation (September) due to absence of Executive Director. Agreed to consider at December meeting.

Projects

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

6.15 Considered a proposal to expand Action for Children project and agreed recommendation to Board regarding investment of an annual sum.

6.16 Deferred consideration of year-end 2021-22 report on PfA (September) to December to allow Executive Director to report.

Committee Governance

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

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

6.19 Review of the Committee's 2021 annual report including consideration of priorities for the year ahead, and self-evaluation including evaluation of the Committee Chair, were undertaken in December 2021.

- Agreed to recommend changes to Committee terms of reference in respect of its finance and sustainability role, and oversight of the environment and sustainability project
- Recommended Board Chair revisit the recommendation from the 2021 External Effectiveness Review to consider a regional curriculum committee.

6.20 The Committee's annual report was presented to the Board in January 2022.

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;
- Programme of Action – including strategic projects for initiation across estates and resources, finance, stakeholder engagement and the curriculum/skills;
- 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.