

Board Meeting

Date of Meeting	Monday 21 June 2021
Paper Title	Recommendations from Performance & Resources Committee
Agenda Item	14
Paper Number	BM8-J
Responsible Officer	Committee Chair
Recommended Status	Disclosable, subject to Board approval at meeting
Action	For Decision

1. Report Purpose

- 1.1. The following report sets out two recommendations arising from the recent Committee meeting.

2. Recommendations

- 2.1. The Board is invited to:
- i. **approve** a transfer of £25,000 from the Programme of Action Budget to the Running Costs Budget for 2020-21, with reference to item 10 of the Committee minutes.
 - ii. **consider** and, if appropriate, **approve** the recommended approaches set out under section 4. below, for inclusion in the Scheme of Delegation, with reference to item 14 of the Committee minutes.

3. Report

Recommendation to Transfer Funds

- 3.1. At its meeting on 1 June, the Performance & Resources Committee was advised that previously anticipated expenditure on Curriculum Planning was not expected to occur in 2020-21. As a result of the reduction in planned expenditure on programme costs, the Committee agreed to recommend that £25,000 should be transferred to the GCRB Running Costs budget. This would reduce the forecast deficit on running costs and reduce the forecast surplus on the programme budget.

Recommendation to Amend Decision-Making Arrangements

- 3.2. At its meeting on 1 June, the Committee considered arrangements for making urgent decisions between scheduled Board and committee meetings, with particular reference to decisions on the allocation of funds to Assigned Colleges.
- 3.3. The Executive and Board Secretary had been asked to look into ways in which arrangements could be made more efficient, both in the context of additional funding allocations being received from the SFC with minimal notice over the past year, and given

that there is sometimes a need to agree adjustments to the distribution of previously allocated funds in-year.

- 3.4. There is provision in the Board's regulations for decisions by correspondence, for emergency meetings to be called and, if neither of those is practicable, for a decision to be made by the Chair having sought the views of Board Members. All such procedures are exceptional.
- 3.5. Dialogue is ongoing with the SFC concerning the need for GCRB, as a funding body, to receive notice of national-regional decisions at the earliest opportunity to enable decision-making at regional-local level. This need is recognised by the SFC, and the Executive will continue to work with the SFC to improve the timeous communication of decisions and other relevant data to GCRB.
- 3.6. While there will inevitably be exceptional circumstances where alternative or emergency arrangements are the appropriate course of action, the following recommendations seek relate to changes that may improve efficiency while maintaining good governance.

Proposal

- 3.7. With regard to decisions on the allocation of additional funds received from the SFC subsequent to the approval of the primary annual funding allocation:
 - i. The Board Chair may decide, in consultation with the Chair of the Performance and Resources Committee, whether a decision on allocation of the additional funds may be made by the Executive Director, or the Performance & Resources Committee, or referred to the full Board.
 - ii. In arriving at a decision, the Board Chair should have regard to:
 - Whether there is likely contention between the executive leaderships of any associated body on the appropriate allocation of the funds. (Assigned Colleges have a conflict of interest in relation to regional funding decisions, therefore, any decision rests with GCRB, however decisions may take account of others' views.)
 - Whether the matter is contentious or there is a significant reputational, financial or other risk associated with it, that would favour a decision being taken at Committee or Board level.
 - iii. The Board must be notified (via e-mail) of any such decision at the earliest opportunity, and the decision must be recorded in the minutes of the next Performance & Resources Committee and Board meetings after the decision is made.
- 3.8. With regard to decisions on the redistribution of funds (or activity in relation to those funds) previously allocated by GCRB, either within an Assigned College or between two or more Assigned Colleges, the original report seeking Board approval of the allocation of funds should include a statement where applicable (also for approval) that:
 - i. The Board Chair may decide, in consultation with the Chair of the Performance and Resources Committee, and Executive Director, whether a subsequent decision on redistribution may be made by the Executive Director, or the Performance & Resources Committee, or referred to the full Board.

- ii. In arriving at a decision, the Board Chair should have regard to:
- Whether there is agreement between the GCRB executive leadership and the affected Assigned Colleges' executive leadership on the appropriate redistribution of the funds (or activity). (Assigned Colleges have a conflict of interest in relation to regional funding decisions, therefore, any decision rests with GCRB, however decisions may take account of others' views.)
 - Whether the matter is contentious or there is a significant reputational, financial or other risk associated it which would favour a decision being taken at Committee or Board level.
- iii. The Board must be notified (via e-mail) of any such decision at the earliest opportunity, and the decision recorded in the minutes of the next Performance & Resources Committee and Board meetings after the decision is made.

4. Risk Analysis

- 4.1** The efficient flow of resources in accordance with strategic priorities, and, in particular, the ability for GCRB to act responsively to changes in its operating environment, have implications in several areas of identified risk, including:

001: GCRB is unable to respond proactively to internal and external change including regional and national reviews and systemic change.

004: Opportunities to deliver regional strategy are missed/not resourced appropriately.

015: Coronavirus has a long-lasting impact upon strategy, operations and finance for the region.

Ensuring effective controls are in place mitigates risk 013: there is a breach of legislation/guidance/code of practice and this results in a failure of governance.

5. Legal Implications

- 5.1.** There are no new legal implications arising from this paper.

6. Resource Implications

- 6.1.** There are no new resource implications arising from this paper

7. Equalities Implications

- 7.1.** There are no direct equalities implications arising from this paper, however, the efficiency of decision-making potentially has indirect equalities impacts.

8. Strategic Implications

- 8.1.** There are no specific implications for the Regional Outcome Agreement or Strategic Plan associated with this paper.