Item 11.12 h

Glasgow Kelvin College

Risk Management Committee

Minute

Meeting held on Tuesday, 30 January 2024 at 2pm online using Microsoft Teams

Item	Action Agreed	Member	Target Date
1.	**Sederunt**		
	L Clark, Director of Estates and Corporate Services (Chair); D Shiels, Director of People and Culture; J Quinn, Director of Digital Services; J Gallagher, Quality Enhancement and Development Manager; I Gordon, Head of Facilities and Environmental Sustainability; J Clarke, Senior Curriculum Manager, BCDI; M Smillie, Head of Student Information Services; M McKerlie, Head of Services to Support Learners; M Thomson, Cross College Support and Administration Manager; and R MacKenzie, Regulations and Compliance Manager.		
2.	**Apologies**		
	D Smeall, Principal; J Evans, Vice Principal Operations; G Lawson, Health and Safety Manager; A Carr, Head of Finance; A Daly, Finance and Student Funding Manager; L Breckenridge, Marketing and Commercial Manager; G McGuire, Senior Curriculum Manager, HCCLD; P Brown, Director of Planning, Performance and Curriculum.		
3.	**Terms of Reference**		
	Members noted the content of the Terms of Reference for information purposes.		
4.	**Draft Minute of Previous Meeting held on 24 October 2023**		
	The minute of the meeting held on 24 October 2023 was accepted as a true and accurate record of the business conducted at the previous meeting.		

Item	Action Agreed	Member	Target Date
5.	**Matters Arising from the Minute of the Previous Meeting**		
	Item 11c Risk Management Annual Report		
	L Clark confirmed that the Risk Management Annual Report had been considered by Audit and Risk Committee at their meeting held on 16 November 2023.		
	Item 11d Risk Management Self Evaluation		
	L Clark confirmed that the Risk Management Self Evaluation had been distributed on 3 November with responses requested by 10 November 2023. This had been completed and the results would be circulated to members.	**MT**	
6.	**Health and Safety**		
a)	**Health and Safety Committee Minute**		
	4 October 2023		
	Members noted the content of the Health and Safety minute of 4 October 2023 for information purposes.		
b)	**Legal Current Issues Review (LCIR)**		
	Nov 2023 - Jan 2024		
	Members noted the content of the editions of LCIR for information purposes.		
7.	**Finance**		
a)	**Scottish Budget 2024-25**		
	Members noted the content of the Scottish Budget 2024-25 published by the Scottish Government for information purposes.		
b)	**Scottish Funding Council: Financial Sustainability of Colleges in Scotland 2020-21 to 2025-26**		
	Members noted the content of the Scottish Funding Council: Financial Sustainability of Colleges in Scotland 2020-21 to 2025-26 for information purposes.		
c)	**Audit Scotland: Financial Bulletin 2022-23**		
	Members noted the content of the Audit Scotland: Financial Bulletin 2022-23 for information purposes.		

Item	Action Agreed	Member	Target Date
8.	**GDPR/Cyber Security**		
	J Quinn reported that work on renewal of Cyber Essentials Plus was ongoing. A new College working group on Artificial Intelligence had been established. The group was currently looking at cases both in the College and at other colleges and universities. The frequency of Cybersecurity training on WorkRite had been changed to every two years. R MacKenzie reported that a number of Subject Access Requests (SARs) and Law Enforcement Data Disclosures had been received and responded to.		
9.	**Insurance**		
a)	**Insurance – Cover/Price Check**		
	L Clark advised members that College insurance with UMAL was due for renewal. Given that the College was satisfied with UMAL's service it was agreed with APUC that checks be made with the sector to confirm that retaining the services of UMAL would demonstrate value for money. An insurance fee check is being conducted with other colleges at present.		
10.	**Estates**		
a)	**Estates and Capital Update Report**		
	L Clark provided members with an update on estates and capital matters. The update covered: *Capital Planning/Expenditure for 2023/24* The Capital Maintenance funding allocation for FY 2023-24 for Glasgow Region is £500,000 for Glasgow Kelvin College. £106,000 carried forward from last Academic Year has been included. Consequently, the plan is for £606,000 spend by the end of March 2024. *Campus Re-investment Project* The third strand of the Campus Reinvestment Project relates to the College Environment. Works have progressed and new welcome and directional signage had been installed. This strand of the project will complete during 2023/24.		

Item	Action Agreed	Member	Target Date
	West End Campus The West End Campus is currently being marketed for sale or lease by Graham & Sibbald. Discussions have taken place with College insurers UMAL regarding the different issues to account for whether the building is sold or leased. *Manned Guarding* Options have been explored and costed in terms of significantly reducing the manned guarding at Easterhouse and East End Campuses. It was intended that this would result in a substantial financial savings to the College. A proposal has been prepared and this was being discussed with staff groups. *Land at Springburn* Legal letters had been sent regarding the small parcel of amenity land, which is within the perimeter fence at Springburn Campus, but which belongs to Hydepark Residents Association. No response had been received from Hydepark Residents Association. Consequently, there is no update on the matter. *SFC - Unallocated College Capital Maintenance Fund for FY 23-24* The College wrote to the SFC advising of the situation with Springburn cladding panels and the work that may be required which is currently being explored. The SFC have advised that they received over £18m of applications for the £4.7m unallocated capital maintenance that was available. They have noted this potential pressure for the College on their risk register which they share with the Scottish Government. Should further funds become available, colleges will be alerted as soon as possible. *SFC – College Infrastructure Strategy – Infrastructure Delivery Group* J Evans, Vice Principal Operations is a member of the Colleges Infrastructure Delivery Group which is being run by SFC.		

Item	Action Agreed	Member	Target Date
	A Consultant's Brief is being prepared to undertake the work required for a technical advisory service and to baseline the college estate. This will involve an accurate, up-to-date understanding of the estate which will be the foundation of an Infrastructure Investment Plan for Scotland's colleges (see also paper 10c). Information gathered on a college's infrastructure and its operations is critical to the development of a college's strategic plan. Comments in relation to the aforementioned draft documents produced by the SFC have been returned to them to allow the brief to be fully finalised.		
b)	**Audit Scotland: College's Scotland 2023:**		
i)	**Scotland's Colleges Briefing Paper 2023**		
	L Clark spoke to the Scotland's Colleges Briefing Paper 2023 produced by Audit Scotland. Key messages from the paper were summarised: • Scotland's colleges are vital to learners and local communities. Risks to the college sector's financial sustainability have increased since Audit Scotland reported in 2022. Rising staffing costs are colleges' biggest financial pressure. • The Scottish Government's funding for the sector has reduced by 8.5 per cent in real terms between 2021/22 and 2023/24, while the sector's costs have increased. Effective, affordable workforce planning is now a greater than ever priority and challenge for colleges. • Significant changes to how the college sector operates have been recommended by recent reviews. However, the Scottish Government and the Scottish Funding Council urgently need to build on their ongoing work to help colleges plan for change now and make best use of available funding so that they are sustainable for the future.		

Item	Action Agreed	Member	Target Date
	Significant areas of risk for colleges were viewed by Audit Scotland as: • Inflation, interest rates and energy costs. • The investment required to achieve public sector net zero targets, especially in relation to the college estate. • Investment required to invest in digital. • Difficulties in attracting and retaining students and staff. • The requirement for colleges to self-fund staff restructuring and voluntary severance package costs. • Competition from private sector training providers. • Competition from some universities. • The challenges of raising income from non-teaching activities. • The impact of cost efficiencies on staff wellbeing and the student experience. Members noted the content of the Scotland's Colleges Briefing Paper 2023 for information purposes.		
ii)	**Investing in Scotland's Infrastructure September 2023**		
	L Clark spoke to the paper Investing in Scotland's Infrastructure published by Audit Scotland in September 2023. The paper provided context for paper 10c Scottish Funding Council: College Infrastructure Strategy (CIS): Delivery Plan. The Scottish Government's Infrastructure Investment Plan sets out £26 billion of spending to address three priorities: • enabling the transition to net zero emissions and environmental sustainability, • driving inclusive economic growth, and • building resilient and sustainable places. The Scottish Government would no longer be able to deliver all its planned infrastructure investment, or its ambition to double spending on maintenance. This would affect its ability to provide services now and in the future. It would also be extremely challenging to retrofit public buildings to meet net zero targets. The Scottish Government had to make difficult decisions to prioritise its capital spending. This included deciding to stop or pause some of the projects set out in the Infrastructure Investment Plan and reviewing its capital spending.		

Item	Action Agreed	Member	Target Date
	The Scottish Government is beginning a co-ordinated approach to reform how offices and other administrative buildings are used. Beyond this, individual public bodies are also responsible for managing their operational buildings, such as hospitals and colleges, more efficiently. Members noted the content of the Scotland's Colleges Briefing Paper 2023 for information purposes.		
iii)	**Environment Sustainability and Biodiversity Annual Report 2022-23**		
	R MacKenzie provided members with an overview of the Environment Sustainability and Biodiversity Annual Report 2022-23 produced by Audit Scotland. Members noted the content of the report for information purposes.		
c)	**Scottish Funding Council: College Infrastructure Strategy (CIS): Delivery Plan**		
	L Clark spoke to the paper published by the Scottish Funding Council: College Infrastructure Strategy (CIS): Delivery Plan. The Scottish Funding Council's (SFC) ambition is a college estate that delivers a high quality, technologically advanced and sustainable learning environment enabling and enhancing successful learning and skills outcomes for students, staff, and other communities. The document outlined the College Infrastructure Strategy Delivery Plan which supports the development of an Infrastructure Investment Plan for the college sector, as defined by the College Infrastructure Strategy: The approach to delivering Scotland's college Infrastructure Investment Plan which was published in November 2022. The strategy described SFC's approach to investment in Scotland's college estate and other infrastructure. The strategy sets out a collective approach between SFC and colleges to develop an Infrastructure Investment Plan for Scotland's colleges covering the period from 2024–34. The plan would identify future infrastructure investment, including investment for net zero, training equipment and digital, needed for a sustainable college estate to deliver the desired outcomes for students, staff, and the communities they serve. Colleges would collate and provide evidence of the baseline information and an overview of the existing position of the college infrastructure (estate).		

Item	Action Agreed	Member	Target Date
	• Each college would revise their infrastructure (estate) strategy, updating as necessary, to reflect the strategic approach and principles of the CIS. This would include consideration of their future operating models including collaboration, the digital and net zero infrastructure investment required, in line with each college region's needs. • As part of the estate strategy refresh, each college would prepare potential Strategic Outline Case(s) outlining investment needed, aligned with the strategic principles outlined in Part 2 of the CIS. Members noted the content of the Scottish Funding Council: College Infrastructure Strategy (CIS): Delivery Plan for information purposes.		
d)	**Graham and Sibbald: West Campus – Marketing Materials**		
	Members noted the content of the Graham and Sibbald: West Campus – Marketing Materials for information purposes. L Clark confirmed that there had been great interest in the building. Agents had recommended that the College set a closing date for the end of February 2023 for notes of interest, with a final open viewing taking place before this date.		
11.	**Human Resources**		
	D Shiels confirmed that EIS members (lecturing staff) would engage in ASOS commencing 12 February 2023. EIS-FELA had indicated that action would continue until 15 July 2024. ASOS would consist of 'working to rule' and would include a resulting boycott. It was not clear, at this stage, whether the action would be sector-wide on any given date or be rotation based. D Shiels reported that HR were collating absence statics for the CIPD annual survey. The average rate of absence per employee was higher at the College than the national rate of 7.8%.		
12.	**Risk Management**		
a)	**Risk Management Update by Director of Estates and Corporate Services**		
	L Clark spoke to the Risk Management Update and College Risk Register Report. Members noted the content of the Update Report for information purposes.		

Item	Action Agreed	Member	Target Date
b)	**College/Strategic Risk Register: January 2024**		
	Members noted the content of the Strategic Risk Register as at January 2024. A full review of each risk was undertaken, and discussions were held. Some text was provided in relation to recent work undertaken or information available and updates were made. Some changes were made to Inherent Risk Assessment scorings.		
c)	**Team Draft Risk Registers: Summary Team Risk Movement November 2023**		
	Members noted the summary of movement within Team Risk Registers from November 2023 for information purposes.		
d)	**Project Risk Register - West End Campus Exit/Disposal**		
	Members noted that the Project Risk Register relating to the relocation of staff and services from West Campus and closure of the main building. There had been great interest in the building. Agents had recommended that the College set a closing date for the end of February 2023 for notes of interest, with a final open viewing taking place before this date. The Risk Register would be updated further in relation to the disposal of this asset.		
e)	**Project Risk Register – Scottish Government Energy Efficiency Grant**		
	Members noted the Project Risk Register relating to the Scottish Government Energy Efficiency Grant Scheme for information purposes. A Project Manager had been appointed to oversee the £2.6m project. The company were working with the College management in relation to risk management of the complex project. L Clark advised members that the project faced overcoming serious technical issues that threatened the project as originally set out in the original submission to the Scottish Government. Following receipt of a structural survey of the roof of the main Springburn campus building, it had become clear that the roof would be unable to support the weight of the air heat pump units as originally proposed. Further, due to various factors, the units were unlikely to operate effectively on any part of the Springburn campus grounds. Notwithstanding, it was confirmed that the solar panels could still be located on the roof and that this part of the project could proceed. Discussions with the Scottish Government and other parties were ongoing, and the Director of Estates and Corporate Services would update members at the next meeting.	**LC**	

Item	Action Agreed	Member	Target Date
13.	**Items for Information**		
a)	**BCI Horizon Scan Report 2023**		
	R MacKenzie provided members with an overview of the BCI Horizon Scan Report 2023. Members noted the report for information purposes.		
b)	**World Economic Forum**		
i)	**The Global Risk Report 2024: Executive Summary**		
	R MacKenzie provided members with an overview of the Global Risk Report 2024: Executive Summary. Members noted the report summary for information purposes.		
ii)	**The Global Risk Report 2024**		
	R MacKenzie provided members with an overview of the Global Risk Report 2024. Members noted the report for information purposes.		
c)	**Scottish Government: The Scottish Health Survey 2022 Report**		
	R MacKenzie provided members with an overview of the Scottish Government: The Scottish Health Survey 2022 Report. Members noted the report for information purposes.		
d)	**HEFESTIS Newsletters from 20 October 2023 - 19 January 2024**		
	R MacKenzie provided members with an overview of the HEFESTIS Newsletters received between 20 October 2023 and 19 January 2024. Members noted the content for information purposes.		
e)	**The Herald Article: Colleges in Scotland face Strikes after Union Vote**		
	R MacKenzie provided members with an overview of the content of the Herald Article regarding the renewal of the mandate for industrial action by members of the EIS-FELA Union. Members noted the content of the article for information purposes.		
14.	**Impact on Students - Key Issues to be considered as a consequence of the consideration of the above agenda**		
	There were no new issues impacting on students as a consequence of the above agenda.		

Item	Action Agreed	Member	Target Date
15.	**Risk Management – Risk issues to be considered as a consequence of the consideration of the above agenda**		
	The Strategic/Risk Register would continue to be considered in line with the review schedule ensuring risk is managed appropriately and in accordance with the Risk Management Framework.		
16.	**Equality Management – Equality issues to be considered as a consequence of the consideration of the above agenda**		
	There were no new Equality Management issues considered as a consequence of the above agenda.		
17.	**Data Protection – Data Protection issues to be considered as a consequence of the consideration of the above agenda**		
	There were no new Data Protection issues considered as a consequence of the above agenda.		
18.	**Environmental and Sustainability issues to be considered as a consequence of the consideration of the above agenda**		
	There were no new Environmental and Sustainability issues to be considered as a consequence of the above agenda.		
19.	**Resource Implications**		
	There were no new Resource Implications issues to be considered as a consequence of the above agenda.		
20.	**Closure**		
	The meeting closed at 3.40pm.		
21.	**Date of the next meeting**		
	23 April 2024.		