

Glasgow Kelvin College
Risk Management Committee
Minute

Meeting held on Tuesday 19 April 2022 at 2pm online using Microsoft Teams

Item	Action Agreed	Member	Target Date
1.	Sederunt		
	L Clark, Director of Corporate Services (Chair); A Daly, Finance Manager; D Shiels, Director of Human Resources; E Campbell, Funding Manager; G McGuire, Senior Curriculum Manager HCCLD; I Gordon, Head of Facilities and Environmental Sustainability; J Quinn, Director of ICT Digital Services; J Evans, Vice Principal; J Clarke, Senior Curriculum Manager; L Lang, Communications and Marketing Manager; 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; G Lawson, Health and Safety Manager; A Carr, Head of Finance; J Gallagher, Quality Enhancement Development Manager; M Smillie, Head of Student Information Services and 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 25 January 2022		
	D Shiels reported that the following change should be recorded:		

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	<i>Item 5: Matters Arising – Risk Appetite and Risk Register Review</i>		
	D Shields reported that high absence rates related to poor mental health would be considered in the review of the Attendance Management and Support Policy and Procedure, which was due for renewal. The College currently records and reports separately absence rates associated with mental health as part of the absence management monitoring processes.		
	The minutes were updated accordingly, and the remaining minute was accepted as a true and accurate record of the business conducted at the previous meeting.		
5.	Matters Arising from the Minutes of the Previous Meeting		
	Item 8 GDPR/Cyber security		
	R MacKenzie reported that both the Data Protection Audit conducted by Henderson and Loggie and the GDPR internal audit of the Finance Office conducted by the Data Protection Officer were complete. Reports were awaited.		
	J Quinn reported that review of the ICT Penetration report was complete.		
	Item 9 Insurance		
	The Director of Corporate Services would confirm to the Audit and Risk Committee that the College would continue its insurance arrangements with UMAL.	LC	
6.	Health and Safety		
a)	Health and Safety Committee Minutes		
i)	10 November 2021		
ii)	19 January 2021		
	Members noted the content of the Health and Safety Minutes for information purposes.		
b)	Legal Current Issues Review (LCIR)		
i)	January 2022		
	Members noted the content of the January edition of LCIR for information purposes.		

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ii) February 2022			
	Members noted the content of the February edition of LCIR for information purposes.		
c) Fire Risk Assessment February 2022			
i) Fire Risk Assessment - Reports by Campus			
	Members noted the content of the Fire Risk Assessment Reports by Campus for information purposes.		
ii) Fire Risk Assessment: February 2022 - Work required			
	Members noted the content of the Fire Risk Assessment: February 2022 - Work required for information purposes.		
	I Gordon confirmed that works were ongoing and that all projects were on target to meet their deadlines.		
	J Evans was concerned about the level of paper and material in Staff work areas – particularly on levels two and three at Springburn – which constituted a potential fire risk. The matter was being discussed and monitored at SMT and further reminders to clear desks and workspaces of unnecessary paperwork would be circulated.	LC/IG	
	M McKerlie advised that the report supplied only covered Springburn campus. It was agreed that a copy of the assessment containing all campuses would be circulated.	LC/IG	
d) COSHH Incident De-Brief			
	G Lawson provided members with a debrief on the COSHH incident that had occurred at Springburn on the 11th of March. The following points were noted: - The COSHH incident on the 11th of March 2022 happened due to a number of factors culminating in a near-miss event. - A cabinet containing COSHH material, used by a staff member who left the college some years ago, had lain undisturbed in the intervening period. - Containers had deteriorated over time, such that the leaked substances reacted causing toxic fumes. - The building was evacuated, and the emergency services requested. - The Scottish Fire and Rescue Service reported that chemical storage in place was not at an acceptable		

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	standard and that a report would be submitted to the HSE. - COSHH forms for products held in the cabinet were not present as these had not been identified as present on campus in the departmental inventory. - Departmental staff were unfamiliar with historically stored COSHH items and the unused storage furniture. - As a consequence of the incident, a full investigation was initiated, and a Report produced. - The report's findings contained 25 recommendations: 11 had been completed; 9 were ongoing, while 5 could not be done until other elements were completed (e.g., the ongoing investigation). - New COSHH storage had been ordered. - New respiratory equipment to protect staff involved in any initial analysis in a similar incident had been ordered. - COSHH inventory (per campus) would be held at each reception for Fire and Emergency services. - Room plans on doors would detail where COSHH is stored, what is in the locker, what the hazard is and what the consequences might be. Members noted the contents of the COSHH Incident Response Procedure for information		
7.	Finance		
	J Evans provided members with an update on Finance matters. The following points were noted: - A budget had been prepared for the Finance and Resources Committee and the Board of Management. - Indicative funding for the College had been released by GCRB. - The future arrangements for provision of the Foundation Apprenticeship at the College and Glasgow region had not yet been agreed. - The payroll budget was being finalised. - energy bills for the College were set to double for the College next year. - The College was in a good financial position, but a number of factors were now not its control. - It was clear that the entire FE sector was suffering from a lack of sufficient core funding.		

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8.	GDPR/Cyber Security		
	J Quinn drew members attention to the ongoing cyber-attack at Heriot Watt University. He would continue to monitor events.		
	A tabletop exercise (TTX) for members of SMT and IMT on accumulated ransomware and cyberattacks would be rolled out soon.		
	M Thomson informed the Committee that members of SMT and IMT would attend a webinar on crisis communications following a cyberattack. Training was scheduled for 25 April 2022.		
9.	Insurance		
a)	Insurance Update: GKC Renewal 2022		
	Members noted for information the content of the paper detailing the values of campus buildings for the purposes of renewing buildings insurance.		
i)	College Liability Renewal Questionnaire 2022-23		
	Members noted the content of the College Liability Renewal Questionnaire 2022-23 for information purposes.		
ii)	Property Damage Renewal Questionnaire 2022		
	Members noted the content of the Property Damage Renewal Questionnaire 2022 for information purposes.		
iii)	Property Values Spreadsheet 2022		
	Members noted the content of the Property Values Spreadsheet 2022 for information purposes.		
iv)	GKC Member Collections Supplementary Declaration 2022		
	Members noted the content of the GKC Member Collections Supplementary Declaration 2022 for information purposes.		
b)	Cyber Insurance Guidance		
	Members noted the content of the Cyber Insurance Guidance for information purposes.		

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c)	R;pple Suicide Prevention: UMAL		
	Members noted the content of a memo from UMAL and accompanying FAQ document regarding the R;pple suicide prevention tool for information purposes.		
d)	UMAL Virtual Conference Agenda		
	Members noted the content of the UMAL Virtual Conference Agenda for information purposes.		
di)	KYND Cyber Risk, Higher Education and KYND Ready		
	Members noted the content of the KYND Cyber Risk, Higher Education and KYND Ready Guidance for information purposes.		
10.	Estates		
a)	Capital and Sustainability Update		
	Members noted the Capital and Sustainability update for information. The report covered: - Capital Planning/Expenditure for 2021/22; - The Campus re-investment project; - A new law restricting the use of single-use plastics and the introduction of a new plastic packaging tax; - Recruitment of a new Environmental Sustainability Manager; - The award of 'Cycle Friendly Status' at Easterhouse campus; - Land at Springburn; - A successful Business Interruption Claim pursued through College insurers UMAL; - Resource implications of Covid-19 and Brexit.		

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b)	Car Parking: Charges/Wait Times		
	The Director of Corporate Services advised members of ongoing road works conducted by Glasgow City Council to revise car parking arrangements on the streets surrounding West Campus. Residents-only parking bays and charges would be introduced later in the year. Car parking provision within the grounds of West Campus was limited, restricted to staff only and would not be able to accommodate a significant increase of student owned vehicles. Developments would be monitored by Estates.	IG	
c)	Cladding at Springburn		
	A small number of cladding panels on the main building at Springburn campus had become cracked and loose (with one panel becoming detached) and needed to be replaced. Examination conducted by Struan Cleaning Services had also revealed evidence of rust on the fixing points of the panel frames. The panels were produced in France (with no direct replacement available from the UK) and supplies were currently disrupted due to Covid and the impact of Brexit. I Gordon reported that, following a second review of the cladding conducted by Brown and Wallace, he was comfortable that no other panels appeared to be in a dangerous state. The affected panels would be replaced in due course as soon as replacements could be supplied from France.	IG	
11.	Human Resources		
	The Director of Human Resources provided members with an update on Human Resources matters. The following points were noted: Covid-19 reporting - Reporting rules on Covid-19 were changing. To date, Covid absences were reported separately and were not counted against individual sickness or absence records. With the ending of mandatory safety measures and reporting, cases of absence due to Covid-19 would be recorded as part of a staff member's illness record.		

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	- M McKerlie enquired if this change would also affect a student's bursary entitlement; - A Daly advised that the student bursary entitlement was based on student engagement rather attendance. Health and Safety training - Completion of WorkRite modules continued to be pursued; more formal action would be taken where members of staff repeatedly failed to complete mandatory modules; disciplinary procedures would be triggered with formal written warnings being issued. Strike Action - Human Resources continued to liaise with Unions regarding the ongoing strike action.		
12.	Risk Management		
a)	HEBCON Review Ukraine/Russian and support for Students		
	Members noted the content of the HEBCON Review Ukraine/Russian and support for Students for information purposes.		
	I Gordon was unsure if the Russian School had resumed its classes at East End campus and questioned whether any security measures might have to be put in place.		
	M Thomson agreed to clarify the classroom arrangements with Room Bookings.	MT	
i)	Plan B Consulting: 9 Risks and an opportunity in response to events in Ukraine Report		
	Members noted the content of the Plan B Consulting: 9 Risks and an opportunity in response to events in Ukraine Report for information purposes.		
b)	Audit Scotland: Fraud and Irregularity		
	Members noted the content of the Audit Scotland report on Fraud and Irregularity for information purposes.		

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c)	Strategic Risk Register: 15 February 2022		
	Members noted the content of the Strategic Risk Register for information purposes. During discussion, the following points were noted: SFC Review - Risk rating remains unchanged; GKC Identity - there was general concern that strike action could affect the reputation of the College; - strike action may have an effect on recruitment; - there was a question of the College's 'identity' or 'brand' in recruiting students; - it was agreed to maintain the risk rating; People - as a result of the ongoing industrial action, and the likelihood of litigation, it was agreed that it was appropriate to raise the risk rating under this section; - it was agreed that 'Strike Action' be added as a new risk to the register; Litigation/Compliance - while the national bargaining process was beyond the College's control, there was a risk of litigation as a result of strike action citing "failure to educate" and/or breach of contract; - the recent COSHH event at the College led to additional controls, auditing and mitigations being put in place; - future actions included: a RIDDOR report to HSE; COSHH Custodians appointed; COSHH Audit undertaken over two days; all departments and faculties directed to conduct reviews of their COSHH inventories/storage; a deadline for legally mandated training brought forward; WorkRite COSHH module made available to additional staff; six respirators made available to additional staff; and, six respirators ordered to enhance any future emergency response; - the Health and Safety Manager would be added to the Risk owners; - the 'Controls and Mitigating Actions' would now include liaison as required with College insurance - until the enhanced controls were seen to be working, it was agreed that the risk rating here should be increased;	LC LC/AM	

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	Curriculum Relevance - there was an opportunity to develop the College curriculum for the next generation of students; - further stakeholder engagement was required through e.g., an employer's forum; Business Development would advise; - it was agreed to include 'HN Next Generation Monitoring' to the list of Early Warning Mechanisms; - risk rating would remain the same; Sustainable Funding - there remained the possibility of a clawback of some funding by SFC; - 'Credit delivery levels' would be added to the list of Early Warning Mechanisms; - it was agreed that the risk rating here remain unchanged; Student Experience - the impact of industrial action and the impact of long COVID was added to the Risk Description; - the number of student complaints was increasing; students had anticipated being back on campus only to encounter prolonged strike action; a number of students were seeking refunds of their fees; litigation citing failure to educate was a real possibility; - the risk rating remained unchanged; Environment - a new Environmental Sustainability Manager would join the College in June 2022; - cladding issues at Springburn Building would be added to the risks under Corporate Services; - the risk rating remained unchanged; Digital Transformation - risk owner would be changed from Robin Ashton to Jason Quinn; - risk rating would remain unchanged; Student Recruitment and Retention - recruitment and retention figures had changed significantly over period of the global pandemic – the health crisis had an adverse affect on Performance Indicators and student success rates; - Controls and Mitigating Actions were now supplemented by – appointment of Wellbeing Officer; Keep Warm event; the appointment of the Student Support Services Manager;	LC/RA	

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	- Actions planned now included: Campus Re-investment Project running to improve student experience and student-focussed teams; - it was agreed to raise the risk rating for the time-being; - the opinion of the Vice Principal Curriculum would be sought in due course; Cyber Risk - risk owner would be changed from Robin Ashton to Jason Quinn; - J Quinn would advise on mitigations and controls for the upcoming Cyberattack tabletop exercise; - Training on Crisis Communication during a cyber attack had been attended by members of SMT/IMT; - risk rating here would remain the same; Covid - the College continued to follow Scottish Government advice and there were now no campus restrictions (Covid aware signage was in place); - enhanced cleaning would remain in place for a further year; - while there were relatively low numbers of people on campus and hybrid working remained, the ending of PCR testing and social distancing may cause some unease; - the Director of Corporate Services would liaise with the Health and Safety Manager on future actions - it was agreed that the risk rating here be decreased.	JQ/LC LC/GL	
d)	Team Risk Registers:		
i)	Summary April 2022		
	Members noted the content of the Summary Team Risk Register for information purposes.		
ii)	HCCLD Draft Risk Register - Risk number 3, "Quality of Teaching", had reduced from 12 to 9; movement was in the Risk Impact. This was due to ongoing work identifying CPD for staff		
iii)	Student Services - Student Services had removed one High Level Category risk from their register – Individual Support Needs.		

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	- Risk Number 3 – “Student Experience – Face to Face Engagement” had reduced by 3, movement was in the Risk Likelihood, ‘College Keep Warm’ Events were up and running - Risk Number 5 (previously no 6) – “Compliance/Complexity Risks” had reduced by 2, movement was in both the Likelihood which reduced by 1 and the Impact which increased by 1. Staff CPD and reference to the SFC website had been added as actions		
iv)	Business Development - Business Development had added one Medium Level Category risk to their register - Reputational damage caused by Foundation Apprenticeship team changes. - Otherwise, Risks had remained static		
v)	Corporate Services - Risk Number 1, ‘Key Person Dependencies’, the Residual Risk had decreased from 12 to 6 moving the risk from the High to Medium category. Movement was in both the likelihood and impact of the risk. This had changed due to the creation of three new supporting manager posts with an overlap of key skills - Risk Number 2, ‘Competence’, Key Skills – the Inherent Risk had reduced from 16 to 12 moving this risk from the Very High to High category. Movement was in the impact of the risk.		
vi)	Finance - Risk number 1, “Fraud Risk” had reduced from 9 to 8, Likelihood had reduced by one and Impact had increased by one. This risk remained in the High-level risk category - Risk number 5, “Team Resources” had reduced from 16 to 12, movement was in Likelihood which reduced from 4 to 3. This risk had moved from the Very High to the High-Risk Category. It was noted that the planned actions are currently ongoing which was reflected in the reduction of the risk		
vii)	BCI Draft Risk Register - Risk number 2, ‘Retention of Students’, Residual Risk had increased by 3 moving this from the Medium to the High-Level risk category, the movement was in the Risk Likelihood. The Faculty noted that monitoring attendance still required accessing multiple systems and that changes to MBR process was impacting on the ability to get accurate information at individual class level.		

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viii)	ECS Draft Risk Register - Risks had remained static for the Faculty of Engineering Construction and Science		
ix)	ICT Digital Services - The number and categories of ICT Risks had remained the same		
x)	HR and Payroll		
	Although the number of risks and the scoring had not changed for HR and Payroll, the following areas had been worked and the information substantially expanded across all risks: - Risk Description - Controls and Mitigating Action - Early Warning Mechanisms, Planned Next Steps & Future Action Required Risk number 4 had its title changed from OD and Skills to Professional skills and competency.		
xi)	Project Risk Registers: Campus Reinvestment Project		
	Members noted the content of the Campus Reinvestment Project Heatmap for information purposes. It was agreed to review the plan at the next meeting of the Committee.	LC/IG	
e)	Risk Management Action Plan		
	The Director of Corporate Service confirmed to members that there were no outstanding elements of the Risk Management Action plan.		
13.	Items for Information		
a)	BCI Horizon Scan Report		
	Members noted the content of the BCI Horizon Scan Report for information purposes.		
b)	WEF: The Global Risks Report 2022		
	Members noted the content of WEF: the Global Risk Report for information purposes.		
c)	HEFESTIS Newsletters from 15 December 2021 to 4 April 2022		
	Members noted the content of the HEFESTIS Newsletters for information purposes.		

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14.	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		
15.	Risk Management – Risk issues to be considered as a consequence of the consideration of the above agenda		
	Members agreed that the following new Risk Management issues were raised as a consequence of the meeting: - 'Strike Action' be added to the risk register as a separate risk.	LC	
16.	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.		
17.	Closure		
	The meeting closed at 4pm.		
18.	Schedule of Meeting dates and Risk Register reminder dates for Academic Session 2022-23		
	Members noted the meeting dates and reminders for information purposes.		