Item 14
For Approval

Glasgow Kelvin College

Board of Management Meeting of 12 June 2023

Risk Management Update and College Risk Register

Report by Vice Principal Operations and Director of Estates and Corporate Services

1. Introduction

It is normal practice that the College's Strategic Risk Register and Risk Register are considered at every meeting of the Audit & Risk Committee, Risk Management Committee and are considered twice per year by the Board of Management and once per year by each of the other formal Sub Committees of the Board and reviewed by the College's Senior Management Team at least once a Quarter.

A copy of the Risk Register as at April 2023 is provided for information at **Appendix 1**.

2. Risk Management Activities

- The Risk Management Committee met on 25 April 2023 to examine the College Risk Register in detail and review a number of relevant publications/news articles received; and
- The SMT have reviewed the College Risk Register in detail and this has been updated to include current events.
- The College Risk Register has been further reviewed as follows:
  - By the Audit and Risk Committee during their meeting held on 16 May 2023.
  - By the Learning and Teaching Committee via email on 17 May 2023.
  - By the Finance and Resource Committee during their meeting held on 30 May 2023.

It should be noted that, in relation to the College Operating Plan, a separate Risk Register is held.

There is also a separate Risk Register in respect of the West End Campus Disposal; this is reviewed on a fortnightly basis.

3. Risk Register Review

The Risk Title, Residual Risk Score and colour of the fourteen risks which could impact on the College's ability to deliver its strategic ambitions are summarised in the table overleaf including Inherent Risks Scores/Categories and Residual Risks Scores/Categories.

Review Date	April 2023							
Risk No	Date Identified	Risk Title	IR	IR2	RR	RR2	Risk Appetite Category	Movement in Period
1	04/11/2021	SFC Review	20	Very High	12	High	1. Policy	↔
2	04/11/2021	GKC Identity	16	Very High	4	Medium	2. Reputation	↓
3	04/11/2021	People	20	Very High	16	Very High	5. Workforce	↑
4	04/11/2021	Litigation / Compliance	16	Very High	3	Medium	7. Legal & Compliance (including Health & Safety risks)	↓
5	04/11/2021	Curriculum Relevance	20	Very High	9	High	6. Student Experience	↔
6	04/11/2021	Sustainable Funding	25	Very High	20	Very High	3. Financial	↔
7	04/11/2021	Student Experience	16	Very High	9	High	6. Student Experience	↔
8	04/11/2021	Environment	16	Very High	9	High	8. Environmental Sustainability	↔
9	04/11/2021	Digital Transformation	16	Very High	6	Medium	4. Digital	↔
10	04/11/2021	Student Recruitment & Retention	20	Very High	12	High	6. Student Experience	↔
11	04/11/2021	Cyber Risk	25	Very High	12	High	2. Reputation	↔
12	13/12/2021	Infection Controls/Future Pandemics/COVID-19 - Ongoing Implications	9	High	4	Medium	1. Policy	↓
13	19/04/2022	StrikeIndustrialAction/ActionShort ofStrike Action	25	Very High	16	Very High	6. StudentExperience	↔
14	25/04/2023	NEW RISK - Artificial Intelligence	25	Very High	16	Very High	Student Experience and People	New

There has been a revision of the narrative content in a number of areas to reflect changes and activities which have taken place or are planned, Members will note the changes made as detailed above in terms of scorings and trends.

Risk 2 - GKC Identity – this risk has been reduced due to the successful implementation of the new College website, recent press exposure and competition placements which have all raised the brand profile.

Risk 3 - People - this risk has been increased as there will be fairly significant reductions in staffing levels this year Academic Year, with more planned for future years. There may be additional staffing challenges in the years ahead due to this.

Risk 4 – Litigation/Compliance - this risk has been reduced due to new Risk Assessment system in place and positive audits conducted. COSHH work has all been undertaken also.

Risk 12 – Infection Controls/Future Pandemics - this risk has been reduced as there is currently nothing more we can do at present other than to monitor the situation and remain aware of emerging events.

A new risk is **Risk 14 - Artificial Intelligence**. This has been added as, although there are some real and positive benefits of Artificial Intelligence, there are also down sides and potentially a very negative impact on learning skills. Students are relying more heavily on Artificial Intelligence technologies to complete assessments and the technical systems designed to detect fraudulent behaviour cannot (as yet) easily determine between students work and work produced by Artificial Intelligence.

The Audit and Risk Committee felt that this risk was at the appropriate level at present in terms of this being a relatively unknown risk and a cautious approach should therefore be taken in this regard.

Cognisance is being taken of all factors/issues affecting the College on an ongoing basis. These have not substantially changed and include:

- The ongoing cost of living/debt crisis.
- An increased number of people living in deep poverty; people facing homelessness at record levels.
- Rapid and/or sustained inflation.
- The Public Sector Funding situation remains the main risk faced by the College; this is the same across the whole further education sector.
- £26 million promised to the education sector will not now be forthcoming.
- Reduction in credits – 10% for 2023-24 across the whole sector, included in the indicative funding announcement.

- The Senior Leadership Team (SLT) of the College has developed an Operating Plan to manage the College financial situation. This Operating Plan is being discussed with staff, unions, the Board of Management and other stakeholders. Milestones in respect of this plan will be agreed and achieved on a continual basis (as the landscape may change over the months/years ahead.)
- If the assumptions within the Operating Plan (v1.0) are realised, the predictions are currently that 81FTE (19%) will depart from the College over the next 3 Academic Years and the College itself will be circa 21% smaller with a 14% drop in student activity. A separate Risk Register has been compiled to support this Plan, but clearly this could impact on the scale and quality of College activities as well as staff morale. However, the Plan emphasises that the College's underlying ethos, values and vision will remain.
- The closure/lease/sale of our West End Campus will have potential consequences – both negative and positive. In addition a number of staff have a deep affection for the West End campus building (which may be viewed as the last building associated with Stow College as the City campus was sold in 2016.)
- The relocation of the curriculum currently located within the West End Campus will shortly commence. The work involved in this exercise is extensive and will involve both staff and contractors. Procurement will be undertaken via APUC.
  Furthermore, it is noted that materials costs are escalating daily and securing contractors can be a cumbersome process and this puts pressure on staff who are already very busy and are required to work to very tight deadlines.
- Despite the extensive vaccination programme; there are ongoing issues with Covid-19/long Covid-19 with very negative effects on staffing/resources and availability of contractors – this presents real challenges.
- Many students are leaving education to take up employment positions due to the financial arena we are in at present.
- The negative effects of being locked down for such a lengthy period of time are emerging in students displaying slightly more challenging behaviour, i.e. lack of academic discipline.
- Some acts of vandalism are emerging that were previously very rare.
- The impact of an emerging/changed world of learning and teaching and the job market – UK Government proposes a massive investment in AI technologies which (it is expected) will result in decreased job opportunities in due course.
- Mental health and wellbeing of students and staff continues to be of real concern; some behaviours displayed are taking up a disproportionate amount of time, effort and energy.
- Strike action over pay causing disruption in various sectors which impacts on College life/activities.
- Striking NHS staff will result in lengthier waiting times for operations for those who await medical care.
- Potential strike action in the College sector – both teaching and support staff.
- Cyber threat/attacks particularly in the public sector remain of real concern.
- Ongoing COVID-19 strains appear to be ever emerging as well as the threat of other pandemics i.e. bird flu, monkey pox etc. This results in keeping people in a constant state of fear and alarm which has an extremely detrimental effect on mental health and wellbeing.
- Bird flu being discussed in the media including a vaccination programme for eg chickens.
- Voluntary Severance – a high number of applications have been received which are being processed at present. It is noted that departing staff may cause further unrest with staff during uneasy financial times and as the College shrinks in size. People who are refused Voluntary Severance are likely to feel disappointed and disheartened.
- Pressure on staff in a number of areas due to vacancies and absence cover for colleagues who are absent with Covid-19 and family illness/deaths.
- New First Minister has paused the Deposit Return Scheme until March 2024; at the time of writing this report it is entirely unclear how this will actually work in practice or what the scheme is intended to achieve.

Social/Economic Environment

- As reported previously, poor communities continue to be significantly more disadvantaged with ongoing rising energy costs (assistance from the government due to end), soaring cost of food – set to increase further, cost of fuel, clothing, goods etc all rising with the related very negative impact on millions of individuals.
- People will be unable to drive some vehicles in Glasgow City Centre (Low Emission Zone) – fines for those who do; this will drive already poor people (with vehicles now considered to be inadequate) into further poverty due to fines/upgraded vehicles required.
- Some areas around Glasgow City Centre will experience an increase in vehicles in their areas as drivers try to avoid Low Emission Zones and fines from 1 June 2023; this will further negatively impact upon the health and wellbeing of people living in these areas.
- Poor communities having to make choices between heating their homes or eating. Cold and hunger is being felt by many and health is very likely to ultimately decline – both physical and mental.
- Dampness issues may cause breathing difficulties and other illness. Declining health impacts on attendance at College, PI's and ultimately the National Health Service who are already struggling to cope with demand and low nursing/social care staffing levels due to Brexit/Covid-19 (as well as NHS strike action).
- Student dropout rates within the College showing as high with poor health being given as a main reason and others taking up employment due to soaring prices.
- Although the Scottish Government suggested that alcohol deaths had decreased last year (due to minimal pricing of alcohol), drug deaths have increased as drugs may now be cheaper to purchase. It is noted that Scotland has the highest drugs deaths in the whole of Europe.
- Mental health referrals increasing as people are experiencing increased anxiety.
- We notice an increase in active cycle travel particularly as Springburn Campus, however, the cycle lanes that have been installed within Glasgow and on routes near the College (with half tires depicting the boundary) are looking in disarray as the road cleaning machines (it appears) cannot now get into these narrow lanes. As such, litter, bottles, cans, leaves and other debris is building up in these areas; this in itself is hazardous to cyclists. Unintended consequences seem to be unconsidered.

4. Cladding – Springburn Campus

A structural survey has been carried out to the cladding panels to ascertain what is causing the rust spots and why some panels are showing hair-line cracks.

Initial liaison has taken place with the College insurance company.

A further in-depth/invasive survey has been completed with a preliminary report received. We await a further report to determine what the possible solutions could be.

Members will be kept apprised of this situation.

5. Campus Re-investment Project

The third strand of the Campus Reinvestment Project relates to College Environment - the look and feel of the Campuses. This will involve the introduction of updated, consistent contemporary signage and branding across the College Campuses, and will complement the physical student and curriculum works already completed.

This is progressing well and the intention is to implement these changes by the end of the academic year.

6. Fire Risk Assessment

The update on the previous Fire Risk Assessment report can be viewed in **Appendix 2.**

An annual fire risk assessment has been carried out at all campuses i.e. 6 February 2023 – Springburn, West End and East End and 7 February 2023 - Easterhouse. These are available in **Appendix 3.**

The actions from these reports are contained within **Appendix 4.**

Members will be kept apprised of any actions and relevant updates.

7. Land at Springburn

As members are aware, there is a small parcel of amenity land which is within the perimeter fence at Springburn Campus, but which belongs to Hydepark Residents Association. This unusual situation only came to light relatively recently and has, as yet, not been resolved despite efforts on both parties to progress matters.

Members will be aware that the land valuation for both parties arrived at the figure of £25,000 for this parcel of land and that a provision had been made in the College accounts to purchase this. GCRB had been approached and had agreed that the College could proceed with this purchase. However, Hydepark Residents Association have since advised that the legal position is that the title deeds for each individual dwelling would require to be changed; the legal fees incurred would therefore far outweigh the value of the land and the College cannot pay the legal fees of a third party. This option to purchase is therefore not viable.

A further meeting was arranged for Thursday, 11 May 2023 to explore all alternative options with Hydepark Residents Association. This meeting was duly held with the options explored as follows:

- Remove the cycle hut and re-position this elsewhere in our College grounds;
- Leave everything as is and allow the Hydepark Residents Association free use of our cycle shelter (when available) as meeting facilities;
- Vacate the land but leave the cycle shelter remaining for community use; or
- Vacate the land and dismantle the cycle shelter.

It should be noted that contractors are very reluctant to relocate the cycle shelter onto another area of College grounds as this building may not withstand another move (as it is already a second hand building.)

At a further meeting held on Thursday, 18 May 2023, Hydepark Residents Association decided that they wished the College to vacate the land and remove the cycle shelter.

The College is now obtaining quotes to undertake the work required including dismantling the boundary fence that cuts through this parcel of land. It should be noted that this metal security fencing was installed by the former legacy North Glasgow College, we expect, some circa 12-15 years ago.

There is a substantial cost to undertaking this work. The Vice Principal Operations is scrutinising quotes received.

8. Risk Management Committee

At the recent Risk Management Committee meeting on 25 April 2023, due cognisance was taken of key risk reports; hyperlinks provided below:

- QAA Membership: The Rise of Artificial Intelligence Software and Potential Risks to Academic Integrity – Briefing Paper
- Tackling Child Poverty Briefing
- Inequalities in Scotland: A growing crises of harms
- Glasgow City Council: Child Poverty in Glasgow
- The James Hutton Institute: Scotland's Climate Future – Implications for the Public Sector
- Volatility, Uncertainty, Complexity and Ambiguity (VUCA)
- The Herald News Article: Teacher reveals 'failings' causing turmoil in Glasgow School
- Daily Express News Article: Vaping e-cigarettes shown to be more harmful to lungs than smoking cigarettes – new study
- Guardian News Article: 'Rapid rise' in Andrew Tate-related cases referred to Prevent by schools
- Computer Weekly News Article: Russian spear phishing campaign escalates efforts toward critical UK, US and European Targets
- Protect UK: The Threat from Extreme Right-Wing Terrorism

Several newsletters were also reviewed and discussed. Pertinent articles from these will be extracted and incorporated into communication for staff/students via the College newsletters.

The approved minute of the Risk Management Committee held on 24 January 2023 is provided for interest and perusal.

Minute of Risk Management Committee meeting of 24 January 2023.

Risk Management Committee members also reviewed the various Team Risk Registers and the analysis which had been undertaken – this is shown via the link at **Appendix 5.** This highlights the progress made by the College in embedding Risk Management over the last

A further interesting article is noted as follows:

- The Herald News Article: Humza Yousaf urged to woo English workers to 'drive up talent pool'

This will be fully reviewed by the Risk Management Committee at their next meeting.

9. Resource Implications

There are some additional resource implications, i.e. overtime arising as a consequence of staffing shortages due to the Covid19 pandemic, general illness and bereavement absences. As reported previously, many staff members currently await operations, and this can negatively impact upon their health, overall wellbeing and mental state.

Contractor costs also escalate on an almost daily basis. Brick costs have increased by 66% and wood by 37% as an example.

There will be a significant cost to remove the boundary fence to allow Hydepark Residents Association direct access to land they own. This metal fence has security bolts and metal strainers will have to be grinded off at base level.

10. Impact on Students

There may be a negative impact on students as the College moves forward into an arena of vastly reduced funding, increased cost pressures and a higher than normal student dropout rate.

11. Risk & Assurance

There are no risks or perceived implications arising from this report that are not already recorded in the Risk Register, this paper, the College Operating Plan Risk Register or the West End Campus Risk Register.

Hydepark Residents Association will require to take over public liability of the wooded area. No further work will be undertaken by the College in relation to trees on this land. The tree report we have at present which identifies future problem trees will be passed on to Hydepark for their attention.

12. Equality

There are no adverse impacts on individuals with protected characteristics arising from the contents of this report.

13. Data Protection

There are no new data protection risks arising from the contents of this report. Data Protection continues to be a key consideration in College activities.

14. Environmental and Sustainability

There is an overall risk to the environment due to the very negative arena the country is in as a whole; wealth, health and opportunities are less than they previously were for most people and this situation is not likely to change.

Vandalism is being experienced, in and outwith the College, as communities feel frustrated and express themselves in a negative manner. For example, £2,000 worth of trees planted at Easterhouse Campus were ripped out and broken in two within 2 days of these being planted.

15. Recommendations

Members of the Board of Management are recommended to approve the content of this report, appendices and links.

16. Further Information

Members can obtain further information on the contents of this report from Jeanette Evans, Vice Principal Operations at jevans@glasgowkelvin.ac.uk or Lisa Clark, Director of Estates and Corporate Services at lisaclark@glasgowkelvin.ac.uk

JE/LC
Glasgow Kelvin College
June 2023