

Item 11
For Approval and Endorsement

Glasgow Kelvin College

Audit and Risk Committee Meeting of 14 May 2024

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 Risk Register is considered at every meeting of the Audit & Risk Committee and the Risk Management Committee, twice per year by the Board of Management, 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 College Risk Register is provided for information at [Appendix 1](#)

2. Risk Management Activities

A list of risk management activities since the last Audit and Risk Committee is provided below:

- The Risk Management Committee reviewed the College's Strategic Risk Register in full during their meeting on 23 April 2024.
- The Senior Management Team reviewed the College's Strategic Risk Register during their meeting on 7 May 2024.
- The Learning and Teaching Committee reviewed the College's Strategic Risk Register as per their annual review of this key document at their meeting on 8 May 2024.
- The UMAL annual insurance conference was attended by the Director of Estates and Corporate Services, the Cross College Support and Administration Manager and the Finance and the Finance and Student Funding Manager – slides are available via the link below:

[UMAL Insurance Conference - Slides](#)

There are some actions as a result of this UMAL insurance conference and these are being taken forward at present to ensure the continued good governance of the College.

- A UMAL conference on Li-ion batteries/Aqueous Vermiculite Dispersion (AVD) will be attended by the Director of Estates and Corporate Service and the Cross College Support and Administration Manager on 20 May 2024; places have been booked.
- An Annual Self Evaluation exercise for the Risk Management Committee was conducted in November. The very positive results of this self-evaluation exercise are available at the link below:

[Risk Management Self Evaluation](#)

- UMAL carried out safety inspections across all campus locations over 11 and 12 January 2024. The reports and the associated action plans are available via the link below:
[UMAL Health & Safety and Property Risk Management - Reports and Action Plans](#)
- In relation to Board Development, a Risk Refresher/Risk Appetite session was carried out by Henderson Loggie on 18 April 2024. This session was not completed and a survey in relation to this is currently being conducted which has gone out to members who attended this session. The results of this survey will be presented at the June 2024 Board of Management meeting for discussion. The Risk Management Framework will be updated thereafter. Once the Board review is complete, a Risk Refresher/Risk Appetite session will be scheduled for all Team Risk Owners to share any changes to Risk Categories/Risk Appetite and discuss how best to integrate Risk Appetite into overall Risk Management.

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

3. Henderson Loggie – Risk Audit – Recommendations

In reference to the audit recommendations following on from the risk audit conducted by Henderson Loggie, most of the work has been undertaken.

The College were asked to include a strategic objectives column in the College’s Strategic Risk Register; this has been done and how this looks is shown below via the link:

[Strategic Objectives Column - Addition to College Risk Register](#)

Audit and Risk Committee members comments in relation to this are welcome.

The Risk Management Framework has been updated but, to fully conclude this update/review, the outcome of the Risk Appetite and Risk Category session is awaited as this will be included within this Framework. Completion work on the Risk Management Framework will therefore be carried out after the June 2024 Board of Management meeting and will be presented to the first Audit and Risk Committee meeting of Academic year 2024/25.

4. Risk Register Review

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

Review April 2024
Date

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

Risk 8 – Digital Transformation - this risk has been increased as, due to tight financial constraints/lack of capital funding, ageing ICT equipment may not be replaced in a timeous manner which could lead to slow/broken machines and a poorer ICT experience for our students.

Cognisance is being taken of all factors/issues affecting the College on an ongoing basis. These include:

- Homelessness in Scotland to increase by a third imminently; this is linked to private landlords selling properties due to rent freezes and other restrictions placed upon them by the Government. In relation to rental properties, tenants can now have pets in rented properties if they wish and decorate too if they desire. These new rights may cause landlords to sell their properties and further exacerbate the low rental stock available. This could impact upon students and staff and the housing stock available to them i.e. unexpected relocation/upheaval of moving home.

- Extremely lengthy NHS waiting lists for operations mean that people are in pain/unwell for considerably longer; this can impact upon the College as students and staff can end up being off ill due to the protracted period of time waiting to be seen.
- It is difficult to get a dental or GP appointment; the waiting time can be several weeks or indeed months; this can mean that students and staff have to take whatever appointment they can get which can be in the middle of the day (disruption to studies and work) and they may also have to suffer pain/associated anxiety for longer than they ordinarily would have.
- The cost of living/debt crisis with high food prices remains an ongoing concern.
- Suggested substantial increase in vehicle insurance costs need to be factored in.
- Cyber-attacks, particularly across the education sector remain extremely high.
- EIS members employed by Glasgow Kelvin College are undertaking a programme of discontinuous industrial action consisting of strike action in pursuit of the dispute on the following dates: 16 April 2024; 26 April 2024; 1 May 2024, 20 May 2024, 23 May 2024, 28 May 2024, 30 May 2024, 31 May 2024, 3 June 2024, 4 June 2024, 5 June 2024 and 7 June 2024.
- Lecturing staff industrial action in the form of “working to rule” (action short of strike action) and a “resulting boycott” has commenced from 12 February 2024 and will continue until 15 July 2024 (ending earlier if a resolution is found.) A letter has been sent to teaching staff advising that ASOS could result in the College withholding pay; a similar message has been sent out from most other colleges across the country. Press articles relating to this matter are available as per below:
[Scotland's Colleges agree to dock pay for boycotting staff](#)
[Comment on the EIS-FELA'S Launch of ASOS and a New Resulting Boycott](#)
- UNISON have advised that they are taking discontinuous strike action on 13 May 2024 with further intended dates being 20 May 2024 and 24 May 2024.

5. HEFESTIS - Data Protection Officer

Mairead Wood, HEFESTIS Data Protection Officer to the College (as part of an inter-college shared service provision), left her post at the end of April 2024 to begin a new role elsewhere in another sector. Mairead Wood has worked with the College since her appointment in 2018. The College is grateful for all her work and wishes her every success in her new appointment.

The College is currently liaising with HEFESTIS regarding continuation of its data protection services. At this stage, it is likely that the College will not seek to re-engage a DPO on a like for like basis as before, but instead will look to secure a reduced service more suitable to its needs. Liaison on this matter is ongoing at the time of writing this report.

6. Estates and Facilities - Staffing

Our Head of Facilities and Environmental Sustainability is on long-term absence. During this period, some job responsibilities have been picked up, as appropriate, by the Director of Estates and Corporate Services, Senior Estates and Facilities Officer and Environmental Sustainability Manager.

The College is also liaising with Project Managers - Watts in relation to them picking up higher level technical work normally undertaken by our Head of Facilities and Environmental Sustainability. Discussions currently ongoing.

7. Springburn Campus - Cladding

The College is in liaison with Watts in relation to this matter and ascertaining any work required to resolve this issue.

8. Project Works

The third strand of the Campus Reinvestment Project relates to the College Environment. Significant works have progressed and new bright graphics/photographs are being installed across the campus buildings which will enhance the vibrant feel of the campus buildings. New signage has still to be installed and the Reception at Easterhouse will also be upgraded.

9. Manned Guarding

The new security arrangements for Easterhouse and East End commenced on 29 April 2024. Liaison/communication has taken place with SMT, Risk Management Committee, Transformation and Renewal Committee, College staff and students and the Audit and Risk Committee.

These new timings and arrangements are shown in the link below:

[Security Arrangements - East End & Easterhouse - Daily Timings & Year Planner.](#)

The College insurance company have been kept fully informed of new arrangements and all related Risk Assessments and training with all concerned have been undertaken.

These new arrangements will result in a substantial financial saving.

10. SFC: College Infrastructure Strategy (CIS): Delivery Plan

The link to this document is noted below:

[College Infrastructure Strategy \(CIS\) Delivery Plan](#)

SFC's 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.

In order that Glasgow Kelvin College can implement meaningful data to this exercise, condition surveys are being undertaken by Watts.

11. Risk Management Committee

At the Risk Management Committee meeting held on 23 April 2024, due cognisance was taken of various items in terms of risks; hyperlinks provided below for key items:

- a) [GCR Economic Briefing December 2023 - March 2024.](#)
- b) [Hate Crime and Public Order \(Scotland\) Act 2021](#)
- c) [NFI Matters Edition 11.](#)
- d) [College lecturers escalate to national rolling strike action](#)
- e) [College strikes in Scotland - full list of walkout dates](#)
- f) [The sinister truth about vaping](#)
- g) [EIS FELA and Unison Industrial Action - Memo from the Principal](#)

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 30 January 2024 is provided for interest and perusal.

[Risk Management Minute 30 January 2024.](#)

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 2](#)

12. Resource Implications

There are some additional resource implications, i.e. cover costs/overtime arising as a consequence of staffing shortages due to general illness.

Contractor costs and materials costs also escalate on an almost daily basis.

Energy costs continue to be closely monitored.

The new security measures in place in our East End and Easterhouse Campuses will save circa £200,000 per annum. However, there may be some increased vandalism costs and costs related to fly-tipping. Fly tipping may become more common with the absence of a security guard.

The College may make a slight saving by reducing the level of data protection hours with HEFESTIS. Discussions currently underway in this regard.

13. Impact on Students

There is likely to be a negative impact on current and future students as the College moves forward further into an arena of unprecedented, reduced funding and increased cost pressures.

14. Risk & Assurance

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

15. Equality

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

16. 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 and the role of HEFESTIS in relation to information sharing is considered essential and this relationship will continue.

17. Environmental and Sustainability

There is an overall risk to the environment due to the negative arena being experienced at present i.e. extremely tight financial arena.

The College's position as a community college is more important than ever to provide a positive destination for the communities served during these times of hardship, however, the funding reduction may impact on this community asset.

Fly-tippers leave the College with a disposal problem as items on our land become our issue to deal with and have a negative effect on our landfill figures.

18. Recommendations

Members of the Audit and Risk Committee are recommended to:

- i) note the contents of this report, appendix and links;
- ii) approve the College's Strategic Risk Register, including the changes;
- iii) provide comments in relation to the inclusion of a strategic objectives column in the College's Strategic Risk Register; and
- iv) note that the Risk Management Framework will be finalised following the Board of Management's conclusion on the Risk Appetite and Risk Categories so that this can be inserted into this Framework and will be presented to the Audit and Risk Committee at their first meeting in Academic Year 2024/25.

19. 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
May 2024