

**Glasgow Kelvin College**

**Board of Management Meeting of 09 October 2024**

**Academic Year 2023/24 – Annual Review of 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, Risk Management Committee and is 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 College Risk Register as at August 2024 is provided for information at [Appendix 1](#)

**2. Risk Management Activities**

- A Board Development event on Risk Categories/Risk Appetite was carried out by Henderson Loggie on 18 April 2024 involving many Board members. Following this session, an MS Forms survey was sent to members involved; the results of this were discussed in full at the Audit and Risk meeting of 3 September 2024. Item 10a provides full details. It is the intention that a Risk Refresher/Risk Appetite session will shortly be delivered to Team Risk Owners to share any changes to Risk Appetite/Risk Categories, align these accordingly with Team Risk Registers and discuss how best to integrate Risk Appetite into overall Risk Management; sessions are currently being planned.
- An annual review of the College/Strategic Risk Register was held by the Learning and Teaching Committee on 8 May 2024 and the Finance and Resources Committee on 4 June 2024.
- A tabletop exercise (TTX) was held on 28 May 2024 in relation to a marauding attacker and some gaps were identified. A fuller explanation is contained later in this report.
- The Board of Management had the College/Strategic Risk Register on their agenda for their meeting on 12 June 2024.
- A UMAL conference on Li-ion batteries/Aqueous Vermiculite Dispersion (AVD) was attended by the Director of Estates and Corporate Service and the Cross College Support and Administration Manager on 20 May 2024.
- A presentation was delivered to the Board of Management on Artificial Intelligence by the Director of Digital and Information Services on 19 June 2024.
- A tabletop exercise was held on 20 June 2024 in relation to Cyber Security by the Director of Digital and Information Services where the Business Continuity Plan was practised, and emerging gaps considered.
- A presentation was delivered by AG Lockdown to various members of the management team in relation to locking down buildings in the event of a marauding attacker. The system demonstrated will allow all requirements of Martyn's Law to be addressed. Members of the SMT also received a presentation from AG Lockdown and it was agreed to proceed with this solution. At the time of writing this paper, the AG Lockdown process is being implemented and training for all staff is being planned.
- The Risk Management Committee met to discuss risks and reviewed the College Risk Register in detail at their meeting held on 13 August 2024. Various changes were made to the text and the scoring raised on two of the risks in light of the then ongoing strike action by the EIS. A new risk, Credits, was added to the register.

- The College/Strategic Risk Register was reviewed by the Senior Management Team on 27 August 2024.

### 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 below, including Inherent Risks Scores/Categories and Residual Risks Scores/Categories. Various changes were made to the text and, in light of the ongoing industrial action by the EIS, the scoring raised on Risk 6 – Student Experience and Risk 9 – Student Recruitment and retention. A new risk, Risk 14 - Credits, was added to the register.

Review
August 2024
Date

| 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      | People                                                              | 20 | Very High | 16 | Very High | 5. Workforce                                      | ↔                  |
| 3       | 04/11/2021      | Litigation / Compliance                                             | 16 | Very High | 3  | Medium    | 7. Legal & Compliance (including Health & Safety) | ↔                  |
| 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 | 12 | 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 | 16 | Very 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 Implications | 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                     | ↔                  |
| 14      | 13/08/2024      | NEW RISK - Credits                                                  | 25 | Very High | 20 | Very High | 1. Financial2. Reputation                         | New                |

It is noted that these Risks will all require to be reviewed in light on the suspension of Industrial Action and Action Short of Strike Action following the EIS acceptance of their pay offer. Some of these risks will greatly reduce and some can be removed. This exercise will take place at the Risk Management Committee meeting scheduled for 5 November 2024.

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

- The College will be seeking a new Principal and Chief Executive due to Derek Smeall announcing his intended retiral in March 2025.
- Due to the many strike days, the College entered into discussions with Baxter Storey, the Colleges catering provider, in relation to their lost income. The College reached an agreement to pay some lost income to Baxter Storey to maintain positive relationships.
- Estates Staffing – due to the Head of Facilities and Environmental Sustainability being on long-term absence, we have successfully recruited an individual to take up this post on a one-year contract. This individual is due to commence later this calendar year. In the interim period, we have appointed an Estates Project Manager on a 3-month contract to proceed with the Estates Capital Plan which requires to be fully completed by March 2025. This individual will also assist with other projects, finalisation of a cleaning tender and other urgent works required as per the refreshed estates condition surveys received. The College is also working with Watts who are further investigating the cladding panels at Springburn.
- Land at Springburn – HydePark Residents Association have confirmed to College lawyers, Thorntons, that they require their parcel of land back; this land is contained within the Springburn Campus boundary fence. Thorntons will advise the College when written documentation is submitted and the College will remove all necessary items and will re-instate a boundary fence at the correct boundary line.
- West End Campus – the expected date of sale was 30 September 2024, however, minor (and unexpected) repairs were necessary in the days leading up to 30 September 2024.

These have now been attended to. The new exit/sale date of 7 October 2024 was communicated to the buyer and this will be met by the College. The buyer did not wish to retain furniture items so over 80% of items have been donated to community groups.

- We had been advised of EIS members employed by Glasgow Kelvin College strike action on the following dates: 20th, 21st, 22nd August 2024 27th, 29th, 30th August 2024. However, these dates were suspended and a pay offer accepted.
- With the College moving to a two Faculty model, the existing three Faculty Risk Registers for: Business and Creative Industries, Engineering Construction and Science and Health Care and Learner Development will need to be replaced by two registers for: STEM, Enterprise and Arts and Wellbeing, Development and Creative Services.
- Lithium battery fires are of concern. Communications in this regard are being prepared to raise awareness across the College.
- Cyber-attacks, particularly across the education sector remain extremely high. Artificial intelligence is making these attacks more sophisticated.
- Scottish Government budget cuts ongoing.
- There are also numerous socio-economic pressures affecting staff and students: continued extremely lengthy NHS waiting lists; mental health continues to be of real concern; high food prices may result in hunger; increasing demands/restrictions on private landlords may further negatively impact upon students living in such accommodation at present; and roads are in a state of deterioration across the country; deep potholes remain unfixed resulting in damage to College vehicles/cars travelling to College.

#### **4. Annual Review of the College/Strategic Risk Register by Board Standing Committees**

An annual review of the College/Strategic Risk Register was held by the Learning and Teaching Committee on 8 May 2024 and the Finance and Resources Committee on 4 June 2024. Comments received as follows:

##### Learning and Teaching Committee

- a) Deduction of salaries – it was noted that the potential impact of deduction of salaries by Colleges for non-resulting was discussed and that no other College in Scotland had carried out salary deductions to date.
- b) Cladding Panels at Springburn Campus – hairline cracks have been identified, attributed to the panels' expansion and contraction. The Director of Estates and Corporate Services has sought guidance from the College Insurance Company (UMAL) in conjunction with the Project Management Company (Watts) in relation to investigatory works for the cladding issues, which are believed to be safe. The Director confirmed that funding may be available to support the repair works required with consideration being given to funds from the sale of West End Campus potentially contributing to said works. The Principal informed members that the College was taking proactive preventative observations to mitigate any further deterioration.
- c) National Strategic Risk Assessment (NSRA) – Members asked if the NSRA had been considered. The Director of Estates and Corporate Services advised that this had been reviewed by the Risk Management Committee in the past, though a review had not been taken recently. The Director agreed to review the NSRA and amend the College Risk Register as appropriate.

- d) Cyber Risk (risk item 10) Risk Appetite Category – it was noted that Cyber Risk is currently only associated with the Risk Appetite category: Reputation, and members queried if this should also be linked to the ‘Digital’ category, suggesting this be reviewed. The Director of Estates and Corporate Services agreed to undertake a review of the Risk Appetite category pertaining to Cyber Risk (item 10) with the intention of incorporating the link to the Digital category.
- e) Student Experience risk grading and definition – Members proposed an elevation to the risk rating within the Student Experience category given the impact of industrial action and the observations contained within the Risk Register Review report from the Vice Principal – Curriculum and Quality Enhancement. The Director of Estates and Corporate Services advised members that the Risk Management Committee had discussed this category and agreed that due to the positive feedback from the Student Satisfaction Survey, an amendment to the risk rating was not required. A further query was raised in relation to the definition of Student Experience and the reference to the Student Satisfaction Survey and it was suggested that the narrative be reconsidered.

#### Finance and Resources Committee

Members of the Finance and Resources Committee noted the College’s Strategic Risk Register and the current climate the College was operating within.

### **5. Risk Management Committee**

At the Risk Management Committee meeting on 13 August 2024, due cognisance was taken of key risk reports/articles/communication; hyperlinks are provided below:

- a) [HM Government National Strategic Risk Assessment NSRA](#)
- b) [Fit for the Future: Developing a post-school learning system to fuel Economic Transformation](#)
- c) [Guardian Article - Why is Britain's Mental Health so incredibly poor? It is because our society is spiralling backwards](#)
- d) [HEFESTIS - Global Widespread IT issue](#)
- e) [Major Fire at ENVA electrical and battery recycling treatment facility in Linwood](#)
- f) [The Herald News Article: College lecturers in Scotland could strike again over pay](#)
- g) [EIS-FELA Industrial Action Notice - Glasgow Kelvin College](#)

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

The approved minute of the Risk Management Committee held on 23 April 2024 is provided for interest and perusal.

#### [Risk Management Minute - 23.04.24](#)

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](#)

### **6. 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 and are expected to rise over the months ahead.

## **7. Impact on Students**

There are no other negative impacts on students that are not already covered within this report.

## **8. 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.

## **9. Equality**

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

## **10. 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.

## **11. Environmental and Sustainability**

The finances are tight as the Scottish Government make budget changes.

## **12. Recommendations**

Members are recommended to:

- i) note the contents of this report, appendices and links; and
- ii) note that the Risk Management Committee will review the risks in detail given the EIS pay offer acceptance and the subsequent withdrawal of strike action and ASOS.

## **13. Further Information**

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