

GLASGOW KELVIN COLLEGE

AUDIT AND RISK COMMITTEE – 6 SEPTEMBER 2022

RISK MANAGEMENT UPDATE

REPORT BY VICE PRINCIPAL OPERATIONS & DIRECTOR OF 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 August 2022 is provided for information at **Appendix 1**.

2. Risk Management Activities

Since the last Audit and Risk Committee in May 2022 and Board Meeting in June 2022 the following activities have taken place in relation to Risk Management:

- Risk Management Committee meeting held on 23 August 2022.
- The Board Standing Committee feedback was communicated to the Risk Management Committee members and this has been factored into the Risk Register.

3. 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.

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	8	High	1. Policy	↓
2	04/11/2021	GKC Identity	16	Very High	9	High	2. Reputation	↔
3	04/11/2021	People	20	Very High	9	High	5. Workforce	↔
4	04/11/2021	Litigation / Compliance	16	Very High	6	Medium	7. Legal & Compliance (including Health & Safety risks)	↔
5	04/11/2021	Curriculum Relevance	16	Very High	9	High	6. Student Experience	↔
6	04/11/2021	Sustainable Funding	20	Very High	16	Very High	3. Financial	↑
7	04/11/2021	Student Experience	16	Very High	4	Medium	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	16	Very High	6. Student Experience	↑
11	04/11/2021	Cyber Risk	25	Very High	12	High	2. Reputation	↔
12	13/12/2022	COVID-19 - Ongoing Implications	16	Very High	9	High	1. Policy	↔
13	19/04/2022	Strike Action	25	Very High	16	Very High	6. Student Experience	↔

Cognisance is being taken of risks to the College on an ongoing basis these include:

- Funding is the main risk faced by the College at this time and this is the same across the whole sector. Managing this risk will continue to be a key priority for the College in the months and years ahead. But a proper resolution requires fundamental change at a National level from Scottish Government and the Scottish Funding Council.
- Covid-19/long Covid-19 and related negative effects on staffing/resources.
- The impacts of an emerging/changed world of learning and teaching and the job market.
- Significant funding constraints, inflation at 10.1%, rising energy costs (another 61% expected in October 22), rising costs of food, fuel, goods etc – all have a negative impact on College operations/finances.
- Many sectors going on strike due to requiring more pay e.g. Royal Mail, schools/nurseries industrial action planned for 6, 7, 8 September 2022 – impact on the staff and student population.
- Cyber threat/attacks in the public sector continue to be of real concern.
- Mental health and wellbeing of students and staff is a concern, particularly at a time when money is tight and costs are high. It is expected that the winter will be very difficult for many.

4. Cladding – Springburn Campus

A structural survey has been carried out to ascertain what is causing the rust spots and why some panels are cracking. The sub frame of the Springburn Campus building will also be checked. The initial assessment indicated that a more in-depth assessment is required and this is in the process of being done.

Audit and Risk members will be kept apprised of this situation.

5. Chemical Leak at Springburn Campus

The actions required in relation to COSHH have all been undertaken and the Risk Register has been amended/updated accordingly.

6. Campus Re-investment Project

Audit and Risk members will be aware of the campus re-investment project that took place over the summer period across three campus buildings. This was a massive undertaking, however, it is hoped that the new and improved student areas will help with student experience, retention rates and increase wellbeing and mental health. The College insurance company were kept apprised of developments. It is intended that an outdoor gym area is installed in our Easterhouse Campus over

the months ahead to compliment the new indoor gym/sports area and give all students the opportunity to enjoy green space on the campus.

The insurance company have noted the following standard comments in relation to this:

- Generally this provision of unsupervised equipment is not a good idea, from a liability perspective.
- A landowner has a general duty of care to anyone entering the land/property, so if someone is injured using this equipment, they could claim against the College for injuries sustained.
- A general disclaimer could be posted, but technically has no legal effect, especially in the case of serious bodily injury.

It is intended that the College installs CCTV in the area of the outdoor gym to mitigate against any potential misuse.

7. Land at Springburn

The Factor for the Hydepark Residents Association has had a valuation of the amenity land conducted by Shepherd & Wedderburn, however, the College has not received sight of this valuation as yet.

Communication lines are open and we hope to meet to progress this matter as soon as the paperwork is received.

Audit and Risk members will be kept apprised of this situation.

8. Fire Risk Assessment

As reported at the previous Audit and Risk meeting, an annual fire risk assessment was carried out at all campuses.

The actions referred to in these reports have been extracted and are contained within an Action Plan which is being worked through at present; this is nearing completion and is hyperlinked as [Appendix 2](#).

9. Risk Management Committee

At a recent Risk Management Committee meeting, due cognisance was taken of key risk reports; hyperlinks provided below:

- [Protect Duty – NaCTSO's Competent Persons Scheme](#)
- [Scottish Government: Drug Misuse Deaths in Scotland in 2021 - A Summary of the NRS Publication](#)
- [Fraud and Irregularity 2021/22](#)
- [Technical Bulletin 2022/2 April - June 2022](#)

A number of 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 19 April 2022 is provided for interest and perusal.

Risk Management Committee members also reviewed the various Team Risk Registers and the analysis which had been undertaken – this is shown in [Appendix 3](#).

10. Resource Implications

There are some additional resource implications, i.e. overtime arising as a consequence of staffing shortages due to the Covid19 pandemic.

11. Risk & Assurance

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

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. Recommendations

Members of the Audit and Risk Committee are recommended to note the contents of this report and its appendices/links provided for members information.

15. 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 Corporate Services at lisaclark@glasgowkelvin.ac.uk

JE/LC
Glasgow Kelvin College
August 2022



Board / Committee
Prepared by: Jeanette Evans/Lisa Clark
Contact Name and Tel. No.:

						INHERENT ASSESSMENT				RESIDUAL ASSESSMENT											
Risk Ref No	Date Identified	Risk Title	Risk Description	Risk Owner	Responsible Person	IL	II	IR	IR	Controls and Mitigating Actions	RL	RI	RR	RR	Risk Appetite Category	Risk Appetite	Risk Treatment Approach	Date Reviewed	Movement in Period	Early Warning Mechanisms, Planned Next Steps & Future Action Required	Date of Next Review
1	04/11/2021	SFC Review	RISK: Being forced into position that is against our vision & mission, or reduces community engagement, e.g. A single governing body for Glasgow CAUSE: Failure to project a clear GKC identity or vision; failure to proactively engage in review; other voices are louder / stronger; or poor operating performance. EFFECT: Lose local autonomy; unable to meet local community needs; GKC identity is lost; loss of social footprint; loss of staff.	Principal & CEO / Chair	Vice Principal - Curriculum	4	5	20	Very High	1. Engagement with GCRB, SFC, Scot Gov, & UK Gov 2. Political engagement with local & national politicians 3. Engagement about possible models with other colleges 4. Board understanding & support 5. Identified forums where we can share our vision 6. Direct community engagement 7. Improved operating position & management of performance 8. Identified awards & other opportunities to raise profile 9. Interaction with Scot Gov officials 10. Operational collaboration projects with other colleges 11. New website being launched to showcase the College to stakeholders 12. Communications and Marketing Framework established 13. Barbering Academy in place to increase student interest in courses	2	4	8	High	1. Policy	Cautious	Treat	23/08/2022	↓	Early Warning Mechanism 1. Outcome of consultants options appraisal 2. Ministerial responses / statements from Scot Gov 3. Performance Monitoring 4. GCRB Comms Actions Planned 1. Develop a college strategy for stakeholder consultation 2. Improving recruitment & student outcome performance 3. Continuing to influence GCRB decision making 4. Identify opportunities to collaborate	08/11/2022
2	04/11/2021	GKC Identity	RISK: Lack of understanding or awareness of the critical part GKC plays in communities; don't communicate USP, underselling the College which could weaken the College's position in the Region. CAUSE: Do not proactively promote identity, successes & uniqueness of GKC; ineffective comms on identity & successes; failure to illustrate impact we have; underinvestment in marketing / messaging. EFFECT: Weak employer engagement; students choose another college; affects risk no. 1	Vice Principal - Operations		4	4	16	Very High	1. Actively seeking to promote successes 2. Faculties using own social media 3. Investment in marketing resource 4. Employer engagement activity 5. Awards - putting forward GKC 6. Community Engagement, e.g. Hub 7. Digital strategy / My Kelvin 8. New website being launched to showcase the College to stakeholders 9. Communications and Marketing Framework established 10. Barbering Academy in place to increase student interest in courses 11. Brand identity being revamped via Stand	3	3	9	High	2. Reputation	Minimalist	Treat	23/08/2022	↔	Early Warning Mechanism 1. Negative publicity 2. Poor recruitment figures Actions Planned 1. Review of Comms & Marketing resource 2. Strategic Priority to raise profile 3. Campus Project 4. New website 5. Comms & Marketing Framework now developed	08/11/2022
3	04/11/2021	People	RISK: Not having agile, motivated, well-informed, or appropriately skilled workforce CAUSE: Demographics of workforce; national bargaining; Notification of strike dates by EIS and notification of a ballot for strike action from UNISON - impact of strike action on employment relations; lack of / insufficient CPD; failure to attract talented individuals; failure to retain talented individuals; unable to predict needs of the future; affordability of job evaluation. EFFECT: Unable to compete with industry; staff ability to be innovative is restricted; unable to deliver curriculum in areas of student demand; morale; financial stability.	Dir. People and Culture		5	4	20	Very High	1. People Strategy 2. Representation in employers association 3. NJNC negotiator 4. OD framework 5. TU engagement 6. RPA 7. TRCC 8. Recruitment & Retention Policies & Procedures 9. Culture of empowerment 10. 3 Year Rolling Budgets	3	3	9	High	5. Workforce	Cautious	Treat	23/08/2022	↔	Early Warning Mechanism 1. Staff turnover 2. Absences 3. HR Heatmap Actions Planned 1. Workforce Planning 2. Continuous improvement programme	08/11/2022



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						IL	II	IR	IR		RL	RI	RR	RR							
4	04/11/2021	Litigation / Compliance	RISK: Non-compliance with key legislative or regulatory requirements including COSHH CAUSE: Lack of awareness, understanding or training & development; poor compliance with established processes; not keeping up to date with changes in case law. EFFECT: Possible fines & litigation; reputational damage; implications for board accountability.	Dir of Corporate Services / & Dir People and Culture / H&S Manager		4	4	16	Very High	1. Policies & procedures 2. Members of national groups to keep aware of developments & upcoming changes. 3. Horizon scanning for changes to legislation or regulations. 4. Legal advice. 5. CPD programme. 6. Staff training. 7. Internal & external audit programme provides assurance. 8. External DPO. 9. Liaison as required with College insurance 10. COSHH Custodians now appointed. 11. COSHH Audit complete. 12. All departments and faculties conducted reviews of their COSHH inventories/storage. 13. Legally mandated training completed by all necessary staff. 14. WorkRite COSHH module made available to additional staff. 15. Six respirators in place for any future emergency response.	2	3	6	Medium	7. Legal & Compliance (including Health & Safety risks)	Averse	Treat	23/08/2022	↔	Early Warning Mechanism 1. Horizon scanning 2. HR Heatmap 3. Compliance metrics Actions Planned 1. RIDDOR Report to HSE.	08/11/2022
5	04/11/2021	Curriculum Relevance	RISK: Curriculum doesn't meet current or future needs of students, employers, or community partners, or the economy CAUSE: Ageing workforce; lack of curriculum innovation; staff knowledge & expertise; People risk (Risk No. 3); employer engagement; outdated or lack of resources; unreliable information / data; growth of digital teaching / you tube. EFFECT: Diminishing recruitment; reputation; student achievement; reputation.	Vice Principal - Curriculum		4	4	16	Very High	1. Curriculum reviews 2. Staff training / CPD 3. Emp engagement 4. Schools engagement 5. Partners - HE 6. Labour market intelligence 7. Staff structures / PDR 8. Industry bodies 9. Student feedback 10. Collaboration with partners & colleges 11. Digital transformation	3	3	9	High	6. Student Experience	Open	Treat	23/08/2022	↔	Early Warning Mechanism 1. Recruitment & retention of students 2. Emp & student feedback 3. Success rates 4. HN Next Generation Monitoring Actions Planned 1. Strengthen CPD for staff 2. Strengthen Curriculum review 3. Digital / blended development 4. Targeted employer engagement 5. Creation of Centres of Excellence 6. Green Kelvin	08/11/2022
6	04/11/2021	Sustainable Funding	RISK: Inability to secure appropriate levels of funding to deliver objectives/Foundation Apprenticeship arrangements changing, re-distribution of credit activity for 2021-22, NI costs rising, inflation high, energy prices soaring, wider economic transformation (locally and nationally) and the impact on the cost of living. CAUSE: constraints of current funding structures & levels; budget cuts; Scot Gov Policy / SFC funding models; constraints in public finances; non-compliance EFFECT: loss of income; inability to deliver financially sustainable budgets; med-long term sustainability at risk; impact on curriculum delivery; job losses	Vice Principal - Operations		5	4	20	Very High	1. 3 year budgets 2. Management accounting & budgetary control 3. Quarterly budgets & forecasting 4. TRCC 5. Compliance framework - review, monitor & control of funding obligations 6. Annual internal audit programme 7. Funding officer in Business Development team 8. Underlying cash position to agreed levels. 9. Review of funding models 10. FA planning at same level 11. FWDF - 2.9% reduction in March 23 factored in 12. 62% increase in energy costs expected and factored in to planning	4	4	16	Very High	3. Financial	Cautious	Treat	23/08/2022	↑	Early Warning Mechanism 1. Negative variances 2. Quarterly reviews 3. Budget reviews 4. Nov SFC Nov cut-off 5. Credit delivery levels. Actions Planned 1. Enhancing business intelligence on funding streams 2. Building ALF 3. Curriculum planning 4. Identify alternative funding streams/Business Development Ambitions	08/11/2022



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						IL	II	IR	IR		RL	RI	RR	RR							
7	04/11/2021	Student Experience	RISK: Poor student experience CAUSE: Poor physical environment; quality of teaching; lack of teaching skills or resources; lack of support services, impact of industrial action and impact of COVID/long COVID on absence rates. EFFECT: Impact on retention of students; reputational damage among possible future students; financial instability; performance outcomes affected; relationship with employers; failure to deliver Government ambitions	Vice Principal - Curriculum		4	4	16	Very High	1. Curriculum quality assurance 2. Quality framework 3. Curriculum Planning 4. Student feedback 5. Engagement with Student association 6. Learning & support services/in campus services 7. CPD for staff 8. Investment in estate - ongoing 9. Planned & routine maintenance 10. Operational planning process has Student Engagement at heart 11. GTCS Strategy 12. Face to face delivery of lessons 13. Successful Freshers Week (will become annual event.) 14. Welcome Back Events held annually 15. Campus Re-investment Project - transformation of the Campuses and Student Support areas - new Advice Guidance and Learner Support set ups.	2	2	4	Medium	6. Student Experience	Open	Treat	23/08/2022	↓	Early Warning Mechanism 1. Student numbers metrics 2. Student destination Actions Planned 1. Campus Project 2. Retention improvement plan 3. Quality system review & development 4. Business Intelligence reporting & monitoring 5. Learner engagement 6. GTCS Strategy 7. Student Association Questionnaires/Feedback and addressing any complaints	08/11/2022
8	04/11/2021	Environment	RISK: College fails to meet targets in relation to sustainability, e.g. Net Zero CAUSE: Lack of resources to implement; lack of skills to implement; sustainability is not embedded within curriculum; cannot access funding; limited by pace of industry EFFECT: Do not meet targets; impact on future generations; reputation with students, future students, community & government affected	Vice Principal - Operations / Director of Corporate Services		4	4	16	Very High	1. Public Sector Climate Change Report completed annually. 2. Funding to recruit Environmental Manager secured from the SCIO for 2 years. 3. Individual appointed and work has commenced on environmental matters required 4. Environmental Manager will raise environmental awareness & access funding streams. 5. Green Kelvin initiative is a key strategic priority. 6. Awareness raising activity paramount.	3	3	9	High	8. Environmental Sustainability	Minimalist	Treat	23/08/2022	↔	Early Warning Mechanism 1. PSSC metrics Actions Planned 1. Environmental Manager commenced employment and working with all departments on a Race to Zero action plan 2. Implementation of Green Kelvin action plan 3. CPD 4. Curriculum changes	08/11/2022
9	04/11/2021	Digital Transformation	RISK: Inability to deliver Digital Transformation Strategy & Programme CAUSE: Lack of resources to implement; lack of skills to implement; user skills insufficient; poor change or project management EFFECT: Reputation with students & staff affected; operational effectiveness reduced; student experience deteriorates	Vice Principal - Curriculum / Director of Digital Services		4	4	16	Very High	1. Strategy & Programme 2. Staffing structure to support delivery 3. Increased resources to implement 4. Staff training & awareness 5. New software 6. Website tendered - work ongoing 7. Increased devices available to staff & students 8. Programme management / governance 9. Cyber insurance in place	2	3	6	Medium	4. Digital	Cautious	Treat	23/08/2022	↔	Early Warning Mechanism 1. Missed deadlines / milestones Actions Planned 1. Implementation of programme: further development of business intelligence for learning & teaching development 2. Continuation of staff training	08/11/2022
10	04/11/2021	Student Recruitment & Retention	RISK: Fail to Recruit or Retain Sufficient students or learners CAUSE: Effectiveness of admissions process; monitoring of information; lack of identity; ineffective marketing; curriculum offer does not meet student needs EFFECT: Students do not get access to quality learning & teaching; class sizes are not sustainable; reduced funding; additional expenditure; COVID-19 mental health challenges; reduction in application levels across the sector ; impact on PI's/success rates.	Vice Principal - Curriculum		5	4	20	Very High	1. Admissions process 2. Marketing 3. Monitoring attendance & performance 4. Wellbeing Lead appointed to engage with student body. 5. Wellbeing Officers appointed. 6. Keep warm events. 7. Student Support Services Manager appointed.	4	4	16	Very High	6. Student Experience	Cautious	Treat	23/08/2022	↑	Early Warning Mechanism 1. Student recruitment metrics 2. Drop out metrics Actions Planned 1. Campus Re-investment Project running to improve student experience. 2. Student focussed teams.	08/11/2022



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11	04/11/2021	Cyber Risk	RISK: A widespread cyber-attack breaches college defence CAUSE: A malicious breach of college systems possibly caused by: user error / lack of training or education; lack of patch management; failure of perimeter security; poor development practices; lack of investment in protection EFFECT: Loss of business critical systems; college reputation damaged / loss of credibility; impact on individual people (data subjects); possible fines or litigation; cost to repair or restore; impact on students / student experience	Vice Principal - Curriculum / Director of Digital Services		5	5	25	Very High	1. Automated patch management 2. Mandatory training for all college employees 3. Firewall & DNS protection 4. MFA (multi-factor authentication) controls 5. Safelinks 6. Information security policy 7. Anti-virus & malware scans 8. Development frameworks 9. Knowledge sharing with peers 10. Cyber security insurance 11. Disaster Recovery / Business Continuity Plan in place - including backups 12. Crisis comms training attended on cyber attacks 13. Cyber Awareness course in place for all staf to undertake	3	4	12	High	2. Reputation	Minimalist	Treat	23/08/2022	↔	Early Warning Mechanism 1. Monitoring of key systems performance & availability 2. Log management / monitoring 3. Monitoring of open source cyber intelligence, websites etc. Actions Planned 1. Review need for zero-trust architecture 2. Review how embedded mandatory training is for all staff 3. Mandatory cyber training in place - review ongoing	08/11/2022
12	13/12/2022	COVID-19 - Ongoing Implications	RISK: Ongoing negative impact of COVID-19 on all aspects of College operations. CAUSE: COVID/Long COVID causing higher/ongoing levels of staffing absence due to illness/self-isolation. Staff members at work feeling under increased pressure. Individuals living in a constant state of fear for circa 2 years has resulted in mental health deterioration/issues related to anxiety/lack of confidence. Return to study/work/hybrid model causing feelings of unease. PCR testing/social distancing ending which may cause further unease. EFFECT: Loss of business, reduced student learning experience, higher than normal drop out rates/absence; high costs for staff cover, college reputation damaged/loss of credibility; very negative impact on different groups of people.	Principal & CEO / Chair		4	4	16	Very High	1. Discussions taking place about a hybrid model of working to enable people to start to think about this. 2. Enhanced cleaning regime remains in place throughout the campus buildings. 3. Social distancing ending. 4. Rooms ventilated if at all possible; upgrade to ventilation system at Springburn Campus. 5. Scottish Government COVID aware signage in place. 6. Anti-virus hand sanitiser and wipes available across the entire campus. 7. Masks available. 8. Wellbeing high on the agenda for the College student and staff population.	3	3	9	High	1. Policy	Cautious	Treat	23/08/2022	↔	Early Warning Mechanism 1. Monitoring of Scottish Government messages 2. Management/monitoring of staffing situations 3. Monitoring of positive test cases/health issues Actions Planned 1. Keeping abreast of Scottish Government's guidance 2. Keep a close watch on staffing levels and cover required 3. Enhanced cleaning regime to remain in place	08/11/2022
13	19-Apr-22	Strike Action	RISK: Negative impact of Possible teaching strike or other action short of strikeaction on students. CAUSE: EIS FELA requesting a pay settlement which is significantly higher than the sector's ability to pay undr current SG funding. This is a national negotiation process. EFFECT: Very negative impact on student experience. Lack of confidence in Colleges to provide the FE Training they require as strike action is an ever present threat and has been for many years. Drop out rates increase which has a negative effect on funding and PI's. Opportunity for HE institutions to deliver course requirements. Strike action could have a very detrimental effect on the sector as a whole. Students may submit a "failure to educate" claim.	SMT (national matter)	This is a national matter.	5	5	25	Very High	1. Principal and Director of People and Culture involved in national talks. 2. Meetings taking place at national level. 3. Monitoring of impact on teaching delivery and identification of potential mitigations for lost learning. 4. College support staff offering whatever help they can to students 5. Inflation costs duly noted and discussions held at Finance Directors conference on associated impacts 6. Discussions held with Director of Finance at SFC to express concerns with financial situation across the FE sector	4	4	16	Very High	6. Student Experience	Open	Treat	23/08/2022	↔	Early Warning Mechanism 1. Monitoring of Scottish Government/national Employer Association messages. 2. Senior management attending Employer Association meetings as required. 3. Principal and Director of HR involved in national discussions. 4. Monitoring staff participation levels in strike activity. Actions Planned 1. Keeping abreast of all related documentation/discussions. 2. Keep a close watch on effect on student population and identify potential mitigations to recover any lost learning.	08/11/2022