

Glasgow Kelvin College

Audit and Risk Committee – 26 November 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 Strategic Risk Register is considered at every meeting of the Audit and 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 Strategic Risk Register as at November 2024 is provided for information at [Appendix 1](#)

2. Risk Management Activities

- AG Lockdown have commenced the installation of QR codes across the College campus buildings; some training will be given during the Staff Development Event in November 2024 and this will be further enhanced when the system is fully in place and operational. This process will ensure that the College complies with Martyn's Law in the event of a marauding attacker entering College premises.
- The Board of Management and all standing committees have reviewed the College/Strategic Risk Register in detail.
- The Risk Management Committee have extensively reviewed the College Strategic Risk Register at their meeting of 5 November 2024.
- UMAL carried out a Risk Feedback Session/Workshop which was attended by the Director of Estates and Corporate Services and the Cross College Support and Administration Manager on 7 November 2024.
- The Senior Management Team has extensively reviewed the College Strategic Risk Register.
- The Risk Appetites and Risk Categories were fully reviewed by the Audit and Risk Committee and by the Board of Management and finalised accordingly.
- The Risk Management Framework has been extensively reviewed and updated and is elsewhere on this agenda. To close off the Internal Audit Action on this matter, detailed work has been carried out in terms of risk scoring and formulas have been inserted into the College Strategic Risk Register and Team Risk Registers sheets to highlight any anomalies. The Terms of Reference for the Risk Management Committee have been reviewed and both of these items are elsewhere on this agenda.
- Training has been provided to all Team Risk Register owners in relation to the Risk Categories and Risk Appetites set by the College and how Team Risk Registers should be aligned.
- A further meeting has been held with Risk Management Committee members and Team Risk Register owners to go over the amended Risk Management Framework.
- The College Strategic Objectives affected by each Risk have been documented within the College Strategic Risk Register.
- If a Risk is straying outwith the appetite set by the Board of Management, there is a section at the end that allows there to be narrative inserted to explain this.

- At the time of writing this paper, the College is having an Externally Facilitated Effectiveness Review undertaken by Henderson Loggie. This occurs every 4-5 years and is a substantial review involving all Board of Management members, the Secretary to the Board and other staff members. A full complement of paperwork has been provided to David Archibald of Henderson Loggie.

3. Risk Management Committee – Annual Report for 2023/24

The preparation of Risk Management Committee - Annual Report is required in the Risk Management Committee (RMC) Terms of Reference. The Annual Report for 2023/24 was approved by the Risk Management Committee and is available via the link below:

[Risk Management Committee Annual Report](#)

This annual report has also been reviewed by the Senior Management Team.

4. Risk Register Review

A full and thorough review was undertaken of the College Strategic Risk Register - Risk Title, Residual Risk Score and colour of the fourteen risks which could impact on the College's ability to deliver its strategic ambitions. This is fully summarised in the table below, including Inherent Risks Scores/Categories and Residual Risks Scores/Categories. Numerous changes were made to the text; this was particularly in light of the suspension of industrial action/ASOS by the EIS.

Review November 2024 Date											
Risk No	Date Identified	Risk Title	IR	IR2	RR	Movement in Period	RR2	Risk Appetite Category	Risk Appetite	Residual Risk vs Risk Appetite Score	
1	04/11/2021	SFC Review	20	Very High	12	↔	Medium	1. Policy	Cautious	Residual Risk Score is within the Risk Category Score	
2	04/11/2021	People	20	Very High	6	↓	Manageable	6. People	Cautious	Residual Risk Score is within the Risk Category Score	
3	04/11/2021	Litigation / Compliance	16	High	3	↔	Low	3. Legal and Compliance	Minimal	Residual Risk Score is within the Risk Category Score	
4	04/11/2021	Curriculum Relevance	20	Very High	9	↔	Manageable	8. Student Experience	Open	Residual Risk Score is within the Risk Category Score	
5	04/11/2021	Sustainable Funding	25	Very High	12	↓	Medium	4. Financial	Cautious	Residual Risk Score is within the Risk Category Score	
6	04/11/2021	Student Experience	16	High	6	↓	Manageable	8. Student Experience	Open	Residual Risk Score is within the Risk Category Score	
7	04/11/2021	Environment	12	Medium	6	↓	Manageable	10. Environmental & Sustainability	Cautious	Residual Risk Score is within the Risk Category Score	
8	04/11/2021	Digital Transformation	16	High	9	↔	Manageable	7. Digital	Cautious	Residual Risk Score is within the Risk Category Score	
9	04/11/2021	Student Recruitment & Retention	16	High	6	↓	Manageable	8. Student Experience	Open	Residual Risk Score is within the Risk Category Score	
10	04/11/2021	Cyber Risk	25	Very High	12	↔	Medium	9. Reputational	Minimal	Residual Risk Score is within the Risk Category Score	
11	13/12/2021	Infection Controls/Future Pandemics/COVID-19 - Ongoing Implications	9	Manageable	4	↔	Low	1. Policy	Cautious	Residual Risk Score is within the Risk Category Score	
12	19/04/2022	Industrial Action/Action Short of Strike Action	20	Very High	16	↔	High	8. Student Experience	Open	Residual Risk Score is within the Risk Category Score	
13	25/04/2023	Artificial Intelligence	25	Very High	16	↔	High	8. Student Experience and 6. People	Open	Residual Risk Score is within the Risk Category Score	
14	13/08/2024	NEW RISK – Credits	25	Very High	20	↔	Very High	1. Financial and 2. Reputation	Cautious	Residual Risk Score is within the Risk Category Score	

As referred to in the Risk Management Framework paper, the new Risk Assessment Matrix and Risk Appetite Scoring has been applied to the College Strategic Risk Register which has adjusted the colours of the various sections. The changes to the Risk Assessment Matrix and Risk Appetite Scoring now allow quick sight of risks straying outwith the Risk Appetite set by the Board of Management; this is highlighted via conditional formatting.

As denoted in the table above, it has been recommended to remove the Risk entitled – **Industrial Action/Action Short of Strike Action** as this has been suspended and is not likely to reoccur in the near future and to also remove the Risk entitled the **Credits** as the College has met its target since the Industrial Action and Action Short of Strike Action has ended.

Many risks have reduced largely due to the industrial action/action short of strike action being suspended.

This is further summarised below:

People Risk

This has reduced due to an extensive rewrite of the control and mitigating actions that are now in place.

Sustainable Funding Risk

This has reduced due to a 5-year balanced budget being set and second year reductions being met.

Student Experience Risk

This has reduced as student survey results have shown an improvement for two years running and are now above national comparators. Campus improvements have also contributed to this reduction.

Environment Risk

This has reduced due to the Scottish Government moving its environmental targets from 2030 to 2045; this therefore places less urgency for the College to meet at 2030 deadline.

Student Recruitment/Retention Risk

This has reduced due to reduced College Credit and recruitment targets and improved withdrawal rates. In addition, the previous strike action has been removed as a cause.

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

- The College is currently recruiting a new Principal and Chief Executive due to Derek Smeall announcing his intended retiral in March 2025.
- The mental health of the student population remains of real concern; issues emerge frequently and use up significant staff time.
- Increase vandalism at Easterhouse Campus and surrounding areas means that the College budget is being spent on re-doing work, replacing glass windows and employing additional security guarding – start date awaited;
- Increased costs for heating as we are now into the colder months will result in increased ill health.
- Real Living Wage will increase by 0.60p per hour per person which will require to be factored into College budgets.
- Cyber-attacks threats remain an ongoing concern with Artificial Intelligence advances making voice imitation easy.
- Expected National Insurance increases will place even more strain on government spending and an additional burden on businesses potentially impacting on inward investment. This could result in fewer jobs being available for those seeking employment.
- Unprecedented NHS waiting lists for operations/dentists mean that people are in pain/unwell for considerably longer and this possibly impacts upon their ability to attend classes and/or work. Many people are having to pay for operations privately or face years on a waiting list. Circa 12.54% of the population in Scotland currently await treatment.
- Cladding panel report recently received and further technical reports awaited; liaison is taking place with College insurance and lawyers in this regard. A full report will be ready for the December 2024 Board of Management meeting.

5. Estates and Facilities - Staffing

Iain Gordon, Head of Facilities and Environmental Sustainability retired on 31 October 2024. The College wishes to thank Iain Gordon for his many years of excellent service and his contribution to the College.

The College is employing Michael Lacy, Estates Project Manager on a fixed term contract to commence the Estates Capital Projects and other urgent estate works.

Our new Head of Facilities and Environmental Sustainability, Claire Reid will commence employment on 25 November 2024.

The College is also working with Project Managers - Watts in relation to them picking up some technical work i.e.:

- Land at Springburn – reinstatement of fence at correct boundary line, removal of Cycle Hub, re-positioning lighting posts, filling in frog pond and returning area to level ground; exact paperwork before work commences is awaited via the College lawyer, Thorntons who have repeatedly asked for this;
- Exploring the possibility of PV Panels on Springburn Technical Block Roof;
- Cladding at Springburn Campus - ongoing investigations underway.

6. 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. Hydepark Residents Association wish this land returned to them.

The College has a plan in place to remove all structures on this land and re-situate the boundary fence at the correct line.

Audit and Risk Committee members will be kept fully up to date with all matters pertaining to this.

7. West End Campus

The West End Campus sold on 10 October 2024.

The building was handed over to the Scotsman Group completely empty, cleared and cleaned with all due diligence matters attended to appropriately.

The Scottish Funding Council and GCRB have been kept informed accordingly.

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

Members of College management worked extensively on this data exercise and met the deadline required.

A de-brief meeting on this exercise will be held in Edinburgh imminently and will be attended by the Director of Estates and Corporate Services.

9. Springburn – Games Hall Flood

Over the summer period, a leak occurred in a classroom above the Games Hall and the water ran through the ceiling and onto the Games Hall floor. As soon as this was discovered, the water was removed from the floor and dehumidifiers installed to dry out the wooden floor. Unfortunately, some warping occurred and the College liaised with their insurance provider/loss adjuster about the best route forward to fix this area. We were advised that the entire floor covering needed to be replaced.

This project was successfully carried out in the timescales communicated to teaching staff.

This entire area was open for use on Monday, 21 October 2024.

10. Risk Management Committee

At the recent Risk Management Committee meeting on 5 November 2024, due cognisance was taken of key risk reports/articles/communication; hyperlinks are provided below:

- a) Alcohol and Drug related Deaths 2023:
 - i) [Alcohol-specific deaths remain high - National Records of Scotland](#)
 - ii) [Drug misuse deaths increase - National Records for Scotland](#)
- b) [Number of Scots facing hunger and hardship at record levels - study: Glasgow Herald News](#)
- c) [Young Enterprise Scotland faces closure after losing Government funding: STV News](#)
- d) [Labour to controversially make request four-day working week a legal right new law: The Telegraph News Article](#)
- e) [New pay-per-mile car tax will hit drivers on lower wages with 'key workers' affected: Daily Express Article](#)
- f) [Landlords face record stamp duty bills as Reeves prepares tax crackdown: The Telegraph News Article](#)
- g) [Crumbling colleges raise fears over £775m repair bill - The Scotsman.pdf](#)
- h) [Item 13.10 h - Police Scotland 'to axe 1,300 staff and officers' if SNP refuses to increase funding - The Telegraph](#)
- i) [SFC CEO Appointment.pdf](#)

The approved minute of the Risk Management Committee held on 13 August 2024 is provided for interest and perusal.

[Risk Management Minute 13 August 2024.pdf](#)

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](#)

Work is currently underway to incorporate the three Faculty registers into two.

11. 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.

There were additional costs to hire facilities due to the Springburn Games Hall being out of commission; these have been included in the insurance claim for this area.

Real Living Wage/National Insurance increases will require to be factored into budgets.

Vandalism and youth disorder is resulting in increased costs at our Easterhouse Campus.

12. Impact on Students

Youth disorder at Easterhouse is diminishing the student experience as funds are being spent on vandalism repairs; the campus and surrounding area/businesses are suffering from vandalism which brings the whole area down i.e. broken glass/spray paint/debris etc.

13. 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.

14. Equality

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

15. 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.

16. Environmental and Sustainability

The finances are expected to get tighter as the Scottish Government make announcements on budgets.

17. Recommendations

Members of the Audit & Risk Committee are recommended to:

- i) note the contents of this report, appendix and links.

18. 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
November 2024