

Glasgow Kelvin College

Audit And Risk Committee Meeting of 03 September 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, 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 are available at Item 9 on the Audit and Risk Agenda. This will also be presented to the October 2024 Board of Management. It is the intention that a Risk Refresher/Risk Appetite session will thereafter be delivered to Team Risk Owners to share any changes to Risk Appetite/Risk Categories 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 – video links contained later in this report.
- 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. A fuller explanation of AG Lockdown's services is contained later in this report.
- 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 ongoing strike action by the EIS. A new risk, Credits, has been 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, has been added to the register.

Review
August 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 Health and 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

Cognisance is being 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.
- Continued extremely lengthy 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. Public Health Scotland have reported that 690,000 (12.54% of the population in Scotland) await treatment; this is a record high.
- The mental health of the student population continues to be of real concern; issues emerge frequently and use up significant staff time.
- High food prices continue to be an ongoing concern; issues of hunger may be faced by many College students.
- Fuel poverty concerns arise again as we move into colder months; ill health and poor living conditions could worsen as the energy companies raise prices.
- Ever increasing demands/restrictions on private landlords coupled, with a suggested change to the capital gains tax situation, has resulted in many landlords selling rental accommodation which further depletes rental property available, this may further negatively impact upon students living in such accommodation at present.
- Roads are in a state of deterioration across the country; deep potholes remain unfixed (despite reporting these to the relevant authorities) - resulting in damage to College vehicles/cars travelling to College.
- 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.

- 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, at the time of writing this report, this action has been suspended due to a revised pay offer being offered and currently being considered; the outcome of this ballot is awaited. However, Action Short of Strike Action (ASOS) remains in place.
- 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.
- Scottish Government budget cuts are expected later this week.

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. Baxter Storey

Due to the many strike days, the College has been in discussions with Baxter Storey in relation to their lost income. The College has reached an agreement to pay some lost income to Baxter Storey to maintain positive relationships.

6. HEFESTIS - Data Protection Officer

James Nock, HEFESTIS will provide the role of Data Protection Officer to the College (as part of an inter-college shared service provision).

The Director of Estates and Corporate Services is liaising with HEFESTIS in relation to slightly reducing the service to save money.

7. Tabletop Exercise and AG Lockdown

A tabletop exercise was conducted on 28 May 2024 on what could happen during a marauding attack. Members of the Incident Management Team and the Senior Management Team attended this exercise. Following the conclusion of the exercise, participants discussed some of the potential gaps in the College's procedural measures in place to reduce, so far as reasonably practicable, the risk of physical harm to individuals at the premises in the event of an attack.

Members had a number of outstanding questions, mainly on communicating with staff and students that an incident or attack is not a fire drill and, in the case of a lockdown, how people could communicate. In regard to the recent Government consultation on Martyn's Law, the revised Standard Tier will require the College to:

- Notify the Regulator that we are responsible for premises within scope of the Bill (and so subject to the relevant requirements).
- Have in place procedural measures that could be expected to reduce, so far as reasonably practicable, the risk of physical harm to individuals at the premises in the event of an attack.

UMAL advised the College about AG Lockdown who have developed a system which can ensure that the necessary measures are in place in order that organisations can comply with Martyn's Law requirements.

To this end, several staff members from the College received a presentation from AG Lockdown on the range of services they offered. Tony Foote, Managing Director of AG Lockdown delivered this. The team behind AG Lockdown have been at the cutting edge of Lone Worker protection and educational travel safety since 2010 and, since 2013, they have been looking after the Lone Worker Safety needs of NHS Community Nurses with zero interruptions.

AG Lockdown is managed and predominately staffed by former military personnel. Experience had shown that the response in the first five minutes of a marauding attack was key since this was the period when the most amount of damage was inflicted upon people. Given that the emergency services would not arrive until well after the initial phase of the attack, in such scenarios, colleges, businesses and other bodies were left to manage by themselves.

AG Lockdown offered a solution to managing a lockdown situation following an initial attack. AG Lockdown's 24/7 Emergency Response Centre (ERC) managed the lockdown remotely becoming the 'Command Centre' where information from multiple sources is shared and acted upon. The communications technology utilised by the ERC is highly innovative allowing provision of levels of support unavailable elsewhere.

The system utilises text messaging and a unique QR code to manage headcounts which immediately populates a digitised schematic of the room, floor building etc. The QR code also triggers a 'smart alarm system' which, when scanned and initiates the lockdown within two minutes.

A link to an overview of their services can be found here:

[AG Lockdown](#)

Staff members at the College were suitably impressed with the services offered and this was further discussed at the SMT and approved.

Training will be carried out for all College staff over the months ahead and we expect to complete this by the end of February 2025.

8. Estates and Facilities - Staffing

The Head of Facilities and Environmental Sustainability is on long-term absence as is a Senior Facilities Officer. One Senior Facilities Officer has left and this role has been replaced by a Grade 1 Facilities Assistant. A temporary Grade 3 Senior Facilities Officer post has been recruited from within the Estates team. Paul Haslett, Senior Estates and Facilities Officer and Sarah Shea, Environmental Sustainability Manager continue to undertake additional tasks to cover absence.

At the time of writing this report we are advertising for a temporary Head of Facilities and Environmental Sustainability.

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

- Condition surveys for campus buildings – now completed. These will inform the work required for the SFC Infrastructure Delivery group;
- 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;
- PV Panels on Springburn Technical Block Roof;
- Cladding at Springburn Campus;
- Proposals for the re-development of Learning Hub area; this has been received.

9. Li-ion batteries/Aqueous Vermiculite Dispersion (AVD)

The slides from the UMAL conference are available for review via the link below:

[AVD Lithium-Ion Batteries Risk and Precautions](#)

The full video presentation can be found at:

[UMAL Presentation - Lithium-Ion Batteries Risk and Precautions](#)

Risk Management Committee members were encouraged to view the video and pay particular attention to the following segments:

- 15:07 – Laptop fire in office
- 15:37 – Mobile phone fire in gym
- 16:40 – E-scooter fire in apartment
- 17:21 – E-scooter fire in student accommodation
- 18:20 – E-motorbike fire in shop
- 19:18 – E-motorbike fire in street
- 19:18 – E-bus fire at bus station
- 22:56 – What causes a Lithium-Ion Battery Fire?

These slides have been sent on to the College's Health & Safety Manager and communication about these dangers of these batteries will be made available to staff and students for general awareness raising.

About 95% of battery fires are classed as ignition fires, which produce jet-like directional flames. The other 5% involve a vapour cloud explosion. Fires can start due to the battery overheating i.e. if it is in direct sunlight or due to i.e. hitting a bump/pothole (of which there are many on our roads.) Once batteries are on fire, they are very hard to manage. Lithium battery fires burn at extremely high temperatures, can last for days and cause extensive damage. They often reignite just when the fire seems to have subsided.

If not managed properly, battery fires can emit highly toxic gases and chemicals for many hours. Properly trained firefighting crews are needed to handle these fires.

10. 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.

Risk Management Committee members and the Board Audit and Risk Committee members have been kept fully up to date with all matters pertaining to this.

HydePark Residents Association met on this location on the evening of 27 June 2024. They have communicated to the College lawyers, Thorntons, that the residents do indeed want their parcel of land back, the College will undertake this work as soon as the College lawyer is in receipt of the associated minute of this meeting. Thorntons have requested this minute and are hopeful that they will receive it soon.

Audit and Risk Committee members will be kept apprised accordingly.

11. West End Campus

The West End Campus offer has been approved by the Scottish Funding Council and Scottish Government.

Heads of Terms have almost been agreed with the buyer and an exit date of 30 September 2024 also agreed in principle. The missives have still to be signed.

The buyer does not wish to retain any furniture items and these are being cleared at present. The College is endeavouring to send as little to landfill as possible.

The College will endeavour to retain as much of the sale proceeds as it can and is preparing a business case to support this.

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

The link to this document is noted below:

[Scottish Funding Council: 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 for each campus have been undertaken by Watts. The information from these surveys will allow the College to enter meaningful data to this exercise.

The timescale for completion of the data required i.e. estate, ICT and curriculum information is tight. The SFC issued this data request on 21 August 2024 with a deadline of 1 October 2024.

Various members of the SMT are involved in this exercise and will endeavour to enter available data as far as reasonably practical.

13. 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 has occurred, and the College has been in discussions with their insurance provider/loss adjuster about the best route forward to fix this area. We have been advised that the entire floor covering needs to be replaced and this work has been scheduled to commence on 23 September 2024. At the time of writing this report, external facilities have been hired to ensure that the curriculum carried out in this area can continue.

External bookings for this area have had to be suspended for the time being.

14. Risk Management Committee

At the recent 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's 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 strike 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 April 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](#).

15. 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.

There are additional costs to hire facilities due to the Springburn Games Hall being out of commission.

16. Impact on Students

It is hoped that the EIS members will accept their revised pay offer and that strikes and ASOS will cease imminently.

There is a slight inconvenience for students at present due to the Games Hall being out of commission whilst the flooring is repaired/replaced.

17. 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.

18. Equality

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

19. 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.

20. Environmental and Sustainability

There is an overall risk to the environment due to ASOS/strike action disruption (currently suspended/outcome of ballot on revised pay offer awaited) and extremely tight finances.

The finances are expected to get tighter as the Scottish Government will make an announcement on budgets later this week.

21. Recommendations

Members of the Audit and Risk Committee are recommended to:

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

22. 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
August 2024