

Glasgow Kelvin College

Board of Management Meeting of 11 June 2025

Risk Management Update and College Strategic Risk Register/Appetite Annual Review

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 April/May 2025 is provided for information at [Appendix 1.](#)

2. Risk Management Activities

- To ensure that the College complies with Martyn's Law in the event of a marauding attacker entering College premises, and to prevent as far as possible, injury to staff and students, there have been various processes already implemented across all campus locations. As the final part of this, AG Lockdown and ICT are investigating the possibility of installing sound alarm systems in technical block/workshop areas that would be activated in the event of a lockdown. Communications regarding this are being carefully prepared by a small Communications Group involving College managers and training will be rolled out over the months ahead.
- A two stage "Threat to Life" Incident Group has been set up to ensure that any such events are handled carefully and with a structure in place. Communications regarding this are also underway.
- A separate Cladding Risk Register was prepared and was reviewed also by the Board of Management in March 2025.
- Henderson Loggie undertook an Externally Facilitated Effectiveness Review of the College which involved meetings with each Board member individually where the auditor reviewed the ways the College complies with the Code of Good Governance. The report has been received from David Archibald of Henderson Loggie and is elsewhere on the Board of Management agenda.
- The Head of Facilities and Environmental Sustainability attended the Scottish Legionella Focus Group's February 2025 meeting. Speakers at the event included representatives from the Health and Safety Executive discussing recent prosecutions for failures to manage legionella and lessons to be learnt by building managers from those cases. Industry representatives present introduced the latest innovations in building water systems and provided an update on legionella epidemiology in Scotland.
- The Director of Estates and Corporate Services, the Student Funding and Finance Manager and the Cross College Support and Administration Manager attended the annual UMAL insurance conference on 18 March 2025. Notable points were:
 - A decline in foreign students coupled with higher costs has created a perfect storm for Scottish universities; note: these universities may now seek to fill courses with students who would normally attend further education institutions.
 - Funding cuts coupled with extremely high estate contractor costs will inevitably lead to estate and infrastructure deterioration which could be further exacerbated by a complex and evolving claim environment.

- Stress at work and mental health claims against employers has increased by 800%; note: organisations have a legal duty to provide a safe place of work and avoid exposure to foreseeable risk of injury including psychiatric harm.
- Decarbonisation retrofit risks were discussed in full i.e. solar panels being retrofitted to buildings not designed for this purpose and subsequently going on fire.
- To decarbonise the HE sector in the UK alone will cost £37.1 billion.
- Electric vehicle/electric charging station fires discussed which are problematic for the Fire and Rescue Service to extinguish; the possible introduction of sprinkler systems was discussed.
- The land belonging to Hydepark Residents Association (but which had been encased within the perimeter fence of the former North Glasgow College long before merger) has been returned to Hydepark Residents Association and the metal fence re-instated at the correct boundary line.
- The College Risk Management Committee reviewed the College Strategic Risk Register during its meeting in April 2025; multiple changes were made.
- The SMT also reviewed the College Strategic Risk Register in May 2025 and further changes were made.
- The Learning and Teaching Committee reviewed the College Strategic Risk Register at their meeting on 7 May 2025.
- The Audit and Risk Committee reviewed the College Strategic Risk Register at their meeting on 13 May 2025.
- The Finance and Resources Committee reviewed the College Strategic Risk Register at their meeting on 27 May 2025.
- In line with advice received from UMAL, the College insurance company, the College's Lettings Policy and Procedure has been extensively refreshed and updated; this policy was endorsed by the Finance and Resources Committee and is on the Board of Management agenda for approval.

The slides from the UMAL insurance conference are available via the link below.

[UMAL Conference 2025](#)

3. Risk Register Review

As stated above, a full and thorough review was undertaken of the College Strategic Risk Register - Risk Title, Residual Risk Score and final status which could impact on the College's ability to deliver its strategic ambitions. This review was conducted by the Risk Management Committee and the Senior Management Team.

The Board of Management reviewed the Cladding Risk Register which was prepared due to the severity of this issue, the rectification costs and the many risks associated with this unprecedented project. The Board of Management and the Risk Management Committee requested that this risk be added to the College Strategic Risk Register by the Director of Estates and Corporate Services; this work has been undertaken.

This College Strategic Risk Register is fully summarised in the table overleaf, including Inherent Risks Scores/Categories and Residual Risks Scores/Categories.

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	12	Medium	9	↓	Manageable	1. Policy	Cautious	Lower
2	04/11/2021	People	20	Very High	6	↔	Manageable	6. People	Cautious	Lower
3	04/11/2021	Litigation / Compliance	16	High	3	↔	Low	3. Legal and Compliance	Minimal	Lower
4	04/11/2021	Curriculum Relevance	20	Very High	9	↔	Manageable	8. Student Experience	Open	Lower
5	04/11/2021	Sustainable Funding	16	High	12	↔	Medium	4. Financial	Cautious	Within
6	04/11/2021	Student Experience	16	High	6	↔	Manageable	8. Student Experience	Open	Lower
7	04/11/2021	Environment	12	Medium	6	↔	Manageable	10. Environmental & Sustainability	Cautious	Lower
8	04/11/2021	Digital Transformation	16	High	9	↔	Manageable	7. Digital	Cautious	Lower
	23/04/2025	Infrastructure Strategy	16	High	6	New	Manageable	4. Financial 7. Digital 8. Student Experience	Cautious	Lower
9	04/11/2021	Student Recruitment & Retention	16	High	6	↔	Manageable	8. Student Experience	Open	Lower
10	04/11/2021	Cyber Risk	25	Very High	12	↔	Medium	7. Digital 4. Financial 9. Reputational	Cautious	Within
11	13/12/2021	Infection Controls/Future Pandemics/COVID-19 – Ongoing Implications	9	Manageable	4	↔	Low	1. Policy	Cautious	Lower
12	25/04/2023	Artificial Intelligence	25	Very High	16	↔	High	8. Student Experience and 6. People	Open	Within
13	11/12/2024	Cladding and curtain walling issues at Springburn	16	High	12	New	Medium	3 - Legal and Compliance 9 - Reputation 4 - Financial	Cautious	Within

Any changes that have been made to the text within the College Strategic Risk Register is denoted in **red type**.

The following key changes have occurred:

Risk 1 – SFC Review.

This risk has been reviewed due to impending dissolution of GCRB. The Inherent Likelihood, Inherent Impact and Residual Impact have all now been reduced. This has brought the Inherent Risk level down from Very High to Medium and the Residual Risk to Manageable.

Risk 8 – Digital Transformation replaced with Infrastructure Strategy

Risk Management Committee members felt that the Digital Transformation Risk should be changed to Infrastructure Strategy and aligned with the estates infrastructure as both are closely linked. The cladding matter and repairs required will mean that funds ordinarily spent on improvements to the digital and estates infrastructure may not be available and could lead to a decline in these areas, have a negative impact on internal/external stakeholder experience and give rise to the risk of claims.

Risk 10 – Cyber Risk

The Director of Digital and Information Services has looked at this risk in detail. The risk appetite had been set as “minimal” and it is now “cautious” which aligns with the two most prominent appetite categories in regard to this risk i.e. digital and financial.

Risk 11 – Infection Controls/Future Pandemic/Covid-19 – Ongoing Implications

Risk Management Committee members felt that this risk could be removed, with items pertaining to the ongoing implications of Covid-19 i.e. people issues – mental health and illness (for staff and students) could appear elsewhere within other risk areas, primarily in Risk 2 People, as there were ongoing/continued concerns. This work has been attended to.

The Health and Safety Manager keeps a close watch on developments with pandemics via the World Health Organisation and has an early warning monitoring system established. It is considered that this risk can now be deleted.

Risk 13 – Cladding and Curtain Walling issues at Springburn Campus

Board of Management members requested that this be added as a risk on the College Strategic Risk Register and this has been attended to and also reviewed by the Risk Management Committee and Senior Management Team. The Inherent Likelihood, Inherent Impact and

Residual Impact have currently been set at 4 and 4, however, if the situation with the cladding and curtain walling remains unresolved this will need to be increased.

The overall number of College Strategic Risks is now therefore 12.

The Audit & Risk Committee endorsed all of the changes to the Strategic Risk Register at its meeting on 13 May 2025.

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

- The College has recruited a new Principal and Chief Executive; Joanna Campbell commenced employment on 1 April 2025;
- The Secretary to the Board of Management, Linda Ellison, departed on 31 March 2025 and a new (former) Secretary to the Board of Management, Douglas Wilson, took over on 1 April 2025 for up to a 9-month period. At the time of writing this report, a Secretary to the Board of Management is being recruited with interviews scheduled for 26 June 2025;
- The current Health and Safety Manager will retire in June 2025 and a new Health and Safety Manager will commence employment in early August 2025. The gap will be covered by current College staff with the new Health and Safety Manager offering telephone support;
- The mental health of the student population remains of real concern with issues fairly frequently emerging;
- Vandalism seems to have completely ceased at our Easterhouse Campus since a new security guard has been employed to patrol this campus and its perimeter, although there has been fairly severe vandalism issues at both our East End Campus and our Springburn Campus;
- Fires have been started on a few occasions to the grass near to our Easterhouse Campus; this has necessitated Estates/Security staff intervention to extinguish and, at times, the Fire and Rescue Service to attend;
- Fire raising across Glasgow has increased; our security companies are aware of this;
- Real Living Wage increase by 0.60p per hour per person which has had to be factored into College budgets and will apply to contractors staff i.e. security, catering and cleaning. In regard to increases to National Insurance costs with contractors and, given that this is a legislative change, the College has been required to cover this also;
- Cyber-attack threats remain an ongoing concern, with Artificial Intelligence advances making voice imitation easy; advice is being taken from HEFESTIS and sector colleagues;
- Voluntary Severance applications have been fully and carefully considered by management and the Board of Management Remuneration Committee and decisions duly made;
- The Head of Facilities and Environmental Sustainability will replace three minibuses with two new leased minibuses; this work will be completed over the summer period and is largely due to the levels of breakdowns with owned minibuses and escalating repair costs;
- Unprecedented NHS waiting lists for medical care and dental work remain the norm and people are in pain/unwell for considerably longer than ever and this potentially impacts upon their ability to attend classes and/or work;
- New Internal Auditors have been appointed i.e. WBG Services, and they attended the Audit and Risk Committee held on 13 May 2025;
- Five new Board of Management members have been appointed; three took up post on 1 April 2025 and two will officially take up post on 1 August 2025.
- Significant challenges continue to place pressure on the economy and College and student finances and cognisance needs to be taken of this when making decisions, eg NI, energy, rent increases, benefits reform, global market instability;
- New cleaning contractor appointed, Pristine commenced June 2025; increased costs for cleaning services have been factored into Estates budget planning;

4. Risk Appetite – Annual Review

The Risk Appetite for each of the identified risk categories was extensively reviewed between April 2024-October 2024 with the Risk Management Framework updated accordingly thereafter. The Risk Appetite and Categories are detailed within [Appendix 1](#).

5. 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 at their meeting on 7 May 2025, by the Audit and Risk Committee at their meeting on 13 May 2025 and by the Finance and Resources Committee at their meeting on 27 May 2025. Points as follows:

Learning and Teaching Committee

Members of the Learning and Teaching Committee noted the very close proximity of fires to the College's Easterhouse Campus including a nearby derelict property that had been set on fire which had resulted in the surrounding roads being closed to vehicles and causing smoke ingress within the Easterhouse Campus building (which had an effect on operations.) The risk to the Campus building itself was noted as being a significant risk.

Note: L Clark is in discussion with the College's security provider to discuss this particular issue and this situation is being closely monitored. The grass area near the building will be reviewed with a view to installing fire breaks if possible. Contact will also be made with Fire and Rescue Scotland in regard to their initiatives with young people in relation to this particular issue.

Concerns around mental health were raised, particularly in relation to staff supporting students. While the overall risk may appear lower at present, mental health remains a significant and ongoing issue. There is a need to continue monitoring the wellbeing of staff and students.

Transgender matters/signage etc – guidance to be followed.

Note: the College's Equality and Inclusion Lead is advising on requirements.

Artificial Intelligence was noted as being used by many students in regard to assessments which is problematic.

Audit and Risk Committee

Members of the Audit and Risk Committee undertook their routine review of paperwork and the College Strategic Risk Register and noted that all Board Standing Committees were also conducting this same review. No further changes requested.

Finance and Resources Committee

Members of the Finance and Resources Committee undertook a review of paperwork and the College Strategic Risk Register. No further changes requested.

6. Risk Management Committee

At the Risk Management Committee meeting held on 22 April 2025, due cognisance was taken of key risk reports/news alerts; hyperlinks provided below:

- a) Dundee University:
 - i) [BBC News: 632 jobs cut to plug £35m Deficit](#)
 - ii) [The Herald: Cash-strapped University to get £22m rescue package](#)
 - iii) [The Herald: Decision-makers must learn important lesson of showing work](#)
 - iv) [Scottish Funding Council: Funding Support Package](#)
- b) HEFESTIS Data Protection:
 - i) [AI Presentation: Some very basic data protection considerations -Cyber Scotland Week](#)
 - ii) [Data Protection News: February 2025 – March 2025](#)
 - iii) [Threatscape Newsletters: 17 November 2024 - 11 April 2025](#)
- c) [NFI Matters: Spring 2025 News](#)
- d) [Henderson Loggie: Personal Tax Newsletter - 27 February 2025](#)
- e) [BCI Horizon Scan Report 2024](#)
- f) [Hide and Keep Quiet the rise of US style terror in Schools: The Times News Lockdown Article](#)
- g) [Scottish Water bills set to rise 9.9% in April: BBC News Article](#)
- h) [IRM Risk Trends 2025](#)
- i) [Education Scotland publishes third National Summary Report for the Scottish Attainment Challenge 2023-2024](#)
- j) [First minister grilled on number of violent incidents in Scottish schools](#)
- k) [UK Living Standards predicted to drop in the second half of the 2020s: Public Finance](#)
- l) [Spring Statement: Reeves goes big on 'fiscal responsibility' as future tax rises seem to loom](#)
- m) [Fraser of Allander: Spring statement 'challenging' for Scotland's finances: Hollyrood News Article](#)
- n) [Tenants not challenging rent hikes as average costs rises 9%: STV News article](#)
- o) [Teaching was too stressful so I left to become a lorry driver: BBC News article](#)
- p) [LinkedIn Skills on the Rise 2025 – The 15 fastest-growing skills in the UK](#)
- q) [Scottish Funding Council: College Statistics 2023-24](#)
- r) [Scotland's Tertiary Quality Enhancement Review Schedule 2024-30](#)

The approved minute of the Risk Management Committee held on 21 January 2025 is provided for interest and perusal.

[Minute of Risk Management Committee 21 January 2025](#)

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](#).

7. Resource Implications

Energy costs continue to be closely monitored as they have recently risen.

Real Living Wage/National Insurance increases and increased Cleaning costs have been factored into College budgets.

8. Impact on Students

There are some negative impacts on students in relation to the number of UK businesses that are ceasing to exist which may curtail job opportunities.

Potential cuts to benefits may negatively affect the household income of some students at the College.

9. 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.

All risks pertaining to the Cladding Panels and Curtain Walling at Springburn Campus will be captured within the Risk Register for this specific item.

10. Equality

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

11. 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. A close watch is being kept on the Data Use and Access Bill and any subsequent implications.

12. Environmental and Sustainability

The loss of the Velocity Cycle Hub (which was on the land owned by Hydepark Residents Association) may mean that more students will drive to College rather than cycle. This facility was put in place to encourage active travel and to try and ease traffic congestion/parking issues around our Springburn Campus.

13. Recommendations

Members are recommended to:

- i) note the contents of this report and links; and
- ii) approve the changes to the College Strategic Risk register.

14. 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

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Glasgow Kelvin College
June 2025