

Glasgow Kelvin College

Learning and Teaching Committee – 07 May 2025

Academic Year 2024-2025 - Annual Review

Risk Management Update and College Risk Register

Report by Director of Estates and Corporate Services

1. Introduction

It is normal practice that the College's Strategic Risk Register is considered at every meeting of the Audit & Risk Committee, Risk Management Committee, is considered twice per year by the Board of Management, 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.

The purpose of this paper is to ensure that Learning and Teaching Committee members receive the aforementioned annual review.

The Risk Management Framework and the Risk Management Committee are a key part of the risk management of the College. The Senior Management Team (SMT) are responsible for ensuring that mitigating controls on the register are operating effectively. Risk is a standing item on management and Board papers.

A copy of the College's Strategic Risk Register as at April 2024 is provided for information at [Appendix 1](#)

This was reviewed in detail by the Risk Management Committee during their meeting on 22 April 2025; recent changes made are denoted in red text. This is also currently being reviewed by the SMT and other changes will be made.

The College's Strategic Risk Register will be reviewed by the Board of Management at their June 2025 Board meeting.

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 installing sound alarm systems in technical block/workshop areas that would be activated in the event of a lockdown. This sound system will ensure that as many people in our buildings are alerted as possible to a lockdown occurring. 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.
- A Cladding Risk Register was prepared and was reviewed by the Audit and Risk Committee members in February 2025; it was requested that the cladding and curtain walling matter be added to the College Strategic Risk Register; this has been attended to.
- 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 now

been received from David Archibald of Henderson Loggie and will be delivered to the Board of Management at their meeting in June 2025 (timings meant it did not make the March 2025 Board of Management meeting.)

- 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.
- In line with advice received from UMAL, the College insurance company, the College's Lettings Policy has been refreshed and updated – this is in final format – link here: [26.05.01 - GKC - Letting Policy and Procedure - Review Date March 2026.pdf](#)
At the time of writing this report, a lease agreement is being prepared which will be attached to the Lettings Policy.

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

[UMAL Conference 2025](#)

- The College's Strategic Risk Register was discussed at the Audit and Risk Committee on 11 February 2025.
- As aforementioned, the Risk Management Committee reviewed the College's Strategic Risk Register in full during their meeting on 22 April 2024. Various changes were requested and most have been made although members of the SMT are currently considering further changes. At the time of writing this report, these have not all been made but these will be attended to for the next Audit and Risk Committee meeting on 13 May 2025.

3. 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 twelve risks which could impact on the College's ability to deliver its strategic ambitions. This review was conducted by the Risk Management Committee, the Senior Management Team and the Audit and Risk Committee.

The Audit and Risk Committee also 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 Audit and Risk 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 and this risk now appears as risk thirteen.

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

Review April 2025
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	Within
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	25	Very 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
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	9. Reputational	Minimal	Higher
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 Campus	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**.

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 a 9-month period. The Director of Estates and Corporate Services has met with both individuals to ensure a smooth handover of ongoing items;
- The Health and Safety Manager will retire in June 2025; this key and critical post is currently being recruited and the shortlisting has been attended to;
- 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 will require 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;

- Several staff have submitted Voluntary Severance applications; these have been fully and carefully considered by management and a recommendation was made to the Board of Management Remuneration Committee who met on 22 April 2025 in this regard;
- 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 possibly impacts upon their ability to attend classes and/or work;
- New Internal Auditors have been appointed i.e. WBG Services, and they will attend the Audit and Risk Committee scheduled for 13 May 2025;
- Five new Board of Management members have been appointed; three will take up post on 1 April 2025 and two will take up post on 1 August 2025. These individuals will make up a full Board of Management complement;
- Energy costs increased in April 2025 which places a further unwelcome strain on households and businesses;
- Council tax rises occurred also in April 2025 which places yet more burden on household finances;
- Landlords will no longer be able to charge an above inflation rent increase in any one year which will ultimately mean that rents will rise in line with inflation each year; this may have a negative impact on students who rent;
- New cleaning contractor appointed, Pristine who will commence in June 2025; increased costs for cleaning services have been factored into Estates budget planning;
- National Insurance, business rates, national living wage and new levies on packaging are negatively affecting businesses eg 13,500 stores have closed across the UK and this is expected to rise to 17,350 over the next 12 months;
- The UK has recorded its highest number of company closures for two decades – figures as at the final quarter of 2024 noted that 198,046 have now been removed from the official register;
- President Trump's Trade Tariffs are causing global market unrest and the subsequent impact on the Scottish economy is being reviewed with a recession being mooted as a possibility;
- Seven major changes to benefits are set to take effect from April 2025 as part of reforms introduced by the Department for Work and Pensions (DWP). Personal Independence Payment (PIP) is devolved in Scotland and is in the process of being replaced by the Scottish Government's Adult Disability Payment (ADP). This may affect the overall household income of students at the College and could lead to tighter finances and subsequently College dropouts.

Cladding

The two Wintech reports received regarding the cladding and curtain walling at Springburn Campus have been passed to the Board of Management in December 2024 and an update on progress made is provided at each Board of Management meeting.

At the time of writing this report, a final intrusive inspection is about to be carried out by Astute in terms of the structure of the Springburn Campus building; this report, once received, will provide a full and detailed picture of the work required to repair the building fully. Contact has been made by the College Principal and CEO to the CEO of the Scottish Funding Council and by the Vice Principal Operations to the Director of Finance to ensure that they are fully aware of the gravitas of this matter as we understand this to date. At present, the estimated costs of repairs are circa £8m and a post balance sheet adjustment to the asset was made within the Financial Report and Accounts.

The Cladding and Curtain Walling Risk Register is available via the link below and will be updated as matters progress.

Cladding Risk Register

It should be noted that there are opportunity lost costs pertaining to this matter as attention, time and effort of senior staff is focussed on dealing with this.

It should further be noted that the two high priority items contained within the Wintech reports i.e. glazing issues with the revolving door and another large pane of glass above the Refectory area have been fully attended to.

4. Estates General

Staffing absences in Estates have necessitated the employment of 4 students to assist, who are working approximately 10 hours per week between their classes. This is a great learning and work experience for these individuals and provides extremely useful assistance to the remaining Estates staff.

Michael Lacy, Estates Project Manager is in place until the end of April 2025. Michael Lacy has been extremely busy over the course of his employment and has successfully managed the very full and complex Estates Capital Projects Plan and a plethora of other time critical estates work. Thanks are extended to Michael Lacy for his hard work and efforts to complete works to deadline and in budget.

The College continues to work with Project Managers - Watts in relation to the investigative works for Springburn Campus.

5. Land at Springburn

As members are aware, there was a small parcel of amenity land which was 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 which have been ongoing over several years.

All agreed works have now been successfully undertaken:

- 90M of concrete paths dug up, removed, and filled in with soil.
- Four lamp posts disconnected, dug up and removed.
- The three cabins, which formed the Cycle Hub, have been stripped; disconnected and craned away.
- The former base of the Cycle Hub structures was cleared and professionally turfed.
- Significant negotiation to agree the boundary line for the new fence took place and involved Thorntons. The boundary fence is now installed at the correct boundary line by re-positioning the existing security fence.
- The shallow frog pond has filled in naturally with plant life and soil/leaf debris over the years of discussions and needed only a small amount of soil to top this to the same level.

All above works are now concluded.

The College has contacted the Hydepark Residents Association to request details of the Public Liability Insurance, that should exist for the land. No reply has been forthcoming, as at the time of writing this report. As confirmed by the College lawyer (Thornton's), the residents became liable for the land and everything on it from the date the College agreed with their findings on ownership of the land, which was in June 2021. The College is therefore not liable for this area. It should be noted that the College had a woodland report undertaken previously and dealt with trees that were diseased/dangerous, however, without ongoing/suitable woodland management, trees/branches may fall toward the College building and cause injury and/or damage.

Photos of the works undertaken are attached as [Appendix 2](#).

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

The Vice Principal – Operations remains a member of the SFC College Infrastructure Strategy Group. It is the intention of the SFC to collect data annually including utilisation figures.

A report on the data that has been collected and its use, will be delivered to the College by Atkins Realis; this report is awaited.

7. 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 3](#).

8. Resource Implications

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

Real Living Wage/National Insurance increases have been factored into College budgets.

9. Impact on Students

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

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

10. Risk & Assurance

There are no risks or perceived implications arising from this report that are not already recorded in the College Strategic 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.

11. Equality

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

12. 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.

13. Environmental and Sustainability

The loss of the Velocity Cycle Hub (which was on the land owned by HydePark Residents Association) may mean that 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.

14. Recommendations

Members of the Learning and Teaching Committee are recommended to note the comments of this report, appendices and links.

Comments/suggestions are welcome in relation to the College's Strategic Risk Register.

15. Further Information

Members can obtain further information on the contents of this report from Lisa Clark, Director of Estates and Corporate Services at lisaclark@glasgowkelvin.ac.uk

Lisa Clark
Glasgow Kelvin College
April 2025

Land at Springburn – works undertaken on small parcel of amenity land which was within the perimeter fence at Springburn Campus but which actually belonged to Hydepark Residents Association.



Cycle Hub Turf of area where Velocity Cycle Hub was located



Cycle Hub new fence location 1



Cycle Hub new fence location 2