Item 14
For Approval and Endorsement

Glasgow Kelvin College

Board of Management Meeting of 10 December 2025

Risk Management Update and College Strategic 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 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 Leadership Team (SLT) at least once a Quarter.

A copy of the College Strategic Risk Register as at November 2025 is provided for information at **Appendix 1** available in the portal.

2. Risk Management Activities

- Communication and a presentation about Martyn's Law has now been circulated to the SLT and other managers to share with their departments. Lisa Clark, Director of Estates and Corporate Services and Morven Thomson, Cross College Support and Administration Manager have offered their assistance in attending team meetings to answer any emerging questions. Morven Thomson has attended a number of individual department meetings to deliver this presentation. Further training was provided at the Staff Development Day on 26 November 2025. Communication and training will also be given to external stakeholders who use College buildings; this is being planned at present by the Director of Estates and Corporate Services.
- Following legal advice received by the Vice Principal Operations and the Director of Estates and Corporate Services in relation to the issues with the Cladding Panels and Curtain Walling etc at Springburn Campus, the Board of Management agreed at their meeting on 8 October 2025, that pursuit of the builders for financial recourse is unlikely to achieve a result, and this activity should now cease. Work will continue to seek a solution to rectify the issues with Springburn Campus. The Cladding Risk Register is in place and has been updated accordingly.
- The Director of Estates and Corporate Services, the Head of Facilities and Environmental Sustainability and the Health and Safety Manager visited a site on 28 October 2025 where cladding panels were being removed and replaced on a large residential building. A noise assessment was conducted at this time for a deeper understanding of what to expect when this exercise is underway in Springburn Campus. The site visit was extremely worthwhile, and many interesting points emerged; a report was produced following this visit and this is available at **Appendix 2** available in the portal for member interest.
- Project Managers, Mott MacDonald have now been appointed to prepare a tender for the work required to rectify all issues at Springburn Campus; this includes Project Management of all works over the circa 2-3 years period required. A kick-off meeting was held at Springburn Campus on 10 November 2025 involving Jeanette Evans, Vice Principal Operations, Lisa Clark, Director of Estates and Corporate Services, Claire Reid, Head of Facilities and Environmental Sustainability, Alice Ng, Procurement Manager, Gordon Ross, Service Manager from Watts, Darren Baird, Andrew Ross and Andrew Coulter from Mott MacDonald.

- The first Project Steering Group meeting was also held in relation to the Cladding Project on 11 November 2025. The meeting agenda and papers will be managed by the Service Manager, and the Project Sponsor will be the Vice Principal Operations. This group will also involve the Principal, teaching, support and student representatives and will generally take place monthly.
- Various reports recently received have been reviewed by the Secretary to the Board of Management and the Director of Estates and Corporate Services, i.e. Financial Oversight and Decision Making at the University of Dundee, Scottish Funding Council - Expectations of Good Governance, Weston College – Review by the FE Commissioner 2024, Audit Scotland - 2023/24 Audit of Glasgow City Council, University of Sunderland – Stone King, Scottish Funding Council - Outcome Framework and Assurance Model Guidance. The report produced following this review is available in the portal area. The actions flowing from the review conducted have been added onto the Governance Action Plan elsewhere on this agenda.
- The College is in the process of complying with the OSCR Online – Submission of Charity Trustee Information.
- The Fire Risk Assessment – External Walls final report is in the process of being finalised. A meeting was held in this regard on 27 November 2025 involving Lisa Clark, Director of Estates and Corporate Services, Claire Reid, Head of Facilities and Environmental Sustainability, Gordon Ross, Watts and Astute staff members.
- The Director of Estates and Corporate Services and the Head of Facilities and Environmental Sustainability are progressing with the Estates Capital Plan which includes ensuring that the high priority items contained within the condition surveys are progressed – some of these entailed a tender exercise which has now been undertaken and an award made.
- Easterhouse Campus continues to employ a security company to provide a guard; no issues of vandalism have emerged at Easterhouse Campus, and relations are positive.
- The Data Use and Access Bill is still being reviewed and College policies/processes are being updated accordingly.
- Communication is being prepared in relation to smoking/vaping across the College estate which is proving problematic and also extremely unpleasant for non-smokers as this is taking place near the entrance/exit doors in all buildings. Recent incidents of vaping inside the College have set off the fire alarms and has resulted in unnecessary evacuations and disruption to studies.
- The Director of Estates and Corporate Services and the Head of Facilities and Environmental Sustainability attended a Violence Prevention Partnership meeting on Thursday, 30 October 2025 in relation to sharing knowledge and experiences to the benefit of all concerned.
- Two of the College's Estates Senior Facilities Officers recently undertook the NEBOSH Certificate in Fire Safety at City of Glasgow College.
- Lisa Clark attended a BTO Regulatory Risks Roadshow on Wednesday, 19 November 2025 and received useful information and updates which she has shared with colleagues.
- The Risk Management Committee and the Senior Leadership Team have reviewed the College Strategic Risk Register, some changes were made to the text and scorings which are detailed below.
- The Audit and Risk Committee have reviewed the College Strategic Risk Register at their meeting on 25 November 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 and the Senior Leadership Team and, as aforementioned, the Audit and Risk Committee.

The Audit and Risk Committee has also previously 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. This separate Cladding Risk Register remains under constant review and has been recently updated in light of the Board of Management's decision to cease legal recourse.

In regard to the College Strategic Risk Register this has changed as follows:

- Scoring has changed for two risks:

  Risk Number 1 – SFC Review: the scoring for Residual Impact has changed from 3-2 lowering the score to 6, the Residual Risk has remained as Manageable. The residual Risk remains at Lower than the Risk Appetite Score.

  Risk Number 4 – Curriculum Relevance: the scoring for Residual Impact has changed from 3 - 4 raising the score to 12 and the Residual Risk from Manageable to Medium. This is still within the Risk Appetite Score for this Risk Category (Policy).

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

Review Date November 2025

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	6	↓	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	12	↑	Medium	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	23/04/2025	Infrastructure Strategy	16	High	6	↔	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	25/04/2023	Artificial Intelligence	25	Very High	16	↔	High	8. Student Experience and 6. People	Open	Within
12	11/12/2024	Cladding and curtain walling issues at Springbu	16	High	12	↔	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 Director of People and Culture has fully updated the controls and mitigating actions in regard to the People risk so this entire section is in red text.

It should be noted that a full review of the College Strategic Risk Register will take place when the new College Strategy is launched.

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

- Cyber-attack threats remain an ongoing concern.
- There have been some instances of vandalism at Springburn Campus and East End Campus. At Springburn Campus there has been graffiti on corridor walls and one of the new sofas in the Social Hub area has had a hole gouged into it; a repair will be attempted. At East End Campus paint was poured over an external wall from the rooftop. The latter matter has been reported to the Police although the CCTV footage was not sufficiently

clear to enable identification of individuals. However, College CCTV footage captured three individuals entering the campus via the main gates at the top of Haghill Road and proceeding round the building before climbing onto the roof of the staff room area and pouring paint down a wall from six water bottles, covering an area of approximately 20m x 4m. It should be noted that this has also happened at an Aldi store in Shettleston. Lisa Clark, Director of Estates and Corporate Services and Claire Reid, Head of Facilities and Environmental Sustainability reported this at the Violence Prevention Partnership meeting they attended on 30 October 2025.

- Some water ingress was reported in the Games Hall at Springburn Campus. This resulted in an investigation by contractors taking place using a scaffold tower. A repair will be carried out and works to prevent a reoccurrence; however, it appears that water is entering the building via gaps in the cladding panels and running down beams. Until the cladding is fully rectified, we are unlikely to be able to stop this completely.
- The College will monitor any changes introduced by the UK budget announcements and analyse the potential risks arising from these on the College and its staff and students.

4. Risk Management Committee

At the Risk Management Committee meeting held on 4 November 2025, due cognisance was taken of key risk reports/news alerts; links are provided in the portal as follows:

- Audit Scotland - Briefing - Scotland's Colleges - October 2025
- Scottish Funding Council: SFC's Expectations of Good Governance
- CIPFA – Sting in the tail coming for Scotland's finances as tax revenue lags
- Passengers horrified as lithium battery erupts into flames aboard Air China flight
- HEFESTIS DP Newsletters: August – September 2025
- Threatscape Newsletters: August – October 2025
- Martyn's Law Mythbuster

The approved minute of the Risk Management Committee held on 26 August 2026 is provided for interest and perusal as a link in the portal.

Link - Minute of Risk Management Committee 26 August 2025

Risk Management Committee members also reviewed the various Team Risk Registers and the analysis which had been undertaken – this is shown in **Appendix 3** in the portal.

5. Resource Implications

As previously advised, the cladding at Springburn Campus is currently estimated to cost circa £8m; once tenders are returned a true figure will be available. A PMD contract has now been awarded to Mott MacDonald, and this contract will be paid for from the funds received as detailed above. Gordon Ross from Watts is the Service Manager who will act on behalf of the College and oversee the contract with Mott MacDonald.

Jeanette Evans, Vice Principal has continued liaison via the SFC Investment Delivery Group in regard to cladding matters at Springburn Campus.

The condition surveys that were produced for all College campus buildings are still being worked through, with the latest tender in relation to fire doors and associated works being recently returned and a contract now awarded.

There are resource implications to rectify vandalism across the campus locations.

6. Impact on Students

The cladding matter continues to be the biggest impact to students that the College is facing. Monies, time/effort and resources are having to be spent on this matter which would ordinarily be spent on the College and the student population. The impact on staff and students during these works will have to be carefully planned and considered. All items emerging from the aforementioned site visit are currently being discussed.

There will be a campaign to stop smoking and vaping near the College entrance/exit routes; it is hoped that this will have a positive impact as students will be directed to use the shelters provided for this purpose. It should be noted, however, that there may be some increase in disciplinaries for non-compliance.

Vandalism has a negative impact on the student experience and work has taken place to paint the external walls at East End Campus. Rain and poor weather has not resulted in the entirely desired finished effect. Corridor painting at Springburn Campus has already taken place to cover graffiti on walls. Estates staff attempt to rectify matters as quickly as possible.

7. 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 Cladding Risk Register.

8. Equality

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

Equality matters will be carefully considered in respect of the cladding and curtain walling issues at Springburn as access and egress to the building will require to be adjusted as elevations are worked on.

9. Data Protection

There are no new data protection risks arising from the contents of this report.

10. Environmental and Sustainability

Impact on the environment will be factored into all cladding works in order that optimal insulation is installed.

11. Recommendations

Members of the Board of Management are recommended to:

i) note the contents of this report and appendices;

12. 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
November 2025