

GLASGOW KELVIN COLLEGE

AUDIT AND RISK COMMITTEE – 16 SEPTEMBER 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 & 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 September 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 implemented across all campus locations. A presentation on Martyn's Law is contained within the Governance Update report. This has been presented to SLT and will now be rolled out to College managers and then wider staff groups thereafter.
- A Cladding Risk Register is in place and is regularly updated in line with events as they unfold.
- The Externally Facilitated Effectiveness Review undertaken by Henderson Loggie was presented to the 11 June 2025 Board of Management meeting. Actions flowing from this review have been added to the Governance Action Plan and will be progressed by the Secretary to the Board of Management, the Director of Estates and Corporate Services and the Governance and Executive Support Manager.
- A new Health and Safety Manager has been appointed, Steven Young joined the College on 11 August 2025.
- The Director of Estates and Corporate Services has progressed with College insurance renewal work over the summer period; this has all been fully finalised and is in place.
- The security company providing a guard at the Easterhouse Campus has been extended for a further year.
- The Data Use and Access Bill is being reviewed and College policies/processes will be updated accordingly.
- A fire survey was carried out on our Springburn Campus by Astute. A draft report has been sent to the College and is in the process of being finalised. For completeness, this report, in draft format, has been sent to the College insurance company and the Scottish Fire and Rescue Service.
 - The Vice Principal Operations and the Director of Estates and Corporate Services met with the Chief Executive and Partnership Manager of UMAL, College insurers, on 5 August 2025 to discuss the cladding matter and the Astute report.
 - The finalised report will be sent on to these two organisations when ready and will also be on a future RMC and Audit and Risk Committee agenda.

- The Risk Management Committee and Senior Leadership Team reviewed the College Strategic Risk Register, some changes were made to the text but not the scorings.

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.

The Audit and Risk Committee have 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.

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

Review September 2025											
Date											
Risk No	Date Identified	Risk Title	IR	IR2	RR	Movement	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	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 Springburn Campus	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**.

A full review of the College Strategic Risk Register will take place when the new College Strategy is finalised.

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

- 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. A new permanent Secretary to the Board of Management, Heather Jackson has now been appointed and commenced on 1 September 2025.
- Cyber-attack threats remain an ongoing concern; related articles are available within the Governance update elsewhere on this agenda.
- The College has now received two new leased minibuses to replace three ageing minibuses that had been breaking down too often.
- Our new cleaning contractor, Pristine is in place, regular audits are being conducted and positive relationships are being developed.

- Glasgow Colleges Regional Board (GCRB) was dissolved on 30 July 2025. Glasgow Kelvin College has gone from an Assigned College to a Regional College. All paperwork pertaining to GCRB has been amended accordingly; these refreshed documents have been posted onto the website and College document portal as appropriate. The Director of Estates and Corporate Services and Secretary to the Board of Management are in the process of reviewing the Code of Good Governance to ensure that we fully comply now that Glasgow Kelvin College is a Regional College rather than an Assigned College.

Cladding

A report on cladding is taken to each Board of Management meeting. As aforementioned, the Vice Principal Operations and the Director of Estates and Corporate Services met with College insurers on Tuesday, 5 August 2025 to discuss all actions underway to rectify the issues. The College insurers are content with the action being taken.

Meetings have taken place with senior staff of the SFC to discuss the funding required to rectify the cladding. Further meetings have also taken place with Thorntons, the College solicitors, to discuss the legal issues surrounding this.

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

[Cladding Risk Register](#)

The aforementioned Astute report has been factored into the cladding risk register. The Astute draft report has been shared with College insurance and the Scottish Fire and Rescue Service.

As previously mentioned, there are lost opportunity costs pertaining to this matter as attention, time and effort of senior staff is focussed on dealing with the cladding issue.

The College continues to work with Project Managers - Watts in relation to the works required for Springburn Campus. A full design of the refreshed cladding system will require to be produced for tender purposes.

4. Risk Management Committee

At the Risk Management Committee meeting held on 26 August 2025, due cognisance was taken of key risk reports/news alerts; hyperlinks provided below:

[Audit Scotland Annual Report and Accounts 2024/25](#)

[ICO – New Data Protection Laws](#)

[Co-op Cyber Attack](#)

[GCC – Cyber Security Incident June 2025](#)

[Dundee University Chiefs grilled over ‘pathetic’ failings](#)

[Children being left behind: deep poverty among families in Scotland](#)

[MSPs pass bill to scrap SQA for New Scottish Exams Body](#)

[Transition from PSCRF to Cyber Assessment Framework](#)

[Easterhouse Plans Destination Park to Rival Rouken Glen](#)

[UMAL Claims Digest July 2025](#)

[Glasgow City Regional Intelligence Hub Economic Briefing - May 2025](#)

[HEFESTIS DP Newsletter April - June 2025](#)

[Enterprise Risk Newsletter - June 2025](#)

[Threatscape Newsletters: April - July 2025](#)

The approved minute of the Risk Management Committee held on 22 April 2025 is provided for interest and perusal.

[Minute of Risk Management Committee 22 April 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](#).

5. Resource Implications

Energy costs continue to be closely monitored.

The cladding at Springburn Campus is currently estimated to cost circa £8m; once tenders are returned a true figure will be available. There are costs associated with appointing Project Managers to prepare the tender documentation and oversee the correct installation of cladding panels and associated works.

The condition surveys that were produced for all College campus buildings are being worked through. However, leaking/rusty pipes, toilets and cistern replacement also require to be attended to; these were unanticipated works that have emerged.

6. Impact on Students

The cladding matter is the biggest impact to students that the College is facing. Monies are having to be spent on this matter which would ordinarily be spent on the College and student population. The impact on staff and students during these works will have to be carefully considered as this could be noisy; advice in regard to this matter is awaited.

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.

9. 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.

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 Audit and Risk Committee are recommended to:

- i) note the contents of this report, links and appendices;
- ii) provide comments/suggestions for the College Strategic Risk Register.

12. 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
September 2025