

Glasgow Kelvin College

Audit and Risk Committee Meeting of 12 May 2026

Risk Management Update and College Strategic Risk Register

Report by Vice Principal - Resources and Corporate Development and Assistant Principal - Estates, Corporate Planning and Governance

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 April 2026 is provided for information at [Appendix 1](#).

2. Risk Management Activities

The Assistant Principal Estates, Corporate Planning and Governance has attended two conferences run by the College insurance company, UMAL. The slides from these events are available in the portal via the link files as noted below:

[Link - UMAL Conference 2026 - AM Session](#)
[Link - UMAL Conference 2026 - PM Session](#)
[Link - UMAL Webinar - Managing Modern College Risks](#)

At the event, Managing Modern College Risks and, as in previous years, stress/depression and anxiety are noted as being a major factor affecting staff leading to lost productivity; this is noted as being due to increased workloads and rate of work, complexity of teaching cohort and ensuring legal obligations to provide a safe place of work are met. Other areas of increased concern include dealing with challenging behaviour coupled with the need to train staff to deal with this and Safeguarding in terms of increasingly complex cases. Discussions were held in relation to the increased use of students using AI to challenge educational decisions in terms of academic appeals and responses to complaints. This is increasingly using up additional management time and effort.

At the UMAL Annual Conference various headlines were explored, i.e. budget pressures, loss of foreign students, redundancy/restructuring, postponement of capital projects/less infrastructure investment and reduced welfare support services, neurodivergent increases, i.e. 14% of student population now considered to fall into this category.

Communication and a presentation about Martyn’s Law have now been delivered to almost all stakeholders who are attached to the College/use any College buildings; shown as follows:

College Training	
Department	Date
People and Culture	24/10/2025
Administration and Secretariat	Session 1 – 28/10/2025 Session 2 – 29/10/2025
Finance	Session 1 – 20/10/2025

College Training	
Department	Date
	Session 2 – 29/10/2025
Estates	27/11/2025
Advice Guidance Learner Support (inc. Library etc.)	18/12/2025
Faculty of Wellbeing, Development and Creative Services	19/12/2025
Faculty of STEM, Enterprise and Arts	CMs contacted to arrange meetings April/May
Marketing	04/02/2026
Quality	Members attended either as part of Admin training sessions in October or Staff Development Day 26/11/2026
MIS	Some members attended as part of Staff Development Day 26/11/2026
Digital Services	TBA

Stakeholder Training	
Department	Date
Glasgow Life	15/01/2026
Play Sports League	No reply, M Thomson will visit in person when next on Campus
Chinese Business School	17/01/2026
Glasgow Folk Music	03/02/2026
Russian Business School	29/01/2026
Baxter Storey	29/01/2026
Pristine Clean	30/01/2026
C&M Facilities	Reminder Sent

- The College insurance renewal return was made by the deadline of 31 March 2026.
- In regard to Martyn's Law, the Head of Facilities and Environmental Sustainability will ensure that alarms/flashing lights are installed in workshop areas to alert individuals using these areas that there is an issue; this is part of a tender being prepared at present.
- The Cross College Support and Admin Manager, is in the process of producing a short video for staff highlighting the key points and actions to take should a serious threat to life incident occur at the College.
- Following a recent change in legislation, an in-house Anti-Fraud/Anti-Corruption training module has been devised. This compulsory training has been added to Moodle for staff to complete and a communication has been sent which was prepared by Lisa Clark.
- Work is progressing in terms of the Cladding Panels and Curtain Walling etc. at Springburn Campus. Regular meetings are taking place with Mott MacDonald who are the contractors who will prepare full tender documentation detailing all requirements to repair Springburn Campus fully and completely. There were additional intrusive inspection works carried out during w/c 19 January 2026 and during the spring holiday period.
- A site visit took place on 26 March 2026 involving members of the Project Steering Group who viewed a building having old cladding panels removed and new cladding panels installed. Again, it was the view of those attending that this was not a noisy process.
- A letter for all stakeholders and neighbours in regard to the Springburn Cladding Project has been prepared.
- A regular newsletter on Springburn Cladding will be generated for staff with an area on the Intranet to view these. The file is available in the portal as denoted below.

[Link – Newsletter 001 – Springburn Cladding](#)

- The College prepared its own Cladding Risk Register which was shared with the Audit and Risk Committee. This is in the process of being amalgamated with the Risk Register prepared by Mott MacDonald will be provided for member interest and review once received.
- Staff and students have been shown examples of cladding panels ahead of the pre-application to Glasgow City Council. This pre-application has now been submitted detailing the two preferred options, i.e. faux corten/bronze metal cladding at the top with a dark base, i.e. dark grey or black of concrete or brick slip.
- The Astute - Fire Risk Assessment – External Walls final report has now been received and has been provided for member review. The only new item within this report is in relation to the location of all detectors are part of the L2 system; this is being picked up in a tender that is going out imminently. The Astute - Fire Risk Assessment – External Walls final report has been shared with the College insurance company, UMAL and the Scottish Fire and Rescue Service. The Scottish Fire and Rescue Service have indicated that they may conduct an audit; the date for this is awaited at the time of writing this report.

[Link - Astute - Fire Risk Assessment – External Walls](#)

- The Assistant Principal Estates, Corporate Planning and Governance and the Head of Facilities and Environmental Sustainability have almost concluded the current Estates Capital Plan which includes ensuring that the high priority items contained within the condition surveys are completed. A new Estates Capital Plan for 2026/27 has been prepared and will be finalised imminently in order that plans can progress.
- Enhanced signage in regard to smoking/vaping across the College has been installed and the No Smoking/Vaping Policy has been approved at the Finance and Resources/Board of Management in March 2026.
- The Health & Safety Manager has reviewed many H&S systems to centralise and control all associated documentation/training courses for ease of reporting and monitoring. A new system has now been purchased, i.e. Smartlog, and work is underway to transfer files from H&E and Estates onto this system. The Health & Safety Manager is preparing an implementation plan, and training will be provided to staff as necessary in due course.
- The Fire Doors across all campus locations have been upgraded or replaced.
- The World Economic Forum Global Risks Report has been reviewed by members of the SLT, and cognisance has been taken of the items contained therein.

[Link - World Economic Forum Global Risks Report](#)

- UMAL, the College insurance company have a new Risk Manager commencing in post, a meeting was held with him and other key College staff on 29 April 2026.
- Jeanette Evans, Lisa Clark and Alan Carr have a meeting with the UMAL Chief Executive and Business Partner on 6 May 2026.
- Lisa Clark successfully secured £25k from the UMAL Risk Management Fund to install alarms in workshops in relation to Martyn's Law.
- Internal audit – Wbg Services conducted an audit of Business Continuity and Disaster Recovery at the College in March 2026; this was a good review with no recommendations received with the overall conclusion reached showing as Strong.
- The Risk Management Committee met on 21 April 2026 to review the College Strategic Risk Register and all associated documentation in detail.
- The Senior Leadership Team reviewed the College Strategic Risk Register at their meeting on 5 May 2026.
- The Standing Committee's i.e. Learning and Teaching Committee and the Finance and Resources Committee will undertake their annual review of the College Strategic Risk Register in May 2026.

3. Risk Register Review

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

Review April 2026 Date										
Risk No	Date Identified	Risk Title	IR	IR2	RR	RR2	Movement Period	Risk Appetite Category	Risk Appetite	Residual Risk vs Risk Appetite Score
1	04/11/2021	People	16	High	6	Manageable	↔	6. People	Open	Lower
2	04/11/2021	Litigation / Compliance	16	High	3	Low	↔	3. Legal and Compliance	Minimal	Lower
3	04/11/2021	Curriculum Relevance	20	Very High	12	Medium	↔	8. Student Experience	Open	Lower
4	04/11/2021	Sustainable Funding	16	High	12	Medium	↔	4. Financial	Cautious	Within
5	04/11/2021	Student Experience, Outcomes and Retention	16	High	6	Manageable	↔	8. Student Experience	Open	Lower
6	04/11/2021	Environment	12	Medium	6	Manageable	↔	10. Environmental & Sustainability	Cautious	Lower
7	23/04/2025	Infrastructure Strategy	16	High	6	Manageable	↔	4. Financial 7. Digital 8. Student Experience	Cautious	Lower
8	04/11/2021	Cyber Risk	25	Very High	12	Medium	↔	7. Digital 4. Financial 9. Reputational	Cautious	Within
9	25/04/2023	Artificial Intelligence	25	Very High	16	High	↔	8. Student Experience and 6. People	Open	Within
10	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
11	NEW RISK	Ongoing Global conflicts and wars on College operations	20	Very High	15	Medium	New	2. Operations 4. Financial 6. People 8. Student Experience	Cautious	Within

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

- The new Strategic Ambitions have replaced the former Strategic Objectives, and the risks have been mapped to these new ambitions in Column D.
- In regard to the ongoing conflict/war – a new risk has been added to the College Strategic Risk Register to note the negative impact on College operations.

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

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

- As a result of the conflict in the Middle East, the UK is experiencing rising and unstable prices. Petrol and diesel have become more expensive in recent months, putting pressure on household budgets. While supply is generally stable overall, some areas have experienced local shortages, with petrol stations running out of fuel and queues forming. There is concern about how the situation could develop if the conflict continues for a prolonged period of time. The SLT and Incident Management Team (IMT) have set up a series of meetings, to be held on a weekly basis, to monitor the situation and formulate a plan for the College. Items undertaken or planned are:
 - Analysis on Curriculum to ascertain what has to be delivered on site and a possible return to online learning if required;
 - L Breckenridge and J Craig have considered what support could be given to students who have families in the conflict zones and have sent an appropriate and supportive communication;
 - J Evans is liaising with TU Colleagues to inform them that contingency plans are being drawn up;
 - T Leavy to ensure College minibuses are used for essential travel only
 - J Quinn to look at digital support for students.

- The College is in the process of implementing Phase 2 of Workforce 20230. While this is overall very positive for the College, the consultation and changes proposed may cause some nervousness and unrest amongst staff. Management is trying to handle this with clear ongoing communication at all levels.
- The Interim Secretary to the Board of Management, Michelle Brand has been given a contract until the end of September 2026. The Assistant Principal - Estates, Corporate Planning and Governance meets regularly with Michelle Brand to go over the key governance items that need to be taken forward.
- The Secretary to the Board of Management has been liaising with Scottish Government in relation to the recruitment of a new Chair of the Board of Management for the College; this process is progressing well. The current Interim Chair ends his tenure on 14 August 2026.
- The Secretary to the Board of Management and the Assistant Principal - Estates, Corporate Planning and Governance updated the paperwork in relation to Board of Management member recruitment and this is progressing well at present. Five new members will be required over the months ahead.
- This is a period of change for the Board of Management with a new Secretary, soon to be departing long term/experienced Chair, and some departing long standing members.
- Cyber-attack threats remain an ongoing concern.
- Some instances of vandalism have occurred within Springburn Campus, i.e. sinks were kicked off two separate toilet walls which resulted in water damage to the areas below. Trough style sinks have been installed which are more difficult to vandalise. The Head of Facilities and Environmental Sustainability is also installing sensors so that toilet flush handles cannot be broken off.
- There has been some rodent activity recently in Springburn Campus and pest control visits have had to be increased. Small holes have been sealed/blocked across the campus by Estates staff. It may be that recent works on the cladding panels, nearby railway lines and/or building works in a nearby large building may have disturbed some mice nests. The College has communicated regularly with staff in relation to work being undertaken to control mouse activity and has sought support from staff to ensure food items are correctly stored.
- Other factors negatively affecting everyone are as follows:
 - Council tax up between 5%-10% per annum
 - Car tax rises – Up from £195 to £200
 - Broadband and mobile up – from £1 to £4 per month
 - Air Passenger Duty rises – Short Haul £2 to £15

Cladding

A report on cladding is taken to each Board of Management meeting.

As previously stated, all cladding related reports have been shared with College insurers.

Various intrusive surveys took place during w/c 19 January 2026 and over the spring holiday period. All information obtained from these inspections will assist in preparing full and robust technical tender documentation.

Engagement with Glasgow City Council has commenced in the form of a pre-planning application.

Engagement with Network Rail has also commenced. A Basic Asset Protection Agreement has been signed by the Principal and CEO.

The Cladding Steering Group is progressing with its scheduled meetings. Attending these meetings are: Jeanette Evans, Vice Principal – Resources and Corporate Development/Chief Operating Officer (Chair); Joanna Campbell, Principal and CEO; Ryan Shearer, Lecturer; Jen Lavery, Digital Skills & Systems Developer; Jon Craig, Student President; Lisa Clark, Assistant

Principal - Estates, Corporate Planning and Governance; Claire Reid, Head of Facilities & Environmental Sustainability, and Gordon Ross from Watts.

The Cladding Project Group is a smaller group comprising of: Jeanette Evans, Vice Principal – Resources and Corporate Development/Chief Operating Officer; Lisa Clark, Assistant Principal - Estates, Corporate Planning and Governance, Claire Reid, Head of Facilities & Environmental Sustainability; Gordon Ross from Watts, and Mott MacDonald staff. Again, these meetings are taking place on a very regular basis.

The Cladding and Curtain Walling Risk Registers – one from the College and one from Watts/Mott MacDonald have been combined into one document and this is available via the link in the portal below.

[Link - Cladding & Fire Safety Remediation Works Risk Register](#)

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, as well as the absolute financial cost of the project.

An engagement plan is being prepared at present in relation to the Springburn Cladding Panel Project.

4. Risk Management Committee

At the Risk Management Committee meeting held on 21 April 2026, due cognisance was taken of key risk reports/news alerts; links are provided in the portal as follows:

[Link - College staff 'worried for health' after welding fumes safety breach - BBC News](#)
[Link - Rachel Reeves nightmare as unemployment rockets to highest level in five years](#)
[Link - The sick man of Europe? The UK and worklessness | Public Finance](#)
[Link - UMAL Travel Cover - Conflict in Iran, Israel and Broader Region](#)
[Link - Glasgow Caledonian University to Axe 100 Jobs in Bid to Close £10m Black Hole](#)
[Link - Letter to ECYP Cttee from Minister for Higher and Further Education - Future of the College Sector](#)
[Link - GCR Intelligence Hub – Disability and Unpaid Care Policy Briefing – March 2026](#)
[Link - HEFESTIS DP Newsletters: January – March 2026](#)
[Link - Threatscape Newsletters: January – April 2026](#)

The approved minute of the Risk Management Committee held on 20 January 2026 is provided for interest and perusal as a link in the portal.

[Link - Risk Management Committee Minute – 20 January 2026](#)

Risk Management Committee members also reviewed the various Team Risk Registers and the analysis which had been undertaken – this is shown in **Appendix 2** 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. PMD Mott MacDonald are in the process of tender preparation, and the aforementioned surveys will fully inform this.

There are resource implications to rectify vandalism issues at Springburn Campus.

Some changes to the curriculum are being discussed and costed at present; these are likely to require investment from the Glasgow Kelvin Learning Foundation: SCIO. An application has been drafted by the Vice Principals.

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 the student population. The impact on staff and students during these works will have to be carefully considered. At the time of writing this report, it is expected that the windows in Springburn Campus can be repaired rather than need to be replaced. This is welcome as it will be easier to manage for all concerned and should ensure significant cost savings.

Vandalism has had a negative impact on the student experience, and liaison has taken place with the Marketing and Communication Manager in this regard who will prepare an appropriate communication item.

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.

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 & Risk Committee are recommended to:

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

12. Further Information

Members can obtain further information on the contents of this report from Jeanette Evans, Vice Principal - Resources and Corporate Development/Chief Operating Officer at jevans@glasgowkelvin.ac.uk or Lisa Clark, Assistant Principal - Estates, Corporate Planning and Governance at lisaclark@glasgowkelvin.ac.uk

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May 2026