

**Glasgow Kelvin College**

**Audit and Risk Committee Meeting of 10 February 2026**

**Risk Management Update and College Strategic Risk Register**

**Report By Vice Principal Resources and Corporate Development/Chief Operating Officer 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 January 2026 is provided for information at [Appendix 1](#) in the portal.

It should be noted that this has been extensively reviewed by the SLT on 27 January 2026 in light of the new College Strategy 2030 which was recently launched.

**2. Risk Management Activities**

- Communication and a presentation about Martyn's Law have now been circulated to the SLT for onward transmission, and presentations have been delivered to many departments by Morven Thomson, Cross College Support and Administration Manager. Stakeholders who are attached to the College/use any College buildings have also been contacted in order that the presentation on processes that have been implemented can be provided by a member of College management staff. This is ongoing at the time of writing this report – table noted below on progress made to date.

<b>College Training</b>	
<b>Department</b>	<b>Date</b>
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 Session2 – 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	TBA early 2026
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

College Training	
Department	Date
Digital Services	TBA

Stakeholder Training	
Department	Date
Glasgow Life	15/01/2026
Play Sports League	Date TBA
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	Have responded – date TBA

- In regard to Martyn's Law, Claire Reid, Head of Facilities and Environmental Sustainability is investigating the installation of an alarm/flashing light in workshop areas to alert individuals using these areas that there is an issue.
- Steve Young, Health and Safety Manager and Elaine MacDougall, Senior Science Technician will attend a webinar session on 10 February 2026 provided through the College insurers, UMAL. The session will explore both established and emerging risks associated with 'Ultra Low Temperature Devices' (ULTDs). UTLTDs is the term applied to 'devices' such as freezers used in laboratory conditions to store biological and chemical samples e.g. tissue, cells, certain chemicals, which may have to be stored and maintained in ultra-low temperatures of -80 degrees Celsius.
- 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 to further inform Mott MacDonald. These works consisted of internal openings and external review of window fixtures.
- The separate Cladding Risk Register remains under constant review. Mott MacDonald will have their own Risk Register which will be shared with Risk Management Committee and Audit and Risk Committee members in due course.
- Mott MacDonald have supplied a Cladding Project Timeline, and this is available at [Appendix 2](#) in the portal. A complete communications plan in regard to this will need to be constructed along with an overlaying College programme – work on this has commenced.
- The College has complied with the OSCR Online – Submission of Charity Trustee Information.
- The Astute - Fire Risk Assessment – External Walls final report is still awaited. This has been sought again by Watts and is now expected on 30 January 2026.
- The Assistant Principal Estates, Corporate Planning and Governance and the Head of Facilities and Environmental Sustainability are progressing well with 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 is with the Vice Principals for consideration.
- Enhanced signage in regard to smoking/vaping across the College has been purchased and the associated No Smoking/Vaping Policy has been re-vamped and will be presented to the Finance and Resources in March for approval.
- The Health & Safety Manager is currently reviewing a new H&S system to centralise and control all associated documentation/training courses for ease of reporting and monitoring. A decision will be made on the system in due course and staff advised accordingly. Associated training will be available for users of the system at the time of implementation.
- All lighting on the front concourse and staff car park at Springburn Campus has been upgraded to improve safety and security.
- The Fire Doors are being upgraded across all campus locations.

- The Risk Management Committee met on 20 January 2026 to review a suite of risk papers. Given that the SLT was going to conduct an extensive review of the College Strategic Risk Register, no changes were made to the Register at that time.
- As aforementioned, the SLT received a presentation on risk awareness by Jeanette Evans, Vice Principal – Resources and Corporate Development/Chief Operating Officer and then members extensively reviewed the College Strategic Risk Register in light of emerging National and Global risks and the new College Strategy 2030; several adjustments were made. The College Strategy 2030 objectives have been mapped to the College Strategic Risk Register also.
- The presentation presented by Jeanette Evans is available on the portal as a Link:

[Link – Review of College Strategic Risk Register and Appetite](#)

- The SLT were provided with an overview of the World Economic Forum – The Global Risks Report 2026 – this full report is also provided for member interest via a link in the portal as per below:

[Link - World Economic Forum – The Global Risks Report 2026 – 21<sup>st</sup> Edition – Insight Report](#)

- A review of the Risk Appetite and Categories was also undertaken by the SLT, and a change has been suggested.

### 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.

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.
- Risk number 1, SFC Review, will be removed from the Risk Register
- Risk number 2, People, has undergone a complete rewrite of the Risk Description. Some additions have been made to the Controls and Mitigating Actions and to the Actions Planned. The Inherent Risk has been revised from 20 (Very High) to 16 (High), the change was made in the likelihood which has reduced from 5 to 4. The Risk Appetite for this risk has been updated to Open.
- Risk number 3, Litigation/Compliance, some changes have been made in the Controls and Mitigating Actions
- Risk number 4, Curriculum Relevance, the Controls and Mitigating Actions have been rewritten
- Risk number 6, the title has been changed from Student Experience to Student Experience and Outcomes, the Controls and Mitigating Actions have been rewritten
- Risk number 7, Environment, Changes have been made in the Controls and Mitigating Actions
- Risk number 9, Student Recruitment and retention, will be removed as this has been subsumed into risk number 6, Student Experience and Outcomes
- Risk Number 10, Cyber Risk, the Controls and Mitigating Actions have been rewritten as have the Early Warning Mechanisms, Planned Next Steps & Future Action Required
- Any mention of legal activities has been removed from Risk Number 12 – Cladding as we are no longer pursuing this as a legal matter following advice from College Lawyers.

Risk No	Date Identified	Risk Title	IR	IR2	RR	RR2	Movement	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	16	High	6	Manageable	↔	6. People	Open	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 and Outcomes	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 are denoted in **red type**.

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

- The Secretary to the Board of Management, Heather Jackson ceased employment on 9 January 2026. An interim Secretary to the Board of Management, Michelle Brand has now commenced in post. The Assistant Principal - Estates, Corporate Planning and Governance, has met with Michelle Brand to go over the key governance items that need to be taken forward imminently.
- The Secretary to the Board of Management is now liaising with Scottish Government in relation to the recruitment of a new Chair of the Board of Management for the College. The current Interim Chair ends his tenure on 14 August 2026.
- The Secretary to the Board of Management is currently preparing a paper in relation to Board of Management member recruitment which will be presented at the 18 March 2026 Board of Management meeting. It is likely that up to 5 new members will be required over the months ahead and recruitment should therefore commence as soon as possible. Previous recruitment rounds have enabled some new members to start a few months ahead of a new Academic Year commencing.
- 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.
- Degradation of pipes on the roof of Springburn Campus resulted in a burst which occurred on Monday, 5 January 2026; heating was lost to one side of the building, and a repair was made as quickly as possible. The remaining pipes are being checked by our contractors, Dalkia for signs of degradation to prevent any re-occurrence.
- Some water ingress had been reported in the Games Hall at Springburn Campus and further investigations took place. Following this investigation, appropriate repairs were carried out, including patching the roof membrane. Further investigations are planned and these will require rope access from the Games Hall.
- 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 will now be installed in their place which are more difficult to vandalise.
- There was an extremist protest which took place in the North East of Glasgow; the Vice Principal – Education, Skills and Student Success/Chief Learning Officer has liaised with various College staff members, including community groups, and Risk Assessments have been produced in the event that a similar type of protest occurs at the College. The situation is being monitored accordingly.

- The College Strategy 2030 has now been launched following Board of Management approval and work is taking place to ensure delivery of this strategy. This includes members of the SLT working on Workforce 2030 in terms of staffing requirements and also a review of curriculum offerings.

### 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. As soon as the finalised Astute Fire Risk Assessment External Walls report has been received this will also be shared with insurance.

Various intrusive surveys took place during w/c 19 January 2026; the reports from these surveys are awaited. The information obtained will assist in preparing full and robust technical tender documentation. A meeting has been scheduled for w/c 2 February 2026 with Mott MacDonald to go over the findings in detail.

A Point Cloud Survey took place on 29 and 30 January 2026. This allows a detailed diagram of the Springburn Campus for cladding replacement clarity.

Engagement with Glasgow City Council has commenced in respect of planning requirements the College may have in relation to cladding replacement.

Engagement with Network Rail has also commenced.

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 and Gordon Ross, Watts will visit Mott MacDonald offices on 6 February 2026 to view and discuss cladding panel replacement options pros and cons. Materials, lighting, signage etc. will also be discussed at this time,

The Cladding Steering Group have arranged an annual schedule of meetings. Attending these meetings are: Joanna Campbell, Principal and CEO; Ryan Shearer, Lecturer; Jen Lavery, Digital Skills & Systems Developer; Jon Craig, Student President; 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, 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.

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

### [Link - Cladding 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.

#### 4. Risk Appetite and Categories

Risk category number 6, People – It is suggested that this Risk category be moved from Cautious to Open in recognition of Workforce 2030 and the proactive measures being taken to ensure we have the right workforce in place to deliver the College's ambitions in Strategy 2030. Risk number 2, People, has had the Risk Appetite updated accordingly to show how this would look.

Risk Category	Risk Appetite				
	Averse	Minimal	Cautious	Open	Eager
1. Policy					
2. Operations					
3. Legal and Compliance					
4. Financial					
5. Commercial					
6. People					
7. Digital					
8. Student Experience					
9. Reputational					
10. Environmental & Sustainability					

#### 5. Risk Management Committee

At the Risk Management Committee meeting held on 20 January 2026, due cognisance was taken of key risk reports/news alerts; links are provided in the portal as follows:

- a) [Link - Scottish Funding Council: Outcomes Framework and Assurance Model: Guidance for Institutions](#)
- b) [Link - UMAL Annual Report and Abbreviated Financial Accounts: Year Ended 31 July 2025](#)
- c) [Link - Why UMAL?](#)
- d) [Link - Regulatory Risks Roadshow - Delegate Slides - 19 Nov 2025](#)
- e) [Link - Funding demand as struggling Scots colleges face going bust](#)
- f) [Link - Emergency capital maintenance 25-26 – Glasgow Kelvin College](#)
- g) [Link - HEFESTIS DP Newsletters: October – December 2025](#)
- h) [Link - Threatscape Newsletters: November 2025 – January 2026](#)

The approved minute of the Risk Management Committee held on 4 November 2025 is provided for interest and perusal as a link in the portal.

[Link - Risk Management Committee Minute – 04 November 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.

#### 6. 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.

The condition surveys that were produced for all College campus buildings are still being worked through. The Head of Facilities and Environmental Sustainability has concentrated on Priority 1 and 2 items, and these are all nearing completion.

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

Some changes to the curriculum are being discussed and costed at present; these may require investment from the Glasgow Kelvin Learning Foundation: SCIO.

## **7. 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 remains unclear whether the windows in Springburn Campus can be repaired or if they need to be replaced. The intrusive surveys mentioned in this report will inform this decision. If windows do need to be replaced, the operational impact of this will need to be very carefully considered as window removal would be disruptive.

Vandalism has a negative impact on the student experience and liaison has taken place with the Director of Student Experience and Enterprise in this regard.

## **8. 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.

## **9. Equality**

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

## **10. Data Protection**

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

## **11. Environmental and Sustainability**

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

## **12. Recommendations**

Members of the Audit and Risk Committee are recommended to:

- i) note the contents of this report, links and appendices;
- ii) endorse the proposed changes to the College Strategic Risk Register;
- iii) endorse the proposed change to the Risk Appetite; and
- iv) provide any further comments/suggestions for the College Strategic Risk Register.

### **13. 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](mailto:jevans@glasgowkelvin.ac.uk) or Lisa Clark, Assistant Principal - Estates, Corporate Planning and Governance at [lisaclark@glasgowkelvin.ac.uk](mailto:lisaclark@glasgowkelvin.ac.uk)

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