

Glasgow Kelvin College

Audit and Risk Committee Meeting of 15 September 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 August 2026 is provided for information at [Appendix 1](#).

It should be noted that this has been reviewed by the Risk Management Committee and the Senior Leadership Team.

2. Risk Management Activities

Insurance

The Vice Principal Resources and Corporate Development/Chief Operating Officer and Assistant Principal - Estates, Corporate Planning and Governance have booked to attend the annual insurance conference in September 2026 which is being held in Birmingham.

Martyn's Law & Campus Security

The College Support and Risk Manager has been delivering sessions on Martyn's Law to staff at the start of the Academic Year. She has also produced a short video which covers all key points, and which will be placed in a dedicated area on the College Intranet and on Moodle too.

It is the intention to run an actual live demonstration/test of this system with the providers AG Lockdown, this will be planned for a time when teaching staff are present, but students are not – suggested month for this is November 2026.

Claire Reid, Head of Facilities and Environmental Sustainability has completed a tender exercise in relation to upgrade CCTV; alarms and/or flashing lights will be installed as part of this programme of works in order that staff and students in the workshop areas can be alerted quickly if a serious incident does occur at any campus. Lisa Clark successfully secured £25k from the insurance Risk Management Fund to install these alarms in workshops; now that the contract is awarded this will now be claimed.

Cladding

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

Various intrusive surveys were undertaken in relation to the cladding and curtain walling. An acoustic test in relation to drilling noise was also undertaken. A further meeting will be held to further analyse the findings of the acoustics report.

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. Additional staff join these meetings and other specific meetings as required.

The application for the re-cladding works has been lodged with Glasgow City Council on 21 July 2026. The planning application was validated on 5 August 2026, and it will take approximately 8 weeks until the outcome of this is known. It is expected that a tender will be issued in the autumn with costs therefore known by Christmas 2026.

Audit and Risk Committee members will be kept updated accordingly.

There are separate files in relation to Cladding Project risks, and these are available via the link files below in the portal:

[Link 01 - Cladding Project Risk Register](#)
[Link 02 – Project Risk Register Summary](#)

The Astute - Fire Risk Assessment – External Walls final report was sent to the College insurance company and the Scottish Fire and Rescue Service. The Scottish Fire and Rescue Service conducted an audit and the report received is available via the link file below:

[Link 03 - Scottish Fire and Rescue Service Report](#)

The items for action in relation to this report are being worked through at present.

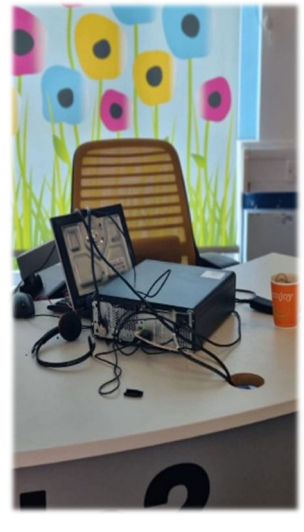
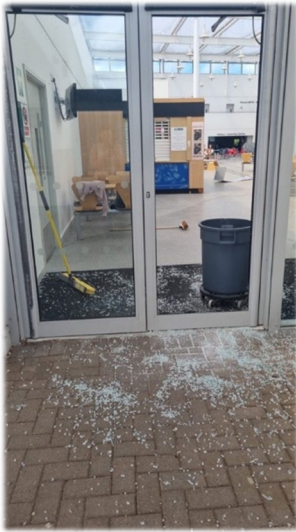
Estates Work

A plethora of work has been completed over the summer period with vast improvements being made to the two staff workrooms in Springburn Campus.

The Assistant Principal Estates, Corporate Planning and Governance and the Head of Facilities and Environmental Sustainability have prepared three Estates Emergency Capital Funding Bids which were submitted on 28 June 2026 ahead of the 31 July 2026 deadline; we were advised that our application in respect of cladding, a £2.73m request, should progress to a Stage 2 application. This has been attended to by the Assistant Principal – Estates, Corporate Planning and Governance and the Head of Facilities and Environmental Sustainability.

The Head of Facilities and Environmental Sustainability is working through the Estates Capital Plan for 2026/27.

There was a break-in at East End Campus on Sunday, 28 June 2026. The Police caught the intruder; however, he had caused quite a bit of damage to the College estate i.e. smashed doors and windows, caused damage to the furniture, signage, the College minibus and car park barrier. Estates have re-instated the campus over the summer period and all damages have been rectified.



Following the break-in, we accepted the offer of a site visit by an officer from Police Scotland's Safer Communities team. This visit took place on 2 July 2026 and provided a useful review of the incident and of current crime prevention and safety measures in place at East End Campus. As well as the discussion during the site visit, the police officer provided a follow-up report, which concluded that based on the behaviour of this individual during the incident it was not considered that the College was specifically targeted by this individual. The following observations were made by the Police Scotland's Safer Communities team:

Police Observations

- A well-functioning and robust alarm system is currently in place at the site. Evidence to support this is the fact that the alarm system was activated as soon as the first window was smashed and this was before the intruder entered the building. The reporting procedures in place allowed the alarm company to inform a member of staff and Police immediately of the activation.
- During the incident a member of staff attended at the scene. Fortunately, when the member of staff arrived the Police were already in attendance and dealing with the intruder. The method of entry into the building was via a glass Fire Door, which was smashed by the intruder using a brick. From here the intruder gained access to the main Foyer Area. Fortunately, the Alarm system in place detected the intrusion immediately and was activated.
- All other doors leading from the Foyer Area were secured which prevented the Intruder from moving to other parts of the campus and causing further damage. This procedure of ensuring internal doors are secured when the College is closed is very good 'Compartmentalisation' and probably contributed to preventing the intruder causing more damage.
- The securing of construction tools in locked cabinets within locked rooms was further evidence of good security procedures being implemented throughout the building.
- The campus and grounds are very well covered by CCTV both internally and externally, however, the CCTV System in place is not currently monitored and does not have a 'notification' facility.

Police Recommendations

- If/when upgrading the current CCTV system in place, consider having the CCTV monitored by a Security Firm. Note: the new system will have the ability for estates staff to monitor any building before entering.
- Review Policy for member of staff/keyholder responding to an Alarm activation. Taking into consideration when the member of staff/keyholder should attend alone, when to enter the building and when to contact Police.
- Consider installing 'Dusk to Dawn' external lighting around the exterior of the building. This lighting system activates automatically and turns on external lights as ambient daylight reduces (Sunset). The lights remain constantly on until the lights sensor detects that the

natural light is brightening (Sunrise) and the lights are automatically turned off. A well-lit building is a deterrent for any would be intruder.

It should be noted that Claire Reid has advised estates staff not to enter a building if they are called out to an alarm and it is evident that someone is inside. The advice is to call the Police.

Steve Young, Health and Safety Manager is reviewing the health and safety arrangements for on-call. The upcoming CCTV upgrade will also bring further improvements, allowing estates staff to check buildings before entering.

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 August 2026 Date											
Risk No	Date Identified	Risk Title	IR	IR2	RR	RR2	Movement in 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 Spring	16	High	12	Medium	↔	3 - Legal and Compliance 9 - Reputation 4 - Financial	Cautious	Within	
11	21/04/2026	Ongoing Global conflicts and wars on College	20	Very High	15	Medium	↔	2. Operations 4. Financial 6. People 8. Student Experience	Cautious	Within	

There have been no changes to the scoring of the risks although some changes were made to the text which has been denoted in **red type** throughout the College Strategic Risk Register.

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

- As a result of warm weather for a prolonged period across the UK, it is predicted that crop numbers/size of produce will be vastly reduced and prices may increase by up to 40%.
- The College is in the process of finalising Phase 2 of Workforce 20230. This is overall very positive for the College; however, it is recognised that change can cause unrest amongst some staff members.

Executive Staff and Board of Management Changes

- The interim Secretary to the Board of Management, Michelle Brand has been appointed as Executive PA to the Principal and CEO. A new Secretary to the Board of Management has been sought. Heather Jackson, who previously held this role, has been appointed in an interim 6-month basis."
- The Scottish Government did not recruit a permanent Chair for the Board of Management and will go back out to advert over the months ahead. The previous Interim Chair, Ian Patrick ended his tenure on 14 August 2026. Dr Dermot Grenham has now been appointed as Interim Chair from 15 August 2026. 5 new non-executive directors have been appointed to the Board of Management effective from 1 August 2026. This is a

period of change for the Board of Management with new members, a new/returning Secretary to the Board of Management and a new Interim Chair.

- Cyber-attack threats remain an ongoing concern.
- The Springburn Games Hall is currently out of commission due to a water leak from a toilet cistern which was running under the floor and was sitting in the Games Hall tanking system. This subsequently buckled the wood, and the entire wooden floor has been removed. At present, there are de-humidifiers in place to dry out this area. The Assistant Principal Estates, Corporate Planning and Governance and Head of Facilities and Environmental Sustainability are working with College loss adjusters in this regard. The teaching has been moved to external accommodation until October 2026.
- There was some rodent activity over the summer in Springburn Campus and pest control visits were further increased as well as additional traps installed. The clearing of the staff workrooms will mean that hiding places for mice have been removed and areas can be kept much cleaner. Monitoring via the motion cameras under floors remains in place.

4. Risk Management Committee

At the Risk Management Committee meeting held on 25 August 2026, due cognisance was taken of key risk reports/news alerts etc; links are provided in the portal as follows:

[Link 04 - Network Rail - Springburn Station Path Route](#)

[Link 05 - Baxter Storey – Middle East Supply Chain Update – May 2026](#)

[Link 06 - GRC - Economic Briefing Intelligence Hub - April 2026](#)

[Link 07 - Virgin Media Fraud Alert](#)

[Link 08 - HEFESTIS DP Newsletters: April – June 2026](#)

[Link 09 - Threatscape Newsletters: April – July 2026](#)

[Link 10 - UMAL Claims Digest – July 2026](#)

[Link 11 - National Fraud Initiative in Scotland - August 2026](#)

[Link 12 - BBC: Watchdog finds £22m of fraud and errors in Scotland's public services](#)

The approved minute of the Risk Management Committee held on 21 April 2026 is provided for interest and perusal as a link in the portal.

[Link 13 – Risk Management Committee Minute – 21 April 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 reported, the estimated cost of the cladding remediation works at the Springburn Campus is approximately £8 million. A more definitive cost will be available once the tender process has been completed and submissions have been evaluated. The Project Management and Design team - Mott MacDonald are currently preparing the tender documentation. There were financial and resource implications associated with addressing the vandalism incident at the East End Campus. However, the costs incurred fell below the College's insurance excess threshold and therefore were not subject to an insurance claim.

The cost of reinstating the Games Hall will be met through the College's insurance arrangements.

6. Impact on Students

The cladding project currently represents the most significant potential risk to the student experience facing the College. Financial resources are being directed towards addressing this matter which, under normal circumstances, would be available for wider investment in the

College estate and student provision. The College will carefully consider and mitigate, wherever possible, any impact of the works on staff and students.

Vandalism can have a negative impact on the student experience. However, the recent break-in at the East End Campus occurred at the very end of term and therefore did not result in any disruption to learning or teaching activities.

The Games Hall remaining out of service continues to adversely affect students, as they are required to travel to alternative facilities. This inconvenience has generated a number of complaints and has had a negative impact on the overall student experience.

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, appendices 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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September 2026