



WEST COLLEGE
SCOTLAND

ANNUAL REVIEW 2016

FROM THE CHAIR

"I am pleased to be able to report that management and staff are continuing to develop West College Scotland as one of the pre-eminent colleges in the sector."

A handwritten signature in black ink, appearing to read 'Keith McKellar', is positioned to the left of the speaker's image.

Keith McKellar

Chair, Board of Management



Once again, the Academic Year 2015-16 has seen West College Scotland deliver many achievements in the face of many challenges.



With over **21,500** students, West College Scotland has a **larger student body than any other college in Scotland**

One challenge faced by all in the public sector is funding. With this in mind, it is impressive that the College's Senior Management Team has been able to deliver and maintain a wide range of innovative training and education to so many students and customers.

Leadership and ambition, I believe, are the hallmarks of West College Scotland. The College is providing leadership to our region and is ambitious for its students. Those ambitions include ensuring that our facilities – buildings, workshops, IT infrastructure – are able to meet the expectations of the modern student and the needs of a competitive economy. The Board of Management is keen to continue to work on these important matters with the College management team, the Scottish Funding Council and other government agencies.

Finally, the Board and its sub-committees maintain the highest standards of oversight, in line with Scottish Government and Scottish Funding Council guidelines. I am pleased to be able to report that management and staff are continuing to develop West College Scotland as one of the pre-eminent colleges in the sector.

FROM THE PRINCIPAL AND CHIEF EXECUTIVE

“Collectively, staff at West College Scotland share the ambitions we have for our College. We are proud and passionate about what we do and how we do it.

We will never stand still but continue to be bold and ambitious.”

A Lumberford

Audrey Cumberford

Principal & Chief Executive



I have huge ambitions for West College Scotland.

Our reach, influence and impact extend beyond the West Region - stretching from the Highlands and Islands of Scotland, to Vietnam on the other side of the world.

Our training, our expertise and the advice we are able to offer extend across a range of industry sectors: from energy conservation and storage, to integrated health and social care, to tourism and digital technology. We work with more than 20 vocational centres across the globe.

Earlier this year, the Scottish Funding Council said West College Scotland was using its “influence and authority” to forge a leadership role. As Scotland’s largest regional College and a mainstay of the West Region, we have worked hard to shape the educational and employability landscape.

In the three years since our formation, we have built the solid foundations needed not just to educate but to develop the vocational, professional and technical skills of our students and the employees working for our 600 business partners.

Our relationship with employers and businesses is simple – it is ‘win / win’. We want them to see West College Scotland as the natural choice to assist them in their workforce planning; helping them become more competitive by having the right people, with the right skills in the right job.

In return, those same businesses will help shape and deliver our curriculum; invest in our facilities; mentor our students; provide work placements and ‘live’ projects. This will often mean bringing students and staff from a range of curriculum areas together, thus maximising the benefits of a multi-disciplinary approach.

Finally, a key priority for the College in 2017 is to secure the capital investment to secure new campus developments in Inverclyde and Renfrewshire that we can all be proud of. This will allow us to continue to exploit technological and digital opportunities to enhance how we teach and how our students learn.

Our estate is fundamental in defining the character of our College and to the successful delivery of our ambitions.

FORGING A LEADERSHIP ROLE



West College Scotland is one of the West Region's largest institutions. We employ more than 1,200 people, and are one of the largest employers in the West. Most of our staff work in Clydebank, Greenock or Paisley. Our footprint, however, extends to Barrhead in East Renfrewshire, to Dumbarton and into Argyll.

|| *West College Scotland has used its scale to forge a leadership role in the West region... combined with an elevated level of influence and authority, this has been a significant benefit of merger.*

**Scottish Funding Council,
March 2016**



We have an annual turnover of £67 million and we spend nearly £40 million on salaries. We work with government and its agencies and other partners on matters ranging from education to employability. We are the only regional college whose region spans 5 local authority areas. We engage with 32 schools and thousands of senior-phase pupils, as well as hundreds of businesses. In our Estates Strategy, we consider how the College might assist town-centre regeneration. Few organisations are better placed to make an impact on the lives of the people who live here.

Supporting more
of Scotland's **most**
disadvantaged
students than any
other College



FORGING A LEADERSHIP ROLE

SCHOOLS

The College works with 32 schools. We educate 4000 school pupils, delivering 9% of all School-College education in Scotland.

Highlighting our role as a regional educational leader, the College has worked with our local authority partners to develop a standardised Regional timetable for schools in Inverclyde, Renfrewshire and West Dunbartonshire. Under this new arrangement, vocational and technical opportunities are coordinated so that pupils from different schools in different council areas can come to the College to study together, at FE and even at HE level. This is a significant development in the educational landscape of the West Region and will underpin our work with schools going forward.

Our taster programmes allow pupils to experience courses before committing to a full programme, in subject areas often not otherwise available. This increases the chances of young people finding a course that's right for them.



Pupils that do well can progress to a range of FE and HE courses during the senior phase of school, or use their new-found skills to move into apprenticeships, employment or study at the College.

For Academic Year 2016-17, West College Scotland will provide the second-largest number of Foundation Apprenticeships (FAs) of any Scottish college. FAs are a new 2-year qualification available to senior-phase pupils and are delivered in partnership with local employers and the Scottish Government agency, Skills Development Scotland.

REGIONAL SECTOR FORUMS

The College continues to work to improve employability for young people in the West. With Inverclyde Council and Inverclyde Development Trust, we are part of the Inverclyde Engineering Forum, working with local engineering employers to design, develop and deliver a Pre-Apprenticeship Engineering programme for school pupils, to meet growing local demand for engineering skills.

With East Renfrewshire Council and Community Planning Partners in the East Renfrewshire Construction Forum, the College is engaging with employers delivering the projects which make up the £1 billion City Deal, maximising employability and work experience opportunities.

CITY DEAL

The £1.13bn Glasgow Region City Deal is an agreement between the UK Government, the Scottish Government and eight local authorities. As a major regional body, the College is providing input to and gaining benefit from this significant investment in the region's infrastructure.

Most important to the College will be the Clyde Waterfront and Renfrew Riverside project, which will see the construction of a new bridge across the River Clyde. Due for completion in 2020, this major project will improve connections across the region and will make travel between our campuses at Clydebank and Paisley quicker and easier.

This, along with 19 other projects, including investment at Greenock's Ocean Terminal, business opportunities around Glasgow Airport, and transport and regeneration initiatives, will increase demand for a skilled local workforce. The College is already speaking to partners about maximising education, training and employment opportunities and improve career progression, all of which are stated aims of the deal.



A VOICE FOR THE WEST

A priority for West College Scotland is to engage with influencers and decision-makers to ensure that the voices of our students, stakeholders and communities are heard. We want to inform policy-making by sharing our experiences.

That's why, for example, we are providing evidence to Scottish Government consultations on its Skills & Enterprise agencies, as well as the implementation of the upcoming Apprenticeship Levy. We will also provide evidence to separate Westminster inquiries into Brexit and Youth Employability. We work closely with the Scottish Funding Council and have contributed to their work on Innovation in Colleges, the Digital Skills Gap, and Gender Balance.

We are confident this work helps shape our educational landscape and provides us with an opportunity to build new relationships, and strengthen others for the benefit of the West Region

PAISLEY 2021

West College Scotland is actively supporting Paisley's bid to be UK City of Culture 2021.

The Paisley 2021 bid team aims to transform perceptions of the town and the wider Renfrewshire area, through cultural events, educational programmes, economic growth, community-based initiatives and increased visitor numbers. These provide excellent opportunities for our students and the College is working closely with the Paisley 2021 team to help develop the best possible offer. We are delighted to share our expertise with the bid team, with a number of staff sitting on key committees.

A final decision from the Department of Culture, Media and Sport is due by the end of 2017.

BAE SYSTEMS



The College environment is viewed by our apprentices as an extension to the workplace.

That's really important for us.

Graeme Whiteford, Early Careers Manager at BAE Systems Naval Ships



EMPLOYER PARTNERSHIPS

The College continues to develop its important partnerships with employers across the West Region. We work with a large number of small companies to provide training and apprenticeships. We also work with larger employers to deliver significant apprenticeship numbers, including companies such as

- ▶ **EE**, where we help support customer service jobs
- ▶ **Scottish Leather Group**, where Leather Production Modern Apprenticeships are supported by the College
- ▶ **Ferguson Marine**, WCS assists in the recruitment of Modern Apprentices
- ▶ **BAE**, we have enjoyed a decade-long partnership with BAE Systems Marine providing vocational training to many staff and apprentices at the company's shipbuilding facilities on the River Clyde

BUILDING A MODERN WORKFORCE



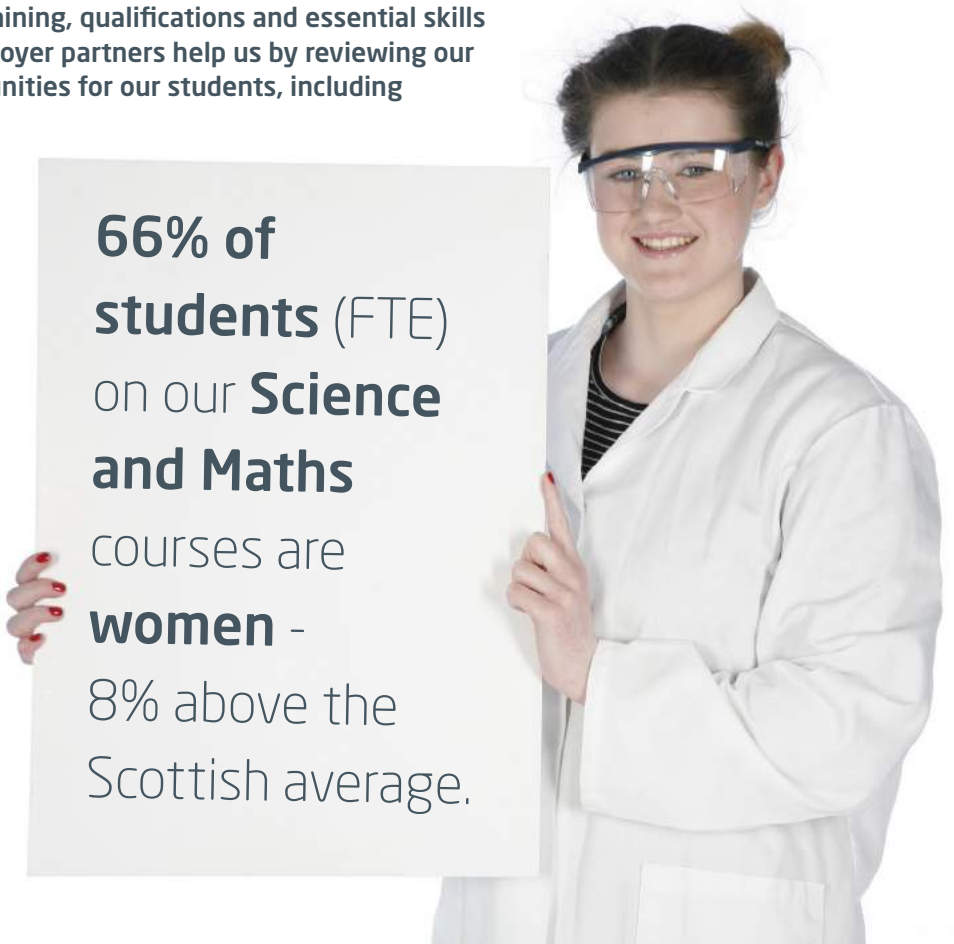
The College provides students with the training, qualifications and essential skills needed by the modern economy. Our employer partners help us by reviewing our curriculum and offering a range of opportunities for our students, including coaching and real-life work experience.

West College Scotland wants students to leave with the education and training which will secure their future prosperity, and allow them to contribute to the future prosperity of the West Region or wherever else they may choose to live and work.

Our relationships with nearly 600 employer partners are core to this. We actively encourage business and industry to help us develop our curriculum, so that it is up to date, relevant and providing students with the skills they need for employment and life. Our curriculum is always evolving, as we ensure it is aligned to Scotland's key economic sectors.

Our business partners are increasingly investing in our College through financial support, investing in equipment, co-shaping and delivering the curriculum, and providing live projects for our students.

**66% of
students (FTE)
on our Science
and Maths
courses are
women -
8% above the
Scottish average.**



BUILDING A MODERN WORKFORCE

BUILDING A MODERN WORKFORCE

MEMORANDUM OF UNDERSTANDING WITH GOLDEN JUBILEE FOUNDATION

In June 2016, the College signed a Memorandum of Understanding (MoU) with the Golden Jubilee Foundation NHS Board. This exciting joint collaboration has been specifically set up to develop education and employment opportunities for clinical support, administration and hospitality posts including 'on the job' training for WCS students. It also means our College now plays a critical role in the Foundation's workforce planning strategy for the future.

IKEA

The College works with the Swedish furniture giant IKEA, to provide real-life work experience for our students. The management of the company's Braehead store set "live" projects for students, which have included redesigning some of the most popular areas of the store.

Students have to provide full documentation of the creative process, including sketchbooks, mind maps, and a regularly updated blog. Store manager, Helen Aylett says IKEA are delighted to support the College's curriculum.



“ *With an increased demand on healthcare services in Scotland, this Memorandum of Understanding will allow us to create a sustainable workforce that will help us deliver any future expansion of our clinical services.*

Jill Young
Chief Executive,
Golden Jubilee Foundation





“ *Taking a chance at College is the best decision I ever made! I am now in a career I love and wake up in the morning happy to go to work. If any girls doubt whether this is the career for them, I just say ‘go for it!’*

Louise Larkin,
Apprentice Marine Engineer at
Ferguson Marine shipbuilders



GETTING THE BALANCE RIGHT

The College is committed to offering training and education to groups which have been traditionally under-represented in some course areas. In March, the College hosted the inaugural Females into Construction Skills Taster Event, organised in partnership with Renfrewshire Council’s Modern Apprenticeship Programme team. The event allowed girls from local schools to test their skills in joinery, electrical and bricklaying skills. The College hopes that such initiatives will give young women the confidence to consider courses which they otherwise might not.

We will continue our work in this area, working with the Scottish Funding Council to implement the recommendations of their Gender Action Plan, published in August 2016.



BUILDING A MODERN WORKFORCE

DEVELOPING THE YOUNG WORKFORCE

West College Scotland is delighted to host the Developing the Young Workforce West regional group (DYW West). DYW regional groups are funded by the Scottish Government to help employers shape their future workforce and better prepare young people for the world of work. DYW West will develop sustainable links between employers, schools and the College in Inverclyde, Renfrewshire, West Dunbartonshire and East Renfrewshire.

The five-strong team, led by Programme Director Bob Davidson, the former Chief Executive of Renfrewshire Chamber of Commerce, is based at WCS's Paisley campus. The College has helped design and set up the DYW West website, which you can visit at www.dywwest.co.uk and you can contact the team at info@dywwest.co.uk

ADOPT A CLASS

Introduced in August 2016, this initiative is designed to get employers to help us shape the future. Employers will work with individual classes, telling students what skills they are looking for, providing motivational talks, setting up mock interviews, offering work experience and helping to shape the curriculum. In return, businesses can identify talent, listen to student ideas, as well as make a real contribution to developing the future workforce.

Being inspired by an employer, getting real-life work experience or learning more about the skills employers are looking for, these are the outcomes we want for the young people of the West Region.

Bob Davidson,
Programme Director DYW West



STEM STRATEGY



In September 2016, the College was accredited as STEM-assured by the Innovation Council of the STEM Foundation.

In its Accreditation Report, the Council highlighted the College's clear capability to stimulate and deliver innovative STEM (Science, Technology, Engineering and Maths) provision* to enable student development, increase employability and support business growth in the region. It described West College Scotland as "a forward-thinking institution that has embraced the ethos of STEM innovation in all its activities".

The Council also awarded the College Best Practice – that is, "exceptional performance and leading practice in the Sector" – in three key areas:

- ▣ **Strategy & Planning**
- ▣ **Collaboration & Consultation**
- ▣ **Impact**

As a measure of our commitment to STEM provision, in the last two years 125 WCS Student STEM Ambassadors have worked with teachers and pupils schools across Inverclyde. In that time, the number of pupils choosing to study STEM-related subjects has trebled – from 250 to 750.

We believe STEM is the 'golden thread' running through all sectors of our curriculum and is a key driver to increased cross-curricular collaboration, teaching, learning and work-based projects.

West College Scotland has commissioned an external review of the local economy, skills demand, and student needs. Working closely with the STEM Foundation, our local authority and employer partners, we are now developing a regional STEM Manifesto, committing us to STEM provision that cuts across council boundaries and is aligned to the needs of a modern, regional economy.

*STEM provision is recognised as having an impact on organisational performance, university requirements, industry needs and provides value for money, return on investment and successful outcomes for students.

INSPIRING COMMUNITY

WEST COLLEGE
SCOTLAND



Through innovation in education, research and the use of new technologies, the College seeks to inspire people so that we become the college of choice for ambitious students, modern employers and committed staff.

One in every 5 school-leavers in the West region chooses to study at West College Scotland. In Inverclyde alone, this rises to 1 in 3, in Renfrewshire and West Dunbartonshire it is 1 in 4. We are immensely proud of this fact. It underlines the duty we have to inspire young people to learn by exploring, developing and adopting new technologies which will benefit them and their lecturers, as well as businesses and local communities. Our Technology & Innovation Directorate monitor trends so that we can meet the growing expectations of students and customers.

Across the curriculum, College staff are involved in research projects to enhance learning and teaching and to share knowledge, ranging from local initiatives to international studies.



INSPIRING COMMUNITY

A MICROSOFT CORP "SHOWCASE SCHOOL"

In 2016, West College Scotland became the first College in the UK and the first educational establishment of any type in Scotland to be chosen by the Microsoft Corporation as one of its Showcase Schools.



Becoming a showcase school is recognition from Microsoft that the College is a leader in one-to-one deployments to "enable anywhere, anytime education for all students". College staff are now working with schoolchildren from early primary to senior-phase secondary, introducing them to skills from basic computing, all the way up to complex coding.

The College also hosted the Kodu championships, a Scotland-wide programming competition for schools, and in April organised an evening learning event for school-teachers across the region. More than 50 teachers volunteered their time to find out more about how technology can aid teaching.





“CAREVOLUTION”

This important research initiative has seen care lecturers at West College Scotland work with partners in Spain, Italy and the Netherlands to examine the future role and responsibilities of the Home Care worker. As levels of chronic ill-health increase due to ageing populations, this important research work looks at developing a community approach which will also allow patients to be more actively involved in the management of their health.

Ultimately, it is hoped that “Carevolution” will lead to an updated professional qualification framework, giving Home Care workers a central, well defined role in all aspects of care.

Partners have met in Spain and Italy and met at West College Scotland in October 2016.



AMBITIOUS FOR THE WEST REGION



Renfrewshire
SPORTS NETWORK

International agency for

WEST COLLEGE
SCOTLAND

Renfrewshire
Community
Sports
Awards 2016

Young Coach of the Year
Sponsored by West College Scotland
Emily MacLeod



Most of our staff and students live and work in the areas where they teach and learn. This means West College Scotland already enjoys a rare level of commitment to the well-being and growth of our communities. We are using this advantage and our range of special connections across local government, schools, business, universities and the media, to help the renewal and sustainable growth of the communities we serve.

OUR STUDENTS

With over 21,500 students studying more than 900 courses, West College Scotland has a larger student body than any other college in Scotland.

33% of students (FTE) are aged over 25 and 66% of our students (FTE) study full-time, while 62% (FTE) come from within the West Region.

Our students study a huge range of full-time and part-time courses, from Interior Architecture, to Electrical Engineering to Health and Social Care. Many others study distance courses, which allow them to learn while working, caring for a family member or preparing to move into more formal education.

YOUNG SEAFOOD CHEF OF THE YEAR

In May this year, two teenage chefs from the College's Paisley campus won through to the final of the UK Young Seafood Chef of the Year award. Jordan McDougall (19) and seventeen-year-old Saqar Massey, who produced a three-course menu, were praised for their excellent skills and confidence in the kitchen. The competition is supported by some of the UK's best-known chefs and leading food brands.

AMBITIOUS FOR THE WEST REGION

ROLLERMANIA

Music and media students at our Greenock campus were given exclusive access when 70s super-group the Bay City Rollers reunited. Lecturing staff arranged for students to go behind the scenes at the news conference to launch the event. Film & Television students were then recruited as the band's official film crew, filming the sold-out concerts at Glasgow's Barrowlands. The College's media department hopes now to broadcast a special programme featuring live footage from the concert, along with interviews with the band, including lead singer Les McKeown (below), filmed at our studios in Greenock.



23% of our students are studying at Higher Education level and in 2015, 95% of successful students went on to university, got a job or continued their learning at College.

Our most recent student satisfaction survey indicated that 94% of our students were happy with their learning experience at West College Scotland, well above figures seen at most UK Universities.

HMS HOOD

On 1 September 2016, the College was delighted to host a ceremony on behalf of the HMS Hood Association, as it marked the 100th anniversary of the laying of the hull of the Royal Navy's greatest ship of the twentieth century. HMS Hood was built at the famous John Brown yard, now the home of WCS's Clydebank campus. The Hood was lost in May 1941 with the loss of 1,418 officers and men. The Association presented the College with a permanent plaque which will be sited close to the original slipway.



INVERCLYDE AUTISM GROUP

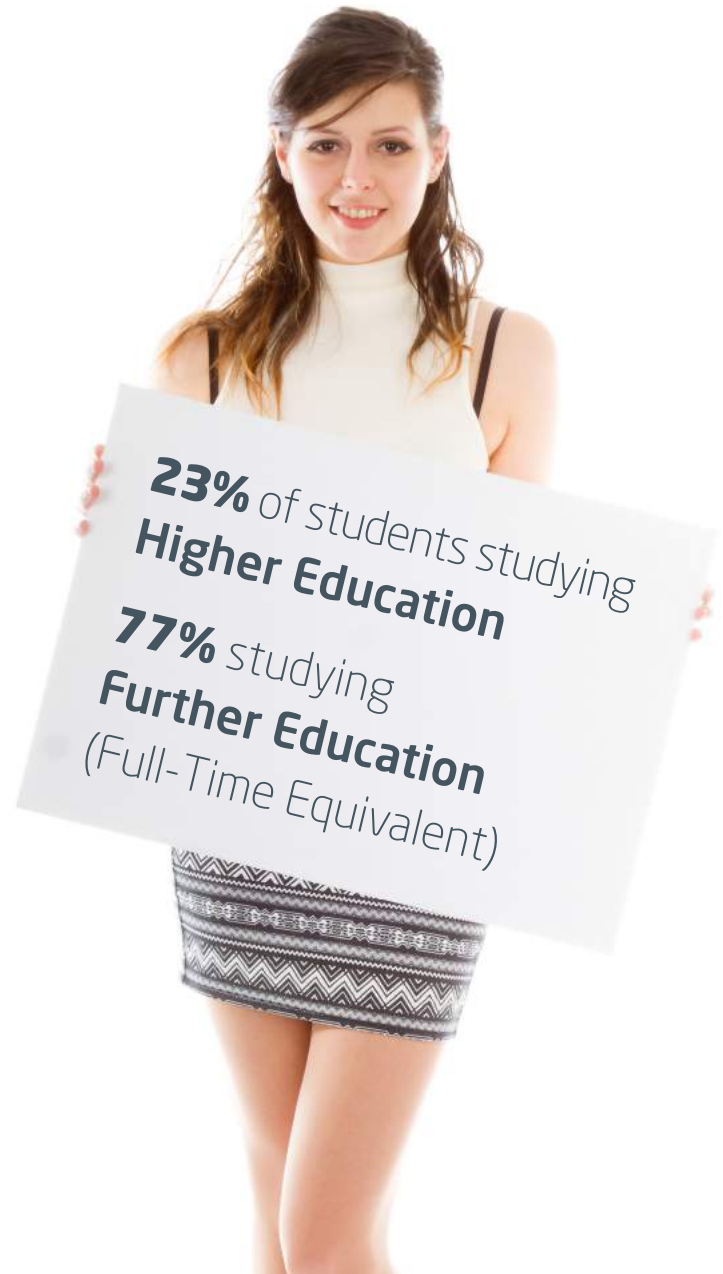
The College is part of the strategic group set up following the Scottish Government's 10-year Autism Strategy. With partners including Reach for Autism and Inverclyde Council, we are developing a 1-year Modern Apprenticeship Pilot Programme for people on the autistic spectrum. There are plans to expand the programme, with commitments already secured from West Dunbartonshire and Renfrewshire councils.

OUR COMMUNITIES

West College Scotland is operating at a scale which has raised opportunities, expectations and challenges. Like us, our partner organisations are ambitious for the future of the West Region. We support those ambitions by listening to our local communities, by being actively involved in a range of projects, and by celebrating local achievements. The communities we serve include some of the most socially and economically disadvantaged in Scotland: 45% of West College Scotland learning is delivered to students living in the 20% most deprived areas of the country. We encourage everyone, especially those furthest from education, to consider what West College Scotland can offer them.

RECORDING OUR HERITAGE

HND Creative Industries students from our Clydebank campus have recorded an oral history of the area, with a focus on its rich industrial heritage. For generations, companies like Singer, Cunard and John Brown shaped the lives of the people of West Dunbartonshire. The work of our students - part of West Dunbartonshire Council's "Exploring Our Archives" project - will now provide an invaluable community resource.



AMBITIOUS FOR THE WEST REGION

OUR STAFF

West College Scotland is among the ten largest employers in the region. We, therefore, have a duty to the professional development of our staff and to listen to what they have to say. We also must ensure that all our people understand the culture of the College and that all staff know what their role is.

In May this year each faculty area and support area presented its own Operational Plan to the Executive team. Based on our agreed Strategic Priorities and our core values, these plans describe to every single member of our 1,200 staff what their contribution is to providing excellent education, training and services for our students, customers and communities.

CHARITY WORK

This year the efforts of staff and students raised more than £17,000 for national and local charities, including Mary's Meals, Erskine Care, McMillan Cancer and Greenock's Ardgowan Hospice. Staff also donated hundreds of chocolate eggs for children cared for in Women's Aid refuges over the Easter holiday.



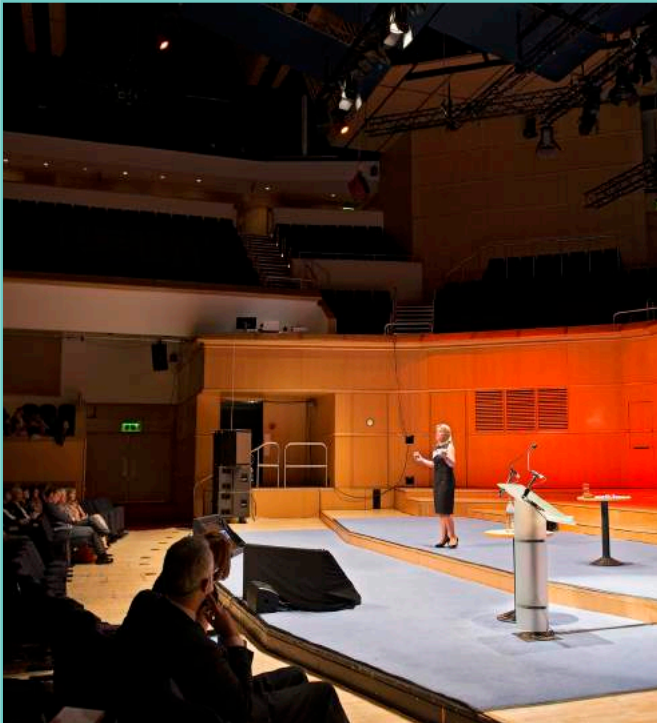
GEORGE CLOONEY'S MESSAGE

College staff were delighted when Oscar-winning actor George Clooney recorded a brief message wishing them all a Merry Christmas. The message received thousands of "hits" for the College as it was shared on newspaper sites across the UK. If you missed it, you can watch it here: <http://bit.ly/2eRdvy2>



GLASGOW ROYAL CONCERT HALL EVENT

In August, more than one thousand West College Scotland staff met at a special event in the Glasgow Royal Concert Hall. Our Principal Audrey Cumberford congratulated everyone on the progress the College had made through their efforts since the merger of Clydebank, James Watt and Reid Kerr Colleges just three years before. She also gave her assessment of the challenges that lay ahead and colleagues were able to question her on her vision of the future of WCS. Staff also enjoyed the opportunity network and knowledge-share over lunch and throughout the rest of the day.



NATIONAL AND GLOBAL CONNECTIONS



West College Scotland continues to strengthen partnerships with colleagues and agencies at home and abroad.

Our global activities are an important part of what the College does, both in terms of our funding and reputation. We work with Scottish Development International, among others, seeking opportunities for our many talented lecturers, business enterprise professionals and other staff. Our expertise ranges from teaching, to quality assurance and assessment, all of which are sought after in those areas of the world looking to develop their own educational infrastructure.

WE ARE ACCREDITED BY



The College strengthened its partnerships in Vietnam in 2016 when it signed a Memorandum of Understanding with colleagues from Lilama2 Technical College and representatives from Dong Nai province. A state-of-the-art multi-billion dollar international airport is to be built in the province to serve the nearby capital, Ho Chi Minh City. WCS is providing training to help develop a local workforce with the skills to deliver this huge infrastructure project.

In Malaysia, we continue to extend our collaborations with new partners. The College now has more than twenty Memorandums of Understanding with institutions in the country, covering STEM subjects such as Computer Technology, IT Support, Mobile Skills Technology, Multimedia Graphics, Interior Architecture, Automotive Engineering and Hospitality.

In December 2015, nineteen teachers from Shenyang, in North East China's Liaoning Province, attended a six-week teacher development course at West College Scotland. They gained a new perspective on teaching English and were able to see for themselves the innovative teaching techniques used by the College. The course helped teachers prepare for the University of Cambridge's Teaching Knowledge Test, an internationally recognised benchmark for quality teaching.

At home, the College works with national training groups, Sector Skills agencies, professional organisations and chambers of commerce. This allows us to provide the most up-to-date training and qualifications in a range of disciplines and confirms our expertise and ability to provide the skills needed by the new and existing workforce.



Our work with the Energy Skills Partnership has allowed the College to build capacity in renewable

technologies, which has also provided WCS with commercial advantages in selling our training services to local employers and individual customers.



INSTITUTE OF THE
MOTOR INDUSTRY

ENGLISH UK
member



CAMBRIDGE ENGLISH
Language Assessment

Authorised Centre.

Accredited by the



for the teaching
of English



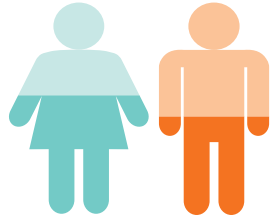
Institute of
Leadership &
Management



NATIONAL AND GLOBAL CONNECTIONS

SCOTLAND'S BIGGEST COLLEGE - AT A GLANCE

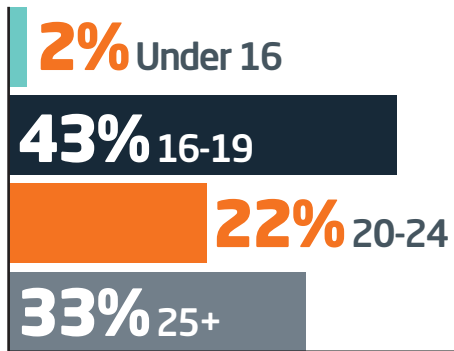
21,500
students



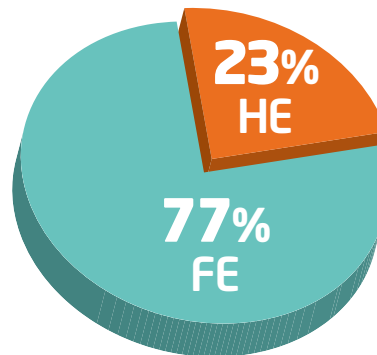
56% female
44% male

1 in 5
West Region
school-leavers come
straight to WCS

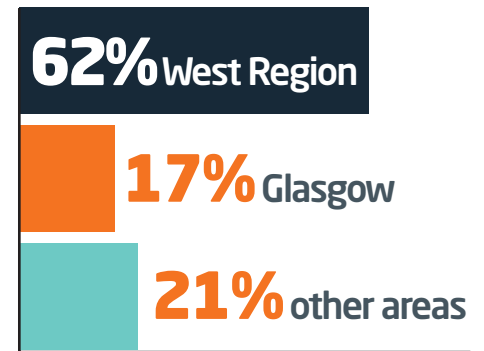
By age:



By mode of study:



By residence:



1,211 staff
(885 Full-time Equivalent)

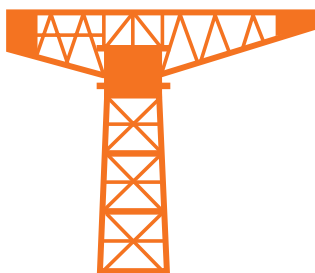
£67 million
annual turnover

£40 million
spent on salaries

45% of WCS learning
delivered to students from Scotland's
20% most deprived communities

95% of
successful students going onto
positive destinations

Campuses in



Clydebank



Greenock



Paisley

Working with **5** local authorities



East Dunbartonshire Council



Teaching **4,000** pupils on **57** courses in **32** schools, accounting for **9%** of all college education delivered to Scottish schools.

AT A GLANCE

Clydebank Campus

College Square, Queens' Quay
Clydebank, G81 1BF

Greenock Campus

Finnart Street
Greenock, PA16 8HF

Paisley Campus

Renfrew Road
Paisley, PA3 4DR