

## **Student Association Update – May 27<sup>th</sup>, 2025**

### **Student President update**

Over the past few months, my focus has been to enhance the visibility and accessibility of the Student President role. I have actively engaged with students to address the various challenges they have encountered, as well as those reported through the various communication channels. Below are some of the key issues I have personally been working on.

- Enhancing the visibility and accessibility of the Student Association President, ensuring students feel supported and empowered to seek assistance. This has been achieved through a strong presence on campus, proactive outreach to students and classes, and a commitment to maintaining an open-door policy.
- Introduced a proposal for halal food options, promoting inclusivity and respect for cultural needs.
- Provided one-on-one support for students, helping them navigate academic and personal challenges.
- Help to revive and support student clubs and societies to foster a more vibrant campus community.
- Helped in partnership to organise and participate in collaborative events with other colleges to exchange best practices and ideas.

Through these actions and the past few months, I aimed to build a more inclusive, supportive, and connected student community. By engaging directly with students and listening to their needs, I feel I have helped to shape a positive atmosphere where every student feels welcomed, heard, and represented. My efforts contributed to both individual well-being and the broader improvement of student life at West College Scotland.

### **Student Association Liaison Officer**

As Laura prepares to move on from this role, concluding her time with us on June 6<sup>th</sup>, 2025, we want to formally express our deepest appreciation for the impact she has made in such a short period. Her presence, expertise, and dedication have been instrumental in strengthening the association's position. We are incredibly grateful for the contributions of Laura, who joined this pivotal staff position in November 2024. Over the course of her tenure, Laura has played a vital role in supporting the Student Association, offering unwavering dedication to both staff and students alike. Her commitment to enhancing student engagement and experience has been truly invaluable. While we will greatly miss her contributions, we wish Laura every success in her future endeavours.

This role remains essential to the ongoing success of the Student Association, ensuring continuous improvements in student engagement and overall college experience. A staffing request has been processed, and the team await the go ahead of the recruitment process.

### **Improving student representation – Class Reps 2025/26**

The Student Association Liaison Officers will oversee the newly proposed system for Reps recruitment for the 2025/26 academic year. This transition will allow the Student Presidents to dedicate their time and efforts to advancing their manifestos and effectively representing the student body.

We are committed to building on the work initiated by Laura in November, further strengthening the recruitment and support structure for Reps. Staff will provide comprehensive training, ensuring Reps

are well-prepared for their roles. Additionally, we will continue to enhance communication channels between Reps and the Student Association, facilitating timely responses to concerns and fostering a more engaged and responsive student community.

### **Re-structure of Student Association within the College**

A proposal paper, developed with the support of the SRC, presents recommendations for structural changes to the Student Association at West College Scotland. Specifically, it advocates moving from the current model of two full-time president roles, which has proven ineffective this year, as both candidates resigned due to the overwhelming demands of the position. We have proposed three part-time campus student presidents. This new proposal will be submitted to SMT for approval.

### **WCS Student Association Elections 2025/26**

#### **Timetable**

<b>Candidate Briefings</b>	Tuesday 22 <sup>nd</sup> April – Friday 2 <sup>nd</sup> May
<b>Nominations</b>	Tuesday 6 <sup>th</sup> May – Friday 9 <sup>th</sup> May
<b>Campaigning</b>	Monday 12 <sup>th</sup> May – Friday 23 <sup>rd</sup> May
<b>Voting</b>	Monday 26 <sup>th</sup> May – Friday 30 <sup>th</sup> May

We are now entering the final week of the presidential elections, with the SALO overseeing and coordinating the process. To ensure candidates are well-informed about the responsibilities of the role, mandatory Candidate Briefings were conducted during the first two weeks. Attendance at these sessions was a prerequisite for eligibility to run for a presidential position. These briefings have played a crucial role in the election process, leading some students to withdraw upon gaining a clearer understanding of the role's demands and assessing their ability to fulfil its duties effectively. By the time of the meeting, we anticipate having three newly appointed campus presidents in place.

**June 2025 Update:** The WCS Student Association sabbatical officers elections have resulted in successful recruitment of three part time SA Presidents with an individual campus responsibility. It is felt that this approach will strengthen awareness and profile of the SA across the college. The SA value the offer of support and mentoring from the Chair of the Learning, Teaching and Quality Committee and are committed to partnership working with college staff to ensure that the student voice is impactful at all levels.

### **Student Voice**

The Students' Association recently conducted a survey regarding the no-smoking policy currently in place at West College Scotland. Feedback was gathered from class representatives and has been shared with the relevant staff members. In the coming weeks, we will be facilitating pre-exit discussion groups as part of the TQEF planning for the 2025/26 academic year.

### **Academic year 2024/25**

Before departing from their respective roles, both Laura and Karam will prepare a comprehensive handover document outlining their responsibilities, key operational priorities, and the critical areas of focus for staff and presidents throughout the academic year. Additionally, the incoming presidents will undergo an intensive, two-week, personalised CPD and induction in July to ensure they are prepared for the new academic year. This personalised CPD will continue throughout their time as a campus president.

### WCS Student Survey

The findings from the recent student survey will be shared with the newly appointed presidents, and appropriate actions will be implemented to address areas requiring improvement. The table below highlights key aspects that the association needs to focus on and enhance. A more in-depth evaluation of the Students' Association will take place once the incoming staff assume their roles.

The outgoing staff will also have an opportunity to reflect on the survey results providing valuable input in their handover documentation.

Student Survey 2024/25	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
The College Students' Association influences change for the better.	20.14%	35.88%	3.58%	2.03%	38.38%
	56.02%		5.61%		
The College has an effective and robust student representation system.	25.00%	61.42%	10.46%	3.12%	
	86.42%		13.58%		
I know who my Students' Association president is and how to find/contact them.	20.70%	42.11%	21.73%	15.46%	
	62.81%		37.19%		
The students' association effectively represents the student body.	20.02%	55.43%	17.42%	7.13%	
	75.45%		24.55%		
Communication between the students' association and the student body is effective.	20.19%	51.53%	19.87%	8.40%	
	71.71%		28.27%		

<b>Title of Paper</b>	<b>WCS Chair's Report</b>
<b>Presented by:</b>	Waiyin Hatton, Chair of the Board
<b>Recommendation:</b>	<b>To Note</b>
<b>Status:</b>	<b>PUBLIC</b>

**Purpose / Executive Summary:**

The Chair of the Board of Management provides Board Members with an update of activities since the last meeting held in March 2025

**Recommendations:**

The Board is asked to note the update provided.

**Implications:**

**Financial**

**Student Experience**

**People**

**Legal**

**Reputational**

**Community/ Partnership  
impact**

**Environment**

**Equalities**

Not applicable for this report.

## **Chair's Report**

Welcome to the last meeting of the Board in the 2024-5 academic year before we all, hopefully, enjoy a sunny break.

This marks a significant milestone in the College's 'history' as we bid farewell to Liz, our Principal and Chief Executive, and welcome Anne Campbell to take over the baton from 7 July 2025. You will be pleased to know that not only Liz and Anne have been meeting regularly to ensure a smooth transition, Anne and I have also met a number of times to underpin this.

Thank you to all Board members and Senior Management Team who were able to attend the Board Strategic Session on 12 May 2025. Whilst financial challenges ahead are immense, the session enhanced our understanding of the actions being taken forward by our Team to address these as well as ways to future-proof the College.

You will see later on the agenda that we have completed this year's Internal Effective Review of the Board and there are helpful suggestions on what we want to do differently and better. Thank you to all those who have contributed to the review.

On the external front, Liz and I attended the final Colleges Scotland Board at the end of March and also the AGM which approved the change in the organisation's governance arrangement to a new and smaller Board of Trustees with independent and sector leader trustees. I am now one of the trustees in my capacity as Chair of the Colleges Scotland Chairs Group.

I am delighted to hear about the amazing feedback from various Board members who were able to attend some of the year-end student shows. Credit to the students and also our staff!

Finally, I want to record my sincere appreciation to Board members and staff who enabled a successful recruitment campaign for the new Principal appointment.

Enjoy the summer break!

Dr Waiyin Hatton  
Chair

<b>Title of Paper</b>	<b>Audit &amp; Risk Committee Co-opted Member</b>
<b>Presented by:</b>	<b>W Hatton, Chair of the Board</b>
<b>Action:</b>	<b>To Ratify decision of Nominations Committee</b>
<b>Status:</b>	<b>PUBLIC</b>
<b>Linked To:</b>	
<b>KPI(s)</b>	n/a to this paper
<b>Strategic Objective</b>	Our Sustainability (financial)
<b>Strategic Risk</b>	Financial risk
<b>Context:</b>	Item has been discussed with Nominations Committee

**Purpose / Executive Summary:**

Following a request from the Chair of the Audit & Risk Committee to extend the current co-opted Member, Brian Logan for a second year, the Nominations Committee agreed to the extension request made via email on 13 May 2025.

Brian has made valuable contributions during his time on the committee, demonstrating dedication, expertise, and a strong commitment to our work. His ongoing involvement would be greatly beneficial as we continue to navigate the funding challenges and address upcoming projects. Brian has provided insights into financial and risk matters, which have aided the Committee's decisions. His deep understanding of financial strategy, risk, budgeting and analysis has been beneficial to the ongoing work of the Committee.

Given the importance of financial oversight in our current and upcoming projects, we strongly believe that Brian's continued involvement is essential for the Committee. His expertise will remain a key asset in helping us navigate our financial decisions.

**Recommendations:**

The Board of Management is asked to **ratify the** decision from the Nominations Committee to continue with Brian Logan's co-opted membership to the Audit & Risk Committee for a second year, to the end of 2025/2026 academic session.

<b>Implications:</b>	
<b>Financial</b>	Additional financial expertise on Committee
<b>Student Experience</b>	Not relevant to this report
<b>People</b>	No people resources linked to report
<b>Legal</b>	No legal implications associated
<b>Regulatory</b>	Additional financial expertise provided to Committee
<b>Reputational</b>	No reputational risks or benefits associated
<b>Community/ Partnership impact</b>	No community implications associated with this report
<b>Environment</b>	No environment implications associated with this report
<b>Equalities</b>	Compliance with EDI regulations and best practice

<b>Title of Paper</b>	<b>Committee Change of Name</b>
<b>Presented by:</b>	<b>G Hunt, Chair of LTQC</b>
<b>Action:</b>	<b>To Approve</b>
<b>Status:</b>	<b>PUBLIC</b>
<b>Linked To:</b>	
<b>KPI(s)</b>	n/a to this paper
<b>Strategic Objective</b>	
<b>Strategic Risk</b>	
<b>Context:</b>	Item has been discussed and agreed at LTQ Committee

**Purpose / Executive Summary:**

The purpose of this paper is to seek approval from the Board to change the name of the Learning, Teaching & Quality Committee to the **Student Experience & Quality Enhancement Committee**.

Over time, the scope and responsibilities of the committee has evolved and following discussions at the Committee meetings, it has been agreed to change the name to more accurately reflect its full role and better align with similar committees in other colleges.

The name change will have no impact on the committee's composition, responsibilities or authority. If approved, and as per annual process, the Committee remit will be reviewed and updated during the summer months.

**Recommendations:**

The Board of Management is asked to **approve** the request from the Learning & Teaching Committee to change its name to **Student Experience & Quality Enhancement Committee**.

<b>Implications:</b>	
<b>Financial</b>	Not relevant to this report
<b>Student Experience</b>	Name change highlights importance of student experience
<b>People</b>	No people resources linked to report
<b>Legal</b>	No legal implications associated



<b>Regulatory</b>	Not relevant to this report
<b>Reputational</b>	No reputational risks or benefits associated
<b>Community/ Partnership impact</b>	No community implications associated with this report
<b>Environment</b>	No environment implications associated with this report
<b>Equalities</b>	Compliance with EDI regulations and best practice

<b>Title of Paper</b>	People Policies
<b>Presented by:</b>	Joe Rafferty
<b>Recommendation:</b>	<b>To Approve</b>
<b>Status:</b>	<b>PUBLIC</b>
<b>Linked To:</b>	
<b>KPI(s)</b>	n/a
<b>Strategic Objective</b>	Our People
<b>Strategic Risk</b>	9

**Purpose / Executive Summary:**

Two key policies are attached, these have been discussed and agreed at the Corporate Development Committee meeting held on 10 June 2025. These are:

- Organisational Change Policy
- Freedom of Information and Environmental Regulations Policy

**Recommendations:**

The Board are requested to **approve** the policies following recommendation from Corporate Development Committee.

**Implications:**

<b>Financial</b>	There are financial implications associated with the Organisational Change Policy in that organisational change will bring about changes in the College's financial position.
<b>Student Experience</b>	There are student experience implications associated with the outcome of organisational change, but not directly associated with the release of the policy.
<b>People</b>	There are significant people implications associated with these policies.
<b>Legal</b>	The FOI and Environmental Regulations Policy is designed to adhere to current legal instruments.
<b>Reputational</b>	There are reputational implications associated with these policies, but the policies are designed to drive improvement and adherence to legislative guidelines.
<b>Community/ Partnership impact</b>	There are no direct community / partnership implications associated with this report.
<b>Environment</b>	There are environmental implications associated with this report since one of the policies covers Freedom of Information and Environmental Regulations.
<b>Equalities</b>	There are potentially equality implications associated with organisational change, but not in relation to the release of the policy in itself.

<b>Title of Paper</b>	Modern Slavery Annual Statement
<b>Presented by:</b>	Joe Rafferty
<b>Recommendation:</b>	<b>To Approve</b>
<b>Status:</b>	<b>PUBLIC</b>
<b>Linked To:</b>	
<b>KPI(s)</b>	n/a
<b>Strategic Objective</b>	Our People
<b>Strategic Risk</b>	9

**Purpose / Executive Summary:**

This paper is offered in line with our duty under the Modern Slavery Act 2015 to produce a Modern Slavery Statement. This paper represents a review of our statement which we undertake annually. The Statement has been submitted to the last Corporate Development Committee held on 10 June 2025. Once approved and signed the statement will be reformatted for external publication.

**Recommendations:**

The Board is asked to **approve** the statement for publication, following recommendation from Corporate Development Committee.

**Implications:**

<b>Financial</b>	Students can be confident that the work for an organisation which takes ethical and legal considerations seriously.
<b>Student Experience</b>	The College's employment checks help to ensure we do not employ staff who may have been part of a modern slavery scheme, or are being exploited in a similar way.
<b>People</b>	The statement complies with with the Modern Savery Act 2015.
<b>Legal</b>	This is an element to the College's commitment to Fair Work and protects the College's reputation with regard to the Modern slavery issue.
<b>Reputational</b>	In publishing this statement the College is contributing to ensuring that modern slavery in the community is eliminated as far as possible.
<b>Community/ Partnership impact</b>	No applicable.
<b>Environment</b>	Thid statement represents an important aspect of the College's commitment to equalities.
<b>Equalities</b>	Students can be confident that the work for an organisation which takes ethical and legal considerations seriously.

## **Modern Slavery and Human Trafficking Statement**

Financial Year Ending 31 July 2025

Issued Pursuant to Section 54(1), Modern Slavery Act 2015

### **Introduction**

This statement is made in accordance with Section 54(1) of the Modern Slavery Act 2015 and outlines the steps taken by West College Scotland (WCS) during the financial year ending 31 July 2025 to prevent modern slavery and human trafficking within our organisation and supply chains. It is reviewed and approved annually by the College's Board of Management.

### **Our Commitment**

West College Scotland adopts a zero-tolerance approach to all forms of modern slavery and human trafficking. We are committed to acting ethically, transparently, and responsibly in all our operations and supply relationships. We work only with partners and suppliers who share and uphold this commitment to human rights, dignity, and fair treatment.

### **Our Policies**

To support our commitment, we operate several policies and procedures that mitigate the risk of modern slavery. These include:

- Sustainability and Social Responsibility Statement
- Equal Opportunities Procedure
- Public Interest Disclosure (Whistleblowing) Policy
- Recruitment and Selection Policy
- Safeguarding and Prevent Procedures

These policies are reviewed regularly to ensure they remain effective and aligned with evolving legislation and best practice.

## **Supply Chains and Procurement Controls**

Our supply chains cover a diverse range of goods and services, including:

- ICT equipment and services
- Professional services
- Estates and facilities management
- Food and catering
- Books, teaching materials, and printing
- Furniture and stationery
- Waste and recycling services

We recognise that some supply chains, particularly those linked to global manufacturing and raw materials, may present higher risks of forced labour or human exploitation.

## **Risk Management and Due Diligence**

To mitigate these risks, we have implemented the following controls:

- Membership of APUC

We work closely with Advanced Procurement for Universities and Colleges (APUC), which requires suppliers to adhere to the Sustain Supply Chain Code of Conduct—prohibiting forced, involuntary, or underage labour and requiring safe, fair working conditions.

APUC is a founder member of Electronics Watch, which independently monitors working conditions in the electronics industry.

- Regulated Procurement Practices

All regulated procurements require suppliers to declare any convictions under the Human Trafficking and Exploitation (Scotland) Act 2015 or related legislation. Where a

conviction exists, suppliers must demonstrate evidence of 'self-cleansing' or they will be excluded from the process.

#### - High-Risk Categories

We use the Sustainable Public Procurement Prioritisation Tool to assess risk in categories such as ICT, estates, catering, laboratories, and travel.

#### - Modern Slavery Certificate

For procurements outside of framework agreements (above £50,000 for goods/services and £2 million for works), suppliers must complete a Modern Slavery Certificate outlining the steps they take to prevent human trafficking and forced labour.

### **Our People**

#### - Recruitment and Vetting

All new staff undergo rigorous right-to-work checks, and where agency staff are used, we contract only with vetted agencies. All staff and contractors working with vulnerable individuals are required to be members of the Disclosure Scotland PVG Scheme, which discloses any relevant convictions or concerns.

#### - Pay and Working Conditions

WCS is a Living Wage Employer. We fully comply with UK employment and health and safety legislation. Our internal policies promote fair, safe, and supportive working environments, including wellbeing and family-friendly practices.

#### - Whistleblowing

Employees are encouraged to raise concerns without fear of reprisal. Reports are treated seriously and investigated under our Public Interest Disclosure Policy.

## **Training and Awareness**

- All procurement and HR staff are required to complete modern slavery training which includes identifying risk, understanding College procedures, and knowing what to do if exploitation is suspected.
- Awareness is promoted across the organisation via internal communications and information shared on staff and student intranet platforms.

## **Breaches and Accountability**

Allegations of human rights breaches by WCS staff will be investigated thoroughly and may result in disciplinary action, up to and including dismissal. Where violations are found within supply chains, we will take corrective action, which may include contract termination for serious or unremedied breaches.

## **Monitoring Effectiveness**

We are committed to continuously improving our processes. The College will monitor and review the effectiveness of its actions and update this statement annually to reflect progress and any changes in law, guidance, or organisational practice.

## **Approval**

This statement was approved by the Board of Management of West College Scotland on [insert date once approved] and is published in accordance with the requirements of the Modern Slavery Act 2015.

Liz Connolly

Principal and Chief Executive

**Board of Management**

**Monday 23 June 2025, 4pm, Abercorn 1, Paisley Campus**

**Agenda No: 15.1**

<b>Title of Paper</b>	<b>Audit &amp; Risk Committee Chair's Report</b>
<b>Presented by:</b>	Ronald Leitch, Chair of Audit & Risk Committee
<b>Recommendation:</b>	<b>To Note</b>
<b>Status:</b>	<b>PUBLIC</b>

**Purpose / Executive Summary:**

The Chair of the Audit & Risk Committee will provide Board Members with an update of discussions at the meeting held on 28 May 2025.

**Recommendations:**

The Board is asked to note the update provided.

**Implications:**

<b>Financial</b>	Not applicable for this report.
<b>Student Experience</b>	
<b>People</b>	
<b>Legal</b>	
<b>Reputational</b>	
<b>Community/ Partnership impact</b>	
<b>Environment</b>	
<b>Equalities</b>	



## Highlights

1. The Audit & Risk Committee met via Teams on 28 May 2025. No apologies were noted from Members,
2. Stephen Pringle, WBG (Internal Auditors) advised the Committee that the internal audit programme had worked well during the year and that there were no concerns to raise. Two additional interim audits on Student Funding had taken place earlier in May, and these completed the planned audits for 2024/2025.
3. An informative presentation was received by Mark Doyle, Head of Finance, on the work of the Finance Team, which included projects and reviews across the finance systems and processes as well as some wider scope projects including other areas of the College. The Committee noted the creation of a sector wide Technical Accounting Group, of which WCS was at the forefront.
4. Brian Stobbs, Head of IT & Digital gave a presentation and update on the CIVICA project. He noted the scale of the project and the timeline over a two-year period. Update given on the RAG status of areas of the project and the reasons for each, including current risks and known critical issues, which were all being covered within the Project Tracker. This also included developments that WCS staff have informed CIVICA as requirements to improve the overall product. A list of the activities undertaken in the last reporting period and the key activities to take place were also noted, as well as the meeting reporting structure. A roadmap of developments taking place between 2024-2026, as well as areas currently being scoped and future activities still to be assigned were also noted. The project plan and tracker were available to all staff on the intranet as well as regular updates issued by email.
5. A full discussion on the budget setting for 2025/2026 and year end outturn which included.
  - The predicted deficit position of £622k and the reasons for this movement
  - The need to ensure the recurring savings are implemented.
  - Work ongoing to manage the cash position; to determine and establish savings for future years.
  - The risk associated with the student credits position and the need to ensure we meet the credit target.
  - The indicative funding received showing an overall increase of 3%, however, the need to ensure the teachers' pension and pay funding form part of the overall core funding going forward.
  - Seeking clarification from SFC on why WCS is placed within the premia family group with Edinburgh and City of Glasgow Colleges and the calculations behind the mitigations deductions.
  - No mention of the Employers NI increase and the assumption 60% will be received.
  - A current deficit forecast of £3.7m in 2025/26 and the initiatives being undertaken to close the gap.
  - The final funding allocation letter was still awaited from SFC.
6. Committee members noted the work undertaken by the Committee over the year, meeting its terms of reference. There were no major issues or concerns raised on the work of the Committee.
7. The review of the Internal Auditors confirmed satisfaction with their performance and effectiveness and the positive contribution of SP in his role as lead auditor. Again, no issues were raised in this area.

8. The Strategic Risk Register was discussed and some amendments agreed. This will now be reviewed regularly by SMT and submitted to Board and Committees as agreed.
9. Work continues on KPI reporting for Board and Committees, with work undertaken to ensure accuracy of data and how best to use this. A presentation was given on the use of Power BI to provide a dashboard of information on People, Curriculum and Finance, and how this high-level report would look. Members were asked to provide any feedback on the proposals and that the first report would be submitted to the Board meeting in June 2025.
10. An update was given on the approaches being taken to identify cost reduction savings for 2025/2026 and the work underway through the SOFT (Shaping Our Future Together) programme.
11. An oversight of the level of insurance cover at the College for the coming year.
12. External Auditors provided an update on their proposed audit strategy, noting that the risks and significant issues noted were in line with previous years.
13. Internal Audit Reports on Civica, Freedom of Information and Risk Management were also discussed. Recommendations identified to be taken forward within the Rolling Audit Action Plan.
14. Internal Audit Plan for 2025/2026 was approved by the Committee.
15. All current live actions on the Rolling Audit Action Plan were in progress and scheduled to be completed within the stated deadlines.
16. A new Organisational Change Policy was noted by the Committee, this would be submitted to the Corporate Development Committee for approval.

**Board of Management**

**Monday 23 June 2024, Abercorn 1, Paisley Campus**

**Agenda No: 15.2**

<b>Title of Paper</b>	<b>Learning, Teaching &amp; Quality Committee Chair's Report</b>
<b>Presented by:</b>	Gordon Hunt, Chair of LTQ Committee
<b>Recommendation:</b>	<b>To Note</b>
<b>Status:</b>	<b>PUBLIC</b>

**Purpose / Executive Summary:**

The Chair of the Learning, Teaching & Quality Committee will provide Board Members with an update of discussions at the meeting of the Committee held on 4 June 2025.

**Recommendations:**

The Board is asked to note the update provided.

**Implications:**

<b>Financial</b>	Not applicable for this report.
<b>Student Experience</b>	
<b>People</b>	
<b>Legal</b>	
<b>Reputational</b>	
<b>Community/ Partnership impact</b>	
<b>Environment</b>	
<b>Equalities</b>	

1. The Learning, Teaching & Quality Committee met via Teams on 4 June 2025. Apologies were noted from J Couto-Phoenix and D Donaldson.
2. Brian Stobbs, Director of IT & Digital gave a presentation and update on the CIVICA project. He noted the scale of the project and the timeline over a two-year period. Update given on the RAG status of areas of the project and the reasons for each, including current risks and known critical issues, which were all being covered within the Project Tracker. This also included developments that WCS staff have informed CIVICA as requirements to improve the overall product. A list of the activities undertaken in the last reporting period and the key activities to take place were also noted, as well as the meeting reporting structure. A roadmap of developments taking place between 2024-2026, as well as areas currently being scoped and future activities still to be assigned were also noted. The project plan and tracker were available to all staff on the intranet as well as regular updates issued by email.

The Committee raised concern that staff wellbeing remains an amber risk, but were assured that there were not any major concerns and that it had been kept high to remain as a priority. They also noted that the recruitment and admissions team were involved and engaged in the process to ensure continuous improvements.

3. Work continues on KPI reporting for Board and Committees, with work undertaken to ensure accuracy of data and how best to use this. A presentation was given on the use of Power BI to provide a dashboard of information on People, Curriculum and Finance, and how this high-level report would look. The progress was welcomed and the desire of Board Members to have a balance scorecard approach to reporting was noted. Members provided comments and were also asked to provide any further feedback on the proposals for the first report being submitted to the Board meeting in June 202
4. The Students Association report gave an update on the work undertaken by the Student President to provide support and increase visibility and accessibility to all students. His work also include additional information being shared on students Personal Evacuation Plans (PEEP). Proposals were being discussed with SMT on three part-time Student Presidents as well as Liaison Officers for the SA.
5. A presentation was given on all areas of operation of the Educational Leadership Team and the following was highlighted
  - The credit target for 2024/2025 had now been met.
  - Update on student recruitment for 2025/2026.
  - The College is on track to meet the additional income target of £4.042m and the opportunities available for innovative expansion.
  - The new SFC Funding Model placing WCS in 'Family 6' alongside City of Glasgow and Edinburgh Colleges. Discussions ongoing with SFC due to the demographics of WCS being very different to the others in the group.
  - The proposals contained within the SFC's College Transformation Framework and what this could mean for the College.
  - Update on the Quality Standards Committee discussions, including qualification audits; approval of two new qualifications; student surveys and feedback; proposals to strengthen student voice; number of complaints received over the period; two risks highlighted pertaining to SQA late enrolments and actions being taken to mitigate risk.

- Update on the preparation and planning for the Tertiary Quality Enhancement Framework (TQEF) review due to take place in May 2026.
  - Update on Student Services & Experience including resolving CIVICA issues.
  - Update on Student Wellbeing, Counselling & Safeguarding including the excellent support provided by the student counsellors.
6. A presentation was given on the Educational Leadership Transformation and way forward and the following was highlighted:
    - The Committee were asked to consider what makes up the **educational character** of an institution and noted the elements that could be included.
    - Three risks agreed for scrutiny at LTQ are Risk 8 (meeting evolving changes to regional, national and student needs); Risk 9 (Reputational); Risk 11 (Alternative Income Generation).
    - A high-level data summary showing scale of WCS; make up of each campus; growth in different types of learners; national benchmarking of FE and HE and action planning required on 'red' areas; curriculum areas requiring further deep dive to ensure quality of learning and teaching is robust and consistent; student satisfaction and engagement; how good is our student experience.
    - Transformation project areas for consideration and questions to be asked. The Committee noted maintaining a presence in Inverclyde is a core priority of the Board, particularly with workshop activity in construction, engineering and apprenticeships.
  7. A summary of the work undertaken by the Committee during 2024-2025, giving assurance on the fulfilment of its terms of reference.
  8. Items also available on the Board Teams Library for members information included the CIVICA and Risk Management Internal Audit Reports.
  9. Agreement of the name change for the Committee, to Student Experience & Quality Enhancement Committee, which would now be submitted to the Board for final approval.

Board of Management

Standing Items at every Meeting	Minutes of Previous Meeting
	Schedule of Business
	Student Association Report (LTQ)
	Chief Executive’s Report
	Chair’s Report
	Committee Chairs’ Reports
	Minutes of Committee Meetings
	Governance Updates
	Estates & Projects Update
	Risk Management /Strategic Risk Register
	Procurement approvals
	KPIs Dashboard
	SOFT updates

Autumn Meeting (October)

Governance:	Additional Items known for meeting
	Committee Remits
	Code of Conduct
	Draft Annual Report (ARC)
	Membership (new members), Dates Meetings (current year)
	Legislative Compliance (FOI/DP etc)
	Articles / Standing Orders / Scheme of Delegation
	Final IA Annual Report (acad year just ended)
	Internal Audit Plan (current acad year)
	Register of Interests Summary
	SA Partnership Agreement (annual)
	SFC Outcomes Framework, Assurance Model & TQEF
	Review of College Financial Regulations (ARC)
	Financial Year End Update
	Budget & Financial Forecast

Student	
Learning & Teaching	
Finance / Estate/Risk	
People:	
Annual Updates	SE of Committees (results) Financial Regulations (ARC/CDC) Health & Safety Policy (CDC) Public Interest Disclosure (Sept 25) (ARC) Student Recruitment & Admission Policy (LTQ) Business Continuity (April 25) (ARC/CDC) Hosp & Gifts (july 25)(ARC) Safeguarding Policy (July 25) (LTQ) Risk Management (Sept 26) (ARC) Corp Strategy Objective Monitoring
Policies:	Digital Strategy (LTQ and CDC) Procurement Strategy (CDC) CS Underpinning Strategies
Strategies:	

Winter Meeting (December)

Governance:	Additional Items known for meeting
	Internal Audit Annual Report (ARC) (previous - part of year end information)
	Report from Audit & Risk Committee to Board (ARC)
	External Auditor Annual Report & Letter of Rep (ARC)
	Board Development Plan – Mid Year Review
	Chair’s Appraisal Outcome (verbal)
	Financial Statements & Annual Report for the year end 31 July (current year) (ARC/CDC)

Corporate Reporting	
Student	
Learning & Teaching	TQEF/ Self Evaluation Action Plan(LTQ) Financial Year End Update (ARC/CDC)

Finance / Estate/Risk	Management Accounts (ARC/CDC)
	Financial Forecast (ARC/CDC)
People:	HR & OD Annual Report (CDC)
	Staff Survey Results
Annual Updates	H&S Annual Statement - CDC?
	<b>Sustainability Statement (Annual)</b>
Policies:	Fee Policy
	Data Protection
Strategies:	Corporate Strategy
	Business Transformation (SOFT)
	Sustainability
	Procurement
	Estates

### Spring Meeting (March)

Governance:	<b>Additional Items known for meeting</b>
	Proposed dates of meetings for following year
	Board Effectiveness Review (internal or external) (process)
Corporate Reporting	<b>Compliance Report</b>
Students	
Learning & Teaching	TQEF
Finance / Estate/Risk	
	Management Accounts to January
	Draft Budget 2024/2025 and Financial Forecast Update (draft)
	PCIP Report (ARC) (every 2 years)
People:	
Annual Updates	Equality Mainstreaming Report (every 2 years) 2025
	Sustainability Statement (Annual)
Policies:	Health & Safety
	Dec & Mgt Interest (May 26)
	Records Mgt Policy (Mar 26)
Strategies:	
	Curriculum Strategy Progress

### Summer Meeting (June)

Governance:	<b>Additional Items known for meeting</b>
	Agreed dates of meetings for following year
	Self-Evaluation of Board and Committees Results
	Board Development Plan (annual)
	Internal / External Effectiveness Review Report
	IA Reports
	IA Annual Report (current year)
Corporate Reporting	
Student	
Learning & Teaching	
	Management Accounts
	Budget 2024/2025 and Financial Forecast Update (final)
People:	
Annual Updates	<b>Modern Slavery Statement</b>
Policies:	
Strategies:	
	Student Health & Wellbeing Strategy