

West College Scotland Board of Management

Minute of Meeting held on Monday 23 June 2025

Present:

Hilary Cameron (HC)
Liz Connolly (LC)
George Cooper (GC) (Teams)
Jillian Couto-Pheonix (JCP)
(from BM 1125)
Dave Donaldson (DD) (Teams)
Waiyin Hatton (WH) **(Chair)**
Gordon Hunt (GH)
Joanne Kerr (JK) (Teams)
Ronald Leitch (RL)
Samantha Mason (SM)
Jane McKie (JM)
Fiona McLaren (FM) (Teams)
Danny McMahon (DM) (Teams)
Jackie Russell (JR) (Teams)
John Scott (JS) (Teams)

In attendance:

Nicola Connelly (NC), Director of Finance & Estates
David Leese (DL), Vice Principal Operations (Teams)
Angela Pignatelli (ARP), Vice Principal Educational Leadership
Susan McDonald (SMc), Governance Manager (Minutes)
Joe Rafferty (JR), Director of HR & OD

BM1117	Declaration of Interest The standing declarations of interests of members, as available on the Register of Interests on the College website, were noted as current. There were no specific interests declared regarding the items on the agenda for the meeting.
BM1119	Welcome & Apologies DD, LC and staff attending joined the meeting from this point. WH welcomed AP to her first official Board meeting as Vice Principal (VP) Educational Leadership. Apologies were noted from A Barron, T Dillon, K Mohamed and G Rice.
BM1120	Minutes of Meetings held on 23 March 2025 The Board approved the Minute of the meetings held on 23 March 2025 as an accurate record of discussions.
BM1121	Actions from the Minute & Matters Arising The Board noted the updated actions since the last meeting and agreed that completed actions can be removed.

BM1122	Student Association Report In the absence of KM, SM updated on the report provided. She highlighted the following: • The election process for the Student President roles had now been completed and successful candidates would be made known to the Board in due course when all HR checks had been completed. • Student Association were hopeful that the Student Association Liaison Officer role would be recruited to in the near future. LC advised that proposals for the new structure and roles for the Student Association were being discussed at the next Senior Management Team (SMT) meeting. ARP advised that the proposals included three part-time Student President roles, one per campus, as well as the Student Association Liaison Officer roles. It was hoped this new structure would harness the student voice and was also in line with the new Tertiary Quality Education Framework (TQEF) model. The Board noted its thanks to K Mohamed for his work undertaken in the Student President role over the last few months. The Board noted the update provided and looked forward to receiving further information on the new Presidents and structure for the Student Association.
BM1124	Chair's Report The Board noted the Chair's report provided for information. Audit & Risk Committee Co-opted Member Following the request from the Chair of the Audit & Risk Committee (ARC) and the recommendation from the Nominations Committee, the Board approved the continuation of the co-option of Brian Logan to the ARC for a second year to the end of the 2025/2026 academic session.
BM1125	Corporate Strategy / Key Performance Indicator (KPI)Reporting The Strategic Performance Report provided builds on previous updates to the Board in March 2025 and to the recent Board Committee cycle. The report takes the form of a 'Balanced Scorecard' approach and was noted as being the first step in a process and would be further developed throughout 25/26. The format covers a high-level summary of the 4 main pillars of finance, people, curriculum and student experience and will align to the Corporate Strategy, Strategic Risk Register, and map with the new Tertiary Quality Education Framework (TQEF). Content will continue to develop based on feedback and the timely availability of data. A full discussion ensued on the KPIs noted for each of the four

	areas, both qualitative and quantitative data and the planned works or actions to improve where and if required. The following was noted: • The amount of work gone into get the reporting to this stage and the Board thanked everyone involved. • The need to ensure targets were ambitious but realistic. • The use of sector benchmarking needs to be relevant. ARP advised that a watchful eye would be kept on this and that the College would look to align to comparable colleges in size, scale and performance. It was also noted that several colleges had now joined Tribal, who provide national sector benchmarking. • Further developments will include linking each of the sections to ensure continuous improvement, as well as a sense check to see if anything is missing or may not be required. • Information will also be used to drive performance and productivity and ensure a positive student experience. • Some of the indicators may only be able to be reported on at certain times during the year. • Trend data to be added, graphical where possible. • PowerBI being a useful interactive tool for all staff and the Board, with the transparency of targets and the provision of live internal data. It also gave the ability to drill down from high-level summary to individual team or course level information. • Collaborative work to be done with the Students Association to increase student participation in national surveys. • Once approved, the inclusion of SOFT and Be the Change projects progress against savings to be included. • Appendix to be included, showing KPI owner, reporting period and some informative narrative on each and how any calculations are made. Action: Executive The Board noted and agreed the initial content and format of the report and that this will continue to develop and looked forward to receiving regular updates.
BM1128	Change of Committee Name GH, Chair of the Learning, Teaching & Quality Committee advised the Board of the discussions and proposals to change the name of the Committee to Student Experience & Quality Enhancement Committee. The Board approved the name change for the Committee.
BM1129	Board Governance .1 End year Review of Board Development Plan for 2024/2025 The Board approved the end year review on the action plan for 2024/2025

	.2 Board Internal Effectiveness Review Summary .3 Board Development Plan 2025/2026 The Chair updated on the effectiveness review summary and proposed development action plan for 2025/2026. She noted the format changes in the action plan to outcomes. The action plan was split into sections as per the Code of Good Governance, with the survey reference areas noted. A separate appendix on operational actions would be taken forward with the new Principal to ensure all comments and issues raised within the survey are covered. An additional comment was received on the criteria set used (needs review / adequate / ideal). This will be fully reviewed and updated in advance of the next annual survey, as well as the number of questions within the survey and the framework to be used for the exercise. The Board approved the effectiveness review summary and the proposed development action plan for 2025/2026 and agreed for this to be submitted to SFC and published on the College website.
BM1130	Policies Recommended for Approval Freedom of Information Organisational Change Having been fully discussed and agreed at the Corporate Development Committee, the Board approved both new policies.
BM1131	Modern Slavery Annual Statement Having been fully discussed and agreed at the Corporate Development Committee, the Board approved the annual statement for publishing.
BM1132	Committee Chair Updates The Board noted the papers provided and the further updates highlighted by each Chair: ARC – 28 May 2025 • Discussions on the budget included how to ensure the right mitigations are in place, and how to track performance. • CIVICA presentation and the work carried out on CIVICA with the Internal Audit report. Feedback to be submitted to APUC (Advanced Procurement for Universities and Colleges) on CIVICA not being fully fit for purpose for the Scottish Further Education (FE) sector, although noted as number one provider on their framework. • No concerns raised by the external auditors on the College's approach with regards to RDEL/CDEL.

	LTQC – 4 June 2025 • A restructure on how the Committee works to allow more meaningful discussions on the educational development of the College. The timings of additional invited input would be reviewed further. • A number of provocations had been shared with members for further discussion. CDC – 10 June 2025 • Full discussion on budget, including the committee's confidence with the amount of work and rigour on managing finances. It was noted there was still some way to go, however the savings initiatives being put in place were noted. • Approval given to restart the Finnart Campus workshop block roof works, having been previously approved by the Board.
BM1133	Internal Governance Activities The Board noted the updates provided within the report.
	Items for Information:
BM1134	Committee Minutes ARC – 28 May 2025 (Draft) LTQC – 4 June 2025 (Draft) CDC – 10 June 2025 (Draft) The draft minutes of the three committee meetings were provided for information to the Board.
BM1135	Schedule of Business & Updated Membership List The Board noted the Schedule of Business proposed for 2025/2026 year.
BM1136	Date of Next Meeting Monday 6 October 2025, 4pm, Greenock, Finnart Campus
BM1137	AOCB The Board noted formal thanks to the outgoing Student President, Karam Mohammed and looked forward to welcoming the new Student Presidents for 2025/2026. The Chair, on behalf of the Board, noted that this would be the last meeting for David Leese, VP Operations, as he leaves the College to move to a new venture. She thanked David for the work undertaken particularly within the SOFT developments and renewed vigour on data analysis during his time at the College.

	The Chair, on behalf of the Board, noted that this was also the last meeting for Liz Connolly. She formally thanked Liz for her continued hard work for the College over the last twelve years. Her compassionate and fair leadership style was highlighted as well as her passion for learners and the student experience. Her continued work on growth and ambition for the future of the College, in parallel with the financial and external challenges faced. The Board fully echoed the sentiments shared. LC thanked the Board for their guidance and support to SMT and the College over the years. She noted huge confidence in the College going forward with the new Principal and talented and committed senior management team in place. She further noted her plans to continue to look out for WCS and advocate for both the College and the Sector. The Chair wished all Board Members a good summer break and looked forward to 2025/2026 session. Graduation Ceremonies were noted as Greenock, The Beacon – Tuesday 9 September 2025 Paisley, Town Hall – Wednesday 17 September 2025 Clydebank, Town Hall – Tues 23 September 2025 The next Board Meeting would be Monday 6 October 2025 at Greenock Campus.
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