WEST COLLEGE SCOTLAND

Board of Management

Monday 6 October 2025, 4pm, Abercorn 1 Paisley

Agenda No: 4.1

Title of Paper	Student Association Updates and Revised SA Constitution
Presented by:	Freshta Qaderi and Samantha Mason
Recommendation:	To Approve the revised constitution
Status:	PUBLIC
Linked To:	
KPI(s)	recruitment, student experience
Strategic Objective	Students, Partnerships, People and Future
Strategic Risk	If the SA profile is not impactful leading to a risk of not harnessing the student voice.

Purpose / Executive Summary:

As discussed at the Student Experience & Quality Enhancement Committee and updated following the meeting, this report is to provide the Board with a comprehensive update on the activities and initiatives delivered by the Students' Association over the past few months and to seek formal approval of the revised Students' Association Constitution.

Recommendations:

The Board is asked to note the updates provided and **approve** the revised Students' Association Constitution.

Implications:	
Financial	There are no direct financial implications associated with this paper.
Student Experience	SA working to Enhance the student experience across all campus with various events and representation
People	There are no human resource implications associated with this paper.
Legal	There are no legal implications associated with this paper.
Reputational	There are no reputational implications associated with this paper.
Community/ Partnership impact	Work with Internal communities to raise awareness of the student association
Environment	There are no environmental implications associated with this paper.
Equalities	There are no equality implications associated with this paper.

Student Association Board Paper – Updated September 25th, 2025

The period following the conclusion of the 2024/25 academic year has been particularly active for the Students' Association. Notably, three new Campus Student Presidents have been successfully elected.

Freshta Qaderi	Greenock Campuses
Summer McCafferty	Clydebank Campus
Samantha Mason	Paisley Campus

The Presidents started their roles in July 2025 and participated in a range of training and support activities throughout the summer. These included attendance at key sector events such as the *NUS 'Leading Change'* conference in Dundee and the Sparqs *'That's Quality'* event held at Queen Margaret University. In addition, the college facilitated a series of workshops and support days during July, designed to enhance everyone's personal attributes and further develop the skills essential for their roles and responsibilities.

Student Association Liaison Officers

Approval has been granted for 1.5 FTE (Full-Time Equivalent) SALO temp staffing positions. Recruitment for these roles is currently underway, interviews week beginning 22/09/25 with the expectation that successful candidates will be in post by end of October 2025.

Freshers Engagement

- 500+ students attended Paisley Freshers
- 180+ students attended Finnart Freshers
- 170+ students attended Waterfront Freshers
- 350+ students attended Clydebank Freshers
- Over sixty vendors will have participated across the 4-day Freshers programme.

Student Services & Wellbeing

- Freshta raised concerns regarding the discontinuation of the free breakfast provision. In response, the Principal and Vice Principal took swift action to reinstate the service, ensuring continued support for students who depend on it.
- Freshta is also in discussions with the Senior Leadership Team to explore opportunities for enhancing the breakfast offering during the winter months.
- Preparations are underway to involve various departments in supporting the upcoming Wellbeing Days, fostering a collaborative approach to student health and wellbeing.

Up and coming Events & Initiatives

- Meta Performance Week is currently in the planning stages and aims to support student development by providing targeted upskilling opportunities.
- In celebration of Black History Month.
- Freshta is exploring the possibility of hosting a Multicultural Day, designed to celebrate diversity and promote cultural awareness across the campus.

- New clubs and societies have been successfully launched at the Paisley Campus, receiving strong student engagement. There is growing interest in establishing an additional "Geek Club" to meet demand across 2 campuses.

Student Representation & Training

- Currently recruited 348 class reps spread over 159 programmes.
- Class Representative Training started week beginning 15th September, with an evening session specifically designed to accommodate part-time students and apprentices. An email was circulated to all Curriculum Quality Leaders (CQLs) requesting the nomination of Class Representatives.
- Currently 130 class reps have been trained, training will continue over the coming weeks.
- CQLs and Heads have been informed of programmes with no Class reps (290 Programmes)
- We have recruited 15 members for the Student Rep Council with 10 more wishing to join.
- Currently recruited 9 Liberation Officers.
    - 3 LGBTQ+, 1 Women's Officer, 2 Disability Officers, 1 Wellbeing Officers, 1 Bame Officer and 1 Community outreach/community provision Officer names to follow.
- Meetings will be held with the SRC and Liberation officers over the next few weeks to discuss plans for the 2025/26 session.
- Student leads for TQER Freshta Qaderui. Student lead for STEP has also been identified.

Student Voice

Over the past few weeks, the Presidents have gathered student feedback through surveys conducted at Fresher events and during class rep training. Here are some of the key findings.

- The application process and beginning of the academic year were generally smooth, based on responses from 200 students.
- Students reported difficulties accessing funding staff early in the term. Limited on campus availability made it hard for some to get support, and more access to face-to-face meetings were suggested.

Additional concerns have emerged from conversations with students on campus and feedback from class reps during their training sessions.

Catering Facilities

Students have raised several concerns regarding the catering services:

- Catering services end at 2pm on all campuses, leaving no access to food or hot drinks during afternoon breaks.
- Prices are considered too high for many students.
- The Greenock campus lacks a proper selection of hot food options.
- Long queues, limited food choices, and food running out are common.
- There are no microwaves available for students to heat their own meals.
- Hot water for items like noodles is unavailable.
- The Waterfront campus has been without catering services for the past two weeks.

Class Size Concerns

Students are worried about small class sizes at certain campuses and whether these classes are at risk of being cancelled.

Next Steps

Student Presidents will be contacting the Curriculum Quality Leaders (CQLs) in the affected areas to gather more information.

Raising the profile of the Students' Association and Student Presidents

A key priority moving over the next few weeks is to enhance awareness of the Students' Association and its role in supporting the student community. The successful Freshers' events, the class rep training, the recruitment of SRC and Liberation officers as well as the President's Graduation speeches served as a strong foundation.

The SA will build on this momentum with a comprehensive awareness campaign, incorporating promotional materials such as posters and targeted social media content. Additionally, campus presidents will engage directly with class groups by visiting classrooms to further promote the Association and its services with support from the SRC, liberation officers and the class reps.

The Presidents agree that the new term has had an incredibly positive start and are eager to build on this momentum through continued collaboration with both internal teams and external partners.

Board of Management
Monday 6 October 2025, Abercorn 1, Paisley Campus
Agenda No:

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

Purpose / Executive Summary:

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

Recommendations:

The Board is asked to note the update provided.

Implications:	
Financial	Not applicable for this report.
Student Experience	
People	
Legal	
Reputational	
Community/ Partnership impact	
Environment	
Equalities	

Chair's Report

Welcome back to the 2025-2026 academic year and trust you have all had the chance for a reasonably sunny break.

First of all, welcome to Anne Campbell, Principal and CEO of West College Scotland, to her first Board meeting in this capacity. Although she took up post only in early July, she has already brought new dimensions and initiated developments in a short time.

Welcome is also extended to Freshta Qaderi, Student President Clydebank Campus, new Board member to her first Board meeting. And also to Summer McCafferty, Student President Paisely Campus, attending as Observer.

I am also delighted to welcome Nicola Connelly to the Board meeting in her capacity as the newly appointed Interim Vice-Principal Operations; and similarly, to Mark Doyle, as Interim Director of Finance and Estates.

I had the tremendous pleasure of attending the Staff Awards and Staff Long Service Awards across all three campuses on 12 August. It was extremely inspiring to hear the stories behind each Staff Award winner in the respective categories.

Celebrations continued into the graduations during the second half of September. These are highlights of the year as we saw the excitement, pride and joy of the graduates and their loved ones marking the end of one chapter and the beginning of a new one. In addition, we were treated to the award of Fellowships to two former Board members Linda Johnston and John Leburn for their outstanding contributions to the Board.

I want to record sincere thanks to all the staff for making the above events such memorable occasions.

Finally, I want to update the Board that, following the Board's Internal effectiveness Review, the action for the Chairs of the Board and Committees to meet will begin prior to the December 2025 Board meeting.

Dr Waiyin Hatton
Chair, Board of Management

Board of Management
Monday 6 October 2025, 4pm, Abercorn 1 Paisley
Agenda No: 12

Title of Paper	Organisational Development and Human Resources Report 2024-25
Presented by:	Joe Rafferty, Director Organisational Development
Recommendation:	To Approve
Status:	PUBLIC

Purpose / Executive Summary:

This paper provides Board with updates on a range of activities covered by the Organisational Development and HR Directorate from August 2024 to July 2025 and reviews several key performance indicators..

Recommendations:

Following recommendation from the Corporate Development Committee the Board of Management is asked to **approve** the report to publish.

Implications:	
Financial	None
Student Experience	None
People	The bulk of the report contains people data which helps to inform policy or improvement initiatives in a variety of areas.
Legal	The report provides a degree of reassurance that statutory requirements are being met particularly as regards Health and Safety, FOI, Data Protection and equalities.
Reputational	The information on key initiatives helps promote the Colleges adherence to good practice.
Community/ Partnership impact	None
Environment	None
Equalities	The report reflects the College's mainstreaming report which reinforces proactivity around equalities issues.

OD&HR Report 2024-25

Working at West

WEST COLLEGE SCOTLAND

Content

Introduction

This OD&HR Report offers a summary of the activities undertaken by the Organisational Development and HR Team from August 2024 to July 2025, providing key updates to the Board of Management.

Performance indicators within the report are benchmarked against external standards, including the Scottish Government, CIPD, SFC, Brightmine, and the Office for National Statistics.

2024-25 marks the third full year of our People Strategy 2030, built around four strategic themes:

One College Culture: Promoting pride in the College's vision, demonstrated through everyday behaviours.

West College Scotland Experience: Aiming to be a sector-leading employer, providing a safe, inclusive, and supportive environment where staff can reach their full potential.

Effective Leaders and Managers: Developing agile, supportive leaders who empower staff to own their professional growth.

Maximising Organisational Capability: Enhancing our structure and processes to support optimal performance in alignment with College goals.

Every initiative is aligned with the People Strategy 2030, ensuring a cohesive approach. This report outlines progress across these themes and updates on the Wellbeing Strategy for staff.

OD & HR Key Performance Indicators 2024-5

HEADCOUNT

955 ▼ 30

TURNOVER

13.1% ▲ 1.6%

External Benchmark: 35% Raconteur (CIPD analysis)

ABSENCE RATE

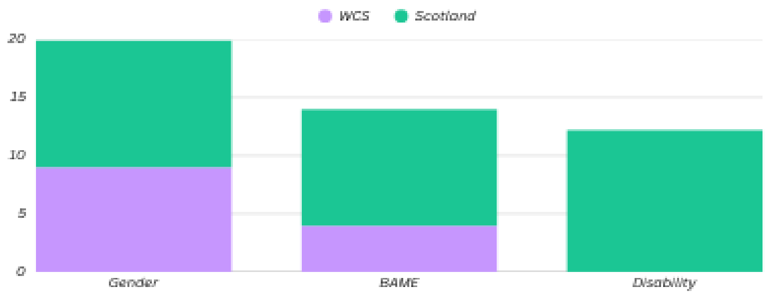
5.7% ▲ 1.4%

External Benchmark: 2% Office for National Statistics

Equality, Diversity and Inclusion

- 59% Female (41% Male)
- ▲ 2.4% — 4.9% BME Staff
- ▲ 0.7% — 7.6% Staff with a Disability
- 49% 42-57 Highest Age Bracket

% Pay Gaps



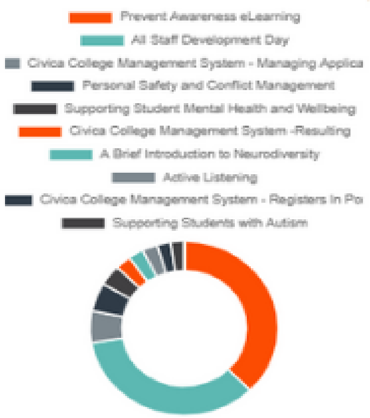
The Gender Pay Gap slightly increased but it also increased nationally. There were also more female leavers. The BAME pay gap decreased and we closed the disability pay gap.

Evolve

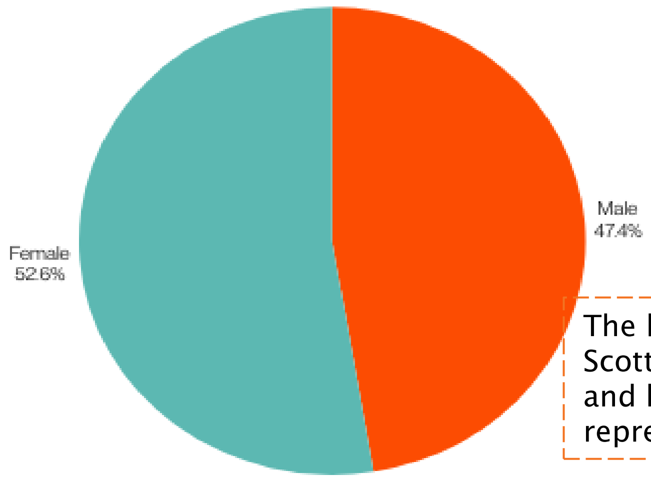
84% Mandatory Learning Compliance

Total CPD Hours	6715
Total My Conversations	67
Total Operational Goals	62
Total Development Goals	66
Total Skills Profiles	491

Top 10 Engagement



Board Gender Diversity



The board has surpassed Scottish Government Target and has more female than male representation.

Wellbeing

51	Staff 1:1s
43	Individual Staff Supported
7	Wellbeing Initatives
7	EPA Engagements

Working at West

OD & HR Key Performance Indicators 2024-5

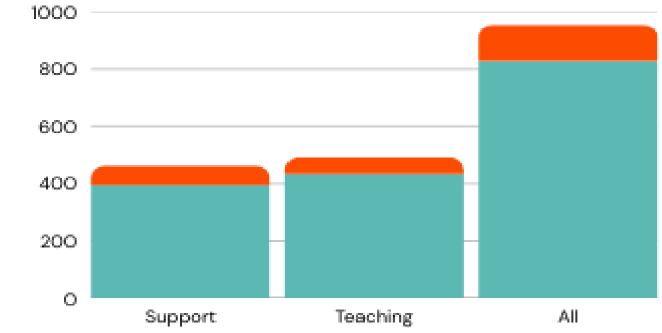
Headcount
955

Turnover
13.1%

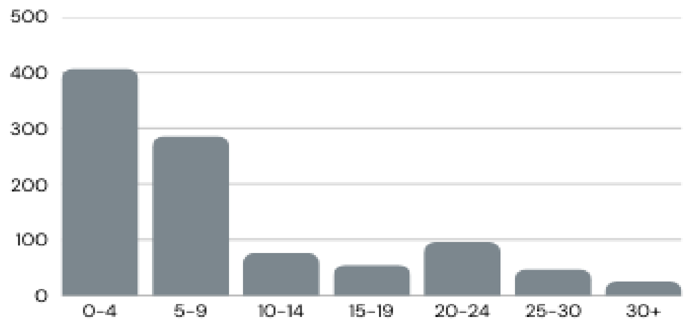
Absence Rate
5.7%

Days Absence
10,738

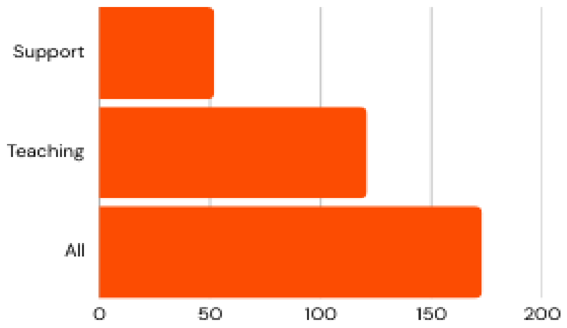
Permanent and Temporary Contracts



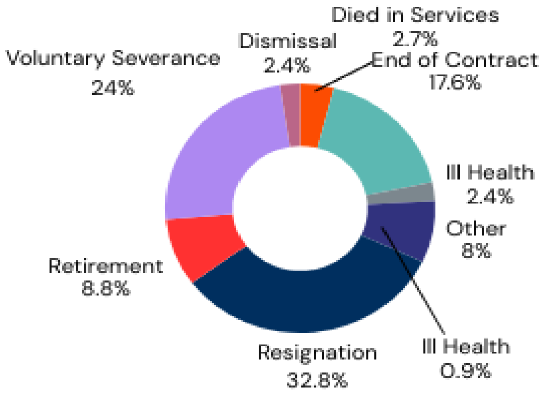
Length of Service



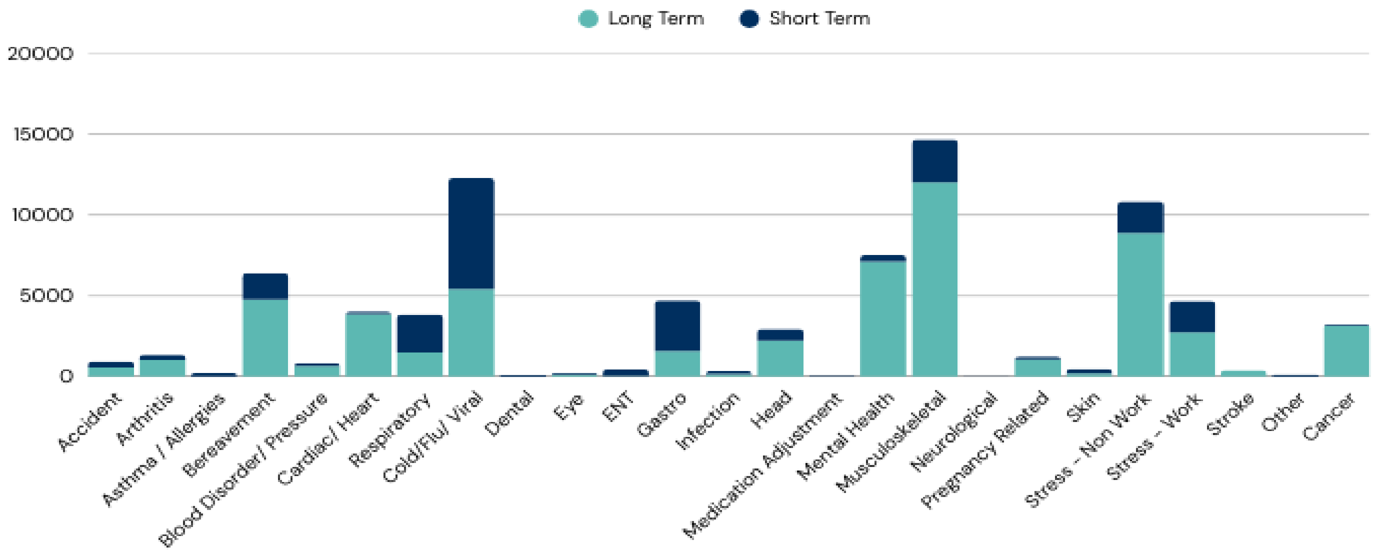
Number of Leavers



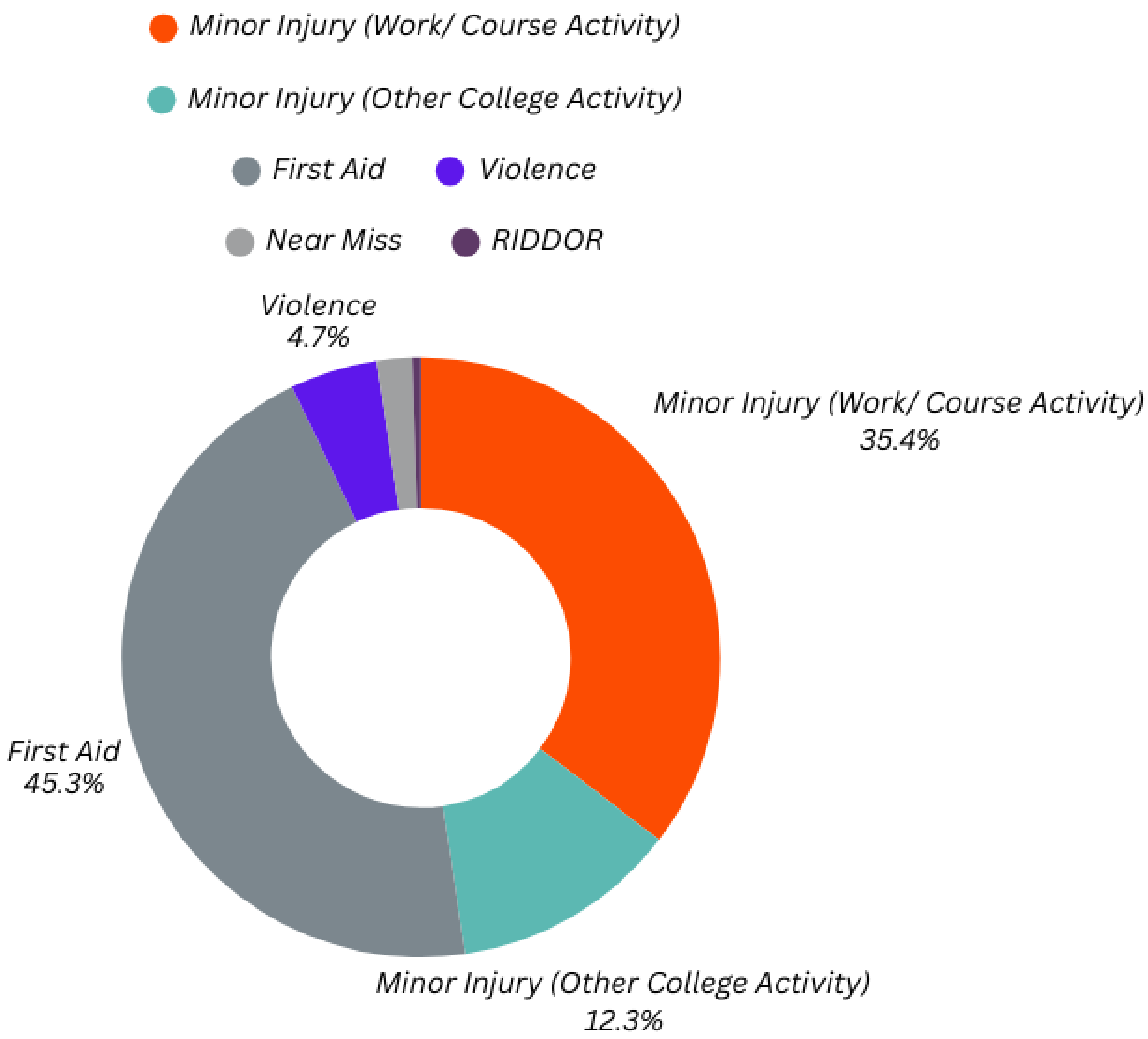
Reasons for Leaving



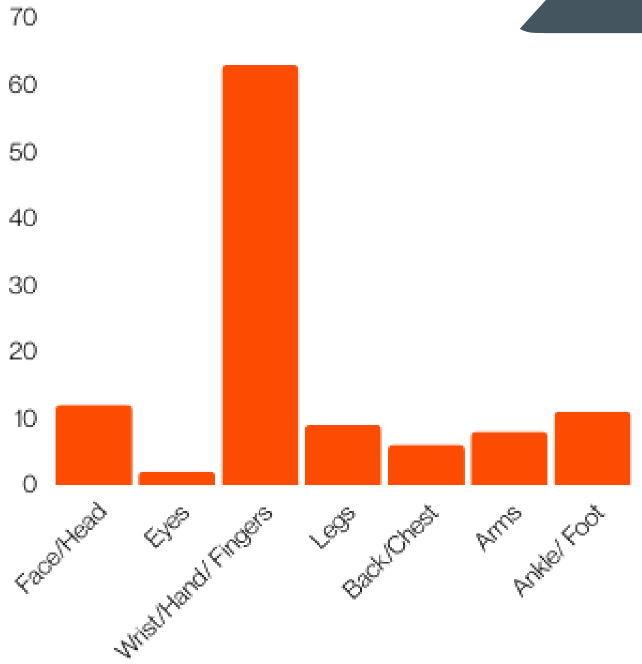
Absence Reasons



Health and Safety
Categories



Health and Safety
Number of Accident and Incidents



10.8% ▼2.1 Staff

86.3% ▲9.3 Student

2.9% ▼7.2 Other

OD & HR Key Performance Indicators 2024-5

Freedom of Information Requests

Categories of Request	2024-25 Requests	2023-24 Requests	Type of information requested	Responses out with statutory timescales
Student Data	1	5	Disciplines, appeals	
HR Data	9	12	VS, Pay awards, salary bands, Recruitment agencies, Training Policies, Union DOCAS info	0
Finance Data	3	5	Legal costs, Investments, Fair Trade	0
Estates & Buildings	2	6	Asbestos, Legionella	0
IT Provision and use	6	4	Hardware, Software details, Printing, Network, telephony contract and procurement information. HR/Finance systems.	0
Teaching and Assessment	1	2	College cuts to ASN courses	0
Other	3	6	Protected characteristics, Inclusive communications, Award ceremonies	0
Reviews requested	1	0	IT Appeal	0
Total Number of Requests	**26**	**40**		

Data Protection Requests

Nature of Request	Student Personal Data	Staff Personal Data	CCTV	Other	Total
Police Scotland	5				**5**
Solicitors	7	2			**9**
Staff Member		3			**3**
Student	3		1	2	**6**
Local Authority	2	1			**3**
Insurance Company					
Students Awards Agency Scotland	4				**4**
Other (member of public)					
Total	**21**	**6**	1	**2**	**30**

8 data breaches

1 required referral to the ICO

11045 individuals involved*

*One data breach had the potential to impact all students however no evidence of harm indicated, ICO noted mitigation and took no further action.

People Strategy Update 2024-5

Objective: One College Culture

Promoting pride in the College's vision, demonstrated through everyday behaviours.

- We finalised two reshaping projects for Estates and IT, Digital and Data – using the 'Be the Change' approach to ensure staff were engaged in changes that affect them.
- We had our 4th annual staff awards recognising a range of individuals and teams who have made significant contributions towards the success of the college.
- We have continued to encourage participation with Evolve, noted by the significant levels of compliance in mandatory training and we have revamped our 'My Conversations and Goals guidance and elements of the system.
- We developed a revised People Strategy which will be launched following the review of the Corporate Strategy.

People Strategy Plans for 25-26

Objective: One College Culture

Promoting pride in the College's vision, demonstrated through everyday behaviours.

- This year, our focus will be engaging with and supporting our staff through significant challenges, opportunities and change. This will involve a range of communication and engagement methods including pulse surveys, drop-in sessions, regular communication updates and visibility of leaders across various events.
- We will work with SLT to further embed the 'One College' ethos, being clear on our vision, values and behaviours and supporting leaders to embed these in everything they do.
- We will launch our Leadership Development Programme, aimed at equipping leaders at all levels to be confident in their role, particularly in this season of change.

People Strategy Update 2024-5

Objective: West College Experience

Aiming to be a sector-leading employer, providing a safe, inclusive, and supportive environment where staff can reach their full potential.

- In the last year, we have refreshed our Wellbeing Strategy and enhanced our offering to staff with the procurement of a new innovative wellbeing platform.
- We have reviewed our Equality, Diversity and Inclusion Policy and continued to work with our EDI Committee to enhance productivity and use short life working groups to generate impact in key areas. We continue to make good progress with the National and WCS Specific Equality Outcomes.
- We have continued to refresh and create new policies and procedures in line with legislation and best practice. These include a Fertility Policy, a refreshed Special Leave policy and a refreshed Mental Health and Wellbeing Policy.
- We have procured and launched a new Occupational Health and Health Surveillance service which demonstrates better value for money and allows for robust contract management.
- The 'Be the Change' approach continues to put individuals at the centre of changes being made with regular contact with Trade Unions and the individuals experiencing the change.

People Strategy Plans for 25-26

Objective: West College Experience

Aiming to be a sector-leading employer, providing a safe, inclusive, and supportive environment where staff can reach their full potential.

- In the year to come we will finish our programme of refreshing and adding to our employee policies and procedures and work with the Communications team to develop a Policy Hub for staff where all policies, procedures and supporting documents will be easily accessed.
- Our wellbeing programme for 25-26 around all aspects of wellbeing is up and running. This includes dedicated staff wellbeing days and work to establish West as a trauma informed college.
- We will further develop our plans around ED&I, working to embed it into everything we do.
- We will consider options to enhance our employee self - service portal, automating processes to increase employee satisfaction and engagement.

People Strategy Update 2024-5

Objective: Effective Managers & Leaders

Developing agile, supportive leaders who empower staff to own their professional growth

- The learning and development provision for managers and leaders continues to be available on Evolve and has been further developed and refreshed.
- Our West Leaders Bulletin continues to receive good feedback, keeping our Leaders up to date on all relevant OD and HR topics.
- We have developed performance dashboards for SLT to ensure visibility of key metrics around absence, EDI stats, temporary hours and more.
- As part of the 'Be the Change' approach, managers are consulted separately from their staff to understand the similarities and difference and to cater for managers specific needs.
- HR have encouraged managers to take on more of an active role in recruitment and selection and supporting attendance.
- The programme of reshaping is helping us understand the key metrics for talent and succession planning of manager and leadership roles.

People Strategy Plans for 25-26

Objective: Effective Managers & Leaders

Developing agile, supportive leaders who empower staff to own their professional growth

- This year we will launch the new enhanced leadership programme.
- We will relaunch our leadership behaviours and help leaders to embed these into all aspects of their role.
- We will begin a process to provide clear succession planning for senior leaders.
- We will enhance our mentoring and coaching provision for leaders.
- We will empower leaders to take more responsibility for their teams through changes to policies and increased guidance.
- We will further develop our manager reports to ensure all operational managers have access to key information to increase data driven decision making.
- We will reshape our OD and HR teams to ensure the highest level of specialist support for our leaders.

People Strategy Update 2024-5

Objective: Maximising Organisational Capability

Enhancing our structure and processes to support optimal performance in alignment with College goals.

- Strategic Learning Plans have been developed again this year and have allowed targeted and individual L&D offerings to be arranged.
- Work is nearly finished to enhanced the recruitment and onboarding portal and this includes an updated induction process.
- We have launched our new Temporary Contract Management System (TCMS) giving us greater visibility on requests for additional hours and cover, assisting with budget planning and financial controls.
- We have finalised our brand new Organisational Change policy with the Trade Unions and relaunched our project management and managing change frameworks.
- We have completed both the Estates and IT reshaping, with positive trade union engagement and teams fit for a different future.

People Strategy Plans for 25-26

Objective: Maximising Organisational Capability

Enhancing our structure and processes to support optimal performance in alignment with College goals.

- This year we will progress with a number of projects under the Shaping our Future Together programme, including a skills focussed organisation, workforce planning and multiples projects relating to a wide scale organisational review.
- We will roll out our new supporting attendance policy and process, which involves significant changes to roles and responsibilities of line managers. We will support this with learning and development, guidance documents and HR input at key stages.
- We will further embed ‘My Conversations’ and ‘Goals’ into how leaders talk to, support and develop their teams.
- We will define our performance framework, including goal setting at all levels, KPI's and Service level agreements and a capability policy to support performance improvement.

Wellbeing Strategy Update 2024-5

Over the past year, our commitment to supporting staff wellbeing has been reflected in a wide range of initiatives, services, and strategic developments. These efforts have helped us better understand and respond to the evolving needs of our workforce.

- A total of 43 staff members accessed the confidential wellbeing service, resulting in 51 support sessions. The most preferred methods of engagement were Teams and in-person meetings, highlighting the importance of flexible access options. 22 referrals were related to work-based issues or concerns, demonstrating that staff are actively seeking help for challenges within the workplace, as well as for personal reasons.

- Insights from the Wellbeing & Inclusion Survey revealed staff awareness of available support services and identified key factors impacting wellbeing at work—especially around feelings of safety and belonging. Psychological safety and inclusion are central to employee wellbeing. These areas should remain in focus to encourage a supportive and inclusive work environment.

Throughout the year, a diverse range of wellbeing activities were delivered, addressing emotional, physical, financial, and social wellbeing:

- Financial Wellbeing sessions led by experts from the Support and Teaching Pension Services, Money and Pensions Service, and our Employee Benefits Programme helped raise awareness of financial resources.

- The Menopause Awareness Group met in person to mark Menopause Awareness Day, offering staff aromatherapy and self-care tips.

- Members of staff were given the opportunity to attend Naloxone Awareness training, delivered by Scottish Families Affected by Alcohol & Drugs. This training equipped participants with the knowledge and confidence to respond to opioid overdoses.

Wellbeing Strategy Update 2024-5

- Cancer Research UK's Health Community Engagement Team joined us on campus to promote the importance of regular health checks and screening services.

The wide range of initiatives offered reflects a holistic approach to wellbeing, ensuring support is relevant to the diverse needs of staff.

- During Neurodiversity Celebration Week in March an online Neurodivergent Café provided a safe space for staff to share lived experiences. Staff also collaborated with the College Development Network's Equality Network to produce a podcast exploring the impact of neurodivergence on professional practice.

- The Step Count Challenge in April saw eight teams take part, with a dedicated Teams site encouraging friendly competition and motivation. A team from West took part in the Kiltwalk, for the fourth year, inspiring staff to not only to get active but to fundraise for The Beatson Cancer Charity, with more participants than ever completing the full 23-mile walk.

These informal, social wellbeing initiatives are highly effective in creating connection and a sense of belonging among staff.

- A review of the Wellbeing Strategy allowed us to reflect on progress made as the College emerged from the pandemic. This led to the creation of new strategic objectives that position wellbeing not as a standalone initiative, but as a shared responsibility, embedded in how we lead, connect, communicate, and support one another.

- We also took the decision to move to a more proactive approach to wellbeing, working with a new EAP provider, Hapstar, who offer a tailored approach to managing and supporting the wellbeing of staff through wellbeing assessments, personalised resources and access to therapists specialising in a range of areas that can support all aspects of wellbeing.

The strategic shift marks a maturity in our approach to wellbeing, integrating it into the core culture and leadership of the organisation.

Wellbeing Strategy Update 2024-5

- Evolve allows employees to engage with learning & resources that can increase their understanding of various wellbeing related topics, including stress at work, financial wellbeing and approaching mental health as a manager. In doing so colleagues build personal resilience as well as contribute to maintaining a safe and comfortable environment.
- By bringing Inclusion and Wellbeing together we can take a whole College approach to creating a foundation where colleagues, and students, feel respected, valued & supported – creating a sense of belonging & psychological safety.
- Sanctuary spaces are available on all campuses and offer a place for quiet contemplation, thought, reflection and prayer. The Chaplaincy team are available to offer pastoral and spiritual support and guidance for members of all faiths and none and can provide comfort in times of difficulty to both individuals and the College as a whole.
- The Active Campus Co-Ordinator offers a wide range of physical activities across the College to support colleagues and students to maintain positive physical and mental health. Enhancing opportunities to improve physical health through activities across the College also creates a positive social environment and sense of belonging.
- Developing positive relationships with external organisations such as White Ribbon, Alliance Scotland and Men Matter Scotland amongst others, allows us to highlight & educate around a variety of wellbeing issues, signpost to community supports build a strong community of support.

Wellbeing Strategy Update 2024-5

- Regular communication through our staff intranet, email and Working At West LinkedIn page on various health & wellbeing related topics allows colleagues access to information around various health and wellbeing topics, as well as highlighting supports and tools that are available to them.
- Mental Health First Aid not only allows colleagues to recognise and support others who may be displaying signs & symptoms of poor mental health, both at work and in personal settings but can also be valuable on a personal level in giving participants the opportunity to recognise when they themselves could benefit from support. We currently have Mental Health First Aiders across the College, with training being delivered in house, which allows us to continuously build this pool of support.

People Projects 2025 and Beyond

Project Roadmap

People Projects 2025 and Beyond

Communicating Change

Driving communications around change and supporting delivery of an ongoing programme of communication/consultation/workshops to help support the implementation of change.

Performance Management

To develop systems and processes for monitoring individual and team performance and implementing performance improvement measures where appropriate.

Flexible Terms and Conditions

Ensuring staffing resource are agile in terms of when. Where and how we serve the customer.

Skills Focused Organisation

To build a dataset of the skills and qualifications of individual employees. To facilitate workforce planning and redeployment.

People Strategy

To lay out the strategic direction of People Related activity for the next 3-5 years.

Upskilling and Reskilling

To prioritise upskilling/reskilling of individuals and offer appropriate development opportunities.

Workforce Planning

To develop systems and processes for forecasting, aligning, and monitoring workforce capacity and capability, ensuring the right people are in the right roles at the right time, and implementing strategies to address skills gaps and future workforce needs.

Temporary Contract Management Systems

Develop a control system for raising fixed-term contracts and controlling spending on temporary contracts and additional hours. This project is already well progressed.

Organisational Re-design

A programme of activity resulting in a reshaping of the organisational structures, establishment, and governance. Initial scoping and preparation within 3 months. Full review complete ready for implementation by end of March 2027.

Attendance Management

Introduce a new attendance management policy with some changes to procedures and train managers to actively manage attendance.

Fixed Term Contract Review

Fixed term contracts have historically been issued when the need for lecturing resource in specific areas is clearly a permanent requirement. This leads to sub optimal recruitment and the constant issue of moving staff from term to perm requirements without the appropriate planning taking place.

Board of Management
Monday 6 October 2025 at 4.00pm Abercorn 1 Paisley
Agenda No: 15

Title of Paper	Board Observers Policy
Presented by:	Susan McDonald, Governance Manager
Recommendation:	To Approve
Status:	**PUBLIC**

Purpose / Executive Summary:

The Board Observers Policy has been developed to establish guidelines for allowing individuals to attend Board of Management meetings of West College Scotland as observers, while preserving the integrity, confidentiality, and effectiveness of board deliberations

Once approved, the policy will be published on the College intranet and made available on the Board Library.

Recommendations:

Following recommendation from the Corporate Development and Audit & Risk Committees, the Board is asked to **approve** the Public Interest Disclosure Policy.

Implications:	
Financial	There are no financial implications from the proposed changes to the Policy.
Student Experience	Not applicable for this report.
People	Not applicable for this report.
Legal	Review of policy required every three years, therefore having undertaken the review complied with Corporate Development remit.
Reputational	Not applicable for this report.
Community/ Partnership impact	Not applicable for this report.
Environment	Not applicable for this report.
Equalities	Not applicable for this report.

Policy & Procedure	Board Observers Policy
Policy Area	Corporate/Governance
Version Number	Version 1.0
Approving Committee	Board of Management
Date of Approval	6 October 2025
Date of Equality Impact Assessment	23 September 2025
Date of Review	5 October 2027
Responsible Senior Manager (Job Title)	Governance Manager

History of Amendments

(this will include minor updates and changes which will not affect the version number)

Date	Version/Pages/Sections Affected	Summary of changes

Policy Statement

The purpose of this policy is to establish guidelines for allowing individuals to attend Board of Management meetings of West College Scotland as observers, while preserving the integrity, confidentiality, and effectiveness of board deliberations.

Observers may be individuals who attend one meeting only, or an individual who would qualify as a regular attender (eg anyone who attends more than 3 meeting per year or has a standing invitation.

Equality Statement

The College is committed to providing equal opportunities to ensure its students, staff, customers and visitors are treated equally regardless of gender reassignment, race, religion or belief; disability; age; marriage and civil partnerships; pregnancy and maternity; sexual orientation; sex. All policies and procedures will be impact assessed by the Equality and Diversity Manager, or should this not be possible, by an EDI experienced individual appointed by the SMT lead, prior to approval and publication.

Contents

Definition of Observer

An *observer* is any individual who is not a board member but is authorised to attend a board meeting to observe proceedings. Observers may include, but are not limited to:

- Staff members
- Students of the organisation
- Consultants or advisors
- Members of the public (where applicable)

Eligibility and Approval

- Observers must receive prior approval from the Chair of the Board via the Governance Manager.
- The number of observers permitted at any single meeting is limited to 2 unless otherwise approved by the Board.
- The Chair will invite staff or students to attend as observers. These invitations will be open to all staff and students, with attendance granted on a first-come, first-served basis, subject to the maximum number of observers permitted per meeting.
- Each observer may attend no more than two board meetings per calendar year, unless granted exception by the Chair of the Board, or designated as a 'regular attender' by the Board.

Regular Attenders

The rationale for an individual to be classed as a 'regular attender' would be:

- To maintain transparency
- To support operational continuity
- To provide technical expertise when requested

A standing observer invitation may be granted to the third appointed Student President of the Students Association.

Observer Conduct

- Observers do not have voting rights and generally should not participate in discussions unless invited by the Chair.
- Recording (audio, video, or otherwise) is prohibited.
- Observers must comply with all rules of decorum and confidentiality and follow West College Scotland's Code of Conduct and may be required to sign a confidentiality agreement.
- Observers may provide their feedback on board operations to the Governance Manager following the meeting.

Confidentiality and Closed Sessions

- Observers may attend only the **open portion** of board meetings.

- The Board reserves the right to enter **closed or reserved sessions** at any time, especially during sensitive discussions, during which observers will be asked to leave.
- All discussions and materials **deemed confidential** must **not** be disclosed by any observer.

Revocation of Access

The Board Chair reserves the right to revoke observer privileges at any time for any reason, including but not limited to disruption, conflict of interest, or violation of this policy.

Documentation and Records

- The presence of observers will be noted in the meeting minutes.
- Observers will not be provided with board papers or documents unless otherwise authorised.

Amendment of Policy

This policy may be amended by a majority vote of the Board of Management Trustees.

The policy will be reviewed at least every two years, with the next review due in October 2027.

Appendix 1 – Equality Impact Assessment

Name of policy/procedure/decision: Board Observers Policy

Provide a brief summary of the aims of the policy/procedure/decision and main activities:

Assessed By: Governance Manager	**Date: 23 September 2025**

This stage establishes whether a policy, procedure or decision will have a differential impact from an equality perspective on people who share protected characteristics or whether it is "equality neutral" (i.e. have no effect either positive or negative).

The protected characteristics are age, disability, gender reassignment, pregnancy or maternity, race, religion or belief, sex and sexual orientation.

1. Who will benefit from this (students/staff/stakeholders)? Is there likely to be a positive impact on people who share protected characteristics, and if so, how? Or is it clear at this stage that it will be equality "neutral"? i.e. will not have a differential impact on any equality group/s?   This Policy is for the benefit of students, staff and Board of Management members. The Policy will be equality neutral on students, staff and Board of Management members who share protected characteristics

2. Is there likely to be an adverse impact on people who share protected characteristics? If so, who may be affected and why? Or is it clear at this stage that it will be equality "neutral"?   The Policy will have a neutral impact on people who share protected characteristics.

3. What action will you take to ensure that you are monitoring the impact of this Procedure?   No direct equality monitoring of this policy in terms of equality data is necessary given its neutral impact.

Responsible Person: Governance Manager	**Date: 23 September 2025**

Board of Management	
Monday 6 October 2025 at 4.00pm Abercorn 1 Paisley	
Agenda No: 16	

Title of Paper	Financial Regulations
Presented by:	Mark Doyle, Director of Finance & Estates
Recommendation:	To Approve
Status:	PUBLIC

Purpose / Executive Summary:
The College has undertaken a review of the Financial Regulations based upon current operations and best practice. As there has been no changes in the Scottish Public Finance Manual (monitored monthly by the College) requirements and the Regulations have been reviewed annually, there are a limited number of proposed changes. These proposed changes do not represent fundamental amendments to the Regulations. Following approval, the updated Financial Regulations will be published on the College website and made available on the Board Library.

Recommendations:
Following recommendation from the Corporate Development Committee the Board is asked to **approve** the changes to the Financial Regulations.

Implications:	
Financial	There are no financial implications from the proposed changes to the Regulations. The changes are administrative in nature and do not impact thresholds or authorisation levels.
Student Experience	Not applicable for this report.
People	Not applicable for this report.
Legal	Review of Regulations required annually, therefore having undertaken the review complied with Corporate Development remit.
Reputational	Not applicable for this report.
Community/ Partnership impact	Not applicable for this report.
Environment	Not applicable for this report.
Equalities	Not applicable for this report.

Overview
On review the following changes are proposed:
- References to the Senior Management Team (SMT) have been updated to Senior Leadership Team (SLT).
- References to European Union Funding removed.
- Sections 17.3 – 'Purchase Orders' and 17.9 - 'Receipt of Goods and Services' have been updated to incorporate the procedures introduced under the new PECOS system.
- Section 15.7 - Limit of up to £1,500 added.
- Sections 17.11 and 18.1 updated to include the BACS intranet online process.
- Updated to include Budget Holder with delegated authority to approve BACS / CHAPS payments.

Board of Management
Monday 6 October 2025, 4pm, Abercorn 1 Paisley
Agenda No: 17

Title of Paper	Risk Management Framework
Presented by:	Nicola Connelly, Interim Vice Principal of Operations
Recommendation:	To Approve
Status:	**PUBLIC**

Purpose / Executive Summary:

In line with its remit, the Board of Management is responsible for approving the Risk Management Framework.

The Framework has undergone a comprehensive review to ensure it clearly sets out the College's approach to identifying, assessing, and mitigating potential risks. It establishes a structured and systematic process for managing risk, with defined plans in place to minimise potential impacts.

Through this strengthened Framework, the College is better positioned to achieve its corporate objectives and to enhance the quality and value of the services it provides to the community. The proposed changes are outlined in the report.

Following approval, the updated policy will be published on the College website and made available on the Board Library.

Recommendations:

Following review and recommendation from both ARC and CDC the Board of Management is asked to **approve** the Risk Management Framework.

Implications:	
Financial	There are no financial implications from the proposed changes
Student Experience	Not applicable for this report.
People	Not applicable for this report.
Legal	Review of policy required every three years, therefore having undertaken the review complied with Corporate Development remit.
Reputational	Not applicable for this report.
Community/ Partnership impact	Not applicable for this report.
Environment	Not applicable for this report.
Equalities	Not applicable for this report.

1. Overview

On review, the following changes are proposed:

1.1 The document has been updated from a Policy to a Framework to more accurately reflect its status. The College has refined its strategic structure to ensure stronger alignment with corporate requirements. The Infrastructure Strategy will now have the following underpinning frameworks:

Infrastructure Strategy

- IT & Digital Framework
- Financial Regulations
- Risk Management Framework
- Procurement Framework
- Sustainability Framework

The policies above will be updated to frameworks through the existing review process in place

1.2 A new Section 5 – ‘Risk Escalation Process’ has been introduced, setting out the procedures for escalating risks within the organisation to ensure timely and appropriate action. This addition responds to a recommendation arising from the 2024–25 internal audit on Risk Management.

1.3 The Equality Impact Assessment statement has been reviewed and updated.

1.4 References to the Senior Management Team (SMT) have been updated to Senior Leadership Team (SLT).

2 Recommendation

Following review and recommendation from both ARC and CDC the Board of Management is asked to **approve** the Risk Management Framework.

	Board of Management **Monday 6 October 2025 at 4.00pm Abercorn 1 Paisley** **Agenda No: 18**

Title of Paper	Public Interest Disclosure Policy
Presented by:	Joe Rafferty, Director of HR & Organisational Development
Recommendation:	To Approve
Status:	**PUBLIC**

Purpose / Executive Summary:
The Public Interest Disclosure Policy has undergone a comprehensive review to ensure it provides clear and consistent guidance to trustees, staff, volunteers, and representatives of West College Scotland on how to raise any concerns or disclose information that the individual believes shows malpractice, while protecting employees rights not to suffer detriment. Following recommendation from a recent internal audit, a PID form has been developed and uploaded to the College's intranet. Once approved, the policy will be published on the College website and made available on the Board Library.

Recommendations:
Following recommendation from the Corporate Development and Audit & Risk Committees, the Board is asked to **approve** the Public Interest Disclosure Policy.

Implications:	
Financial	There are no financial implications from the proposed changes
Student Experience	Not applicable for this report.
People	Not applicable for this report.
Legal	Review of policy required every three years, therefore having undertaken the review complied with Corporate Development remit.
Reputational	Not applicable for this report.
Community/ Partnership impact	Not applicable for this report.
Environment	Not applicable for this report.
Equalities	Not applicable for this report.

Key Updates

5 – whole document	"Secretary of the Board" nomenclature changed to "Governance Manager"
Version 5 – page 6	"Senior Management Team" changed to "Senior Leadership Team"
Page 12 – 8. False and Malicious allegations	"demonstrably vexatious allegations" added
Page 12 – 10. Contacts	Updated

Board of Management
Monday 6 October 2025 at 4.00pm Abercorn 1 Paisley
Agenda No: 19

Title of Paper	Hospitality, Gifts & Benefits Policy
Presented by:	Nicola Connelly, Interim Vice Principal of Operations
Recommendation:	To Approve
Status:	**PUBLIC**

Purpose / Executive Summary:

The Audit & Risk Committee remit includes the requirement to:
To review the Hospitality, Gifts & Benefits Policy every three years, or more frequently if required and recommend these to the Board of Management for approval.

The Hospitality, Gifts & Benefits Policy has undergone a comprehensive review to ensure it provides clear and consistent guidance to trustees, staff, volunteers, and representatives of West College Scotland regarding the acceptance and offering of gifts and hospitality. The policy is designed to uphold the College's values, meet legal obligations, and reflect stakeholder expectations.

The proposed changes are outlined in the report. Following approval, the updated policy will be published on the College website and made available on the Board Library.

Recommendations:

Following recommendation from the Audit & Risk Committee, the Board is asked to **approve** the changes to the Hospitality, Gifts & Benefits Policy.

Implications:	
Financial	There are no financial implications from the proposed changes to the Policy.
Student Experience	Not applicable for this report.
People	Not applicable for this report.
Legal	Review of policy required every three years, therefore having undertaken the review complied with Corporate Development remit.
Reputational	Not applicable for this report.
Community/ Partnership impact	Not applicable for this report.
Environment	Not applicable for this report.
Equalities	Not applicable for this report.

1. Overview

1.1. On review, the following changes are proposed:

1.1.1. The policy title has been amended from 'Acceptance of Hospitality, Gifts & Benefits' to 'Hospitality, Gifts & Benefits'

1.1.2. A new Section 1 – 'Scope' has been introduced, outlining the individuals to whom the policy applies.

1.1.3. The limit of registration of gifts, hospitality or other benefits has been increased from £25 to £25, due to inflation that has occurred since the original limit was set.

1.1.4. A new Section 7 – 'Awards and Prizes' has been added, providing guidance on the acceptance and provision of awards.

1.1.5. A new Section 10 – 'Providing Gifts/ Hospitality' has been introduced, setting out the procedures for offering hospitality and gifts.

1.1.6. Section 2.8 – 'Introduction' has been updated to clarify that any hospitality or gifts which are declined must also be recorded in the register.

1.1.7. Section 3.6 – 'Accepting Gifts, Benefits and Hospitality' has been updated to identify the individuals responsible for maintaining the registers.

1.1.8. Reference to the Board of Management have been incorporated throughout the document to reflect their inclusion within the policy's scope.

1.1.9. Appendix 1 has been revised to specify the updated information required when individuals register acceptance/ refusal / provision of gifts and hospitality.

1.1.10. The Equality Impact Assessment statement has been reviewed and updated.

1.1.11. References to the Senior Management Team (SMT) have been updated to Senior Leadership Team (SLT).

2. Recommendations

2.1. Following recommendation from the Audit & Risk Committee, the Board is asked to approve the changes to the Hospitality, Gifts & Benefits Policy.

	Board of Management **Monday 6 October 2025, Abercorn 1, Paisley** **Agenda No: 22 & 23**

Title of Paper	**Internal Governance Update**
Presented by:	Susan McDonald, Governance Manager
Recommendation:	**To Note and Approve**
Status:	**PUBLIC**

Purpose / Executive Summary:

This paper provides the Board with an update on any governance activities that have taken place since the last meeting. The report includes an update on the following:

- OSCR Charity Trustee Information
- Membership for 2025/2026 – Board and Committees
- Annual Review of Articles, Standing Orders and Scheme of Delegation
- Code of Conduct Review and acceptance
- Committee Remits
- Board Register of Interest Summary
- Other updates including Committee Self Evaluations; Board Member Biographies; TU Board Members; Governance Professional Steering Group; Board Training.

Recommendations:

The Board of Management is asked to:

- **Approve** the Membership of Committees (***Appendix 1***)
- **Approve** the changes requested on the Articles, Scheme of Delegation and Standing Orders (Additional Information pack)
- **Approve** and **agree** acceptance of the Code of Conduct as a Board Member (Additional Information pack)
- **Approve** the updated Committee Remits (Additional Information pack)
- **Approve** the Board Register of Interest Summary for publishing on the College website (***Appendix 2***)
- **Note** the updates provided on other governance related matters**.**

Implications:	
Financial	Not applicable for this report
Student Experience	Student Experience is considered on all activities of the College
People	Not applicable for this report
Legal	Ensuring proper governance across Board activities
Reputational	Not applicable for this report
Community/ Partnership impact	Not applicable for this report
Environment	Not applicable for this report
Equalities	Not applicable for this report

OSCR

All Scottish charities will be required to submit charity trustee information to OSCR for publishing from 2026. The names of trustees will be published on the Scottish Charity Register from January 2026 to promote transparency and strengthen public trust in the sector. From this date, only the first and last names of charity trustees will be published on the Register – trustee addresses or other contact details will not be published. No other charity trustee details will be made public unless the charity has chosen to include additional information in its annual report and accounts.

Charity trustees can also apply for an exemption from having their name published only if there is a risk to their personal safety or security. For more information about applying for an exemption, click here.

All West College Scotland trustee information requested will be submitted before the publishing date.

Membership of Board and Committees

The Membership for the Board and Committees for 2025/2026 has been added this report. This will be uploaded to the Board Teams for information. (**Appendix 1)**

Annual Review of Articles, Standing Orders and Scheme of Delegation

Following the annual review, updated governance documents and remits have been included in the Additional Information pack. The proposed changes are noted below and are submitted to the Board for approval:

Articles:
Correcting formatting and numbering.

Standing Orders:
Change of nomenclature to Senior Leadership Team

Scheme of Delegation
Change of reference to Outcomes Framework and Assurance Model (OF&AM) and Self Evaluation Action Plan (SEAP), from Regional Outcome Agreement and change of Committee name to Student Experience & Quality Enhancement.

Code of Conduct

As a recommendation made by the Internal Auditors, the Code of Conduct is submitted annually for Board Members to review and confirm they understand and will comply with the code.

Committee Remits (Agenda Item 23)

All Committees have reviewed their remits and are proposing the following amendments/additions to the Board for approval:

Audit & Risk Committee

- To ensure appropriate Assurance Framework is in place and that it is implemented appropriately.
- ensuring special investigation cases have been handled and responded to appropriately.
- To ensure establishment of appropriate performance measures and indicators to monitor effectiveness.
- To encourage appropriate liaison and co-ordination between internal and external audit, as well as the Committee and Head of External Audit.
- To review the College's compliance with Code of Good Governance, Financial Memorandum and Scottish Public Finance Manual.
- To consider and approve the College Business Continuity Plan on a regular basis.
- To advise the Board of any significant relevant reports from Scottish Funding Council, Audit Scotland and/or any successor bodies.
- To clearly state that the Principal is not a member, however may attend meetings to provide information or support discussions.
- A section on reporting arrangements

Other amendments are made to further enhance items already listed.

Corporate Development Committee

- To review, scrutinise and monitor key performance indicators and performance reports against delivery of strategic objectives.
- To consider and advise Board on strategic matters on commercial and non-SFC income and alternative funding
- To promote and retain oversight of stakeholder engagement, marketing and economic research, business development, partnerships and international developments.
- Staff wellbeing and complaints
- To hear grievance / appeals as per Public Interest Disclosure Policy.
- To consider infrastructure proposals and the disposal or acquisition of land/buildings ensuring financial viability, strategic robustness and in line with Board parameters.
- A section on reporting arrangements

Other amendments are made to further enhance items already listed.

Student Experience & Quality Enhancement Committee –

- change of name from Learning, Teaching & Quality Committee
- To provide a forum for the debate of all matters relating to learning, teaching and the student experience, and to foster excellence within the following key themes: Learning & Teaching, Student Experience & Engagement, Quality Enhancement and Quality Assurance., Business, Enterprise and Skills Development and Continuing Professional Development.
- Changes to reflect Outcome Framework and Assurance Model
- Re-draft of items to match the Committee name:
  Student Experience:
  - To receive and consider reports on apprenticeship and work-based learning programmes.
  - To receive and consider an annual report on services to support the student experience which will incorporate safeguarding.
  - To receive and consider a Student Satisfaction Annual Report.
  - To review and monitor College services which are provided to support the student journey, including quality of learning and teaching and student satisfaction.

- To review and monitor equality and diversity outcomes, scrutinise data and receive reports on learner profiles and interventions.
- To provide updates on Stakeholder engagement, economic research, business development, partnerships, international development, commercial and alternative funding.

Quality Enhancement

- National Sector Performance Indicator Benchmarking
- Performance in external body quality reviews, reports and surveys, including progress and outcomes of engagement with the Tertiary Quality Enhancement Framework (TQEF) through the Quality Assurance Agency (QAA).
- To promote and retain oversight of stakeholder engagement, marketing and economic research (regional and national), business development, partnerships and international development in relation to alternative income and enterprise opportunities for learning and teaching skills development.
- To receive and consider Internal Audit Reports as they relate to the remit of the committee.
- To celebrate success with staff and students.
- To receive reports from College Committees and work groups related to the Committee remit.

- A section on Measures of Success
  a) The achievement of targets in the OFAM and TQER and SEAP
  b) The College makes a more effective contribution to the region through joint working with partners to meet Industry and Community Planning Partnership objectives.
  c) The improvement of retention, attainment and positive destinations for all students.
  d) The high-quality student experience across all campuses evidenced by increased levels of student satisfaction.
  f) The curriculum is characterised by greater innovation in learning and teaching methodologies.
  g) The curriculum is refreshed annually with courses which better address skills gaps and shortages in the regional economy.
  h) The curriculum is informed by more and better engagement with priority employers and employer organisations that reflect the College's regional, national and global ambitions.
  i) The College works more effectively with its regional university partners to improve progression opportunities for all HE programmes
- An update on Membership and Staff in attendance
- A section on reporting arrangements

Other amendments are made to further enhance items already listed.

Nominations Committee –

- To ensure Board recruitment is carried out in a fair, equitable and non-discriminatory manner, giving due regard to equality, diversity, demography and opportunity. All approval of Membership rests with the Board and then Scottish Ministers
- To undertake shortlisting and interviewing of suitable candidates having due regard for the independence of the external panel member as well as equality and diversity.
- To consider and recommend to the Board on Committee Membership and appointment of co-opted members.
- To regularly review and approve the procedure for co-opted members.
- To regularly review a report from the Governance Manager on tenure of Board Members and key post holders (Committee Chairs) and the skills mix of the Board.
- Addition of TU Board Member to Membership

- An appropriate external independent person will be recruited to play a full role in the recruitment and recommendation of new Board Members to Scottish Ministers. This will be approved by the Board.

Other amendments are made to further enhance items already listed.

Remuneration Committee –

- To take into account any advice given by SFC or Treasury, or other government body in terms of remuneration or public sector salaries.
- To clarify it is for staff who lie out with the National Recognition & Procedure Agreement, NRPA
- To oversee and approve policy and decision making in relation to severance, having regard to relevant guidance.
- Addition of the Senior Independent Member to the Membership
- Members are required to undertake CDN online training module for Remuneration Committee Members.

Copies of all Remits have been included in the additional information pack.

Procedure for Appointing Board and Committee Co-optees

Following the bi-annual review of the above policy, it was noted that no further amendments or updates were required at this time. The version number and review date has been updated, and a copy of the procedure is available on the Board Teams Library.

Self-Evaluation of Committees

As per normal procedure, an annual report is submitted from the Audit & Risk Committee to the Board to its December meeting to confirm it has met the criteria according to the terms of reference of the Committee. A draft of this year's report has been discussed and content agreed at the Audit & Risk Committee meeting held on 16 September 2025.

Both the Learning, Teaching & Quality Committee (now Student Experience & Quality Enhancement Committee) and the Corporate Development Committee reviewed the work undertaken during the previous academic year and both Committees were assured that the requirements of their terms of reference had been fulfilled.

Board Member Biographies

Board Member photographs and biographies are published on the College Website. Members are asked to review their entry and advise if there are any updates required. Board of Management

Trade Union Board Members

The TU Board Member for Professional Services for WCS Board remains as a vacancy, communication continues with UNISON on their election process.

Governance Professionals Steering Group

The Group met on 24 September 2025, discussions included:

- General updates on governance actions in relation to the ongoing sector financial situation

- Suggested minor amendments to the Code of Good Governance, previously noted, were now passed to the Good Governance Steering Group for consideration.
- Good Governance Steering Group scheduled to meet on 5 November 2025.
- Update from CDN on support that can be provided, including the learn online platform (noted below); the addition of a pod cast and 'governance shorts'; offer of Board Workshops on various topics; other resources including Tertiary Self-Evaluation Toolkit, Understanding Colleges Today and future plans. Further information can be found at www.cdn.ac.uk/governance
- The publishing of SFC's Expectations of Good Governance (copy of the report will be uploaded to the Board Teams Library.

Board Training

CDN's LearnOnline platform is now available. Board Members can access their Governance Programme modules at the following link: All courses | LearnOnline

Please note that the ***Remuneration Committee Training*** is **mandatory** for Members of that Committee. It is also **recommended** that members of the Audit & Risk Committee undertake the ***Audit Committee training***.

Board Register of Interest Summary

The updated summary report of Board Member's Register of Interest is **attached** for Members review to confirm its accuracy and **approve** it can be published on the College website.

Recommendations

The Board of Management is asked to:
- **Approve** the Membership of Committees (***Appendix 1***)
- **Approve** the changes requested on the Articles, Scheme of Delegation and Standing Orders (Additional Information pack)
- **Approve** and **agree** acceptance of the Code of Conduct as a Board Member (Additional Information pack)
- **Approve** the updated Committee Remits (Additional Information pack)
- **Approve** the Board Register of Interest Summary for publishing on the College website (***Appendix 2***)
- **Note** the updates provided on other governance related matters**.**

BOARD & COMMITTEE MEMBERSHIPS AS AT 14 August 2025

Under the terms of the Further and Higher Education (Scotland) Act 1992, as amended by the Post-16 Education (Scotland) Act 2013, the membership of the Board of Management shall consist of no fewer than 15 nor more than 20 members with the recent addition of Trade Union nominees. The current membership is:

Chair	Dr Waiyin Hatton
Vice Chair (Non-Executive Member)	Gordon Hunt
Principal	Anne Campbell
Teaching staff – 1 elected	George Rice
Non-Teaching staff – 1 elected	Fiona McLaren
Students Association – 2FTE elected	Samantha Mason Freshta Qaderi
Trade Union Members – 2 elected	David Donaldson (EIS/FELA) **Vacancy** (UNISON/UNITE)
Non-Executive Members	Alisdair Barron Hilary Cameron George Cooper Dr Jillian Couto-Phoenix Terry Dillon Gordon Hunt Joanne Kerr Ronald Leitch Jane McKie Daniel McMahon Jackie Russell John Scott
Senior Independent Member	Jillian Couto Phoenix
In Attendance	Nicola Connelly, Interim Vice-Principal Operations Mark Doyle, Director of Finance & Estates Susan McDonald, Governance Manager Angela Pignatelli, Vice-Principal Educational Leadership Summer McCafferty, Student President

<u>Audit & Risk Committee</u> **Membership** T Dillon Ronald Leitch (Chair) Brian Logan, Co-optee Jackie Russell (Vice Chair) **Vacancy**	**Attending Officers** Anne Campbell, Principal Nicola Connelly, Interim Vice Principal Operations Mark Doyle, Director of Finance & Estates Susan McDonald, Governance Manager Internal Auditors - Wylie Bisset - Stephen Pringle, External Auditors – Azets Adrian Kolodziej & Chris Brown
<u>Corporate Development Committee</u> **Membership** Alisdair Barron Hilary Cameron (Vice Chair) Anne Campbell, Principal Dr Waiyin Hatton (ex officio) Joanne Kerr Fiona McLaren, Support Staff Member Daniel McMahon (Chair) John Scott Freshta Qaderi, Student President TU Member (Support Staff)	**Attending Officers** Nicola Connelly, Interim Vice Principal Operations Mark Doyle, Director of Finance & Estates Susan McDonald, Governance Manager Angela Pignatelli, Vice-Principal Educational Leadership Joe Rafferty, Director of OD & HR Brian Stobbs, Head of IT Nathan Tyler, Director of Communications, Engagement & Student Experience
<u>Student Experience & Quality Enhancement Committee</u> **Membership** Anne Campbell – Principal George Cooper Dr Jillian Couto-Phoenix Dave Donaldson, TU Member (EIS/FELA) Dr Waiyin Hatton (ex officio) Gordon Hunt (Chair) Jane McKie (Vice Chair) George Rice, Teaching Staff Member Samantha Mason, Student President	**Attending Officers** Elodie Lemaire, Assistant Principal Creativity and Skills Cathy MacNab, Assistant Principals Performance and Skills Jim McAllister, Interim Assistant Principal, Enterprise and Skills Susan McDonald, Governance Manager Angela Pignatelli, Vice-Principal Educational Leadership Quality Enhancement Wendy Sheridan-Price, Interim Assistant Principal, Quality Performance and Enhancement. Nathan Tyler, Director of Communications, Engagement & Student Experience
<u>Nominations Committee</u> **Membership** Jillian Couto-Pheonix (Vice Chair) Dr Waiyin Hatton (Chair) Gordon Hunt Ronald Leitch George Rice (Staff Board Member) Danny McMahon Samantha Mason, Student President TU Board Member	**Attending Officer** Susan McDonald, Governance Manager
<u>Remuneration Committee</u> **Membership** Jillian Couto-Pheonix (SIM) Dr Waiyin Hatton Gordon Hunt (Chair) Ronald Leitch Jane McKie (Vice Chair) Danny McMahon	**Attending Officers** Anne Campbell, Principal Susan McDonald, Governance Manager Joe Rafferty, Director of OD & HR

Appendix C Board of Management Register of Interest 2025									
Board of Management and Co-opted Committee Members									
Board Member	Remunerated Employment	Other Roles	Contracts	Election Expenses	House, Land & Buildings	Shares & Securities	Gifts & Hospitality	Non-Financial Interests	Close Family Members
Alisdair Barron, OBE	N/A	None	None	None	None	None	None	Hon Pres Copii in Difficultate Charity Founding Trustee Ajutati Sperante Hospice Charity Founding Trustee Positiv Plus Charity	None
Hilary Cameron	Transport Scotland, Head of Rail Business Management Team. (national transport agency for Scotland)	None	None	None	None	None	None	Member of the Institution of Civil Engineers	None
Anne Campbell	Principal & Chief Executive West College Scotland	None	None	None	None	None	None	Scottish Funding Council - Skills, Enhancement, Access and Learning (SEAL) Committee	None
Nicola Connelly	Interim Vice Principal Operations, West College Scotland	None	None	None	None	None	None	None	None
George Cooper	East Dunbartonshire Council, Local Education Authority Head Teacher, Bearsden Academy	None	None	None	None	None	None	Member of EIS	None
Dr Jillian Couto-Pheonix	Head of Aquaculture, Lantra, UK	Couto Pheonix Consultancy	None	None	None	None	None	Advisory board for WiSA (voluntary initiative -Women in Scottish Aquaculture (through Lantra role)	None
Dave Donaldson	Media Technician/ Lecturer, WCS	None	None	None	None	None	None	EIS Representative	None
Terry Dillon	The Skills Development Scotland Co. Limited, National Skills Agency for Scotland, Senior Programme Manager – Lead for Apprenticeship design and development	None	None	None	None	None	None	Board Member/ Trustee, Beacon Arts Centre (Greenock Arts Guild Ltd.)	None
Waiyin Hatton	Chair, West College Scotland Wai Beyond, People & OD Consultancy	Trustee, Colleges Scotland (from April 25; Chair, Student Scottish Sport Equality Steering Group	None	None	None	None	None	Fellow, Royal Society of Arts Associate - Association for Coaching	Alf Hatton & Associates
Gordon Hunt	Head of Insight, Planning & Impact College Development Network (CDN) Nature of business: College Sector Agency for Training, Development and Research	None	None	None	None	None	None	Member, Changing the Chemistry (Registered in Scotland	None
Joanne Kerr	National Film and Television School (NFTS Scotland) HEI/Training Provider Development Manager	SQA. Qualification Verifier	None	None	None	None	None	None	None
Ronald Leitch	Chief Operating Officer, Airport owner and operator, AGS Airports Ltd	None	None	None	None	None	None	Director & President, Renfrewshire Chamber of Commerce	None
Samantha Mason	Student Association Board Member	None	None	None	None	None	None	none	None
Jane McKie	None	None	None	None	None	None	None	Chartered Member of the Chartered Institute of Personnel and Development	None
Fiona McLaren	Marketing & Communications Manager, West College Scotland	None	None	None	None	None	None	Member of Unison	None
Daniel McMahon	Head of Digital & Technology Diageo Scotland PLC, Beverage Manufacturer	None	None	None	None	None	None	Member IMechE; Member, Incorporation of Hammermen Glasgow	Spouse, Programme Executive DYW West Hosted by West College Scotland
Angela Pignatelli	Vice Principal, Educational Leadership West College Scotland	None	None	None	None	None	None	Quality Assurance Agency (QAA) Reviewer for Tertiary Sector Reviews only Fellow of Royal Society of Arts (FRSA)	
George Rice	Lecturer, West College Scotland	None	None	None	None	None	None	Member of the Education Institute of Scotland (EIS)	None
Jackie Russell	None	None	None	None	None	None	None	Club Secretary, Bearsden Martial Arts Club	None
John Scott	Director of Facilities & Capital Projects NHS Golden Jubilee	None	None	None	None	None	None	None	None
Freshta Qaderi	WSC Student President	Glasgow Afghan United	None	None	None	None	None	None	
Co-opted Members									
Brian Logan	Chief Executive Capability Scotland	None	None	None	None	None	None	Chair of the Board of East Lothian Housing Association Member of Scottish Liberal Democrats Fellow of the Royal Society for the Encouragement of Arts, Manufactures & Commerce Professional Member of the Chartered Institute of Public Finance & Accountancy	Partner – Director of Mental Health at Scottish Government

Board of Management
Monday 6 October 2025, Abercorn 1, Paisley Campus
Agenda No:

Title of Paper	**Student Experience & Quality Enhancement Committee Chair's Report**
Presented by:	Gordon Hunt, Chair of SEQEC
Recommendation:	**To Note**
Status:	**PUBLIC**

Purpose / Executive Summary:

The Chair of the Student Experience & Quality Enhancement Committee will provide Board Members with an update of discussions at the meeting of the Committee held on 10 September 2025.

Recommendations:

The Board is asked to note the update provided.

Implications:	
Financial	Not applicable for this report.
Student Experience	
People	
Legal	
Reputational	
Community/ Partnership impact	
Environment	
Equalities	

1. The newly named Student Experience & Quality Enhancement Committee (previously Learning, Teaching & Quality) met via Teams on 10 September 2025. Apologies were noted from G Rice and D Donaldson.

2. The SEQE Committee agreed proposed additions made to enhance and strengthen the remit, which included the emphasis on performance review and monitoring, measures of success and benchmarking locally and nationally. It is hoped to reshape the business of the committee to ensure it is more dynamic and with a better understanding of the College's performance.

3. An update and presentation was received on Commercial and Alternative Income, including the final position for 2024/2025 and the outline plans for 2025/2026. A breakdown was given of income achieved from commercial, modern apprenticeships, VQs and Development Funding with the overall target of £4m achieved. Plans for growth and opportunities within Modern Apprenticeships, external partnerships (including community planning partnerships) development funding and ways to increase targets and business goals including a proposed entrepreneurial campus were also discussed.

4. The Students' Association report gave an update on the work undertaken by the three new Student Presidents to provide support and increase visibility and accessibility to all students, including training, Freshers', health and wellbeing for students, events and clubs, class representatives, involvement in the preparations for TQER and the appointment of SA Officers. The College is also currently recruiting for the Student Association Liaison Officer positions.

   The Committee also considered the revised Student Association Constitution and recommends this to the Board for approval.

5. A SEQE Update presentation was given on all areas of operation of the newly named Student & Enterprise Leadership Team and the following was highlighted
   - The credit target for 2024/2025 had been met.
   - Income target for 2024/2025 had been surpassed.
   - Re-shaping of areas within Student and Enterprise Leadership Team aligning to external and internal drivers and the new Learning, Teaching & Student Experience Strategy which is being developed as a result.
   - The Head of Sector's part-time secondment to support CIVICA 3 days a week.
   - The creation of a new Innovation Hub, to understand, promote and drive pedagogy and share best practice in quality both internally and externally across curriculum and professional services.
   - Planned work on the SFC Transformation Framework to look at innovative practices and re-alignment to focus on industry skills pipeline and progression.
   - More focussed control on external relationships.
   - Focus on excellence and self-reflection, innovation and economy.
   - External training opportunities including CDN and TQFE.
   - Preparations for TQER including professional services, carrying out self-evaluations and sharing methodologies and approaches.
   - Update on quality compliance and assurance, professional standards and student experience.
   - Update on preparations for TQEF including increased communications, awareness sessions, student engagement and participation, finalising materials for the Institution-Led Quality Review and Self Evaluation Action Plan.

- Re-shaping of the Student Advisory Service to ensure a more collaborative approach.
- An update on student wellbeing, counselling and safeguarding, highlighting the ongoing high demand.

6. A presentation was given on the Student and Enterprise Leadership Transformation and the following was highlighted:
   - An update on the three risks agreed for scrutiny
   - A high-level data summary of key data and data sets including:
     - establishing a baseline of where we are in Nationally ranked PIs for FE & HE
     - benchmarking for FE & HE
     - skills pipelines and areas of known demand
     - route map to improvement and areas to focus on
     - sharing of information across sector to get further support
     - work of the People workstream and SOFT programme.
     - **Paper is attached for information**

7. The Committee welcomed the increased transparency in the presentation of data and the openness of the team in relation to the challenges we face. It is clear that issues relating to curriculum and student success are being identified and beginning to be addressed. The Committee is keen to help and support where possible and appropriate and noted that addressing our challenges will take time. However, the determination of the team to move forward and keep the Committee informed and involved was appreciated.

Board of Management
Monday 6 October 2025, 4pm, Abercorn 1, Paisley Campus
Agenda No:

Title of Paper	**Audit & Risk Committee Chair's Report**
Presented by:	Ronald Leitch, Chair of Audit & Risk Committee
Recommendation:	**To Note**
Status:	**PUBLIC**

Purpose / Executive Summary:

The Chair of the Audit & Risk Committee will provide Board Members with an update of discussions at the meeting held on 16 September 2025.

Recommendations:

The Board is asked to note the update provided.

Implications:	
Financial	Not applicable for this report.
Student Experience	
People	
Legal	
Reputational	
Community/ Partnership impact	
Environment	
Equalities	

Highlights

1. The Audit & Risk Committee met via Teams on 16 September 2025. Apologies were noted from B Logan, Co-opted Member,
2. The Committee discussed its revised remit and made one small addition. It now recommends the remit to the Board for approval
3. The revised format report for performance & KPI reporting was discussed. It now adopts a Balanced Scorecard approach to ensure a comprehensive assessment of performance across key areas linked to strategic pillars (learning, teaching and the student experience; employers, business and stakeholders; people; and business effectiveness) and will be supported by a robust data management and reporting framework. A Power BI performance management dashboard will be provided to enable more dynamic and accessible performance monitoring
4. The draft narrative for the performance and accountability section of the Annual Report was considered. It was noted this continues to be a work in progress and the final report would be submitted to the joint meeting of ARC/CDC in early December. It was suggested that evidence of the engagement with SFC on the financial situation be added to the report.
5. The draft ARC Report to the Board was reviewed and agreed that it reflects the work undertaken by the Committee during 2024/2025
6. A number of policies were reviewed:
    a. Risk Management Framework - setting out the College's approach to identifying, assessing, and mitigating potential risks. It establishes a structured and systematic process for managing risk, with defined plans in place to minimise potential impacts. Following a recent audit recommendation, a section on 'risk escalation process' has been added.
    b. Hospitality & Gifts - a comprehensive review to ensure it provides clear and consistent guidance to Board Members, staff, volunteers, and representatives of the College regarding the acceptance and offering of gifts and hospitality. Check to be made on the value used within the Policy.
    c. Anti Fraud & Corruption Policy – main change was to align with the Code of Good Governance for Colleges. ARC approved this Policy.
    d. Public Interest Disclosure – including the updating of contacts and the introduction of a form for submission, following a recent audit recommendation.
    e. Health & Safety – a full review including clarity of roles and responsibilities and how to raise issues. Chair suggested looking to other colleges such as Edinburgh for structure and approach of policy as current WCS is lacking detail.
    f. The Committee recommend the Risk Management Framework, Hospitality & Gifts and Public Interest Disclosure policies to the Board for approval.
7. The latest review of the Strategic Risk Register was discussed and the introduction on cover papers of items to link to risk/KPI/Strategic Objective was noted as a useful addition.
8. An update was given on the SOFT initiatives and potential savings proposed. Project Initiation Document and Project Plan for the Organisational Review to be submitted to next meeting.
9. A summary of the legislative compliance was discussed and is submitted to the Board for information, noting that the College is compliant across all legislative areas.
10. An update of the significant work completed to date on CIVICA, through the reset phase, the current position, and recommendations required to fully embed the system to improve operational efficiency, ensure accurate data for decision making, and mitigate the strategic risk of incomplete system integration. It was suggested that the Board receive further information on key

milestones for the next six months and that the Technical Lead provides an update report at a future ARC meeting

11. The IT Security Controls report noted the completion of the IT team re-shaping and the Cyber Security Team now in place and the plans in this area for 2025/2026. Analysis of the Phishing Exercise and Disaster Recovery were reviewed and it was noted that further simulation tests would form part of their operational calendar.
12. Interim Internal Audit Report on Student Funding was reviewed, with the recommendations identified being taken forward within the Rolling Audit Action Plan.
13. Internal Audit Annual Report for 2024/2025 was reviewed and is submitted to the Board for information.
14. The Rolling Audit Action Plan was discussed and agreement given to extend some of the actions to December 2025, in relation to strategies.
15. The Committee also agreed that the Internal Audit of the Corporate Strategy be put back to 2026/2027.