



Board of Management
Monday 23 March 2026, 4pm, Finnart Campus
Agenda No: 6

Title of Paper	WCS Chair’s Report
Presented by:	Waiyin Hatton, Chair of the Board
Recommendation:	To Note
Status:	PUBLIC
Linked To:	
KPI(s)	n/a
Strategic Objective	People and Performance
Strategic Risk	Reputation

Purpose / Executive Summary:

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

2026 started on positive footing with an increase from the Scottish Government budget for further education of around 10%. Although we need to await the details of what this translates into West College Scotland' allocation, the result is far better than flat-cash and all its implications for the College. It is very clear from the Executive Team, however, that this increase in no way makes up for the 20% cuts in previous years, with concerted efforts and full-steam ahead still required on transformations to future-proof the College.

Thank you to the Executive Team for planning and delivering the Board Strategy and Development Day on 26 January 2026. You will see from the Notes that this was an extremely informative, interactive and productive day. Contributions from Board members were not only valuable, but critical in arriving at future directions to guide achievement of our Strategy.

With the Principal, I attended the Colleges Scotland Chairs and Principals Forum on 3 February. A key item was to agree the Manifesto for the sector. This was launched at the 'hustings' organised by Colleges Scotland on 23 February where the Principal and I heard questions put to the cross-party panel and their responses on various aspects on the sector. It was encouraging that there was common ground on the importance and value of colleges, and the need for sustainability.

I was fortunate to get a ticket for the HNC Performing Arts, Acting and Technical Theatre students' performance of *Antigone* on 4 March. I was totally bowled over by their professional delivery of the modern interpretation of this Athenian tragedy by Sophocles. They so expressed the complex emotions of the play. WCS has a strong track record of successful students who have become actors treading the boards at the National Theatre and appearing on our TV screens. This trend is clearly continuing with the latest cohort of students. Please do see if you are able to attend one of the future performances recently notified by our Governance Manager.

Some of you will have seen the extent of posts on LinkedIn applauding the College's International Women's Day (IWD) celebrations on Friday 6 March at Finnart Street, Greenock campus. This was in hosted collaboration with Inverclyde and Renfrewshire Council. The Panel of 5 amazing business-women are related to the region and the College – Rebecca Bell (Spectrum Services Solutions), Marisa Giannasi (Method Studio Scotland), Dr Poonam Gupta OBE (PG Papers), Lizzy Todd (Tweetie Pie Media), and Sobia White (Swan Grace Pilates) shared their experiences, insights and advice and which fired up everyone in the room. The event closed with our Principal inviting us to make a '*Give to Gain*' pledge in honour of this year's IWD theme. What might be yours?

Finally, but very importantly, I want to record my congratulations to Nicola Connelly on her appointment as Vice-Principal Operations. Similar congratulations also go to Mark Doyle, Jim McAllister and Wendy Sheridan-Price on their appointment to the substantive posts of Director of Finance & Estates, Assistant Principal Enterprise & Skills and Assistant Principal Quality Enhancement & Wellbeing respectively. The Board has seen their high professionalism, forward-thinking, learner-centredness and commitment in their previous interim roles. I am sure that we will benefit even more in their substantive appointments.

Dr Waiyin Hatton
Chair, Board of Management

Title of Paper	Policies
Presented by:	Senior Leadership Team
Action:	For Approval and Recommendation to the Board
Status:	PUBLIC once approved
Linked To:	Organisational Governance
KPI(s)	n/a
Strategic Theme	All
Strategic Enabler	All
Risk Category	Finance / Staff / Students / Reputation / Infrastructure / Regulatory

Purpose / Executive Summary:

Four key policies have been reviewed and updated and are attached. These are:

- Records Management Policy (required under the Public Records (Scotland) Act 2011)
- Data Protection Policy (necessary for UK GDPR & Data Protection Act 2018 accountability requirements)
- Business Continuity Policy
- Business Continuity Plan

Recommendations:

The Board is requested to **approve** the policies, following oversight from Corporate Development and recommendation from Audit & Risk Committee.

Implications:

Financial	There are no direct financial implications associated with these policies.
Student Experience	There are no direct student experience implications associated with these policies.
People	There are no significant people implications associated with these policies.
Legal	Policies are designed to adhere to current legal instruments.
Reputational	Lack of governance in data protection/records management could lead to significant reputational damage, due to the College having large volumes of sensitive data which it is obliged to protect.
Community/ Partnership impact	There are no direct community / partnership implications associated with these policies.
Environment	Policies discourage the creation or retention of large volumes of paper files, and therefore they are helpful for the environment.
Equalities	There are no significant equalities implications associated with these policies.



Board of Management
Monday 23 March 2026, Ardgowan 1 & 2, Finnart Campus,
Greenock Agenda No: 16.1

Title of Paper	Student Experience & Quality Enhancement Committee Chair's Report
Presented by:	Gordon Hunt, Chair of SEQEC
Recommendation:	To Note
Status:	PUBLIC
Linked To:	
KPI(s)	n/a
Strategic Objective	People and Performance
Strategic Risk	Reputation

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 25 February 2026.

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. Student Presidents' Update

The Committee received an update on recent Student Association activity and welcomed the growing visibility and influence of Student Presidents across all campuses. Highlights included:

- Student Association Liaison Officers now in post.
- A new monthly Students newsletter was in production
- Multi-cultural event planned for 25 March at Greenock Campus
- Student Association Strategic Impact Analysis highlighting key strengths and areas for improvement which has now been incorporated into the college's overall Strategic Impact Analysis document.
- The college wide Student Survey indicated that 85% of the students who completed the survey are aware of the Student Association, an increase of 23% from previous year.

2. Student & Enterprise Leadership Team Update

The Committee received an overview of progress across the Student & Enterprise Directorate, highlights include:

- *QAA Strategic Impact Analysis* undertaken for the upcoming TQER giving an honest appraisal of where we are, what we will change and how we will do that. Key strengths and areas of development triangulate with the Students Association impact analysis. The Committee noted the huge amount of work involved in this and thanked the team.
- *SFC: College Transformation Framework Proposal* – first draft of proposal submitted to SFC which is focussed on SOFT projects to implement transformational change to better reflect the changing learner and realign curriculum with areas of growth. Discussions continue with SFC on required levels of funding.
- Updates given on *Compliance & Assurance, TQER and Professional Learning, Upskilling & Re-training*
- *Alternative Income* – updates given on approaches being taken with commercial opportunities to ensure WCS is involved at early stages with partners. Ongoing projects include: Hospitality running and on-site restaurant with the National Manufacturing Institute Scotland (NMIS); project progressing on a co-lab engineering project with Ailsa Reliability; opening of a special smoke testing unit with the construction area for students to train. International activity including projects within Malaysia, USA and Spain.
- *Student Services & Experience* update on ongoing changes within the area to focus on developing an effective service reflecting needs of the changing learner.

3. Student Experience Mid-Year Review

The Committee received an update on the KPIs and data sets on performance of learning and teaching and the student experience across SELT areas.

An increase in participation on the Student Survey was noted (45%), mainly due to the communication plan in place and involvement of the Student Presidents in disseminating the message to encourage participation. Next step is to create improvement or action plans and then provide a 'you said / we did' update to build on the momentum of the increased participation.

The Committee also noted the three ongoing SEQEC risks and the mitigation measures in place and suggested that mitigations be more impactful and explicit on actions and direction of travel.

4. Finnart Campus Temporary Closure

The Committee were given an update on how staff and students were supported through the recent temporary closure, appreciating that ARC and CDC will review the systems and processes followed. This included getting communications out as quickly as possible; professional services staff moving furniture to create working spaces; co-ordinating the transfer of staff and learning to the Waterfront Campus; Waterfront Campus staff creating space for additional colleagues and students; external partners making space available to assist with learning; staff quickly pivoting to online learning where possible; and staff reporting to all incidents and making the best out of the unexpected situation.

The Chair of SEQEC, on behalf of the Committee, provided a letter to staff acknowledging the gratitude in their handling of the situation.

5. Overall, the Committee very much welcomed the sense of energy, urgency and focus demonstrated by the team, noting their excitement in the direction of travel for the College.

Title of Paper	Corporate Development Committee Chair’s Report
Presented by:	Danny McMahon, Chair of Corporate Development Committee
Recommendation:	To Note
Status:	Restricted items
Linked To:	
KPI(s)	n/a
Strategic Objective	People and Performance
Strategic Risk	Reputation

Purpose / Executive Summary:

The Chair of the Corporate Development Committee will provide Board Members with an update of discussions at the meeting of the Corporate Development Committee held on 4 March 2026.

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	

Board of Management

Standing Items at every Meeting

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

Summer Meeting (June)

Additional Items known for meeting

Agreed dates of meetings for following year
Self-Evaluation of Board and Committees Results
Board Development Plan (annual)
Internal / External Effectiveness Review Report
IA Reports -Governance / Risk Management
IA Annual Report (current year)
IA Annual Plan (following year)
Chair's Appraisal Outcome (verbal)

Corporate Reporting

Student

Learning & Teaching

TQER Update
Management Accounts
Budget 2024/2025 and Financial Forecast Update (final)

People:

Annual Updates

Modern Slavery Statement

Policies:

Safeguarding Policy (July 25) (SEQEC)
Student Recruitment & Admission Policy (SEQEC)

Strategies:

Progress on Strategies

Autumn Meeting (October)

Additional Items known for meeting

Committee Remits
Code of Conduct
Draft Annual Report (ARC)
Membership (new members), Dates Meetings (current year)
Legislative Compliance (FOI/DP etc)
Articles / Standing Orders / Scheme of Delegation
SFC Accounts Direction for Scotland's Colleges
Final IA Annual Report (acad year just ended)
Internal Audit Plan (current acad year)
Register of Interests Summary

Student

Learning & Teaching

Finance / Estate/Risk

Finance Update - including - year end position, Annual Review
Banking & Tax Arrangements, Budget & Financial Forecast Update

People:

Annual Updates

Financial Regulations (ARC/CDC)
Anti Bribery Policy (ARC)

Policies:

Risk Management (Sept 27) (ARC)
Anti-Fraud Policy (Sept 27) ARC
IT Admin Sec Policy (Sept 27) (CDC)
Public Interest Disclosure (Sept 28) (ARC)
Hosp & Gifts (July 28)(ARC)

Strategies:

Winter Meeting (December)

Additional Items known for meeting

Internal Audit Annual Report (ARC) (previous - part of year end information)

Report from Audit & Risk Committee to Board (ARC)

External Auditor Annual Report & Letter of Rep (ARC)

Financial Statements & Annual Report for the year end 31 July (current year) (ARC/CDC)

Governance:

Board Development Plan – Mid Year Review

Corporate Reporting

Revised Corporate Strategy

Student

SA Partnership Agreement (annual)
Alumni (from Board Dev Plan)

Learning & Teaching

TQEF/ Self Evaluation Action Plan(LTQ)

Finance / Estate/Risk

Financial Year End Update (ARC/CDC)

Management Accounts (ARC/CDC)

Financial Forecast (ARC/CDC)

People:

HR & OD Annual Report (CDC)
Staff Survey Results

Annual Updates

H&S Annual Statement - CDC?
Procurement Annual Report (CDC)

Sustainability Statement (Annual)

Policies:

Strategies:

Strategy Updates

Spring Meeting (March)

Additional Items known for meeting

Governance:

Proposed dates of meetings for following year
Board Effectiveness Review (internal or external) (process)

Corporate Reporting

Compliance Report

Students

Learning & Teaching

TQER Update

Finance / Estate/Risk

Management Accounts to January

Draft Budget 2024/2025 and Financial Forecast Update (draft)

PCIP Report (ARC) (every 2 years)

People:

Annual Updates

Equality Mainstreaming Report
Sustainability Statement (Annual)

Policies:

Dec & Mgt Interest (May 29)
Records Mgt Policy (Mar 29)
Data Protection (Mar 29)

Strategies: