

West College Scotland
Corporate Development Committee

Minute of Meeting held on Wednesday 26 November 2025, 4pm, via Teams

Present: A Barron [AB]
H Cameron [HC] (Chair)
A Campbell, Principal [AC]
W Hatton [WH] (Ex Officio)
J Kerr [JK]
F Qaderi [FQ]
J Scott [JS]

In Attendance: N Connelly, Vice Principal, Operations [NC]
M Doyle, Director of Finance & Estates [MD]
J Rafferty, Director of HR&OD [JR]
A Pignatelli, Vice Principal, Educational Leadership [ARP]
B Stobbs, Director of IT & Digital Transformation [BS]
N Taylor, Director of Communications, Engagement & Student Experience [NT]
S McDonald, Governance Manager [SM] (Minutes)

CD383 Welcome & Apologies

The Chair welcomed everyone to the meeting,

Apologies were noted from F McLaren.

The Chair noted that the papers circulated would be taken as read and that key highlights, comments or issues would be addressed during the discussion of each agenda item.

CD384 Declaration of Interests

The standing declarations of interests of members, as available on the [Register of Interests](#) on the College website, were noted as current.

CD385 Minute of Meeting held on 22 Sept 2025 and Actions & Matters Arising

The Minutes of the meetings held on 22 September 2025 were **approved** by the Committee. The completed actions were also noted and can now be removed from the list.

CD389 Strategies

Strategic Plan 2026-2030

AC thanked Members for their patience in allowing her the time to review and update the Plan. She asked that the Committee consider the following for the proposed plan:

- Is the Plan ambitious and aspirational?
- Is it succinct and simple while remaining strategic?
- Is it relatable to students, staff and stakeholders?
- Is it flexible and agile to change measures and impact through the four years?

AC spoke to the draft Plan and noted the following:

- The 'about West College' and 'foreword statement' sections were still to be updated.
- The revised Mission and updated Values, with the Vision remaining as was.
- The four strategic themes were now Our People, Our Partnerships, Our Place and Our Performance, showing our aspirations for each by 2030.
- The Strategic Pillars, or Enablers, being the underpinning Strategies - Learning, Teaching & Student Experience, Employer Engagement, People and Infrastructure.
- High level measures of success and impact are aspirational with the ability to change year on year, dependent on benchmarking.
- Consultations on the Plan had taken place with various staff groups and external stakeholders, with student and all-staff sessions arranged for early December. Next stage is Committee discussions, with a full and final Plan to be submitted to the December Board for approval, and a full launch in January 2026.

The Committee noted the following:

- Welcomed the new format, succinct, incisive, energising and easy to understand.
- Easily sellable to partnerships, both commerce and industry.
- Partnership work across the sector. Strategic Sector Partnerships within the sector to be added. **Action: AC**
- Heartened to see the involvement of staff, students and key stakeholders in the development.
- Agility on the measures of success and impact to enable flexibility.
- Ambitious, people centred and collaborative approach welcomed.
- Connectivity of other areas, and consistent focus on key measures.
- Looked forward to the tracking of the measures of success criteria in a data format through the power BI indicators.

The Committee, noting the four points raised at the beginning of the discussion, **agreed** the Draft Strategic Plan and recommended the final Plan be submitted to the Board.

Infrastructure Strategy

NC spoke to the strategy with infrastructure being one of the four strategic pillars. She highlighted the following:

- Work being undertaken on the Capital Action Plan to remain agile, and once approved, action plans would be developed, being cognisant of funding available and priority required works to ensure the right decisions are made.
- Organisational Review involving partnership working with Finance, Estates and HR&OD
- Aim of the strategy to show where we are currently, state of our estate, what needs to be done to get to where we want to be for the college of the future.

The Committee noted the following:

- What is required and what funding is available, making sure objectives are clear, realistic and achievable.
- Achievement of Net Zero by 2040, what might be achieved by 2030? NC advised that the sustainability action plan is in place. A review to build relevant KPIs and targets to take place. **Action: NC**

- Huge sustainability challenges. NC noted that regular meetings were now taking place with SFC on WCS estate. Correspondence was being submitted to Scottish Government on the current state of the Estates.
- The College is actively looking for all streams of available funding to review creative ways of realising ambition in the strategy

The Committee **agreed** the draft Infrastructure Strategy and recommended it be submitted to the Board for final approval.

Employer Engagement Strategy

J McA spoke to the draft Strategy noting the following:

- Area is one of the Pillars from the Strategic Plan to build on connections, collaborations and partnerships both internally and externally.
- Consultations have taken place with staff groups and partners to look at what we do and how we do it, to set up for the future.
- Understanding partners, prioritising, adapting to changing needs and delivering for the future.
- Visibility and effective communications with partners.
- Measurable performance outputs built into the Strategy.

The Committee noted:

- Clarity on how area works.
- Key current partnerships and relationships to be included as part of the Strategy to show off strengths. **Action: JMcA**
- Key objectives easy to grasp with clear performance measures.
- Early engagement with employers and providers to mould the future with ability to adapt to employer needs and be the education provider of choice.
- Importance of skills areas identified in the growth of economic development, with the need for more education to be delivered as CPD.
- Agility of College is key.

The Committee **agreed** the draft Employer Engagement Strategy and recommended it to the Board for final approval.

People

JR spoke to the draft strategy providing a framework on how we will support, develop and lead our workforce to achieve the ambitions of the 2026-2030 Strategic Plan and deliver meaningful impact for our students, communities and partners. It outlines how we will build a confident, capable, collaborative workforce, and create a culture where people feel valued, connected and equipped for the future of work.

The Committee noted the following:

- *'West thrives when our people do'* – great tagline.
- Importance of celebrating success and congratulating team members. JR advised of current Staff Awards celebrated at welcome back sessions. He noted that a review of the communication plan would take place to look at how to further showcase through social media, etc. **Action: JR/NT**

ARP advised of the new Innovation Hub in place that would also be used to take forward sharing of best practice across the organisation.

The Committee **agreed** the draft People Strategy and recommended it to the Board for final approval.

CD390 Health & Safety Policy

JR advised that the Policy had been further reviewed and updated following comments received from the Audit & Risk Committee.

The Committee, noting the thorough and comprehensive policy, and **agreed** to recommend to the Board for final approval.

CD394 Sustainability Update

NC spoke to the paper giving Members an overview of activities over the last three months as well as projects planned for the rest of the year. She highlighted the following:

- Initiatives being considered to be added to the action plan.
- Work remains ongoing with the District Heating System at Clydebank.

The Committee highlighted the following:

- Good progress and reductions being made with carbon/ climate change. NC noted that increased scrutiny on this area would now be included within Annual Accounts going forward. Further update on carbon output to be provided at the next Committee. **Action: NC**
- Are there other avenues of funding to support capital projects? NC advised that all avenues were being reviewed and pursued if appropriate.
- A helpful paper, however, for the Board it will need to include implications of action or inaction and a critical timeline if no monies are received. **Action: NC**

The Committee **noted** the paper and updates provided.

CD395 Procurement

Annual Report

MD spoke to the 2024/2025 Procurement Annual Report provided for approval prior to its submission to Scottish Government and publication on the College website. He highlighted the following:

- It shows how the College has managed and carried out its procurement activity during the 2024-25 year.
- It shows how the College spent its non-pay budget, complied with procurement rules, and how it used contracts and frameworks to achieve value for money.
- It highlights the community benefits delivered by suppliers, the College's support for Fair Work practices and sustainability, and the steps being taken to improve procurement processes and contract management to ensure best value as well as rigorous tender processes.

- It provides a transparent account of how the College buys goods and services and how it plans to continue strengthening its approach.
- It was noted that the interim Director took up post no complaints or challenges had been received with regards to tender processes.

The Committee **approved** the 2024/25 Procurement Annual Report for submission to SG and for publication on the College website.

CD396 External Audit Update

MD updated the Committee on the closure meeting with the auditors held on 17 November 2025. The auditors confirmed that there were no adjusted misstatements and identified one unadjusted, non-material misstatement of £169k relating to dilapidation costs. He noted that the auditors' opinion statement has now been received, which is an unqualified opinion, together with their ISA 260 report and the letter of representation. During the closure meeting, a number of key areas were also discussed, including Job Evaluation, Fixed Asset valuations, Pensions, CDEL/RDEL, and the overall financial position of the College. There were no proposed changes to the accounts apart from some presentational items.

The following items were for information.

CD401 Schedule of Business

The Committee **noted** the rolling Schedule of Business issued for information that is reviewed and submitted to each meeting.

CD402 Any Other Business

No other business raised.

CD403 Date of Next Meeting

The joint meeting of Audit & Risk and Corporate Development Committees is due to take place on Wednesday 2 December 2025 at 4pm.

The date of the next meeting of the Corporate Development Committee is scheduled to take place on **Tuesday 3 March 2026**, at 4pm.

The Chair noted good informative discussions and the high-quality papers provided.

With no further business being raised, the Chair thanked all contributors and closed the meeting.