

West College Scotland Board of Management

Minute of Meeting held on Monday 15 December 2025

Present:

Alisdair Barron (AB)
Hilary Cameron (HC)
Anne Campbell (AC)
Jillian Couto-Phoenix (JCP)
Dave Donaldson (DD)
Waiyin Hatton (WH) **(Chair)**
Gordon Hunt (GH)
Joanne Kerr (JK) (Teams)
Ronald Leitch (RL)
Samantha Mason (SM)
Jane McKie (JM)
Danny McMahan (DM)
Freshta Qaderi (FQ)
Jackie Russell (JR)

In attendance:

Nicola Connelly (NC), Interim Vice Principal Operations
Mark Doyle (MD), Interim Director of Finance & Estates
Summer McCafferty (SMcC), Student President (Part)
Susan McDonald (SMcD), Governance Manager (Minutes)
Joe Rafferty (JRaf), Director of HR & OD

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| BM1167 | Welcome & Apologies The Chair welcomed everyone to the meeting. Apologies were noted from George Cooper, Terry Dillon, Fiona McLaren, George Rice and John Scott. The Chair advised Members of the new approach being tried at the meeting, in that all papers that have been scrutinised by the relevant committees and are recommended to Board for approval or note, will be taken to be read and maximise time for taking questions or comments, and discussions before reaching the required decision for each. |
| BM1168 | Declaration of Interest The standing declarations of interests of members, as available on the Register of Interests on the College website, were noted as current. There were no specific interests declared regarding the items on the agenda for the meeting. |
| BM1169 | Minutes of Meetings held on 6 October 2025 The Board approved the Minute of the meeting held on 6 October 2025 as an accurate record of discussions. |
| BM1170 | Actions from the Minute & Matters Arising The Board noted the updated actions since the last meeting and agreed that completed actions can be removed. |
| BM1171 | Student Association Report The Student Presidents updated on the paper provided, highlighting: |

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| | <ul style="list-style-type: none"> • The good working relationship with the Senior Leadership Team and the positive changes being made to any requests or issues raised, including changes to the catering services provided. • A joint review of the Students Charter and Behavioural Framework to be undertaken. • Signing of the recently agreed Partnership Agreement, which had also been provided to the Board for noting. • Development of a Students Newsletter. <p>The Board noted the papers and update provided.</p> <p>Student Partnership Agreement</p> <p>Having been fully reviewed at Student Experience & Quality Enhancement Committee (SEQEC) the Board noted the new Student Partnership Agreement.</p> |
| <p>BM1173</p> | <p>Chair's Report</p> <p>The Board noted the Chair's report provided for information.</p> <p>The Chair, on behalf of the Board, thanked all staff for their sterling work and commitment during the year.</p> |
| <p>BM1176</p> | <p>Strategies</p> <p>The following highlights were noted from each of the documents having been previously scrutinised by relevant Board Committees:</p> <p>Strategic Plan 2026-2030</p> <ul style="list-style-type: none"> • Area noting tertiary partnerships had been strengthened. • Foreword still to be finalised and updated. • Values to be embedded across organisations systems and processes, and through all staff teams. Behaviours now included in person specifications for recruitment purposes. • An understanding of what each value means and how the Board can engage with the values to be considered. • The flexible nature of the measures of success was viewed positively, as opposed to exact numerical targets. • A clear, succinct, easy to read document. <p>Having been scrutinised at all Committees, the Board approved the Strategic Plan 2026-2030</p> <p>Learning, Teaching & Student Experience Strategy</p> <ul style="list-style-type: none"> • Clear linkage and cohesion with other Strategies as well as the Strategic Plan <p>Having been scrutinised at SEQEC, the Board approved the Learning, Teaching & Student Experience Strategy.</p> |

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| | <p>Infrastructure Strategy</p> <ul style="list-style-type: none"> • Powerful, clear and precise document showing priority works required (Further details included in Capital Priority Plan) • Clear linkage and cohesion with other Strategies as well as the Strategic Plan. • Documents have been shared with SFC in funding discussions. • Further detail on Capital Projects to be provided at Board Development Day on 26 January 2026. • Clear identification of required spends, to ensure any monies are used in the right areas. • Outcomes of SOFT Programme critical to provide stability, as well as being ambitious. • The need to ensure full evidence of governance can be provided. <p>Having been scrutinised at Corporate Development Committee, the Board approved the Infrastructure Strategy.</p> <p>People Strategy</p> <p>Having been scrutinised at Corporate Development Committee, the Board approved the People Strategy noting that it was an excellent document.</p> <p>Employer Engagement Strategy</p> <ul style="list-style-type: none"> • Exciting strategy, clearly showing range of engagement and how it is approached. <p>Having been scrutinised at Student Experience & Quality Enhancement and Corporate Development Committees, the Board approved the Employer Engagement Strategy.</p> |
| BM1176 | <p>2024/2025 Annual Report from the Audit & Risk Committee</p> <p>RL updated on the report provided, highlighting thanks and appreciation on the work of NC, MD and the wider finance team on the recent successful year-end audit. He noted the work undertaken by the Audit & Risk Committee during the year and provided assurance to the Board on the thoroughness of discussions and reports received.</p> <p>The Board approved the annual report from the Audit & Risk Committee and echoed RL's commendation of the finance team.</p> |
| BM1177 | <p>2024/2025 External Auditors Report & Letter of Representation</p> <p>Having been fully scrutinised at and recommended by the joint meeting of Audit & Risk and Corporate Development Committees, and with no further comments or queries raised, the Board approved the 24/25 External Auditors Report, and Letter of Representation, which would now be signed by the Principal and Chair, on behalf of the Board.</p> |
| BM1178 | <p>2024/2025 WCS Annual Report & Financial Statements</p> |

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| | <p>Having been fully scrutinised at and recommended by the joint meeting of Audit & Risk and Corporate Development Committees, and with no further comments or queries raised the Board approved the 24/25 Annual Report and Financial Statements, which would now be signed by the Principal and Chair, on behalf of the Board and submitted to SFC via Azets.</p> |
| BM1180 | <p>Health & Safety Policy Health & Safety Annual Statement</p> <p>Having been scrutinised at and recommended by Corporate Development and Audit & Risk Committees, the Board approved the revised Health & Safety Policy. The Chair and the Principal signed off the Annual Statement.</p> |
| BM1183 | <p>Procurement Annual Report</p> <p>Having been scrutinised at the Corporate Development Committee and with no further comments or queries raised, the Board noted the paper provided. RL advised that a full presentation by the Procurement Team had been given to an earlier Audit & Risk Committee meeting.</p> |
| BM1185 | <p>Committee Chair Updates</p> <p>The Board noted the papers provided and updates highlighted by each Chair:</p> <p>SEQEC– 19 November 2025</p> <ul style="list-style-type: none"> • Informative deep dive into curriculum transformation, showing a detailed heat map of provision, and the sharing of best practice across areas. <p>CDC – 25 November 2025</p> <ul style="list-style-type: none"> • Discussions around financial challenges. • Capital investment required and possible timeline to afford priority works. This has been highlighted to SFC for consideration for funding. • Work being undertaken through the SOFT programme. • Awaiting further clarification on allocation of RDEL/CDEL (Revenue Departmental Expenditure Limits / Capital Departmental Expenditure Limits) for 25/26. <p>Joint ARC/CDC – 2 December 2025</p> <ul style="list-style-type: none"> • Great year end audit report from Azets and the work undertaken by the wider finance team. External Auditors had no concerns to raise with the Committee. |
| BM1186 | <p>Governance Update</p> <p>The Board noted the paper provided and the following update:</p> <ul style="list-style-type: none"> • Members to identify college areas for the WCS Connect Project Action: All • Members to submit information for inclusion in Westworld Newsletter. • Board papers and related information will be used to highlight evidence of good governance. Action: SMcD |

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| BM1187 | <p>Date of Next Meeting</p> <p>The next meetings were noted as follows:</p> <ul style="list-style-type: none"> • Board Development Day – Monday 26 January 2026, Ardgowan 1&2, Finnart Campus, Greenock • Board Meeting – Monday 23 March 2026, Cunard Suite, Clydebank Campus |
| BM1188 | <p>AOCB</p> <p>Board Members gave feedback on the new process for covering agenda items and agreed that assurance having been given, that deep scrutiny is provided at Committee level, the new format allowed more meaningful high-level discussions on important items. The consistency and cohesion across reports was noted providing tangible evidence and helping to strengthen overall governance processes.</p> <p>The Chair advised that DD had informed of his decision to resign from the Board of Management and this would be his last meeting. On behalf of the Board, the Chair thanked him for his contribution to the Board and wished him continued success for the future.</p> <p>With no further business raised the Chair closed the meeting.</p> |
| BM1189 | <p>Papers Uploaded for Information</p> <p>The following papers were uploaded to the Board Teams Library for Member's information:</p> <ul style="list-style-type: none"> • Tertiary Quality Enhancement Review Preparations • CIVICA update • Annual Complaints Report 2024/2025 • Governance Compliance Report • Schedule of Board Business • Draft Minutes from the following Committee Meetings: <ul style="list-style-type: none"> ○ Student Experience & Quality Enhancement (19 Nov 25) ○ Corporate Development (25 Nov 25) ○ Joint Audit & Risk and Corporate Development (2 Dec 25) |