

West College Scotland Board of Management

Minute of Meeting held on Monday 6 October 2025

Present:

Hilary Cameron (HC)
Anne Campbell (AC)
Jillian Couto-Phoenix (JCP)
Terry Dillon (TD) (Teams)
Dave Donaldson (DD)
Waiyin Hatton (WH) (Chair)
Gordon Hunt (GH)
Joanne Kerr (JK)
Ronald Leitch (RL) (Teams)
Samantha Mason (SM)
Jane McKie (JM) (Teams)
Danny McMahon (DM)
Freshta Qaderi (FQ)
George Rice (GR)
Jackie Russell (JR)
John Scott (JS)

In attendance:

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

BM1138	Welcome & Apologies WH welcomed AC, MD, FQ and SMcC to their first meeting and invited the new Student Presidents to introduce themselves. Apologies were noted from Fiona McLaren, George Cooper and Alisdair Barron.
BM1139	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.
BM1140	Minutes of Meetings held on 23 June 2025 The Board approved the Minute of the meeting held on 23 June 2025 as an accurate record of discussions.
BM1141	Actions from the Minute & Matters Arising The Board noted the updated actions since the last meeting and agreed that completed actions can be removed.
BM1142	Student Association Report The student presidents shared their focus areas, including health and wellbeing, multicultural events, Meta skills and the setting up of clubs and events, all enhancing representation within the Students' Association. These included:

	<ul style="list-style-type: none"> • The successful Freshers events. • Ongoing recruitment for the Student Association Liaison Officers. • Reinstatement of free breakfasts made possible through FQ's campaign. FQ thanked the Principal for her quick response on this request. • Efforts to improve student spaces including transforming green rooms to sensory rooms. • Increased participation in student and class representative training. • Appointment of liberation officers. • Catering services provided. • Request for physical student ID cards. <p>AC advised the Board that Student Presidents now regularly attend Senior Leadership Team (SLT) Meetings to discuss any areas of concern. SLT would consider options to resolve the operational issues raised.</p> <p>The Chair requested that the Student Presidents let Board Members know of any fundraising activities being undertaken in order they may provide support.</p> <p>The Board noted the update provided.</p> <p>Student Association Constitution</p> <p>Having been fully reviewed at Student Experience & Quality Enhancement Committee (SEQEC) the Board approved the revised Constitution, noting that the main update was in relation to the change to three campus-based student presidents.</p>
BM1144	<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, congratulated the teams involved in organising the four successful graduation ceremonies.</p>
BM1150	<p>HR&OD Annual Report</p> <p>JRaf updated on the report provided giving the Board an update on a range of activities covered by the area during the last academic year (Aug 2024 – July 2025). Noting that the report had been discussed at CDC, he highlighted the following:</p> <ul style="list-style-type: none"> • High staff absence figure reported and the support put in place to allow better management by line managers. • Early closure agreed for Fridays. • New Occupational Health company now in place. • Focussed wellbeing sessions arranged by the Health & Wellbeing Adviser. • Health & Wellbeing Policy now applies to both staff and students. • Correlation required on the student experience data alongside student withdrawal rates to check if there are areas to be targeted to support student wellbeing. • The slight increase in the gender pay gap was noted to be due to more females having left the organisation.

	<ul style="list-style-type: none"> • All accidents and incidents reported are investigated by Health & Safety Adviser and resolutions followed up where required. <p>The Board approved the annual HR&OD Report for publishing.</p>
BM1153	<p>Board Observers Policy</p> <p>SMcD update on the policy provided to establish guidelines for inviting individuals to attend Board of Management meetings as observers, while preserving the integrity, confidentiality, and effectiveness of board deliberations.</p> <p>The Board approved the policy and noted it will now be published on the College intranet and made available on the Board Library.</p>
BM1154	<p>Policies Recommended for Approval</p> <p>Financial Regulations Risk Management Framework Public Interest Disclosure Hospitality & Gifts</p> <p>Having been fully discussed and agreed at the Corporate Development and Audit & Risk Committees, and with no further queries or comments raised by Members, the Board approved the four policies noted above.</p>
BM1157	<p>Governance</p> <p>.1 Board Member Register of Interest (ROI) Summary The Board approved the ROI summary for publishing.</p> <p>.2 Code of Conduct for Board Members Board Members agreed compliance with the Code. Members available in the room were asked to sign a copy. Other Members will be asked to sign at a later date.</p> <p>.3 Articles of Governance .4 Standing Orders .5 Scheme of Delegation The Board approved the suggested amendments to the documents noted and that these will now be updated and published on the Website and added to the Board Teams library.</p>
BM1158	<p>Committee Remits</p> <p>.1 Audit & Risk .2 Corporate Development .3 Student Experience & Quality Enhancement .4 Nomination .5 Remuneration</p>

	Having been fully reviewed, discussed and agreed by each individual Committee, and there being no further comment raised by Members, the Board approved the revised remits for publishing.
BM1159	<p>Committee Chair Updates</p> <p>The Board noted the papers provided and updates highlighted by each Chair:</p> <p>SEQEC– 10 September 2025 GH highlighted the step change in the quality and transparency of data received. He referred Members to the appendix provided on where the college sits in comparison to the National Sector Benchmarking and gave assurance to the Board that the team were proactively actioning issues to make improvements.</p> <p>ARC – 16 September 2025 RL highlighted that the Committee had approved 3 out of 4 policies submitted, with further work requested on the Health & Safety Policy. He highlighted the work done on improvements to the risk register and links made to KPIs and strategic objectives. He noted the good discussions on IT security controls and disaster recovery, SOFT, CIVICA internal audit and the rolling audit action plans. It was further highlighted that more focus was still required within the Cyber Security area, particularly with recent attacks being on the rise.</p> <p>CDC – 22 September 2025 HC advised that most of the items had been discussed earlier on agenda. She highlighted the good discussions and quality of papers provided at the Committee. She further highlighted the good work ongoing within Procurement, Sustainability and Communications and Marketing.</p> <p>DM highlighted an AI element to the PECOS procurement system. MD to investigate.</p>
Action: MD	
<p>Items for Information: Papers for the next four items were issued for information. With no comments or queries raised the papers were noted.</p>	
BM1162	Internal Audit Annual Report 2024/2025
BM1163	<p>Committee Minutes</p> <ul style="list-style-type: none"> • SEQEC – 10 September 2025 (Draft) • ARC – 16 September 2025 (Draft) • CDC – 22 September 2025 (Draft)
BM1164	Schedule of Business
BM1165	Date of Next Meeting

	<p>The next Board meeting is due to take place on Monday 15 December 2025 at 4pm. The venue has now been moved to Paisley Campus and will be followed by dinner in the campus Weavers restaurant.</p>
BM1166	<p>AOCB With no further business raised the Chair closed the meeting.</p>

approved