

Title of Paper	Corporate Development Committee – Remit, Membership and Dates of Meetings for 2025/2026
Presented by:	Danny McMahon, Chair
Decision:	For Approval
Status:	PUBLIC

Purpose / Executive Summary:

The Membership of the Committee is attached for information.

Date of Committee meetings for 2025/2026 are also included to this document.

The Remit of the Corporate Development Committee is subject to annual review as per paragraph 6 of the Remit.

Recommendations:

The **Corporate Development Committee** is asked to consider and **approve** the Committee Remit and **note** the membership and dates of meetings.

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

Corporate Development Committee Membership – 2025/2026

Alisdair Barron, Member
Hilary Cameron, Vice Chair
Anne Campbell, Principal
Waiyin Hatton, (Ex Officio)
Joanne Kerr, Member
Fiona McLaren, Staff Member
Danny McMahon, Chair
Freshta Qaderi, Student President
John Scott, Member
Vacancy TU Board Member (Support Staff)

In attendance:

Nicola Connelly, Interim Vice Principal Operations
Mark Doyle, Interim Director of Finance & Estates
Susan McDonald, Governance Manager
Angela Pignatelli, Vice Principal, Educational Leadership
Joe Rafferty, Director of OD & HR
Brian Stobbs, Director of IT & Digital
Nathan Tyler, Director of Marketing, Communication & Student Experience
Other Members of College SMT attend as required

Quorum: No less than 50% of Board Members on the Committee, with a minimum of two Board Members

Dates of Meetings 2025/2026

22 September 2025

25 November 2025

2 December 2025 - joint Audit & Risk and Corporate Development Committee

3 March 2026

9 June 2026

Board of Management - Corporate Development Committee Remit

Statement of Purpose

The Board of Management provides the principal governance mechanism through which all activities are managed in accordance with relevant legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness, and economy. The Board of Management has delegated some of its responsibilities to certain committees.

The main purpose of the Corporate Development Committee is to:

- Have strategic oversight of finance, procurement, human resources and organisational development, communications, marketing, **digital** and information technology, **estates** and sustainability, and matters of a general nature that do not fall to other standing Committees, ensuring solvency, sustainability, efficiency, and innovation.
- **Consider and advise the Board** on the strategic implementation, review and development of required strategies and policies that reflect best practice and improve organisational performance, ensuring appropriate and effective controls and processes are in place.
- Ensure the College manages all assets and resources in accordance with Scottish Government and Scottish Funding Council requirements.
- **To review, scrutinise and monitor key performance indicators and performance reports against delivery of strategic objectives.**

1. Remit

- a) To have strategic oversight of the overall management of the College's resources – finance, people, procurement, information technology and property.
- b) To consider and advise the Board of Management on the development and implementation of College policy and strategy, including but not limited to the following areas:
 - Finance and Procurement
 - Risk
 - Organisational Development & HR, including Health & Safety
 - Communication and Marketing
 - Assets & Infrastructure, including Sustainability and Information Technology
 - **Community Planning and Partnerships (SEQEC)**

Ensuring progress is monitored in delivering strategic outcomes in these areas.

Finance

- c) To consider and advise the Board of Management on key strategic financial and management matters including:
 - solvency of the College
 - cashflow
 - effectiveness and appropriateness of the utilisation of College resources
 - financial strategy, budgeting, **revenue and capital funding**, financial monitoring and forecasts
 - **commercial and non-SFC income and alternative funding**

- banking arrangements and approval of bank signatories
- investments and borrowing, taxation and pension arrangements
- approval of procurement contracts over the value of £500,000

d) To consider and recommend the College's annual financial statements and associated reports for approval to the Board of Management at a joint meeting with the Audit & Risk Committee.

e) To ensure adherence to statutory requirements related to the College's financial affairs and compliance with the Financial Memorandum, Scottish Public Finance Manual (SPFM) and related guidance (including Accounting Policies in the Financial Statements) and to provide the Board of management with assurance on these matters.

f) To review **and oversee implementation of** College Financial Regulations on an annual basis, or more frequently if required and recommend these to the Board of Management for approval **ensuring systems of delegated authorities and robust financial control environment.**

g) ~~To review the College's commercial and any international activities ensuring alignment with the Strategic Plan. SEQEC~~

h) To promote and retain oversight of stakeholder engagement, marketing and economic research, business development, partnerships and international developments alongside Student Experience & Quality Enhancement Committee.

Risk

i) To review Strategic Risks that are directly related to the Committee's remit.

j) To ensure the mitigating actions for such risks are addressing the risk factors, and work to mitigate risk is progressing in line with agreed timelines.

k) To advise Audit & Risk Committee and the Board of Management on the adequacy of the risk management framework.

Human Resources and Organisational Development

l) To have strategic responsibility for oversight of and compliance with **legislative requirements** ~~employment, health and safety, data protection and freedom of information legislation~~, advising the Board of Management on the operation and implementation of effective and efficient policies, systems and strategies in the following areas as required:

- equality, diversity and inclusion (**Equality Duty and Equality Act** – producing and **publishing equality outcomes and reporting on mainstream activity to embed equality**).
- learning and development
- **employment law**, employee relations and national bargaining negotiations and consultations
- health and safety
- **staff wellbeing**
- workforce planning
- payroll
- voluntary severance schemes
- freedom of information
- data protection

m) **To hear grievance / appeals as per Public Interest Disclosure Policy.**

Assets and Infrastructure (including Sustainability and IT)

n) To consider regular reports and performance information and advise the Board of Management on key strategic infrastructure matters including:

- monitoring and review of the overall management and development of College property and information technology, ensuring that a comprehensive register of land, buildings and infrastructure assets is maintained and assurance is given to the Board of Management that the correct procedures are followed in respect of Exchequer funded assets.
- maintenance of estate and information technology in an efficient and effective manner, in accordance with a planned maintenance programme which is consistent with approved strategy and associated financial projections.
- **infrastructure proposals and the disposal or acquisition of land/buildings ensuring financial viability, strategic robustness and in line with Board parameters.**
- the implementation and development of carbon management and sustainability plans to address Scottish Government climate change requirements and ensure awareness of local, national, and global environmental matters.
- consideration and approval of information technology initiatives and innovations as required and the promotion of the effective and efficient use of IT services and assets.

Marketing and Communications

o) To consider and advise the Board of Management on key strategic matters relating to marketing and communications including the implementation, development and review of marketing and communication strategies and policies which enable the College to build its reputation.

p) ~~To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.~~ REPEATED

Other

q) Any other matters as required by the Board of Management.

r) The Committee can request representatives of other organisations to attend meetings if/as required.

2. Membership

The Principal

A minimum of four **Non-Executive** members of the Board of Management, one of whom will Chair.

One Staff member (non-teaching)

One Student member

Chair of the Board (ex officio)

Non-teaching TU Board Member

In Attendance

Vice Principal Operations

Governance Manager

Director of Finance & Estates

Internal Auditor (Wylie Bisset)

Director of IT & Digital Technology

External Auditor (Azets)

Director Organisational Development & HR

Director of Communications, Marketing & Student Experience

Other Members of the Senior Leadership Team as Required

The Chair and Vice Chair of the Committee will be **non-executive** members **and will be appointed** by the Board of Management.

Chair, Vice Chair, and members appointments to the Committee will be between 3 to a maximum of 5 years, providing systematic opportunities for Committee members to serve on another Committee.

Members of all Committees can request to attend other Committees' meetings as observers, providing opportunities to gain more understanding of the respective Committees' issues.

The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to an annual review, and may be re-appointed annually for up to a maximum of 4 years.

The Chair of the Board of Management will be an ex- officio member of the Committee.

The Committee is empowered to invite other members of the Executive / Senior Management Team to attend meetings of the Committee.

3. Frequency of Meetings

The Committee will meet at least four times per year.

4. Quorum

A quorum will be no less than 50% of Board members on the Committee, subject to a minimum of **two non-executive** Board Members.

5. Reporting Arrangements

The Chair of the Committee will provide an update on Committee discussions to the next Board Meeting following the Committee Meeting. Minutes of all Committee meetings will also be submitted to the Board for information.

6. Secretariat

Secretariat will be provided by the Governance Manager.

Papers for meetings will be sent out electronically 7 days in advance of the meeting.

7. Review

The Remit will be subject to review annually. Next review due by **September 2027**.

Title of Paper	Financial Regulations
Presented by:	Mark Doyle, Interim Director of Finance & Estates
Recommendation:	To Review and Recommend for Board Approval
Status:	PUBLIC

Purpose / Executive Summary:

The Corporate Development Committee remit includes the requirement to:

To review College Financial Regulations on an annual basis, or more frequently if required and recommend these to the Board of Management for approval.

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:

The Committee are asked to **review** the changes to the Financial Regulations and **recommend** to the Board of Management for approval.

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.

Title of Paper	Risk Management Framework
Presented by:	Nicola Connelly, Interim Vice Principal of Operations
Recommendation:	To Review and Recommend for Board Approval
Status:	PUBLIC

Purpose / Executive Summary:

In line with its remit, the Audit & Risk Committee is responsible for reviewing the Risk Management Framework every three years, or more frequently if required, and recommending it to the Board of Management for approval.

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:

The Corporate Development Committee are asked to **review** the changes to the Risk Management Framework and agree that it be **recommended** to the Board of Management for approval.

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:

- The document has been updated from a Policy to a Framework to more accurately reflect its status. The College has also refined its strategic structure to ensure stronger alignment with corporate requirements. Each strategy will now be supported by a suite of underpinning frameworks within its remit, as outlined below:

Corporate Strategy

Learning, Teaching and Student Experience Strategy

- Curriculum Framework
- Safeguarding Framework
- Student Wellbeing Framework
- Access and Inclusion Framework

Infrastructure Strategy

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

People Strategy

- Wellbeing Framework

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

- 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.
- The Equality Impact Assessment statement has been reviewed and updated.
- References to the Senior Management Team (SMT) have been updated to Senior Leadership Team (SLT).

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 the Corporate Development Committee 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.

The paper is presented in line with Corporate Development Committee Terms of Reference:

'To have strategic oversight of the overall management of the College's resources – finance, people, procurement, information technology and property.'

The paper is submitted For Review and Approval for presentation to the Board of Management.

Recommendations:

The Corporate Development Committee is invited to review, note the content of the report for information and approve for consideration at Board of Management for approval 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.

Working at West



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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.

HEADCOUNT

955 ▼ 30

TURNOVER

13.1% ▲ 1.6%

ABSENCE RATE

5.7% ▲ 1.4%

Equality, Diversity and Inclusion



% 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



Total CPD Hours 6715

Total My Conversations 67

Total Operational Goals 62

Total Development Goals 66

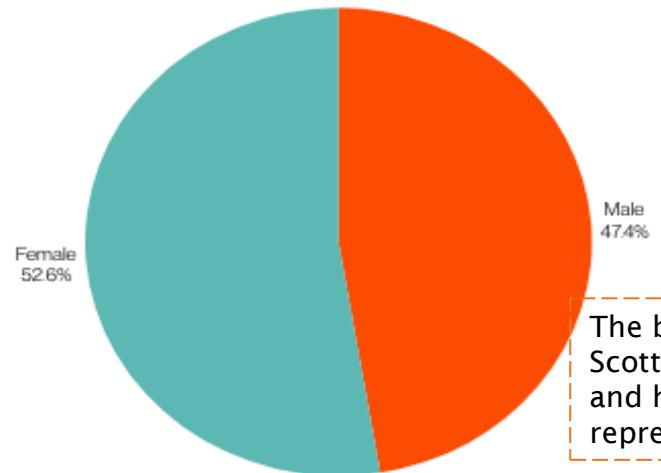
Total Skills Profiles 491

Top 10 Engagement

- Prevent Awareness eLearning
- All Staff Development Day
- Civica College Management System - Managing Applications
- Personal Safety and Conflict Management
- Supporting Student Mental Health and Wellbeing
- Civica College Management System - Resulting
- A Brief Introduction to Neurodiversity
- Active Listening
- Civica College Management System - Registers in Progress
- Supporting Students with Autism



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 Initiatives

EPA Working at West Engagements

OD & HR Key Performance Indicators 2024-5



Headcount
955



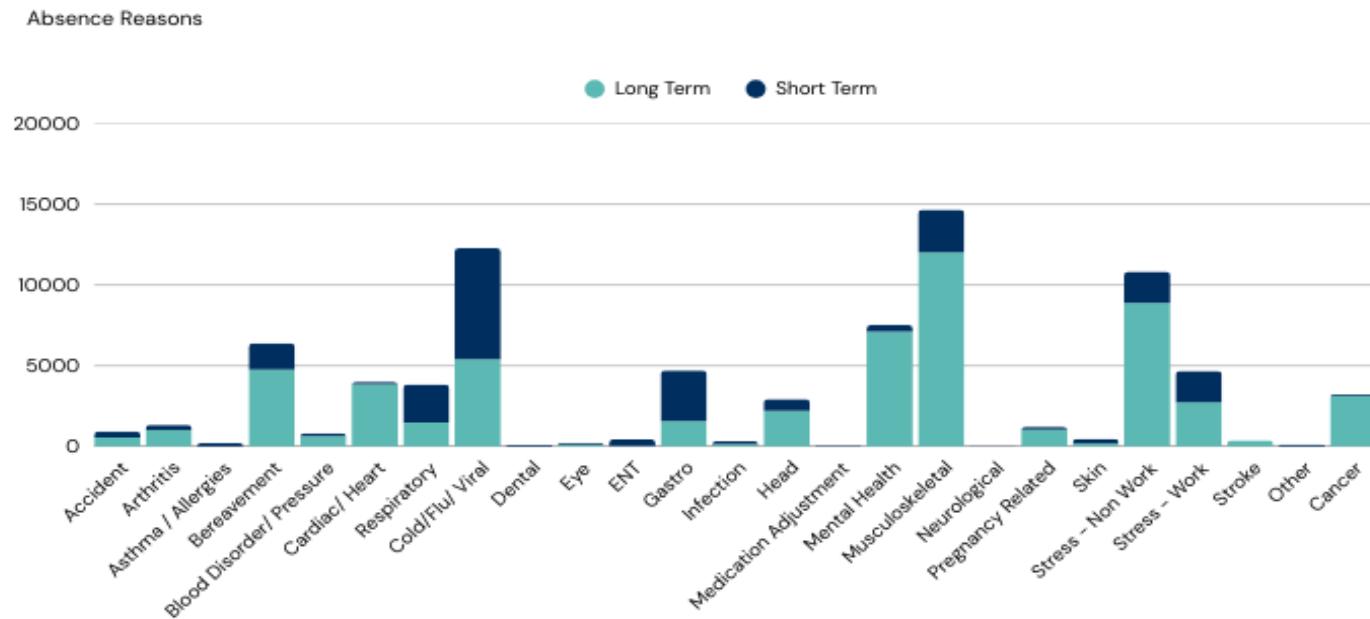
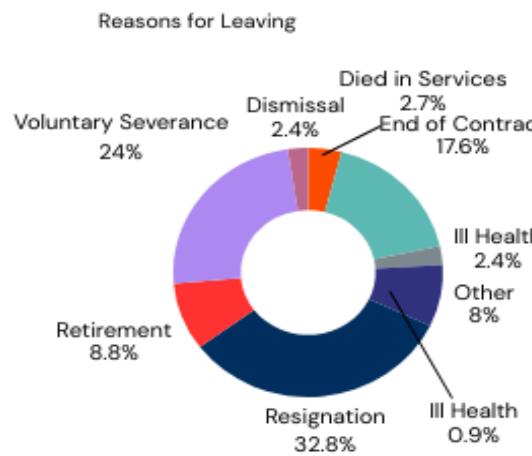
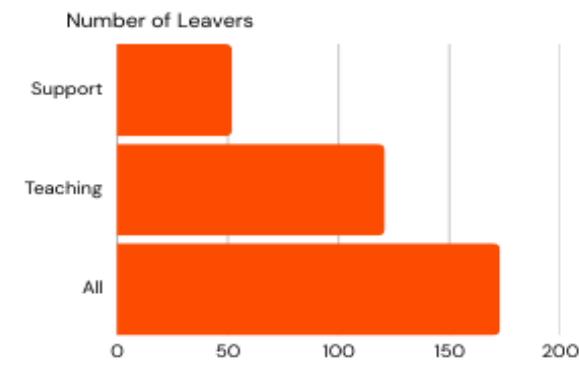
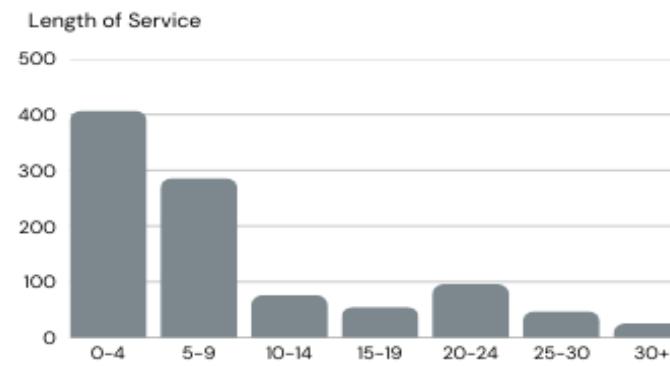
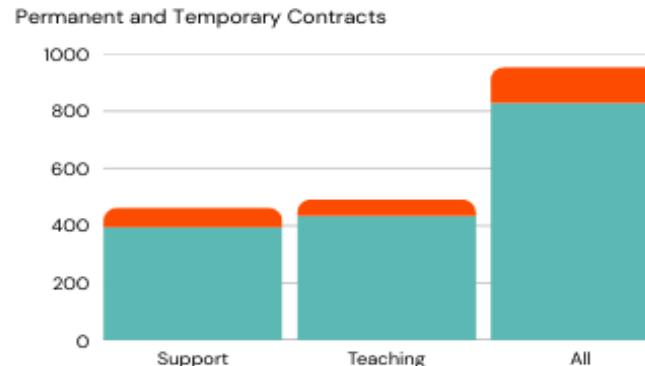
Turnover
13.1%



Absence Rate
5.7%

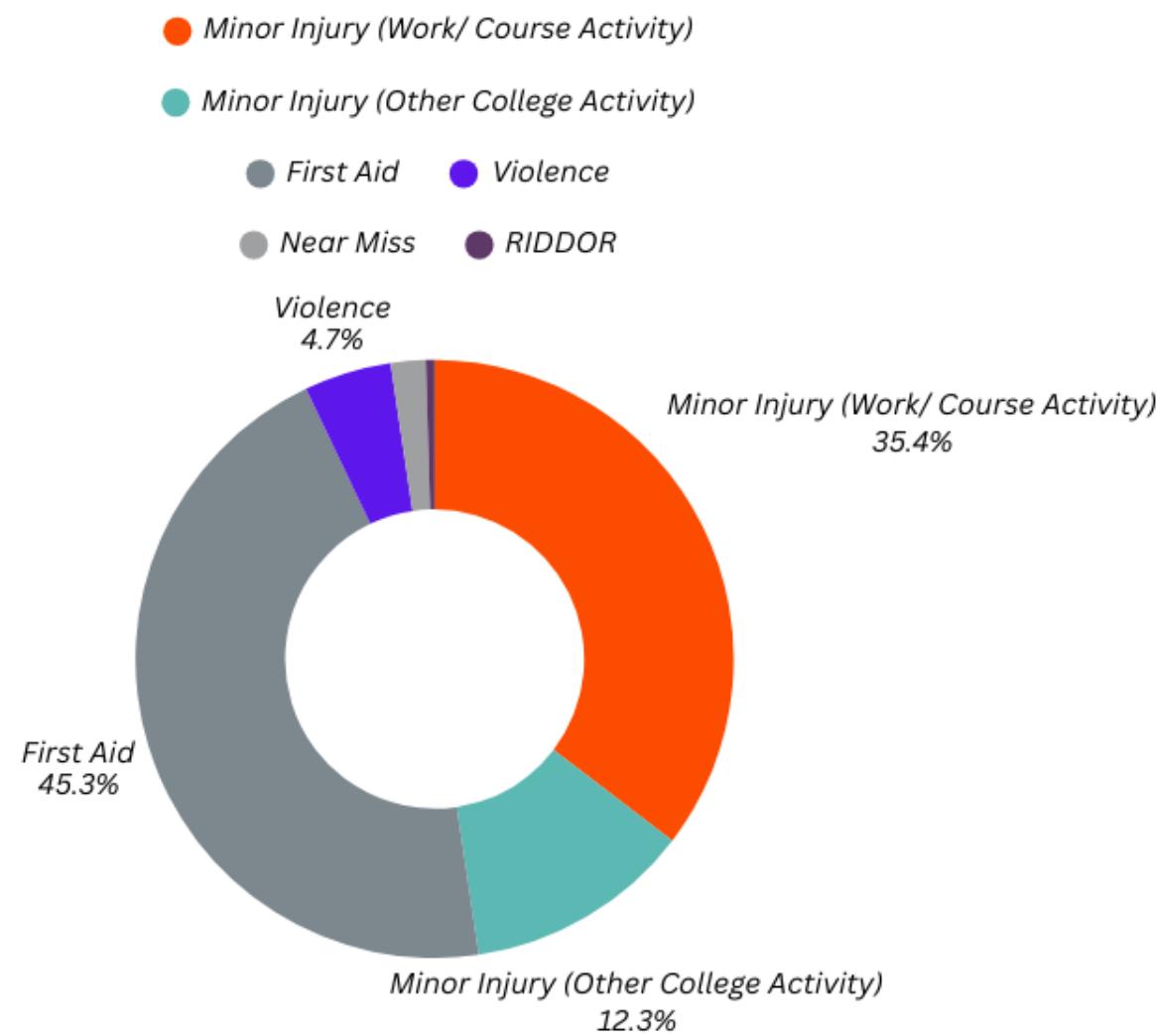


Days Absence
10,738



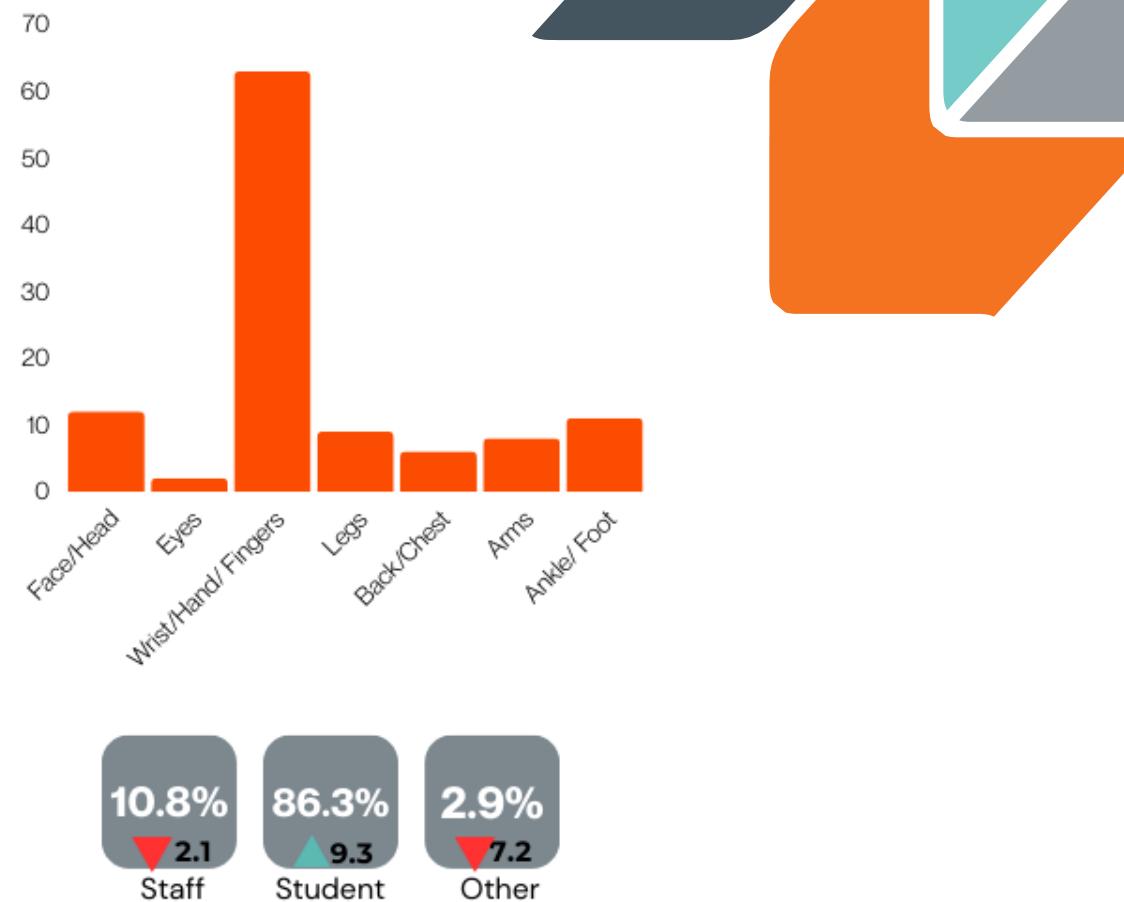
Health and Safety

Categories



Health and Safety

Number of Accident and Incidents

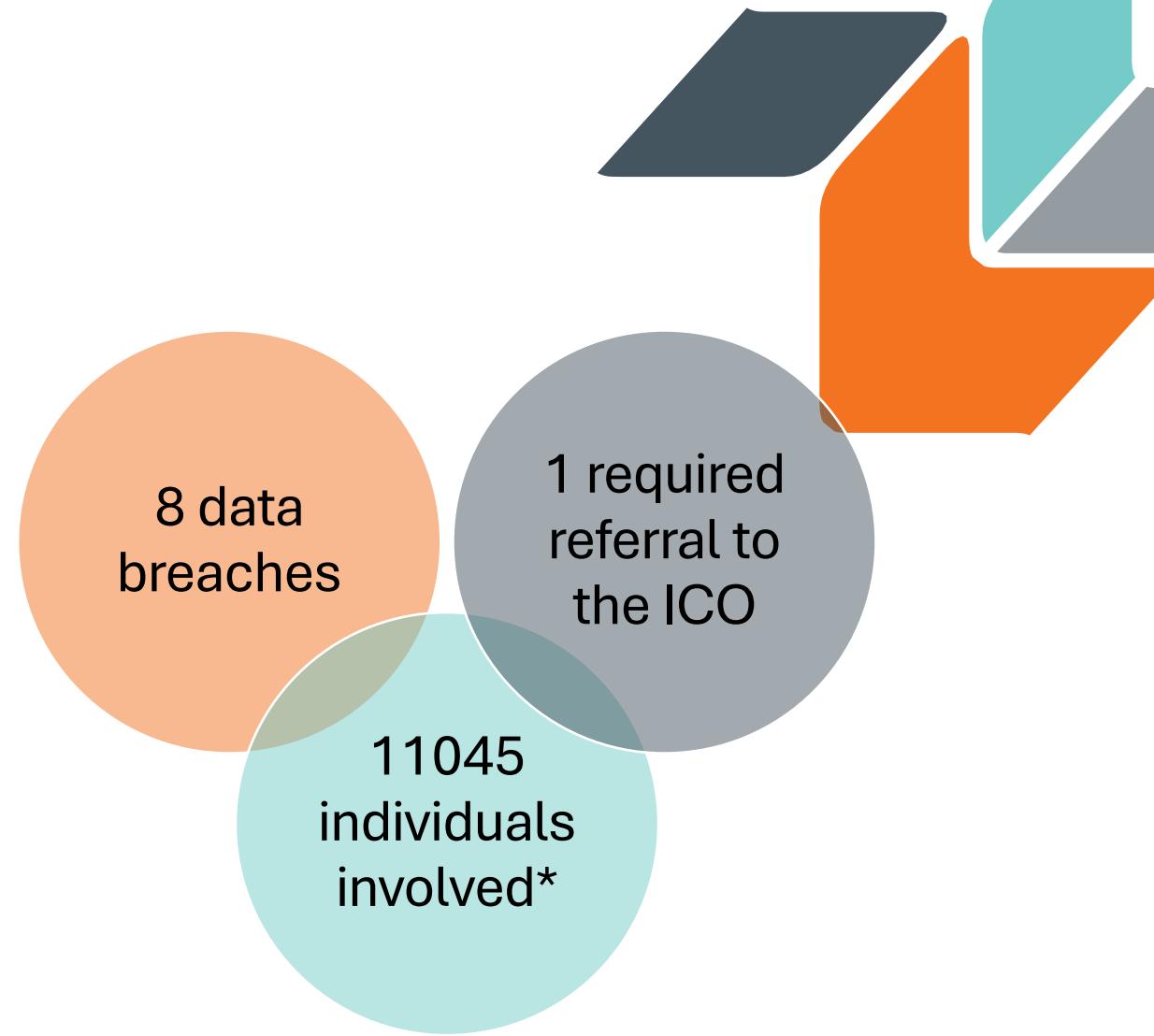


Freedom of Information Requests

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



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

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.

Objective: One College Culture

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



People Strategy Plans for 25-26

- 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.

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

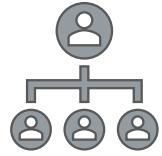
Aiming to be a sector-leading employer, providing a safe, inclusive, and supportive environment where staff can reach their full potential.



- 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.

Objective: Effective Managers & Leaders

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

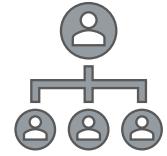


- The learning and development provision for managers and leaders continues to be available on Evolve and has been further developed and refreshed.
- Our West Leaders Bulletin continues to receive good feedback, keeping our Leaders up to date on all relevant OD and HR topics.
- We have developed performance 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.

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.

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.

People Strategy Plans for 25-26

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.

- 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.

- 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.

Project Roadmap

People Projects 2025 and Beyond

2025

2026

2027

2028

Communicating Change

Performance Management

Flexible Terms and Conditions

Skills Focused Organisation

People Strategy

Upskilling and Reskilling

Workforce Planning

Temporary Contract Management System

Organisational Re-design

Attendance Management

Fixed Term Contract Review

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.

Title of Paper	2025-30 Procurement Strategy and Action Plan
Presented by:	Mark Doyle, Interim Director of Finance & Estates
Recommendation:	Approve
Status:	PUBLIC

Purpose / Executive Summary:

The report presents the 2025–2030 Procurement Strategy to the Committee for formal approval. Subject to endorsement, the strategy will be submitted to the Scottish Government and subsequently published on the College’s website to ensure transparency and alignment with sector-wide procurement standards.

The paper is presented in line with Corporate Development Committee Terms of Reference: ‘To have strategic oversight of the overall management of the College’s resources – finance, people, procurement, information technology and property.’

Recommendations:

The Corporate Development Committee is requested to **approve** the Procurement Strategy 2025-30 for publication on the College website.

Implications: (to be updated as required)

Financial	As per paper.
Student Experience	Very much supporting the student experience and journey.
People	No direct implications.
Legal	No direct implications.
Reputational	Procurement legislation compliance is necessary.
Community/ Partnership impact	None
Environment	None
Equalities	None

Background

- 1.1 Under Section 15 of the Procurement Reform (Scotland) Act 2014 all contracting authorities with an annual regulated procurement spend above or equal to £5 million must prepare and implement a Procurement Strategy.
- 1.2 The Procurement Reform (Scotland) Act 2014 also requires all public sector organisations to prepare and publish an annual Procurement Report, which summarises procurement activities carried out during the year. The annual report will be presented to the November meeting.

1.4 Appendix 1 provides the Procurement Strategy 2025-30. The main components of the strategy include:

- Page 4: Spend Profile
- Page 4- 9 Mission and strategic objectives
- Page 9 – 15 Ensuring compliance with general duties and specific measures of the Procurement Reform (Scotland) Act 2014
- Page 15 Annual Procurement Report
- Page 16 Procurement Action Plan

Title of Paper	Sustainability Update Report
Presented by:	Nicola Connelly, Interim Vice Principal of Operations
Recommendation:	To Note
Status:	PUBLIC
Linked To:	
KPI(s)	
Strategic Objective	All – Sustainability
Strategic Risk	Reputational Risk

Purpose / Executive Summary:

This paper provides the Corporate Development Committee with an:

- Overview of activities undertaken since the previous Committee.
- Overview of sustainability projects planned for 2024-25.

The College has continued to embed the objectives set out in the overarching Sustainability Strategy and develop and implement the College sustainability action plan. The College considers that it is making progress on implementing the Sustainability Strategy but that in line with the overall public sector, any continuation of this upward trajectory will require more investment by the Scottish Government.

The paper is presented in line with Corporate Development Committee Terms of Reference:

'To consider and advise the Board of Management on the development and implementation of College policy and strategy, including but not limited to the following areas:

- Estate
- Carbon management and sustainability'

Recommendations:

The Corporate Development Committee are asked to note the contents of the report.

Implications:	
Financial	The paper highlights the material investment required to be made by the College to address the challenges of climate change. External funding support is required to allow these investment opportunities to proceed.
Student Experience	The climate challenge faced by the College is recognised and it is known that increased sustainability measures are important to our students.
People	No direct people impact in this report. The staff and wider stakeholders will be supported by the actions being taken by the College in the coming months and years.
Legal	The College has a commitment to become net zero by 2040 alongside the annual Scottish Government reporting requirements. The College may not be able to achieve its net zero target without external funding support.
Reputational	As noted above the College has a net zero target. An inability to achieve this target could result in reputational damage and therefore the College must be seen to have taken all reasonable steps to assist in achieving this target, more so as it is legislative.
Community/ Partnership impact	The College must support Communities in addressing climate change.
Environment	Direct implications in moving towards 2040 zero carbon target.
Equalities	No direct impact from the content of this report.

1. Sustainability Activities – Past Three Months

- 1.1.** The College Sustainability Newsletter was issued, highlighting key developments from the past quarter. Please refer to the attached paper titled “Sustainability Newsletter – May 2025.” The newsletter will be published every four months.
- 1.2.** Replacement of EV charging points is underway at the Paisley and Finnart campuses to ensure a more reliable and efficient service for users.
- 1.3.** The Cycling Officer successfully secured the Cycling Scotland Campus Friendly Award for Clydebank and Paisley. Efforts are ongoing to achieve the same recognition at Greenock once criteria are met.
- 1.4.** New recycling signage has been installed at vending machines to encourage the recycling of drinks containers.
- 1.5.** The College has been successful in securing cycling funding to purchase 10 new bikes (including 2 e-bikes). This will allow the Sports department to operate/manage a shared bike scheme to allow bikes to be more accessible to students and staff.
- 1.6.** Energy consumption data for gas and electricity during Quarter 4 (May–June 2025) has been captured and compared to the same period last year. Please see Appendix 1 for full details. Key findings include:
 - 1.6.1.** Electricity usage at Paisley has decreased. However, costs at Finnart have increased and require investigation. Waterfront costs have dropped, likely due to the campus now being closed on Fridays. Clydebank usage has remained consistent.
 - 1.6.2.** Gas usage at Paisley has reduced, aligning with expectations following the introduction of the BMS system. Increases at Clydebank and Waterfront are unexpected and will be investigated, especially in light of the Heating and Cooling Policy implementation.
- 1.7.** Free Automatic Meter Readers (AMRs) have been installed at water meters in Paisley and Finnart, providing more accurate and regular consumption data. Analysis shows water is running during building closures, resulting in an estimated annual loss of approximately £30,000. Clydebank’s annual consumption is 37% higher than Paisley and 87% higher than Finnart, which is concerning. AMR installation at Clydebank is pending.
- 1.8.** The above results have resulted in a water audit being conducted across toilets, sinks, and stop taps at all campuses to address the above concerns.
- 1.9.** The Sustainability Oversight Group has welcomed new members from curriculum areas, support services, and the Student Association. The group is developing an

action list of initiatives for the 2025–26 academic year, with a strong focus on student involvement.

2. Planned Future Activities

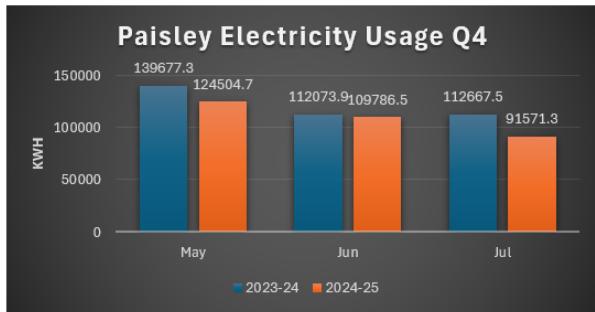
- 2.1.** Continue monitoring energy consumption in greater detail using the newly installed AMRs to identify and address anomalies promptly.
- 2.2.** The Sustainability Oversight Group will convene to share ongoing work across the College and explore ideas to support the Net Zero target. A detailed Action Plan will be presented in the next update.
- 2.3.** Collaborate with stakeholders and the student body to promote recycling and active travel during Freshers Week.
- 2.4.** Explore partnership with Clyde Recycling to install a clothing bin at the Paisley campus. This initiative will support responsible clothing disposal, reduce landfill waste, and generate income for the College with each full bin.
- 2.5.** Preparations are underway to submit the *Public Bodies Climate Change Duties Report* by 30 November 2025.
- 2.6.** The BMS system has been installed at Paisley campus at a cost of approximately £60,000, with expected payback through savings within 14 months. Installations at Clydebank and Greenock are planned in the coming months.
- 2.7.** Continue to negotiate with West Dunbartonshire Council about the College's ability to use the Queens Quay District Heating Network.
- 2.8.** All capital projects will be assessed for sustainability impact moving forward.

3. RECOMMENDATION

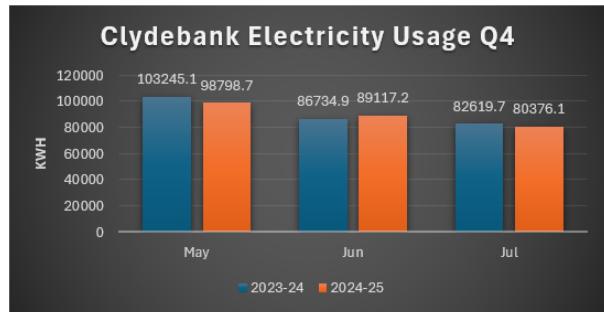
- 3.1.** The Corporate Development Committee are asked to note the contents of the report.

Appendix 1:

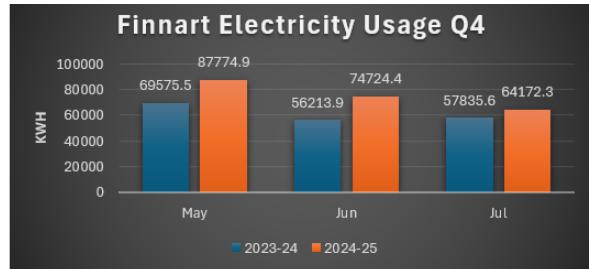
Electricity Usage May 25- July 25 Compared to previous year:



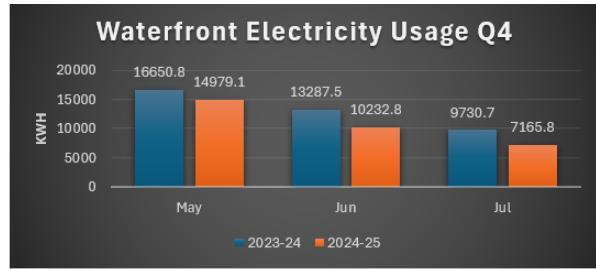
Electricity consumption at Paisley has decreased over the last quarter. May down 11%, June 2% and July down 19%. If we say a unit of electricity costs around £0.28 then our costs have reduced around £10,795 in comparison to the same quarter period last year.



Electricity consumption at Clydebank is around where it was the previous year with May down 4%, June up 3% and July down 3%. Costs at Clydebank have reduced around £1,206 in comparison to last year.

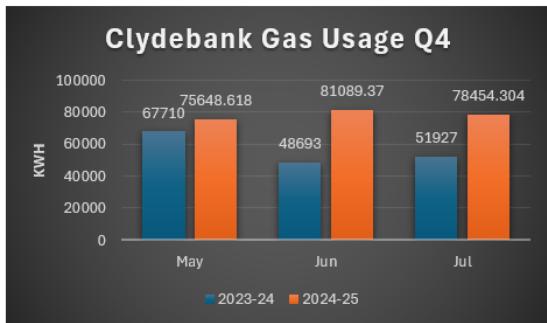


Electricity usage at Finnart has increased over the quarter with May up 21%, June up 25% and July up 10%. Costs at Finnart have increased by £12,052 from same period last year.

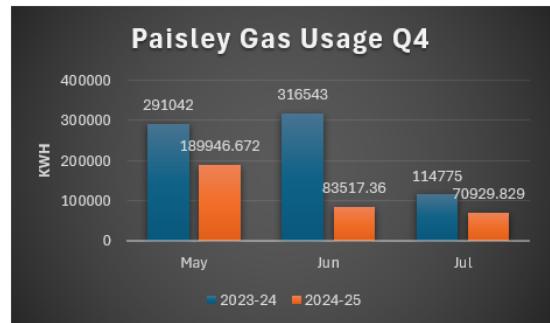


Electricity usage at the Waterfront has reduced over the quarter with May down 10%, June down 23% and July down 26%. Costs at the Waterfront have reduced by £2,042 from same period last year.

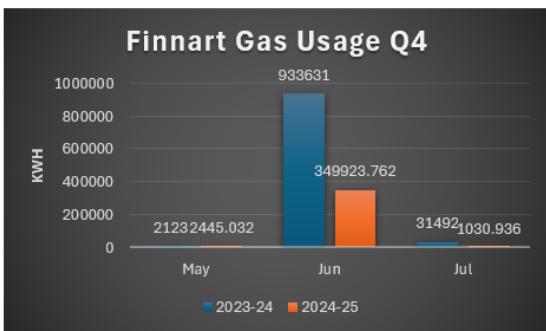
Gas Usage May-25 to Jul-25 compared to the previous year:



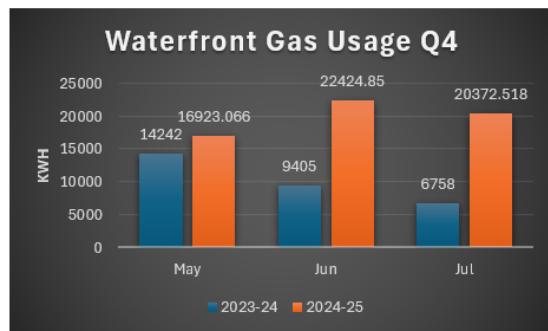
Clydebank's gas consumption has increased this quarter in comparison to last year. May is up by 11%, June up 40% and July up 34%. The average unit cost is around £0.05 therefore the additional cost for this quarter is approx £3,343 in comparison to same period last year



Paisley's gas consumption has reduced this quarter in comparison to last year. May is down by 35%, June down 74% and July 38%. The cost reduction at Paisley is significant at approximately £18,893 for this quarter.



Finnart's gas consumption has gone up 14% in comparison to last year, down 63% in June and down 97% in July. It was identified that the gas meter was not working properly last year at Finnart, therefore the high usage in June 23-24 was due to backdated consumption over the year. Due to backdated consumption been added from last year its difficult to see the true reflection of usage.



The gas consumption at the Waterfront Campus has gone up in May by 16% in comparison to same period last year, up 58% in June and up 67% in July. The cost increase at the Waterfront is around £1,466 in comparison to same period last year.

Title of Paper	2025-26 Audit Committee Schedule of Business
Presented by:	S McDonald, Governance Manager
Decision:	For review, comment and agreement
Status:	PUBLIC

Purpose / Executive Summary:

The attached table gives Committee Members advance notice of the known items due to be discussed at forthcoming meetings. Please note that some of these will be subject to change as we progress through the year and other priorities emerge. This information has considered the responsibilities and overall reporting requirements of the Committee. The calendar does not take into consideration future projects that may be submitted for discussion or approval; these will be added as timescales become known.

This table will be updated and presented for information at each Committee meeting. If there are material changes to the schedule of business these will be brought to the attention of the Committee.

Recommendations:

The Corporate Development Committee is requested to **review** and make **comment** upon the proposed Schedule of Business and **consider** whether there are any further assurances required in work to be undertaken during 2025-26.

Implications:

Financial	Not applicable for this report
Student Experience	Not applicable for this report
People	Not applicable for this report
Legal	The remit of the Committee adheres to Audit Assurance Handbook guidelines and all areas are covered through the reports and information submitted to the Committee.
Reputational	Not applicable for this report
Community/ Partnership impact	Not applicable for this report
Equalities	Not applicable for this report -EIAs are embedded across the College's activities
Environment	Not applicable for this report

Corporate Development

Standing Items at every Meeting

- Minutes of Previous Meeting
- Schedule of Business
- Internal Audit (Updates/Reports)
- Comms & Mkting Update
- IT & Digital Update
- Finance Update
- Estates & Projects Update
- Sustainability Update
- Procurement Approvals
- People OD & HR Update
- Risk Register
- KPIs
- SOFT updates

Winter Meeting (Nov / Dec)

Governance:	IA: Student Credits/Funding
Corporate Reporting	Compliance Report
Student	
Learning & Teaching	
Finance / Estate/Risk	Mgt Accounts to October
People:	
Annual Updates	H&S Annual Statement
	Sustainability Update (gov Audit)
Policies:	Business Continuity - ARC
	Corporate Strategy
	Infrastructure Strategy
Strategies:	People Strategy

Spring Meeting (March)

Additional Items

Governance:	IA reports: Staff Rec & Ret; Procurement & Contract Mgt; Financial Controls: Info Sec & IT Cyber Risk
Corporate Reporting	
Students	
Learning & Teaching	
Finance / Estate/Risk	Management Accounts to January
	Budget 2024/2025 and Financial Forecast Update (draft)
	Sustainability Update
People:	
Annual Updates	Annual Carbon Emissions Return
	Equality Mainstreaming Report
Policies:	Dec & Mgt Interest (May 26)
	Records Mgt Policy (Mar 26)
	Data Protection (Mar 26)
Strategies:	Underpinning Frameworks

Summer Meeting (June)

- Evaluation of Committee
- Governance Compliance
- EA Plan (next year)
- IA Reports - Staff Utilisation

Corporate Reporting	
Student	
Learning & Teaching	
Finance / Estate/Risk	Mgt Accts to April
	Budget & Financial Forecast (next yr)
People:	
Annual Updates	Modern Slavery Statement
Policies:	
Strategies:	Progress on Strategies