

West College Scotland

Student Experience & Quality Enhancement Committee (SEQEC)

Minute of Meeting held on Wednesday 19 November 2025, via Teams

Present: A Campbell, Principal [AC]
G Cooper [GC]
J Couto-Phoenix [JCP]
W Hatton, Ex Officio [WH]
G Hunt, Chair [GH]
S Mason [SM]

In Attendance: J McAllister, Interim Assistant Principal [JMc]
S McDonald, Governance Manager [SMc]
(Minutes)
A Pignatelli, Vice Principal Educational Leadership [ARP]
F Qaderi, Student President [FQ]
W Sheridan-Price, Interim Assistant Principal [WSP]
N Tyler, Director Student Exp, [NT]

SEQ684 Welcome & Apologies

Apologies were noted from J McKie D Donaldson and G Rice. The Chair welcomed everyone to the meeting.

SEQ685 Declarations 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 with regard to the items on the agenda for the meeting.

SEQ686 Minutes of the Last Meeting

The minutes of the meeting held on Wednesday 10 September 2025 were approved as an accurate record of discussions.

SEQ687 Actions from the Meeting and Matters Arising

The Committee **noted** the updates provided on the outstanding actions since the last meeting.

It was agreed that the action relating to STEM and sustainability can be removed and will be taken forward through the curriculum transformation project.

Other completed and ongoing actions can now be removed.

SEQ688 Updated Committee Remit

The Chair spoke to the revised Terms of Reference for the Committee strengthening the monitoring of alternative and commercial income contracts, which is an area for opportunity and growth. ARP noted that the job titles for the senior team in attendance would be updated to reflect recent changes.

Subject to the above change, the Committee **approved** the revised Remit and recommended it to the Board for final approval.

SEQ691 Strategies

Strategic Plan 2025-2030

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 and easy to understand.
- Change to People Centred from Student Centred Value is right decision as all are inter-dependent to the success of the College.
- Heartened to see the involvement of staff, students and key stakeholders in the development.
- Agility on the measures of success and impact.
- Connectivity of other areas, and consistent focus on key measures.

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.

Learning, Teaching & Student Experience Strategy

ARP spoke to the draft strategy and noted the following:

- Gives a high-level focus on our direction of travel to effect positive change, improvements and enhancement to the overall student experience.
- Aligns to current, and emergent, labour market intelligence, regarding skills pipelines.
- Meets the needs of the Changing Learner.
- Aligns with the expectations of the TQEF pillars and awarding framework.

- Vision and Purpose
- Associated Action Plan performance would be monitored through SEQEC.
- Sense of 'Place' to be noted throughout.
- Diversity of who our students are, both by demographic and type to be added.
- Consultations taken place through staff teams and student sessions are being set.
- Empowers staff, sets expectations and provides a route map for workforce planning.

The Committee noted the following:

- Clear and succinct, giving clarity on the curriculum areas of focus and priority.
- Alignment and linkage to Strategic Plan and TQEF themes.
- Clear strategic action plan attached.

The Committee, supporting the direction of travel, **agreed** the draft Learning, Teaching & Student Experience Strategy and recommended it to the Board for final approval.

Employer Engagement Strategy

JMcA 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.
- 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 objectives easy to grasp.
- Clear performance measures.
- Interface with employers and providers to mould the future with ability to adapt to employer needs.
- 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.

AC thanked Members for their positive comments on the Strategies provided. She highlighted the importance of taking staff on the journey to provide a quality education experience for learners as well as economic development. She noted that conversations had started with Local Authorities and key employers across the region on how education can be delivered to fit the needs of the region. She noted the CPR heatmap, later in the agenda, showing two sectors of real strength with innovation and entrepreneurship throughout, however work continues with teams involved, due to the constraints of current workforce arrangements and national bargaining.

ARP noted the College was well placed to be agile, with the changes to provision and ability to upskill the workforce. She noted that micro-credentials were being explored and that this was needed at pace.

Presentation: Student & Enterprise Leadership

ARP gave the Committee a presentation covering the next 4 papers giving an update on all areas of operation. Highlights from each will be noted below. Copy of the presentation will be uploaded to the Committee Teams channel and the Board Library as information for all Board Members.

The Chair, on behalf of the Committee noted the credit and recruitment position.

The Committee noted all papers discussed and the presentations provided. They further noted the positivity, sense of connectivity and ownership being shown across areas. A query was raised on how to avoid burn-out of staff with the amount of work and change being undertaken. ARP noted that a session from HR on Coping with Change was being delivered across all levels of staff to help with the reset and changes.

Presentation: Performance

ARP advised the Committee a presentation covering a deep dive into Performance. She noted that the next 5 papers also gave the Committee an update on proposed curriculum and business transformation and way forward.

Highlights from each will be noted below. Copy of the presentation will be uploaded to the Committee Teams channel and the Board Library as information for all Board Members.

The Committee **noted** the positive presentation, papers and comprehensive updates provided and highlighted the following:

- Openness and transparency shown with the heatmaps and the innovative work being undertaken to transform how we operate.
- A new era for the College with the proposed changes and developments.
- Motivation of staff to make incremental improvements in performance.
- Welcomed the collaboration of colleges working together.
- The need to celebrate our good performance areas.
- Now getting a broad sense of where we sit in the sector.
- Transformation and what it means – understanding how we operate.
- Challenging staff to be the best they can.

AC noted that the data provided in future will show evidence and allow for qualitative questions to be asked. She noted the time and efforts being invested on a behavioural management framework to provide a safe space for reflecting on performance and how we can do things better and focus on the strategic priorities.

Items for Information

SEQ701 Schedule of Business

The Committee noted the Schedule of Business provided that requires to be amended to suit the new format of meetings. **Action: ARP/SMc**

SEQ702 AOCB

The Chair and Members of the Committee noted the excellent papers and presentations provided for the meeting and the subsequent discussions that have taken place.

SEQ703 Dates of Meetings for 2026

Wed 25 February 2026

Wed 3 June 2026

approved