Title of Paper	WCS Chair's Report
Presented by:	Waiyin Hatton, Chair of the Board
Recommendation:	**To Note**
Status:	**PUBLIC**

Purpose / Executive Summary:

The Chair of the Board of Management provides Board Members with an update of activities since the last meeting held in October 2025

Recommendations:

The Board is asked to note the update provided.

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

Chair's Report

As we hold the final Board meeting in 2025, I want to start this report on a positive note. Members will recall that we have an action in the Board Development Plan 2025 to strengthen ownership of staff and students in future directions of the College and decisions of the Board through communication on Board decisions in a timeous way after every meeting. The first Board of Management Briefing Note was issued shortly after the last Board meeting, and I am delighted to provide an example of feedback received – '*Just a quick note to say this is a welcome development: it's always useful to know what's going on at board level.*' I want to note, therefore, appreciation to everyone who made this happen.

I attended Colleges Chairs Group session on Governance on 12 November 2025, where the Chair of a college shared their experience of a Board situation. Following discussions, we agreed to seek clarification from Scottish Government and Scottish Funding Council on their respective roles on the governance of college boards. We also encouraged colleges to check their staff-related policies to see if any should also apply to Board members.

The Ethical Standards Commissioner is consulting on the State of the Nation report as part of the refresh of the Diversity Strategy on Public Appointments in Scotland, and I attended the online session on 27 November 2025 to provide comments.

As we break for the festive season, I want to take this opportunity to thank Board members and all staff for their unyielding efforts in 2025.

I wish you all a very healthy and successful 2026 when it arrives. And see you all Board Strategy Session Monday 26 January 2026 at Finnart Street Campus.

Dr Waiyin Hatton
Chair, Board of Management

Title of Paper	Strategic Plan 2026-2030 (DRAFT)
Presented by:	Anne Campbell, Principal
Recommendation:	Approve following Committee recommendations.
Status:	RESTRICTED until approved
Linked To:	
KPI(s)	All
Strategic Themes	All; People, Place, Performance, Partnerships
Strategic Risk	All

Purpose / Executive Summary:

To provide all Committees and Board with a draft of the proposed new Strategic Plan for 2026-2030 which sets out the vision, mission, values and strategic themes and objectives that will ensure a sustainable future in which our students, staff and the communities that we serve can all thrive.

Recommendations:

All Committees were asked to review and discuss the draft Strategic Plan and provide any comment or feedback, and any additional areas that should be considered for inclusion.

Following recommendation from the Committees, the final Strategic Plan is now submitted to the Board for final approval.

Implications:	
Financial	
Student Experience	
People	
Legal	Consideration of all implications will be considered within the parameters of the underpinning operational frameworks and other subsidiary documents developed under this over-arching Strategic Plan for the organisation.
Reputational	
Community/ Partnership impact	
Environment	
Equalities	

Title of Paper	Learning, Teaching and Student Experience (LTSE) Strategy
Presented by:	Angela Pignatelli, Vice Principal Educational Leadership
Recommendation:	Approve following Committee Recommendation
Status:	**RESTRICTED**
Linked To:	
KPI(s)	Performance Objectives are clearly framed against all aspects of the student experience.
Strategic Objective	All: Students, Sustainability, Partnerships, People and Future
Strategic Risk	Failure to reinvent our LTSE Strategy to meet changing societal requirements in a sustainable manner could lead to missed opportunities or reputational damage.

Purpose / Executive Summary:
To provide a new Learning, Teaching and Student Experience (LTSE) Strategy which aligns to current, and emergent, labour market intelligence, regarding skills pipelines; meets the needs of The Changing Learner; and aligns robustly with the expectations of the new Tertiary Quality Enhancement Framework (TQEF).

Following recommendation from the Student Experience & Quality Enhancement Committee, Board Members are asked to approve the Learning, Teaching & Student Experience Strategy.

Implications:	
Financial	There are financial implications associated with this paper.
Student Experience	There are student experience implications directly associated with this paper.
People	There are human resource implications associated with this paper.
Legal	There are no legal implications associated with this paper.
Reputational	There are reputational implications associated with this paper.
Community/ Partnership impact	There are community implications associated with this paper.
Environment	There are no environmental implications associated with this paper.
Equalities	There are no equality implications associated with this paper.

Title of Paper	Infrastructure Strategy 2026-2030 (DRAFT)
Presented by:	Nicola Connelly, Interim Vice Principal of Operations
Recommendation:	Approve following Committee Recommendation
Status:	RESTRICTED until approved
Linked To:	
KPI(s)	All
Strategic Themes	All; People, Place, Performance, Partnerships
Strategic Risk	Failure to align our Infrastructure Strategy to the Strategic Plan could result in the College estate not being fit for purpose and have a detrimental impact on the ability to meet our strategic aims

Purpose / Executive Summary:

Following discussion at the joint ARC and CDC this now provides the Board with the proposed new Infrastructure Strategy for 2026-2030 which sets out the four-year plan to modernise and optimise West College Scotland's physical and digital infrastructure.

Following recommendations at CDC the following sections have been amended:
- Capital Priorities and Exclusions – Pages 3,4
- Sustainability and Net Zero Plan – Page 7

Recommendations:

Following discussion and recommendation from the Committees, the Board is asked to approve the Infrastructure Strategy

Implications:	
Financial	There are financial implications associated with this paper.
Student Experience	There are student experience implications directly associated with this paper.
People	There are human resource implications associated with this paper.
Legal	There are no legal implications associated with this paper.
Reputational	There are reputational implications associated with this paper.
Community/ Partnership impact	There are community implications associated with this paper.
Environment	There are environmental implications associated with this paper.
Equalities	There are no equality implications associated with this paper.

Title of Paper	People Strategy
Presented by:	Joe Rafferty
Recommendation:	To Approve following Committee recommendation
Status:	**PUBLIC**

Purpose / Executive Summary:

This draft strategy provides the guiding framework for how we will support, develop and lead our workforce so that we can 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 how we will create a culture where people feel valued, connected and equipped for the future of work.

Recommendations:

Following recommendation from the Committees, the Board is asked to approve the People Strategy.

Implications:	
Financial	There are no direct financial implications associated with this strategy although, the work that flows from the policy will potentially have financial implications.
Student Experience	There are student experience implications associated with the strategy as a major aspect of the policy themes is to improve standards, performance and the student experience.
People	There are significant people implications associated with this strategy as the core purpose is to build a confident, capable, collaborative workforce.
Legal	The strategy is designed to adhere to current legal instruments.
Reputational	There are positive reputational implications associated with this Strategy as it seeks to foster collaborative working to shape a sustainable, inclusive, high-performing College where all students and colleagues can thrive.
Community/ Partnership impact	There are community / partnership implications associated with this Strategy – a key theme is Our Partnerships, and the People Strategy seeks to enhance cross-College collaboration, strengthen engagement with our Student Association and build stronger relationships with external partners.
Environment	There are environmental implications associated with this Strategy. Modern workforce models – "working from anywhere" – affects our environmental footprint. We are also seeking to embed green skills, climate-conscious behaviours and environmentally responsible decision-making.
Equalities	A stated intention of the Strategy is to champion equality, diversity and inclusion in all our partnerships — internally and externally — ensuring that our workforce reflects the communities we serve.

Title of Paper	Employer Engagement Strategy (EES)
Presented by:	Jim McAllister / Angela Pignatelli
Recommendation:	To Approve following recommendation from Committee
Status:	**RESTRICTED**
Linked To:	
KPI(s)	Performance Measures are clearly framed against all aspects of employer activity.
Strategic Objective	All: Students, Sustainability, Partnerships, People and Future
Strategic Risk	Failure to establish our EES Strategy to meet rapidly changing regional requirements could lead to an unsupported vision and result in reputational damage.

Purpose / Executive Summary:

To provide a new Employer Engagement Strategy which supports enabling of the college overall vision. By exploring, understanding and connecting with our partners to meet their needs flexibly as they wish. Reshaping how we do this in a quality driven way whilst ensuring WCS is truly industry focused and the choice partner in our region.

Following recommendation from the Committees, the Board is asked to approve the Employer Engagement Strategy.

Implications:	
Financial	There are financial implications associated with this paper.
Student Experience	There are student experience implications directly associated with this paper.
People	There are human resource implications associated with this paper.
Legal	There are no legal implications associated with this paper.
Reputational	There are reputational implications associated with this paper.
Community/ Partnership impact	There are community implications associated with this paper.
Environment	There are no environmental implications associated with this paper.
Equalities	There are no equality implications associated with this paper.

Title of Paper	**External Audit Annual Report and Letter of Representation 2024-25**
Presented by:	Mark Doyle, Interim Director of Finance & Estates
Recommendation:	**To Approve**
Status:	**Restricted**

Purpose / Executive Summary:

The external auditors for West College Scotland, Azets, present their report on the audit of the financial statements for the year ending 31 July 2025.

Recommendations:

Following recommendation from the Joint Committee, the Board of Management is requested to **approve the** External Audit Annual Report to the Board of Management and the Auditor General for Scotland for the year ended 31 July 2025.

Implications:	
Financial	The financial implications are described in the report.
Student Experience	There are no student experience implications associated with this Paper.
People	There are no human resource implications associated with this Paper.
Legal	There are no legal implications associated with this paper.
Reputational	There are reputational implications associated with this paper if the College do not take steps to address future budget deficits.
Community/ Partnership impact	There are no community implications associated with this paper.
Environment	There are no environmental implications associated with this paper.
Equalities	There are no equalities implications associated with this paper.

Title of Paper	Updated Health and Safety Policy
Presented by:	Joe Rafferty
Recommendation:	To Approve
Status:	**PUBLIC**

Purpose / Executive Summary:
The draft policy is being re-presented following revisions prompted from feedback from CDC and ARC.

Recommendations:
Following recommendation from Corporate Development and Audit & Risk Committees, the Board is asked to **approve** the Health & Safety Policy

Implications:	
Financial	There are no direct financial implications associated with this policy.
Student Experience	There are no direct student experience implications associated with this policy, although the Health and Safety Policy will help set standards for health and safety to ensure students are not exposed to unnecessary risk.
People	There are people implications associated with this policy. They require people to act in response to concerns or to reduce or eliminate risk.
Legal	The policy is designed to adhere to current legal instruments.
Reputational	There are reputational implications associated with this policy, but the policy is designed to ensure adherence to legislative guidelines.
Community/ Partnership impact	There are no direct community / partnership implications associated with this report.
Environment	There are environmental implications associated with this report since the Health and Safety Policy dels with health, safety and environmental risks.
Equalities	There are few equality implications associated with this policy

although the Health and Safety Policy does address risks which are particular to specific groups such as those with a disability or health condition, or new and expectant mothers. |

Title of Paper	
	2024-25 Procurement Annual Report and Strategy
Presented by:	
	Mark Doyle, Interim Director of Finance & Estates
Recommendation:	**To note**
Status:	PUBLIC

Purpose / Executive Summary:

The report provides the Committee and Board with the 2024-25 Procurement Annual Report for approval prior to its submission to Scottish Government and its publication on the College website.

The purpose of this document is to explain how West College Scotland managed and carried out its procurement activity during the 2024-25 year. It shows how the College spent its non-pay budget, how it complied with procurement rules, and how it used contracts and frameworks to achieve value for money. The document also 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. Overall, it provides a transparent account of how the College buys goods and services and how it plans to continue strengthening its approach.

This report gives an overview of the College's procurement activity for 2024-25. During the year, the College spent £14.22 million on goods and services, with £11.15 million of this being influenceable, meaning it could be managed through procurement. Of this, £10.06 million was regulated spend, and 82% of those purchases were made through formal contracts-an improvement on the previous year. The College continued to make strong use of national and sector-wide framework agreements, with 53% of total spend going through collaborative contracts.

A total of 16 regulated procurements were completed, covering areas such as estates, professional services, and curriculum support. The College remained compliant with procurement legislation and continued to use Public Contracts Scotland to ensure open and transparent processes. Community benefits were delivered across several contracts, including apprenticeships, industry talks, donations, and work-experience opportunities. The College also continued its engagement with supported businesses, including WEEE Scotland for IT recycling.

The report also outlines planned regulated procurement activity for the next two years and highlights improvements made to procurement procedures, digital tools, and staff training.

These developments support better contract management, greater compliance, and improved value for money across the College.

Recommendations:
The Board is asked to note the report, following Corporate Development Committee approval of the 2024-25 Procurement Annual Report for submission to Scottish Government and for publication.

Implications:	
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 In accordance with the Procurement Reform (Scotland) Act 2014, all public sector contracting authorities are required to prepare and publish an Annual Procurement Report. This report must summarise regulated procurement activity undertaken during the reporting period and outline how such activity contributes to the delivery of the organisation's Procurement Strategy.

1.2 Appendix 1 presents West College Scotland's Annual Procurement Report for the period 1 August 2024 to 31 July 2025. The report details the College's regulated procurement activity during the year and outlines planned procurement initiatives for the forthcoming period, demonstrating alignment with the strategic objectives set out in the College's Procurement Strategy.

1.3 The 2024-25 Annual Procurement Report evidences continued progress in enhancing procurement compliance, embedding good practice, and increasing awareness of procurement processes across the organisation.

1.4 The current West College Scotland Procurement Strategy **2021–2025** was formally approved by the Corporate Development Committee on 22 September 2025 and is publicly available on the College website.

2024-2025

Procurement Report

Contents

1. Introduction

1.1   This Report details procurement activities undertaken as follows:

-   Section 2: Summary of Completed Regulated Procurement
-   Section 3: Review of Regulated Procurement Compliance
-   Section 4: Summary of Community Benefits Summary
-   Section 5: Summary of Supported Businesses Summary
-   Section 6: Summary of Future Regulated Procurement Summary
-   Section 7: Other Considerations - this provides an overview of some of the key procurement developments being undertaken by the College.

1.2   The categorisations of procurement expenditure referred to within this Report are defined as follows:

•   **Non-Pay Expenditure** – all College expenditure – both influenceable and non-influenceable – that does not include remuneration costs.

•   **Non-Influenceable Spend** – expenditure that relates to fixed and statutory requirements – such as irrecoverable VAT, property rent, rates and examination fees.

•   **Influenceable Spend** – all expenditure that the College has an ability to influence.

•   **Framework Category A** - commodities used across the public sector, such as utility contracts / insurance / IT supplies, which are negotiated under collaborative contracts at national level.

•   **Framework Category B** - commodities such as food/cooking supplies and curriculum support materials, with the procurement being undertaken through framework arrangements with Advanced Procurement for Universities and Colleges (APUC), Scotland Excel (the Centre of Procurement Expertise for the local government sector) and other similar centres of procurement expertise.

•   **Contract Category C** - those supplies and services sourced through procurement exercises undertaken by the College (WCS Local) and not associated with any collaborative framework agreement.

•   **Regulated and Non-Regulated Procurement** – under the Procurement Reform (Scotland) Act 2014 the definition of regulated procurement is contracts valued at £50,000 or above, excluding VAT for goods and services and £2,000,000 for works. Non-regulated procurements are those contracts below these thresholds.

1.3   The annual expenditure profile of West College Scotland continues to be monitored on a supplier basis to identify areas for efficiency, improvement, and collaborative procurement.

The College's non-pay expenditure for 2024-25 totalled **£14.22 million** of which **£3.07 million** (22%) was non-influenceable spend. Therefore, £11.15 million (78%) of College expenditure was influenceable.

The Colleges annual influenceable procurement spend of circa £11.15 million was made up of:

• **£10.06 million** of regulated spend (above threshold and framework agreements)

• **£1.09 million** of non-regulated spend (below threshold).

1.4   The College continues to increase the number and value of contracts it has in place; 82% (£8.26 million) of the £10.06 million regulated spend have contracts in place.   This is due to the increasing levels of procurement engagement with stakeholders.   This has increased from 79% in 2023-2024.

1.5   The College has been optimising use of national, sectoral, local or regional C1 collaborative contracts and framework agreements. As well as bringing leverage-based savings, the burdens of risk, contract and supplier management are shared and the number of resource-intensive formal local tenders that need to take place is reduced significantly. 47% of the College's regulated spend went through collaborative agreements in 2024/25.

2.   Summary of Completed Regulated Procurements

2.1   The Procurement Report is required to focus upon regulated procurements. These are defined as goods and services worth more than £50,000 excluding VAT and works contracts worth more than £2,000,000 excluding VAT.

2.2   The College conducted 16 regulated procurements for goods and services during the year, which totalled £3.3 million.

2.3   These are set out in Appendix 1 and relate to a variety of contracts for Estates, Professional Services and the Curriculum.

Categories and Nature of Procurement

Regulated Contracts

2.4   The College conducts all procurement activities in an open and transparent manner in accordance with best practice and legislative requirements.

2.5   The work plan included at Appendix 1 provides details of the description and category of regulated procurement tendering activity that the College progressed during 2024-25. The information provided shows the following:

• the description of the contract;
• date of award;
• category of contract;
• the contract start date;
• the contract end date; and
• the estimated total value over the contract period, including any extension periods

2.6   This information, in conjunction with the publication of the College Contracts Register and use of Public Contracts Scotland (PCS) for all procurement activity over the reporting period, provides complete transparency of the College's 2024-25 procurement activities.

3. Review of Regulated Procurement Compliance

Regulated Procurement Compliance

3.1   The College conducted a total of 16 regulated procurement exercises during 2024-25. These are detailed in Appendix 1.

3.2   Of these regulated procurements, 6 were WTO GPA regulated procurements [goods and services worth more than £179,087 (exc 20% VAT)]. 5 of these were procured through framework agreements.

3.3   The College continues to seek to access to and utilises collaborative procurement approaches wherever possible, including the use of procurement framework agreements with APUC and other centres of procurement expertise.

3.4   The College has where possible, consolidated procurement opportunities into combined tender packages and will always seek opportunities for cross campus collaboration on an ongoing basis.

Low Value / Low Risk Purchases

3.5   The College utilises Public Contracts Scotland (PCS) electronic portal to conduct procurement exercises including sourcing competitive quotes for non-regulated procurement via the Quick Quote system in line with College Financial Regulations, and to issue Prior Information Notices and Contract Notices for procurement exercises over the regulated thresholds.

3.6   Continued use of this approach has resulted in the inclusion of local suppliers wherever possible during the tendering of Category C local contracts. The adoption of the PCS portal systems as the default method to conduct procurement exercises across the College ensures compliance and transparency in the processes adopted.

3.7   The increased usage of further competition via framework agreements demonstrates the College's commitment to participating in collaborative procurement at a national and sectoral level.

3.8   The College Procurement Strategy will continue with a mix of further competition using framework agreements, direct awards, open tenders, and quick quotes. This will be informed by intelligence on the overall College expenditure allied with the market knowledge to match this data to appropriate procurement routes wherever possible.

4. Community Benefit and Fair Work Practices Summary

4.1   The provision of Community Benefits is obligatory under the terms of the Procurement Reform (Scotland) Act 2014 for contracts with a total value over £4,000,000. The College is committed to maximising any opportunities to obtain Community Benefits from procurement activities.

4.2   The general College Procurement Policy on identifying community benefit requirements is to conduct risk and opportunities assessments through stakeholder consultation and engagement. On a case by-case basis the question is asked, '*could a community benefit clause be usefully included*'? Part of this assessment process takes into consideration any negative effect on choice or value for money that seeking Community Benefits may have on a contract below the mandatory Community Benefits level of £4,000,000.

4.3   Where relevant and proportionate to the subject matter of the procurement, the requirement is then built into the procurement specification and into the standard quotation documentation which includes a section inviting bidders to provide Community Benefits.

4.4   Tender documentation for regulated procurements includes a method statement response on Community Benefits that may be provided specific to the contract, where appropriate.

4.5   Relevant Community Benefits may include but are not restricted to:

•   The provision of supplies and/or services to support College curriculum activities and student welfare.

•   Upskilling opportunities for students and staff.

•   Student workplace and vocational training opportunities.

•   Direct involvement in College schemes or programmes.

•   Educational support initiatives.

•   Presentations for staff and students.

4.6   In the reporting period, the College has engaged with suppliers who provide Community Benefits via contractual commitments. These are detailed as follows:

Company	Community Benefits offered
Competence Matters Ltd	- Apprenticeship programme - School talks
Softcat (HP Inc)	- Planned network review - Access to free MC Licensing Specialists/technical support on new MS projects

Heales Health Services Ltd	- Curriculum support for schools – delivery of CV workshops - Educational opportunities for students (e.g. work experience placement)
Dalia Operations Limited	- Assistance with a community/college project - Work experience opportunity for student - Sponsorship of an award at student's Graduation
MKM Building Supplies (Holdings) Limited	- Donation to the College for students completing active travel surveys - Talks on new developments in the industry
Dalkia Scotshield Limited	- 4 apprenticeships (1 for each year of the contract) - 4 Careers events (1 for each year of the contract)
Rentokil Initial UK Ltd	- 4 x support with career events - 4 x volunteer time to assist with College projects
Imperial Chemical Industries Limited	- 10 x Apprentice paining packs
MKM Building Supplies (Holdings) Limited	- Donation to the College for students completing active travel surveys - Talks on new developments in the industry
Decco Limited	- Talks on new developments in the industry
Campbells Prime Meat Ltd	- Industry talk - Apprenticeship scheme in Butchery & Fishmongery
Bright Digital Marketing Ltd (t/a Bright Signals)	- Delivery of talks on industry developments (covering marketing, UX design, the role of AI in digital marketing, etc) - Provision of pro-bono creative services to a local charity - Sponsorship of elements of the College's Graduation day
The British Electrical & Manufacturing Company Limited	- Donation of electrical equipment
D. McGhee & Sons	- Donations of bakery items
Central Laundry	- Donations of towels and clothes for the Colleges Green Room

4.7   The College will ensure that, where suppliers have committed to provide Community Benefits as part of a contract, they will prepare a report on the delivery of these benefits on a six-monthly basis as part of the Contract Management programme as appropriate.

4.8   The College has achieved Living Wage Accreditation and will continue to promote payment of the Living Wage and Fair Work Practices for all relevant procurements.

5. Supported Businesses Summary

5.1   A Supported Business is defined as one where at least 30% of their workforce are classed as disabled or disadvantaged. (The Public Procurement Directive allows public bodies to make the decision to reserve public contracts for Supported Businesses. This is enacted in Scotland by Regulation 21 of the Public Contracts

(Scotland) Regulation 2015 and as a public body, you can make use of these regulations to restrict the tendering process for goods or services to Supported Businesses only.)

5.2   Higher-value procurements, regulated procurements (between £50,000 and financial threshold and those equal to and above the financial thresholds) are conducted in line with Routes 2 and 3 respectively of the Scottish Government Procurement Journey. Both Routes 2 and 3 mandate the use of the Single Procurement Document (SPD). The SPD covers exclusion, selection and award criteria and includes questions relating to companies self-certifying themselves in terms of size (micro, small or medium), or whether they are Supported Businesses.

5.3   The College reviews each procurement to determine whether it could be fulfilled by a Supported Business, whilst remaining compliant with relevant Procurement Legislation and ensuring value for money for the institution (using the only Supported Business register currently available and published by Ready for Business).

5.4   During the reporting period, the College had an agreed arrangement with WEEE Scotland to recycle IT hardware. WEEE Scotland is a Supported Business. This enables the College to recycle IT hardware in a compliant manner and contribute to the College's aims to meet its sustainable obligations and work with local Support Businesses.

5.5   It is anticipated that opportunities for engagement with Supported Businesses will continue to increase going forward. External bodies such as APUC and Scotland Excel continue to promote opportunities for Supported Businesses along with small and medium enterprises (SMEs) and micro business. The College will continue to engage with businesses via this route as well as in its own local contracting arrangements.

6. Future Regulated Procurement Summary

6.1   The College has prepared a summary of the anticipated regulated procurement schedule over the next two years – for the period covering 2025-26 to 2026-27 as shown in *Appendix 2*. This is estimated as the College receives funding on an annual basis and the level of purchasing requirement cannot therefore be predicted with certainty.

6.2   The College will continue to publish Prior Information and Contract Notices via Public Contracts Scotland to alert the supply base to tender opportunities.

6.3   Significant capital work on the College estate and ad hoc procurement requirements may arise in-year which have not been included, and it is anticipated that further regulated procurement exercises will be identified throughout the next year.

7. Other Considerations

7.1   In this section, the College is highlighting procurement/process improvements that support better procurement. These improvements support the achievement of the Procurement Strategy objectives and promote improved compliance.

Procurement Influenced Spend

7.2   Procurement spend information has had greater analysis, leading to the forward plan to reduce non-compliant spend. Short, medium and longer-term tasks have been set and stakeholders are engaged in the reduction of non-compliant spends. The procurement department is committed to increasing engagement across the College to actively promote the use of compliant contracts and reduce non-compliant activity.

7.3   Development of digital tools has enabled procurement to include more compliant suppliers onto ordering platforms with digital catalogues. This is aimed to increase end user experience and encourage compliant spend. Further work is being done to increase the number of suppliers available on a digital ordering platform (PECOS).

As at November 2025, 21 live catalogues are currently available on PECOS (ranging from e-market place/punch-out to local catalogues). Training has been delivered to staff across the following departments on using PECOS for ordering and receipting (including the use of catalogues);

- Construction Curriculum
- ICT
- Hair & Beauty Department
- Health & Safety
- Print Room/College Admin
- Estates Department

Procurement Procedures

7.4   Procurement procedures are in place to provide best practice information, reflect legislative requirements and to ensure meeting the requirements of the Procurement Strategy 2025-2030.

A procurement e-learning module has been rolled out for all staff with ordering and budget approving responsibilities to complete. This is being further consolidated by in-person training to ensure the College's Financial Regulations are fully complied with.

The Procurement procedures are sited on a Procurement Hub on the College Intranet site and cover a range of procurement subjects to enhance communication, engagement, competence, and compliance. These procedures are aligned to the Scottish Government Procurement Journey, support the College Strategic Plan 2025-2030 and are reflected in the College Financial Regulations.

7.5   The Procurement procedures also includes a Contract and Supplier Management (CSM) Strategy which identifies the following;

- Key roles and responsibilities of staff involved in CSM;
- CSM Categories to establish the level of Contract and Supplier Management required; and
- Summary of the CSM process (including monitoring of contracts using Management Information and KPI's)

This Strategy is supported by a CSM contract dashboard and standard CSM meeting agenda to ensure all of the College's awarded contracts are monitored effectively.

7.6   Procurement are also aligning to the College's digital strategy with further use of the Intranet for procurement information and the digitisation of the New Supplier Request form.

Summary

This report outlines the College's commitment to compliant, proactive, and best practice procurement. The College continues to actively engage with the aims of the Procurement Reform (Scotland) Act 2014 and maintains an ethos of continuous improvement for both current procurement activities and future planned work. The College seeks to continue to expand the already increased awareness and engagement with procurement by staff, students, and the supply base to achieve further improvement in the period 2025-26.

Title of Paper	**Student Experience & Quality Enhancement Committee Chair's Report**
Presented by:	Gordon Hunt, Chair of SEQEC
Recommendation:	**To Note**
Status:	**PUBLIC**

Purpose / Executive Summary:

The Chair of the Student Experience & Quality Enhancement Committee will provide Board Members with an update of discussions at the meeting of the Committee held on 19 November 2025.

Recommendations:

The Board is asked to note the update provided.

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

1. **Terms of Reference**

   The Committee approved revised Terms of Reference, strengthening oversight of alternative and commercial income opportunities. These have been submitted to the Board.

2. **Student Presidents' Update**

   The Committee received an update on recent Student Association activity and welcomed the growing visibility and influence of Student Presidents across all campuses.

3. **Student Association Partnership Agreement 2025–2030**

   The Agreement's priorities to enhance student experience were reviewed and welcomed, with links noted to the new Learning, Teaching & Student Experience Strategy. KPIs will be developed from the Agreement.

4. **Strategic Plan 2026–2030**

   The Committee responded positively to the more concise format and supported the updated value of being 'People-Centred,' noting that all are inter-dependent to the success of the College . They also noted the strong focus on stakeholder engagement, aligned measures of success, and the Plan's agility in terms of measures on success and impact.

5. **Learning, Teaching & Student Experience Strategy**

   The Strategy was strongly endorsed as clear, focused and aligned with both the Strategic Plan and TQEF themes. The Committee enthusiastically supported the proposed direction.

6. **Employer Engagement Strategy**

   The Committee agreed the Strategy clearly outlined objectives, performance measures and engagement with employers to shape future provision.

7. **Student & Enterprise Leadership Team Update**

   The Committee received an overview of progress across the Student & Enterprise Directorate. Credit targets for 2024/25 were confirmed as met, with planning progressing for the 2025/26 allocation. Data quality improvement continues through the CIVICA User Group, while staff development activity is focused on strengthening the student experience and supporting TQER readiness. A new Curriculum Quality Leader has been appointed to lead innovation and quality enhancement, and external partnership agreements are being refreshed.

   The Committee noted increased student engagement, ongoing TQER preparations, improvements in complaints handling, and further digital assessment training with awarding bodies. Updated SFC OFAM guidance has been received, and GTC registration

compliance remains a key requirement. Priorities for 2025/26 span quality, verification standards and wider service improvement.

Work on alternative income is developing positively, supported by staff upskilling, early engagement with partners, and international interest in areas such as Engineering and Renewable Energy. Income measures have been established, collaboration on online learning requirements is improving understanding of future needs, and entrepreneurial projects continue to deliver strong outcomes. In Student Services, the integration of front-facing support teams is helping deliver a more cohesive service, with rising counselling demand identified as a strategic issue. Cultural development supported by the Innovation Hub and Trauma Informed Practice training is helping staff respond to evolving student needs, creating opportunities to support learners from application through to alumni.

8. **Curriculum and Business Transformation Deep Dive**

A detailed update was provided on curriculum and business transformation activity. The Committee noted high levels of staff engagement, strong existing skillsets and effective reskilling to support new ways of working. Curriculum Planning Reviews are increasingly data-driven and industry-aligned, with diagnostic heatmaps and RAG ratings supporting transparency and targeted improvement. Workforce planning continues with HR support, enabling staff deployment to priority areas and recognising high-performing teams.

The Committee noted the capping of distance learning at 20,000 credits, alongside work to expand WCS-developed provision and reduce third-party dependency. Staff involvement, knowledge sharing and use of the Innovation Hub are central to the transformation approach. Benchmarking against other large colleges is informing improvement actions, and external collaboration remains active. Staff motivation towards achieving 2–5% performance improvement was acknowledged, with increased focus required on National Student Survey response rates. Performance is being monitored through Power BI dashboards, with wider reset and improvement work reviewing processes, strengthening accountability and enhancing staff development.

The Committee also noted the three ongoing SEQEC risks and the mitigation measures in place and will keep these under review.

Overall, the Committee very much welcomed the sense of energy, urgency and focus demonstrated by the team, while appreciating that the transformation process will take time and will need ongoing commitment and support.

Title of Paper	Joint Meeting of Audit & Risk and Corporate Development Committee Chair's Report
Presented by:	Danny McMahon, Chair of Corporate Development Committee
Recommendation:	**To Note**
Status:	**PUBLIC**

Purpose / Executive Summary:

The Chair of the Corporate Development Committee will provide Board Members with an update of discussions at the meeting of the Joint meeting of the Audit & Risk and Corporate Development Committees held on 2 December 2025.

Recommendations:

The Board is asked to note the update provided.

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

Highlights

1. A closed session was held with the external auditors with no members of the College Senior Management Team present. It was noted that the audit had gone very well with the excellent work undertaken by the wider Finance Team, who were well prepared and had provided good quality information. He advised that there was a good relationship between the Auditors and staff involved and there were no concerns or issues to raise in relation to the College.   The main issue being faced was the overall financial situation of the sector.
2. Azets presented their report on the financial statements to 31 July 2025. A summary of the successful audit conclusions was provided, and they were issuing a clean audit opinion, with only one minor unadjusted misstatement noted, with no impact on the accounts. Their Report and the letter of representation will be submitted for approval at the Board meeting.
3. The Annual Report and Financial Statements for the year to 31 July 2025 having been previously issued, subject to some minor formatting changes, was being recommended to the Board of Management for final approval.
4. The unqualified opinion of the Internal Auditors was noted and the Joint Committee approved
   - the 2024-25 Credits Audit Report with the inclusion of one new low-level audit recommendation.
   - the 2024-25 Audit Report on Student Support Funds, and
   - the 2024-25 Audit Report on Educational Maintenance Allowance.
5. The Annual Report to the Board of Management detailing the work conducted by the Audit & Risk Committee during the period 1 August 2024 to 31 July 2025 was also agreed to be recommended to the Board for approval at the meeting on 15 December 2025.
6. Revised Health & Safety Policy was agreed and now recommended to the Board for approval.
7. The Annual Complaints report was discussed. Following some additions to the narrative on emerging themes and lessons learned, it was noted that high level summary reports would be provided to future ARC meetings.
8. Update on Shaping Our Future Together (SOFT) programmes. The Committee noted the Organisational Change project and a Project Manager being appointed to lead this area. Key outputs, including progress on targets, will be monitored at future Committee and Board Meetings, to ensure it provides long-term sustainability of the College.
9. Agreement was given to the proposal to capitalise expenditure over £5k, with the approaches and methods explained, noting the amount and approach was similar to that being taken at other colleges and that the auditors were comfortable with the approach.
10. Papers and updates were also provided on CIVICA and Risk Register.