

# STRATEGIC PLAN

# 2026-30

# FOREWORD STATEMENT

**We are proud to present our new Strategic Plan for 2026-2030. At West College Scotland, we are privileged to serve our diverse communities.**

Our plan is a bold commitment to inspire and transform lives by harnessing the individual and collective talent of our staff, learners, partners, stakeholders and industries.

In a world of rapid change, we embrace innovation, collaboration, and inclusivity as the cornerstones of progress. Guided by our mission to empower people and communities to thrive and inspired by our vision of Unlocking Potential. Enabling Success, we will create exceptional, high quality learning experiences, forge dynamic partnerships, and lead with agility and purpose.

This plan reflects our unwavering values - People-centred, Trustworthy, Respectful, Innovative, and Collaborative - and sets out strategic themes that will drive our ambition: investing in our people, deepening partnerships, transforming our place, and enhancing performance. Together, these priorities will ensure West College Scotland remains a catalyst for opportunity, and a leader in shaping the skills and knowledge that drive economic growth and delivers transformational change.

**AT WEST COLLEGE SCOTLAND,  
WE ARE PASSIONATE  
ABOUT MAKING A  
POSITIVE DIFFERENCE  
TO PEOPLE'S LIVES.**

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**Dr Waiyin Hatton**  
Chair of the Board of Management



**Anne Campbell**  
Principal and Chief Executive

# ABOUT WEST COLLEGE SCOTLAND

West College Scotland is the country's third-largest college, established in 2013 through the merger of Clydebank College, James Watt College and Reid Kerr College. The College operates across four main campuses- Clydebank, Greenock Finnart Street, Greenock Waterfront and Paisley - and maintains a strong community presence through several outreach centres, including a hub in Paisley's Ferguslie Park. All of our campuses are situated in the top ten of Scotland's most deprived areas, with Greenock town centre identified as the most deprived area in Scotland.

As a major employer in the West of Scotland, West College Scotland has approximately 800 staff and offers more than 400 courses annually, ranging from SCQF Level 3 to BA (Hons). Each year, the College enrolls around 17,000 students funded by the Scottish Funding Council, with a further 3,000

learners engaging through alternative routes such as distance learning. Around 29% of fundable students study full-time, with 71% undertaking part-time learning.

West College Scotland delivers a comprehensive Schools' Vocational Programme, enabling hundreds of local school pupils to develop new skills and experience learning in a college environment.

While the College predominantly serves the communities of Inverclyde, Renfrewshire and West Dunbartonshire, its work extends across seven local authority areas. West College Scotland also deliver to International Partners including Malaysia. Proud of its extensive network of partnerships, West College Scotland collaborates with hundreds of local, regional and national employers to deliver skills training, apprenticeships, work experience and innovation - helping to develop the workforce of tomorrow.

## OUR MISSION

**Empowering people and communities to thrive.**

## OUR VISION

**Unlocking Potential.  
Enabling Success.**

## OUR VALUES

Our values are our guiding principles that shape our culture and underpin our vision.

**People-centred  
Trustworthy  
Respectful**

**Innovative  
Collaborative**

# OUR STRATEGIC THEMES



## OUR PEOPLE

**We deliver high-quality exceptional experiences for our learners and stakeholders and have a sector-leading workforce that is empowered, engaged and invested in the College's future.**

We will realise this by:

- ◆ Enhancing the learner experience across teaching, support, facilities, and social engagement, ensuring holistic wellbeing and academic success
- ◆ Ensuring that staff are empowered, supported, and engaged through robust professional development, wellbeing initiatives, and through celebrating staff success
- ◆ Embedding equality, diversity and inclusion in all that we do.
- ◆ Prioritising the health and wellbeing of our learners and our staff

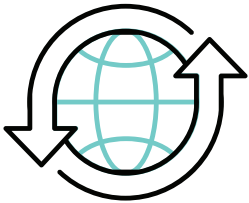


## OUR PARTNERSHIPS

**We are the institution of choice for learners, staff, industry partners, communities and stakeholders.**

We will realise this by:

- ◆ Collaborating with industry to offer a dynamic curriculum that meets the needs of learners, industry, stakeholders and our regional economy
- ◆ Working with West College Scotland's Student Association to ensure that the learner voice is evident in all decision-making
- ◆ Strengthening relationships with government, industry, local authorities, community leaders and other tertiary education providers to amplify the College's influence and enhance its innovation and impact
- ◆ Play a pivotal role in shaping regional and national policies, addressing skills gaps and ensuring a coherent skills pipeline



## OUR PLACE

**We are a dynamic and transformative force locally, regionally, nationally and globally.**

We will realise this by:

- ◆ Removing barriers to learning by providing an inclusive, supportive learning environment where everyone can reach their full potential
- ◆ Driving innovation in campus development, digital transformation, and environmental sustainability.
- ◆ Fostering strong relationships with local communities, ensuring that the College reflects and responds to regional needs.
- ◆ Expanding our global networks and partnerships to foster exchange programmes, joint curriculum development, cross-border learning and generate alternative income streams



## OUR PERFORMANCE

**We are an agile, flexible, innovative, future-focused college.**

We will realise this by:

- ◆ Fostering innovation and flexibility in learning and teaching to ensure high learner retention, attainment, and positive, impactful progression for our students
- ◆ Driving efficiency through a culture of continuous improvement and using evidence-based practice to enhance our decision-making
- ◆ Ensuring financial sustainability by diversifying income streams that support long-term growth and resilience.
- ◆ Reducing the College's carbon footprint and delivering on our sustainability targets

# OUR MEASURES OF SUCCESS AND IMPACT



Student attainment is in the upper quartile in national performance indicators



Student Satisfaction is in the upper quartile in national performance indicators



Staff absence is consistently below 4%



Staff satisfaction improves year on year



Student progression to work or further study is in the upper quartile in national performance indicators



Deliver financial sustainability through increasing alternative income and reduction in reliance on SFC funding



Increase the number of employer and partners that the College engages with year-on-year



Continued increase in employer and stakeholder satisfaction



External recognition for impact in region and beyond



Reduce our overall carbon footprint year on year

# OUR STRATEGIC PILLARS

Our Strategic Plan will be delivered through our four strategic enablers:

OUR LEARNING, TEACHING AND STUDENT EXPERIENCE STRATEGY

OUR PEOPLE STRATEGY

OUR EMPLOYER AND STAKEHOLDER ENGAGEMENT STRATEGY

OUR INFRASTRUCTURE STRATEGY



# GET IN TOUCH WITH US

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