West College Scotland Board of Management

Minute of Meeting held on Monday 23 March 2026

Present:
Alisdair Barron (AB) (Teams)
Hilary Cameron (HC)
Anne Campbell (AC)
George Cooper (GC)
Jillian Couto-Phoenix (JCP)
Gordon Hunt (GH) **(Chair)**
Ronald Leitch (RL) (Teams)
Samantha Mason (SM) (Teams)
Jane McKie (JM)
Freshta Qaderi (FQ)
George Rice (GR) (Teams)
Jackie Russell (JR) (Teams)
John Scott (JS)
Terry Dillon (TD)

In attendance:
Nicola Connelly (NC), Vice Principal Operations
Mark Doyle (MD), Director of Finance & Estates
Susan McDonald (SMcD), Governance Manager (Minutes)
Joe Rafferty (JRaf), Director of HR & OD

BM1190	**Welcome & Apologies** The Chair welcomed everyone to the meeting. Apologies were noted from Waiyin Hatton, Fiona McLaren and Danny McMahon. It was also noted that Angela Pignatelli was absent from the meeting. In the absence of the Chair, GH, Vice Chair, took the Chair's position for the meeting.
BM1191	**Declaration of Interest** The standing declarations of interests of members, as available on the Register of Interests on the College website, were noted as current. There were no specific interests declared regarding the items on the agenda for the meeting.
BM1192	**Minutes of Meetings held on 15 December 2025** The Board **approved** the Minute of the meeting held on 15 December 2025 as an accurate record of discussions.
BM1193	**Notes of the Development Day Session held on Monday 26 January 2026** The Board agreed the comprehensive notes from the Development Session were a true reflection of discussions.
BM1194	**Actions from the Minute & Matters Arising** The Board **noted** the updated actions since the last meeting and agreed that completed and ongoing actions can be removed.
BM1195	**Student Association Report**

	SM updated on the paper provided, highlighting: • Focus of work on the forthcoming Tertiary Quality Enhancement Review (TQER) with input made into the Strategic Impact Analysis and student involvement in meeting with the reviewers. • Work underway on the election process for the next Student Presidents, including attending briefing sessions. • 85% of students who completed the student survey noted awareness of the Students Association, an increase of 23% from last year. The Board **noted** the papers and update provided.
BM1197	**Chair's Report** The Board **noted** the Chair's report provided for information. The following was highlighted: • The recent very successful student plays – Antigone and The Quiz – and congratulated all staff and students involved for the excellent performances
BM1202	**Policies** ***Records Management*** ***Data Protection*** ***Business Continuity Policy and Incident Plan*** Having been fully reviewed and scrutinised by Corporate Development and Audit & Risk Committee, and on recommendation from the Audit & Risk Committee, with no further comments raised, the Board **approved the above policies.**
BM1203	**Draft Budget Setting 2026/2027** Having been fully scrutinised at Corporate Development Committee, the Board **noted** the paper provided presenting the budget setting assumptions and processes for the 2026/27 draft budget along with the budget tracking and monitoring arrangements in place. It was noted that the SFC indicative funding letter was due on 25 March and once this was received, this would be tested against the assumptions, and the final budget will be brought to the next committee cycle for approval.
BM1206	**Governance Update** • The Board **ratified the following Memberships:** A Barron move from CDC to ARC, and T Mulholland election to the EIS/FELA TU Board Member position • **Agreed** the process for the Board and Committees annual self-evaluation exercise And with no further comments raised, **noted** the remaining updates provided on governance activities.
BM1207	**Committee Chair Updates**

<table>
<tr><td></td><td>The Board noted the papers provided and updates highlighted by each Chair for any items not previously covered on the agenda:

SEQEC– 25 February 2026
Work undertaken to increase student participation in the SFC Student Survey.
Acknowledgement of the stellar work done by all staff to re-organise classes, to minimise disruption to learning, due to the temporary closure of the Finnart Campus because of the failure of the heating system. The Chair, on behalf of the Committee, had written a letter thanking staff, to the Principal.
CDC – 3 March 2026
Most of discussions had already been covered on agenda.
Further information on SOFT provided gives more clarity and understanding.
Advised that Board Member J Kerr, had now resigned from the Board as she has moved on to new employment opportunities.
ARC – 11 March 2026
Scrutiny of the policies and internal audit reports noted.
A positive evaluation report for the External Auditors providing the board with a high level of assurance on performance.
It was suggested to add changes due to geo-political events to the Risk Register.</td></tr>
<tr><td>BM1208</td><td>AOCB

GH advised that a recruitment plan would be taken forward to fill the one non-executive member vacancy on the Board. The Board agreed that the timetable and pack for recruitment be agreed and taken forward with the Nominations Committee, noting that an update on the recruitment exercise would be provided at the June Board meeting.

A request had been received with regards to a procurement contract for the use of EV chargers on campus and their request to supply Board Member (Trustees) names and dates of birth as part of their checks on customer's identity and to comply with bank regulators (Know Your Customer). This would come under GDPR compliance with legal obligation. Further information on the use of the data to be forwarded to Members for agreement to be sought on providing this information. Action: SMcD

With no further business raised the Chair closed the meeting.</td></tr>
<tr><td>BM1209</td><td>Date of Next Meeting

The next meetings were noted as follows:
Board Session – Monday 1 June 2026 - pm, Cunard Suite, Clydebank Campus
Board Meeting – Monday 22 June 2026, Ardgowan 1&2, Finnart Campus, Greenock</td></tr>
<tr><td>BM1210</td><td>Papers Uploaded for Information</td></tr>
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	The following papers were uploaded to the Board Teams Library for Members information:
	• Strategic Plan 2026-2030
	• Learning, Teaching & Student Experience Strategy
	• Infrastructure Strategy
	• People Strategy
	• Employer Engagement Strategy
	• Internal Audit Reports:
	    • Staff Recruitment & Retention
	    • Procurement & Contract Management
	    • Financial Controls
	    • Information Security & IT Cyber Risk
	    • Business Continuity (Greenock Finnart)
	• Draft Committee Minutes:
	    • SEQEC – 25 February 2026
	    • CDC – 3 March 2026
	    • ARC – 11 March 2026 – will be uploaded once agreed by Chair and Committee
	• Student Satisfaction & Engagement Survey