

Ayrshire College Board Performance and Improvement Plan 2022/23

Board and Committee Attendance 2021-22



What is our measurement criteria for attendance?

- **“Excellent” to “Unacceptable”**

: the attendance key is divided into a six-point scale.

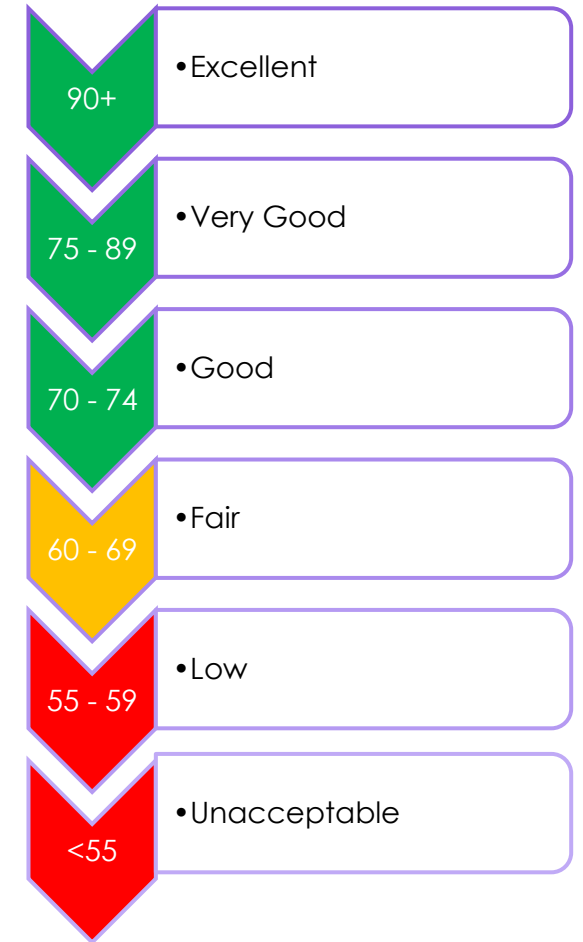
- **≥ 70% average attendance**

: considered to be acceptable.

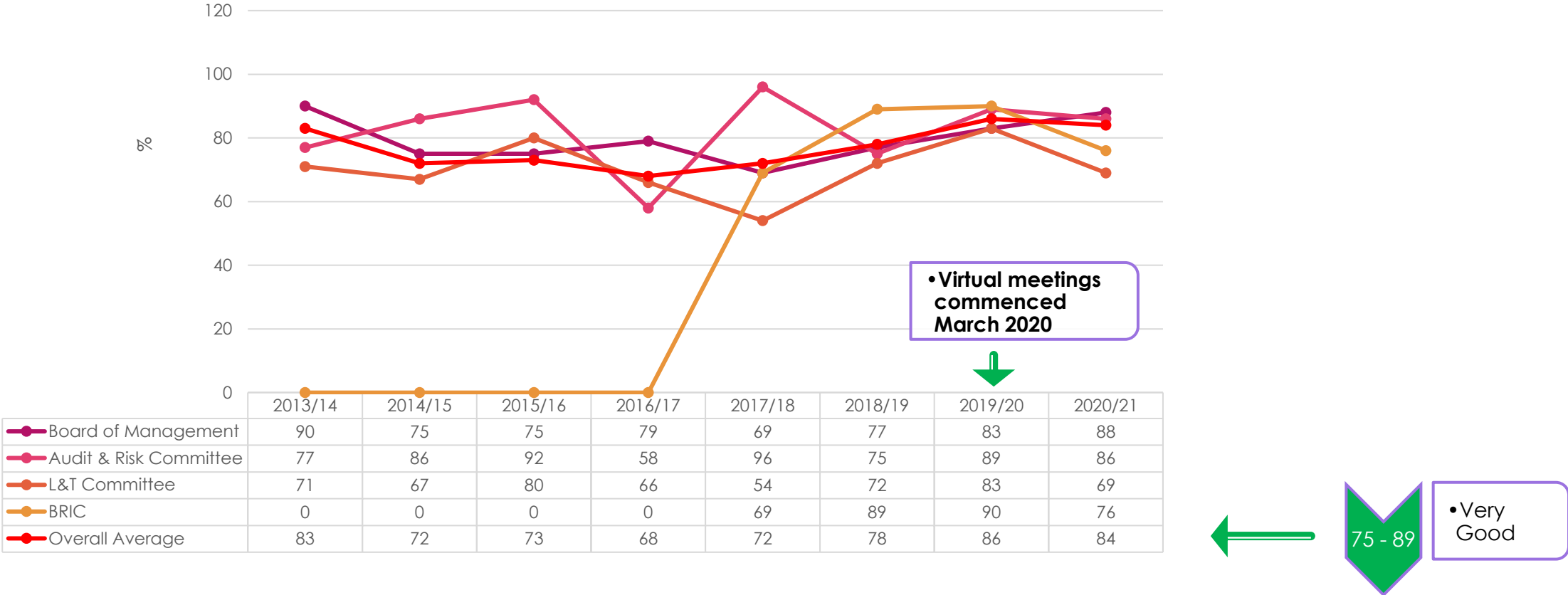
- **<70% average attendance**

: considered to be less than acceptable and would normally be subject to review and opportunities for improvement explored.

- **90% attendance benchmark and key performance indicator.**



Board and Committee Attendance: 2020/21 overview



Our Values: Respectful | Supportive | Open and Honest

Board and Committee Self-Evaluation of Effectiveness report 2020-21

Board self-evaluation of effectiveness report 2020/21

Key points:

- Outcomes were overall very positive.
- No significant issues of concern were raised.
- Board and Committee attendance levels were assessed as 'very good' at an overall average of (75-89%) demonstrating continuous improvement, particularly since the implementation of virtual meetings.

Board self-evaluation of effectiveness report 2020/21

Key points:

Members were highly satisfied with:

- The effectiveness of Board meetings, how they are Chaired and the overall organisation of business and support provided.
- Cohesiveness of the Board with evidence of respect for collective decision making.
- Excellent communication between the Board and Executive with clear respective roles.
- View that the Board operates to high standards of corporate governance.

Board self-evaluation of effectiveness report 2020/21

Key points:

Areas for further consideration included:

- Further opportunities for discussion on HR and wider people matters.
- Extend opportunities for the Board to be further informed of National, regional and local stakeholder priorities and how these align to College strategic priorities.
- Future way forward for Board and Committee meetings following conclusion of COVID restrictions.
- Consider opportunities to further support Board Members to influence and contribute to board discussion and decision making.

Board Development Plan 2022-23

Board Development Plan 2022/23

- The Board Development Plan 2022/23 will provide evidence of compliance with the Code of Good Governance for Scotland's Colleges and is now aligned to the principles of the Code.
- The Plan takes account of the recommendations presented in the Externally Facilitated Effectiveness Review (March 2021) and any recommendations from the 2021/22 Board Self-Evaluation of Performance as well as consolidation of any outstanding actions from the rolling Board Development Plan 2015-21.
- The Plan is presented as a one-year plan with annual reporting to the Board of Management.

Board Development Plan 2022/23

Principles	Development recommendations	Source	Action Plan	Lead	Timeline	Status	KPI (if relevant)
Leadership and Strategy	Board Member Biographies Fuller bios for each member would help understanding of the full range of skills, experience and interests that each member brings to the board.	Externally Facilitated Effectiveness Review (March 2021)	1. Members will be requested to review current biographies.	BMO	Dec 2022	In progress	% completion of biographies
			2. A template approach will be developed to support a consistent approach to completion.	BMO	Dec 2022	In progress	
			3. Following completion, new bios will be uploaded to the Website.	BMO	Dec 2022	In progress	
			4. Skills Matrix for Board members will be updated annually with alignment to Board Member biographies.	BMO	March 2022	In progress	% completion of skills information.
	Virtual Breakout rooms Building in 'group chat' (using remote rooms) to board meetings where members can discuss issues in small groups would enhance board member engagement.	Externally Facilitated Effectiveness Review (March 2021)	This recommendation is noted and will be applied as and when relevant to the agenda of the Board.	BMO	As required	Implemented	
	Stakeholder mapping Consider, an exercise 'mapping' the college contribution to local economic and social wellbeing. This would build on a previous 'stakeholder map'.	Externally Facilitated Effectiveness Review (March 2021)	1. Stakeholder map will be reviewed and annually updated.	BMO	July 2022	In progress	
			2. Stakeholder map will be included in the revised Board Member induction handbook.	BMO	July 2022	In progress	
Stakeholder engagement Invite key speakers and setting time aside for less formal discussion out with the formal board meetings. <ul style="list-style-type: none"> o For example, a 30-45 minute slot before board meetings with a 'hot topic' for discussion. o Attendance by board members would be on a voluntary basis. 	Externally Facilitated Effectiveness Review (March 2021)	Board Development and Board Strategy Days allow dedicated time for informal discussion, focus on significant college issues relevant to the Board with key stakeholders invited to present and speak to the Board at relevant times. This recommendation is noted and will be applied as and when relevant to the agenda of the Board.	BMO	As required	Implemented		
Knowledge repository A record of the sessions could be retained building up a useful archive.	Externally Facilitated Effectiveness Review (March 2021)	A reference record of topics presented, and stakeholder attendance will be established and mapped across to the Stakeholder Map. This will form part of a 'Knowledge repository' for the Board of Management.	BMO	August 2022	In progress		
Governance Review approach to support how governance can be effectively explained and communicated.	Board Governance Advisor recommendation	1. Develop infographic of governance. 2. Include as part of Board Member induction programme and handbook	BMO	July 2022	In progress		

Board Development Plan 2022/23

Principles	Development recommendations	Source	Action Plan	Lead	Timeline	Status	KPI (if relevant)
Quality of the Student Experience	Members expressed an interest in learning more about the student experience and the coherence of provision considering employer needs and other providers in the region. <ul style="list-style-type: none"> Board members could be offered the opportunity to observe learning and teaching, perhaps as part of their induction. 	Externally Facilitated Effectiveness Review (March 2021)	<ol style="list-style-type: none"> Board and Board Committees receive a report from the Student President as a standing item to each Committee and Board meeting. This recommendation will be discussed further with the Board and Executive. 	Student President BMO	Quarterly reporting May 2022	Quarterly reporting In progress	
	As part of the stakeholder engagement at Board Development/Strategy Days, continue the practice of inviting speakers from key employment sectors to discuss employer needs.	Externally Facilitated Effectiveness Review (March 2021)	Board Development and Board Strategy Days allow dedicated time for informal discussion, focus on significant college issues relevant to the Board with key stakeholders invited to present and speak to the Board at relevant times. This recommendation is noted and will be applied as and when relevant to the agenda of the Board.	BMO	As required	Implemented	
Board Accountability	Knowledge repository Given that most board members are relatively new in 2021, and to build on the board 'memory', organise briefing packs which would be a repository of key historical papers on major issues and decisions.	Externally Facilitated Effectiveness Review (March 2021)	1. Board and Committee decision logs have been introduced and will provide an annual record of major decisions.	BMO	Sept 2021	Implemented	
			2. Annual decision log records will be included in the 'Knowledge repository' and issued to Board Members as part of their induction programme, specifically highlighting those related to major Board decisions.	BMO	Annually, July/Aug	In progress	
			3. Expansion of the Knowledge repository will be on-going. The development of briefing packs will be explored.	BMO	June 2023	In progress	
Board Effectiveness	Post COVID meeting approach Planning be undertaken for the post COVID 19 environment and the transition from entirely virtual meetings to a new, blended, approach to board and committee meetings. In this respect, the CDN research report on 'GOVERNING A COLLEGE USING VIRTUAL MEETINGS' which makes a number of recommendations.	Externally Facilitated Effectiveness Review (March 2021)	Discussions have commenced and planning under process. Planned discussion at Board Meeting on 24 March 2022.	BMO	March 2022	In progress	# of virtual meetings (Board and Committees) # of onsite meetings (Board and Committees)
	Training and Development Ensure members are aware of the training and development opportunities available to them. In this respect update members at least annually on the CDN Governance Development Programme	Externally Facilitated Effectiveness Review (March 2021)	<ol style="list-style-type: none"> CDN training and development opportunities are circulated by email to the Board on receipt and specifically to new Board Members eg Board Member Induction training opportunities. The BMO also circulates a monthly Communications Report to the Board which includes details of the above opportunities. 	BMO BMO	On receipt Monthly	Implemented Implemented	

Board Development Plan 2022/23

Principles	Development recommendations	Source	Action Plan	Lead	Timeline	Status	KPI (if relevant)
			3. Attendance records are maintained to inform Board Member CPD and annual performance reviews.	BMO	Updated as advised.	Implemented	% of attendance.
	Board Member induction • Induction information	Board Governance Advisor recommendation	Board Member induction handbook presented as on-line reference tool and referenced according to: • External Environment • Board Environment • College Environment	BMO	July 2022	In progress	
	Board Secretary induction Ensure a full induction programme for the new Board Secretary, including mentoring by an experienced Board Secretary. This is a requirement of the Code of Good Practice for Scotland's Colleges.	Externally Facilitated Effectiveness Review (March 2021)	1. Internal Board Secretary Handbook in development to further support induction programme. 2. Board Governance Advisor is a member of the CDN Board Governance Group and attends all meetings.	BMO	Dec 2022	In progress	
	Committee Reporting • Provide current reporting of key issues considered by Committees to the Board following each meeting of the Committee.	Board Governance Advisor recommendation	Committee Chair report submitted to each Board meeting.	BMO	Quarterly reporting	Implemented	
Relationships and Collaboration	Ensure that the board are and remain fully briefed on the college engagement with the Ayrshire Growth Deal.	Externally Facilitated Effectiveness Review (March 2021)	1. Standing agenda item at BRIC meeting. 2. Reporting to the Board via the Chair's report to the Board from BRIC and via the minutes of the meeting which are submitted to the Board.	BRIC	Quarterly reporting	Implemented	
	Board Profile • Raise profile of the role and purpose of the Board across the college.	Board Governance Advisor recommendation	1. Annual programme featuring a Board member in the Staff Newsletter each month during 2022. 2. Future approach to be considered.	BMO/ Marketing Dept	Monthly Feature	Implemented	# of hits per feature