Board of Management Attendance
&
Self Evaluation of Effectiveness AY 2025/26

Ayrshire College

Board of Management
October 2026

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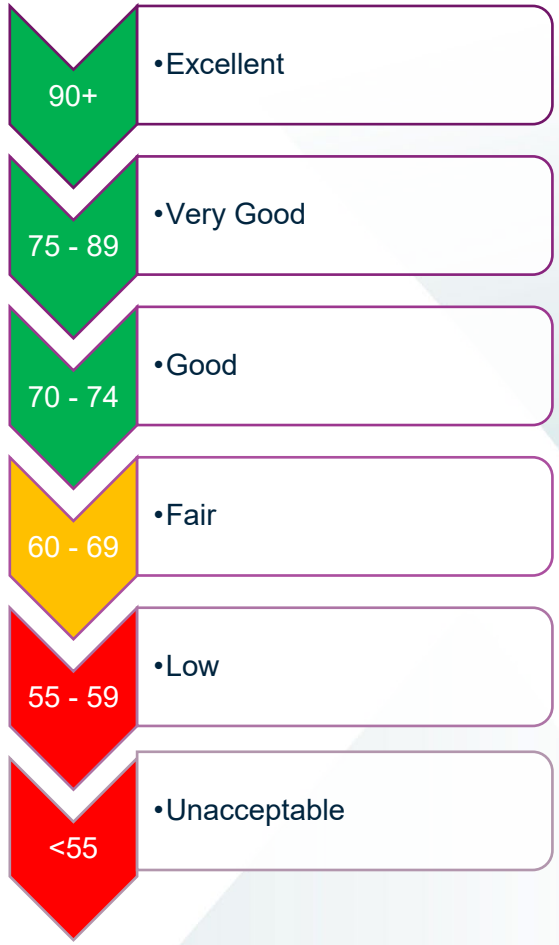
Measurement criteria for attendance

“Excellent” to “Unacceptable” six-point scale <55 to 90+

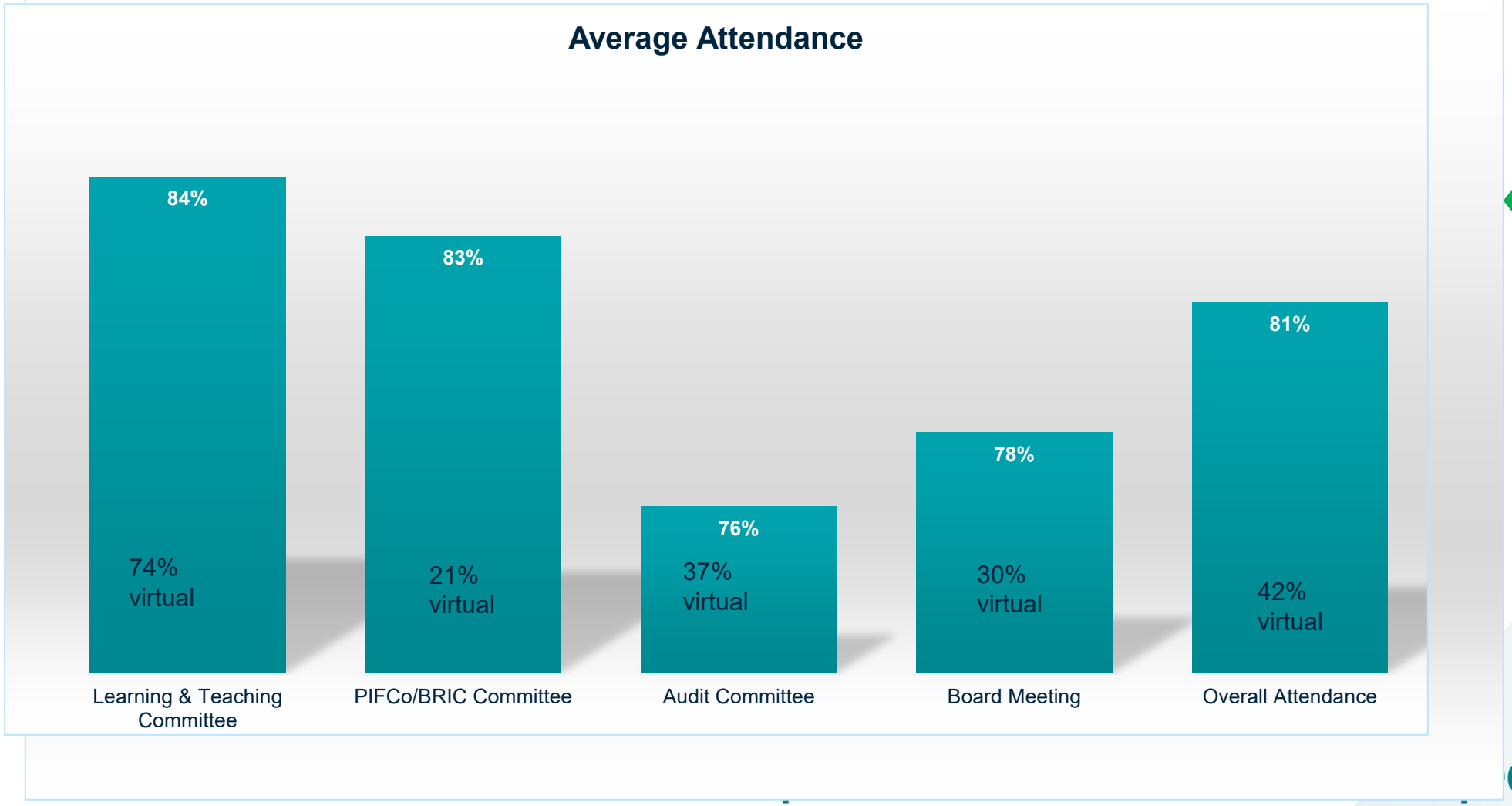
90% attendance benchmark and key performance indicator

≥ 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.



Board and Committee Attendance: 2025/26 overview

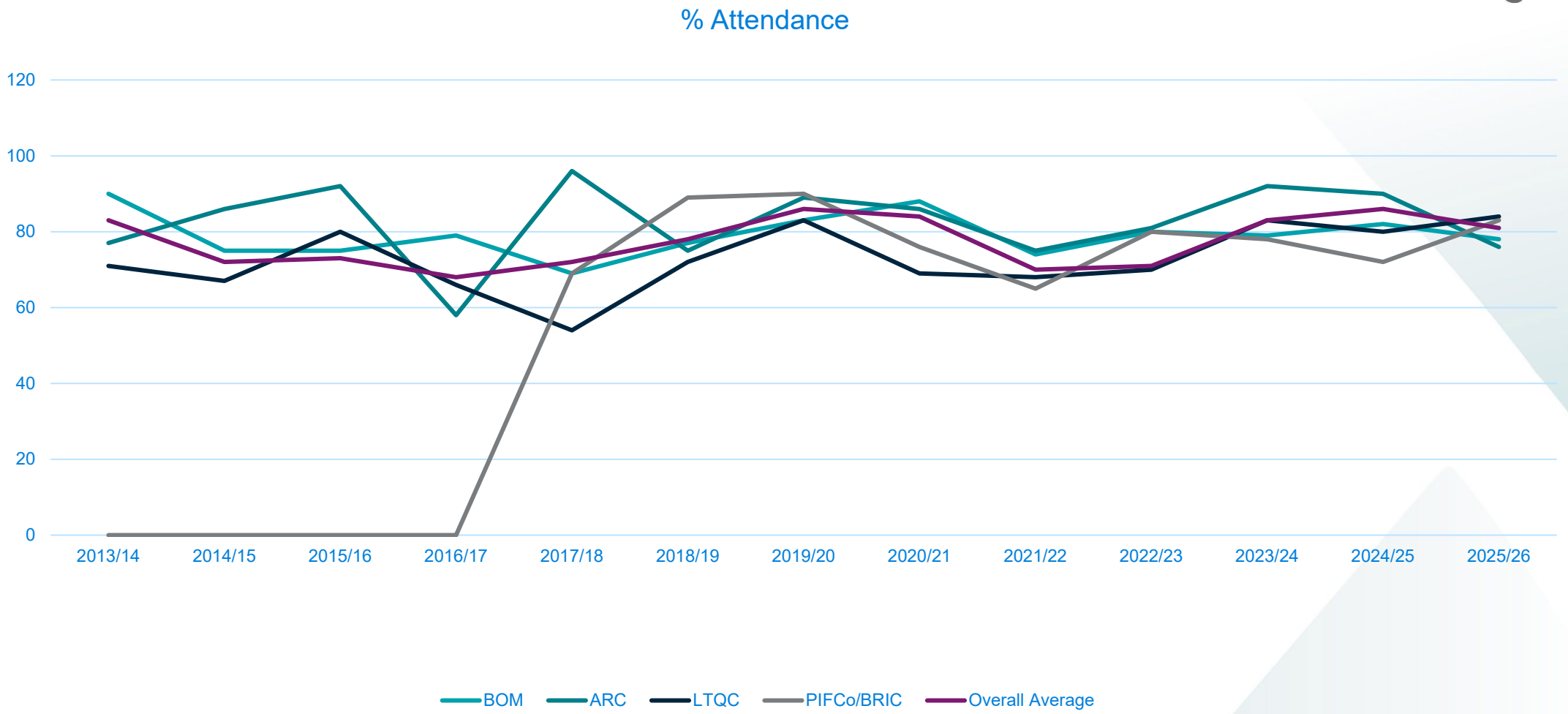


Ayrshire College

- Excellent
- 90+
- Very Good
- 75 - 89
- Good
- 70- 74

ctful | Supportive

Board & Committee Attendance: 2013/14 to 2025/26



Our Values: Open and Honest | Innovative | Respectful | Supportive

Board and Committee Attendance: Key points

- Every meeting attendance level achieved over 75% (Very good)
- 81% Overall Total attendance was achieved (KPI 90%)
- Most existing board member overall attendance above 70% (two above 60%)
- Virtual attendance increased from 29% for 24-25, to 42% for 25-26 – should this be a concern?
- Hybrid meetings assist attendance, but are scrutiny or discussion levels affected?
- Student voice input well maintained across Board & Committee level
- Attendance & committee membership is discussed as part of annual reviews
- Committee membership can be adjusted to assist where issues identified, or vacancies highlighted, or development requested
- Committee membership takes into account the Skills Matrix and DiSC profiles

Board of Management
Self Evaluation of Effectiveness
AY 2025/26

Self Evaluation Of Effectiveness - Requirement

The Board of Management is required under the Code of Good Governance for Scotland's Colleges (section D.24) to:

- Undertake an annual self-evaluation of its performance and effectiveness against its overall duties and responsibilities.
- Commission an externally facilitated evaluation of its effectiveness every 3-5 yrs. (College commissioned external reviews in 2021 & 2024, so will plan EER 2028)
- Submit the self-evaluation report & Board Development Plan (including progress on the previous years' plan) to the funding body & publish on-line.
- Compliance with the Code is a condition of grant award by SFC.

Self Evaluation of Effectiveness - Method

Self Evaluation of the activities of the Board of Management by each Board member individually, structured around the Code of Good Governance which provides direction on the key principles of governance, under the headings of:

A. Leadership and Strategy
B. Quality of the Student Experience
C. Accountability
D. Effectiveness
E. Relationships and Collaboration

Self Evaluation report helps indicates areas of strength and of future development for the Board.

- Self- Evaluation Questionnaire created in Forms
- Link emailed to Board Members on 21 May
- Completion by 22 June 26 request
- Scoring scale 1 to 6 (1 low = disagree to 6 high = agrees)
- Comments & Feedback
- Follow up
- Review
- Summarise
- Report results

Self Evaluation of Effectiveness – Summary Results

- 09 from 16 members (over 50%) completed
- Average completion time 40 minutes.
- High Overall Scores: Most numeric responses have a mean score above 5.5, with medians consistently at 6, indicating strong agreement across most evaluation areas.
- Highest Score areas:
  (6.00) The College's audit processes are comprehensible and rigorous.
  (6.00) The Board receives regular reports from the Students' Association.
- Lowest Score areas:
  (5.00) The Board has an appropriate mix of skills and works well as a team.
  (5.14) The Board sets challenging student success targets.
  (5.14) There is a formal process for setting the Principal's renumeration.

A: Leadership and Strategy

Strengths

- Clear alignment between the College's Strategic Ambition, Board priorities and executive delivery.
- Strong strategic leadership, supported by dashboards, performance reports and Board Development Days.
- Positive engagement with regional and national priorities, employers and economic development partners.
- A respectful, inclusive and values-led Board culture.

Development areas

- Create more time for horizon scanning and scenario planning, particularly around AI, regionalisation, public-sector reform and future funding.
- Examine the detail beneath positive headline performance indicators.
- Ensure financial sustainability decisions consider impact on students, staff and communities.
- Improve awareness and communication around major strategic initiatives and subsidiary activity.

B: Quality of Student Experience

Strengths

- Student representatives are regarded as equal and valued Board members.
- Students' Association reports are prominent in Board business.
- Student views, surveys, complaints and feedback are used to inform discussion and decisions.
- There is strong commitment to improving student outcomes and experience.

Development areas

- Strengthen reporting on the quality and consistency of learning across curriculum areas and delivery methods.
- Provide clearer evidence of the impact of Learning and Teaching Academy activity.
- Increase scrutiny of apprenticeship performance and improvement actions.
- Look beyond overall satisfaction and achievement figures to identify variation between learner groups and curriculum areas.
- Develop broader measures of student success rather than relying solely on established funding-body indicators.

"Need better metrics for measuring the quality of learning that takes place in the classroom and through the VLE."

C: Accountability

Strengths

- Clear committee structures, remits and reporting arrangements provide effective assurance to the Board.
- Risk management, internal audit and external audit are viewed as robust and comprehensive.
- Strong financial oversight is provided through committee scrutiny and Board reporting.
- Board discussion is generally open, constructive and evidence-based.
- Ethical conduct, declarations of interest and the principles of public life are embedded in Board practice.

Development areas

- Reinforce understanding of the distinction between strategic governance and operational management, particularly for newer members.
- Improve the visibility and communication of significant financial and strategic decisions.
- Ensure reporting explains the rationale, risks, benefits and stakeholder implications of major initiatives.
- Continue developing dashboards so that Board members can interrogate trends, exceptions and underlying performance.

D: Effectiveness

Strengths

- The Chair is strongly regarded for inclusive leadership, constructive challenge and effective meeting management.
- Governance advice, meeting administration, papers and forward planning are highly valued.
- Recruitment, induction, continuing professional development and individual review arrangements are well established.
- The Board has a broad skills base and works within a positive, respectful culture.

Development areas

- Refresh the skills matrix and succession plan, particularly for executive leadership, senior industry, financial, digital and transformation experience.
- Provide more opportunities for Board team development and relationship-building.
- Strengthen induction on delegation, committee responsibilities and areas outside individual members' committee experience.
- Review the annual self-evaluation process: several comments suggested it is lengthy and difficult for members without direct experience of every area.
- Consider combining a shorter questionnaire with facilitated discussion and more reflective narrative.

E: Relationships and Collaboration

Strengths

- Extensive engagement with employers, councils, regional partnerships, national groups and sector bodies.
- Strong evidence that external relationships help align the curriculum with economic and skills needs.
- Board Development Days and external speakers provide useful stakeholder insight.
- Employer forums, direct visits and strategic partnerships support curriculum relevance and employability.

Development areas

- Clarify what effective Board-level stakeholder engagement should achieve and how its impact will be evaluated.
- Provide more systematic evidence showing how engagement changes strategy, curriculum or outcomes.
- Continue broadening external input to Board Development Days.
- Improve Board familiarity with newer partnership and accountability frameworks.
- Analyse whether industry alignment is equally strong across all curriculum areas.

Key issues, ideas, suggestions for the Board to address:

- **Financial sustainability and difficult choices:** Respondents expect budget pressures to drive significant decisions and emphasised the need to remain financially viable in a challenging fiscal environment.
- **Balance finance with people and community impact:** One concern was that decision-making should not finance-led without consideration given to staff, students and the wider community.
- **Future readiness and transformation:** The Board should continue supporting organisational transformation so that the College remains fit for the future and responsive to learner and industry needs.
- **Strategic horizon scanning:** Strategy Days should be used to strengthen members' understanding of major external drivers, including AI, regionalisation and public-sector reform.
- **Collaborative priority-setting:** Strategic priorities should continue to be developed jointly by the Board, College and students.
- **Accessibility of the evaluation process:** The review was regarded as comprehensive, but there was concern that members may find some questions difficult where they do not sit on the relevant committee.

Next steps – Board Development Plan

The principal development priorities are **future readiness, deeper performance insight, transparency, Board skills and succession, and a more proportionate effectiveness-review process**.

1. Incorporate the feedback from the 25-26 Board Self-Evaluation questionnaire.
2. Incorporate suggestions/training needs from the Annual Appraisal discussions with the Chair, and the Principal.
3. Incorporate suggestions/ideas/development needs from ongoing discussions and development days.
4. Incorporate any relevant ideas/suggestions from the Board sub-group committees and Board meetings.
5. Align with Assurance & Governance mapping.
6. Align with our Strategic Ambition 2024-2027/refresh, our Strategic Objectives (Outstanding Experiences, Partner of Choice & Enabling the Future), our Values & The Ayrshire Way.
7. Submit Board Development Plan to Board for approval every year.
8. Update Board Development Plan every quarter.

Ayrshire College