

Paper 11- Appendix 2 **Board Development Plan 2025-26 DRAFT V1**

Principles	Development recommendations	Source	Action Plan	Impact	Lead	Priority	Strategic Ambition Objective	Timeline	Status
A: Leadership and Strategy 1. Conduct in Public Life 2. Vision and Strategy 3. Performance 4. Corporate Social Responsibility	Develop our communication as a board to integrate with the College Communication Plan Be an Ambassador for Ayrshire College and the Board of Management	Interim Chair All board members	Offer quarterly communications using a variety of media from Board Members experiences on their roles (staff, SIM, VC, students). Utilise the Board news section of the website to inform students, staff and stakeholders of the work of the board. Board member visits to specific departments/areas for development. Demonstrate behaviours in line with the Ayrshire College Board of Management Code of Conduct, Ethical Standards Commission and the Ayrshire Way	Increase understanding of the role of the board, increases presence and visibility and may support external relationships such as new Board members. Board members understand, support & demonstrate the College values, ambition, mission, objectives and promote the Ayrshire Way culture. The Ayrshire Way culture will be embedded into how the Board of Management operates	BGA VP-People Interim Chair	1	Outstanding Experiences Enabling the Future Partner of Choice	Establish AY25/26 Ongoing	
	Continue to promote strategic ambition for 2024-2027	Interim Chair Ongoing from AY24-25 Development Plan	Strategic Reviews Option appraisals Scenario planning re people, digital and college sustainability	Board members understand, support & demonstrate the College values, ambition, mission, objectives and promote the Ayrshire Way culture. Ayrshire College remains a sustainable college, providing outstanding experiences, enabling our students to be prepared for the future and be the partner of choice for industry.	Interim Chair	1	Enabling The Future	ongoing throughout AY25/26	02 Sept workshop
	Develop an ongoing adequate suite of KPIs which are implemented and regularly reviewed. Demonstrate Success	Principal ELT All board members Board and Committee papers	Meeting Preparation Respectively challenge and scrutinise the data presented. Internal and External Audit reports presented at regular intervals. Receive regular reports and/or papers at the Audit & Risk, Learning Teaching and Quality and People, Infrastructure and Finance committees	A continuous improvement culture as part of the Ayrshire Way culture is embedded. Staff and students have a clear understanding of expectations from the College. Ayrshire College will have an excellent reputation for successful student outcomes.	ELT Interim Chair	1	Outstanding Experiences Enabling the Future	ongoing throughout AY25/26	
	Operate so far as reasonably practical and within our budget, ways that enhance the environment.	Chair Self Eval questionnaire Principal	Receive regular report. Receive regular reports and/or papers at the Audit & Risk and People, Infrastructure and Finance committees	Improve society and promote a positive brand. Improve Board member knowledge and awareness of College & the Ayrshire Way culture	ELT BGA Chair	2	Enabling The Future	ongoing throughout AY25/26	

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B: Quality of the Student Experience 1. Student Engagement 2. Relevant and High-Quality Learning 3. Quality Monitoring and Oversight	More student engagement at Board level	Self Eval questionnaire BGA Ongoing from AY24-25 Development plan	Involve in recruitment. Involve in Induction, training & development. Involve inboard section of the website and board communications, More contact with Board members to gather student feedback/opinions.	Student perspective in recruiting new board members, plus development for student representatives. Increased two-way communications, information sharing and understanding	BGA SIM	1	Outstanding Experiences	ongoing throughout AY25/26	Icebreaker at Development sessions
	Increase focus on current trends, and forward planning to ensure learning remains relevant and students have outstanding experiences. Reduce our retrospective reporting	Chair	More live updates & reports – support and encourage dashboard development for a range of KPIs to better inform board and improve data analysis by board members.	Information is current to allow analysis, scrutiny and feedback. Focus on bringing prosperity & reducing educational, health and social inequalities amongst our students	Chair ELT	1	Enabling The Future	ongoing throughout AY25/26	Live dashboard reviews on meeting agendas
	Consider additional quality-based reporting	BGA	More information from Quality dept	Improved quality-based reporting	BGA ELT	2	Enabling The Future	July 2026	
C: Accountability 1. Accountability and Delegation 2. Risk Management 3. Audit Committee 4. Remuneration Committee 5. Financial and Institutional Sustainability 6. Staff Governance	Delegation review	BGA	Workshop session on the Role of the Board – Feb 2026 To review the Scheme of Delegation which was last reviewed Sept 2000 – take to Board March 2026	Board members especially new members understand fully their role. Assurance re appropriate delegation is in place	BGA	3	Enabling The Future	July 2026	12 Feb 2026 development session
	Risk Management – further development & training	ARC Ongoing from AY24-25 Development plan	Assurance mapping further development	Improved sustainability, risk oversight, wider understanding, enhanced assurance, active register, dynamic response to emerging risks	BGA, Auditors ARC	1	Outstanding Experiences	ongoing throughout AY25/26	Assurance mapping on meeting agendas
	ARC – new member input	ARC Other board members (if they wish to attend)	Specific training via CDN Meetings with VP Finance & Infrastructure Training from WBG	Maximise new member input to ARC	BGA	1	Outstanding Experiences	Feb 2026	12 Feb 2026 development session
	RemCo – new member input	Interim Chair	New member mentoring/coaching Induction notes developed for Chairs & Vice Chairs	Maximise new member input	Interim Chair SIM	1	Enabling The Future	June 2026	Mentors identified
	Maximise Board knowledge. re Finance & Sustainability	Self Eval questionnaire	Specific training/presentations to Board esp on Fair Work training on Financials for Non-Financials Review Sustainability measures/KPIs.	Maximise new member understanding & input. Demonstrate The Ayrshire Way	BGA ELT ELT	2	Enabling The Future	June 2026	WBG training planned AI framework development

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		Ongoing from AY24-25	How is the Board using AI? Advantages? Risks?						Increased People focus BRIC to PIFCo
	Review Governance Reports/Infor to Board	BGA	Dashboard Governance KPIs review including supporting creation of increased number of dashboards KPIs. ARC currently supplied with assurance annual report	Improved governance assurance	BGA	3	Enabling The Future	June 2026	Governance mapping work started July 25
D: Effectiveness	The Board Chair	Interim Chair	Support & Development for new Interim Chair Define Vice Chair role	Demonstrate The Ayrshire Way	BGA	1	Outstanding Experiences	June 2026	Interim Chair Induction checklist completion
	Senior Independent Member (SIM)	Interim Chair, BGA	Succession planning for SIM. Induction notes developed for Chairs & Vice Chairs	Maximise SIM effectiveness. Demonstrate The Ayrshire Way	Interim Chair SIM BGA	1	Outstanding Experiences	ongoing throughout AY25/26	Induction notes developed for Chairs & Vice Chairs
	Board Members	Interim Chair	Demonstrate The Ayrshire Way Teambuilding/Teamworking Mentors for new members Non-Exec time prior to meetings Increase discussion & input to meetings. AI skills Review skills matrix to include AI. Midyear reviews late Jan/Feb Competency review DiSC profiles – added to Induction process. review personal spec & job role descriptor. L4 leading – review the process	Improved attendance rates Timely decisions Effective interaction, challenge, critical thinking and decision making. Demonstrate The Ayrshire Way Consistency across Leadership team re ELT DiSC profiling already completed	Interim Chair BGA Chairs & Vice Chairs ELT	1	Outstanding Experiences	ongoing throughout AY24/25	30 min non-exec time invitations sent. mentors for new members DiSC completed new members. Chairs & SNC meetings
	Principal and Chief Executive	Chair & BGA	Promotion of Colleges First approach Great Conversations	Ensure Principal appraisal linked to relevant values, codes etc and is effective & worthwhile	Interim Chair	3	Enabling The Future	July 2026	
	Governance Professional	BGA	1. Test and evaluate Co Pilot benefits for BGA & for Board 2. Governance mapping – efficiencies? 3. Investigate formal learning/qualification. 4. Develop BGA Gantt duties chart. 5. How add value to Board?	Improved awareness, resource pooling, benchmarking Share more governance information with the Board. Increased Board development & knowledge of Governance Simplify BGA duties timeline	BGA	2	Enabling The Future	ongoing throughout AY25/26	Co Pilot & laptops offered to members. Knowledge bank additions
	Board Member Appointment, Induction and Training	Ongoing from AY24-25 Development plan	Maximise new member input. Elevate access for key courses. Use evaluation for Induction/exits. Key meetings in Induction Checklist	Increased scrutiny & discussion Increased feedback received Key meetings planned	BGA ELT	2	Partner of Choice	Jan 2026	Elevate access established. Induction Checklists updated

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			Student association input Ayrshire Way video usage at Induction Group Inductions, peer support	Increased efficiency of resources & teambuilding					Ayrshire Way video used. SA involved in Induction
	Board Evaluation	Ongoing from AY24-25 Development plan	New/additional ways of evaluation Eval at Committee level Update self eval Q to link with Strategic objs Review annual appraisal form re Great Conversations	Increased feedback received Better strategic links & feedback	BGA	2	Enabling The Future	Feb 2026	Self eval Q for BRIC
E: Relationships and Collaboration	Demonstrate Partnership Working	Ongoing from AY24-25 Development plan	Stakeholder map reviewed annually. Stakeholder map included in Board Member induction Social media/website demonstrations of engagement Develop mentorships & peer support. Introduce pre meeting briefing for members. Member input into 3C development sessions Shadowing other college committees	Demonstration of range of stakeholder relationships & College contributions Demonstrate 'The Ayrshire Way'	ELT Chair BGA	1	Partner of Choice	ongoing throughout AY25/26	Pre meeting briefings & non-exec time offered. 02 September development session input
		Ongoing from AY24-25 Development plan	Invite key stakeholder speakers, set informal voluntary meetings and discussion times out with formal meetings.	Demonstration of range of stakeholder relationships & College contributions	ELT Chair BGA	2	Partner of Choice	ongoing throughout AY25/26	Twilight sessions planned Use of internal audit time & skills
		Ongoing from AY24-25 Development plan	Offer dedicated time for informal discussion, focus on significant college issues relevant to the Board with key stakeholders invited to present and engage with the Board. Include briefings and discussions on wider strategic context of post 16 education. Offer briefings and discussions on growth deal and established businesses within the local economy. Ensure members invited to relevant stakeholder visits and meetings	Update & inform Board re current issues, allow for strategic questioning, longer term thinking and discussion, enhance members stakeholder knowledge, assist with informed decision making, maintain understanding of current key employment needs to aid strategic decisions. Demonstrate The Ayrshire Way	ELT Chair BGA	1	Partner of Choice	ongoing throughout AY25/26	Less papers, more discussion Informal pre meeting non-exec time offered. 02 Sept briefing papers & session College Financial Sustainability Plan updates now standing agenda item