

Corporation Board Strategy Day 9th May 2022

12.00 noon to 5.00 PM

Members	Name	Present	Role
1.	Chelsea Cordiner	*	External Member
2.	Derek Peaple (DP)	*	External Member
3.	Didem Allen	*	Finance Director
4.	Glyn Howells (GH)	*	External Member
5.	Iain Wolloff (IW)	*	Principal & Chief Executive
6.	Sam Dibas (SD)	*	External Member
7.	Martin Hamer (MH)	*	External Member
8.	Nick Fox (NF)	*	External Member
9.	Peter Lambert (PL)	*	External Member
10.	Sally Osmond (SO)	*	External Member– Chair
11.	Shelly Van Meter (SVM)	*	Staff Member (Teaching)
12.	Sue Richardson (SR)	*	Staff Member (Support)
13.	Tom Rossiter (TR)	*	External Member
Apologies:			
1.	Alfie Green	*	Student Representative.
2.	Cathy Wright	*	Director of HR & Support Services
3.	Javaid Iqbal (JI)	*	External Member
4.	John Knight (JK)	*	External Member
5.	Lauren Bailey	*	Student Governor
In Attendance:	Jo Houghton (JH)	*	Director of Business & Partnerships
	Lee Hunt (LH)	*	Vice Principal
	Richard Lee (RL)	*	Clerk to Corporation – Minute taker
Quorum:	No requirement	*	13 present at start – meeting quorate

Agenda

Item		Lead	Time	Paper
1	Buffet Lunch.		12.00	
2	Proposal to appoint new member –Tim Major. The Board unanimously voted to appointment TM as a Board member.	SO	12.40 PM	
3	SO presented on the context and aims of the session.	SO/IW	12.45 PM	
4	<p>IW presented the People Strategy, delivery of the College’s strategic aims by recruiting, supporting, developing and retaining the right staff.</p> <p><u>Subsidised services</u> LH suggested the College leverage its position to help provide staff benefits, for example providing subsidised culinary services. GH suggested implementing a dialogue with unions to identify how the College could assist staff.</p> <p><u>Socials</u> SO suggested a social for governors and staff be arranged. TR responded that Governors could meet different staff sections at a time.</p> <p><u>Link Governor</u> LH suggested a link governor be created. MH noted a link governor could undermine the administrative structure of the College; IW suggested a link Governor’s function was informative not administrative and DP noted effective protocols would ensure clarity of administrative function.</p> <p><u>Leadership Dialogues</u> SR suggested that both a strategy be created to identify motivators for College staff, and a target driven strategy to invest in staff over time, be developed. SR recognised the 4 main staff groups; SLT, teachers, support staff and care staff each had different needs and motivators that required different strategies. SR suggested upskilling leadership to facilitate dialogue between managers and staff to identify staff motivations. SO recommended investment in leadership training be prioritised.</p> <p><u>Training Progression</u> DA suggested talent management be linked to the College’s business needs. More vacancies could be filled internally; the appraisal process could be linked to progression planning; SLT could link training needs to the development plan. DA suggested training, for example discounted MAs, could be provided through partner</p>	IW	1.00 PM	Paper 1 – p.3 Paper 2 – p.11

	<p>organisations. DA queried how the use of wellbeing resources was assessed and how the program might be extended.</p> <p><u>Incentivisation</u></p> <p>JH suggested a range of incentivisation strategies including progression pathways, pay banding and progression bands linked to training, job sharing, mentoring and recruitment from a larger area. Regarding staffing JH suggested sharing staffing and resources with third party organisations. JH also suggested reviewing the recruitment strategy to enable a business case for staffing be made to the right committee as part of a 5-year curriculum plan. JH suggested advertising for behaviours rather than roles, for example hiring curriculum influencers.</p> <p>IW asked if we understand what motivates staff to join and stay within the college. SO responded that successful businesses focus on culture and that focus would benefit UCN.</p>			
	<p>Curriculum Strategy – developing our curriculum offer to meet need and ensure the financial viability of the institution.</p> <p><u>Marketing</u></p> <p>PL suggested student recruitment be prioritised. PL noted a lack of awareness of the College and its function; courses comprise a portfolio of requisite areas not cohesive brandable content. MH noted the name does not reflect the range of work of the College. PL suggested each area be branded and sold individually, for example the sports area. IW noted <1% of investment went on marketing and should be increased. SO noted the brand should be defined followed by how you brand, then the name should be considered.</p> <p>SD suggested marketing the College University Centre, for example on the website; TR suggested renewables and football academy could become centres for excellence. TR suggested specialist project marketing to increase awareness, the appointment of a marketing governor and the creation of a marketing toolbox that can rapidly respond to change. SD observed stories showcasing the College could be used to increase brand awareness.</p> <p>LH observed foundation learning is a flagship programme which might be detrimentally affected by the marketing of other areas. SD/TR responded the foundation learning programme should be branded. SO reiterated each key area must be recognised as important to a relevant third party on its own merits.</p>	LH	2.00 PM	Paper 3 – p.15

	<p><u>Workforce Analysis</u></p> <p>GH suggested professionalising the marketing of the offer, using common tools like CGM, analysing future workforce needs to build employer links ahead of time, for example the impact of the green agenda.</p> <p>LH responded that to work with public sectors there needs to be a process to identify public sector needs. IW suggested employers might sponsor parts of the College. SO suggested putting out an RFP to marketing companies as an information gathering process. JH observed some leads on roles and related employers up to 2026, have been generated.</p> <p>IW noted a mismatch between what the economy requires and what people want to do. TR responded that is where a marketing strategy would help.</p> <p><u>Collaboration</u></p> <p>GH suggested a strategy of collaboration with local 6th form colleges should be considered, for example the College providing links to employers and partners providing academic support. DP asked if such partnerships shape curriculum? It is accepted that curriculum breadth will cause some loss leadership.</p>			
	Break		3.00 PM	
5	<p>Campus Strategy – ensuring an effective end to the PFI in 2027 and the transition to College ownership of the buildings.</p> <p><u>PFI Exit</u></p> <p>TR observed that an economical exit strategy from the PFI should be implemented. GH noted that Equitix should be expected to meet all the obligations agreed in the initial PFI contract. JH observed staffing would need to be increased to effectively manage all the obligations stemming from the exit from the PFI contract. NF observed that negotiation of Equitix obligations would likely increase expenditure on solicitors in the short term. GH cautioned that the PFI will generate an SPV shell company that will close within a year of exit from the PFI so liability issues need to be ascertained prior to this point. MH asked if there was provision for arbitration in the contract and IW responded that there is. SO asked how much exit from the PFI would cost? IW responded costs of exiting the PFI will be identified as it moves forward.</p> <p><u>Withholding PFI Payment</u></p> <p>SO asked if money would be retained at the termination of the PFI contract. SR, IW and JH confirmed some money will</p>	JH	3.30 PM	Paper 4 – page 29

	<p>be held back until completion. SR queried if the amount of money retained will cover outstanding work. IW responded the retained sum will be approximately 2 million GBP.</p> <p><u>Year 6</u></p> <p>IW asked what the strategy for the 6th year (first year after PFI ends) will be regarding building management and investment. SO responded the estate strategy will help direct building management strategy building. SO asked if exit from the PFI mean there would be no core maintenance cost for 5 years from 2027, confirmed as correct by IW and JH. TR asked, if there will be a campus manager, IW responded one would be appointed. IW asked whether management issues would be resolved internally or contracted out. GH observed that Mitie has already negotiated sub-contractor relationships. NC suggested these relationships could be taken over by the College in year 6.</p> <p><u>Street Redevelopment</u></p> <p>SO asked what the Street redevelopment strategy would be, and at what cost? IW responded that the Street should be a high-quality learning space. GH suggested it could follow a Regus office model. LH observed the street could support curriculum for example the street could be used to deliver industry placements for T-level students and or provide a business hub where employers could offer student support.</p> <p><u>Collaboration</u></p> <p>GH asked if there was a strategy for developing infrastructure for student entrepreneurs. LH suggested an entrepreneurial strategy in which the College, perhaps in partnership with other organisations, developed student skills which were then applied in the community.</p> <p>SO thanked NF for his help and advice.</p>			
6	<p>Summary – key points and next steps.</p> <p>SO invited feedback</p> <p>TR noted that strategy should move from discussion to implementation. DP observed action points need to be created.</p> <p>MH responded that in future strategy student recruitment and exit from the PFI should be prioritised even if [in relation to the PFI] some accommodations must be made.</p>	SO	4.30 PM	

<p>PL suggested the strategy should identify and prioritise new spending areas. PL suggested the PFI and people strategies can be started as they have a low cost. Then branding should be prioritised. SO suggested spending priorities be discussed at the next FGB.</p> <p>NF noted that a strategy to look at recruitment and retention rewards such as joiners fees, long service rewards, be developed. NF also noted that any strategy should take into account monies available after year 5 (2027).</p> <p>GH suggested creating a 5-year cash flow and improvement of systems used to predict for student numbers.</p> <p>DA suggested prioritising the 5-year plan.</p> <p>SO thanked IW. IW thanked all Governors for their support. JH thanked all Governors for their support.</p>			
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Confirmed as a correct record:	<i>Sally Osmond</i> Signature of Committee Chair
07 Jul 2022 Date	



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