

# Minutes

## STRATEGIC DEVELOPMENT COMMITTEE

Date:	5 February 2024	Time:	4.00 PM
Chairperson:	Sally Osmond	Location:	Room 284 UCN

Members	Name	Present	Role
1	Iain Wolloff (PCE)	*	Principal & Chief Executive
2	Sally Osmond (SO)	*	External Member – Chair
3	Andrea Woods (AW)	*	External Member
4	Prof. Gavin Brooks (GB)	*	External Member
5	Russell Shackleton (RS)	*	External Member & Guest
<b>Apologies:</b>	Sam Dibas (SD)		External Member
<b>In Attendance:</b>	Cathy Wright (VPCS)	*	Vice Principal – Central Services
	Jo Houghton (VPHEs)	*	Vice Principal – HE & Skills
	Lee Hunt (VPFEC)	*	Deputy Principal – Vice Principal FE & Curriculum
	Paula Powditch (DF)	*	Director of Finance
	Nathan Hall (DEF)	*	Director Estates & Facilities
	Jatinder Matharu (DSS)	*	Director of Safeguarding & Support
	Heather Large (HL)	*	Governance Professional
<b>Quorum:</b>	3 required	*	4 present meeting quorate

Item		Reports
1.	<b>Apologies For Absence</b> Apologies were received and accepted from Sam Dibas. It is to be noted that Tom Rossiter resigned after the Corporation Meeting of 11 December 2023. Mr Stuart Compton resigned from membership of the Committee.	
2.	<b>Declaration Of Interests</b> There were no declarations of interest raised.	
3.	<b>Minutes of the Previous Meeting</b>	
3.1	<b>To approve the Minutes of the meeting held on 6 November 2023</b> The minutes were unanimously approved in the meeting.	Page 3
3.2	<b>To approve the Confidential Minutes held on 6 November 2023</b> The minutes were unanimously approved in the meeting.	Page 6
3.3	<b>Matters arising from the minutes</b> There were no actions arising. The Chair confirmed all actions in the Action Log have been completed.	

4	<b>Governance</b>	Verbal
4.1	<b>Committee Membership</b> Andrea Wood was duly nominated and elected as a member of the Strategic Development Committee. Russell Shackleton was attending today as a guest to consider if he would wish to join.	
4.2	<b>Chair and Term</b> The current Chair term of office finishes on 7 November 2024. The Chair encouraged Committee membership to consider the role of Chair as of November or potentially at the start of the academic year.	
4.3	<b>Vice Chair</b> The role remains vacant and the Chair encouraged the Committee to consider the role and would be happy to provide guidance and support for anyone wishing to volunteer.	
4.4	<b>Terms of Reference</b> Due for review in March 2025.	
4.5	<b>Policies</b> There were none for this meeting. Policies are not reviewed by this Committee.	
5	<b>Update on Strategy</b>	
5.1*	<b>Strategic Plan – Subject to a Confidential Minute</b>	Paper – Page 9
5.2	<b>Qualification Reform</b> Committee were informed of: <ul style="list-style-type: none"> <li>• First Consultation Paper in September 2023 and Second Consultation Paper January 2024. At the time of the FEC Visit the College strategy around the qualification reforms were discussed with them.</li> <li>• T Levels from Wave 1 there were 26 T Level Groups proposed two have now been withdrawn</li> <li>• Vocational Qualification, College has delivered on thirteen so far</li> <li>• A Levels under review as is ABS development with first steps defined so ready for delivery</li> <li>• Plans to develop Catering and expansion of Kitchen</li> </ul>	Verbal
6	<b>PFI</b>	
6.1	<b>Update on PFI expiry planning</b> Committee were informed: <ul style="list-style-type: none"> <li>• The Infrastructure &amp; Projects Authority (IPA) continue with their support regarding the close of PFI agreement with College utilising the use of their solicitor to carry out contract review and support work on future services. Use of their financial expert has been valuable. IPA Contract finishes in April 2024 but College wish to extend this.</li> <li>• Contract Review of the project agreement was shared with Committee</li> <li>• DEF attending three day course on what is required post PFI. Training is free of charge. Options for Facilities Management service delivery will be brought to Board for approval in due course.</li> </ul> Committee were informed of next steps: <ul style="list-style-type: none"> <li>• Review current performance of the incumbent FM Service Provider (Mitie)</li> </ul>	Paper – Page 11

	<ul style="list-style-type: none"> <li>Review the existing schedules of works, carrying out a gap analysis</li> <li>Carry out a full review of the staffing structure</li> <li>Provide SLT and Board with options for future delivery of facilities management services and agree the timeline to start the procurement process which will ensure a continuation of the service after the expiry of the PFI contract.</li> </ul>	
<b>7</b>	<b>Estates</b>	
7.1	<p><b>First 60 days impression of opportunities</b></p> <p>The Committee were updated on:</p> <ul style="list-style-type: none"> <li>Continuation of the scrutiny of the Mitie contract via the monthly FM meetings, focusing on actions being completed in a timely manner and the reduction of unavailability of academic delivery spaces.</li> <li>DEF will work with VPHES on the review of deduction due to unavailability and close out this process to ensure smoother monthly process.</li> <li>The Health and Safety Policy has been reviewed and condensed down to 10 pages and is now going through a further review via AI to see if this process can help the policy be more concise.</li> <li>DEF has started a Draft Business Continuity Plan, with an aim to complete this by the end of February. This will have Mitie and Newbury College staff involvement and their final sign off and agreement of the plan to ensure operational emergency and recovery plan is robust and fit for purpose.</li> <li>Continue to contribute to the senior leadership team and ensure College make sound decisions, improving DEF knowledge on the wider management of the College</li> <li>Challenges continue in recruiting and management of cleaners although the number of cleaners has improved</li> <li>College claiming between £5-£10k per month for performance failures from November to January</li> <li>The directly employed Facilities Assistant has made a good impact on carrying out jobs outside PFI and overseeing the Sports and Construction Centre</li> </ul> <p>The Committee asked questions to the DEF:</p> <ul style="list-style-type: none"> <li>What is the current status of the Business Continuity Plan. DEF explained it is being populated and that SPH/SLT are involved in contributing to their responsibilities and duties. It will go to Audit Committee in the Autumn Term.</li> <li>With such a big and open site Committee had concerns around safeguarding of students once PFI finishes.</li> <li>Committee asked if there will be TUPE implications for staff when PFI expires. DEF confirmed there will be TUPE consideration so there should be a continuation of duties.</li> </ul>	Paper – Page 26
7.2	<p><b>Estates Strategy – Current/Proposal for Review</b></p> <p>The Committee were informed that the current Estate Strategy 2021/26 was updated and approved in March 2022 and, therefore, was in need of review and update. It is proposed that, with the establishment of the Director of Estates and Facilities role, the Estate Strategy can be updated in-house, rather than needing to engage an external consultant.</p>	Paper – Page 29

	<p>The Committee asked what was the time frame for the re-fresh of the Estates Strategy and PCE explained it would be dependent on being able to recruit the staff necessary.</p> <p>UCN Phase 2 is a long term project and is not only dependent on staff recruitment but classroom capacity/provision.</p>	
<b>8</b>	<b>Climate Action and Sustainability</b>	
8.1	<p><b>Update on Climate Action and Sustainability</b></p> <p>The Committee were informed that the report provides the annual Energy &amp; Carbon Report, which needs to be reported by 31 March 2024. The main summary points were:</p> <ul style="list-style-type: none"> <li>• There are positive improvements in CO<sub>2</sub> emissions.</li> <li>• The warm winter in 2022-23 will have impacted on emissions.</li> <li>• The level of Waste going to landfill continues to reduce.</li> <li>• Potential improvements in re-cycling initiatives, student interaction.</li> <li>• Areas of concern highlighted to the Committee were:</li> <li>• The PFI impacting on being able to get education grants to develop the site and become more energy efficient</li> <li>• Time to focus on initiatives</li> <li>• Ensuring accurate data for the report being available</li> <li>• Efficient use of BEMS by Mitie will continue to be challenged</li> </ul> <p>Committee questioned:</p> <ul style="list-style-type: none"> <li>• The report to be more grammatically correct</li> <li>• Encouraging Committees to become more paperless</li> </ul> <p>VPCS explained it is very difficult to move to a complete paperless environment, IT do work closely with staff on this. A new energy reduction contract has just been started which includes students and staff and will produce data on the savings made.</p> <ul style="list-style-type: none"> <li>• Are students encouraged within the curriculum to be more environmentally friendly and sustainable</li> </ul> <p>VPCS confirmed that there are elements, where practicable, embedded into the curriculum and there is progress being made as information is being shared with team members who have specific responsibilities for sustainability</p> <ul style="list-style-type: none"> <li>• Report was a bit “thin” for the student section, is there information about Climate Ambassadors Programme</li> </ul> <p><b>Action: VPCS agreed to investigate information on Climate Ambassadors Programme</b></p>	Paper – Page 65
<b>9</b>	<b>Any Other Business</b>	
	There was none.	

\*Confidential item

**Meeting Closed at 17:55 hours**

Signed:

*Sally Osmond*

(Chair) Date:

28 Aug 2024

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Sally Osmond - Could you sign and date  
for me please thanks (Aug 28, 2024,  
3:16pm)



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