

Minutes

STRATEGIC DEVELOPMENT COMMITTEE

Date:	11 November 2024	Time:	4.00 PM
Chairperson:	Neil McDougall (NM)	Location:	The Hart Room

Members	Name	Present	Role
1	Iain Wolloff (PCE)	*	Principal & Chief Executive
2	Sally Osmond (SO)	*	External Member & Vice Chair
3	Sam Dibas (SD)	*	External Member
4	Prof. Gavin Brooks (GB)	*	External Member
5	Neil McDougall (NM)	*	External Member & Chair
Apologies:			
In Attendance:			
	Cathy Wright (VPCS)	*	Vice Principal – Central Services
	Jamie Morton (DF)	*	Director of Finance
	Nathan Hall (DEF)	*	Director Estates & Facilities
	Jo Houghton (JH)	*	Vice Principal HE & Skills (VPHES)
	Lee Hunt (LH)	*	Vice Principal FE & Curriculum (VPFEC)
	Jatinder Matharu (JM)	*	Director of Safeguarding and Support (DSS)
	Heather Large (GP)	*	Governance Professional
	Chris Boulton	*	Greenham Trust
Quorum:	3 required	*	5 present meeting quorate

Item		Reports
1.	Apologies For Absence There were no apologies for absence.	Verbal
2.	Declaration Of Interests There were no declarations of interest raised.	Verbal
3.	Notification of any Urgent Business The Chair explained that Chris Boulton from Greenham Trust will be joining the meeting at 4.30pm to present on the latest developments of the land sale of Mayfield Point. Members of the Finance and Resources Committee had been invited for this Agenda Item only.	Verbal
4.	Minutes of the Previous Meeting	
4.1	To approve the Minutes of the meeting held on 3 June 2024 The Strategic Development Committee minutes of the 3 June 2024 were reviewed by the Committee and duly approved for signing and filing.	Page 3

4.2	To approve the Confidential Minutes of the 3 June 2024 The Confidential Strategic Development Committee minutes of the 3 June 2024 were duly reviewed and approved by the Committee for signing and filling.	Page 6
4.3	Matters arising from the minutes 8.1 VPCS to change review categorisation and to expand acronyms in full on the Climate Roadmap. In Progress 9.1 PCE to create a Business Engagement Plan for the College. Complete	Page 9
5	Governance	
5.1	Election of Chair and Vice Chair Neil McDougall was duly nominated and elected as Chair of the Strategic Development Committee. Sally Osmond was duly nominated and elected as Vice Chair of the Strategic Development Committee.	Verbal
6	Campus Development – Mayfield Point	
6.1	This was subject to a Confidential Minute	Verbal
7	Inspection Readiness	
7.1	It was recommended to the Committee that there may be benefit in formally recording how the decisions on the land sale have been made allocated against a timeline. This would not only provide a visual representation of the overall schedule, making it easy to understand, share and grasp the big picture for everyone involved.	Verbal
8	Strategic Plan	
8.1	Update on the process to develop and refine the Five Year Strategic Plan. The Committee were informed that it is intended to pause the ongoing work on a five-year financial plan, in favour of developing a future forward strategy, including a curriculum (product) strategy, which can then be developed to inform a forward financial plan. The Committee were informed that big ticket strategic issues for Colleges are: <ul style="list-style-type: none"> • Growth – how to grow and where to focus priorities for growth • Curriculum – how to navigate the reforms in a way that does not disadvantage students • Finance – how to build financial resilience and maintain financial health • People and Capacity – how can colleges ensure that people with the right skills are recruited and retained to provide the delivery capacity required to maintain effectiveness and success. • College Vision will remain as <i>Creating opportunities to transform lives</i> • The curriculum intent of <i>careers, not courses</i> is also a positive signal that the College is concerned with progress and progression, rather than simply qualifications The College’s current values are:	Paper – Page 10

Aspiration - being ambitious for individuals and for the quality of provision inspiring innovation and creativity
Integrity - acting with uncompromising integrity in everything we do taking responsibility for own development
Respect - listening to all members of the College community fostering a culture of respect for their rights, differences and liberties

The College's current five-year plan has ten strategic goals.

Outcomes - Achieve positive outcomes for learners

Wellbeing - Ensure learner wellbeing in an inclusive, safe, and respectful environment; to deliver a holistic learning experience

Skills - Meet the skills needs of our regional economy

Learning - Deliver excellent teaching and learning

Staff - Support staff to develop their skills and meet their objectives

Finance - Secure and sustain financial strength

Growth - Achieve sustainable growth in our core business areas

Community - Provide an educational hub for our community

Estates - Deliver high-quality estates and facilities provision to support learning

Sustainability - Reduce our adverse impact on the environment

It was proposed to develop a structure which reduces these strategic themes to six. It will be necessary to develop a simple way of titling these themes, but at this stage it is proposed to focus on:

- The best possible student experience inside the classroom
- The best possible student experience outside the classroom
- The best possible experience for our colleagues
- Partnerships which support College work
- Investments which enable College delivery
- A sustainable future

This structure will enable the ten previous objectives to be retained, as appropriate, whilst providing a clear structure for colleagues to shape their day-to-day work.

The Committee discussed how College's are limited in the choices they make as they are largely told by the government on provision and how they would like to see more of a focus on the adults.

The Committee felt the mission was clear but questioned the wording "transformation of lives" as the main objective is to give students a qualification and use that as a stepping stone for their chosen career. Committee agreed the values were strong.

The Committee recommended not using wording that does not exist in the Ofsted regulatory framework for the strategic goals.

The Committee challenged if there should be more around the future and particularly if the College should be a stand alone College or join a SPA. If that decision can be made, then the strategic plan could be more focused on how this will be achieved especially around the finances.

	<p>The Committee questioned if the recent changes to the curriculum are supported within this Plan and it was explained that it is the Curriculum and Quality Committee who drive the curriculum element but these will need to be incorporated. The Committee felt that the curriculum is not clearly defined and particularly the elements of the Curriculum that are most pressing and would like to see more curriculum plan evidence included.</p> <p>The Committee asked if the Plan has included the day to day priorities given the College are anticipating an Ofsted Inspection. This was confirmed, progress is a priority for Foundation Students and the plan outlines how the College will unlock the potential for students. The Committee felt there could be more focus and discipline on how progress will be achieved for all students.</p>	
9	Estates/Campus Developments	
9.1	<p>The Committee were informed the current Estates Strategy was approved in 2022 and provides both a valuable record of the development of the campus and the priorities for future development. The key strategic objectives for the estate, to meet the core principles identified in the College’s Strategic Plan are:</p> <ul style="list-style-type: none"> • Ensure all lifecycle works are carried out to maintain the building in at least Condition Category B (ESFA definition) and that the visual appearance of the campus is maintained • Carry out modifications/improvements to the existing building to better meet College needs going forward to provide high quality accommodation throughout of adequate capacity for the short, medium and long term • Ensure modifications are designed with flexibility in mind, recognising that future curriculum changes are likely to require further modifications • Improve overall efficiency/workplace utilisation • Identify deliverable solutions for further development of the estate that will enable the College to fulfil its strategic aims and objectives and meet the needs of the learners • Provide a robust platform to support capital funding bids • Identify a range of prioritised projects of varying scale for implementation over the planning period • Ensure that future College developments incorporate sustainability improvements and contribute to achieving carbon neutrality • Ensure that future developments on campus land by others support the College strategy • It was noted that there is a need to capture the land sale milestone. <p>The Committee asked if there was a strategy outlined for making bids as buildings such as the Renewables Centre are now 12 years old and likely to need updates. The Committee were informed there is one in place but it does need updating</p> <p>It is to be noted that Sam Dibas left the meeting at 18.02 hours.</p> <p>The Committee recommend that that 3G Sports Pitch development should be drafted in the Five Year Strategic Plan.</p> <p>Action: PCE to add 3G Sports Pitch Development into the Strategic Plan</p>	Paper – Page 17

	<p>The Committee asked if the proposed future priorities and opportunities are really in the Board’s interest. It was explained that there is more planning needed before any first steps are made. The Committee noted the activity around PFI and how support from the LPA has reviewed assets and buildings for future services. DF has conducted some training to better understand the PFI specifically around the financial element of future services.</p>	
10	Climate Action & Sustainability Focus	
10.1	<p>The Committee were informed on the progress the sustainability practices of the College and the AOC Climate Road Map, a new aspirational framework has been agreed by the senior leadership team. This moves the objectives from volunteer led to objective action and review.</p> <p>The Terms of Reference for the Sustainability Committee, established in September 2024 were provided for the Committee.</p> <p>Membership of the Sustainability Committee is confirmed as:</p> <ul style="list-style-type: none"> • Chair: VP Central Services • Carbon Footprint Lead: Director of Estates and Facilities • Curriculum Leads: HOD Adults, HOD Career Academy • Employee Engagement Lead: HR Manager • Marketing & Communication Lead: Head of Marketing • Student Representative: Head of Behaviours <p>The Committee were pleased to see more formality around the group. The Committee were informed the Berkshire LA Group is really good for networking and February 2025 should see more progress being made and reported on for the Committee. SLT have undertaken specific training to help understand how their responsibilities and duties can incorporate sustainability. Priority areas currently are the career academy and literacy.</p>	Paper – page 58
11	<p>Business Engagement</p> <p>The Committee were informed of the College current interaction with employers:</p> <ul style="list-style-type: none"> • Employers who have an apprentice in training (Oct 2024) – 225 • Employers with a student placement for Work Experience/ Industry Placement (2023/24) – 162 • Employers sponsoring employee on Higher Education Course (2024/25) – 68 • Total employers on CRM for marketing and promotional activities (Oct 2024) – 416 <p>For 2024/25 Employers will be invited to participate in the ‘Skills Academy’ where their work with us will be promoted on the website and through a series of employer events through the year.</p> <p>Employers can work with the College to:</p> <ul style="list-style-type: none"> • Promote their industry by being a guest speaker 	Paper – page 61

	<ul style="list-style-type: none"> • Participating in employer events • Hosting a student for work experience/ industry placement • Providing apprenticeship opportunities • Sponsoring their employees on a course • Wider sponsorship through supplying equipment/ materials/ funding <p>Employer engagement will be ‘kite marked’ with employers participating more fully having a ‘Platinum’ level in the Skills academy. The College has engaged several employers for sponsorship but there is more to do. The Plan of Events below will be promoted amongst employers. In terms of Climate and Sustainability, it seems the same employers have been targeted and it is hoped that the quality of provision at the College will mean employers approaching the College. Relationships remain strong and move on to be outstanding.</p> <p>Plan of Events</p> <ul style="list-style-type: none"> • Destination Expo – 10 October 2024 • Employer Breakfast: Exploring Talent & Sustainability in STEM – 21 November 2024 • Employer Engagement Event: Increasing Diversity to Drive Business & Economic Growth – 6 February 2025 • Construction Business Breakfast - 19 March 2025 • Employer Business Breakfast - 03 April 2025 • Employer Business Breakfast - 11 June 2025 <p>The Committee stressed that the SLT should approach any Board member they feel may give support in any of these areas or future ones. The Committee asked for more clarity on the sponsorship and what it entails. The Committee were advised that in total employers provide the College with around £1m of business and this does increase year on year. It includes more partnership promotion of events just discussed, apprenticeships being offered and specific materials.</p> <p>The Committee asked for an update on EXPO and were informed that around 1200 students came along with 60 businesses. It was bigger than last year and is now the premier event for West Berkshire and is already booked in for next year. The Committee asked how the College record the outcomes. It was explained that the Business partnership who run the event do a full evaluation report on this and feedback should be with the College in the next few weeks. This will be shared with the Committee.</p> <p>Action: PCE to share feedback of EXPO event with Committee at its next meeting.</p>	
12	Any Other Business	
	<p>There was none</p> <p style="text-align: center;">Date of Next Meeting – Monday 20 January 2025 at 4pm</p>	Verbal

*Confidential item

Meeting Closed at 18:28 hours

Signed:

(Chair) Date: