

## Newbury College Corporation

### STRATEGIC DEVELOPMENT COMMITTEE

**Non-Confidential minutes of a meeting held on Monday 23<sup>rd</sup> of May 2022**

Date:	23 <sup>rd</sup> May 2022	Time:	4.00 PM
Chairperson:	Sally Osmond	Location:	College Restaurant

Members	Name	Present	Role
1.	Derek Peaple (DP)	*	External Member ( <u>attended via teams</u> )
2.	Iain Wolloff (IW)	*	Principal & Chief Executive
3.	Nick Fox (NF)	*	External Member ( <u>attended via teams</u> )
4.	Sally Osmond (SO)	*	External Member– Chair
<b>Apologies:</b>	Sam Dibas (SD)		External Member
	Lee Hunt (LH)		Vice Principal
	Glyn Howells (GH)		External Member
	Tom Rossiter (TR)		External Member
<b>In Attendance:</b>	Richard Lee (RL)	*	Clerk to Corporation – Minute taker
	Jo Houghton	*	
	Cathy Wright	*	
	Didem Allen	*	
<b>Quorum:</b>	3 required	*	4 present at start - meeting quorate

Item	
<b>1</b>	<b>Apologies for Absence</b> There were apologies from Sam Dibas, Lee Hunt, Glyn Howells and Tom Rossiter.
<b>2</b>	<b>Declarations of Interests</b> There were no declarations of interest made.
<b>3</b>	<b>Minutes of the previous meeting</b>
<b>3.1</b>	<b>To approve minutes of meeting on 7th February</b> The Committee approved the Minutes of the meeting held on 7th February 2022.
<b>3.2</b>	<b>To approve confidential minutes of meeting on 7th February*</b> The Committee approved the Confidential Minutes of the meeting held on 7th February 2022.
<b>3.3</b>	<b>Matters arising from the minutes - Action tracker</b> SO noted one action has been closed: <ul style="list-style-type: none"> <li>JH provided NF with a copy of the survey report.</li> </ul>

<b>4</b>	<b>Strategy</b>
<b>4.1</b>	<p><b>Feedback and actions from Strategy Day 9 May</b></p> <p>SO summarised SPD feedback to the Committee, highlighting SPD structure, strategic direction, and prioritisation.</p> <p>IW noted the SPD provided the SLT with a framework within which future actions could be located. SO responded that actions are dependent on income derived from College growth.</p> <p>DP asked if the SPD minutes and Governor comments will be shared at the FGB. SO responded Governor comments and SLT feedback will both be discussed at the FGB.</p> <p>SO thanked RL for taking minutes.</p>
<b>4.2</b>	<p><b>Long term integrated planning</b></p> <p>SO recommended prioritising growth to the Committee and suggested the development of a 5-year plan and an underlying financial framework be discussed at the next FGB.</p> <p>IW noted the budget and cash flow forecast for the next 2 years would be ready for the FGB. SO suggested investment in legal services related to the PFI exit be prioritised; a new governor with legal experience in PFIs may also be proposed.</p>
<b>4.3</b>	<p><b>Branding of the College</b></p> <p>SO proposed bringing branding within the remit of the SD Committee highlighting community branding and course branding as areas of consideration.</p> <p>IW noted college brands were identified within the Strategy Document as the 8 areas of core business. SO suggested the College sequentially market each of these brands.</p> <p>IW noted the SPD highlighted the need to raise the community profile of the College. SO suggested implementing NF's suggestion for the College to operate a commercial premises in Newbury town centre. DP suggested the Waterside Centre as a suitable location. IW responded that the College does collaborate with the Waterside Centre.</p> <p>NF suggested the use of vinyl wrappings in vacant premises might provide effective advertising.</p>
<b>5</b>	<b>Campus</b>
<b>5.1</b>	<p><b>NC11 land sale update*</b></p> <p>Recorded as a confidential minute</p>
<b>5.2</b>	<p><b>Margin land sale update*</b></p> <p>Recorded as a confidential minute</p>
<b>5.3</b>	<p><b>Offer for land purchase*</b></p> <p>Recorded as a confidential minute</p>
<b>5.4</b>	<p><b>FM update</b></p> <p>JH asked the Committee to consider the outcome of the Condition Survey 2022. JH provided an update on Mitie's Facilities Management services and highlighted current challenges that relate to the FM agreement. The main challenges are a dispute with Education Link (Equitix) surrounding the areas of responsibility that the PFI agreement relates to; a disagreement over the amount of money in the Lifecycle fund and the excessive amount that the College pays for the PFI.</p>

	<p>SO asked if Equitix was suggesting there was no money available in the life cycle fund. JH affirmed Equitix considers £130,000 to be missing from the fund. IW noted £130,000 is present and this sum is confirmed by Mitie.</p> <p>SO asked if, there was perceived to be insufficient funds in the life cycle fund, related services would stop. JH and IW noted that work to maintain areas, that are not up to condition, would continue.</p> <p>SO asked if there is a way to evaluate the effectiveness of PFIs. IW responded Government reporting demonstrates PFI was an effective, but expensive, tool for encouraging private investment in public sector. JH noted the PFI model was flawed and has been discontinued.</p> <p>IW noted LocatED, had offered to assist with the College PFI exit and had requested additional documentation (project agreement, financial agreement and life cycle costing). NF cautioned that some companies try to profit from PFI exits. IW replied that the ESFA had recommended the College to LocatED. SO suggested documents requested by LocatED be provided.</p>
<b>6</b>	<p><b>PFI Contract</b></p>
<b>6.1</b>	<p><b>Condition survey update</b></p> <p>JH reviewed the quality of joint Condition Survey (commissioned December 2021 by the College and Mitie PLC and conducted by AA Projects) and highlighted the ongoing work that is being conducted to agree the 5 year Planned Maintenance Schedule with Mitie.</p> <p>SO asked how much the joint funding for the condition survey was. JH responded that it was £11,000 each.</p>
<b>6.2</b>	<p><b>Planning for the next five years (to end of PFI contract)</b></p> <p>JH asked the Committee is asked to consider the Expiry Plan – Preparing for PFI Contract Expiry. JH reviewed Newbury College’s PFI agreement , reviewing five fundamental aspects to managing a successful PFI contract expiry:</p> <ul style="list-style-type: none"> <li>• Recognise the complexity of managing PFI expiry and take the lead rather than relying on the PFI Co.</li> <li>• Develop a clear plan as early as possible (IPA recommends 7 years) our contract close is 5 years.</li> <li>• Seek and obtain Senior level support.</li> <li>• Organise and manage the expiry process as a project.</li> <li>• Commit appropriate additional expert resources.</li> </ul> <p>JH also reviewed the draft Expiry Plan. The proposal is that expiry is managed through five linked projects that run concurrently for the next 5years to expiry. The projects are based on:</p> <ul style="list-style-type: none"> <li>• Contract Awareness and Management</li> <li>• Assets</li> <li>• Relationship Management</li> <li>• Operational Contract Management</li> <li>• Future Services</li> </ul> <p>JH outlined another key aspect is the commercial approach that ensures that the College identifies the commercial levers that can be used in negotiations.</p> <p>SO asked if exit plan would be shared with Mitie and Equitix. JH responded that the exit plan should be partially shared and run collaboratively with Mitie and Equitix. NF noted a College employee should focus on the PFI exit.</p> <p>SO asked if feedback should be directed to JH before implementation. JH affirmed this was correct.</p> <p>SO thanked JH for her work on the PFI. SO thanked NF for advice related to the timing of the PFI process.</p>

<p><b>7</b></p> <p><b>7.1</b></p>	<p><b>Climate Action and sustainability</b></p> <p><b>Current status against the climate roadmap</b></p> <p>CW asked the Committee to note the report and discuss any points of interest. The Committee will actively consider sustainability across all strategic agenda items. The Newbury College Climate Road Map has been updated according to actions taken during 2021-22. In 2020-21 the college saved 87 tonnes of CO<sub>2</sub> through savings with transport and water. The College Committee will divide sustainability targets and actions under the following pillars: - Curriculum, Estates, People, Digital, Community.</p> <p>SO asked which areas require major investment? CW responded that the strategy follows AOC guidance and DFE strategy and therefore some areas will be comparatively inexpensive and other areas expensive.</p> <p>SO asked if there could be support from third parties? CW noted JH had set up a meeting with chamber of commerce in June. NF asked if Oxford Brookes conducted a management culture review? CW responded that it was a practical assessment of how onsite sustainability might be increased. NF asked if the report would be used for bid writing. CW affirmed the report would be so used.</p> <p>NF Asked if Mitie was helping to improve sustainability. CW responded information needs to be shared with Mitie for them to evaluate. JH noted a new BMS system is in place and will be used to maximise efficiency.</p> <p>SO asked if energy bills will increase. DA responded they will, but currently the amount is unknown. IW replied the fixed rate is ending. IW noted that 5 boilers need replacing, and that this should be with sustainable replacements.</p> <p>NF noted the College may require electrical infrastructure for new sustainable technologies such as EV charging points.</p>
<p><b>8</b></p>	<p><b>ANY OTHER BUSINESS</b></p> <p><b>School Trust*</b></p> <p>Recorded as a confidential minute</p>

\* Denotes confidential items

Confirmed as a correct record: Sally Osmond Signature of Corporation Chair  
 Date 07 Jul 2022 Sally Osmond (Jul 7, 2022, 12:16pm)



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#### Parties involved with this document

Document processed	Party + Fingerprint
Thu, 7th Jul 2022 12:16:46 BST	Sally Osmond - Signer (ec122601bddd6b134bf26db173ba0b8c)

#### Audit history log

Date	Action
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Thu, 7th Jul 2022 12:12:01 BST	Sally Osmond opened the document email. (66.249.93.218)
Thu, 7th Jul 2022 11:13:39 BST	Sally Osmond opened the document email. (104.28.89.76)
Thu, 7th Jul 2022 9:46:05 BST	Document emailed to sallymosmond@gmail.com (3.10.234.12)
Thu, 7th Jul 2022 9:46:05 BST	Sent the envelope to Sally Osmond (sallymosmond@gmail.com) for signing. (80.2.104.86)
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