



**WOKING COLLEGE BOARD OF TRUSTEES' STRATEGIC PLAN 2020-2025
DEVELOPMENT MEETING
WEDNESDAY 29TH JANUARY 2020**

Present:	Gaynor Mather	Chair
	Tim Stokes	Vice Chair
	John Moffat	
	Jonathan Miles	
	Ben Smith	
	Mike Mulheron	
	Cullum Mitchell	
	Brett Freeman	Principal
In Attendance:	Nuweed Razaq	Deputy Principal
	Karen Foan	Assistant Principal
	Laura Cook	Assistant Principal
	Liz Bentley-Pattison	Director of Learning & Teaching
	Helena Clarke	Director of Support for Learning
	Barbara Maude	Clerk to the Board

Item	Agenda Description	Action
1.	<p>Apologies for Absence & Declarations of Interest Apologies had been received from Rob Kemp and Liz Cussans. The apologies were agreed. It was noted that Yasmin Aslam was absent.</p> <p>No member present declared an interest in any item on the agenda.</p>	
2.	<p>Introduction The Principal, in line with the new OfSTED Education Inspection Framework (EIF), gave a brief summary of the strategic intent of the meeting, the implementation of the strategic plan production process and the intended impact of the meeting. It was proposed that all future Board meetings would now align with the 3 “I’s” of the new framework (intent, implementation and impact), and as part of the evaluation of this new approach, a feedback form was also circulated which members were asked to complete and hand back to the Clerk at the end of the meeting.</p> <p>The Board evaluation form was intended to capture members’ assessment of not only the governance of the meeting but their views on the stated</p>	ALL

	<p>intent and whether it had been met, the levels of confidence that they felt that areas would be implemented successfully and what the educational impact of the meeting would be on learners. The feedback would then in turn lead into the Governance Self-Assessment process for 2019/20.</p>	
3.	<p>Any Other Business</p> <p>The Principal advised that before the main agenda item he had one item of urgent business to bring to members' attention.</p> <p>The lease arrangement of the 3G pitch was required to be signed by the end of this week. The Principal tabled an update of the position relating to the leasehold agreement between the College and Woking Borough Council.</p> <p>It was duly noted that the full document had been reviewed by the College's solicitors and the summary report provided set out the relevant points of note. It was a 75-year lease term; permission to dispose of land had been granted by DfE; and all works, sinking fund rates, taxes, utility costs, insurance and indemnities etc were to be met and paid for by WBC. It would be managed on site, in the new Pavilion, by Woking Football Club (Cardinals in the Community which was a charity) and the College had secured use for most of each College day between 9am and 5pm.</p> <p>As landlord, the College had the right to refuse any unreasonable suggestions for change of use or buildings on the site and also had the right to terminate the lease where the tenant refused to comply with the terms of the Management Agreement. The agreement also provided a long stop that the works had to be completed 18 months from the date the agreement was entered into.</p> <p>The project was estimated to take 4 months, with works starting in March and the pitch was due to be operational by the start of the new academic year. It was also confirmed that there would be no major noise during examinations.</p> <p>The College had been advised that the Principal was able to sign off the lease on behalf of the Trust and accordingly, the Board resolved: To authorise the Principal to sign off the 3G pitch leasehold agreement between the College and Woking Borough Council.</p>	
3.	<p>Strategic Plan 2020-2025</p> <p>The Principal presented the Strategic Plan Working Document that had been circulated to members. The sections of the document set out the context for strategic decisions to be made and each section provided members with the opportunity to review the sections and their relevance and emphasis.</p> <p>a. College Mission, Vision and Values</p> <p>The Board reflected on whether the mission, vision and values set out in the 2017-20 Strategic Plan were still the most appropriate and whether the</p>	

emphasis remained relevant.

Comments:

- The mission, vision and values should clearly stand out as three separate statements;
- The wording, although effective was perhaps too “soft”, not as clear, robust or dynamic as members would wish;
- SLT should reflect on how the College could differentiate itself from other providers and whether the vision was aspirational enough;
- The College was an asset to the community and greater emphasis should be placed on that and the aspiration to be a more active participant in the community;
- The College wanted to be the first choice for local students;
- Members remained adamant that the College was not a selective institution and inclusivity was key;
- Greater emphasis should be placed on the College as being inclusive, diverse, community orientated and distinctive; and
- Sustainability should also have a much greater emphasis.

b. The College mission: Staff Views

Teachers and support staff had been consulted in an all-staff workshop on the future direction of the College and through that process staff had ordered their priorities from 1 to 10. Working in small groups, members were asked to review the order of the statements and whether there should be any additions.

Comments:

- Again, the wording arguably was a little “soft”;
- The statements could possibly fit into 3 themes -2 & 5 represented the core of learning; 3,4 & 6 were the how’s of learning; and 1,7,8,10 linked to engagement/external facing;
- Recognise that the College was an exceptionally well supported environment for students for the 2 years they were here;
- The importance of students being digitally linked;
- The importance of developing and valuing people;
- The importance of valuing individuality; and
- Well-being – how it was defined.

c. Curriculum Intent

The Board reviewed the list of current curriculum intent statements. Working in small groups, members reflected on whether the list was an appropriate set of aims regarding the College’s curriculum.

Comments:

- Statements 1-4 were key;
- Other points, such as 11 and 12 could possibly be amalgamated;
- Statement 13 should reference collaborative working/S7/external facing etc;

- After discussion, the consensus was that the College had to offer the widest range of courses possible but within the context of being a SFC;
- The curriculum offer had to be constantly reviewed and it must be engaging;
- The curriculum offer had to be market and need driven;
- And the College also had to justify the mix of provision it offered;
- The importance of being creative – especially in light of the definition of extra-curricular activities; funding for those activities and could they be tailored in terms of affordability?
- Greater use of the Bursary Fund?
- The importance of not just focussing on exam results and disengaging from being just an exam factory.

5 Strategic Priorities

Student Success & progression; Excellent Learning, Teaching & assessment; The Overall Student Experience; Finance & Resources; and Communication & Community.

General Comments:

- Emphasise preparedness for the world we can't imagine;
- A rapidly changing environment and one difficult to predict;
- The use of technology and the disconnect between the way in which students learn now yet exams have remained in the same format for decades – i.e. writing for 3 hours.
- Recognising that how students prepare, how they research and how they collate information has changed but the end assessments (in A levels) were in a traditional format. BTec courses were more reflective of a changing course/approach.
- The constant discussion on how the College “nudged” to make those small but important changes;
- Strong themes/emphasis on IT, sustainability and preparedness
- Noting that there are 20% more students in Year 7 then in the current Year 11;
- Emphasise how different the College was from a school.

Finance & Resources

Comments:

- Take as many students as the estate/teaching will allow and that meets the needs of the local community;
- Maximise potential within/beyond the site to meet increasing demographics;
- Possibility of taking another institution over?
- Consider our position as a charitable organisation;
- Regular investment in IT – being ahead of the curve & proactive;
- Investment in ageing buildings;

	<p>Communication & Community</p> <p>Comments:</p> <ul style="list-style-type: none"> • If we want to improve links in the community – what do we actually mean by “community” – residents/local businesses/organisations? • Alumni- can we capitalise on this more? Is this something that needs to be reviewed in terms of strategic aims? • Review ESOL provision in light of changing demographics and BREXIT. <p>Longer-term development of Woking College</p> <p>Comments</p> <ul style="list-style-type: none"> • Environment/Sustainability – aspire to be carbon neutral • Student Support Groups – for example, student group should be involved in new construction project • Future development of technology/remote students. At present the College’s Virtual Learning Environment (VLE) was not up to the needs of remote students but should we aspire to have a world class VLE? What could the College do to move from push learning to pull learning? • A world class VLE could unlock other opportunities – such as global learning? • Progression. If the HE model is not sustainable due to BREXIT then where does that leave the College. University places could go down and Apprenticeships increase? • Political developments - potentially stable political landscape for the next 5 years in government but a different landscape in WBC? • Maintain a constant watching brief on political, economic and social developments • Limitation of public transport • Being “nimble” as to how we respond • Old Woking Community Centre – potential community resource with a Café and Creche. Could unlock 10 years expansion resource and a positive way of meeting community needs. Existing theatre in the building lends well to becoming a Performing Arts Centre. • Discussion on whether S7 could become a Multi Academy Trust – what would it look like and what would be the advantage of doing it? • Develop/expand Chamber of Commerce links • Definition of community – needs to be clear, which groups do we engage with/which segments of the community – hence there needs to be a clear strategy for engagement with each segment of the community • Review/revisit the College’s Marketing Strategy. 	BFR/ BMA
4.	<p>Date & Time of Next Meeting</p> <p>It was agreed that the next Trustees’ Meeting would be held on Wednesday 12th February 2020 at 6.30pm</p>	

