

Trust Development Committee

General

The Board has asked the Chief Executive to pursue a strategy of growth that will deliver sustainability for the Trust and its stakeholders. The Trust Development Committee has been established to support this aspiration.

As a nation we face a range of challenges and changes including: the climate emergency; trading; and ageing population; poor productivity; regional inequalities; technological change; and changes in the world of work. The Trust Development Committee will play its part where it can to enable and engage with a joined-up education and skills eco-system in line with Local Skills Improvement Plans (LSIPs). On this basis, the Committee will seek to enhance opportunities for the Trust to grow and establish a sustainable future.

Core Terms of Reference

1. To scan and review opportunities for growth identified by the Chief Executive and to evaluate these against the following criteria:

- Consistency with the Trust's vision, values and strategic plan
- Likely impact on the student and stakeholder experience
- Practicality and likelihood
- Commercial benefit

2. To review the potential for new partnerships and alliances as recommended by the Chief Executive that might support the Trust's strategy for growth.
 3. To oversee the Trust's governance dialogue with potential new institutional joiners including Board to Board exchanges and due diligence processes.
 4. To make recommendation to the Trust Board on new joiners and/or new partnerships and alliances.
 5. To evaluate curriculum development proposals emerging from the Quality and Stakeholders' Experience Committee and to assess these in terms of their commercial value and contribution to growth
 6. To oversee and assure the Trust's communication plans both internally and externally.
 7. To review and agree college and Trust marketing plans and the impact of these on market share. To similarly review college plans for school liaison.
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8. To review market and economic data and sector intelligence that might inform the Trust's future growth strategy.
9. To review the Trust's capacity to respond to funding opportunities and submission of bids.
10. To review investment for growth requirements and submit to Finance & Resources for financial review
11. To review the Trust's Estates Strategy and opportunities for monetisation.
12. To identify and review trading opportunities.
13. To maintain close contact with the Quality and Stakeholders' Experience Committee and the Finance & Resources Committee as necessary.
14. To sponsor task and finish groups as necessary.

Way of Working

The Committee will be led by evidence and data. It will establish benchmarks and trends wherever possible. Data will not be reported without commentary and analysis. Personal perceptions and anecdotal evidence will be discouraged.

The attendance of staff at the meeting will be driven by the agenda and at the discretion of the Chair.

The meeting environment will be driven by the agenda or external circumstances that may affect personal face-to-face attendance. Any decision about how the meeting should be held will be taken on the basis that it provides the best opportunity for participation, allowing all members to contribute within a safe environment that enables high-quality debate and oversight. The Chair of the Committee will have the autonomy to make this decision. Meeting environments that might be considered are:

- In person.
- Remote video conferencing (e.g. Zoom, Teams)
- Hybrid (where resources are available)

The Chair must apply caution to ensure the meeting environment is fit for purpose so that Trustees and/or Local Governors can fulfil their duties effectively. Meetings must also be UK GDPR compliant.

Delegated Authorities and Plan of Business

The Board delegates authority to the Committee for:

- Determining new opportunities for Trust growth and development
- Agreeing plans and strategies for marketing and liaison
- Reviewing estates strategy

- Overseeing funding bids

NB The Committee has no delegated financial authority

The Committee will determine for itself an annual Plan of Business that will deliver fulfilment of its terms of reference and delegated authorities. The Committee's delegated authorities and terms of reference will be reviewed by the Board annually.

Membership

The Committee will comprise:

- A minimum of 3 Trustees and/or Local Governors including the Trust Chair provided that Trustees are in the majority. A Committee Chair will be elected annually from these Trustees.

Likely attendees by invitation:

- The Chief Executive
- Chief Financial Officer
- Institution Principals
- Staff as driven by the agenda and business plan
- The Director of Estates (by invitation)
- The Governance Manager
- External advisers (by invitation)

Meetings

The Committee will meet at least 3 times in each academic year.

In order to be quorate there must be at least 3 Trustees or Local Governors present (these do not need to be permanent members of the committee) provided that Trustees remain a majority of those present.