

Minutes of the meeting (electronic) of the IEG Corporation held at 1700 hrs 20 October 2020

<b>Present</b>	Rod Allerton	Martin Ballard	Vincent Brittain	Marco Cereste
	Dean Duffield	Mark Haydon	Ian Jackson (Chair)	
	Tony Keeling	Mary Kiernan	Gabe Manthorpe	Janet Meenaghan (CEO)
	David Pennell (Vice-Chair)(not 11/20d)	Rachel Nicholls (DCEO)	Michael Rabbett	Steve Saffhill
	Simon Smith	Anthony Warner	Richard Wheeler	Paul Wingfield
<b>In Attendance</b>	Ralph Devereux (Interim Clerk)	Alison Fox (EDBD)	Louise Perry (CFO)	
<b>Apologies</b>	Sir Les Ebdon	Angie Morris	Kelly Swingler	Jonathan Teesdale

## PART ONE

### 11/20 ELIGIBILITY, QUORUM, DECLARATION OF INTERESTS

- a. The apologies were accepted. No notice had been received of any Member becoming ineligible to hold office, the meeting was quorate and there had been no interests declared.
- b. Some absent Members had forwarded comments on the papers and these would be introduced at the appropriate stage of the meeting; thanks, were recorded for the information.
- c. The meeting process:
  - (i) each presenter would briefly outline the information in the paper followed by questions; and
  - (ii) where decisions were required each Member would indicate individually using the "Google Meet" facility, which would be visible to all members.

**David Pennell withdrew.**

- d. David Pennell had been suggested as the Corporation Vice-Principal and he had confirmed that he would welcome the post. Martin Ballard now formally proposed and Tony Keeling seconded that he should be appointed; carried unanimously. **(Action 1)**

**David Pennell re-joined.**

**The information was received and noted.**

**Actions had been identified. (See Register at 22/20 below)**

### 12/20 STANDING ITEMS

- a. Paul Wingfield was added to the Attendance List and the Minutes (Part 1&2) of the last meeting held on 7 September 2020 were confirmed for electronic signature. **(Action 2)**
- b. Outstanding Actions. All actions from the last meeting had been implemented or were in progress **(red type)**.

		Status
	See referenced minute for full action.	
<b>Action 1</b>	01/20c. DP appointed as meeting Chair.	<b>Complete</b>
<b>Action 2</b>	01/20d(ii). Meeting process agreed.	
<b>Action 3</b>	02/20a. Last minutes (03.08.20) confirmed for signature.	

<b>Action 4</b>	02/20c(i) Ext Audit Plan 2019/20 approved.	
<b>Action 5</b>	02/20c(ii). IAS Plan 2020/21 approved.	
<b>Action 6</b>	03/20a. Thanks recorded for “exam assessment” work.	
<b>Action 7</b>	03/20b. Members to be informed of progress with CPCA.	<b>asap</b>
<b>Action 8</b>	04/20. Future years funding to be discussed early 2021.	<b>02.01.21</b>
<b>Action 9</b>	06/20. Sub Contract Rationale approved.	<b>Complete</b>
<b>Action 10</b>	07/20. Capital Plan approved.	<b>asap</b>
<b>Action 11</b>	07/20. Combined future capital plan priorities workshop.	<b>Complete</b>
<b>Action 12</b>	07/20. Matched funding bid for SC Auto Centre approved.	<b>asap</b>
<b>Action 13</b>	08/20. Risk Appetite workshop tba.	<b>Complete</b>
<b>Action 14</b>	09/20a. SAR moderation volunteers required.	<b>asap</b>
<b>Action 15</b>	09/20b. Subsidiary Boards to consider membership.	<b>Complete</b>
<b>Action 16</b>	09/20c. Corporation meeting schedule to be evaluated.	<b>asap</b>

- c. Committee Minutes. The minutes of the last:
- (i) Finance and Resources Committee (FRC) meeting held on 14 September were presented and explained by the Committee Chair and were received:
  - (ii) Curriculum and Quality Committee (C&Q) meeting held on 18 September were presented and explained by the Committee Chair and were received:
- d. Matters arising: There were no matters arising from the minutes.
- e. Urgent Business. There were no requests for urgent business.

**The information was received and noted.**

**Actions had been identified. (See Register at 22/20 below)**

**13/20 PRINCIPALS’ REPORTS**

The Principals’ Report had been formatted in three elements; issues not covered elsewhere in the papers relating to the Group and those affecting each College. The Report had been circulated well in advance of the meeting but of particular note were:

- a. IEG. The text of the PM speech to Exeter College outlining amongst other matters, plans for the White Paper and establishment of the National Skills Fund (<https://www.gov.uk/government/speeches/pms-skills-speech-29-september-2020>) was warmly welcomed after the last frugal eleven years, particularly the capital improvement grant. An EDSK Report had been gaining traction and it was expected that would inform the White Paper, which was expected to suggest that Colleges’ independence may be limited in some manner. An Ofsted visit aimed at welcoming learners back from lockdown was expected shortly. The visit would focus on how provision had met students’ and stakeholders’ requirements during lockdown and would note approaches to learning development and safeguarding. There would be no associated judgement or gradings but a short report would be issued, however the outcome would probably inform a formal visit in the near future. Details of on-line safeguarding training would be circulated shortly and this was mandatory for all Members and College staff. After several recent and successful attacks on Colleges, cybersecurity threats to Group finance and business continuity remained real and increasing and to maximise the Joint Information Systems Committee (JISC) advice, a dedicated team to focus on this area would be established. It was likely that the current “Cyber Essentials” certification would be upgraded to “Cyber Essentials Plus”. This issue was then discussed in some detail including the relative ease with which individual computers in college could be maliciously sabotaged. Recently announced plans to expand the Greater Peterborough University Technical College (UTC) to accommodate Years 7&8, informed by the letter at Appendix A were noted.
- a. PC. Matters directly affecting PC were fully detailed in the Paper, closer collaboration with Richard Barnes Academy and City College Peterborough was welcomed and detail on wider relevant issues was noted.
- b. SC. Matters directly affecting SC were fully detailed in the Paper. Comments above regarding College independence were reinforced by information re a Task and Finish Group (TFG) under direction of the Employment and Skills Analysis Panel (ESAP) of the

Greater Lincolnshire Local Enterprise Partnership (GLLEP). The wider information was received and noted.

**The information was received and noted.**

#### **14/20 DASHBOARD**

A detailed paper on the year end Peterborough Regional College (PRC) and New College Stamford (NCS) KPI dashboards was then considered and discussed. The information was broadly similar, a healthy funding position, although NCS posted a small Covid related deficit for the year, prompting a finance overall "red" rating. In year quality showed a marked increase at Peterborough reflecting the focused and determination involved and Stamford's outcomes had been reinforced. Members were reminded that the outcomes for 2019.20 would not be published nationally because of the Covid arrangements. For the current year, there would be a comprehensive Group report reflecting reporting arrangements with all funding organisations and quality assessment agencies and the financial plan, supplemented by further separate quality reports for the Group and the individual campuses, the latter had been scrutinised and approved by the C&Q who welcomed the clearer and more focused format. After approval, the first Group Dashboard would have targets added and be presented to the next meeting. There was general discussion of the information and assurance was given that information would be disaggregated for significant differences, but data now reflected Group detail and that was as Ofsted required. There were unlikely to be substantial differences between campuses once the reducing quality gap was closed. The KPI format was approved. **(Action 3)**

**The information was received and noted.**

**Actions had been identified. (See Register at 22/20 below)**

#### **15/20 COVID-19**

The Covid position was discussed. The decision to delay opening until 7 September had been justified as the extra time had enabled a full response to governmental guidance to be implemented. A Covid wide ranging operations group had been established, the group, comprising the IEG Executive, senior managers from Human Resources (HR) Estates, and Health and Safety (HAS) met each week. Covid related issues would remain a major and demanding concern for senior staff for some time to come; all staff remained committed to student engagement, managing the blended delivery system and safeguarding of vulnerable learners. Staff and student welfare was paramount. The mixed teaching model continued to be demanding on all involved and the rota system for business support was working well in providing support and maintaining safety.

- a. detail of cases to 12 October, was verbally updated for the current position re students and staff in self isolation and on-line teaching; and
- b. Outbreak management and mitigations. The detail of "mitigation tiers" was discussed and would be kept under constant review.

Associated signage, action charts and information leaflets were attached and noted as clear and easily understood. The information was discussed and some suggestions were considered, for example the need to avoid and actively discourage complacency, which could emerge. The "track and trace" system was working well, which the possible use of additional QR codes may further enhance. There was backup for key personnel particularly those on the front line such as First Aiders, particular attention to those taking calls and passing information with the continuous pressure was a constant focus; individual risk assessments were completed, as necessary. Cleaning staff had been organised into "Bubbles". The information was welcomed and the standard of content and presentation commended as informative and appropriate. Thanks, were recorded to all concerned in these processes.

**The information was received and noted.**

#### **16/20 UNIVERSITY CENTRE PETERBOROUGH (UCP)**

Two UCP financial matters, reserved to the Group were considered, Members were assured that these would normally have been completed earlier in the year, but had been unavoidably delayed because of merger associated matters. The issues were considered:

- a. Budget 2020/21. The UCP Council had met on 29 September and had considered the Budget for the current year, full detail was at Appendix One and showed a final surplus of

£91k. Full details of services retained by the Group which, together with academic pay costs would be funded from the £2.4m contribution. Assumptions in the detailing of the numbers were listed in the paper, together with post budget changes; the Council had recommended the Budget, which was approved. **(Action 4)**

- b. Financial Guarantee (Appendix 2). UCP had returned deficits for the past 2 years as a result of the agreement between Anglia Ruskin University (ARU) and Peterborough Regional College (PRC) and did not represent the true underlying (surplus) financial situation; it was necessary to consider the attached financial guarantee, which was an Office for Students (OfS) condition of Registration. The full detail was at Appendix 2, the main elements were:
- (i) the agreement would expire on 31 July 2024;
  - (ii) the maximum liability was “500k; and
  - (iii) specific exclusion of legal liability against the Group on the basis of any claim against UCP and vice versa.

The financial guarantee was discussed and approved. **(Action 5)**

- c. Minutes of the UCP Council had not been included in the papers and it was agreed it would be helpful to inform decisions and they, together with the other subsidiaries’, would be attached in the “Committee Minutes” element of future agendas. **(Action 6)**

**The information was received and noted.**

**Actions had been identified. (See Register at 22/20 below)**

## **17/20 FINANCE REPORT**

The first Group Financial Report was then considered, it was too early in the financial year to consider performance and that would be presented to the next meeting. Figures in the KPI related to the Group and the overall format included information sufficient to monitor and, if necessary amend or change action relating to, and achievement of the Financial Plan and Educational Skills and Funding Agency (ESFA) targets; the report included the current rolling 3-year cash forecast. This version presented the whole Group, but in future, colleges and centralised activity would be shown separately to allow performance comparison. The current financial climate had prompted risk-averse and prudent assumptions for the budget and arrangements for contingency had been incorporated and were explained. The suggested format was then considered page by page. The format was welcomed as clear and helpful. The capital plan was considered, the DfE grant (re 13/20a) was required to be expended by the end of March 2021 and accordingly, the focus had been on work which would not affect learners, such as roofs and windows; tenders had been invited and had prompted strong interest. Nevertheless, it was a tight schedule considering the time of year and contingency plans for an alternative were under development.

**The information was noted and received.**

## **18/20 FINANCIAL REGULATIONS**

It had emerged through practical experience since merger, and associated staff restructuring, that some financial arrangements, which had been approved prior to merger required amendment, the background was detailed in the accompanying paper and was discussed. Changes, fully detailed, tabulated and explained at Appendix 1 were:

- a. Contracts. Changes were required to refer to Group job titles and increase Vice-Principals’ (VP) signing authority;
- b. Supply of Goods and Services. Authority extended to include additional individuals at PC and SC and increase the VPs signing authority. Consideration of these levels prompted a discussion on the £500k Principals’ sign off limit, after consideration and assurances from the FGP Chair that all expenditure was subject to rigorous checks and balances and in particular view of capital projects it was agreed **(Action 7)** A resume of recent invoice settlements and associated narrative from receipt to payments would be compiled and circulated **(Action 8)**;

- c. Approval of Expenditure. Authority extended to include new Group postholders and Assistant Principal (AP) and increase Principals' invoice approval level (particularly capital projects); and
- d. Banking and Payroll. Changes required to Group job-titles. (not included in Appendix)

All amendments were discussed and approved. **(Action 9)**

**The information was noted and received.**

**Actions had been identified. (See Table 22/20 below.)**

#### **19/20 RISK REGISTER (RR)**

A Group RR had been drafted through a combination of the NCS and PRC Registers. The Group Risk Management Committee (RMC) had met on 2 October and had considered:

- a. the first draft of an RM Policy;
- b. re-evaluated the risks presented in the paper; and
- c. agreed a timeframe for a full review and rationalisation of Group risks.

The risk profile had increased, largely through Covid related influences, which had prompted many changes in cross-group process, introduced some financial uncertainty, all against an unstable national environment (no-deal Brexit and cybersecurity issues), these had informed establishment of several new mitigations. The Group would be using the "4risk" management software, which provided a complete picture of risk, controls and assurance environment and had been in use at PRC for some time; the associated 6x6 likelihood and impact matrix was at Appendix 1 and training for all staff would be completed in the near future. The current RR was presented in that format and was considered. There were ten primary risks, which were individually considered and some suggestions emerged, it may be that some "post control" scoring was harsh in that more consideration could be given to the deterrent effect of applicable Policies and Procedures and mandatory training. External professionals were involved in determination of controls particularly those with reputational implications. The RR would be updated and brought to the next Corporation meeting. **(Action 10)**

**The information was noted and received.**

**Actions had been identified. (See Table 22/20 below.)**

#### **20/20 SUBCONTRACTING**

Both Group Colleges utilised subcontractors to deliver education and training in areas where the Group currently did not deliver; the provision was necessary to meet the Group Strategic Aims. During 2019/ 20 a total of eleven contactors had delivered:

- a. 16-18 full time Study Programmes;
- b. adult short courses;
- c. apprenticeships; and
- d. Higher Education (HE)

The ESFA had recently reviewed subcontracting and strengthened controls. The full Report at Appendix One, was explained and it was noted that after approval it would be posted on the IEG website. The payments and contracts for 2020/21 were approved. **(Action 11)**

**The information was received and noted.**

**Actions had been identified. (See Register at 22/20 below)**

#### **21/20 URGENT BUSINESS AND NEXT MEETING**

- a. There had been no urgent business agreed.
- b. The next meeting would be at 1700 on 8 December 2020.

**22/20 ACTION REGISTER**

See referenced minute for full action.		Resp	By
<b>Action 1</b>	11/20d. DP appointed Corporation Vice-Chair.	Clerk	
<b>Action 2</b>	12/20a. Last minutes confirmed for signature.		
<b>Action 3</b>	14/20. Group KPI format approved.		
<b>Action 4</b>	16/20a. UCP Budget approved.	SFO	wie
<b>Action 5</b>	16/20b. Financial Guarantee approved.	Clerk	
<b>Action 6</b>	16/20c. Subsidiaries' minutes to Corporation.		
<b>Action 7</b>	18/20b. Principals' sign off limit confirmed as £500k.	SFO	asap wie
<b>Action 8</b>	18/20b. Payments resume to be circulated.		
<b>Action 9</b>	18/20. Amendments to Financial Regulations approved.	Clerk	
<b>Action 10</b>	19/20. Updated RR to next meeting.		
<b>Action 11</b>	20/20. Sub-contracting detail approved.	EDBD	wie

*Ralph Devereux (Clerk) for Ian Jackson (Chair)*  
Approved Minutes (Clerk) for Ian Jackson (Chair) (Rev. 20) 05.10.2019

# BoardMinutesPt1.20.10.20RDJMIJ

Final Audit Report

2020-12-10

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By:	Ralph Devereux (office.mpe@btconnect.com)
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