

Minutes of the meeting of the IEG Corporation Finance and Resources Committee (FRC) held at 1630 hrs on 7 February 2023

Present	David Pennell (Chair)	Ian Jackson	Rod Allerton	Vincent Brittain
	Faustina Yang	Rachel Nicholls (CEO)		
In Attendance	Joanne Ulyatt (Governance Director)	Louise Perry (CFO)	Carol Hargreaves (GDHR)	Emma Graham (GDF)
	Alison Fox (EDBD)			
Apologies	Fathima Keegan	Jacqui Fleming (GDEHS)		

27/22 ELIGIBILITY, QUORUM, DECLARATION INTERESTS AND MEMBERS

- a. Apologies were as noted.
- b. No notice had been received of any Member becoming ineligible to hold office, the meeting was quorate, and no interests were declared.
- c. There were no requests for urgent business.

28/22 STANDING ITEMS

- a. The Minutes of the last meeting (21.11.22) were confirmed for signature. **(Action 9)**.
- b. The UCP Business Plan is progressing and will be brought to the next meeting. RN requested a conversation outside of the meeting to ensure that she knows exactly what governors require.
- c. Actions from the last meeting were considered; all had been completed or were being progressed.

See referenced minute for full action.		Status
Action 6	18/22a Minutes of last meeting (06/11/22) were confirmed for signature	Complete
Action 7	20/22d First Aid provision to be reviewed to identify gaps and align services across sites; to be reviewed at next F&R meeting	Complete
Action 8	21/22g UCP Business Plan and some marker points at which F&R can expect to be updated on progress against plan to be brought to next meeting.	In Progress

**The information was received and noted;
Actions had been identified. (Register at end of document)**

29/22 HR UPDATE

- a. The HR Report was presented; case work is underway and proceeding successfully; all policies now updated; all harmonisation and pay awards now applied; and, restructure work is progressing and has been well received. There are very few still on old contracts, mainly because of ring fencing on old salaries.
- b. In terms of turnover, there have been good numbers of staff returning to IEG having left for roles elsewhere but then deciding to return and picking up new roles to get back into the organisation.
- c. Training needs have been identified for managers relating to management of probation periods. Training was delivered at an Extended Leadership Team meeting last week on Managing and Valuing Our People.
- d. Payroll system implementation has not gone as smoothly as hoped but is in the final phase.

- e. As a result of the previous Staff Satisfaction Survey, the way PDRs work has been changed this year with much more focus on behaviours and a lot more meaningful engagement than just a tick box exercise. System implementation should help aid the process.
- f. The Workforce Profile is the HR side of the Annual EDI Report which will be collated together with the student data to be presented to Board for approval to publish to the website. The data is a little flat this year due to the lack of comparison data as it is the first iteration as IEG. A high level of 'information not provided' because nobody is forced to enter it and staff cannot always be persuaded to complete it. An EDI Action Plan will also be taken to Board alongside the Annual EDI Report which will help influence strategies going forward.

The information was received and noted.

The GDHR left the meeting.

30/22 HEALTH & SAFETY UPDATE

- a. A steady report with no major accidents reported to date. One accident whilst on a work experience placement will be reported as RIDDOR by the school involved as it is considered their incident.
- b. As a result of the Clear, Hold, Build initiative focussing on reducing serious and organised crime in specific areas, there will be an increased police presence in the PE1 area as Central Park forms part of the focus area.
- c. There are considerably more near misses reported at PC than SC; one of key differences is that the SEND area is unsuitable currently in Peterborough for the number of learners using bariatric wheelchairs. The figures would be more comparable if these incidents were stripped out of the figures. Work is underway to relocate the SEND area. H&S at PC had quite a high profile in terms of a culture of reporting, and it will take a little time for SC to catch up.
- d. COVID figures should start to reduce now.
- e. There is work still to be done to reduce days lost to mental health issues; there are a myriad of initiatives in place already, including a Wellbeing Committee, Mental Health Champions, mental health awareness training, and events held such as a 'Time to Talk' coffee and cake event at both colleges. There is a great deal of work being done in this space which is extensively promoted to staff, and whilst figures are decreasing the teams will not become complacent as they continue to gather momentum. It was noted that the figures are skewed by 3 long term cases rather than lots of individual small ones.

The information was received and noted.

31/22 FINANCE UPDATE

a) Group Finance Report P5

- a. The full year forecast remains at £324k which is lower than the original budget but reflects the additional money added to the pay forecast. The CEO is content that sufficient money was put into the energy budget for this year.
- b. Some pressure is being felt in respect of soaring food prices. A better performance from commercial entities was expected this year but, despite higher footfall, it is now likely that they will collectively provide a deficit due to pay awards and cost increases. A decision may soon need to be made as to whether to instigate an in-year price increase or to defer this to September. Whilst governors noted that it is an operational decision, they questioned how long the Group can continue to subsidise the food prices. There is currently a £45-49k loss from commercial operations due to catering which takes the position from positive to negative. Raising prices in response to increasing food costs may be justified, however it is known that food has a direct impact on classroom engagement and the Executive Team are mindful of that. Loyalty schemes as an incentive were discussed. The pre-paid card facility is now fully implemented and it is hoped that this will lead to a higher uptake of parents loading cards for use onsite in the next academic year; a discount for loading funds onto cards could be an option. Group Manager of Commercial Operations is reviewing in order to bring proposals to the Executive Team.
- c. Budget assumptions are to be reviewed at the next meeting and will look at the tolerance set for a break-even position next year.
- d. In-year staffing costs have been low and are now increasing within acceptable parameters.
- e. The grant funding agreement with CPCA has been signed and the outcome of a bid to the Post-16 fund is awaited. A decision on planning permission is also expected this month.

- f. The refurbishment plan is underway with the window replacement in the refectory complete as well as some essential work at SC. In terms of business as usual, only about 40% of the allocation has been spent so this need to be chased up.
- g. A new website has been tendered for and is close to being awarded which will see a complete refresh of the Group websites and increased synergy for the IEG brand.
- h. IT work is being rolled out over Easter to increase capacity across both sites.
- i. APT numbers have been disappointing this year since bringing it back in-house and its performance will stand or fall on the second recruitment cycle in February. Need to ensure growth and that the recruitment aspect is not lost having moved under a new reporting line. The transition has not yet been fully exploited. Up to date numbers will be available at February Board but currently stand at 102 against a target of 180. There is work to be done across the organisation to understand who the competitors are and modes of delivery. Now it is back in-house it will be part of the curriculum planning process so will be scrutinised in a far more granular and transparent way.
- j. Governors would find a breakdown of nursery usage by staff, student and the community useful. The Nursery is to be reviewed in terms of branding, marketing and pricing. It is not full despite being cheaper than competitors but pricing needs to increase. Whilst the team are doing a really good job and the Ofsted outcome was positive, it needs to be considered as a commercial venture, with targets set and a plan to drive it forward. Website redesign and re-development is already in the pipeline. Governors requested an update paper on the next agenda for F&R to understand the marketing and growth plan; RA would be happy to offer his input. **(Action 10)**

The information was received and noted.

Actions had been identified. (Register at end of document)

32/22 Partnership & Skills Report

- a. The report was presented with a request to approve an increase to subcontracting values as per the paper.
- b. Governors queried the slowdown in apprenticeships; during Covid there were huge incentives for employers to take on apprentices, but a decline has followed as those incentives have dropped away. There is also an impact due to the cost of living crisis. Overall Apprenticeships are up due to carry in plus new starts which has increased overall numbers. New cohorts are pending but it takes some time to get them on to the system; there is a pipeline coming through with 379 currently against target of 490.

The Committee **approved** the requested increases to subcontracting values as per the paper.

The information was received and noted.

33/22 CAPITAL UPDATE

- a. A report was provided giving a sense of how the capital landscape has changed during the year.
- b. Governors were asked to approve revised capital programme allocations. A proposal was made to move some of the capital funding to support the CGT project which is outlined in section 1 of the paper and is aligned to the paper taken to the December Board meeting.
- c. A second approval request was submitted for the allocation of the energy capital grant to support SC. The DfE unexpectedly awarded IEG a capital grant of £394k to be spent on energy reduction schemes. PC already has a £3m plan so it is proposed to use this funding to focus on SC, looking at refurbishing one entire building to start to break the link between the outer buildings and main block in terms of energy and water. Solar tiles could be an option to incorporate re-roofing at the same time as improving energy efficiency; this would need to be investigated and the plans matched to the available funding. Approval to proceed.
- d. Comments made relating to CGT and the perceived loss of parking on the planning portal were noted and are being monitored. RN invited the Broadway Residents' Association in to discuss this issue and feels that there was some success in trying to reassure them that there will not be any overspill. The mitigation is that there are less people on site owing to blended learning and online learning options, and so the car park is never full. The Highways Department insisted on a survey of surrounding roads, but IEG remain confident that it will not be required.

The Committee **approved** the revised capital programme allocations against each sub-heading in the paper.

The Committee **approved** the allocation of the energy capital grant to support Stamford College refurbishment.

The information was received and noted.

34/22 DEBT WRITE-OFFS

Financial Regulations require the Committee to approve debt write-offs over £5k. All requests are historic, pre-merger and only reach write-off stage when the debt collection agency advise they are not collectable.

The Committee **approved** the proposed write-offs.

The information was received and noted.

35/22 URGENT BUSINESS

There had been no urgent business agreed.

36/22 NEXT MEETING

The next meeting would be at 1630 on Tuesday 14 March 2023 at Stamford College.

ACTION REGISTER

See referenced minute for full action.		Resp	Date
Action 8	21/22g UCP Business Plan and some marker points at which F&R can expect to be updated on progress against plan to be brought to next meeting.	AD/CFO	14.03.23
Action 9	28/22a Minutes of the last meeting (21.11.22) confirmed for signature	GD	wie
Action 10	31/22j Agenda item at next Committee meeting re Nursery Update to include marketing and growth plan	CFO	14.03.23

The meeting closed at 18:00