

Minutes of the meeting of the IEG Corporation held in the Boardroom at Stamford College at 1700 hrs on 25 April 2023.

Present	Ian Jackson (Chair)	David Pennell (Vice Chair)	Dr Pam Vaughan	Jonathan Teesdale
	Angie Morris	Martin Ballard	Rod Allerton	Prof Sir Les Ebdon
	Vincent Brittain	Rachel Nicholls (CEO)	Anthony Warner (Staff)	Steve Saffhill (Staff)
	Liam Cudlipp (Student PC)			
In Attendance	Joanne Ulyatt (GD)	Angela O'Reilly (VPCQ)	Louise Perry (CFO)	Sarah Young (VP SSE)
	Alison Fox (EDBD)			
Apologies	Gillian Beasley	Qun Yang	Pamela Kilbey	Mark Haydon
	Fathima Keegan	Tony Keeling	Faustina Yang	Marco Cereste
	Tori Kaczorowska (Student SC)			

PART ONE

53/22 ELIGIBILITY, QUORUM, DECLARATION OF INTERESTS

- a. The apologies were accepted.
- b. No notice had been received of any Member becoming ineligible to hold office, the meeting was quorate and interests were declared and identified at appropriate agenda items.
- c. There was no urgent business requested.

The information was received and noted.

54/22 STANDING ITEMS

- a. The Minutes of the last meeting (23 February 2023) were confirmed for signature. **(Action 21)**
- b. There were no matters arising from the minutes.
- c. Outstanding Actions. Actions from the last meeting had been implemented.

		Status
	See referenced minute for full action.	
Action 15	38/22a Minutes of the last meeting (13.12.22) approved for signature	Complete
Action 16	41/22c Reduce routine meetings and introduce more strategic development events into schedule.	Complete
Action 17	42/22b To look at adding some by exception data on progress of asylum seekers and refugees to dashboard	Complete
Action 18	42/22d HE targets on dashboard to be reviewed as possibly too low.	Complete
Action 19	44/22c CFO to link with MC re planning consent for CGT	Complete

- d. TK had undertaken New Chairs' training which had already been added to the Training Log.

The information was received and noted.

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

55/22 COMMITTEE MEETINGS

Minutes of Committee meetings held since the last Corporation were provided; Recommendations to the Corporation for approval were made at the following meetings:

- Finance & Resources, 14 March 2023 – A recommendation was made to the Corporation Board for approval to implement a starting salary equal to the real living wage which had been costed through for this and next financial year for affordability. The paper was circulated outside of the Board meeting as the timing of this meeting did not align with the need for the decision and application by 1 April.

*Due to deadlines involved, the uplift to the Real Living Wage had been **approved** outside of the Board meeting and was implemented on 1 April.*

The information was received and noted.

56/22 CHIEF EXECUTIVE OFFICER (CEO) REPORT

The CEO Report was considered. The full Reports and Appendices had been circulated well in advance of the meeting and had been noted, particular issues were:

- a. Summary letter circulated regarding the ESFA Strategic Conversation which had been a positive meeting.
- b. DfE Loan Scheme as a result of ONS re-classification; guidance had been circulated today and applications will be against a very tight timeframe.
- c. Capital funding for T Level specialist equipment allocated in the amount of £779,304.
- d. FE Capital Transformation Fund Allocation; IEG had expected a significant allocation from the fund for estates works but were only awarded £336k as a result of incorrectly being categorised as a condition rating of A. This was immediately raised with the territorial team and RN now has a named contact to challenge this with, however this may have no impact on this funding round because it has already been allocated, but it could perhaps impact on future funds to redress the balance. IEG had expected circa £1m and some colleges have been given extensive allocations. The allocations were based on estate surveys and formulaic calculations. It is difficult to understand the decisions on the elements and how they were weighted. There is nothing wrong with the report, but with the weight they are attaching to the elements.
- e. Work around the defunding of qualifications is ongoing and there have been detailed conversations at C&Q. RN and AOR also met with Shailesh Vara, MP for North West Cambridgeshire, to outline how his constituents will be affected.
- f. The union pay claim was submitted for over 15%. The Joint Negotiating Forum has met and AoC are not going to make a recommendation because any recommendation they could offer would be insulting. The government need to give more to FE to enable a meaningful pay award given the pressures colleges are under. The AoC continue to lobby on behalf of all colleges.
- g. Lobbying continues to be an important aspect of work and the political landscape was discussed in terms of education.

The information was received and noted.

57/22 GOVERNANCE SELF-ASSESSMENT 2021/22

- a. A Governance Self-Assessment 2021/22 document was presented, compiling outcomes from the Governor Development Interviews, the annual skills audit and a review of compliance with the AoC Code of Good Governance for English Colleges. This document was a little late in the year as it was originally expected that the external governance review would replace the need for the internal SAR this year, but delays in procurement pushed this back to the next academic year.
- b. The actions for consideration were discussed. In relation to the Annual Community and Stakeholder Engagement summary and the Stakeholder Satisfaction survey, these aspects may be encompassed in other new reports that are in development, but this will be considered going forward to ensure it is sufficiently covered. The annual report on the work of the Search & Governance Committee will be actioned going forward with the first report reviewing the work carried out in the 2022/23 academic year.

The Self-Assessment Document 2021/22 was **approved** by the Corporation Board.

It was **agreed** that an Annual Report of the Search & Governance Committee is to be prepared, commencing with a review of the 2022/23 academic year. **(Action 22)**

The information was received and noted.

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

58/22 GOVERNOR DASHBOARDS 2022/23

- a. Finance; the year to end of February is as expected. After a couple of years of tumultuous results, progress against financial plan seems to be settling. Increased costs in year have been significant but generally not of concern.
- b. Attendance and retention; retention is slightly above target for the year but with some students withdrawn who were not making academic progress, circa 55 learners. These young people have first been given every opportunity in terms of a package of support to try to help them continue, working closely with Wellbeing and Safeguarding teams, but where they are not engaging nor progressing they eventually have to be encouraged to seek jobs, and their impact on the learning of others also has to be considered. Some may return in the future but they cannot be kept on programme if no progress is being made. Nobody is withdrawn without detailed conversations over a number of months and IEG routinely involve parents where possible. None of this activity is undertaken lightly and a robust process is always followed with the learner's best interests at heart.
- c. Attendance has stabilised but has been a challenge, largely in relation to a rise in the numbers of students presenting with mental health, safeguarding and drug use issues. Attendance difficulties are a national picture following Covid. The lower level 16-18 programmes are worst affected. L3 attendance is very good. Lots of strategies are being implemented around attendance. 86% is not adrift from other colleges, but it is lower than the target set by IEG.
- d. The On Target and Above ratings for learner progress are robust in terms of how they are tracked and this was outlined.
- e. Valuing Our People; the number of live vacancies is of concern and HR have been asked for more detailed information to delve deeper into this issue. Staffing is the number one risk on the Risk Register and is a focus for the Executive Team. UCP is feeling the impact of a direct competitor on the doorstep in terms of staffing levels. Last year Construction was hard hit and this year has seen particular difficulties in IT.
- f. The promising growth figures were reviewed. Applicants will now be tracked through the journey to maximise conversions.

The information was received and noted.

59/22 FINANCE REPORT P7 (INCLUDING CAPITAL REPORT)

- a. The report was presented which had been considered in detail at F&R Committee.
- b. Following reforecast the full year forecast is below plan, though not giving any cause for concern, the cash forecast is higher than anticipated, as a result of both budgetary profiling and some Capital Grant funding that came in which is artificially pushing the level up higher than expected as it will not be spent by the end of the year.
- c. Catering is operating at a loss as food cost inflation continues to impact the bottom line. Lots of analysis has been done on loss per transaction and a review of pricing will see increases implemented after Easter. Further increases will be required in September to try to bring it back into balance otherwise it will continue to operate at a deficit despite the increased footfall. Student messaging was discussed. Catering has not been contracted out in order to maintain standards. Free breakfast for staff and students continues to be advertised.
- d. Apprenticeship income is £347k below plan. There has to be a balance between selling too many places and having the staff to deliver and provide quality. There was expected growth that did not materialise due to lack of capacity. While there was growth in the plan from the prior year, the lower than anticipated new starts results in the current forecast being below the 21/22 out-turn by circa £150k.
- e. Planning permission was obtained for the Centre for Green Technology. An update was provided on bids and funding options. If the bid into the Post 16 Capacity Fund is unsuccessful it may be necessary to apply for public sector borrowing, for which the application deadline is 31 May 2023. Final costs received from the preferred supplier are £2m higher than the initial bid round; discussions have been had around improving the price and a full value engineering exercise took place which resulted in £1m being taken out of the costs. This means the project will still cost £1m more than was signed off with governors previously and the Board were asked to consider whether to go back out to market. Both

delays in funding decisions and going back to the market to test costs results in the completion date of September 2024 being unachievable. Governors endorsed the direction of travel in terms of testing costs with the market and the possibility of utilising the DfE loan scheme if necessary to progress the project. **(Action 23)**

- f. The 2023/26 draft Capital Plan was shared which aligns to the IEG strategic plan of £3.5m net investment each year, though this must be viewed on a multi-year basis as significant unexpected capital funding has been received in 2022/23 which will be expended in 2023/24, so the £3.5m per year commitment endures but the timing of spending will be spread differently. The actual capital spend this year has been lower than plan because of additional funding coming in and the refurbishment plan being delayed due to the value for money work around that, and these 2 factors underpin the capital plan. Total investment proposed for 2023/24 at £15.4m is unprecedented but it is hoped that all but £5.6m would be recovered through funding or deferred via loans.
- g. In order to make meaningful improvements given resource challenges, IEG needs projects ready to go as and when opportunities to bid arise; combining the skill sets of the CFO and COO will improve capacity for this. It is proposed to create a basket of options for this purpose, but sometimes funding criteria is so specific that there needs to be an ability to bend to meet requirements. A new Estates Strategy is needed in order to prioritise projects; this will be one of the first jobs of the incoming COO.

The information was received and noted.

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

60/22 RISK MANAGEMENT REPORT – REVIEW OF STRATEGIC RISKS

- a. The report was presented with little change. The main movement in this iteration was to downgrade the safeguarding residual risk score as a result of the positive Ofsted review which confirmed that management controls and actions are sufficient.
- b. A new section was added to the Contingency Risk Register relating to T Levels and curriculum reform.

The information was received and noted.

61/22 NATIONAL AVERAGES TABLES

- a. A report on National Achievement Rate Tables was presented to provide a comparison of performance regionally and nationally. This is the first set of NARTS data published since 2019 and shows excellent results for IEG, ranking 36th out of 160 GFE colleges for Overall Achievement.
- b. Governors noted their thanks to all staff for their hard work in achieving such phenomenal improvements. English and maths showed outstanding results after such a long struggle in these areas.
- c. This is an important message for all staff and will be shared with ECG and at the all staff meeting, and should also be incorporated into any PR messaging to show the distance travelled and the journey IEG has been on.

The information was received and noted.

62/22 TENDER APPROVAL REQUEST – REFURBISHMENT PROGRAMME

- a. The report was presented with Board approval being requested, in line with the Financial Regulations for all tenders over £500k, to award a £1.2m tender to continue to work with Lindum across the PC main campus for window, door and heating refurbishments.
- b. This went out to tender twice but failed to attract more than one bid, and consequently IEG undertook a value for money exercise to compare the cost of previous work uplifted by inflation, which proved comparable.

*The IEG Corporation Board **approved** the award of a £1.2m tender to Lindum.*

The information was received and noted.

63/22 URGENT BUSINESS AND NEXT MEETING

There had been no urgent business agreed.

64/22 DATE OF NEXT MEETING

The next meeting would be at 1700 on Tuesday 4 July 2023

ACTION REGISTER

		Resp	By
	See referenced minute for full action.		
Action 21	54/22a Minutes of the last meeting (23.02.23) approved for signature	GD	wie
Action 22	57/22b Annual Report of the Search & Governance Committee to be implemented commencing with a review of the 2022/23 academic year.	GD	First meeting of 23/24
Action 23	59/22e Governors agreed to testing of CGT costs with the market and possible application for DfE loan to meet 31 May deadline if funding bid unsuccessful.	CFO/COO	wie

Staff and student governors and those in attendance left the meeting for confidential items.

The meeting concluded at 5:45pm.