

# IEG CORPORATION BOARD

3 October 2024

17:00 - 19:00

Stamford College

## ATTENDANCE

### PRESENT

David Pennell (Chair)  
Angela Morris (Vice Chair)  
David Cashmore  
Gemma Roger  
Nicholas Crippa  
Pamela Jane Kilbey  
Qun Yang  
Suneel Appan  
Tony Keeling  
Vincent Brittain  
Rachel Nicholls (CEO)  
Tony Warner (Staff Governor – PC)  
Steve Saffhill (Staff Governor – SC)

### IN ATTENDANCE

Edward Thomas (Chief Operating Officer)  
Louise Perry (Chief Financial Officer)  
Julia Bates (Chief Curriculum Officer)  
Sarah Young (Vice Principal Student & Staff Experience)  
Linda Westwood (Note taker)

### ABSENT

Joanne Ulyatt (Governance Director)  
Angela O Reilly (Vice Principal Curriculum & Quality)  
Faustina Yang  
Gillian Beasley  
Jonathan Teesdale  
Les Ebdon  
Marco Cereste  
Martin Ballard

## 1. WELCOME

Standing item

Speaker: Chair

Time: 17:00

- (a) Apologies for absence
- (b) Confirmation of eligibility and declarations of interest.
- (c) Requests for urgent business.

a) Apologies for absence: Apologies were as noted.

b) Confirmation of eligibility and declarations of interest: No notice had been received of any Member becoming ineligible to hold office, the meeting was quorate and interests were declared. Audit Committee reappointed Tony Keeling as Chair and appointed Gillian Beasley as Vice-Chair, these appointments were **ratified** by the Corporation Board.

c) Requests for urgent business: None requested

## 2. MINUTES OF LAST MEETING (02.07.24)

Decision item

Speaker: Chair

Time: 17:05

- (a) Minutes of the last meeting (02.07.24)
- (b) Matters arising from the minutes
- (c) Action from the minutes

- a) The minutes of the meeting held on 2 July 2024 were confirmed for signature. **(ACTION 1)**
- b) Matters arising from the minutes: There were no matters arising.
- c) Actions from the minutes: All actions from the last meeting were complete.
- d) Chair thanked the CEO for representing IEG and Governors at Ralph Deveraux's Memorial Service and recognised Ralph's contribution to both Stamford College prior to merger and IEG post-merger.

## 3. COMMITTEE MEETINGS UPDATE AND ACTIONS FOR CORPORATION - APPROVALS

Decision item

Speaker: CFO

Time: 17:10

Committee meeting updates & Actions (Full minutes from recent meetings included in Supplementary Pack):

- Audit Committee - 25 September 2024
- (a) GDPR and FOI Annual Report (Supplementary Pack)
- (b) GDPR Policy (Supplementary Pack)
- (c) Anti-Fraud and Corruption Policy (Supplementary Pack)
- (d) Modern Slavery Policy (Supplementary Pack)
- (e) Modern Slavery Statement (Supplementary Pack)
- (f) HWCA Validera 2024-25 Internal Audit Plan (Supplementary Pack)

**Note Supplementary Pack Papers can be found in the 'Documents Next Meeting' folder on the left hand navigation menu under 'Board Meetings'**

All documents recommended by the Audit Committee were **approved** by the Corporation Board.

The policies and Internal Audit Plan were discussed at Audit Committee and by the Executive Team prior to the Audit Committee to ensure a good breadth of depth for the Plan for next year. Chair of Audit confirmed they were a good suite of reports with a robust plan for next year.

## 4. CEO REPORT

Information item

Speaker: CEO

Time: 17:15

Supporting documents included in Supplementary Pack

- (a) 4.1 Report - Building a stronger FE College Workforce
- (b) 4.2 DAO Letter - Academies and Colleges
- (c) 4.3 FE Cold Spots CPCA

- a) The report was presented. The CEO informed the meeting that the new Report template will be reviewed again with the Governance Director, specifically around the Intent/Impact/Relation to Strategic Objectives.
- b) The most critical point in the report is the announcement of a 5.5% pay award for school teachers which doesn't include staff in the further education sector and is hugely

disappointing. The CEO has raised this at the Labour Party Conference, with MPs and via online media. It was queried how our staff were feeling about this announcement, the CEO reported that there had not been a formal ECG/JCC (with unions) meetings or drop-ins with staff since the announcement. 172 college Principals have signed a letter from the AoC which the CEO will circulate outside of this meeting. **(ACTION 2)**

Steve Saffhill raised that he is a qualified secondary school science teacher and if he moved back in to teaching in school he would be earning £12,000 a year more. The CEO stated that there is already a £9,000 gap between school and FE teachers and we need to be more nuanced in our messaging and influencing government.

c) There has been a lot of engagement with local MPs, meetings with Andrew Pakes MP at a number of events and he has visited Peterborough College. The CEO has also met with Sam Carling MP and Alicia Kearns MP is visiting Stamford College in November.

d) It was noted that the ESFA are now transferring in to the Department for Education, the CEO is unsure how this will impact the group and will monitor going forward.

e) A letter has been received from the new Assistant Director of Skills and Employment at the CPCA informing FE colleges of the outcome of the CPCA FE Cold Spots feasibility study into creating a new flagship FE building in the St Neots/East Cambs area. Many Principals were clear that this would not be the best use of public money and it would be better to invest in transport and careers advice to enable people to travel to existing institutions. The CPCA have agreed to invest in existing FE providers and have set aside £4.8m in capital funding for FE providers to bid for. The CEO have invited the CPCA team to visit IEG to discuss further.

f) The Corporation Board were informed of the recruitment of the new Vice Principal Curriculum and Quality and the CEO is pleased to announce that David O'Garr, current Assistant Principal at Peterborough College, has successfully secured the post. The Governors agreed that this is a very good appointment.

g) There is positive news around the student survey results at UCP, the response rate to the survey was very positive at 75% compared to a sector average of 72% and the CEO is pleased to inform Governors that UCP is the highest ranked provider in the East of England for overall student satisfaction.

h) UCP has also received positive news from the Office for Students that the bid for wave 3 funding to support the development of level 6 degree apprenticeships has been approved. UCP have been awarded £490,000 to invest in the academic year 2024/25. The funding will help recruit students into a variety of degree apprenticeship programmes. The Chair requested the CEO to pass on the Board's thanks to the team who worked on the bid.

**(ACTION 3)**

## 5. GOVERNOR DASHBOARD 2023/24 FINAL

Discussion item

Speaker: CFO

Time: 17:25

a) The final dashboard for 2023/24 was presented for scrutiny.

b) The dashboard presented a positive picture for 2023/24 with all areas RAG rated green bar two which are amber, Apprenticeships and Valuing Our People.

c) It was noted that Apprenticeships are hoping to get to around 60% achievement rate which is a significant increase on last year and there will be a strong close to this year which will help going into next year. Recruitment has not been as good as previous years and the starts for this year are below plan, however this is a national trend. The government has announced a new growth and skills levy which will replace the existing apprenticeship levy and include new foundation apprenticeships, more information about this will be released by the DfE in due course. Governors questioned the retention rate falling from 78% to 62% in July. The CCO informed the Governors that both she and the new Director of Apprenticeships are keen to start the year with a hard close and they have made some tough decisions, meetings have been held with employers and if apprentices are not engaging they have been withdrawn.

- d) Staff sickness absence has increased during the year and is still higher than the target at 31 July. It was noted that the HR team are working on this and a new KPI will be reflected in the People Strategy to tie in with the AoC sector average of 6.3 days.
- e) Sustainability numbers are very positive and we are now starting to see the dividends in our refurbishment and heating systems.
- f) The Chair queried the DfE Refurbishment Plan which shows only 90% has been planned. The COO confirmed that this has changed since the report was written, with a claim made in September and a further claim will be made in October. The reason for the plan being at 90% was due to the need to halt the SEN project because of the discovery of asbestos and the lack of an alternative project contract to take its place.
- g) Governors agreed it was a very pleasing dashboard for the end of the year.

## 6. BE EXCEPTIONAL STRATEGIC KPIS

Decision item	Speaker: CEO	Time: 17:35
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(a) IEG Strategy Be Exceptional 2030 (Supplementary Pack)

a) The report was presented. The CEO proposed that the Governors have significant input and involvement in developing the high level strategic KPIs for the duration of the strategy and suggested that these are reviewed at the Governor away event 12/13 February 2025.

b) Governors **agreed** this proposal and requested that they are provided with examples of each strategic priority to help them prepare for the event. The CEO will provide this information. **(ACTION 4)**

## 7. LINCOLNSHIRE INSTITUTE OF TECHNOLOGY

Decision item	Speaker: CEO	Time: 17:45
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(a) JVA for Update (Supplementary Pack)

(b) Lincolnshire Institute of Technology Strategy 2024-2029 (Supplementary Pack)

a) The report was shared for approval. The CEO gave a brief background update informing Governors that the IoT was set up a number of years ago, however Stamford College did not join as their employer partner had to withdraw at a late stage.

b) There are now increased flexibilities and scope in terms of curriculum offer and we feel that it would be beneficial for Stamford College to join to enhance its reputation, expand its educational offerings and contribute to the region's economic development. The curriculum has to be in Stamford due to it being a Lincolnshire project as there currently isn't an IoT in Cambridgeshire.

c) There potentially may be access to capital and we will receive bursary budget for eligible students.

d) The Governors queried the impact of the staff who will be involved in setting up the IoT, the CEO confirmed that she will attend three board meetings/year and the CCO, Academic Director and Group Manager of Marketing will attend Group meetings.

e) The Governors **approved** this proposal.

## 8. LINCOLNSHIRE NHS PARTNERSHIP

Decision Item	Speaker: CCO	Time: 17:50
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a) The report was presented for approval. The CCO proposed that IEG formally joins a collaborative partnership with other educational partners, and the NHS, to work together to

better address the county's workforce challenges in health and care. It is in the early stages but it is a partnership IEG should be involved in.

b) Governors questioned if all Lincolnshire Colleges are involved, the CEO confirmed that initially this was the proposal but it has been refined due to boundaries and is now only the southern area including Lincoln, Boston, Grantham and Stamford.

c) Governors queried whether the partnership has clarified which new roles are required and what demands we need for our students/courses. The CEO responded that this will be developed as the collaborative project progresses.

d) The Governors **approved** this proposal.

## 9. STUDENT OUTCOMES UPDATE

Discussion item

Speaker: CCO

Time: 17:55

a) The report was shared highlighting improved positions for Apprentices, A Levels and HE, with Education and Training remaining largely unchanged. The positive performance of 16-18-year-olds has offset small declines in 19+ students. The final achievement rates may fluctuate slightly as the outcome closure date is 17 October. The current overall achievement rate for all E&T students stands at 87.8%.

b) Governors noted that HE/UCP is performing above the national benchmark which is pleasing to see.

c) We have observed a decline in FS English and maths pass rates, particularly for 19+ students. GCSE English and maths enrolments increased significantly in 2023/24. English high grades achieved 9% above the national average, however maths high grades declined for all age groups, largely due to staffing issues. 19+ results will be further scrutinised across the board.

d) Governors noted that the impact of 19+ results is evident. A comprehensive review of 19+ English and maths is underway and will be reported to the Curriculum and Quality Committee in November.

e) Governors expressed concerns about staffing issues in maths and the need for improved salaries. The CEO acknowledged the difficulties in attracting and retaining maths teachers due to salary competition with schools. Recruitment started earlier this year and has stabilised but is still difficult.

f) Governors requested that more work is done with schools to find out what the output will be for each to try and understand what the cohort will be going forward. The VPSSE stated that we do have the connections with schools which will help us plan better.

g) Governors queried whether it would be possible to see further analysis of the results showing gender/ethnicity and their outcomes. It was noted that ESOL students tend to sit FS as opposed to GCSE but their levels are considered. This data is shared as part of the Self-Assessment process.

h) The overall achievement rate is expected to rise to 88% which is a positive outcome considering the challenges students faced with English and maths.

j) Governors thanked the team for their work in attaining this achievement.

## 10. ENROLMENT UPDATE

Discussion item

Speaker: VPSSE

Time: 18:00

a) We have experienced a positive enrolment trend with 5,779 16-19-year-old enrolments, surpassing last year's figure by approximately 300 students. The team are working hard cleansing the data and enrolments are at 5,803 today. The figure needed after 42-days is 5,540, and the teams are managing this ensuring "right student, right course". Peterborough has seen the most significant growth with 3,500 16-19 students and around 2,100 at Stamford. We

are seeing level 3 growth, particularly T Levels. Several courses, primarily in construction, had to be closed for enrolment due to space and staffing limitations.

b) Governors enquired whether details of students on the hold list that cannot be placed would be shared at Curriculum and Quality Committee. The VPSSE discussed the hold list and second choice offers made. The last 40 students on the hold list were invited in and 20 attended and enrolled.

c) The CCO highlighted the exceptional enrolment process, characterised by minimal wait times and efficient organisation.

d) Governors questioned courses that are not being offered due to space constraints and discussed strategies to attract these students. The VPSSE emphasised our focus on construction and lower-level programmes and our efforts to expand entry-level options. The rebranding of A Levels at Stamford (now known as Stamford Sixth) is aimed at changing perceptions. The CCO mentioned that the 14-16 provision is helping schools but should we be doing more level 3 programmes, there are choices to be made and will be driven by our demographic but currently, the students are not leaving schools at the levels they should be which is a challenge to us. The VPSSE stated that there are certain areas where wider strategic decisions need to be made, whether to move them to a different campus which will free some space.

e) The Staff Governor at Stamford shared that staff feel empowered by the growth and it is not a "top down" enforcement of growth, everyone feels comfortable with it and would recommend Governors ask staff their views about growth on their link visits.

f) The Governors asked if any specific actions had been taken to recruit an additional 2,000 students by 30 August. The VPSSE explained that the significant increase was primarily due to the enhanced progression process for returning students.

g) The Chair asked if there was concern about HE numbers. It was reported that the numbers are expected to meet targets due to planned January courses. The Addict contract ending contributed to the decline in numbers.

h) The School Liaison Officer is actively engaging with key feeder schools inviting them to visit UCP.

i) The Peterborough Staff Governor stated the importance of tracking level 3 student progression to UCP. The VPSSE confirmed that this is a UCP KPI and the successful UCAS event has led to additional events being planned. The CCO identified level 3 student progression to UCP as a priority area in curriculum planning.

## 11. FINANCE REPORT 2023/24 - P12

Decision item

Speaker: CFO

Time: 18:05

(a) Finance Report - 2023/24 P12

(b) 2023/24 Regularity Self-Assessment under ACOP (section h)

(c) 2024/25 Finance Report Template (section i)

a) The P12 finance report was presented showing a slightly stronger outturn than expected and whilst suffering a number of increased additional costs, there have been a number of areas where income was also higher than budget. There are some small uncertainties to be finalised, those being dilapidations on Endeavour House which are nearly settled, and the final in year funding income figures with the CPCA/ESFA allocations, as performance presents an opportunity to receive an earnings boost at a rate of at least 2.2%.

b) As forecast, and as a direct result of student growth, we have encountered significant overspend in areas such as exams, educational costs and salaries.

- c) Performance against the capital plan was presented, with details of each programme and how funding had been reallocated within the year. Performance against major projects was very close to forecast.
- d) APT - The dissolution of APT has presented challenges, including difficulties in recovering funds from NatWest who had returned funds to Treasury. We are working to reinstate the company with a specialist company and will keep governors updated on progress.
- e) Governors queried the commercial operations and their viability with a deficit overall from the various outlets of £100k. Despite price increases and an improved catering performance, they have not reached profitability since Covid. Governors were reminded that the closure of the MOT has impacted on the 2023/24 full year performance. There was a short discussion on how the prior year performance would impact on 2024/25. Feedback was given that performance in September 2024 has been strong due to student numbers and poor weather as the students do not leave campus. The Nursery is expected to perform better this year. There was challenge by Governors to senior staff to ensure a break-even financial performance in 2024/25.
- f) Governors queried the underspend of £227K of 'business as usual' capital. The CFO stated there may be a proposal to November's F & R and December Board to increase 2024/25 capital by an equivalent amount, as a lot of work completed over summer has fallen in to August and therefore will show in to this year's figures. With the additional student growth it has been necessary to purchase more IT devices for the new classrooms. The CFO explained that business as usual capital assigned to curriculum equipment looks significantly lower than plan this is because curriculum equipment has been purchased using specific capital grants received from the DfE and LSIP funding. These were awarded in year that were not in the original capital plan.
- g) The CFO informed the meeting that there will be material differences between management and financial accounts as there is another significant shift in pension valuations, c£17m, though there is a reporting cap that will be applied in agreement with our external auditors this year.
- h) The Audit Code of Practise Regulatory Self-Assessment Report is an annual report presented to Board that requires thorough review by governors. The evidence column highlights the ways in which IEG fulfils its governance regulatory requirements during the year. Attention was drawn to a new section which addresses the legal obligations of IEG's Governors as trustees in fulfilling IEG's charitable objectives. After consulting with auditors, we believe we are fully compliant with these requirements. The CEO emphasised that completing this report is an ESFA requirement, and the template used is fixed.
- i) A slight revision of the Finance Report Template was presented for approval. The paper proposes three changes for 2024/25 that will improve transparency around financial risks while keeping the bulk of the report template the same. The three areas added are cash balances and interest received; in year income risk analysis, and details of IEG and UCP aged debtors.

The Corporation Board **approved** the ACOP Regulatory Self-Assessment Report and the Chair and CEO will sign.

The Corporation Board **approved** the proposed changes to the Finance Template.

## 12. CAPITAL/ESTATES DEVELOPMENT UPDATE

Discussion Item?

Speaker: COO/CFO

Time: 18:20

(a) Centre for Green Technology (CGT) Update

a) The CGT report was presented for information. The completion date has been pushed back to 24 January 2025 due to weather delays. We have agreed with Cleggs to follow the same decant plan once each room becomes available. Once resources have been added to the



building, they will be covered by insurance. The only remaining external work is the cladding, after which we can begin interior work.

b) The official opening date has been moved to 21 March and save the dates will be shared soon.

c) We have identified a fire hydrant issue near the Eastfield Road entrance. While a dedicated water pipe exists, there is no hydrant. We are working with Anglian Water to install a new one. Additionally, the current water flow is insufficient and we will need to install a longer pipe and water tank, which will cost approximately £100k and was not included in the original budget. We have implemented value engineering measures and identified cost savings through reviews of tooling, ICT equipment and furniture, some of which have been purchased via LSIFs and T Level funding.

d) The 10-year Masterplan for Peterborough is nearing completion but this will need to include the cost for upgrading the water main.

e) Governors questioned whether installing a water tank for the fire hydrant was worth the £100k cost compared to adding a new water main. The COO explained that the original plan would be delayed if we opted for the latter.

f) The report highlighted the significant efforts of the Estates and IT teams in creating 29 new classrooms. Due to space constraints, some teams are now sharing offices. Governors requested the COO to pass on their thanks to the teams.

### 13. RISK REPORT/BAF

Discussion item

Speaker: CFO

Time: 18:30

a) The report was shared for information. Governors have read and noted the risks. It was queried that the Centre for Green Technology should be a risk, it was explained that it has its own risk on the Operational Risk Register, not the Strategic register.

### 14. PARTNERSHIPS/SUBCONTRACTING REPORTS

Decision item

Speaker: CCO/CFO

Time: 18:35

(a) Group Partnerships and Subcontracting Report

(b) Support Delivery Model Tender Approval

a) The report was presented for approval.

The Corporation board formally noted the report and **approved** the partnership arrangements.

b) Supported Delivery Model (SDM) – the paper was presented to Board for approval. Following a review of the pilot contract, the contract was tendered over the summer and awarded to Learning Curve. The SDM will ensure that the ESFA Adult Skills Fund allocation is fully utilised while IEG develops additional direct delivery options for future years. The report requested approval to award the SDM contract to Learning Curve for a spend of £1.040m in 2024/25, with an option to extend at an annually agreed value for up to five years.

The Corporation board **approved** the Supported Delivery Model contract.

### 15. SAFEGUARDING/PREVENT UPDATE

Decision item

Speaker: VPSSE

Time: 18:40

(a) Annual Safeguarding Report & Policy Approval

(b) Prevent Risk Assessment & Action Plan (included in Supplementary pack)



- a) The governors acknowledged the significant challenges faced by the team navigating mental health, suicide ideology and unfortunately two student suicides last year. Governors noted that the work the team do is outstanding.
- b) Governors questioned the suicide attempts and whether they were on college premises. The VPSSE clarified that these incidents occurred outside of college.
- c) Governors noted a significant increase in sexual harassment cases reported and questioned whether it should be prioritised in the report. It was noted that as work is being completed on sexual harassment, this is already a priority. The team's effort in addressing sexual harassment through workshops and creating a supportive environment for students to report incidents were highlighted.
- d) Governors enquired whether a credit card guide was available for staff. It was noted that there is a flowchart and a regular safeguarding newsletter to reinforce basic information such as how to report incidents.
- e) The VPSSE will feed back Governors comments to the team.
- f) Governors mentioned a fivefold increase in mental health cases compared to last year, despite the same number of staff. The VPSSE acknowledged this trend and highlighted the need for additional resources. The trial of Spectrum, a 24-hour support service, is being evaluated for its effectiveness. Governors noted that the increase in numbers is worrying and pressuring on the team/staff and requested the team propose some resource ideas that Governors can support.
- g) The VPSSE reported that a new post for a Senior Safeguarding Lead at Peterborough has been approved which will hopefully help. The CEO confirmed that it is a very challenging area which every institute will concur, we have allocated additional resource to the team and we will review resource requirements across the group as part of the budget setting process.
- h) Governors gave thanks to the VPSSE and all of the teams across the group. Overall the report highlighted IEG's commitment to supporting staff and students in navigating mental health challenges and ensuring a safe and inclusive environment.

The Corporation Board **approved** the Safeguarding for all Policy and Prevent Risk Assessment.

## 16. ANNUAL HEALTH & SAFETY REPORT

Discussion item Speaker: COO Time: 18:45

a) The report was presented to the Governors who enquired about the training process for Martyn's Law. It was confirmed that external trainers were brought in to conduct the necessary training.

Regarding audit compliance, it was noted that all red-rated audits have been addressed except one. Corrective measures have been implemented for the outstanding audit.

b) The Governors commended the H&S team for the comprehensiveness and positive nature of the report.

## 17. ANNUAL HR REPORT

Discussion item Speaker: COO Time: 18:50

a) The report was presented to Governors, who raised several questions:

- Recruitment – Governors enquired about the factors contributing to the successful recruitment campaign. The COO explained that the average time to fill 50 roles had significantly decreased from 94 days to 60 days due to the team's focussed efforts.

- Exit Surveys – Governors asked if the two staff members who cited their manager's style as the reason for leaving had the same manager. The COO confirmed that these were two different managers in separate departments.
- Sickness Absence – Governors noted the need for ongoing monitoring of sickness absence rates.
- Retirement Risks – Governors questioned whether we have analysed our workforce to identify potential retirement trends and their impact on the organisation. While this analysis hasn't been completed, it was something that was planned to be undertaken.

b) The CEO acknowledged that HR, People Services and Organisational Development are areas for development at IEG and plans are in place to strengthen this area.

## 18. GOVERNANCE

Decision item

Speaker: CEO/VPSSE

Time: 18:55

(a) Governor Link Scheme 2024/25

(b) Student Governor Arrangements 2024/25

a) The Governor Link Scheme report was shared after changes were made to the original report shared in July. This scheme will now hopefully reassure Governors and will give them an insight in to different aspects of the governor link scheme.

The Corporation Board **approved** the proposal.

b) Student Union and Student Governor Arrangements reports – we are conscious that we need to enhance the student voice particularly at Board and Curriculum and Quality Committee. The planned changes should address this issue going forward.

The Corporation Board **approved** the proposal.

## 19. URGENT BUSINESS (RE ITEM 1C)

Discussion item

Speaker: Chair

Time: 19:05

None noted.

## 20. DATE OF NEXT MEETING: THURSDAY 12 DECEMBER 2024 (PC)

Part I of the meeting closed at 19.00

Staff (except CEO) left the meeting.

## 21. CONFIDENTIAL PART II

Decision item

Speaker: CEO

Time: 19.00

- Confidential Minutes of the last meeting (2 July 2024)
- Please note that these confidential papers can be found in the separate Confidential Board Items folder listed under Board Meetings, available only to independent external Board members