

IEG FINANCE & RESOURCES COMMITTEE

12th June 2025

4:30 PM - 6:30 PM

Stamford College

ATTENDANCE

PRESENT

Angela Morris	(Chair)
David Pennell	
Rachel Nicholls	
Suneel Appan	

IN ATTENDANCE

Julia Bates	
Emma Graham	
Allison Long	
Louise Perry	
Jane Spurgin	(Governance Director)
Edward Thomas	

APOLOGIES

David Cashmore

1. WELCOME AND APOLOGIES

The Chair welcomed Allison Long, Interim Executive Director of People Services, to the meeting.

- a. **Apologies for absence:** Apologies were received from David Cashmore
- 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 no new interests were declared.
- c. **Requests for urgent business:** None received

2. MINUTES

- a. The **Minutes** of the last meeting (11th March 2025) were approved for signature **(ACTION 1)**.
- b. **Matters arising from the Minutes:** None
- c. **Actions from the minutes (Action Tracker):** Progress against actions noted. Regarding Action 6 (Stamford North Heads of Terms) it was advised that the Heads of Terms arrived today and have been scrutinised by the COO. They will come to Board in July and, due to the Chair's conflict of interest in this matter, that discussion will be led by Suneel Appan **(ACTION 2)**

3. WORKFORCE EFFECTIVENESS REPORT

Members received the Workforce Effectiveness Report, presented by the Interim Executive Director of People Services. The report, replacing the previous HR Update, provided a comprehensive overview of the workforce as of 31 May 2025 and it was noted that future reports will include trend analysis.

The following key points were noted:

Headcount and Diversity

- the IEG headcount remains stable at 964 (813.91 full-time equivalents).
- the report highlights the age profile of the organization, which appears healthy at a global level, and ongoing efforts to ensure workforce diversity reflects the communities served. Currently data is split by campus but provides rich data when profiled in terms of the structure of the organisation (i.e. by directorate).
- the Gender Pay Gap Report for 2025-26 is to be submitted no later than 30 March 2026. The report has been drafted, however it is still subject to Executive Team review and approval and will be shared with the F&R Committee at the next meeting and well before the submission deadline. **(ACTION 3)**

Recruitment and Retention

- there are 48 total vacancies, with 39 currently live.
- the recruitment process from advert to offer takes approximately 5 weeks, excluding notice periods. The full process from requisition approval to start date averages 13 weeks.
- employee turnover is favourable at 15.1% against an 18.2% target. Future reports will differentiate "voluntary regretted turnover" to focus on retaining valued employees.

- The process is being reviewed to focus on better shortlisting /sifting (ensuring that the hiring manager has time to look at the quality of applicants) and improving job specifications. As the processing time improves, the CFO/DPS will work together to explore any budget impacts of reducing the vacancy savings.

Employee Management and Well-being

- a review is underway to simplify probation management for increased effectiveness.
- sickness absence is unfavourably high at 8.6 ADL (Average Days Lost) compared to the 5.5 ADL target. This therefore requires further investigation to understand specific reasons for absence and to identify ways to further improve the management of absence, focussing on process improvement initially.
- there are 10 formal employee relations (ER) cases and 97 informal cases being managed. While informal resolution is positive, it suggests an opportunity to further develop management capability.

Business Change

- two business change projects are in progress and on track, with two more awaiting Executive Team approval.

Members discussed that the Interim Director, having been in post for six weeks now, has been dealing with a number of issues including the QRS onboarding process and the change management process within HR, which is necessary and being managed sensitively. The Director advised that her focus is on people, policy, process and systems, reviewing the way in which people and work is organised within the team to achieve a more customer focussed approach. The appointment provides an opportunity to review effective management of the people and processes and the impact has to be enabling the organisation to be exceptional.

The Committee explored the following:

- whether there was a correlation between the Health & Well Being Policies and the number of sick days – all the right inputs but not seeing the impact of that investment. More robust management of it is needed and process improvement;
- that there will be attention given voluntary turnover - those staff whom we have lost that we did not want to – looking at reasons and interventions;
- the Occupation Health service is to be reviewed which is welcomed;
- that historically payroll sat in HR but then moved to Finance. The process is to be reviewed to ensure that there are clear lines of accountability.

IEG Staff Survey 2024/25 - Overview and Details

Members received with interest the overview/details of the Staff Satisfaction Survey completed for 2024/25. It was noted that 544 staff had responded, and the feedback was generally positive (and more positive than the previous year) with some areas of dissatisfaction around communication/feedback and workloads.

In respect of comments around safeguarding, members were keen to understand why those comments have arisen. It was discussed that it is not unusual that staff want more information but, fundamentally, the context is that staff only need to know what they need to know. The CEO reassured the

Committee that she personally has no concerns regards safeguarding processes within IEG.

In terms of immediate next steps, a detailed review of the data and comments will take place over the summer which will be followed up in an action plan from September 2025. Management will also review the mechanisms for engaging with staff (i.e. JCC, survey, drop ins) more broadly and consider any enhancements and changes for the Committee to review at the first meeting in the academic year 25/26 (**ACTION 4**).

Overall, the Committee **welcomed** and **noted** the new Workforce Effectiveness report, its depth of detail and clear focus, and is looking forward to progress updates at its next meeting. It also **noted** the Staff Satisfaction Survey 2024/25 results and looked forward to receiving details of enhancements to the process for 2025/26.

4. QRS TRANSFER PROGRESS REPORT

The Committee received a report providing an overview of progress against the transfer of QRS agency workers to IEG or QRS Direct contracts and the project implementation plan following the Governors decision in February 2025 to approve the transfer and to not renew the managed service contract with Protocol. The report covered progress to date, critical path for the project and the 4 phase implementation plan and updates against each workflow.

The following key points were noted:

- **Staff Transfer Decisions:** Department heads have worked with HR to identify which QRS staff they want to retain and offer IEG employment contracts.
- **Payroll Contract Termination:** IEG has given notice to MHR to end the QRS Payroll contract on August 31, 2025. This allows an extra month post-transfer for any pay-related queries. Discussions are ongoing with MHR regarding the retention of payroll records.
- **TUPE Dispute with Protocol:** a TUPE dispute with Protocol regarding two managed service staff, set to transfer to IEG when their contract ends July 31, is believed to be resolved. IEG, based on legal advice, informed Protocol that TUPE does not apply as the managed service is ceasing. The COO confirmed this in writing, closing the matter. The two affected staff have been offered 3-month onboarding contracts, with potential future roles being explored.
- **Staff Transfer Breakdown:** Of the 207 staff members currently working under the managed service contract, 160 will transfer to IEG employment contracts, 2 to QRS direct contracts, 11 will become sole traders (who will invoice for work undertaken), 34 will be on variable hours contracts, and 2 will be employed via external agency contracts. Some staff have decided that they do not wish to transfer.
- **Staff onboarding:** All staff have received communications, been mapped over and, where applicable, offered contracts. Data has come across from Protocol but there are some gaps within the data which could be a risk to smooth transition. Registration forms to capture personal details have been issued and onboarding will take place over the summer period.
- **Costs:** it was advised that the projected financial profile is more favourable than initially expected, primarily due to lower-than-anticipated staff transfers and reduced pension costs.

It was advised that QRS onboarding now appears as an increased on the IEG Risk Register (C3) which will be reviewed by the Board at its next meeting.

The Committee **thanked** management for the good work, **noting** the good progress that has been made the progress report

5. FINANCE REPORT & CAPITAL UPDATE

The Committee received P9 Financial Reports, noting the following key points:

2024/25 – Group P9 Finance Report

Key Financial Movements:

Income:

- Reduced ESFA growth funding by £300K, now £540K below original budget.
- Offset partly by a better-than-expected 16-19 one off Grant (£427K). Combined, these result in a £130K loss against budget, impacting surplus;
- Additional £146K revenue from confirmed Element 3 student numbers (Term 3).
- Marginal reductions in Apprenticeship and Higher Education fee income.
- Increased NICs grant confirmation to £259K (from £175K forecast) but still does not cover the total cost of increased contributions.

Expenditure:

- Staffing costs are reducing due to higher vacancy levels, expected to decrease further (i.e. following MIS restructure, 9 posts have not been filled resulting in in-year savings);
- Pay award (Jan) and increased employer National Insurance contributions (£300k for employed staff) skew pay costs to the latter half of the year.
- LGPS employer contribution reduced from 23.7% to 18.6% in April, saving £160K for this year.
- Masterplan development costs (£490K) are now fully reflected to ease pressure on the 2025/26 budget, with some project delays built in due to loss of growth funding.

Capital Projects and Funding:

- Centre for Green Technology: Formally open but still awaiting confirmation of £1.8M additional capital from the Towns Fund (forecast for July 2025).
- T Level SEA & LSIF Projects: Full returns submitted; equipment commissioning and grant utilisation audits are underway.
- FE College Condition Allocation 2025/26: IEG has been awarded £2,398K for estate condition and some IT infrastructure, to be spent by March 2028. The COO is developing plans for the spend.

Business as Usual Capital:

- IT is on track to fully utilize its allocation, with infrastructure almost complete.
- Estates has spent 56% of its allocation on essential infrastructure and new classrooms, planning for September 2025 growth.

- Curriculum spend is behind target, with efforts to understand and accelerate spending, including an expected underspend allowing for student facility updates.

Other Updates:

- Cash recovery (APT): All information submitted to Treasury solicitors; resolution and return of funds expected within 5-6 weeks.

The CFO further advised that:

- there have been very recent government funding announcements which, although late, have created an improving position;
- between February/April it was realised that there would be over delivery against adults this year resulting in our delivery to some students for no income. Management will put in place earlier checks and reports next year to control adult student enrolments, especially as the budget is smaller next year and will need tight control;
- it is now thought unlikely that the Towns Fund money will be paid before year end although a meeting is scheduled for next week to request the payment. Cash days in hand reduces to 45 days if the Towns Fund monies do not come in (£156k a day is required to run the Group);
- a condition of reclaiming the VAT for the CGT build is that 95% of the building must be used for 16-18 year olds for 10 years, which will need to be evidenced (capacity is 330 students in the building). The funds will need to be reclaimed from Cleggs and that conversation has already started;
- forecast to year end may stay the same or be slightly improved.

The Committee **noted** the details of the P9 report and passed on thanks to the CFO and all her team for managing the constant uncertainty and in year changes in income predictions.

2024/25 - Commercial Ventures P9 Report

Members received the P9 performance report for Stamford Gas, Catering, Nursery, and Stamford Fitness, as follows:

Stamford Gas:

Currently has a £66K year-to-date surplus against a £100K target. Commercial bookings, particularly for Gas Accreditation courses, are strong and fully booked until September. However, apprenticeship income is delayed due to unreceived student groups.

Catering:

Exceeding its target with an £80K year-to-date surplus against a £76K target. This strong performance, primarily driven by Peterborough, positions the function well for the quieter season. Plans are in place to broaden and improve the Stamford offer where local competitors have greater impact.

Nursery:

Benefited from additional in-year funding, leading to a stronger surplus position. A drop in pre-school room numbers is expected in the last quarter due to September school starts.

Stamford Fitness:

Faced a challenging quarter with the opening of a new large competitor, resulting in a drop in memberships and a deficit position is forecast. However, sports facility hire remains strong. Future income diversification plans depend on decisions regarding next year's curriculum delivery and management plans to review the offer over the summer period.

The CFO commented that otherwise performance is looking good overall although Stamford Gas is not quite where we should like it to be with timing issues in apprentices moving over there to complete their programmes. Better alignment is planned for next year. For the first time since Covid, catering will be in a balanced position and the nursery is going in the right direction.

2024/25 - UCP P9 Finance Report

The Committee noted that UCP currently holds a year-to-date operating surplus of £297K, which is £306K below budget primarily due to a £583K reduction in student fees. This shortfall was partially offset by increased grant income and significant savings in validation and marketing costs, as well as reduced pay costs.

Forecast and Mitigation:

- The full-year forecast is now a deficit of (£22K), reflecting lower-than-anticipated January enrolment numbers.
- This deficit is largely due to tuition fee income being £618K below plan but is significantly mitigated by a £490K in-year award for degree apprenticeship development and an additional £47K grant.
- Further deficit reduction efforts include:
 - Releasing 50% of a £60K pre-2020 contractual agreement provision.
 - Reviewing marketing and validation fees.
 - Distributing NI grant funding.
 - Revising employer pension costs downwards.
- Ongoing work is focused on reviewing non-pay costs and management recharges for additional savings.
- HTQ funds (£505K) and OfS capital allocation (£49K) were fully utilized by their respective deadlines (March and April 2025), with funding audits completed.
- The balance sheet shows a healthy year-to-date net asset position, though a similar or reduced net asset position is expected by year-end due to the revised deficit forecast.

Members noted that, whilst there is still an end of year deficit position of £22k, attempts are being made to reduce it to zero by year end. The CFO reported on the positive attitude and work being undertaken with UCP to review costs savings.

It was suggested that including staff costs as a proportion of income within the report is confusing and should be removed (**ACTION 5**).

The Committee **noted** the in year financial position across the Group commending the team on the decisive actions being taken.

6. THREE YEAR GROUP FINANCIAL PLAN

The CFO reported that, normally, the Committee would receive a thirty-page plan to consider but that government income announcements have been exceptionally late. Planning has been very different this year, the level of

uncertainty seen in the 2024/25 forecast has extended into the 2025/28 planning, with delayed announcements around funding, and difficulties in planning for reduced allocations for adults, and the challenges in bringing forward a balanced plan for UCP.

An additional paper with revised income projections was provided to the Committee significantly adjusting the figures within the original two options as presented in the agenda papers meaning that a decision between the Options 1 and 2 presented is no longer needed. This is a result of the anticipated income assumptions for 16-18 funding increasing by c. £900k.

The Committee **noted** that:

- 16-18 allocation has been recalculated based on new rates and it is expected that IEG will receive its revised allocation before the end of the month ready to prepare the final proposal for the Board meeting;
- given the recently confirmed increased funding rates for 16-19 year olds, IEG is now in a position to accommodate the anticipated growth
- management will now reconsider some of the squeezed costs (i.e. transport; exam fees) and the potential pay award level (currently set at 3% in the plan). There is a pressure to invest in more IT and this is another area that will be reviewed;
- T Level allocated numbers are insufficient given the interest and applications - a growth case for additional funding has been submitted to the DfE;
- Plan to be reviewed with a proposal to plan for a surplus at around £900k/£950k to present to the Board on 3rd July 2025 (**ACTION 6**).

Members **observed** that it all feels so volatile and a real struggle with such uncertainty. However, the increase in income from £59.6m to £65.4m has allayed previous concerns and Members welcomed the plan to spend the additional funds to meet the student demand. With effective Committee challenge and a responsive Executive, IEG has a history of delivery which is also reassuring.

The Committee **agreed** that:

- the Plan should be based upon the revised Option 1 – to recruit to the growth target in line with affordability;
- Option 2 will be removed;
- Executive will do further work on expenditure;
- if additional spend is required, Executive will look to capital spend; investing in staff and preparing for demographic growth in 2026/27;
- a revised Three Year Group Financial Plan will be produced on the above basis for consideration and approval at the next Board meeting (**ACTION 7**).

7. THREE YEAR UCP FINANCIAL PLAN

A draft Three Year UCP Financial Plan was presented to the Committee and Governors were asked for feedback on the Plan, which is due to be presented to UCP Council, incorporating any amendments discussed during this review.

The following key points were considered:

- the Plan addresses the financial challenges faced by UCP, following a position paper presented in March 2025. It is a comprehensive review of income and expenditure, aiming to minimize the risk of under-delivery for the 2025/26 financial year;
- the plan uses the five-year financial plan as its baseline, with updated assumptions from a full financial review – it has been integrated into the IEG Financial Plan;
- the March 2025 review indicated a potential deficit if risk factors were applied to the five-year plan's income, necessitating urgent intervention;
- the draft Plan projects a small surplus of £14k. However, this relies on unidentified savings of £90k;
- the financial position can be impacted by increased enrolments, in-year grant allocations, and bad debt management;
- despite the unidentified savings, this level of surplus is currently considered manageable. Planning will continue over the summer.

On challenging the reality of the student recruitment targets, Members were advised that UCPs reports reflect a significantly better position in terms of acceptances compared to last year which is a strong indicator, that progression is really strong at UCP and that, whilst not all students come through UCAS, the data is very positive.

The Committee **noted** that:

- whilst the Plan currently includes unidentified savings of £90k there is confidence in recruitment numbers and there is no allowance for any grant funding, which it would be unusual not to receive;
- recruitment will be closely scrutinised in Sept/Oct to ensure targets are being met;
- the UCP Accounting Office has confidence in the Plan; and
- the Plan will be presented to the UCP Council for review on 26th June for recommendation to the IEG Board (**ACTION 8**).

8. SUBCONTRACTING VALUES & RATIONALE 2025/26

Subcontract Values 2025/26

The Committee received a paper outlining the proposed subcontract values for the 2025/26 academic year, requiring annual approval from governors as per IEG Subcontracting Policy and DfE/CPCA funding regulations. The key points noted were:

- apprenticeship subcontracting is dependent on the outcome of the apprenticeship tender and subsequent Board approval;
- significant cuts to the Adult Skills Fund (ASF) from both CPCA and DfE has impacted key partners, specifically Aspire and GLADCA who each deliver specialized adult provision. Management is working very carefully with these two partners to manage those changes which propose a risk, to provide oversight, help and support.
- ASF contract values will be capped at 25% of CPCA and DfE allocations;
- there is no proposed subcontracting for Higher Education in 2025/26;
- contract delivery will be monitored monthly, with any adjustments made in consultation with Governors.

Members were pleased with the way that the unfortunate but necessary reduced contract values for some partners has been handled, welcoming the supportive approach.

Members considered and **approved** the following Subcontracting Values 2025/26 (**ACTION 9**):

Partner	Funding Stream	Management Fee %	Proposed 2025/26 Contract Values	Target 2025/26 New starts
TBC after tender approval (currently Inspire Plus)	Apprenticeship	15%	£500,000	75
ESPA	ESFA 16-18	18%	£554,705	95
Aspire Education	ASF ESFA	20%	£338K max	150
GLADCA	ASF CPCA	15%	£200K max	351

Subcontract Rationale 2025/26

The Committee was requested to approve the Subcontract Rationale presented for 2025/26 noting that the Rationale is required to be considered and approved annually and published on the IEG website.

In summary, the Rationale explains that:

- IEG uses subcontracting strategically to extend reach, meet specialist and employer-led needs, and to support access for disadvantaged groups.
- Subcontracted provision complements the Group's core offer and is tightly managed for quality and compliance.
- All activity aligns with DfE funding rules, supports IEG's long-term 'BE BOLD, BE BRAVE, BE EXCEPTIONAL' strategy, and reflects IEG's commitment to inclusive, high-impact education.

The Committee **approved** the Subcontract Rationale 2025/26, as received, for publication on the IEG website (**ACTION 10**).

9. HEALTH & SAFETY UPDATE

The Health & Safety update report was presented to the Committee who noted that there had been no major accidents in the current period, no near misses in the current period and that all Risk Assessments have been completed with the second round for 2024/25 underway.

The following other key points were noted:

- Significant progress has been made in First Aid and Health and Safety management across both campuses.
- Accident & Incident Reduction
 - No RIDDOR reportable accidents since September 2024.
 - No recorded incidents have taken place but 62 near misses were reported (48 at Peterborough, 14 at Stamford).
 - Total minor accidents as of April 30, 2025: 642 (383 Peterborough, 259 Stamford).

- Mental health cases, accidents, and incidents continue to rise in line with student numbers.
- Safety System Improvements
 - Risk assessments are fully implemented across both campuses and are in their second review cycle.
 - A new lockdown system has been procured and will be implemented to facilitate drills and improve team productivity.
- Staffing & Training:
 - Two Health and First Aid Advisors have been successfully recruited to enhance capacity, manage first aid processes, and conduct individual risk assessments for students and staff (student assessments start August 1, 2025).
 - First Aid vacancies remain (3 at Stamford, 1 at Peterborough), but training is planned for June to cover these.
 - Extensive staff training has been delivered, including Fire Warden, Evac Chair, First Aid, and Duty Principal training. More training is planned.
- Audits and Risk Management:
 - Housekeeping audits show high standards, with 35 green-rated out of 41 at Peterborough and 35 out of 36 at Stamford.
 - 174 individual staff risk assessments have been conducted year-to-date, including 17 for pregnant staff, covering medical, physical, and mental health conditions.
 - Successful health awareness days and Occupational Health Assessment days have been held for staff.
- Educational Visits:
 - The new online system for educational visits is working well and has received positive feedback.
 - There have been 343 low-risk trips and 6 high-risk trips (with 10 more in planning) to date.

The Committee **noted** the report and **thanked** the COO and his team for their continued hard work.

10. CAPITAL/ESTATES DEVELOPMENT UPDATE

The Committee received a report from the COO on the IEG Capital and Estates Development and **noted** the following key points, that:

- The IEG Estates Department is actively managing significant infrastructure challenges while pursuing strategic long-term development.
- **Significant Condition Liability:** The entire estate faces a cumulative condition liability of £13,063,744 over the next 5 years, with most assets graded "C – Poor."
 - Peterborough College: Requires £8,024,800 in remedial costs (£4,560,450 immediate backlog, £3,464,350 future maintenance).
 - Stamford College: Requires £2,460,088 for backlog maintenance and an additional £2,578,856 for future maintenance.
- **FE College Condition Allocation (FECCA) Grant:**
 - IEG has been awarded £2.4 million from the new £302 million DfE FECCA grant for 2025-26, placing it as the 28th largest allocation nationally.

- Funds must be spent by March 31, 2028, and are intended for maintenance, preventing deterioration, and ensuring safe facilities (e.g., roofs, windows, heating, IT cabling), with a focus on Net Zero and energy efficiency.
- **Successful Grant Funding & Internal Investment (2024/25):**
 - *Centre for Green Technology* (£13.924M): Achieved practical completion on February 14, 2025, on time and within budget.
 - *DfE Refurbishment Grant* (£3M total, £0.9M DfE portion - matched funding grant): Used to reduce condition liability at Peterborough College; to be completed by December 2025; funds received.
 - *Further Education Capital Transformation Fund (FECT)* (£336k): Funds invested in replacing boilers and heating units at Peterborough College, spent ahead of the August 2025 deadline.
 - *IEG Internal Capital Programme* (£1.2M): Approximately £1M spent on new classrooms, heating repairs, staff rooms, and offices, primarily focusing on learning environments. Remaining funds are for future student growth needs.
- **Master Planning Progress (Peterborough Focus):**
 - The masterplan for Peterborough College is progressing rapidly (aiming for RIBA Stage 4 and a planning application by September 2025) for Phase 2 due to its condition, capacity issues, and funding opportunities.
 - The current year's budget for master planning has been increased to £490k to accelerate Phase 2 design.
 - The masterplan has been well-received by stakeholders, including DfE officials and the Mayor of CPCA, leading to further discussions.
 - the Executive will continue to work hard and exhaust all avenues to secure the funding required.
- **Future Funding Strategy:** Involves issuing an investment brochure, identifying development partners, targeting key influencers, and lobbying the DfE, alongside exploring Section 106 money/developer contributions and partnerships with employers for training facilities.

It was noted that the CPCA is keen to talk to IEG about the Oxford-Cambridge Arc - a key corridor linking the renowned university cities of Oxford and Cambridge – and investment.

Members were reassured that the disabled toilet at Stamford, raised by members as an issue at the recent Curriculum Engagement event, is being addressed (**ACTION 11**).

The Committee **thanked** the COO and his team for the excellent work being undertaken to drive forward the improvements to the IEG estate for the benefit of staff and students.

11. APPRENTICESHIPS, PROJECTS AND PARTNERSHIPS UPDATE

A report received on Apprenticeships, Projects and Partnerships was considered by the Committee and the following issues were discussed:

- Overall, apprenticeship performance is strong and improving, while adult provision, though in high demand and well-aligned with priorities, faces significant funding cuts. Good partnership work has been achieved this

year and the supported delivery model has been fantastic – all those parts make a strong apprenticeship and partnership offer.

- **Apprenticeship Performance:**
 - Continues to improve in delivery and quality.
 - Year-end forecast slightly revised to £2.95 million.
 - 2025/26 curriculum plan will address inefficiencies (group sizes, standardizing durations).
 - 8 new standards (including 4 new degree apprenticeships) are being added, and 5 lower-performing ones are being removed.
 - All metrics are green, and interventions have worked.
 - All current apprentices are on track
- **Adult Provision (Adult Skills Funding - ASF):**
 - Remains exceptionally strong and aligned with national and local priorities.
 - Significant funding reduction for 2025/26 means delivery will need to be scaled back, despite demand far exceeding available funding.
 - For 2024/25, delivery will exceed CPCA allocation due to higher funding rates and loan-funded courses moving to ASF.
- **Skills Bootcamps:**
 - £428,000 in Wave Skills Bootcamp funding secured for 8 programmes supporting 143 learners in 2025/26, though this award was lower than anticipated.
 - Delivery will cover health, security, logistics, and green energy sectors.
 - Wave 4 Skills Bootcamp and LSIF (Lincs) programmes have now concluded.
- **Partnerships:**
 - Partners are on track, with compliant delivery and income matching 2024/25 contract values.
 - No further enrolments after R10 for partners, with close monitoring in place.
 - Subcontract and SDM partner contracts are reducing for 2025/26 due to direct delivery growth and ASF funding cuts.
 - As discussed earlier, funding reductions for Aspire and GLADCA are being carefully managed to support their continued delivery and quality.
- **Other Partners – Supported Delivery Model (SDM)**

SDM partner Learning Curve, supports adult delivery in Lincolnshire and piloted delivery from March to July 2024 (£480k). Following successful delivery of the pilot, a contract was awarded for 2024/25 (£1.1m). While the original award anticipated higher values for future years, reduced DfE funding will lead to a smaller contract value for 2025/2026. The Board will receive an update on the SDM contract at its next meeting (**ACTION 12**).

Members **noted** the details in the report and **welcomed** the positive progress on apprenticeships delivery and the performance of partners during 2024/25.

12. APPRENTICESHIP SUBCONTRACTING TENDER

The Committee was advised that IEG has completed a full tender process for apprenticeship subcontracting, as required by Public Contract Regulations 2015 and IEG policy for contracts over £663K for three years. Board approval is now sought for the outcome.

- **Tender Requirement:** A full tender was required as the previous 2022 apprenticeship subcontracting tender did not include an extension option.
- **Approval Sought:** Board approval is required for this contract, as its three-year value is up to £1.5 million (annual value up to £0.5 million), exceeding the £500K threshold. The tender includes an option to extend for a further two years.
- **Tender Process Outcome:**
 - 12 expressions of interest were received.
 - 8 suppliers reached the participating stage.
 - Only 1 supplier, Inspire Plus, submitted a full submission.
- **Award to Inspire Plus:**
 - Inspire Plus achieved a strong score of 425 out of 500 points.
 - Despite being the sole submission, the quality of their response and their extensive prior experience with IEG (including apprenticeship achievement rates greatly exceeding national averages) were deemed sufficient for the award.

Members considered that, in terms of the tender process, care is taken not to tailor our demand to restrict the scope, thereby reducing those who can tender.

Having considered the report and its details, the Committee **approved** the proposal and **recommended** to the IEG Corporation Board to award this tender to Inspire Plus (**ACTION 13**).

13. POLICY APPROVALS

The Committee was asked to consider the five updated Policy documents, all of which are crucial to IEG's regulatory framework, and to recommend them to the Board for approval. It considered the policy changes presented:

- **Financial Regulations:**
 - Material Changes (Highlighted for Review):
 - Increased Lease Approval Threshold: Suggested increase from £50K to £250K to align with the CEO's £500K contract approval limit.
 - Increased Asset Physical Check Threshold: Raised from £15K to £25K.
 - Other Key Updates:
 - Reordered control documents to prioritize the College Financial Handbook.
 - Reflects the split of the Search and Governance Committee into a separate Remuneration Committee.
 - Clarifies what constitutes a gift to staff.
 - Updates wording on the application of the Seal to match Instruments and Articles.
 - Further clarifies charitable donations and their alignment with IEG's purpose.
 - Includes the Executive Director of People Services at the same approval level as Vice Principals in Appendix 1.

- **Fees Policy:**
 - Major Rewrites: Sections related to apprenticeship fees have been completely re-written for improvement.
 - Key Change: The requirement to charge resit fees for GCSE Maths and English has been removed, as IEG is obligated to enter students for these exams.
- **Health and Safety Policy:**
 - Key Changes:
 - Removal of Covid management arrangements.
 - Inclusion of mental health within first aid arrangements (already implemented in 2023/24).
 - Includes an Environmental Statement for approval.
- **Partnership Policy:**
 - All changes are housekeeping updates, primarily referencing new procurement legislation.
- **Sub-contracting Supply Chain Fees and Charging Policy:**
 - All changes are housekeeping updates.

Having considered the changes, the Committee **recommended** the revised policies to the Board for approval (**ACTION 14**).

14. URGENT BUSINESS (ITEM 1C REFERS)

None.

15. DATES OF FINANCE & RESOURCES MEETINGS 2025/26

Members discussed the proposed meeting schedule for 2025/26, noting that ideally the timing of meetings would enable the Committee to review the same Period Accounts as are then subsequently presented to the Board. However it was agreed that this is not always possible due to competing pressures and that, at the start of the academic year the differentiation between P2 and P3 reports (Nov/Dec) was immaterial.

The Committee **approved** the following dates:

F&R Committee

Meetings will be held 4.30pm – 6.30pm

Tue	11 th Nov 2025	Stamford
Tue	10 th Mar 2026	Peterborough
Thu	11 th June 2026	Stamford

Non-Executive Staff members left the meeting at this point for the Confidential Section