



Minutes of a meeting of the UCP Council held at 1630hrs on 4 October 2022.

Present	Prof Sir Les Ebdon (Chair)	Mathew Bradbury	Dr Alison Davies	David Dixon
	Claire Bowes	Dr Mary Kiernan	Mark Woods	Rachell Nicholls (CEO IEG)
	Louise Perry (IEG CFO)	Peter Walker	Shakira Martin (remote)	Sameena Aziz
In Attendance	Joanne Ulyatt (CoSec/IEG GD)	Liz Knight (AD)	Dan Lee (HE Manager)(SC)	

Apologies

1/22 ELIGIBILITY, QUORUM, DECLARATION OF INTERESTS

No notice had been received of any Member becoming ineligible to hold office, the meeting was quorate and there were no unregistered interests declared; the register was available for scrutiny.

No apologies were received.

The UCP Council approved the re-appointment of Joanne Ulyatt as Company Secretary following her return from maternity leave.

There were no requests for urgent business.

The information was received and noted.

2/22 STANDING ITEMS

- a. The Minutes of the last meeting held on 7 June 2022 were confirmed for electronic signature. **(Action 1)**
- b. Matters arising. There were no matters arising.
- c. Outstanding Actions. Actions from the last meeting were considered; all had been completed.

See referenced minute for full detail.		Resp
Action 1	49/21a. Last minutes confirmed for signature.	Completed
Action 2	50/21a. Updated Strategic Plan to next meeting.	
Action 3	50/21b. Wording to be amended.	
Action 4	50/21b. Robust HAS compliance confirmed.	
Action 5	54/21. Bespoke "student friendly" APP to be produced	
Action 6	55/21b. Budget recommended to Corporation,	
Action 7	56/21. IEG to host UCP building.	
Action 8	57/21. Rearranged meeting schedule approved.	

The information was received and noted.

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

3/22 ACADEMIC DIRECTOR'S (AD) REPORT

The AD Report and Annexes considered areas of interest which were not covered elsewhere on the Agenda and the detail was discussed, specific points included;

- a. Update on teach-out process and transfer of the UCP building to IEG. A lot of work has been done with Eversheds over summer to push this activity towards completion; no problems are foreseen.

- b. Staffing pressures and salaries discussed which are significant issues for both IEG and UCP. A recent communication to all staff was circulated which identifies actions being taken. Further work is ongoing and the UCP Council will receive further updates at the next meeting. A different approach to the pay award has been taken this year compared to what has been done historically; approval for the first phase to be implemented was given by Chair and VC of IEG over summer, and a paper will be taken to IEG Finance & Resources Committee this week discussing the pay award for the remaining 3 groups of staff for comments/recommendation to the IEG Board for approval in October. A great deal of consideration has been given to this as it is a key risk.
- c. Letter from OfS received and circulated confirming the de-registration of IEG which reduces levels of data returns required. A small fee was required to be paid to the OIA to cover transitional arrangements.
- d. Release of further guidance around TEF is awaited which looks at a number of parameters relating to students. UCP has a provisional rating currently due to being a new provider.
- e. Student numbers update since the report was written on 26 September; there are now 728 enrolments, with circa 50 more to be added and new students are still being accepted this week. 770-780 expected and then an additional cohort to be added in late November/early December, plus a further 30 expected through the Gateway Coding Institute. However, there is an increased number of students now taking up part-time courses rather than full-time which needs to be modelled through in terms of finance. A fee increase has been approved for a cohort of HNC/D learners for next year. A re-forecast will be done over the coming weeks to go through the figures line by line.
- f. Classifications shared; outstanding results were noted and the improvement in Good or Better is to be used in marketing communications. That there was no reduction in time spent with students during COVID is to be commended.
- g. Undertaking recruitment activity for a new Student Officer.
- h. Governors noted the amazing achievement in reaccrediting all programmes with OU, especially since they have been so rigorous; congratulations were passed on to the team.

The information was received and noted.

4/22 KEY PERFORMANCE INDICATORS (KPI) AND DASHBOARD

A KPI and dashboard template with some redesign was presented. Each section was detailed and comments were invited.

- a. Growth: need to capture in the narrative where we are with new courses, curriculum development and project funding; show the split between full-time and part-time; and, an overall line graph to compare this year's applications versus last year would be useful.
- b. Finance: Split student fees by levels to show much income is being drawn at each fee level. The other lines are so tiny in comparison that this would give more useable data. Would also be good to track the number of employer-funded and self-funded, EBITDA targets as to where we are in terms of cash and staff ratios, information on debts to track as a headline. Difficulties in monitoring costs due to IEG staff allocated to UCP were noted – in a sense this will always be a little bit arbitrary with cross-charging.
- c. Quality/Achieving Excellence: Update on NSS in narrative and quality narrative to include results of teaching reviews, etc. Prior year data requested on bar chart for comparatives for direction of travel. To include key withdrawal dates to see why and at what point we lose students to address this in subsequent years. It was felt that there is mileage in presenting module evaluation results by faculty and RAG rating to indicate whether the figures are good, bad or indifferent.
- d. Valuing People: Some discussion as to how to report on safeguarding as this is difficult via a dashboard format. A Safeguarding Link Governor for UCP was discussed and is to be

given further consideration by the UCP Governance & Nominations Committee when they meet. The Safeguarding Annual Report was requested to be presented to UCP Council for information as well as through the IEG Curriculum & Quality Committee to the IEG Board.
(Action 2)

e. Title boxes will be used for RAG rating instead of the coloured dots.

The information was received and noted.

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

5/22 FINANCE REPORT

- a. An overview of the financial performance and year end position was provided. The struggle to recruit and retain staff has had a positive impact on the financial position because vacancies have been open longer than anticipated. The balance sheet is stronger than expected.
- b. Bad debt provision has been increased by circa £452k, much of which is pre-2020, which is considered very prudent since some has already been recovered and more will be going forward. There is some work to do with ARU to challenge on their competence to recover and forward monies on to UCP; a meeting is to be held with ARU as whilst lists of the debts are received from them, it is not clear what attempts they have made to recover the monies nor why they became bad debts in the first place. This provision puts UCP in a good position as the situation will only improve and any monies recovered will have a positive impact on this year. It was noted that SLC is one of the biggest creditors on the balance sheet; a breakdown of the bad debts is required in order to do some offsetting.
- c. The Income & Expenditure Statement requires review with regard to anomalies identified in the variance column. **(Action 3)**

The information was received and noted.

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

6/22 REVIEW OF STATUTORY DOCUMENTS

It was advised that there is a significant piece of work to be done in terms of reviewing the statutory documents. The documents will be thoroughly reviewed and brought at a later date along with an annual order of business.

The information was received and noted.

7/22 SCHEME OF DELEGATION

Minor amendments were proposed to improve clarity, remove duplications and correct anomalies that were not in line with the UCP Council Terms of Reference. The amendments were approved by the UCP Council.

The information was received and noted.

8/22 MEETING SCHEDULE FOR 2022/23

The final version of the Meeting Schedule for 2022/23 was recirculated to members for information and to ensure everybody was using the most up to date version since some minor amendments were made on approval by the IEG Corporation Board.

The information was received and noted.

9/22 RISK REGISTER AND BOARD ASSURANCE FRAMEWORK

- a. An updated Board Assurance Framework document was provided with some changes from last year; a year on year comparison in graph form at the top of the page with the addition of mapping and movement of scoring. The Action Plan has also been moved to the top to help manage and mitigate risks. This is designed to focus the eye on the current score, current risk profile, gap to target and current action plan. The graphs were welcomed and governors were content with the new format which conveys the information clearly and provides improved focus.

- b. Financial risk has been moved down a little but not too far as it is still too early for final recruitment figures.
- c. The Risk Register was also presented, with the Covid risk removed as it is no longer the same substantive risk as before. The next version will see the removal of staffing as it is now on the BAF. Governors were happy for the teach-out risk to be considered under the existing risk around the ongoing relationship with ARU.
- d. It was noted that the risk on page 33 – Failure to meet HE income targets – is duplicated by the finance entry on the BAF and so it should also be removed. **(Action 4)**

The information was received and noted.

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

10/22 URGENT BUSINESS

There had been no requests for urgent business.

11/22 NEXT MEETING

The date of the next meeting will be Thursday 1 December 2022.

61/21 ACTION TABLE

See referenced minute for full detail.		Resp	Date
Action 1	2/22a Minutes of last meeting (7 June 22) approved for signature	GD	wie
Action 2	4/22 Suggested amendments to the dashboard to be taken forward and actioned. Annual Safeguarding Report to be brought to December meeting.	CFO/AD CoSec/GD	01/12/22
Action 3	5/22c Income & Expenditure Statement to be reviewed with regard to anomalies in the variance column.	LP	Wie
Action 4	Duplicate risk to be removed.	AD/LP	wie

There being no other business, the meeting closed at 5:40.