

## LTE Group Board

*Minutes of the meeting of the LTE Group Board held at 10:00am on Tuesday 29 March 2022 at the offices of Mills & Reeve LLP, Manchester*

**Present:** Paula Cole, Anika Ephraim, Nicholas Garbett, John Hacking, Philip Johnson (Chair), Tim Sargeant, Malcolm Sugden, John Thornhill (CEO) and Pauline Waterhouse OBE.

**By Teams:** Rhona Bradley, Liz Jacques and Barry Lynch

**Apologies:** Jenifer Burden MBE, Jacqueline Dunn, Phil Lanigan and Adam White

**In Attendance:** Peter Cox (MD Novus), Alison Close (Chief Finance Officer), Jennifer Foote MBE (Company Secretary & General Counsel), Lisa O' Loughlin (Principal, The Manchester College), Kate MacKenzie (Deputy Company Secretary & Solicitor) and Melanie Nicholson (MD Total People)

Edward Lack (Group Quality Director) for Minute No. 02/22)  
Marie Stock (Vice Principal, Student Experience and Support) for Minutes Nos 03/22 & 04/22)

**Apology:** Angela Hunter (MD Group Operations)

*The Chair informed the Board of the recent death of Kenneth Clark who had been a staff governor from 2014 to 2018. Governors reflected on the service of Kenneth during his time as staff governor and offered their condolences on his passing.*

### Part A

<b>01/22</b>	<p><b>Part A Minutes of the Meeting held on 14 December 2021.</b></p> <p>The part A minutes of the meeting held on 14 December were approved as an accurate record to be signed by the Chair.</p>
<b>02/22</b>	<p><b>Mid-Year Quality Review</b></p> <p><i>Edward Lack attended for this item</i></p> <p>The Board received the presentation of the Group Director of Quality on a summary of the mid-year 2021/22 position, with details of progress against KPIs as reported to each divisional board. Developments in the external quality environment were also presented by business unit together with details of support provided to each area of provision by the Group Quality Team. The Board congratulated the Quality Team on the successful Teaching and Learning Conference and noted that the 7.5/10 impact rating had increased from 7.2 prior year. It was directed that for future conferences consideration should be given as to how those employees engaged in the supporting of teaching and learning could also be involved. Governors were also informed of the progress on the revision and implementation of a new self-assessment process for the group operations functions, specifically tailored to relevant measures for this area. A Group Operations SAR would form part of the Group SAR for 2021/22 (to be considered by the Board in December 2022).</p>

## TMC

### **Key Current Landscape**

- Full Ofsted inspections had resumed, with plans in place to prepare for an inspection from 2022/23
- Collation of evidence to support impact of the use of Covid catch-up funds
- Very positive visit by Ofsted in respect of the 'T' Level Survey

### **Key Long-Term Landscape**

- Three-year improvement plan in place, with the aim to achieve Grade 1 at the next inspection
- 'T' levels to be incorporated into Ofsted inspections from 2023/24
- Significant impact of Covid related loss of learning and teacher assessed grades (TAGs) to be expected for the next two to three years

### **Support**

- Good progress against Actions for Improvement (AFI) in QIP
- Still some concern around progress scores on English and maths (though with remedial action in place to address this)
- Internal Quality Reviews (IQR) conducted on attendance, and maths and English with departmental improvement plans across all areas
- Support week planned for 'T' level staff and managers following the recent Ofsted visit
- Leadership and Management Day to focus on improved tracking of student progress
- Development of performance scorecard for evaluating the performance of teachers
- Leadership of Learning Programme introduced

## UCEN Manchester

### **Key Current Landscape**

- Co-ordination of response to OfS in connection with the proposed new quality framework
- New curriculum restructure embedded with focus on improving quality
- Key focus on improving NSS and student engagement scores

### **Key Long-Term Landscape**

- Development of HE specific quality metrics to articulate OfS/QAA expectations
- Creation of positive culture around HE specific quality measures

### **Support**

- Group Quality Team developed CPD strategy to support the requirements of OfS and QAA
- HE Symposium
- IQRs in Counselling and Healthcare
- Group Quality Team support for UCEN Manchester staff with HEA fellowships
- Leadership of Learning Programme support
- UCEN Manchester Quality Leadership Team focused on delivery of NSS targets

	<p><b><u>Novus</u></b></p> <p><b>Key Current Landscape</b></p> <ul style="list-style-type: none"> <li>• Acknowledgment by HMPPS of their ‘ownership’ of Ofsted grades in prisons</li> <li>• Review into prison education underway led by Ofsted and HMIP</li> <li>• Prison education to come under scrutiny by Ofsted in 2022</li> <li>• Strategy in place to influence policy around the re-introduction of the provider grade in Ofsted inspections in prisons</li> </ul> <p><b>Key Long-Term Landscape</b></p> <ul style="list-style-type: none"> <li>• New quality improvement strategy currently under development with an enhanced quality structure as part of this</li> <li>• Targeting of potential Grade 2 prison delivery sites underway to deliver more than 60% of establishment SARs as ‘good or better’ by Autumn 2022</li> </ul> <p><b>Support</b></p> <ul style="list-style-type: none"> <li>• Business unit QIP in place with good progress to date against the majority of actions</li> <li>• Implementation of progress monitoring strategy requires further improvement</li> <li>• Education Inspection Framework based review of quality assurance systems in Novus completed by the Group Quality Team</li> <li>• Implementation of a programme of leadership and management for prison education managers implemented by Group Quality Team</li> <li>• Novus Quality Improvement Group established</li> <li>• Co-ordinated inspection preparation with HMPPS underway</li> </ul> <p><b><u>Total People/MOL</u></b></p> <p><b>Key Current Landscape</b></p> <ul style="list-style-type: none"> <li>• Return to Ofsted full inspections but with the focus initially on new providers</li> <li>• Completion of phase one development of new CiPD syllabus</li> <li>• Focus on MOL learner feedback survey to improve participation</li> </ul> <p><b>Key Long-Term Landscape</b></p> <ul style="list-style-type: none"> <li>• ESFA measures for breaks in learning and withdrawals leading to enhanced monitoring</li> <li>• Quality assurance of End Point Assessment (EPA) at Awarding Body level expected to move to either Ofqual or OfS</li> <li>• Work undertaken with CiPD to improve the moderation process</li> </ul> <p><b>Support</b></p> <ul style="list-style-type: none"> <li>• Revised and updates SAR to include impact measurements against statements of intent</li> <li>• Updated observation policy to reflect the holistic evaluation of learning, teaching, coaching and assessment</li> <li>• Independent, external scrutiny and assessment consultant commissioned</li> <li>• ‘Measure, support, report’ approach adopted by Group Quality Team and integrated in Total People</li> <li>• Key focus on improvement in MOL learner satisfaction and assessment practices</li> </ul>
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<p><b>03/22</b></p>	<p><b>Safeguarding Annual Report</b></p> <p><i>Marie Stock attended for this item</i></p> <p>The Board received the annual safeguarding report for the Group. This provided an update on compliance with updated safeguarding legislation together with a headline summary of safeguarding for each business unit. Governors were informed that in September 2021 the revised statutory guidance Keeping Children Safe in Education (KCSiE) had come into force. This included new duties for procedures to deal with peer-on-peer abuse. As further education corporation, LTE Group was expected to be compliant with the provisions of the guidance in addition to carrying out its educational duties with regard to safeguarding as scrutinised under the Ofsted framework. It was confirmed that the mandatory training module on safeguarding would now include the KCSiE guidance in full, with a requirement to confirm that this had been read. The Board received assurance that LTE Group was fully compliant with legislative requirements but that some further work would need to be undertaken to ensure consistent application of best practice beyond compliance across the Group.</p> <p>Reference was made to previous practice in including the operational oversight of both safeguarding and EDI in one Group (Safeguarding, Wellbeing, Equality, Diversity and Inclusion Group (SWEDI)) but that this would now be split into two separate groups, one to consider the safeguarding, mental health and wellbeing remit and the other for EDI.</p> <p>In response to a query, it was confirmed that support was in place for employees who had to deal with safeguarding and associated issues, including access to specialist support.</p> <p>With reference to Audit &amp; Risk Committee Minute No. 02/22, clarification and assurance was sought on the outcome of a recent internal audit of student mental health and wellbeing. The Committee had reflected that the sampling undertaken gave some cause for concern that the procedures in place were not capturing those students needing help and support. It was confirmed that a change had been made with a new system 'CPOMS' now adopted that would allow better access to transition information, but which did not map directly to the good practice areas relevant to the previous system. A further report would be presented to the Audit &amp; Risk Committee in June on the action plan in place.</p> <p><b>RESOLVED</b> that the annual safeguarding report be approved.</p>
<p><b>04/22</b></p>	<p><b>EDI Annual Report</b></p> <p><i>Marie Stock attended for this item</i></p> <p>The Board received the Equality &amp; Diversity report for the Group for 2021/22 in recognition of its responsibilities under the Public Sector Equality Duty. The report detailed the key actions undertaken by business unit together with the development of cross group operational themes and actions to be undertaken as part of the development of best practice in EDI compliance. Governors, however, were keen to ensure that the focus of EDI activity was not construed narrowly and reflected all protected characteristics. Governors were asked to consider the possibility of</p>

	<p>appointing a nominated EDI governor, and the Chair agreed to take this forward as an action.</p> <p>The need for the Group to be representative of the communities it served was discussed and it was agreed that this should be taken forward as a key theme during the current development of the strategic plan.</p> <p>In response to a query, the Principal confirmed that equality and diversity had been recognised as critical in the development of the new curriculum strategy. A role had been established to focus on EDI and support the cultural shift needed. Both staff and students were also engaged in the ‘nothing about us without us’ initiative, designed to engender ownership of and engagement with the strategic direction of the institution.</p> <p><b>RESOLVED</b> that the annual Equality &amp; Diversity report be approved.</p>
<p><b>05/22</b></p>	<p><b>Governance Update</b></p> <p>The Board received an update on recent matters considered by the Governance Committee together with the minutes of the meeting held on 10 February 2022. The Committee had considered the detail of interim guidance on mandatory requirements to be put in place as part of the FE Reform agenda and was able to give assurance to the Board that the institution was already compliant with both the mandatory elements of the guidance and the recommended elements of best practice. It was understood that the Board would be required to commission an external review of board effectiveness at some point in the next 12-18 months.</p> <p>The Committee had considered the training programme for the year and had directed that post-Covid a planned training calendar should be developed to sit alongside the calendar of meetings. The development of the funding and finance webinar-based modules was currently in progress, with the roll-out of these expected by the end of the year. The development of an effective communication framework to allow for members and co-optees to be informed about the Group in between meetings had also been a focus of the Committee.</p> <p>It was further confirmed that the planned skills audit had been undertaken and the analysis presented to the Governance Committee. The Committee was able to give assurance to the Board that there was strong engagement from both governors and co-optees with no significant current skills gaps identified.</p> <p>Appointments considered by Total People in respect of Non-Executive Directors were also submitted for approval as reserved matters.</p> <p><b>RESOLVED</b> that the following be approved:</p> <ol style="list-style-type: none"> <li>1. The re-appointment of Ged Barlow and Louise Durose to the Total People Board for a term of three years to run consecutively from the end of their current term;</li> <li>2. The re-appointment of Cath Hill as a co-opted member of the The Manchester College Divisional Board to run consecutively from the end of her current term of office, and the appointment of Cath Hill to the Total People Board for a term of one year from 29 March 2022;</li> <li>3. The revisions to the Constitution as set out in the appendix to the Board papers;</li> </ol>

	<p>4. The adoption of the Charity Governance Code, and continued observance of the AoC code on the remuneration of senior postholders;</p> <p>5. The calendar of meetings for 2022/23.</p>
<p><b>06/22</b></p>	<p><b>Part A Minutes of Committees and Divisional Boards</b></p> <p>Part A minutes of the following Divisional Boards and Committees were presented for consideration:</p> <p>TMC Divisional Board held on 4 February 2022  UCEN Manchester Divisional Board 4 March 2022  Audit and Risk Committee held on 18 March 2022</p>
	<p><b>RESOLVED</b> that as the items to be considered are deemed commercially sensitive, the Board move into confidential session.</p>
	<p><b>Chair</b> .....</p> <p><b>Date</b> .....</p>

The meeting closed at 5:30pm