

LTE Group Board

DATE: 17th December 2024

Present: Rhona Bradley, Tim Sargeant, Malcolm Sugden, Barry Lynch, Adam White, Philip Johnson (Chair), Garry Bridges, Aniak Ephraim, Phil Wheatley, Ann Limb (by Teams), Paula Cole and John Thornhill

Apologies: Melanie Nicholson (MD Total People)

In Attendance: Lorna Lloyd-Williams (Company Secretary & General Counsel), Peter Cox (MD Novus), Alison Close (Chief Finance Officer), Rachel Curry (Principal, The Manchester College), Sarah-Jane Gilmore (Deputy Company Secretary), Yetunde Dadebo Olabode (Governance and Legal Advisor)

DRAFT PART A MINUTES

	The unrestricted meeting commenced at 10.48 and the meeting was quorate.
26/24	<p>APOLOGIES</p> <p>Apologies were received and accepted from Mel Nicholson. It being her last meeting, thanks were expressed to Jenifer Burden for her contribution to the Group.</p>
27/24	<p>DECLARATIONS OF INTEREST</p> <p>Declarations of interest were made by: Garry Bridges in relation to the agenda item regarding disposal of estates to Manchester City Council. Ann Limb in that she is the Chair of City and Guilds whom LTE group make payments too No formal declarations of interest were received however for full transparency and completeness Adam White confirmed that his employers CBRE were involved in the disposal of Shena Simon, but he had no personal involvement.</p>
28/24	<p>MINUTES OF THE MEETING 16TH OCTOBER 2024 (PART A & PART B) AND WRITTEN RESOLUTIONS APPOINTMENT OF STUDENT GOVERNOR, PAY</p> <p>The minutes of the meeting of the 16th October were approved as a true and correct record of the meeting. The written resolutions regarding pay and the appointment of the student governor were noted.</p>
29/24	<p>MATTERS ARISING</p> <p>The Company Secretary reported on the three outstanding actions as follows:</p>

	<ol style="list-style-type: none">1. AI strategy a work in progress and likely to be brought to May strategy days2. People strategy due date 1st July 20253. Undertake Due diligence check against Neom- will be undertaken if required, currently just a possible item in discussion.
30/24	<p>CEO REPORT</p> <p>The CEO spoke to his paper giving an overview of the matters to be considered by the Board and an update on performance both financial and quality. The Board were advised that next year was likely to be a challenging one. The Board were asked to test both the strategic themes, the policy environment and the year-end position.</p> <p>Regarding policy, it was noted that the group was tracking government policy to be in a position to respond but whilst there was a lot of activity there was a lag. The Group was pushing for a joined-up approach. Members were advised that there was enough information to push forward with strategies and the CEO proposed that the Group develop a set of strategic options for discussion at the May strategy session. It was explained that these would develop and take into account where the Group is now, the policy direction of travel and the consultation documents that are now being published. The Board were also updated on the position in respect of Skills England and members were asked to give their view.</p> <p>Regarding apprenticeships, the CEO advised that he was recommending a “continue” strategy with the reason for this being set out in the paper. It was proposed that a set of strategic options be prepared to be tested by board members at the May strategy session. This would be aligned with work in the college and the demand for higher level apprenticeship offer.</p> <p>Regarding risk, the Board were advised that there had been a ransomware workshop and this had highlighted that the nature and risk of these attacks had changed. The Board were advised that there was a need for investment in cloud-based technology and a business case would be coming to the Board.</p> <p>In relation to year -end thanks were expressed to the CFO and the finance team for the work that had gone into the year-end. The need for all members to be satisfied with the accounts was emphasised and it was also noted that next year there would be new auditors who would need to be satisfied that everything was fine this year to sign off the accounts. Regarding quality, the Board noted that the position was strong.</p> <p>Regarding people, the Board were advised that there had been an improvement in relation to staff vacancies and the Board were also reminded of the ongoing pressures with teachers pay increase not applying to the FE sector and the potential for industrial action.</p> <p>The Board were also updated on the estates and thanks expressed to the chair of IESG.</p>

	<p>Members expressed their views and discussed the theme of place and how place issues are given prominence.</p> <p>11.25 Steve Exley, Head of Policy PR and Public Affairs joined the meeting</p>
<p>31/24</p>	<p>GROUP STRATEGIC KPI DASHBOARD & STRATEGIC TIMELINE</p> <p>The Board were provided with a quarterly strategic update to Group Board including progress against strategic KPIs and an overview of the underlying assumptions and methodologies used to comprise KPI's. The Board were advised that during FY24/25 Q1, there had been positive progress against the overall KPI Dashboard with only one measure, ED&I, being rated as Amber. All other measures were either operating at target level or positively progressing to the agreed plan. The Board were advised that the group was heading into a period of significant change. The following was highlighted:</p> <ul style="list-style-type: none"> • No cross-group subsidy target • Good progress against AI strategy • ED&I leadership and looking to progress next quarter with scoping the work of the group • Total People - full suite of measures including vacancy and colleague recognition and can see a year-on-year improvement. <p>Regarding the strategic timeline the Board were advised that a number of things were being worked on to bring to the May strategy days. Members were advised that there was a lot of work on cross group activity and that the ED&I strategy would start to be progressed in January. The PES timeline was also highlighted to the Board as was the delay in the CSR. Governors on questioning were advised that May onwards was for the whole Group</p> <p>The Board noted the progress to date whilst recognising the significant ongoing work timetabled for the first half of 2025 to deliver a consolidated single Group level plan.</p>
<p>32/24</p>	<p>GROUP QUALITY STRATEGY & GROUP SAR,</p> <p>The Group Quality Director joined the meeting.</p> <p>The Board were advised that Quality across LTE Group was in its strongest and most consistent position for several years which provided a strong platform to evolve the Group Quality Strategy.</p> <p>Key Highlights were noted to be:</p> <ul style="list-style-type: none"> • TMC outcomes remained very high and had improved further on 23/24 • Novus had moved to a Grade 2 SAR and extinguished the NTI in London region • Total People continued to strengthen the quality position following Grade 2 Ofsted • UCEN Manchester had regained its Grade 1 SED

- MOL continued its Grade-1 status with awarding organisations
- GPS scored highly in customer satisfaction and self-assessment in most services

Key Challenges were noted to be:

- TMC remained on alert for a full Ofsted inspection in this academic year
- Novus had challenges around quality in the Young People's estate
- Total People was resetting quality objectives following a highly successful Ofsted inspection
- UCEN Manchester would evolve its quality approach around DAPs should the application be successful
- MOL was addressing challenges around learner voice mechanisms and levels of satisfaction
- GPS continued to address and positively embrace key challenges identified through self-assessment, especially around HR, working closely with Group Quality

The Board were then updated specifically in relation to TMC and were informed that there had been further improved outcomes this year with achievement rates above the national rates and TMC the number one college for achievement rates in Greater Manchester. The Board were advised the college had ALPs grade 3 which means that students make more than the expected progress. Members were also advised that attendance was developing into a strength and was above target at about 88%. It was confirmed that Ofsted will inspect the college by July 2025.

The Chair of TMC commented that the members of the TMC Divisional Board had been meticulous in monitoring these matters and fulfilling their role.

The Group Director then spoke to the Board about the 5-year quality strategy explaining that it was aligned with the business unit strategies with four strategic themes as detailed in the papers regarding people, programmes and innovation (AI), learners and stakeholders and processes.

13.57 Rhona Bradley rejoined the meeting

The Director advised the Board that these strategic themes were aligned with the Group KPIs and the strategy of each of the business units. Members were then referred to and taken through the strategic objectives contained in the quality strategy.

Members commented that the strategy was logical and thorough, and director thanked for his work. It was

Resolved to approve the Group Quality strategy

The Director of Group Quality left the meeting.

33/24	<p>ANNUAL REPORT OF THE AUDIT & RISK COMMITTEE</p> <p>14.12 the auditors (Richard Lee) joined the meeting</p> <p>The Chair of ARC spoke to the Board taking the paper as read which covered the business of ARC during the year. It was noted that both papers had been reviewed by ARC and were recommended to the Board for approval. It was</p> <p>Resolved to accept the annual report of the Audit & Risk committee and to agree the changes to the terms of the reference.</p>
35/24	<p>AUDIT & RISK COMMITTEE MINUTES 28-NOV-24</p> <p>The draft minutes were Included for information. The Chair of ARC advised that two major items were noted to be the annual accounts and cybersecurity. It was explained that regarding the latter, Clarence Odogwu would be discussing in detail with Jamie Marshall and this will be reported back to ARC with any new or amended risks identified. It was also noted that the report had been to GPS and the detailed review of the report will be done by GPS and any subsequent risks will be taken to ARC for discussion. It was agreed that it would be good for the chair of ARC to be at the GPS board when this is discussed</p> <p>Action: Governance team</p>
36/24	<p>CYBERSECURITY UPDATE</p> <p>This item was elevated on the agenda</p> <p>15.58 Jamie Marshall joined the meeting which had reconvened.</p> <p>The CFO advised the paper had been to ARC and GPS and the Board were informed that the key points were:</p> <ul style="list-style-type: none"> • New 0.5 Information Security Manager appointed from internal resource. Having a very positive impact on security posture and day-to-day cyber security • Security posture remains good. Areas for improvement identified in ESFA ITHC and JISC workshop either already addressed or in-progress • Group data backup regime being updated to enable better RPO & RTO in the event of a ransomware/data manipulation attack • ISO 22301 audit passed with no non-conformities or areas for improvement • ISO 27001 updated to 2022 standard for all scopes • CE+ and Novus ITHC scheduled for December <p>The Board were taken through the detail of the IT health check and members were also updated on the ransomware workshop. The Board were advised progress against actions would be discussed at June ARC. The Board were advised there were a number of initiatives underway across the group to improve and taken through these:</p> <ul style="list-style-type: none"> • Group-wide reporting & MI • Disaster Recovery & Business Continuity

- Industry compliance (ISO & PCI DSS)
- Adopting AI Tt enable these initiatives and give them the greatest opportunity of success, it's clear the group needs to embrace a more "cloud first" agenda.

The Chair of ARC advised the committee had taken assurance regarding the groups network but would now need further analysis of the report with risk issues taken back to ARC and might wish to make recommendations jointly with GPS to Board. The Chair of GPS added that this will be an ongoing exercise and the process and risk to be divided between ARC and GPS. It was also recognised that there was a need to consider matters concerning the Groups supply chain as well as the Groups own infrastructure.

The cybersecurity update was noted by the Group Board.

37/24 GOVERNANCE UPDATE

This item was elevated on the agenda

It was explained that governance committee would need to consider the status of the ED&I committee chair and would come back to the Board on this in March. The Board were advised of the candidates experience which was noted to be broader than her experience in an HR role. It was acknowledged that the role of Chair of the ED&I committee was about incorporating the whole Group and its functions and knowing and understanding the importance of ED&I There was a need for the whole Board to drive this and it was felt that the candidate would be entirely appropriate for the role. The Board were assured work was underway across the Group on ED&I, but it was a question of the Board driving the strategy. The ED&I link governor endorsed the proposed candidate and advised that the candidate would bring structure to this. It was made clear that a Group wide initiative was needed and engagement with both internal and external stakeholders.

15.22 Anika Ephraim rejoined the meeting.

It was

Resolved to

1. Agree the appointment of Jilly Atherton to the Chair for the ED&I committee Anika Ephraim's continuing role as ED&I link governor for the Group.
2. Following an election process as per the constitution to appoint two staff governors to the Group Board, Annette McCone and Emily Allen

The Board were provided with and noted the verbal update regarding the UCEN Manchester Divisional Board Chair position but specified that there was a need to have confirmation of the permanent chair for UCEN Manchester by September 2025

15.38 Ann Limb left the meeting, and it remained quorate.

38/24

Data Protection Policies for approval on the recommendation of ARC

It was

Resolved to approve the following policies:

- Data Protection Policy
- Appropriate Policy Document
- Data Protection Impact Assessment Policy