

## LTE Group Board

Minutes of the meeting of the LTE Group Board held at 9:30am on Tuesday 19 October 2021 at Stanley House Hotel, Mellor, Lancashire

**Present:** Paula Cole, Anika Ephraim, Nicholas Garbett (from Minute No. 46/21), John Hacking, Liz Jacques, Philip Johnson (Chair), Phil Lanigan, Barry Lynch, Tim Sargeant, Malcolm Sugden, John Thornhill (CEO) and Pauline Waterhouse OBE.

**Apologies:** Rhona Bradley, Jenifer Burden MBE and Adam White

**In Attendance:** Peter Cox (MD Novus), Alison Close (Group Finance Director), Rob Cressey (Chief Finance Officer), Melisha Ebanks (Assistant Company Secretary & Legal Officer), Jennifer Foote MBE (Company Secretary & General Counsel), Angela Hunter (MD Group Operations), 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. 46/21

*Philip Johnson declared an interest in Minute No. 47/21 as it related to his re-appointment. John Hacking took the Chair for the duration of consideration thereof.*

### Part A

44/21	<p><b>Part A Minutes of the Meeting held on 20 July 2021.</b></p> <p>The part A minutes of the meeting held on 20 July were approved as an accurate record to be signed by the Chair.</p>
45/21	<p><b>Appointment of Staff Governor</b></p> <p>With reference to Minute No. 26/21 the Board understood that the appointed governor had left the organisation before the commencement of her term of office. The Governance Committee had considered options for a way forward and had recommended the appointment of the candidate with the next highest tally of votes to be appointed.</p> <p><b>RESOLVED</b> that Nicholas Garbett be appointed as a staff governor for a term of office of three years from 19 October 2021 (Governance Committee Minute No. 11/21.3 refers).</p> <p><i>On behalf of the Board the Chair welcomed Nicholas Garbett to his first meeting.</i></p>
46/21	<p><b>Quality Update – Outcomes and Prior Year End</b></p> <p><i>Edward Lack attended for this item.</i></p> <p>The Board received the detailed update on the quality position across the Group by business unit for 2020/21 together with details of the revised structure of the Group Quality Team. The Board reflected that it would be difficult to believe that the return</p>

to usual business could not happen without an adverse impact on learning as a result of the pandemic, especially in relation to exams. The advantages of investment in a long-term blended approach whilst sensible, would still create potential learning gaps. Access to additional financial resource would be essential if this impact was to be mitigated sufficiently to deliver the quality learning experience. Student anxiety as a result of the pandemic was also both a focus and concern for the Board. This was a priority across all learning fora within the Group with bespoke approaches developed to support learners in their different learning environments.

### **The Manchester College**

Key strengths were listed as:

- All age achievement at 91.6% (19+ at 92%, indicative 16-18 at 91.6%)
- GCSE High grades English 16-18 at 43.7% (prior year 32%) and 19+ at 78.7% (prior year 60%)
- GCSE High grades maths 16-18 39.6% (prior year 30%) and 19+ 73.3% (prior year 67%)
- SAR expected to be a strong grade 2 'good'
- Based on the most recent published data TMC continued to be ranked in the top 10% of all FE colleges in the country for achievement rates
- TMC the number one college in Greater Manchester based on achievement rates

Areas for continued focus were listed as:

- Teacher Grade Assessment impact on higher GCSE English and maths grades (expected to dip on return to external assessment)
- Provisional data evidenced performance below target in functional skills but remedial action in place to address this
- Return to business as usual quality assurance methodology following the pandemic

Quality approach:

- Key focus is support for Vision 2025 and G1 status for TMC
- Focus on key areas for improvement as identified in the SAR
- Four thematic cross college IQRs planned
- T Level Supportive Reviews underway
- Updated observation procedure confirmed
- Launch of Leadership of Learning Programme to approximately 40 managers across TMC/UCEN Manchester
- Key quality policies and procedures under current review
- TMC quality structure under review in order to align closely with the EIF
- Business unit SAR to be validated early November

## Novus

Key strengths were listed as:

- 77% Reasonable Progress or better in Ofsted PMV inspections
- PEF Y2 Achievement Rates: Accredited 71.5%, Non-Accredited 98.16%, Overall 86.10%
- QDP survey showed good and improving levels of learner satisfaction – 88% satisfaction rating
- SAR validation current profile 52% Good or better for 20/21 (up 4% on 19/20)
- Last HMPPS monthly quality audit resulted in a “Best Practice” grade.
- TQMP quality sign-off remained strong: Q4 95% in Y2
- Newly structured Novus Quality Team and TED Team to support improvements for inspection outcomes
- Novus maintained a higher level of accredited learning than competitors during 2020/21

Areas for continued focus were listed as:

- West Midlands notice to improve (NTI): 7/8 IQRs completed. 3 Good, 4 Requires Improvement.
- SAR likely to remain G3 (although improved)
- Concerns noted in London region and especially at Wandsworth prison (all 8 SARs G3)
- YOI SARs not fully validated but likely 2/3 – ‘requires improvement’

Quality approach:

- Novus quality improvement strategy to improve inspection outcomes and self-assessment report (SAR) grades
- Focus for 60% of establishment SARs to be ‘good’ or better by April 2022. 70% by April 2023
- Targeting of potential G2 sites is aimed at raising SAR profile to 60% Good or better (potential for this to be realised April 22)
- SAR/ASR(IQR)/Inspection timeline works across the year to target underperforming sites for support. 9 sites identified for additional support
- Coordinated inspection preparation with HMPPS (expect 15+ full inspections 2021-22)
- Training and guidance in place for return to full Ofsted graded inspections. Full programme of TED training on EIF
- Very high rates of attendance at TED EIF-related training, to continue through TED On Demand methodology
- Business level QIP monitoring in place and to continue throughout 2021-22
- Support to be provided around the HMIP/Ofsted review into prison education
- Business unit SAR to be validated mid November

The Board noted the feedback from the recent Novus Divisional Board on the impact of the progressive Teacher Education Development (TED) programme and the positive impact the IT refresh in prison education sites was now having on the quality of delivery of learning by Novus.

## UCEN MCR

Key strengths were listed as:

- End-of-year achievement rate provisionally stood at 85% for 2020-21, up from 84.6% in 2019-20
- Retention 94%, Pass rate 91%
- Predicted end-of-year Continuation Rate for 2020-21 (figures not finally confirmed) at 84.5%, up from 83% in 2019-20 (Sector-specific Continuation Rate benchmark is 79.8%)
- SED likely to show 'Meeting Expectations'

Areas for continued focus:

- NSS survey indicated a 66.92% satisfaction rating for 2021 (down from 82.7% in 2020)
- Strong outcomes on the back of the pandemic, but still small minority of departments causing concern
- Risks around recruitment in 2021/22. Strategy to address this risk in place

Quality approach:

- Aim for Degree Awarding Powers, TEF Gold, maintain highest possible QSR rating
- Progress against UCEN Manchester QIP monitored regularly
- New UCEN Manchester structure to create the space for consistent quality improvement support
- Support will be placed on improving NSS scores
- Adaption of quality operations to have a more HE focus for UCEN Manchester
- Integration of QA systems around new UCEN Manchester curriculum structure
- Launch of Leadership of Learning Programme to approximately 40 managers across TMC/UCEN Manchester
- New HE IQRs to be implemented during this academic year

Governors expressed concern at the National Student Survey (NSS) result. Whilst it was accepted that there was a national decline, UCEN Manchester remained below that lower benchmark. It was confirmed that research work was underway to drill into the results and support improvement. The Board was also informed that the OfS condition placed on some provision had now been removed. Governors discussed the potential risk to quality difficulties in retention and recruitment of suitably qualified HE staff could pose. Whilst it was confirmed that there was a relatively low attrition rate of UCEN staff, Project Connect would be utilised to address any issues.

## Total People

Key strengths were listed as:

- Achievement Rate Data (not finalised): Apprenticeship: 55.8%, AEB: 93.6%, Study Programmes: 76.7%
- 70.8% of learners making expected progress
- Positive Destination Data: Apprenticeship: 86.1%, AEB: 49.6%, Study Programmes: 84.7% (showing improvements)
- 98% of learners who go through End Point Assessment are successful (some delayed achievement due to COVID). 30% Achieved Distinction, 10% Merit.
- Learner satisfaction moved to 82% (from 56% 2 years ago)
- 88% of learners agree that they are developing skills needed to get a job and take their next step
- SAR possible G2
- Currently mid-IQR, evidence of significant improvement since IQR in 2019 emerging

Areas for focus:

- English and maths Achievement Rates a concern at 60.7% (English 92%, maths especially concerning at 39%)
- Achievement rate improvements limited this year due to the impact of the pandemic on learner progress
- Some learners still experiencing delayed achievement due to delayed end point assessment

Quality approach:

- Curriculum review of assessment and feedback (CRAF) carried out by Group Quality Team (GQT) in May 2021 with positive outcome
- Comprehensive IQR in October 2021
- Total People to continue to work closely with Group Quality Team to deliver a bespoke and responsive cycle of CPD to learning coaches, and a second 'Journey to Learning Coach Programme'
- GQT to support with TP/MOL merger plan

Those members of the Total People Board present at the meeting assured the Group Board that quality remained a priority. It was acknowledged that whilst there had been significant improvement, the Total People Board would continue with its stringent oversight of quality improvement including the quality of the learning experience.

	<p><b>MOL</b></p> <p>Areas of strength were:</p> <ul style="list-style-type: none"> <li>▪ CIPD L7 exam results (outgoing syllabus) 88%</li> <li>▪ New CIPD syllabus L3 LOL Pass rates: 80%, New CIPD syllabus L3 OD Pass rates: 80%</li> <li>▪ New CIPD syllabus L5 LOL Pass rates: 80%, New CIPD syllabus L5 OD Pass rates: 100%</li> <li>▪ New CIPD syllabus L7 LOL Pass rates: 72%</li> <li>▪ CPL pass rate: 70%</li> <li>▪ Feefo Rating: 4.9</li> <li>▪ SAR Grade likely G2</li> </ul> <p>Areas of focus were:</p> <ul style="list-style-type: none"> <li>▪ Review of the QIP to improve processes and learner outcomes</li> <li>▪ OfS consultation on new external quality arrangements (to be a joined-up approach with UCEN Manchester)</li> <li>▪ Current focus on 'Pass Rate' data, but long-term work underway to look at Achievement Rates</li> <li>▪ Maintenance of quality during integration with Total People.</li> </ul> <p>Quality Approach:</p> <ul style="list-style-type: none"> <li>• Support in place in order to manage QA cycle on integration with TP</li> <li>• In tandem with UCEN Manchester, support to be provided around any external changes stemming from OfS review of quality.</li> </ul>
<p><b>47/21</b></p>	<p><b>Governance Update</b></p> <p>The Board considered the following matters brought to its attention by the Governance Committee, together with the minutes of the meeting of the Governance Committee held on 7 October.</p> <p><b>1. AoC English College Code of Good Governance</b> This had recently been reviewed by the AoC with a revised code published at the beginning of October. A review of this tested against both the Charity Code of Governance and the FRC Corporate Governance Code would be considered by the Governance Committee in February, with a view to recommending the most appropriate code for adoption by the Board in March.</p> <p><b>2. Governor Appraisals and SAR</b> The Governance Committee had considered the outcome of the SAR questionnaire sent to governors in July to reflect the performance of the Board in 2020/21, together with the outcome of appraisals for governors and co-optees for the same year. The Board concluded that effective and efficient governance of the institution and its subsidiaries had been undertaken during a difficult year and that the Board both collectively and as individuals had evidenced a high standard of commitment and leadership during the year.</p>

	<p><b>RESOLVED</b> that LTE Group Board notes the assurance given by the Governance Committee for the individual performance of governors and co-optees for 2020/21 and approves a self-assessment grade of 2 'good' for 2020/21 (Governance Committee Minute No. 13/21 refers).</p> <p><i>John Hacking in the Chair</i></p> <p><b>3. Appointment for a Further Term of Office</b> The Board considered the recommendation of the Governance Committee for the appointment of Jenifer Burden and Philip Johnson for a further term of office. The value and commitment of the work undertaken by both governors was acknowledged and it was considered essential for the continued effectiveness of the Board that a continuity of leadership be maintained. Both governors had served two terms to date.</p> <p><b>RESOLVED</b> that Jenifer Burden and Philip Johnson be appointed to a third term of office of three years to run consecutively from the end of their current term (Governance Committee Minute No. 11/21.1 refers).</p>
48/21	<p><b>Sub-Contracting Policy</b></p> <p>The Board reviewed the sub-contracting policy for the statutory corporation, updated to reflected current ESFA requirements. It was explained that, whilst the policy required approval at Group level, it would primarily be used by TMC to guide the sub-contracting arrangements within the college.</p> <p><b>RESOLVED</b> that the sub-contracting policy as set out in the report be approved.</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 2:55 pm