

## LTE Group Board

*Minutes of the meeting of the LTE Group Board held on Tuesday 15 December 2020 via Microsoft Teams*

**Present:** Amina Bodhania, Jenifer Burden MBE, Paula Cole, Modupe Dosumu, John Hacking, Liz Jacques, Philip Johnson (Chair), Phil Lanigan, Barry Lynch, Tim Sargeant, Malcolm Sugden, John Thornhill (CEO), Pauline Waterhouse OBE and Adam White.

**In Attendance:** Peter Cox (MD Novus), Rob Cressey (Chief Finance 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)

John Evans (Vice Principal, Quality) for items 49/20 and 50/20  
Rebecca Bishop (Group HR Director) for item 47/20

*Jenifer Burden declared an interest in item 48/20.1 - appointment of Vice-Chair and left the call for the duration of consideration of that item.*

### Part A

44/20	<p><b>Part A Minutes of the Meeting held on 20 October 2020.</b></p> <p>The part A minutes of the meeting held on 20 October 2020 were approved as an accurate record to be signed by the Chair in electronic form.</p>
45/20	<p><b>Minutes of the Meeting of the Audit &amp; Risk Committee and Annual Report</b></p> <p>The minutes of the meeting of the Audit &amp; Risk Committee held on 19 November were presented and considered, together with the annual report from the Committee. The Chair of the Audit &amp; Risk Committee spoke to the report and gave assurance to the Board on the performance of the audit function during 2019/20. In respect of the reference in the report to involvement in the Manchester Arena Inquiry, it was confirmed that the organisation had been required to submit evidence as the perpetrator had been a former student at The Manchester College. The institution had complied fully with the requirements of the Inquiry for information.</p> <p><b>RESOLVED</b> that the Annual Report of the Audit &amp; Risk Committee be approved (A&amp;R Minute No. 31/20 refers)</p>
46/20	<p><b>Financial Statements 2018/19</b></p> <p>With reference to the recommendation contained in Audit &amp; Risk Committee Minute No. 30/20, the Board received the Financial Statements for the year 2019/20, the Regularity Audit and the External Auditors report. The format of the Financial Statements this year included additional reporting requirements mandated by the Office for Students. The Regularity report, which had proved more complex this year with additional requirements in response to the Covid pandemic, provided an unqualified opinion that in all material aspects the statutory corporation had complied with regularity audit requirements.</p>

Discussion took place to clarify several details, including the treatment of break costs for the change in banking arrangements, the impact of low discount rates on the pensions deficit and the assumptions around property disposals. The Board noted to 'good' financial health grade for the eighth consecutive year.

In respect of Total People, it was understood that there would be a requirement for the Corporation to provide a Letter of Support to be issued to Total People confirming the Group's support to the Total People Limited entity due to the size of the intercompany balance and low net assets/net liabilities. The Board was informed of issues remaining in respect of the treatment of impairments for Total People. The outcome of this was anticipated to be within a range not expected to be material for the purposes of the Financial Statements.

Having received the information pertinent to the performance of the statutory corporation for the year, the Board considered the issue of going concern. It was understood that elements of the external audit partner review of the narrative remained ongoing, together with additional work to reach a final agreed position on the treatment of impairment in respect of Total People.

A further paper drafted by PwC had been shared with Audit and Risk Committee following its meeting in November and published for the information and benefit of all governors on Board IQ. Members of the Committee supported the management statement with the opinion that due to the prudent cash management to date (the current cash balance being well ahead of budget) and the prudent budgeting of future cash flows, the sensitivity testing of the cash flow to March 2022 confirmed the view that there were sufficient funds to support both the estates strategy and business as usual even without disposal proceeds, and which could be reasonably assumed to support the position of the institution as a going concern.

**RESOLVED** that,

1. having confirmed that so far as each individual member is or is able to be aware, all the steps that he or she ought to have taken to know of any relevant audit information and to inform the college auditors of such have been taken and that assurance being in place to evidence the operation of the institution as a going concern for the coming year, the Chair be authorised to sign the financial statements on behalf of the Board;
2. such authorisation to be subject to confirmation that no further material adjustments would be required to be made;\*
3. the letter of support required for Total People, based on the future projections for the company as part of the Group's strategic delivery to the apprenticeship market, be approved;
4. the letter of representation as required be approved.

*\* post meeting addendum – it was confirmed on receipt of further information from the external auditors that the adjustments required to be made, being not materially different from those notified to the Board at the meeting, the Chair directed (on the advice of the CFO and CoSec & GC) the issue would not require a further written resolution for approval.*

<p><b>47/20</b></p>	<p><b>Gender Pay Gap Report 2019/20</b></p> <p><i>Rebecca Bishop attended for this item</i></p> <p>As required under the Equality Act 2020 (Gender Pay Gap Information) Regulations 2017, the Board received the report on pay gap differentials for LTE Group (and Total People for information). The Board directed that the institution should move towards considering and reporting on pay in the context of ethnicity in addition to gender and it was confirmed that this would be undertaken.</p> <p>Governors reflected on the detail included in the report on the payment of performance bonus' and considered this in the context of the current year. It was agreed that there was an expectation that as a fundamental guiding principle no activation of any performance element pay should be considered or acted upon this year.</p> <p><b>RESOLVED</b> that the report be approved for publication.</p>
<p><b>48/20</b></p>	<p><b>Governance Update</b></p> <p><i>Having declared an interest, Jenifer Burden did not attend the meeting for consideration of the appointment to the position of Vice Chair.</i></p> <p>The Board considered the outcome of the recent recruitment search for new board members and co-optees as undertaken by the Governance Committee together with the minutes of the Governance Committee held on 3 November and 1 December.</p> <p>In respect of the position of Vice Chair, the Chair of TMC (as a member of the selection panel for the appointment of Vice-Chair) outlined the rationale of the panel for the appointment of Jenifer Burden. It was agreed that Jenifer's skills set evidenced a very strong match to the role profile and her expertise in education policy would be an asset to the Board in that position. The Chair of TMC was happy to commend her appointment. It was confirmed that, as with the appointment of Chair, there was no fixed term of office but the post holder would be subject to annual re-appointment each July.</p> <p>In considering the other recommendations for appointment, the Board was informed that the search had generated a very strong pool of candidates, with a strong set attributes and varied skills. Those put forward for recommendation were commended to the Board as individuals likely to add to the effective governance of the Group in the years ahead.</p> <p>The Chair asked the Board to note that discussions had taken place with Peter Winter on where and how he could engage further and a recommendation was made for him to be appointed as a co-optee to the Novus Board.</p> <p>The Board agreed that a search should be undertaken to recruit to the remaining vacancy for an independent governor for an individual with professional expertise in the justice sector.</p> <p>The Board also considered the need to appoint to the LTE vacancy on the Novus Cambria Board and agreed that, with Malcolm Sugden providing governor input and oversight as Chair, the appointment should be a member of the Group Executive.</p>

	<p>At its meeting on 3 November, the Governance Committee had considered the SAR for Governance for 2019/20, with a recommendation made for LTE Group Board to self-assess as grade 2, 'good'.</p> <p><b>RESOLVED</b> that</p> <ol style="list-style-type: none"> <li>1. Jenifer Burden be appointed to the position of Vice-Chair (Governance Committee Minute No 27/20 refers);</li> <li>2. Annika Ehpraim be appointed as a governor of LTE Group and a member of Novus Divisional Board for a term of three years from 1 January 2021 (Governance Committee Minute No 28/20 refers);</li> <li>3. Justice Ellis be appointed as a co-optee of The Manchester College Board and the UCEN Manchester Board for a term of office of three years from 1 January 2021(Governance Committee Minute No 29/20.1 refers);</li> <li>4. Mark Fletcher be appointed as a co-optee to The Manchester College Board for a term of office of three years from 1 January 2021 (Governance Committee Minute No 29/20.2 refers);</li> <li>5. Peter Winter be appointed to serve on the Novus Divisional Board on a term concomitant with his current term of office (Governance Committee Minute No. 31/20 refers);</li> <li>6. Melanie Nicholson be appointed to the vacant position of LTE Group nominated director on the board of Novus Cambria;</li> <li>7. The LTE Group Board self-assess as grade 2 'good' for 2019/20 (Governance Committee Minute No 23/20.2 refers).</li> </ol>
<p><b>49/20</b></p>	<p><b>Group SAR 2019/20</b></p> <p><i>John Evans in attendance</i></p> <p>The Board received the consolidated summary self-assessment report for 2019/20 for LTE Group. The SAR was commended to the Board as a concise overview of self-assessment outcomes across the Group which would form the basis for improvement planning at Group level. The Board stated its aspiration that all Group provision should be at least good (grade 2).</p> <p>Governors noted that adjustments had been made to the timing of Total People's self-assessment process in order to complete the full validation process for all the component self-assessments and agreed that it was sensible for Novus to move to a self-assessment year aligned with the April-March PEF contract year.</p> <p>The Board acknowledged the cautious approach taken in The Manchester College to 2019/20 self-assessment at departmental level considering the cancellation of examinations and final assessments last summer and the reliance on centre-assessed grading.</p> <p>It was noted that there would be no group level quality improvement plan and that instead QIPs would be developed through quality improvement planning by individual business units.</p> <p><b>Novus</b> The Novus SAR had moved down from an overall grade 2 to requires improvement. This more accurately reflected the position in 2019/20 in relation to the quality</p>

expectations of the prison education framework (PEF) as well as the Ofsted education inspection framework (EIF), with the quality of provision in a number of prisons, including a concentration in the West Midlands, graded 3 in self-assessment or contributing to declining inspection outcomes.

### **Total People**

The Total People SAR reflected the progress made against the company's quality improvement plan (QIP) in the difficult of circumstances experienced in year. It remained self-assessed as grade 3 overall but detailed evaluation supported the view that the movement towards grade 2 had been evident.

### **MOL**

MOL continued to reflect the very high quality CIPD provision but also reflected a change in practice implemented this year. The majority of MOL provision was within scope of the Office for Students regulatory activity. The MOL SAR therefore reflected grade outcomes recognised by evaluated by both OfS and Ofsted criteria.

### **The Manchester College**

The grade profile in The Manchester College SAR remained in line with the outcomes of the 2019 Ofsted inspection; although some specific elements within Ofsted's Education Inspection Framework (EIF) around curriculum intent and safeguarding were graded outstanding. The College SAR traditionally centred around a more extensive range of key strengths and areas for improvement which were key to understanding the evidence underpinning the grading and which provide the basis for the College's extensive, annual QIP.

### **UCEN Manchester**

The UCEN Self Evaluation Document (SED) used the textual judgements of Annual Provider Review (APR) rather than grades and reflected further improvement on the previous year due to a range of developments. This included a positive shift in curriculum area grade profile, mostly very good assessment practice, continued improvement in students' satisfaction ratings, the strengthening and tailoring of student support services and very successful QSR outcomes.

A query was raised in respect of the disappointing grade for business, IT and computing in TMC/UCEN, as these were key skills linked to the local industrial strategy. It was explained that business, IT and computing was strong in TMC but not as strong in UCEN and that the issue had been flagged in the UCEN SED.

The need to improve IT learning resources was also flagged by governors as an issue which required remedial action in order to support improvement in quality. Further discussion took place on the continuing challenges associated with remote learning and how a consistent approach to quality could be assured. It was agreed that pedagogy with technical skills specific to learning via remote platforms would need to be considered and addressed.

**RESOLVED** that the LTE Group consolidated SAR for 2019/20 be approved.

*The Board was informed that this was likely to be the last SAR overseen by John Evans as Vice Principal, Quality. Governors thanks him for his expertise, hard work and contribution to the development of strong and effective quality function in the institution.*

50/20

## Group Quality Update

The Board received the presentation of the Principal and the Vice Principal, Quality on a summary of current delivery and adjustments to quality arrangements in response to the pandemic by business unit. Developments in the external quality environment were also presented by business unit. Key consistent themes had emerged relating to the anticipated reversion to face-to-face learning over the Spring, the re-commencement of external regulatory inspections and the full application of external quality compliance measures.

### Novus

- Delivery style in the pandemic had been mixed with some prisons able to facilitate some face-to-face delivery, but with the bulk remaining a learning-pack model, completed in cells
- HMPPS had instigated a substantial Quality Assurance process around blended learning packs. Informal feedback around these packs had not been strong so far, but directly contradicts the very positive feedback received from Ofsted around the same packs
- Restructure in Novus quality staff, with the emphasis now much more on quality improvement rather than quality measurement
- Good progress made against implementing the Quality Strategy. This included the new training team, which in its first three weeks had provided training in Teaching, Learning and Assessment in some form for over 1000 staff in Novus
- Parts of the QA cycle had been suspended because of Covid-19. However, adaption of some parts of the key '5 Metrics' model had been used instead to ensure the continued focus on quality
- Novus, with Group Quality Team support, had established a joint inspection planning committee with HMPPS to prepare better for graded Ofsted inspections

### Total People/MOL

- Circa 450 apprenticeship learners had had to take a break in learning due to the pandemic
- MOL was able to continue with BAU, but with workshop delivery converted to webinar delivery
- Significant progress against a rigorous and agile Quality Improvement Plan had been made due to the commitment of the TP leadership team to the quality of learner experiences.
- CPD had continued throughout lockdown via online platforms and through support from internal technologists, with a suite of targeted pedagogical CPD prepared and delivered by Group Quality. In addition, specialist support from the Group had been put in place with teaching apprenticeship provision and supported internships/study programmes.
- Curriculum delivery model review (CDM) review November 2020 confirmed 'no significant concerns' should TP receive an Ofsted interim visit.
- Monthly Quality reviews now reported into the newly established quarterly Quality Improvement Group (QIG) at both cluster and Directorate level with a clear focus on teaching, coaching, learning and assessment.



	<p><b>TMC</b></p> <ul style="list-style-type: none"> <li>• Students feedback indicated a preference for more on-campus lessons, but also appreciation of the convenience and flexibility of online lessons had been indicated</li> <li>• Minimum 50% campus-based delivery had been applied to 16-18 provision</li> <li>• Higher proportion online teaching &amp; learning had been in place for adult provision</li> <li>• 6-week curriculum reviews provided focus on adaptive planning and sequencing to meet learner needs</li> <li>• These had been connected to the student voice so curriculum adaption in line with learner needs</li> <li>• Harder edged Quality Assurance processes such as Internal Quality Reviews (IQR) had been paused in order to concentrate resources on supporting teachers to master online teaching and learning</li> <li>• Curriculum Delivery Model Reviews (CDMRs) had been completed across every curriculum area to evaluate the impact of delivery models on students and teachers and inform continued adaptation</li> <li>• New evaluative tool – Review of Learning (RoL) had been developed to evaluate quality of teaching and learning in online, other remote formats and socially-distanced classrooms</li> <li>• More systematic use of learning walks on campus had been put in place</li> </ul> <p><b>UCEN Manchester</b></p> <ul style="list-style-type: none"> <li>• Despite Covid-related concerns, recruitment to UCEN Manchester had remained stable</li> <li>• Adult learners had been undertaking online learning where possible</li> <li>• Delivery through blended learning models, including both remote and face-to-face teaching had been put in place where online was not possible</li> <li>• Covid-related assessment adjustments were ongoing in line with partner universities</li> <li>• Most Quality Assurance activity was ongoing, but HE IQRs had been suspended as a result of Covid restrictions</li> <li>• Review of Learning in HE had been undertaken and well received by staff</li> <li>• All CPD had been conducted online, including plans for the CPD in January and the Teaching &amp; Learning Conference in February</li> </ul> <p><i>John Evans left the meeting</i></p> <p>The Board received details of the proposals for succession planning in the Group Quality Team, following the retirement of the current Vice Principal, Quality. Governors tested the detail of the evolution of the function to ensure that quality throughout the Group would be supported and strengthened. It was agreed that the proposal represented a sound and robust investment in the future of the function.</p>
<p><b>51/20</b></p>	<p><b>TMC/UCEN Manchester Divisional Board Updates and Part A Minutes</b></p> <p>Part A minutes of the following Divisional Boards and Committees were presented for consideration:</p> <p>TMC Divisional Board held on 13 November 2020 UCEN Manchester Divisional Board 20 November 2020</p>

	<b>RESOLVED</b> that the International Holocaust Remembrance Alliance's (IHRA) definition of antisemitism be adopted (UCEN minute no 15/19 refers).
	<b>RESOLVED</b> that as the items to be considered are deemed commercially sensitive, the Board move into confidential session.
	<b>Chair</b> .....  <b>Date</b> .....

The meeting closed at 2:40pm