

## LTE Group Board

*Minutes of the meeting of the LTE Group Board held on Tuesday 15 October 2019 in OP116, Openshaw*

**Present:** Amina Bhodania, John Hacking, Philip Johnson, Phil Lanigan, , Katrina Michel, Paul Pritchard, Beth Rockey, Tim Sargeant, Malcolm Sugden, John Thornhill (CEO), Pauline Waterhouse OBE and Adam White.

**Apologies:** Jenifer Burden, Barry Lynch and Sue Murphy CBE

**In Attendance:** Peter Cox (MD Novus), Rob Cressey (Group Finance Director), Linda Dean (MD Total People Ltd), Jennifer Foote MBE (Company Secretary & General Counsel), Gary Hughes (Group Marketing and External Relations Director), Lisa O' Loughlin (Principal, The Manchester College), Kate MacKenzie (Deputy Company Secretary & Solicitor), Kile Moyana (Assistant Company Secretary & Legal Officer) and Paul Taylor (Chief Operating Officer).

*In the absence of the Chair, Malcolm Sugden took the chair for the first two items followed by John Hacking for the remainder of the meeting.*

### Part A

45/19	<p><b>Part A Minutes of the Meeting held on 16 July 2019.</b></p> <p>The part A minutes of the meeting held on 16 July 2019 were approved as an accurate record and signed by the Chair.</p>
46/19	<p><b>Appointment of Student Governor</b></p> <p><b>RESOLVED</b> that Beth Rockey be appointed as student governor and a member of the UCEN Manchester Board for the academic year 2019/20.</p> <p><i>Beth was welcomed to the Board.</i></p>
47/19	<p><b>Group Quality Assurance and Improvement</b></p> <p>The Board received the report of the Principal of The Manchester College on the proposal to develop a new quality assurance, improvement and reporting structure to support LTE Group business units.</p> <p><b>The Manchester College Learner Performance 2018/19</b></p> <p>Figures for 2018/19 against target were submitted together with a three year trend and national rates for comparison. Current data for retention, pass rates and achievement were broadly on or ahead of target and compared favorably with national rates. The Alps progress methodology was now fully embedded across the college and with the exception of A level provision evidenced an extremely positive picture.</p> <p>Further detail was submitted on learner outcomes by qualification type, age and level. Achievement rates had increased for most types of qualification and at all levels of study other than level 3. In response to a query it was explained that this</p>

was largely due to the change in two year programmes and was a result of retention issues.

In respect of GCSE English and maths, current figures remained behind target, though increased on the prior two years. Other than FS entry maths, functional skills were significantly ahead of target.

#### **Novus Learner Performance 2018/19**

Details were presented for 2018/19 and prior two years for young people and adult learners. Whilst success rate were currently lower than the prior two years some clearing of results was underway and it was expected that overall learner success rates would remain very similar to the prior two years. The Board noted that data for 2018/19 included the ending of the OLASS contract and change to the PEF. In order to evidence a year on year trend therefore only retained provision had been included in the analysis. Members discussed the different approach to inspection, with a separate grade no longer being given to the education provision and the new ways of working with Prison Governors this would entail. In response to a query the Board was informed that the rationale for this change was articulated in the Prison Safety and Reform White Paper 2016. Concern was expressed at the impact this might have on the competitive advantage of the organisation and how a new internal set of standards could be adopted to describe the quality of provision would be the subject of a review.

Reflecting on the variables which might be at play in delivering such an independent assessment the Board considered whether there was a role for an econometric model which could then be built on by a greater understanding of customer satisfaction. It was agreed that there was potential in this as a way forward but that the foundations of any internal quality framework needed to be built on education inspection metrics with customer relationships then added to give an overall assessment.

#### **Total People Learner Performance 2018/19**

Details of learner outcomes for apprenticeships, study programmes and adult learning were submitted for current and prior two years with national rates for comparison. Achievement rates were split by timely and overall. Overall achievement rates were expected to be similar to prior years at on or around national rates. Timely achievement rates however evidenced a downward trend on prior year and were significantly below national rates. Study programmes had improved steadily and were close to national rates, as was adult learning. The Board was assured that the Board of Total People were aware of the quality issues and had been able to access experience within the group to drive the improvement in quality.

#### **MOL Learner Performance 2018/19**

CiPD achievement rates continued to be strong, although some decline was evident at levels 5 and 7. A marked decline in achievement was also evident for conveyancing and probate law. The Board was informed that MOL provision potentially now fell within the scope of both QAA and Ofsted and that a review now needed to take place to establish a learner performance methodology which would provide sufficiently robust assurance for both these inspection regimes.

#### **UCEN Manchester Learner Performance 2018/19**

Details of overall retention, pass, achievement, continuation rates and high degree classifications were submitted for the three years 2016/17 – 2018/19 though it was noted that final data for 2018.19 was not yet available. The Board referred to the

	<p>significant improvement compared to the two prior years on the award of first class degrees and questioned the extent to which this shift could be genuinely supported by clear evidence which could justify the trend. The Principal explained that HE degree classifications were subject to very robust evaluation and validation by the awarding HEIs (MMU and SHU in this instance).</p> <p>The Board was informed that a QSR visit had been confirmed for 19-21 November and that a pre QSR audit had taken place.</p> <p><b>Group Quality Assurance and Improvement</b></p> <p>The report detailed changes to the regulatory framework for quality assurance and the impact this would have across the group. This would be supported by the establishment of a Group Quality Team to give support across all business units and deliver on a consistent and continually improving quality programme. Priorities for the current year included:</p> <ul style="list-style-type: none"> <li>- Establishing a quality baseline for all units</li> <li>- Support for Total People</li> <li>- Working with Novus to establish new quality metrics to underpin the revisions to the prison inspection regime</li> <li>- Support for UCEN Manchester and MOL during the QSR</li> <li>- Development of a revised SAR process for Group Operations</li> </ul> <p>Details of the tailored support offered to meet these objectives, including appropriate evidence bases and timeline were submitted for scrutiny.</p> <p>Governors discussed the need to understand and address common themes across disparate business units and how these could be reflected in the development of bespoke dashboards to monitor the key metrics as they related to each area. The Board discussed the capacity and capability of resource available in the GQT and reflected that, as the organisation evolved, it was prudent to refocus resource so that issues could be identified before the impact became detrimental. The need to develop a net promoter score was also discussed to measure the quality of experience as part of an overall objective assessment.</p>
<p><b>48/19</b></p>	<p><b>Annual Equality &amp; Diversity Report</b></p> <p>The Principal presented the annual Equality &amp; Diversity report for the group. The report evidenced the compliance of the Group (including the wholly owned subsidiary Total People) with the compliance requirements of the general equality duty. The report detailed the Equality &amp; Diversity Impact Measures by division and also included the updated Single Equality Strategy. Oversight of Equality &amp; Diversity at an operational level was undertaken by the Safeguarding, Welfare and Equality, Diversity &amp; Inclusivity Board (SWEDI). It was confirmed that monitoring and review of Gender Pay Gap data also now formed part of the responsibilities of the SWEDI Board.</p> <p>The Board endorsed the use of videos for on-line release to support and communicate the work of the Group in this area.</p> <p><b>RESOLVED</b> that</p>

	<ol style="list-style-type: none"> <li>1. The Annual Equality &amp; Diversity Report, together with the detailed Equality &amp; Diversity Impact Measures be approved;</li> <li>2. The updated Single Equality Strategy be approved;</li> <li>3. The overarching Group Equality Objectives be adopted.</li> </ol>
<p><b>49/19</b></p>	<p><b>Minutes of the Governance Committee Held on 2 October.</b></p> <p>The Board received the minutes of the meeting of the Governance Committee held on 2 October. In respect of the action to request expressions of interest in the position of nominated safeguarding governor, it was reported that no names had been forthcoming. Katrina Michel volunteered to undertake the role.</p> <p><b>RESOLVED</b> that:</p> <ol style="list-style-type: none"> <li>1. The LTE Group Board self-assess as good with outstanding features for 2018/19 (Governance Committee Minute No 12/19 refers)</li> <li>2. The appraisal process for governors as set out be approved (Governance Committee Minute No 13/19 refers);</li> <li>3. Kimoni Bell be appointed as a co-optee and member of the UCEN Manchester Board for a term of office of three years;</li> <li>4. Frances Done be appointed as a co-optee and member of the Novus Board for a second term of office of three years to run consecutively from the end of her current term;</li> <li>5. Katrina Michel be appointed as nominated safeguarding governor for LTE Group.</li> </ol>
	<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 1:45pm