

LTE Group Board

DATE: 28th March 2023 9.00-15.45

VENUE: Openshaw

Present: Phil Lanigan, Paula Cole, Rhona Bradley, Malcolm Sugden, Barry Lynch, Adam White, John Thornhill (CEO), Philip Johnson (Chair), Nicholas Garbett, Jenifer Burden, Malcolm Todd

Apologies: Tim Sargeant, Anika Ephraim, Ambereen Ahmed, Ann Limb, Ed Lack(Group Director of Quality)

In Attendance: Peter Cox (MD Novus), Alison Close (Chief Finance Officer), Lorna Lloyd-Williams (Company Secretary & General Counsel), Rachel Curry (Principal, The Manchester College), Kate MacKenzie (Deputy Company Secretary & Solicitor) and Melanie Nicholson (MD Total People), Angela Hunter (MD Group Operations)

DRAFT PART A MINUTES

	The meeting opened at 09.07 and was quorate with at least 7 governors present. Malcom Todd was welcomed to his first Group Board meeting and Jenifer Burden was welcomed back.
01/23	APOLOGIES Apologies were received and accepted from Tim Sargent, Amber Ambereen, Anika Ephraim, Ann Limb and Ed Lack.
02/23	DECLARATIONS OF INTEREST Declarations of interest were made by Rhona Bradley regarding the agenda item in relation to committee membership. The executive members made declarations of interest in relation to the agenda item concerning the executive scorecard. The Company Secretary and General Counsel also made a declaration of interest regarding the agenda item pertaining to herself. Board were advised that the staff Governor intended to leave the meeting for the agenda item regarding Project Connect.
03/23	MINUTES OF THE MEETING 15 12 22 (Part A) & noting of Written Resolutions The Company Secretary advised the board that she inadvertently recorded Angela Hunter as present at the December Board when she had not been and this would be amended. Subject to this amendment it was Resolved to approve the minutes of the meeting of the 15 th December and to ratify the following written resolutions:

	<p>22nd December 2022: The LTE Group hereby give a Parent Company Guarantee for Novus – Transforming Lives Limited in relation to the Education Services contract for HMP Lowdham Grange.</p>
<p>04/23</p>	<p>MATTERS ARISING</p> <p>09.14 Rhona Bradley joined the meeting.</p> <p>The Chair took the Board through the matters arising and it was noted that there were two matters that were not completed, with the strategic plan being a work in progress and safeguarding being reported on later in the agenda.</p>
<p>05/23</p>	<p>SAFEGUARDING ANNUAL REPORT & verbal feedback from Safeguarding Governor</p> <p>The meeting reopened at 11.35</p> <p>Marie Stock and Jo Grady attended for this item</p> <p>The Board received the safeguarding update from the group Safeguarding lead Marie Stock. This provided an update on compliance with updated safeguarding legislation together with a headline summary of safeguarding for each business unit. The main two areas of concern were noted to be mental health and anxiety for students. The Board were appraised of key changes in legislation in relation to keeping children safe and a focus on sexual abuse and harassment and were advised that there is a continued focus on the role of governors in relation to safeguarding. The Board were advised that there was a recommendation regarding new checks for staff which was voluntary and advised that the Group would be using a new partner for a 12 month trial period with a proposal to be brought back to the Board.</p> <p>Governors were also informed of the findings from the Manchester Arena Inquiry and the introduction of Martins Law and where educational establishments would sit within this. It was explained how Martins Law would work within the standard tier and members were advised that work was in progress regarding this and that training on how to keep yourself safe in the event of a terrorist attack would be rolled out to staff after Easter. The Board were also updated on the safeguarding situation at TMC/UCEN and informed that Openshaw campus now felt more peaceful and that there had been added security, but challenging behaviours would always be part of the Openshaw campus due to the mix of cohorts.</p> <p>The safeguarding link Governor gave feedback on her role for the group and added that at her attendance at the safeguarding committee she had been very impressed with the depth of knowledge and experience and was able to give assurance that the Group was proactive regarding safeguarding and compliant with statutory requirements. The Board were also advised that there was some work to be done in relation to embedding policies and procedures.</p> <p>Governors were reminded regarding completing their safeguarding training and asked to contact the company secretary and deputy company secretary if they were having any access IT problems. Governors thanked the safeguarding team for all their hard work and advised that that were delighted to see the safeguarding link governor role as it helped to give assurance regarding the Boards responsibilities. In response to questioning the safeguarding lead provided further details of the avenues and support available to students if they have any concerns.</p>

	<p>It was</p> <p>RESOLVED that the annual safeguarding report be approved.</p> <p>11.58 Jo Grady and Marie Stock together with the Staff Governor Nick Garbett left the meeting.</p>
<p>06/23</p>	<p>EDI ANNUAL REPORT</p> <p>12.15 Jo Grady and Marie Stock re-joined the meeting together with the Staff Governor Nicholas Garbett.</p> <p>The Board received the annual equality and diversity report for 2022/23 in recognition of its responsibilities under the Public Sector Equality Duty. The report detailed the key actions undertaken by business units 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. The Board were advised that a gap analysis had been undertaken to analyse how the Group could evolve the EDI strategy and improve the maturity of the organisations approach.</p> <p>Members were advised that there was a need to move beyond compliance and were advised that having looked at other educational organisations a clear strategy was required and clear visions with components of this outlined in the paper. The Board were advised that progress had already been made with some of the enablers for the strategy and it was explained how there was board involvement through the ED&I Link governor and how she had been working with colleagues to move the strategy forward. The importance of this being an active role was emphasised by the Board.</p> <p>Members were advised of how operationally the strategy would then work in the business units and that work was needed to look at how both staff would be engaged and how to build advocacy, awareness and network groups to move the ED&I strategy forward. Governors asked what success would look like in 12 months' time and were provided with details. It was explained that within the next 12 months the aim was that each business unit would have completed a diagnostic, seen what they needed to do and started to build on this. Governors asked if they would see different data and were advised that there was further data that could be captured to get a better picture e.g. data on protected characteristics for progression in the organisation. Members were advised that the new employer engagement system would be an enabler in getting some of this data.</p> <p>Governors asked about board representation and received assurance that the ED&I link governor was insisting that this be board wide. In response to questioning governors were provided with details of some staff networks and advised that this needed to be expanded across the protected characteristics. Governors probed on undeclared ethnicity and the difference between TMC and UCEN and questioned the degree of difference. Governors asked if there was any further reason for this and were advised that the UCEN leadership were looking at this and undertaking recruitment with schools and other colleges to increase diversity in UCEN. It was added that the nature of the curriculum also impacted and that TMC reflected the diversity of the local community and UCEN recruits from a wider geographical area and some areas recruit nationally. There was acknowledgement that greater diversity was needed within UCEN.</p>

	<p>Governors also probed the statistics regarding the percentage of learners with declared learning difficulties and the difference between UCEN and Novus. It was explained that this was due to whether learning difficulties were declared and members discussed what if anything more could be done regarding reporting. The staff governor commented that sometime there is an issue in Novus with prisoners not being aware of their learning needs. There was discussion about where the Group was aiming to get to and the Board were advised that in developing the strategy, benchmarks would be included to inform KPIS and strategic objectives. Governors asked about the reference to George Floyd and were advised that the death of George Floyd was a seminal point and there was discussion regarding the importance of being clear about our strategy and why it matters to us.</p> <p>It was</p> <p>Resolved to approve the annual equality and diversity report for 2022/23</p> <p>12.43 Marie Stock and Jo Grady left the meeting</p>
<p>07/23</p>	<p>GENDER PAY GAP REPORT</p> <p>12.43 Paul Taylor joined the meeting.</p> <p>The Board received the annual Gender Pay Gap report and it was noted that there had been further improvement in closing the gender pay gap. The Board were also advised that the previous year's numbers had been restated and it was explained why this was. The Board were also advised what "bonus" covered and that these figures had changed substantially. Reasons for the pay gap were noted to be:</p> <ul style="list-style-type: none"> • While all LTE Group colleagues receive at least the Real Living Wage, there are a higher number of female colleagues in lower paid roles including catering assistants, cleaners and administrators • The number of women in higher paid roles had increased from last year and is now closer to the grand total of 64%. However, as an overall figure, there were still a proportionally lower number of women in the higher paid roles. <p>The Group had also included an ethnicity pay gap report and it was noted that there had been an increase in the mean and a decrease in the median figure due partly to recruitment changes. The Board were advised that there would be a review partway through the year regarding this and it was anticipated that some of the gaps would be narrowed. The CEO provided the Board with further particulars of the steps taken to improve salary for lower paid colleagues and that this compared well with other key comparators. One member commented that 7% was a good result from observation of other reports. It was</p> <p>Resolved to approve the annual Gender Pay Gap Report for 2022/23</p>
<p>08/23</p>	<p>H&S POLICY</p> <p>12.52 Sally Marchant joined the meeting</p> <p>The Health and Safety policy having been considered by the Audit and Risk committee, the Board were advised that both the policy and arrangements had been viewed as part of the last BSI audit for ISO 45001 and no changes had been recommended. The Policy had also been reviewed in line with any legislation</p>

updates and no changes were required. Board were advised that there was to be a further review of the RSM in light of ONS and this could lead to a further review of the H&S policy. Board members were also advised that there was a plan to revisit the recognitions agreement with the unions and revisit H&S matters that were previously an issue in Novus. The MD of Novus reminded the Board of this issue for the benefit of new members. Governors asked about H&S expectations and the Boards responsibilities in this regard. Following discussion this was identified as a possible area for face-to-face training with the Board

Action: Sally Marchant and Company Secretary

It was

Resolved to approve the H&S policy and arrangements for HSE management.

13.00 the meeting broke for lunch.

09/23 MID YEAR QUALITY REVIEW

13.35 The Board reconvened and remained quorate.

The Board received the presentation of the Group Director of Quality outlining the following in relation to quality developments over the previous 3 months:

Key Successes

- Group QIG operational and driving group quality strategy
- TMC has full inspection readiness plan operational for forthcoming Ofsted inspection
- Novus has agreed a new 5-year quality improvement strategy to take us to 80% Good on SARs
- UCEN Manchester continues to deliver its strategy with its TEF and DAPs application
- Significant progress made towards addressing AFIs in Total People ahead of the Ofsted Monitoring Visit
- MOL grade 1 rating across all Awarding Organisations

Key Priorities were noted to be:

- Preparing Ofsted inspection in TMC and driving up attendance rates
Development of progression strategy from level 3 TMC to UCEN level 4/5
Implementation of a new 5-year quality strategy in Novus
- Gaining Degree Awarding Powers (DAPs) and TEF Gold in UCEN Manchester Demonstrating 'significant progress' in the expected Total People Ofsted Monitoring Visit
- Developing new learner voice mechanisms in MOL
- Implementing self-assessment in Group Operations and other Group Services

Governors asked about the quality of data as this had been mentioned in other meetings and whether we were capable of providing the data that is required to manage quality appropriately. The MD of Group Ops advised that she follow this up with the Group Director of Quality.

Action: MD Group Ops

The Manchester College

- Full inspection preparation plan with a schedule of deep dives

- 22/23 In-Year Position: in-year retention 95.6% (March 2023) compared to final retention figure of 95.1% in 2021/22
- TMC Alps grade 5 (December 2023) correlates with grade 5 in December 2022 - on target for TMC Alps grade 3
- High grade improvements compared to December 2022:
- In-year attendance had improved by 5% since Nov 2022, from 78.04% to 83.14% in 2021/22
- Evaluation of Learning and Progress evidenced % data comparable to ETLA data at same point in March 2019

Key Current Landscape

- A new observation / 'lesson visit' process, known as 'Evaluation of Learning & Progress' was launched in October 2023
- A new 'Support & Challenge Review' process started in January 2023 and would take place in Health & Social Care, Construction and Business.
- TMC curriculum deep dives to take place from 8-29 March to support the college's inspection readiness

Key Long-Term Landscape

- Alterations to staffing structure inside the TMC Quality Team to support inspection readiness.
- Changes to the Principalship structure of quality in TMC to bring about quality improvements and support future inspection

Novus

- 22/23 In-Year Position Achievement rates were improving at 89%
- Enhanced Support Review strategy had resulted in Novus hitting its 60% Good or better target on SARs
- Learner Journey metrics were good at 83%
- Good or better Prisoner overall satisfaction had risen to 86.5%
- Sanctions reduced from 18 to 17
- 35 ASRs completed: 23% Good, 74% Require Improvement and 3% inadequate. Haverigg and Preston both received a "Good" inspection report in March. Haverigg, first public sector prison to receive a "Good" in the last two years.
- Low attendance rates due to prison officers issues
- Challenging environment in which to operate.

Key Current Landscape

- Ofsted inspections challenging (Sep 21 – February 22): Novus: 35% of inspections have been G4, 65% G3 Competitors: 66% of inspections have been G4, 28% G3, 6% G2 (1 Good)
- Progress Monitoring data remains a key concern
- On track to reach 70% indicative SAR grades by June

Key Long-Term Landscape

- 70% of Novus SARs to be Good or Better (80% over 5-year strategy)
- 5-year strategy: 10 work strands, owners and initial actions agreed. Novus board supportive of the ambition of the plan, further testing to be undertaken due to challenging environment.
- QIP Update Good progress made against the majority of actions Key areas of focus: progress monitoring & support for learners with SEND

UCEN

22/23 In-Year Position

- Attendance at 87.2% and still relatively high, but down 3.5pp on this point last year
- High quality provision and applications strong
- Retention was very strong at 98.39%, up 1.37pp on this point last year
- Access and Participation Plan continued to be on track for delivery
- Good progress by curriculum schools noted against the December QEP checkpoint
- Strategic initiatives undertaken to launch new programmes in Visual Arts, Construction and Sport Measure
- Attendance rates though above target lower than would be liked

Context

- OfS: will take on role of Designated Quality Body (DQB) from 1st April 2023

Key Current Landscape

- TEF application now submitted to Office for Students
- DAPs initial notification submitted to Office for Students
- New Advanced Practitioner Quality Improvement (Higher Education) has started – focus on enhancing TLA in UCEN Manchester
- New Senior Lecturer posts appointed in Construction and Art – due for March 2023 start

Key Long-Term Landscape

- Uncertainty about the impact of the OfS as DQB on future external quality activities

The Board also revived an update on the QEP and were advised that there had been very good progress against the actions in response to the key areas for improvement. Developments around higher technical provision in particular were progressing well but further analysis was needed in respect of achievement gaps so that improvement actions could be drawn up.

Total People/Mol

- Employer and staffing issues
- Mol- high pass rates strong on all programmes and now improvements to implement regarding learner voice

Group Ops

- SAR framework now agreed and reports being written which will form part of annual cycle of self-assessment.

The CEO commented that good progress could be seen across the Group but there were challenges in each business unit. In relation to UCEN the Chair of the division advised that there was a need to bake in the key metrics and that the Group should be looking at the infrastructure and knowledge across all staff teaching students and professional services supporting students in UCEN.

10/23

GOVERNANCE

Board & Committee membership

The Chair of Total People advised of the assistance Cath Hill had given in developing quality on the TP Board and set out the rationale for increasing her term. It was

	<p>Resolved to recommend to the Total People Board of Directors an extension of term of office by 12 months for Cath Hill as a Director of Total People</p> <p>It being noted that Jenifer Burden had stepped down from the Governance committee, that Barry Lynch's terms of office would end at the end of the calendar year and on the recommendation of the Governance committee same it was</p> <p>Resolved to appoint Rhona Bradley to the Governance committee.</p> <p><u>Link Governor Role Descriptions</u></p> <p>On the recommendation of the governance committee, it was Resolved to approve the role descriptions for the safeguarding and EDI Link Governors.</p> <p><u>Governance calendar 23/24</u></p> <p>It was</p> <p>Resolved to approve the governance calendar for 23/24.</p>
	<p>RESOLVED that as the items to be considered are deemed commercially sensitive, the Board move into confidential session.</p>
	<p>Chair</p> <p>Date</p>