

## LTE Group Board

*Minutes of the meeting of the LTE Group Board held on Tuesday 31 March 2020 via Microsoft Teams*

Present: Amina Bhodania, Jenifer Burden, Paula Cole, John Hacking, Philip Johnson, Phil Lanigan, Barry Lynch, Katrina Michel, Tim Sargeant, Malcolm Sugden, John Thornhill (CEO) and Pauline Waterhouse OBE.

Apologies: Sue Murphy CBE and Adam White

In Attendance: 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)  
Paul Taylor (Chief Operating Officer) for item 03/20.

Apology: Peter Cox (MD Novus)

*In the absence of Sue Murphy, Jenifer Burden took the Chair.*

*The Board welcomed Angela Hunter, the new MD Group Operations to her first board meeting.*

### Part A

02/20	<p><b>Part A Minutes of the Meeting held on 17 December 2019.</b></p> <p>The part A minutes of the meeting held on 17 December 2019 were approved as an accurate record to be signed by the Chair in hard copy when feasible.</p>
03/20	<p><b>Covid-19 Update</b></p> <p>The CEO gave an overview on the Group response to the Covid-19 pandemic. As outline in the Board updates disseminated during the past two weeks a Covid-19 Project Group had been established to co-ordinate the operational response across the Group. Details of the operational response were outlined by business unit and assurance given that, where necessary, very close working with stakeholders had taken place.</p> <p>Governors discussed the potential implications of national decisions in respect of funding support, regulatory oversight, and exams and assessments. It was confirmed that directions from Government had been followed and that learning continued to be provided on-line. The Board received assurance that everything would be done to support students both through their exams and assessments and their progression to further learning. It was understood that commitments from Government had been received for most funding streams but a degree of clarification was yet to emerge in respect of Apprenticeship funding.</p> <p>It was confirmed that the shift of focus had now moved to forward planning for organisational sustainability and that detailed financial scenario planning was underway to understand the risks as they developed and ensure that the institution remained financially robust. Whilst the Board accepted that Government guidelines were being followed in order to deliver education remotely, the Board maintained its opinion that quality of provision, however delivered, remained of the utmost</p>

	<p>importance and that every effort would need to be made to ensure this focus remained. The Board also directed that at the start of the next academic year planning should ensure that progression to higher levels of education should be as smooth as possible and that support should be made available to those learners who might find it necessary.</p> <p>The Board noted its thanks to the Covid-19 Project Team and other members of staff for their professionalism and commitment during this difficult time.</p>
<p><b>04/20</b></p>	<p><b>Gender Pay Gap Report</b></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). In response to a query on the use of mean rather than median methodology for calculations it was agreed that this point would be investigated and the rationale shared with the Board.</p> <p><b>RESOLVED</b> that the report be approved for publication.</p>
<p><b>05/20</b></p>	<p><b>Governance Update</b></p> <p>The Board received an update on issues for consideration and decision together with the minutes of the Governance Committee held on 14 February 2020.</p> <p><b>1. Oversight of Bids, Tenders and Business Development</b></p> <p>Proposals for the establishment of a lead governor/co-optee for the above had been scrutinised by the Governance Committee. The role would add a further degree of independent oversight for the approval of bids and tenders.</p> <p><b>RESOLVED</b> that the role of lead governor/co-optee for bids, tenders and business development be approved together with the terms of reference for the role; and that Peter Winter be appointed to the role (Governance Committee Minute No 04/20 refers);</p> <p><b>2. Calendar of Meetings 2020/21</b></p> <p><b>RESOLVED</b> that the calendar of meetings for 2020/21 be approved (Governance Committee Minute No 03/20 refers);</p> <p><b>3. Resignation of Staff Governor</b></p> <p>The Board noted the resignation of Paul Pritchard as a staff governor. The election for a new staff governor would take place when the organisation returned to business as usual post Covid-19;</p> <p><b>4. Board Business During Covid-19</b></p> <p>The Board discussed measures to be put in place to allow for business continuity at a corporate level during the Covid-19 crisis. Measures agreed were:</p> <ul style="list-style-type: none"> <li>• The continued use of technology for remote meetings</li> <li>• The review of the scope and content of the strategic away days scheduled for 21/22 May</li> </ul>

	<ul style="list-style-type: none"> <li>The continued regular dissemination of information to governors and co-optees via updates from the CEO.</li> </ul> <p>In order to expedite urgent business and support the Chair (who was also engaged in the Covid-19 response as Deputy Leader of Manchester City Council), it was agreed that a set of time limited arrangements should be put in place. The Company Secretary &amp; General Counsel was also directed to investigate how the use of the seal for the execution of documents and deeds might be undertaken at this time.</p> <p><b>RESOLVED</b> that for the period 31 March – 17 July 2020 the following be put in place to facilitate the business of the Corporation:</p> <ol style="list-style-type: none"> <li>Cllr John Hacking be appointed interim Vice-Chair, the remit of the role being to support the Chair and to stand in place of the Chair at meetings (external and internal) as necessary;</li> <li>A Covid-19 task group of three governors: the Chair, the interim Vice-Chair and the Chair of Audit &amp; Risk Committee (Sue Murphy, John Hacking and Phil Lanigan) be established to authorise any urgent decision as required by the CEO, with two of the three responding to validate the approval; and that Standing Orders be varied temporarily to recognise this arrangement.</li> </ol>
<p><b>06/20</b></p>	<p><b>Part A Minutes of Divisional Boards and Committees</b></p> <p>The Board received and considered the Part A minutes of the following meetings:</p> <p>The Manchester College, 7 February UCEN Manchester 6 March Audit &amp; Risk 19 March.</p> <p><b>RESOLVED</b> that</p> <ol style="list-style-type: none"> <li>Jess Draper be appointed student co-optee to The Manchester College Divisional Board (TMC Minute No 02/20 refers);</li> <li>The Counter Fraud Policy and Fraud Response Plan be approved (Audit &amp; Risk Committee Minute No 06/20 refers).</li> </ol>
<p><b>07/20</b></p>	<p><b>Mid-Year Quality Review</b></p> <p>The Principal submitted an update on the mid-year review of quality improvement actions together with a summary of the changing role of the Group Quality Team.</p> <p><b>The Manchester College</b></p> <p>The key quality challenges had been mapped against intent, implementation and impact with the goal of moving all curriculum areas to good or better. Detail was included on the themes of leadership of learning and the impact of individual performance review/continual improvement of pedagogical skills; with the intent to evidence impact on high grades, achievement gaps, attendance and punctuality through to positive destinations and careers.</p> <p>Following the release of the National Achievement Rate table for 2018/19, the Board was informed that:</p>

- The Manchester College was no.1 in Greater Manchester for 16-18 achievement
- The Manchester College was no.1 in Greater Manchester for Adult achievement
- The Manchester College was no. 1 for all ages overall achievement when compared to the top 10 largest providers
- The Manchester College was no.11 for all ages achievement overall nationally
- The Manchester College was no.1 for basic skills English and maths nationally.

### **UCEN**

The focus remained the embedding the new Quality Code together with post-QSR planning. Plans were in place to develop academic leadership in order to drive curriculum improvements based on a robust performance review process and underpinned by a detailed post QSR performance improvement action plan. It was envisaged this would drive up achievement and attendance and address attainment gaps.

### **Novus**

Key areas of focus had been identified as the need to underpin quality during PEF implementation, how to ensure consistent quality across PEF Lots, and the development of a robust internal quality assessment framework under the EIF for HMP provision. A two year plan was currently being developed to address the changing prison education landscape with significant work being undertaken with HMPPS partners to minimise the impact of prison withdrawals and regime interruptions. New learner journey metrics were planned to enhance the monitoring of targets and to map the learner experience.

### **Total People**

The key focus for Total People was timely achievement, underpinned by work with employers on shared priorities. A dedicated quality resource would work with the SLT to improve assessment practice and preparation and undertake the quality assurance of Product Requirement Documents. Renewed focus on English and maths had been outlined in a specific English and maths strategy. Further work was planned on embedding the understanding of British values and radicalisation/extremism. This would evidence a positive impact on timely achievement, destinations, attendance and employer satisfaction.

In the National Achievement Rate tables of r 2018/19 Total People was ranked 6<sup>th</sup> for apprenticeships in overall achievement when compared to the largest providers.

### **Group Quality Team**

Embedding proven quality assurance systems across the Group had commenced. This included self-assessment, QIP monitoring, evaluation of teaching, learning and assessment, IQA processes and data monitoring.

The ethos of continuous improvement remained central to the implementation of the quality strategy with CPD, coaching and mentoring, a dedicated Group Quality magazine, the Teaching & Learning conference and the ability both to share and disseminate good practice across the Group.

	<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 11:15 am