

LTE Group Board

Minutes of the meeting of the LTE Group Board held on Tuesday 20 October 2020 via Microsoft Teams

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

Modupe Dosumu and Liz Jacques (from Minute No. 37/20)

Apology: Malcolm Sugden

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)

The Board welcomed Melanie Nicholson to her first meeting.

Barry Lynch declared an interest in Minute No 38/20 in that it related to his re-appointment to the Board.

Part A

35/20	<p>Part A Minutes of the Meeting held on 17 July 2020</p> <p>The part A minutes of the meeting held on 17 July 2020 were approved as an accurate record to be signed by the Chair in hard copy when feasible.</p>
36/20	<p>Appointment of Governors and Co-optee/Membership Update</p> <p>The Board was informed of the outcome of the recent election for the position of staff governor together with recommendations for the student governor and student co-optee for The Manchester College.</p> <p>The Chair also reported that, due to increasing commitments on other boards and charitable trusts, Katrina Michel had tendered her resignation as a governor of LTE Group. The Governance Committee would consider the options for filling the vacancy and the nominated governor for safeguarding role at its next meeting.</p> <p>RESOLVED that:</p> <ol style="list-style-type: none"> 1. Liz Jacques be appointed as a staff governor for a period of three years (Governance Committee Minute No 16/20 refers); 2. Modupe Dosumu be appointed as student governor and a member of the UCEN MCR Board for the current academic year; 3. Nikaeya Ridyard be appointed as the student co-optee to The Manchester College Divisional Board for the current academic year.

37/20 Group Quality Update

The Board received the report of the Principal giving a detailed overview of the quality landscape as it applied to all areas of the Group, including a summary of how delivery had been adapted to meet the circumstances in posed by the Covid 19 pandemic and the changes to external regulatory oversight.

In addition, governors scrutinised the development of delivery services by area to ensure that the quality of provision was not lost and that focus on the learner experience was retained:

The Manchester College

- Adaptation of plans by curriculum area plans to deliver a blended learning model. All models meeting funding guidance to deliver the majority of curriculum face to face and have been developed in-line with sector-based pedagogies.
- Support models adapted to ensure the learning from distance based support practices developed during lockdown period and 'business as usual' support models are incorporated into a hybrid approach to supporting students accessing blended learning.
- Self-assessment, quality improvement planning, student target setting and progress monitoring, boards of study and College QIGs maintained on their normal schedule.
- Curriculum IQRs delayed until at least January 2021 and ETLA (formal classroom observations) until at least November. Teachers' communities of practice meetings postponed until late November to generate some additional preparation time.
- Campus-based and whole College CPD moved to online delivery. Learning technologists to support teachers and curriculum areas with bespoke and drop-in options for developing online teaching skills and technical expertise.
- New initiatives to meet the new circumstances:
 - A new evaluation tool to work in parallel with ETLA developed for online and other forms of remote learning.
 - Reviews of every department's blended learning curriculum delivery models (CDM Reviews) developed, based on Ofsted's current monitoring visits starting in the first week of October.
 - Campus walkthroughs by quality practitioners to check on the effectiveness of current COVID-related protocols and gauge the effectiveness in providing engaging teaching and learning in classrooms and workshop within a framework of social distancing.

UCEN Manchester

- Most internal QA approaches unchanged regardless of the pandemic (e.g. SED validation and QIP monitoring); quality calendar to continue as planned.
- CPD moved online to ensure no decline in the quality of training.

- ETLA proposed to start after October half-term; based on a HE-version of the review of remote learning tool.
- Curriculum IQRs e extended into UCEN Manchester to provide greater assurance around higher education provision. (This initiative was planned prior to, rather than in response to, the pandemic).

Novus

- Major part of the quality cycle suspended throughout the pandemic due to little or no delivery on site.
- Some aspects of the quality cycle have remained in place e.g. the self-assessment process continues on schedule.
- Informal dip-testing and monitoring of in-cell learning packs undertaken throughout the pandemic period.
- Stability around the blended-learning has allowed for the signing off the QA approach with HMPPS. Including an evaluation schedule for blended learning
- All CPD moved online, with the consequence that much greater staff participation has been achieved.
- The NTI in the West Midlands in place and subject to regular monitoring from HMPPS.

Total People

- Curriculum developed to support learners with a more blended approach incorporating considerable online learning.
- Review of observation process to adapt it for remote delivery.
- Quality improvement through CPD, originally planned as face to face sessions switched to online training.
- Consideration of roles such as internal quality assurer (IQA) included as part of the selection matrix to ensure the best skilled colleagues are retained and the impact on learner experience is limited.
- Group Quality Team to complete a CDM review across Total People (as described under TMC above).
- Full IQR of Total People planned to validate the TP SAR by Group Quality Team.

MOL

- Alignment of MOL achievement metrics to create a consistent LTE Group quality dashboard.

The risks and opportunities to quality were considered, with several consistent themes identified as a result of the pandemic.

Governors re-iterated the importance of quality and the focus the Board needed to retain on it. It was accepted that the approach to the pandemic could change at short notice and any response would need to be made at pace and across a wide and complex framework of delivery. The Board received assurance that the measures implemented to deliver quality in learning during the pandemic were

	<p>sufficiently robust and ensured a sound foundation for continuing improvement. It was recognised that efforts to embed quality practices and the investment in quality throughout the organisation had ensured the sustainability of excellence in teaching and learning during unprecedented times.</p>
<p>38/20</p>	<p>Governance Update</p> <p><i>Barry Lynch left the meeting for the duration of this item.</i></p> <p>The Board considered the report of the Company Secretary & General Counsel together with the Part A minutes from the meetings of the Governance Committee held on 2 September and 6 October.</p> <p>1. Appointment for an Extraordinary term of office With reference to Governance Committee Minute No 19/20, the Board considered the recommendation to allow an additional fourth term of appointment for Barry Lynch when his current term of office expired. It was agreed that as Chair of the Total People Board he provided the assurance of continuity of leadership at a critical time for the company.</p> <p>RESOLVED that, without creating a precedent, Barry Lynch be appointed for an extraordinary fourth term of office for three years, to run consecutively from the end of his current term, such an appointment being a measured and appropriate response to the need for continuity of leadership of a subsidiary company of the corporation at this time.</p> <p>2. Appointment of co-optees</p> <p>RESOLVED that the recommendation of the Governance Committee (Minute No 17/20 refers) be approved and that a search commence for two new co-optees for the Group Operations Board, a new co-optee for the UCEN MCR Board and a replacement for the vacant co-optee position on the Novus Cambria Board, as set out in the report, be commenced.</p> <p>3. Search for new board member The Board was informed that a recruitment specialist had been commissioned to search for appointment to the vacancy left by the loss of Sue Murphy. It was anticipated that an appointment would be made at the December Board.</p> <p>4. Novus Divisional Board In recognition of the movement of membership in committees and divisional boards over the summer, the Board considered the need to appoint a further governor to the Novus Divisional Board, in order to strengthen the membership and prevent any inadvertent issues arising from potentially inquorate meetings.</p> <p>RESOLVED that Paula Cole be appointed a member of the Novus Divisional Board.</p> <p>5. LTE Professional Services The Board was notified of the resignation of Paul Taylor as a director of LTE Professional Services together with the recommendation of the Executive for a replacement. The appointment of directors to the company was a reserved matter for the LTE Group Board.</p>

	<p>RESOLVED that Angela Hunter and Rob Cressey be appointed directors of LTE Professional Services Ltd.</p> <p>6. Total People Following the appointment of Melanie Nicholson as Managing Director of Total People in August 2020, the Board of Total People had requested the approval of her appointment as a director of the company (the matter being reserved by LTE Board).</p> <p>RESOLVED that approval be given for the appointment of Melanie Nicholson as a director within the Total People portfolio of companies as required.</p> <p>7. Electronic Signatures Governors considered the ongoing arrangements in response to the effective operation of the governance of the institution during the Covid-19 pandemic. New legal advice supported the use of electronic signatures for the signing of confirmed minutes. Electronic signatures of all chairs within the Group could be held by the Legal & Governance Team and applied to minutes for the record when confirmed. This would be discretionary and subject to the approval of each individual chair for the use of their signature in this way.</p> <p>RESOLVED that Standing Order 53 be varied to allow for minutes of a remotely held meeting to be confirmed by electronic signature.</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>

The meeting closed at 12:35pm