

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 9 March 2023

Subject: The LTE Group Update: Strategy and Performance

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Summary

The LTE Group supports education, skills and professional development through five key organisations. This paper provides an update from two organisations within the Group. The Manchester College and Novus.

The updates are focused on the Committees area of interest as follows:

- 1) An update on The Manchester College's (TMC) progress, performance and contribution to Manchester's work and skills outcomes since the last update in 2022.
- 2) Specific case studies on the College's work within the digital sector as requested.
- 3) An update from Novus, at the Committee's request, on the work undertaken by Novus providing learning, skills and opportunity for offenders within prisons in the region and on release.

Recommendations

Members are asked to;

- 1) Consider and comment on the information in the report; and
 - 2) Note the challenges flowing from the reclassification of FE providers effective from November 2022.
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Wards Affected: All

<p>Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>
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<p>The LTE Group is a partner in Greater Manchester's commitment to becoming a carbon neutral city region by 2038 and has targeted an emissions reduction of 13% every year. This includes the TMC brand new city centre campus becoming zero carbon by 2028, investing in more IT and digital delivery for colleagues and learners, reducing journeys and travel, investing in training for new green initiatives such as new facilities for apprentices working on electric buses through the Total People division.</p>
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Our Manchester Strategy outcomes	Summary of how this report aligns to the OMS
<p>A thriving and sustainable city: Supporting a diverse and distinctive economy that creates jobs and opportunities</p>	<p>The LTE Group is a key economic contributor within the city not only as one of the City's largest employers, but also in underpinning Manchester Skills and Economic plans, support for reduced reoffending and access to work for ex offenders, progression for apprentices, and the Groups headquarters that support wider UK activity is based in Manchester employing many professionals in IT, HR, Marketing, Finance, Web development and more. The Group spends millions in local supply chains and also creates jobs and opportunities through its large scale infrastructure investments.</p>
<p>A highly skilled city: world class and home grown talent sustaining the city's economic success</p>	<p>The Group via The Manchester College supports 20,000 people in Manchester to be equipped with the right skills to be employed within the Manchester and Greater Manchester economy. The College delivers approximately 44,000 qualification aims each year, with 94% of its students progressing to a positive destination in further study or work in 2021. The College is the number one college in GM for technical and vocational educations and with its recent Queens Anniversary Prize award leads the way nationally here.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>The Group via Novus supports many learners returning to Manchester and Greater Manchester each year from prisons and supports education and skills development to enable reduced re offending on release. In addition our Novus Works team works with regional and national employers to place people into work on release. The Group advocates access for all and via The Manchester College assures a non-selective approach, connecting Manchester communities to key growth sectors within the city. The College's student cohort is in the lowest quartile of Colleges based on Index of Multiple Deprivation 2019. 75% of Manchester College's student population are from widening participation postcodes, the</p>

	majority of students are from BAME communities and in 2021/22 59% of 16-19 students entered the College without GCSE English and maths compared to 43% across GFEs nationally. Students positively progress within the College regardless of starting point, with 94% of students progressing to positive destinations in 2021
A liveable and low carbon city: a destination of choice to live, visit, work	The LTE Group and Manchester College has a strong commitment to environmental sustainability. This is embedded within the management of the existing estate, the new estate and changing employment practices to support flexible or hybrid working, promotion of public transport and reduced journeys. The Group supports access to the our pass travel support scheme for thousands of Manchester young people every year.
A connected city: world class infrastructure and connectivity to drive growth	The LTE Estate Strategy has delivered new world class assets across the city that will continue to support our growth ambitions over the next decade and beyond. In developing the estate the Group has worked in partnership with Manchester City council to release land for several hundred much need homes and extended office accommodation in key areas of the City helping support new infrastructure development for the future.

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- National Achievement Rate Tables 2018/19
- The Manchester College learner outcome report 2021/22
- LTE Group Inspection Report 2019
- Novus – HMPPS report February 2023

1.0 Introduction

- 1.1 Members should note some significant and important changes in the status of LTE Group and its different organisations since our last report to economic scrutiny. Notably, that all FE and skills providers were reclassified by the office for National Statistics on 30th November 2022 and are now classified as “Central Government”. This will mean very different ways of working and responding to local need from the way we have been able to work in the past. The Group Chief Executive is currently consulting with senior stakeholders on the implications of these changes for implementation of skills strategy and initiatives in support of the wider City and Greater Manchester strategies. This initial consultation aimed at forming an updated view of issues or opportunities to work with DfE on as we transition to new ways of working.
- 1.2 This paper provides an update on two key areas of the LTE Group’s activity in the City and members should reflect on the attached updates on the work of The Manchester College and the work of our Novus prison education and offender rehabilitation teams in light of this new and changed operating context.
- 1.3 The work of the college, our place in the city, and our growing level of support in more areas of the city is well understood by members, but perhaps the work of our Novus teams is less publicised but equally important.
- 1.4 Members may also be well aware of the activity of our own local prison HMP Manchester but today we want members to understand that the way the prison service delivers its public mission means that there are many more offenders supported across other locations across the North preparing for resettlement, work, housing and more in local communities. Novus is the main provider in England and Wales for this activity and LTE Group in one form or another has been delivering support for offenders for more than 30 years and is now a national leader in this specialist field.

The Manchester College

Key areas covered:

- An overview of the College’s Vision 2027 Strategy and associated curriculum strategy
- The Manchester College – T level Strategy, including digital case studies
- UCEN Manchester – higher technical strategy, digital case study on CISCO
- Learner outcome performance 2021/22
- Progress of the Manchester College’s Estates Strategy

Novus

Key areas covered:

- An overview of the offer for offenders in custody
- The broad geographic nature of prison support and where Manchester residents will return from
- How education and skills training is commissioned and delivered
- Our work, unique to Novus, through Novus works, to help ex offenders into work or self employment
- Case studies examples of local residents on release

2.0 Background

2.1 This report was last received by the committee on 10 February 2022.

3.0 The Manchester College

3.1 Context

3.1.1 Ofsted last inspected the College in February 2019. The inspection judged the College to be good against all aspects of the inspection framework and in each type of provision. Under the new Education Inspection Framework, all Colleges in the further education sector will be inspected again by September 2025 against very different aspects and priorities. The college strategy has continued to major on being the leading provider of technical, vocational and professional education locally and nationally. This was recognized in 2022 with a Queens anniversary award for leading work in this field.

3.2 The Manchester College Engagement with Ofsted since 2019

3.2.1 The College was selected by Ofsted to be part of a national, longitudinal survey intended to inform DfE, policy makers, current and prospective providers of T Levels and T Level transition programmes and their students and employers about the progress of T Levels. Inspectors visited the College in February 2022 and again in January 2023 to look at how the College is delivering T Level programmes, how we are working with employer partners, how we are teaching course content and our students experience of T Levels so far.

3.2.2 As this was a research visit the inspectors did not provide any feedback to the College but the experience of what they called 'professional dialogue' with colleagues, provided lots of rich detail on how inspectors triangulate everything said by the teacher or manager or employer with the direct experiences they hear about from our students. We also had some lovely reflections from employers on how prepared our students are for their placements, including how some are ahead of the PGCE and higher apprentices whom the employers also took on placements. The inspectors indicated that some of our examples of good practice will find their way into their final summative report in summer 2023. The anonymised report will contain collective judgements about the implementation of T Levels and the Transition Programme and will not make judgements about individual providers.

3.3 The Manchester College's Learner Cohort

3.3.1 In line with the College's strategy, The Manchester College is an inclusive, non-selective College with a very high proportion of its students, particularly in the 16-18 age group, being from disadvantaged backgrounds. Key features of our student cohort are:

- The College's student cohort is in the lowest quartile of colleges based on Index of Multiple Deprivation 2019
- Almost two-thirds of students are from deprived postcode areas

- The proportion of students in the 16-18 age group joining the College in 2021/22 with A*-C/9-4 in GCSE English and Maths was 16 points. below the national average
- The College is also one of the most ethnically-diverse in the country, with the majority of funded students in both age groups belonging to students of diverse ethnicities
- In 2021/22, the College had some 5,600 16-18-year-old students (approximately 33% of the student population), accounting for over 25,000 enrolments, who studied courses from pre-entry to level 4
- The 16-18 cohort comprised 45% female students, 55% male students
- 16-18 students from students of diverse ethnic backgrounds represented 51% of 16-18 students; 79% resided in deprived postcode areas; young people in care and recent care leavers represented 6% of the cohort, a smaller proportion than in previous years; 26% of 16-18 students declared a learning difficulty or disability
- 42% of 16-18 students studied level 3 qualifications
- Adult students represented a slightly larger proportion of the College's student cohort with nearly 6,400 students on adult learning programmes in 2021/22, representing 38% of students and totalling over 18,000 enrolments
- The majority of adult students (56%) are female though this proportion is lower than the previous year following an increasing 3-year trend
- 55% of adult students were from diverse ethnic backgrounds, 74% resided in deprived post code areas, and 13% declared a learning difficulty or disability.

3.4 **The Manchester College - 'College Vision 2027 Strategy' and associated curriculum strategy**

3.4.1 In 2020 the College's 2020 strategy outlined two key propositions 'Be Amazing' and 'Careers not Courses', and set ambitious targets for the College to go beyond the delivery of excellent qualification outcomes for students, and deliver curriculum that is co-created, co-delivered and co-branded with employers in all sectors, guaranteeing a minimum of two weeks external work placement for all L2 and L3 vocational students, with 25% of 16-18 year olds on employer led programmes with a 40 day industry placement.

3.4.2 The College's Vision 2027 Strategy aims to build on the successes and achievements of the College 2020 Strategy and continues this ambitious focus on technical excellence, working with employers to ensure the College curriculum meets their needs, with a clear focus on meeting the skills needs of Manchester and Greater Manchester, and where students will have even better opportunities to prepare for a future career.

3.4.3 Embedded within the Vision 2027 Strategy the College has initiated development of a new curriculum strategy.

- Establishing Industry Excellence Academies – Including T Levels Transition to T Levels and Employer led programmes with an embedded industry placement. The input of our partners not only helps ensure that our courses are aligned with current industry skills demands but also means that students benefit from

industry practitioners delivering lessons, industry mentors and a 40-day industry placement

- Establishing Centres of Excellence – developing level 2 technical education provision to ensure all students have an initial entitlement of 2 weeks external work placement with an ambition to progress to industry placements for all
- Establishing Learning Hubs and further improving our foundation learning entitlement - including transition year, ensuring sector-based foundation curriculum and broader engagement curriculum (including schools transition)
- Further aligning and developing the adult skills offer to key growth sectors and skills shortages – the College is undertaking a review of its adult strategy, in partnership with Manchester City Council which will be completed by July 2023
- Re-aligning the Curriculum Support Entitlement
- The Centres of Excellence Property Strategy.

3.4.4 All of this positions the college well to respond to the new FE reform agenda and the local need demanded through Local skills improvement plans.

3.4.5 In 2021/22, the College delivered 75 (T Level) and 222 Capacity Delivery Fund Industry Placements, 3,468 work placements opportunities and worked with 1,860 employers, covering every subject area, with employers across Greater Manchester and the North West, and with these employers saying that 9/10 of the College's students are ready for the workplace. Excellence Academies where students will have even better opportunities to prepare for a future career.

3.5 **The Manchester College – T level Strategy, including digital case studies**

3.5.1 As part of the Curriculum Strategy associated with the College's Vision 2027 Strategy the College was successful in gaining approval to run the following T Levels and Transition to T Levels from September 2021:

- Construction Route
 - Design, Surveying and Planning
 - Onsite Construction
 - Building Services Engineering
 - Engineering and Manufacturing Route
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- Digital Route
 - Digital, Production, Design and Development
 - Digital Support and Services (delivery 2023)
 - Digital Business
 - Business and Administration Route
- Education Route
 - Education and Childcare
- Health and Science Route
 - Healthcare
 - Healthcare Science
 - Science

3.5.2 There are currently over 300 students enrolled across these programmes.

3.5.3 Industry Advisory Boards across all areas with employers have informed a range of decisions regarding T Level delivery, from aspects of delivery to CPD for staff. Working in partnership with employers the College has successfully gained employer commitment with endorsed T Levels in the three of the current four routes and has a range of employer partners for all routes:

- Construction Route – Kier Construction
- Digital Route – Lloyds Banking Group (see case studies below) and Silverchip
- Health and Science Route – HHS and Manchester University
- Education and Childcare Route – Multiple employer partners

3.5.4 In 2023/24 the College has been approved to build on its T Level and Transition offer in the following areas:

- Hair and Beauty Route
- Catering and Hospitality
- Creative and Design Route
- Agriculture, Environment and Animal Care
- Additional aspects of the Digital Route

3.5.5 Whilst formal T-level and transition programmes have only been in place since September 2021, student performance to date is very positive. Pre entry summer schools, combined with initial advice and guidance, have ensured that students could make fully informed choices about what was right for them, and their future

intended destinations. Retention on all of programmes and attendance remains very high with both above 90%.

Digital Case Study – Partnership With Lloyds Banking Group

The Manchester College has a long-standing relationship with Lloyds Banking Group spanning 7 years with one of our main links being Bernard Adjei; a former TMC student; as part of the Lloyds Bank 'RISE Programme' (Reach, Inspire, Support and Empower) .

In 2021 John Banks, Apprenticeship delivery manager, at Lloyds Group, contacted the College with an interest in recruiting T level industry placements in their Manchester office.

Two students from the 2021/23 Digital Production Design & Development pathway cohort, Elizabeth Smithe and Roddick Mujib (see case studies below), were successfully recruited on placement. Both students have since been offered a higher apprenticeship with Lloyds on completion of their T-Level qualification.

In 2023 as part of Lloyds expansion of their T-Level Project over 3 major locations; Manchester, Wales and London, The Manchester College has been offered circa. 20 placements across all 3 digital pathways. 46 students have since attended an apprenticeship week event, held on 9th February, at Lloyds Manchester offices where Roddick and Elizabeth presented their positive experiences to the group.

Student Case Study

Elizabeth Smite – T level in Digital Production, Design and Development

Liz completed 332 hours of placement with Lloyds Banking Group between the April and August of Year 1 of her studies. Liz's confidence has grown massively during this time and she performed so well and impressed Lloyds staff members so much that she has been offered an Apprenticeship with the Group at the end of her qualifications in year 2.

Lorretta Kiely at Lloyds Bank said "Liz was set a piece of Design work in the last 2 weeks of her placement and I was blown away with what she produced. Liz was proactive in reaching out to different members of staff to call upon existing expertise in the team and she put together a very thorough, well thought out and clear presentation. Her level of work was incredibly high, she came up with new innovative ideas and was confident in her delivery. She was capable of taking it back to the users perspective which is so important in Design work and she displayed very well rounded thinking"

Liz said "Not only have I developed my technical skills due to this experience, I also learnt a lot about the world of work. Before this I had no idea what to expect in an office environment and this has given me the insight I needed to confidently work with a real team. The level of support I have received from the staff at Lloyds Bank during my time here has exceeded my expectations and I have loved every minute of my time here. I am so grateful for the Apprenticeship offer and look forward to what comes next!"

Student Case Study

Roddick Mujib – T level in Digital Production, Design and Development

Roddick completed 374 hours of placement with Lloyds Banking Group between the April and August in Year 1 of his studies. Roddick's has made such an impact on the staff at Lloyds Bank that he has been offered an Apprenticeship with the Group at the end of his qualifications in year 2.

Sam McGreevy at Lloyds Bank said "Roddick has recently been working on the SQL database. SQL wasn't a language Roddick was used to using but he was committed to learning this and was very proactive in reaching out to different members of staff to ask questions to help him with his understanding. He also presented his design work to a group of 100 staff members and we were so impressed with his confidence in doing this – there's not many colleagues who would feel comfortable presenting to a room this big! It was an absolute pleasure having Roddick in the team. We have all really valued having him in the team, he has been a great asset!"

Roddick said "The skills I learnt with regards to SQL is helping me massively in my 2nd year of studies as we are now covering this in College. I really enjoyed the mini staff interviews I did at the beginning of my placement as I got a chance to learn what the developers do, how they solve problems and most importantly how they collaborate with each other - this is not something I can learn in the classroom so has been really helpful. I have developed a lot more than just my technical skills during this placement – learning how to communicate with colleagues, receiving feedback, implementing improvements based on that feedback and presenting to colleagues has been invaluable for my confidence!"

3.6 UCEN Manchester's Higher Technical Education – Digital Case Study

- 3.6.1 UCEN Manchester is TMC's sister organisation, delivering higher technical and degree provision to over 1,200 students. UCEN Manchester will also fulfill the development of Higher Technical Qualifications (HTQ's) as these are further developed through DfE qualification reform in the years ahead.
- 3.6.2 In September 2021 the UCEN Manchester Strategy 2025 was launched - the five-year strategy informed by a review of national and local government policy, student demand, and the quality of the provision we offered. This Strategy positions UCEN Manchester as a College-based higher education provider with a national reach, and saw the creation of a Faculty and School structure to better meet the needs of different groups of students. Central to this was our 'Be HE' ethos, a belief that both students and staff would benefit from the development of a genuine higher education environment and experience as opposed to simply viewing ourselves as 'Higher Education in a Further Education College'.
- 3.6.3 The Strategy also clearly articulated the need to offer a differentiated curriculum to students, focused chiefly on 3-year BA/BSc (Hons) degrees or Higher Technical Qualifications, to better serve the largely different cohorts within our two Faculties.

3.6.4 Manchester's focus on the development of strong, employment-focused provision, co-created with employers and enhanced by professional accreditation is evident in the digital case study below. Within UCEN Manchester's Faculty of Higher Technical & Professional Industries, a new school of digital and cyber security has been established. This includes the Cisco Networking Academy as set out in the case study:

Higher Technical Case Study – CISCO Networking Academy

Cisco Networking Academy is an IT skills-to-industry program and one of the longest-running, purpose-driven digital skills program in the world. UCEN Manchester is a Cisco Academy Support Centre (ASC), A Cisco Academy (CA) and Cisco Instructor Training Centre (ITC). When Cisco curriculum is fully integrated in to teaching, it means students not only achieve their main qualification aim but get an additional professional qualification, while also ensuring the curriculum is up to date and relevant. Examples of this in practice are where UCEN Manchester integrate Cisco courses into its foundation and top up degrees with various levels of cyber security, networking and programming.

In 2022/23 UCEN Manchester launched a pilot stand-alone programme with Python programming, Cisco CyberOps and Cisco as a self-paced distance learning course on a roll on roll off basis and on demand. Target audiences are people who wish to upskill, retrain, or just have an interest in these emerging technologies. Cisco Network Academy has enabled us to meet the demand of people who do not wish or have time to attend the traditional face-to-face classes with fixed start and end dates.

We have just started to support [DiSH](#) which is a new cyber security consortium who have recently become a Cisco Academy based in the same building as GCHQ. “Manchester City Council has selected a consortium led by Barclays Eagle Labs to operate the new Greater Manchester Digital Security Hub (DiSH). DiSH offers startups and growing digital security businesses with access to mentors and coaching, dedicated growth programmes through Barclays Eagle Labs and a new industry accelerator created by our partner, Plexal”. Working in collaboration with [DiSH](#) we are able to pick up the more technical training opportunities for our HE students as well as employer engagement for our T-level provision, as they are very interested in becoming a full employer partner as part of our Industry Excellence Academy.

The Manchester College has also been working with Cisco to integrate the curriculum into the T Level programme. We have implemented some of Cisco netacad into T level course with the IT Essentials course in year 1 and then CCNA1 in year 2. As a Cisco academy we are working with Cisco and other educational institutions to facilitate a central hub of shared resources and mappings for T-levels. While this project is in its infancy, other institutions have already joined us where the vision is to have a central hub of collaboration and sharing of resources can take place.

UCEN Manchester has just signed The Dean Trust as a Cisco Network Academy and are in talks with them to find ways in supporting them deliver in the community with a “parent and pupil” study model. We have also just secured a contract with the Open University to run their Cisco days schools starting in 2024.

We are well on our journey to gain Cisco Premier or Premier + status in the next 12 months.

3.7 The Manchester College - Learner outcomes performance 2021/22

3.7.1 The academic year 2021/22, was the first year that 16-18 students undertook fully assessed qualifications since 2018-19. In the intervening years, overall 16-18 outcomes were largely generated using a variety of Covid-19 methodologies, such as centre assessed (CAGs) and teacher-assessed grades (TAGs). Comparison therefore to last years' 16-18 rates will be meaningless and not used as a comparator by Ofsted. For adults the picture is even more complex. The some stand-alone adult provision were not subject to any Covid-related methodologies, however, significant numbers of adult students completed various other qualifications alongside young adults, such as Awards / Diplomas, which were subject to Covid-related methodologies. The national rates for benchmarking purposes have not yet been published for 2021/22 but are expected imminently. The College delivered a strong outcomes performance in 2021/22 as follows:

- Achievement rates for 16-18 students have increased by 2pp since 18/19 and remain 7.7pp above the last set of national published rates
- Achievement rates for adult students have increased by 0.2pp since 20-21 and are 2.4pp above national rates
- Achievement rates across all ages currently remain in line with 18-19 rates, though could increase by another 0.2pp, and are 4.7 pp above national rates
- Retention rates for both 16-18 and adults exceed national rates and All ages have improved since 18-19 and are 3pp above national rates
- Pass rates are very strong across all age groups and exceed national rates.
- 16-18 achievement rates remain significantly above the national rate for all levels with the exception of Level 3. However, once current national rates become available later in the year, we fully expect to exceed them
- Adult achievement rates at Entry and L1 continue to exceed national rates. Whilst they have fallen below national rates at L2 / 3, once current national rates become available later in the year, we fully expect to exceed them
- ESOL achievement rates remain very high across all ages and levels
- Achievement rates for students with high needs continue to exceed those of their College peers
- Achievement rates for 16-18 students with free school meal entitlement, looked after children, and care leavers, are in line with, or exceed, their peers
- Student progress on all qualifications measured by Alps was excellent to outstanding
- Students with high needs in the discrete provision made very good progress against preparation for adulthood targets (PfA). This is a significant achievement as it was a weakness identified at the last inspection
- Whilst 16-18 achievement rates at L3 dipped below 18/19 rates, we expect to exceed current national rates once they are published
- Adult achievement rates at L2 and L3 are below 18/19 national rates, though again we expect this picture to look more positive once current national rates are published.

3.8 The LTE Group/Manchester College's transformational estates strategy

Update on Phase 1

- 3.8.1 Members received an update on the College's estates strategy at its last meeting. We are pleased to report that Phase 1 of the estates transformation is now complete, on time and within its £140m budget.
- 3.8.2 The flagship project, City Campus Manchester, a brand-new £96m campus in Manchester City Centre, with its specialist technical facilities for courses linked to the digital and creative sectors, opened to the first cohort of students in September 2022. Early engagement with schools and young people to raise awareness of the curriculum strategy and routes to specialisation, as well as the amazing spaces from which this high-quality technical education is being delivered, had an incredibly positive impact on student recruitment with student numbers in excess of the planned volumes for 2022/23, and applications are considerably up for 2023/24. Student feedback on the new campus has been similarly positive, with general themes of how aspiration it feels, and 'better than university' accommodation.
- 3.8.3 As part of the strategy there has also been a £25m investment in renovating and expanding the Openshaw Campus, to provide new facilities for our students in Sport, Health and Social Care, Childhood Studies, Public Services and Construction & Engineering. As reported to the previous meeting of the committee at which the College presented, this project was completed in September 2021, again on programme and on budget and the facilities are now being fully utilized by students. Summer 2022 saw the final work at Openshaw completed with the opening of a full-sized, floodlit 3G full multi-sport pitch with home and away team changing rooms, direct access to the pitch and a seated spectator space will also be available. The official opening of the Openshaw facilities has been universally well received by members, students, parents and employers and student numbers have grown quickly in line with expected demand.
- 3.8.4 The existing sites of Wythenshawe also saw investment in summer 2022, with the opening of new facilities for hair and beauty and animal care enabling the closure of the Northenden campus.

Update on Phase 2

- 3.8.5 The LTE Group made an application for funding from the DFE's Post-16 Estates Transformation Fund for Phase 2 of its estates strategy which is to replace its Shena Simon campus with an extension to the Phase 1 building at City Campus Manchester. The Phase 2 building totalling £36.3m would accommodate business, financial and professional services. The application was approved with DFE grant of £18.5m, with the LTE providing the match for the remainder. As this building is still not large enough to accommodate all the curriculum at Shena Simon, part of the Nicholls campus will be retained until the remaining funding is secured to complete Phase 2.
- 3.8.6 The procurement process is underway currently for the main contractor for the Phase 2 building, and design has progressed to planning application stage. The LTE Group Board will take the final decision on whether to proceed with the Phase 2 building once the final costs are known in July 2023. The decision as to whether or not to proceed also has to be considered within the new context of the ONS

reclassification of a further education Colleges into the public sector with immediate effect in November 2022. This reclassification impacts College commercial borrowing, with new borrowing required to be via government rather than commercial lending, and has led to lengthy details for the sector as the DfE establishes processes to approve existing and new borrowing facilities for Colleges.

N.B. Currently LTE Group cannot commit beyond the initial design phase to this project until DfE establishes viable options to commercial financing that allow our match funding to be used on the project in the same way we have for Phase 1.

3.8.7 This may present a risk to elements of the wider city strategy and any changes will link to our existing financial partnership with MCC.

Post-16 Capacity

3.8.8 Alongside the Estates Transformation Fund, the Government also opened a Post-16 capacity fund. Given the College is at capacity currently, the LTE Group/The Manchester College worked with the City Council to submit three bids for funding from this fund to tackle the challenge of space need, linked to the significant increases in post-16 school leavers over the coming years. If successful, the bids would create additional accommodation at the new City Campus, Openshaw and Wythenshawe. The DfE is said to be announcing the outcome of the process in Spring 2023.

N.B. Delivery of this significant strategic need is dependant on the same progress as above on alternative financing options for FE providers.

Update on Disposals

3.8.9 Members will recall that securing capital receipts from the disposal of vacated assets was a critical element of the LTE Group's financial plan to self-fund the majority of the investment in the new estate. Where possible LTE Group sought to generate a win win at each location to support other strategies across the City such as housing, health, transport, low carbon.

3.8.10 Progress on disposals was as follows:

- Spinningfields - St Johns Campus acquired for office & flexible workspace capacity.
- Moston – Acquired by social housing provider, One Manchester.
- City Centre surplus land – Acquired by social housing provider, Clarion
- Northenden Campus – Acquired by Miller homes in partnership with social housing provider Wythenshawe Community Housing Group
- Fielden Campus – continued educational use by the Islamic Educational Trust, which in turn freed up their existing sites for residential use
- Welcomb Street – disposal of this site to support the need for light industrial capacity in East Manchester.

4.0 Novus: Prison Education

4.1 Overview of Novus

4.1.1 Novus is LTE Group's dedicated unit working with offenders to support rehabilitation through education, training and employability programmes. Novus works with passion to create the foundations for change and believe in the power of our services to improve lives. LTE Group and colleagues based in Manchester is a national leader in this specialist field.

4.1.2 For almost 30 years (as part of predecessor Manchester colleges), Novus has been helping offenders change direction and we are proud to have directly contributed to the sustainable rehabilitation, resettlement, and employment of tens of thousands of individuals across England and Wales.

4.1.3 Our education offering varies in our different locations to cater to the demands of the region, however, we offer several keystone courses that embed the most vital lessons.

These are:

- Careers, information, advice and guidance (CIAG)
- Vocational, technical and trade skills training
- Functional skills - Maths and English
- Essential digital skills
- Creative enrichment
- Higher level and distance learning programmes

4.1.4 Based in the City of Manchester, Novus is the leading provider of prison education in England and Wales employing over 1,700 colleagues who operate in over 50 locations, including prisons across the following HM Prison and Probation Service (HMPPS) groups: Central Headquarters support and professional support roles are also based in Manchester for Novus.

- Greater Manchester, Merseyside and Cheshire (GMMC, excl HMP Manchester which also has a national remit as part of the High Security Estate).
- Cumbria and Lancashire
- Tees and Wear
- Yorkshire
- West Midlands
- Women's Estate North (inc HMP Styal)
- London
- Under 18 YOIs at HMYOI Wetherby and HMYOI Cookham Wood
- Wales at HMP Berwyn and HMPYOI Parc

4.1.5 During non covid years, Novus delivers to over 60,000 learners per annum, including c2,500 learners per annum who resided in the City of Manchester and Greater Manchester (GM). Based on latest data, where only GM level information is available, GM residents and Novus learners in custody are mainly located at the following prisons (based on volume in descending order):

- HMP Risley (Warrington)
- HMP Hindley (Wigan)

- HMP Thorn Cross (Warrington)
- HMP Liverpool
- HMPYOI Styal (female prison, Wilmslow)
- HMP Buckley Hall (Rochdale)
- HMP Altcourse (Liverpool)
- HMYOI Wetherby (under 18 youth estate, Yorkshire)

Source: HMPPS February 2023

Note: Excludes sites where Novus does not deliver ie HMP Manchester (National High Security Estate with national function) and HMP Forest Bank (private operator site by Sodexo, holds a significant amount of GM residents)

4.1.6 In addition to the above, Manchester residents may also be held, albeit in lower numbers, at prisons in Yorkshire, Cumbria and Lancashire, West Midlands and North Wales.

4.2 Commissioners, Need and Performance

4.2.1 Policy and commissioning responsibility for prison education in England rests with the Ministry of Justice (MoJ). In relation to the adult estate, current contracts have been let under the MoJ's Prison Education Framework (PEF) commencing in April 2019 for a period of 4 years. These contracts have been recently extended until March 2025 whilst the MoJ implement the procurement of the next generation of contracts, Prison Education Service (PES).

4.2.2 Of the 122 prisons in England and Wales, 14 are operated by private companies. Depending upon the terms of the operator contract, most operators are responsible for procuring education at these sites. Novus currently works as a provider at some G4S and Sodexo locations and works in over 50% of publicly run prisons nationally.

4.2.3 The under-18 youth estate education provision is procured by the Youth Custody Service (YCS) based within the MoJ. There are currently 4 YOIs in England, Novus recently commenced new 7 year contracts after successfully retaining contracts during a re-procurement process in 2022 at HMYOI Wetherby and HMYOI Cookham Wood.

4.2.4 Prisons are an extremely challenging environment in which to operate due to HMPPS regime operations challenges resulting in learner allocation and attendance challenges, the environment where over 25% of facilities were built during the Victorian period and ongoing HMPPS prisons officer vacancy levels. In addition, the learning cohort complexities are a significant magnification of community support needs, prison learners initial assessment found that most were at entry level 1-3 (equivalent to primary school): 57% in English and 61% in maths plus 29% had a learning difficulty/disability (LDD) but recently the Criminal Justice Joint Inspectorate estimates that this could be as high as 50% (Source MoJ, Prison Strategy White Paper December 2021). Specialist provision for special educational needs, neuro diversity, support for learners with addiction and other dependencies is needed across all prisons.

4.2.5 Ofsted do not grade the Novus provision but undertake inspections of whole prison activity in partnership with HM Inspectorate of Prisons with assessments made at total prison level. For the academic year ending 31st July 2022, Novus had an

- Achievement rate of 93%
- Learner satisfaction rate of 88%
- Contractual quality delivery of 95%

4.3 **Progression and Resettlement – Novus Works**

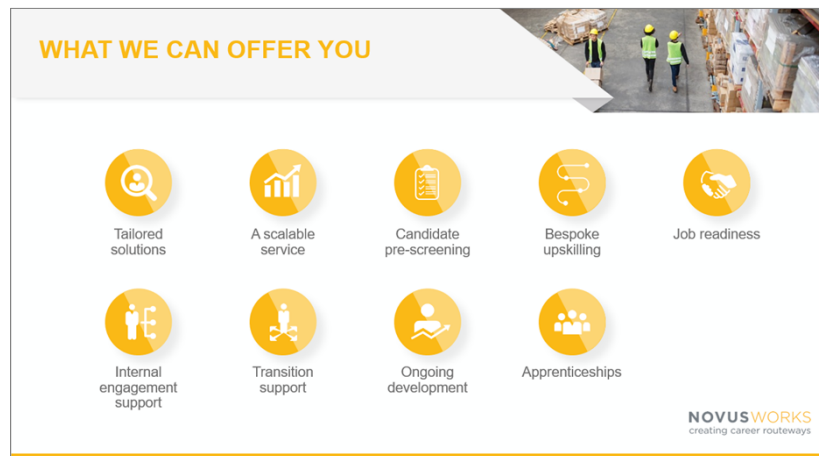
4.3.1 Novus Works is a partnership and collaboration service between Novus and select employers which provides qualifying organisations with a free pre-selection, upskilling, placement and integration service and our learners with an opportunity to build a better future through employment on release from custody.

4.3.2 This service is part of LTE Groups social mission and contribution in the communities we work within. Critical to reducing reoffending is to support ex-offenders into employment on release from custody, in addition this cohort is an underutilised employer talent pool:















- 11 million people in the UK have a criminal record; 1 in 3 adult males aged 18 – 52 have a criminal record
- 25% of the working population have a significant conviction
- Only 17% of ex-offenders manage to secure a job within a year of release
- Re-offending costs the UK up to £18 billion per year
- Ex-offenders who find work upon release are less likely to re-offend
- 92% of inclusive employers say it's enhanced their reputation – often helping them win new contracts

4.3.3 Novus Works helps transform lives, improving the life chances of individuals and their families, and having a positive impact on local communities and society. Each year we successfully support around 1,500 ex-offenders to successful progress on release from custody.

4.3.4 Novus works offers the following support services to employers



4.3.5 Over the years, Novus has built successful and effective partnerships that work to the benefit of offenders and ex-offenders. We have developed partnerships with national, regional and local employers to create programmes to develop viable routes into employment to improve learners' opportunities on release. Key partner employers include:

 Keepmoat Homes	 Premier Waste Recycling	 Hatton Traffic Management	 Groundwork
 Hire Association Europe (HAE)	 Wates	 CPJ	 Social Pantry
 Greene King	 Only A Pavement Away	 Bluegyp	 Willmott Dixon Interiors
 Kier	 The Pret Foundation		

4.4 Case Study Examples

4.4.1 Below are a number of current examples of Novus resettlement support from custody, developing education further or working with employers to support individuals and local communities.

Supporting education progression at HMP Thorn Cross

Education and further training - There are currently two men from the Manchester area at Salford University studying a Masters Degree in Digital Marketing.

We have a learner who has just been accepted into Salford University starting in the September intake studying a Masters Degree in Project Management. Prior to being sentenced he completed an Honours Degree at Manchester Metropolitan.

Progression into digital arts across GMMC Prison Group

Working in partnership with Manchester Hip Hop Archive to implement an 8 week programme into the curriculum across all sites to identify how digital, art and radio can be linked and support progress into employment.

Resettlement and employment initiative - The Sharp Project

A collaboration programme to identify how we can link programmes to the skill shortages and job opportunities in the creative industry in Manchester. This is a development build on the existing Digital Youth Hub programme for young adult prisoners at Hindley and Risley.

Cara Brickwork

A progression initiative for job opportunities and apprenticeships with Cara in Manchester and Greater Manchester area. Cara Brickwork – Family run Bricklaying business based in Irlam. Currently interviewing for two apprenticeships in Bricklaying.

Hydes Brewery

Employment progression programme for job opportunities across Greater Manchester. Two learners currently being supported through the interview process.

Joseph Holt

Employment progression programme for jobs and apprenticeship opportunities for venues in Manchester and wider across Greater Manchester area.

Bluegyp Plastering

A well-respected drylining contractor based in Manchester delivering high quality interior systems across the North West of England have employed men for a construction site in Manchester City Centre.

Pret A Manger

An ongoing programme with Pret supporting and identifying learners at Risley for employment at Manchester Pret Venues including management roles.

5.0 Recommendations

- 5.1 Members are asked to consider and comment on the information in the report and also note the challenges flowing from the reclassification of FE providers effective from November 2022.