

West Yorkshire Lifelong Learning Network

Year 4 Business Plans for Four Sector Groups

1. Background

- 1.1. It was agreed at the December Board meeting that the four sector groups that had each presented a 4th year proposal paper should be asked to present a costed business plan detailing significant activity, based on a contribution from WYLLN of £10,000, to the March Board meeting. The four sector groups asked to present business plans are Health, Social Care and Early Years (HSCEY), Construction and the Built Environment (CBE), Leadership, Management, Innovation and Enterprise (LMIE), and Culture, Media, Sports, & the Arts; Hospitality, Tourism & Leisure (the Culture Group).
- 1.2. This paper summarises the key elements of each plan; full business plans are appended to it.

2. CBE Sector Group (Appendix 5a)

- 2.1. This sector group was one of the first to be fully operational with the Director of HE at Leeds College of Building taking the lead for the sector group from September 2007 until a full time sector officer was appointed in October 2008.
- 2.2. The sector group has provided the opportunity for HE providers, employers, sector skills councils and professional bodies to all come together for the first time. The sector group is now strategically placed to represent its members on the regional Construction Skills Network Observatory and the recently established regional Construction Sector Network funded by Yorkshire Forward. The breadth of the group's membership has enabled a curriculum map to be created and new progression routes and agreements to be developed from a range of level 3 learning provision across the sub-region. It has also supported a range of curriculum developments including Construction Environment and Sustainability, Facilities Management, Civil Engineering, Building Services and Environmental Engineering, Architectural Technology and Design, as well as modern and traditional methods of construction, management and maintenance. One of the more important developments has been to support the sustainability agenda. As with all four sector groups there have been intangible benefits for stake holders coming together.
- 2.3. The main purpose of the sector group in the fourth year would be to provide a forum and representation for sector members to further engage with, and explore their alignment to, sub-regional, regional and national strategic bodies, priorities and agendas; to develop innovative curricula and initiatives to address the higher level skills agenda linked to the low carbon and alternative energies economy; to support the embedding of curriculum developments and progression agreements already implemented and to review their impact; to update the curriculum map and explore the progression pathways and credit transfer opportunities between the QCF and FHEQ; to continue to engage with employers in order to gather market intelligence and to promote the CBE HE "offer"; and to produce a regional CBE HE prospectus for learners, parents, carers, and employers.

- 2.4. The business plan presented is based on a £10,000 contribution from WYLLN towards the staffing costs of a sector officer for 1 day per week. In addition, the plan is seeking a further £2400 from WYLLN to support marketing and publication activities. Other income to support the plan is provided by in kind contributions from Leeds College of Building and sector group members.
- 2.5. Leeds College of Building, as the lead institution, has indicated its commitment to support the proposals presented in the business plan.

3. The Culture Sector Group (Appendix 5b)

- 3.1. The Dean of the Faculty of Arts and Society at Leeds Metropolitan University took on the sector officer role for the sector group from September 2007, but it was not until March 2008 that the sector group became fully operation following the appointment of a full time sector officer.
- 3.2. This sector group covers the widest range of curriculum areas. It is the best attended of all sector groups including providers of HE, FE, sector skills councils, Arts Council England, regional and sub-regional bodies representing the areas of sports, arts, and dance, and local authorities. The strength of the partnership has meant that the sector officer has been invited to join several groups including Yorkshire Forward's Skills, Employment and Education Group; NSA Sport and Active Leisure Operations Group; and the HE/FE representative on West Yorkshire Youth Dance. Of particular note is that the sector officer now co-ordinates the Skillset Education Forum.
- 3.3. The main purpose of the sector group in the fourth year would be to provide a forum for sector members to further engage with, and explore their alignment to, sub-regional, regional and national strategic bodies, priorities and agendas; to work in partnership with Skillset, Creative and Cultural Skills, and Arts Council England on higher level skills, CPD and progression agreement activities, particularly in regard to apprentices, diploma learners, and professionals; to support the embedding of curriculum developments and progression agreements already implemented; and to liaise closely with the WYLLN HLS coordinators and the Local Employment and Skills Boards and Leeds City Region.
- 3.4. The business plan presented is based on a £10,000 contribution from WYLLN towards the staffing costs of a sector officer for 2 days per week. Other income to support the plan is provided in the form of cash and in kind contributions from Leeds Metropolitan University, a cash grant from Arts Council England, cash via an Innovation Voucher, cash via conference sponsorship/delegate fee, and cash via members subscription (proposed at c£20 per year)
- 3.5. Leeds Metropolitan University, as the lead institution, has indicated its commitment to support the proposals presented in the business plan.

4. HSCEY Sector Group (Appendix 5c)

- 4.1. This sector group has been led by the University of Bradford. Activity in the first year of operation was low, although sector meetings were held. Following a review, the University gave the lead for the sector group to the Director of Escalate and appointed a new full time sector officer in October 2008. The sector group has been fully operational since that time and has closed the gap in activity delivery that had existed between it and the other sectors.

- 4.2. As with the other groups, it is the partnership of FE and HE providers, sector skills councils and employers that has provided the driver for the sector activities. It has overseen a range of curriculum and employer engagement developments and many of these have been linked to major initiatives in work-force development in the Health and Care Sectors. It is the continuation of these developments that forms the core of the fourth year activities.
- 4.3. The main purpose of the sector group in the fourth year would be to continue to work with the Strategic Health Authority, local NHS Trusts, Skills for Health, Skills for Care, and sector members to build a sub-regional flexible learning and development framework for health and social care; to investigate the demand for fast track transfer-in progression routes for higher skilled non-health and non-social care workers; to establish progression pathways and credit transfer opportunities between the QCF recognised ILM and CMI awarding bodies and the FDs Management in Social Care/Children's Care; to work with the West Yorkshire Partnership for Social Care to develop curriculum which addresses requirements coming from the personalisation agenda and the transition of advanced and higher apprentices; to support the first year operations of the newly established West Yorkshire Commissioning Forum for the Children's Workforce; and to provide a forum for sector members to engage with and plan their alignment to sub-regional, regional and national strategic bodies, priorities and agendas.
- 4.4. The business plan presented is based on a £12,780 contribution from WYLLN towards the staffing costs of a full time sector officer, with a further £10,627 towards overheads for the period April 2011 – June 2011. Other income to support the plan is provided in the form of cash from the University of Bradford, in kind contributions from sector members, and cash from the West Yorkshire Social Care Partnership.
- 4.5. The University of Bradford, as the lead institution, has indicated its commitment to fund the sector officer post until the end of March 2011, thus aligning the post with the end of the Escalate programme funding period and fixed term contracts for the Escalate team. The University of Bradford then intends to use the WYLLN contribution of £12,780 to fund the sector officer post through to June 2011. If the sector officer post continues to be located at the University of Bradford during this 3 month period then an overhead cost of £10,627 will need to be met. This is an issue that still needs to be addressed.

5. LMIE Sector Group (Appendix 5d)

- 5.1. This sector has been led by Wakefield College and a sector officer has been in post since early on in the project. The sector officer reports to the Director of HE at the College.
- 5.2. Membership is comprehensive including HE providers (there is full representation from all four universities), private training providers, Sector Skills Councils, the Chartered Management Institute and other professional bodies and employers. Close links have been developed with the Northern Leadership Academy. The sector has undertaken a range of activities. Work with Employer Based Training Accreditation (EBTA), and organising and managing the Women into Leadership Conference are of particular note. This sector group was established to work as a stand alone and cross cutting theme across all sectors. This approach of considering LMIE as a cross cutting theme has operated successfully over the last three years with the CBE, HSCEY and CMSA sector groups. It is not however, an approach that has been built into the 4th year business plans presented by the CBE, HSCEY and Culture sector groups. This issue of liaison

and joint working, where appropriate, would need to be addressed with any sector group receiving funding support from WYLLN for a 4th year.

- 5.3. The main purpose of the sector group in the fourth year would be to provide a forum and brokerage service between sector member providers of LMIE; to provide a forum for sector members to further engage with sub-regional, regional and national strategic bodies and agendas; to support the embedding of curriculum developments and progression agreements already implemented and to review their impact; to update the curriculum map in order to identify and develop new progression agreements and inform curriculum development work; to extend the research and practice development currently being undertaken into credit value and transfer and the QCF; to identify a sustainability model for the group beyond a fourth year; and to work with the other three sector groups on areas of common purpose in regard to LMIE.
- 5.4. The business plan presented is based on a £10,000 contribution from WYLLN towards the staffing costs of a 0.5 sector officer. Other income to support the plan is provided in the form of cash and in kind contributions from Wakefield College and in kind contributions from sector members.
- 5.5. Wakefield College, as the lead institution, has indicated its commitment to support the proposals presented in the business plan. This business plan is the only one of the four presented to include an objective on the sustainability of the sector group beyond a fourth year.

6. Board Action

- 6.1. The Board is asked to consider the business plans presented in terms of the value and viability of their implementation in the fourth year and to recommend which sector groups should go forward.
- 6.2. The Board is asked to consider if any of the business plans merit financial support from WYLLN beyond the £10,000 nominally allocated to each at the December Board meeting.