

WEST YORKSHIRE LIFELONG LEARNING NETWORK

Management Board

Governance

The purpose of this paper is to propose the governance arrangements for the Network in its fourth year of operation (2010/11).

Background

Members will recall that the Management Board and the Strategic Advisory Forum was established until July 2010 – the initial lifetime of the Network. Due to the Network being sustained for a further fourth year and a series of organisation changes within the sub-region/region it is timely to revisit and establish the governance arrangements of the Board for July 2010 onwards. The current terms of reference of the Management Board and the Strategic Advisory Forum are attached (Annex 1 and Annex 2 respectively).

Management Board

The Management Board is responsible for approving the West Yorkshire Lifelong Learning Network's strategy and associated plans and budgets; for determining major business decisions; for the framework of governance and management and; for monitoring the Network's performance. In light of this it is **proposed** that the Management Board's terms of reference are to:

- Approve or modify the Network's mission and objectives (in consultation, where appropriate, with the HEFCE) and the strategic and operational plans designed to secure those objectives.
- Approve the Network's budget and the main features for allocating resources within that budget
- Approve the allocation of Additional Student Numbers provided to the Network.
- Consider the legacy and future of the Network and its activities.
- Oversee the strategic development of the Progression Agreements and sector engagement
- Endorse the annual monitoring reports made to the HEFCE
- Monitor and evaluate the performance and effectiveness of the Network against approved plans, outcomes and financial forecasts
- Ensure the Network's business is conducted in accordance with best practice and the principles of public life laid down by the Committee on Standards in Public Life.

It is **proposed** that the Board continues to meet three times per year (October, February and June) and each Board will receive a Report from the Executive Director on progress to date and a financial report from the Accountable Body.

In terms of decision-making it is **proposed** that decisions will be made by consensus. In the event of no consensus the Chair will have the final decision. The Accountable Body may veto any decision, which imposes an unacceptable risk to their institution. The responsibility for employment contracts for the Network's staff will continue to rest with the Accountable Body.

In terms of membership it was initially agreed that there should be an equal number of members from both the higher and further education sectors who would also represent the seven sector groups. In this way the vast majority of representatives from the future education sector were determined – the other two being nominated by the West Yorkshire Consortium of Colleges. Due to the changing nature of the sector groups this principle is unsustainable into the fourth year.

It is **proposed** that we continue with five higher education representatives (covering the five higher education institutions in West Yorkshire) and five further education representatives.

It is **proposed** that the five further education representatives should be determined by the West Yorkshire Consortium of Colleges with due consideration given to geographical coverage and diversity of the sector.

One of the strengths of the Board has been the inclusion of key stakeholder organisations. It is **proposed** that this is continued and we seek representation from:

- Yorkshire Forward
- Skills Funding Agency
- IAG Representation (currently fulfilled by Careers Yorkshire and the Humber)
- Leeds City-Region Representation

HEFCE will continue to be invited to attend as observers. Others will also be invited to attend as appropriate. Membership will be non-substitutable and will be at Pro-Vice-Chancellor, Principal or equivalent level.

The Board will continue to reserve the right to co-opt and amend the terms of reference and membership as it sees fit.

The current Chair and Deputy Chair have been nominated to be in post for the duration of the project. This, therefore, needs no amendment in the terms of reference and governance. Consideration may need to be given, however, in light of the decisions taken above regarding FE representation.

It is **proposed** that the Secretariat to the Board remains with the University of Leeds.

Strategic Advisory Forum

The Strategic Advisory Forum was intended to provide an opportunity for all stakeholders across West Yorkshire to engage in the development and operation of the Network. It has, to date, effectively discharged those duties and has been a valuable Forum in communicating the Network's direction and informing/influencing the Management Board and its decisions.

It is proposed that we should continue with the terms of reference currently in operation (Annex 2), with the Chair of the Forum being the Deputy Chair of the Management Board.

Membership of the Strategic Advisory Forum was intended to be broad and encompass all stakeholders. Therefore it is **proposed** that the membership list should not be included but instead state 'The membership of the Forum is inclusive and representatives from key stakeholders are welcome to attend. It is expected that one

representative from each organisation attends unless on prior agreement from the Executive Director and/or Chair'. The Executive Director will be 'in attendance'.

Ceri Nursaw
February 2010

Annex 1

West Yorkshire Lifelong Learning Network

Management Board Terms of Reference

1. These terms of reference apply to the Management Board.
2. The Management Board is the key decision making group for the West Yorkshire Lifelong Learning Network.
3. The Management Board will meet every three months.
4. The Chair of the Management Board will be the University of Leeds for the duration of the project. The Chair and Management Board may appoint a Deputy. Appointment of the Chair, in the event of the Chair being unable to continue, will be through a nomination and voting agreement by the Management Board.
5. Membership of the Management Board is by agreement of the Board and consists of **senior staff** from the HEIs, the West Yorkshire Colleges Consortium, the RDA, LSC, IAG Partnership and Sector Leaders.
6. The Management Board is responsible for the formulation of all strategy and policy matters pertaining to the West Yorkshire Lifelong Learning Network.
7. Reports against the project plan will be made by the Executive Director to the Management Board for consideration. This will include a quarterly financial report. The Management Board will approve any variation to budget heads required.
8. The Management Board will approve the policy and plans for all Progression Agreements, the Credit Framework, Sector Plans and the allocation of ASNs in line with HEFCE Model 2.
9. The Management Board will undertake to monitor and review the delivery targets and financial performance at every meeting and advise the Executive Director accordingly.
10. The responsibility for the employment contracts of the Executive Director and core staff rests with the Accountable Body, the University of Huddersfield.
11. Decisions will be made by consensus. In the event of a contentious matter the Chair will have the final decision. The Accountable Body may veto any decision which imposes an unacceptable risk.
12. HEFCE is invited in an observer role.

Annex 2

Strategic Advisory Forum Terms of Reference and Membership

The Strategic Advisory Forum will meet twice a year; its terms of reference are to:

- Inform and advise the West Yorkshire Lifelong Learning Network Management Board
- Make recommendations to the Management Board and assist in the formulation of the long-term strategy for the Network
- Be a forum to share and disseminate the work of the Lifelong Learning Network
- Act as a conduit for key communications between the Network and its wider community
- Promote best practice and share learning among the key stakeholders
- Keep abreast of developments in other Lifelong Learning Networks and changes in Government policy which will affect the Network
- Receive reports from the Executive Director on progress to date

The Advisory Forum will be chaired (TBC) who will report to the Management Board.

The membership of the Forum should be inclusive and should seek representation from the key stakeholders. The membership is as follows

One representative from:

Aimhigher West Yorkshire
Bradford College
Bradford Learning Partnership
Business Link West Yorkshire
Calderdale College
Calderdale Learning Skills and Partnership
Chair of the West Yorkshire Lifelong Learning Network Management Board
Connexions West Yorkshire
Dewsbury College
Foundation Degree Forward
Government Office for Yorkshire and the Humber
Huddersfield College
Igen
Joseph Priestley College
Keighley College
Kirklees Learning Partnership
Leeds College of Art and Design
Leeds College of Building
Leeds College of Music
Leeds College of Technology
Leeds Learning Partnership
Leeds Metropolitan University
Leeds Voice
NHS Workforce Development Confederation

Next Step

Northern School of Contemporary Dance

Open University

Park Lane College Leeds

Sector Skills Councils

ShIPLEY College

Thomas Danby College

Trinity and All Saints College

University of Bradford

University of Huddersfield

University of Leeds

Wakefield College

Wakefield Learning Partnership

West Yorkshire Consortium of Colleges

West Yorkshire Learning and Skills Council

West Yorkshire Learning Partnerships

West Yorkshire Lifelong Learning Network Accountable Body

West Yorkshire New Technology Institute

Yorkshire Forward

Yorkshire Universities

In attendance:

Stephen Challenger, Executive Director of the West Yorkshire Lifelong Learning Network

Lilian Black, West Yorkshire Lifelong Learning Network Management Consultant