

LEARNING ALLIANCE GOVERNANCE

BACKGROUND AND INTRODUCTION

This document aims to set out a structure by which a large number of large organisations can work together effectively to improve the lives of children young people, their families and their communities. Leeds Learning Alliance seeks to raise achievement by working in collaboration and by being inclusive.

GOVERNANCE, LEADERSHIP AND MANAGEMENT STRUCTURE

There are three arms of the governance structure with broadly distinct though interrelated remits.

1. Determining policy, strategy and action

This is undertaken by representatives of all members and partners through the work of the council of reference and policy groups.

2. Acting as the Foundation Trust for the Foundation schools

This function is undertaken by the Trustees only.

3. Acting as the Directors of a company limited by guarantee (the LLA) ensuring viability and probity

This function is undertaken by the Directors of the company and supported by the CEO and other employees.

TRUSTEES

Founding the alliance, setting the purpose of the alliance, appointing directors and acting as Foundation for LLA Trust schools

The alliance was established by the Founding Members of the LLA as a group of likeminded organisations working in the field of education and committed to collaborate to raise achievement. This is done by focusing on inclusion because of the inequalities and exclusionary practices experienced by disadvantaged learners. They seek to bring the common wealth of the city of Leeds to support students who might face barriers to learning that sit outside of the classroom. The Trustees act as the Foundation Body for those schools that have opted for the LLA to be their Foundation and thus they appoint two governors to the governing body of those schools. The Trustees also appoint the Board of Directors of the LLA and an independent Chair of the LLA (who chairs the Board of Trustees, the Board of Directors and the Council of Reference).

GOVERNANCE OF THE ALLIANCE

| Company Limited by Guarantee | Inclusive Education Leadership Alliance | Educational Foundation Provider of Education |
|--|--|---|
| Directors Founding Members of the LLA Council of Reference Chairs | Council of Reference Policy Committees Inclusion Diversity Digital Workforce Leadership Pathways, transitions and destinations Climate Change Health and Wellbeing Primary Education Community Safety and Peace Phase and Sector Representatives and Groups Further Education Higher Education Primary School Secondary School Specialist Schools Local Authority Voluntary, community and faith sector Health and care sector Police Private sector | Trustees Founding Members of the LLA Bankside Primary School Carr Manor Community School Leeds City Council Leeds Trinity University Leeds College of Building Leeds Rhinos Foundation Wetherby High School |
| Administration CEO Company Secretary COO Auditors | Associates, Special Advisors and Supporting Partners | Foundation Schools Carr Manor Community School Wetherby High School |

MEMBERS AND MEMBERSHIP

Policy development and action

In working to its purpose as laid down above by the Trustees, members of the Alliance are constituted organisations working in relevant fields in Leeds and who work together to develop its policy, strategy and to take action. This is laid down in its strategic plan. The policy is determined by all members through

a wide-ranging consultation. This is grouped into workable policy areas each of which becomes a priority and each of which is led by a policy committee. All members contribute to policy development and each have an equal voice. The chairs and leads of policy committees come together at the Council of Reference meeting. All members pay an annual fee which reflects the size of their organisation.

ASSOCIATE MEMBERS

Policy development

Whilst Members take a full and active role in policy strategy and action, and also pay an annual fee, Associate Members are those organisations that are interested in joining the LLA so are finding out about it. Any organisation that can demonstrate that it is working towards the principles, ambitions and values set down in our Memorandum of Understanding is eligible to join the LLA as a Member and would be welcome. However, the way the LLA works and what it does is something that is best learned by being a part of it so a period of time (usually up until six months is allocated) to prospective Members and existing Members to see whether they wish to commit to membership.

SUPPORTING PARTNERS

Support, advocacy and advice

For a small group of organisations being a member of the LLA is not constitutionally possible. Nevertheless, they support the aims, principles and values of the LLA and wish to work in partnership with its Members. Some organisations may prefer to work with the LLA as a Supporter rather than as a Member. This particularly applies to commercial entities and organisations such as West Yorkshire Police. It would not apply to organisations that are predominantly education focused.

SPECIAL ADVISORS

Research, policy advice and advocacy

There are many specialist organisations and professionals working in the field with whom the LLA works closely. Some of these have chosen or have been invited to work with the LLA and these groups and individuals inform the thinking of members of the LLA by attending as contributing observers to policy committees and to special meetings, events or conferences. Associates and Special Advisors do not have voting rights but they do enhance our thinking and in they in turn benefit from the cumulative expertise of the LLA.

POLICY COMMITTEES

Strategic leadership to determine policy and action

There are 10 priorities set for the LLA to focus on. These were determined by our consultation in 2021 and are set down in our five year strategy. Each priority has a group of people that come together and is led by one of our leaders and their institution.

The 10 areas are:

Inclusion

Diversity

Digital
Workforce
Leadership
Learner Pathways
Climate Change
Health and Wellbeing
Primary Education
Community Safety and Peace

Policy committees determine the strategy for their priority. Some policy groups relate to phases of education (e.g. Primary Education) so not all members have the same level of interest in these policy areas. Some priorities, such as Climate Change and Diversity are of universal concern.

COUNCIL OF REFERENCE

Strategic Coordination

To bring cohesion and synergy the chairs of the policy committees come together to form the LLA Council of Reference. The Council of Reference is also augmented by colleagues from each of the phases of education and as well as each of our sectors (Public, VCFS, Private) and the Local Authority. This enables the policy chairs working across all phases of education and all policy areas to share and align their work, priorities, challenges, concerns, expertise and opportunities.

LEADERSHIP AND ADMINISTRATION ROLES

COMPANY SECRETARY

Administration

To ensure the LLA works well administratively and to support the aims and policy ambitions, the LLA requires a functioning administrative structure. In order to do this, it is established as a legal entity as a company limited by guarantee and is regulated as such and registered with Companies House. It is a not for profit organisation. In compliance with regulation, it thus has a formally agreed set of articles of association, it presents annual financial reports, runs an Annual General Meeting and has appointed the required personnel to serve as its company officers.

DIRECTORS

Administrative Leadership of the company

In order to ensure that the company works effectively to serve its members as they work to develop policy and implement strategy, Directors ensure that the company is a financial going concern.

INDEPENDENT CHAIR

Tactical Leadership

Appointed by the Trustees, the Independent Chair is not a member of any of the member organisations. This chair manages the key meetings of the LLA, notably the Board of Directors, the Board of Trustees and the Council of Reference. The Independent Chair is appointed for a term of two years.

CHIEF EXECUTIVE

Tactical Leadership

Appointed by the Directors a Chief Executive ensures the day to day effectiveness of the organisation by building and leading the LLA infrastructure. The CEO is appointed for a term of two years.