



SCRUTINY BOARD (CHILDREN'S SERVICES)

Meeting to be held in Civic Hall, Leeds on
Thursday, 19th April, 2007 at 9.30 am

(A pre-meeting will take place for ALL members of the Board at 9.00 a.m.)

MEMBERSHIP

Councillors

- J Bale (Chair) - Guiseley and Rawdon
- J Chapman - Weetwood
- B Cleasby - Horsforth
- R D Feldman - Alwoodley
- A Harrison - Garforth and Swillington
- V Kendall - Roundhay
- J Lewis - Kippax and Methley
- L Mulherin - Ardsley and Robin Hood
- K Renshaw - Ardsley and Robin Hood
- B Selby - Killingbeck and Seacroft

Co-opted Members (Voting)

- Mr E A Britten - Church Representative (Catholic)
- Prof P H J H Gosden - Church Representative (Church of England)
- Mr R Greaves - Parent Governor Representative (Secondary)
- Mr C Macpherson - Parent Governor Representative (Special)
- Mrs S Knights - Parent Governor Representative (Primary)

Co-opted Members (Non-Voting)

- Mr T Hales - Teacher Representative
- Ms C Foote - Teacher Representative
- Mrs S Hutchinson - Early Years Development and Childcare Partnership Representative
- Mr P Gathercole - NCH Representative
- Ms T Kayani - Youth Work Partnership Representative

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A G E N D A

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15			<p>PROGRESS WITH AREA MANAGEMENT BOARDS (AMBS) ACROSS THE CITY</p> <p>To receive a report which updates Members on the progress made by Area Management Boards (AMBs) to date, in relation to their original aims</p>	1 - 14



Agenda Item:

Originator: Bob Stott

Telephone: 0113 2475612

07817 482907

REPORT TO SRUTINY BOARD:

SUBJECT: PROGRESS WITH AREA MANAGEMENT BOARDS (AMB's) ACROSS THE CITY

EXECUTIVE SUMMARY

Five Area Management Boards (AMB's) were established by Education Leeds in April 2005. Start up funding was provided in the financial years 2005/06 and 2006/07. This was to allow them to develop structures that would allow them to work with Education Leeds in considering the best approaches to improve behaviour and attendance management along with systems of inclusion within the city.

An additional £1million has been allocated by Schools Forum for the financial year 2007/08. This has been split by formula across the five AMB's. (See appendix 2) The purpose of this funding is to allow the beginning of localised delivery models to support inclusion across the city.

The purpose of this report is to outline the progress made so far with AMB's and to provide information as to their future development in the financial year 2007/08

Agenda Item:

Originator: Bob Stott

Telephone: 0113 2475612

07817 482907

REPORT TO SCRUTINY BOARD:

SUBJECT: PROGRESS WITH AREA MANAGEMENT BOARDS (AMB's) ACROSS THE CITY

Electoral wards Affected: All

Specific Implications For:

Equality & Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call-in

Not Eligible for Call-in
(Details contained in the Report)

1.0 PURPOSE OF THE REPORT

- 1.1 AMB's have now been in existence for just over 2 years and have received start up finance that is outlined in the paper. They are now at the point of receiving additional funding from April 2007.
- 1.2 The purpose of this report is to highlight how start up funding has been used and proposed plans are for the current funding round.
- 1.3 Additionally the paper will give an assessment of progress made against the original aims of improving behaviour and attendance management along with systems of inclusion within the city.

2.0 BACKGROUND INFORMATION

- 2.1 In May 2004, seven Headteachers were nominated by their colleagues on head teacher's forum to start developing new ways of collaborative working to support the inclusion and behaviour agenda. This was the formation of the No Child Left Behind project (NCLB)
- 2.2 As a result they agreed the following key principles for change on which all future

NCLB developments have been based:

- That the vast majority of children are educated within mainstream schools
- That the system for behaviour support is predominantly wedge based
- That schools within each wedge have the responsibility for managing their children and the support available

2.3 **Towards collaborative working from April 2005**

Agreement was reached to move towards area ways of working, based on the City Council five cross phase administrative wedges from April 2005. Area Management Boards were established with area representatives, in the first instance from local primary and secondary schools and Specialist Inclusive Learning Centres (SILCs). Each board had a representative Education Leeds officer to ensure consistency at a citywide level.

2.4 **Funding to Area Management Boards**

The Schools Forum agreed delegating funds to schools from April 2005 to support collaborative working. Schools received the following funding from the headroom which they then pooled as a resource targeted through the area management boards. The initial funding allocated was:

- primary schools - £1,200
- secondary schools - £4,000
- SILCs - £2,000

This funding added up to an average of around £90,000 per wedge dependent on numbers of schools in each area.

This amount has been increased in line with inflation across the subsequent two financial years.

2.5 **Development of Area Management Board structures**

- Three of the AMB's took the approach of appointing Project Directors, The North West in June 2005, the West and South in April 2006.
- The North East appointed consultants to review need across the area and then moved to second a secondary and primary headteacher on a part time basis to provide management capacity.
- The East has adopted a different model with a more immediate focus on Extended Service Clusters as its delivery model. Two thirds of all start up funding has been vired directly to these clusters with one third retained to provide central management capacity.

2.6 **Leeds Area Management Boards**

Terms of Reference & Performance Management arrangements

Before approving the additional £1 million to AMB's for the financial year 2007/08 Schools Forum requested a paper on the proposed uses of that money which was provided for the October 2006 Schools Forum meeting.

At this meeting it became apparent there needed to be more work done in exactly defining the terms of reference along with Governance and Performance Management arrangements of the AMB's.

A further paper giving detail of the exact composition of AMB membership along with the inclusion of Governors appointed by Governors Forum as AMB members was prepared and presented to the January 2007 Schools Forum meeting. (see appendix 1) The paper was approved by both the Schools Forum and Governors Forum in January 2007.

2.7 **Membership of Area Management Boards**
The terms of reference paper confirmed the membership of AMB's. (see appendix 1)

2.8 **AMB lines of accountability**
These are defined in Appendix 1 but can be summarised as:

2.81 The AMB is accountable to all schools within the wedge and their Governing Bodies.

2.82 Annual targets will be set and agreed at the beginning of each financial year focussed on raising attainment, improved levels of attendance, reduced truancy rates and reduced numbers of exclusions.

2.83 Accountability will be monitored through a termly report to:

- all schools and their Governing Bodies in the wedge
- AMB Chairs Group
- Education Leeds Executive via NCLB Project Director

They will also be accountable through performance management reporting to the following groups:

- No Child Left Behind Project Group
- No Child left Behind Steering Group

3.0 **IMPACT OF AMB DEVELOPMENTS**

3.1 **Exclusions**

- Permanent exclusions have reduced from 166 in the academic year 2004/05 to 85 in the academic year 2005/06.
- The figure for confirmed permanent exclusions in the current academic year 2006/07 is 66.

3.2 **Financial adjustments following exclusion**

- Following consultation with all schools agreement has been reached that an additional financial adjustment of £4,500 will apply to any pupil excluded after 1 April 2007. This was formally approved by Schools Forum in January 2007.
- To enhance the rate of re-inclusion for permanently excluded pupils a school admitting will receive an additional £6,000.

3.3 **Re-inclusion panels**

As of May 2007 all AMB's will have established re-inclusion panels that will meet to consider all cases brought forward by the Pupil Planning Team. This is much more efficient than the pupil planning team approaching individual schools.

3.4 **In Year Fair Access Protocols**

These are in draft form and have been discussed at AMB's, Leeds High School Secondary Heads and the Admissions Forum. They replace the original Hard to Place Protocols that had been piloted across the city. Agreement on In Year Fair Access Protocols will need to be reached by summer 2007 so as to allow them to be fully operational for September 2007.

3.5 Reconfiguration of Education Leeds services

3.51 Education Welfare Service has significantly reconfigured their service offer to meet the localised needs identified. Service offers are now being made at AMB or Extended Services Cluster level to allow resource to be most effectively deployed.

3.52 The Psychology and Assessment Service is also reviewing the configuration of its service offer for September 2007.

3.6 Links with Children Leeds

3.61 AMB's were established before the significance of the move to an Integrated Children's Service had fully impacted. Significant developments in Extended Service Clusters have also emerged since the inception of AMB's

3.62 It was always envisaged that as Children's Services evolved we would review how the two would operate in future. In the West and East the AMB is already running joint meetings with the relevant Children Leeds area. Similar plans are being developed in the NE and are being considered in other areas. A symmetry is developing between AMB structures those of Children Leeds that will need to be formalised over the next academic year.

4.0 AREAS FOR FUTURE DEVELOPMENT

4.1 Increasing the localised delivery of services

Prior consultation with schools and key stakeholders has agreed that future funding models will shift maximum resources to schools and locality provision. Alongside this the agreed principle of early intervention within a localised delivery model.

4.2 Monitoring and accountability

With the increasing resources allocated to AMB's it is imperative that we effectively monitor what impact they are having. Key Performance Indicators will be established with each AMB are focussed on the outcomes of children and young people.

4.3 Combining strategies

AMB's are interfacing with rapid developments in Children's Services. It is therefore very important that we cement cohesion across key strategies including Specialist Inclusive Learning Centres (SILCS), Extended Services, Common Assessment Framework (CAF), 14-19 Strategy and Personalisation. To achieve this we are moving to a single Integrated Children's Services Strategy that will encompass the Inclusion Strategy, NCLB Strategy and SILC Strategy.

4.4 Local diversity and city wide consistency

As we deliver our strategies we are confident that innovative solutions to local issues will be found rather than a one size fits all model for the city. Nevertheless we must also ensure that the monitoring and accountability systems for AMB's ensure that there is equality of opportunity and a consistent high standard of service available to parents, carers children and young people.

5.0 CONCLUSIONS

5.1 AMB's are now at a point where they are formally constituted. They are equipped

to make a real impact on the localised delivery of integrated children's services. Critical to these developments is the necessity to carefully monitor and evaluate their progress in terms of improved outcomes for young people.

6.0 RECOMMENDATIONS

6.1 To note the contents of this report.

6.2 To receive further reports over the year that allow Scrutiny Board to evaluate the impact of AMB's both in terms of:

- outcomes for children and young people
- the development of cohesive accountability structures across AMB's and Children's Services in each area

Appendix 1

**Leeds Area Management Boards
Terms of Reference & Performance Management arrangements**

The purpose of this paper is to clearly state and clarify the terms of reference and accountability structures relating to AMB's, area Project Directors and other groups associated with the NCLB project.

Area Management Boards background

Five Area Management Boards were established in 2004, based on the City Council five cross phase administrative wedges. In April 2005 Collaborative funding was delegated and pooled from to facilitate AMB workings.

AMB's exist to improve the inclusion of all children within local schools. The initial function is to support behaviour management. In addition they are involved in the evaluation of area based provision to inform the development of locality based delivery models

Area Management Boards

The responsibility of the AMBs is to agree membership, terms of reference and an accountability framework for delivery of agreed outcomes. They are specifically responsible for establishing secure line management and performance management arrangements for any employees. The role of the Area Management Boards will develop over 2006 – 2007 in line with Council developments. They are well placed to re-align themselves into Commissioning bodies for the area and partnership bodies for future area based provision.

Membership

Core Membership

Primary and Secondary Headteacher Representatives from each Family of Schools /
Education Improvement Partnership
Specialist Inclusive Learning Centre Principal (SILC)
Governor representative

Area Project Director

Key Education Leeds Services Partners

Pupil Referral Unit Principal (PRU)
Psychology and Assessment Service (PAS)
Education Welfare Service (EWS)
Pupil Planning Team (PPT)
Quality Assurance Officer
Education Leeds Officer
Voluntary Services i.e. Leeds Voice

AMB's will elect a chair for a minimum term of one year and a maximum of two years who will also represent the AMB at the Chairs Group.

AMB's can co-opt other relevant parties as board members. Fifty percent of core membership is required for the AMB to be accurate.

AMB's can establish sub committees and working groups with specific terms of reference. All such groups are accountable to the full AMB.

Area Project Directors and Link Education Leeds Officers The Area Project Directors will take responsibility for the delivery of the Local Area Plans and the Link Education Leeds Officers will take responsibility for ensuring a cohesive link between Area Plans and the Strategic Plan. Jointly, the Education Leeds Officer and Area Project Directors are accountable to their respective AMB, the Project Group, their colleagues across Education Leeds and the children and families which they represent.

Meetings

AMB meetings will take place once every half term as a minimum requirement.

Current Legal Standing of AMB's

AMB's have no separate legal identity and are constituted under the financial and personnel procedures of Leeds City Council. As such all activity must follow the financial regulations, personnel policy and procedures and any other pertinent regulations that cover the company.

Terms of Reference

1. To agree a formal constitution for the Area Management Board. (This must incorporate the statutory membership as listed above)
2. To agree joint action for shared priorities. In the first instance the focus will be on supporting behaviour and attendance in schools
3. To identify and allocate resources for shared priorities
4. To provide an area based conduit for work with District Partnerships
5. To promote the re-alignment of resources to achieve the 'No Child Left Behind' aims as informed by an audit of local need
6. To determine delivery options to meet the 'No Child Left Behind' aims and evaluate progress
7. To evaluate if the area arrangements can be usefully deployed as a conduit for more holistic and coherent delivery of services and school improvement strategies
8. To assist in developing City wide protocols and procedures when appropriate
9. To support and monitor the arrangements for managed transfers
10. To agree and monitor the arrangements for the admission of vulnerable and hard to place children across the area
11. To agree area targets and monitor progress towards achieving them
12. To review and update terms of reference in light of emerging developments re the 'Every Child Matters' agenda
13. To develop local protocols and procedures where appropriate
14. To provide a platform for future arrangements in relation to 'Every Child Matters'

Accountability

AMB Boards will be accountable to all schools within the wedge and their Governing Bodies.

Accountability will be achieved through a termly report to:

- all schools and their Governing Bodies in the wedge;
- AMB Chairs Group
- Education Leeds Executive via NCLB Project Director

The termly report will be prepared by the Area Project Director for the above bodies.

They will also be accountable to Education Leeds Board and Education Leeds Leadership Team through the following performance management arrangements.

Performance management: roles and responsibilities

The No Child Left Behind Steering Group on behalf of Education Leeds Board

The roles and responsibilities of Education Leeds Board and the Steering Group are to:

- Approve the strategic direction and priorities
- Monitor and evaluate the outcomes and KPIs of the plan
- Consider progress reports every quarter and an annual evaluation report
- Identify and request action on issues of concern to the Board

Membership of the NCLB Steering Group

Ros Vahey	Deputy Chief Executive
Carol Jordan	Strategy Manager Integrated Children's Services
1 Head teacher	AMB Chair or representative
Bob Stott	NCLB Project Director
1 Project Director	
Jim Hopkinson	YOS
Edwina Harrison	Social Services
Ashley Wyatt	CAHMS
Andrea Richardson	Early Years
Ken Morton	Director Learning Communities Team

The No Child Left Behind Project Group on behalf of Education Leeds Leadership Team

The roles and responsibilities of Leadership Team and Project Group are to:

- Take collective ownership for the Strategy and promote it within Education Leeds
- Discuss, amend and agree the annual activity programme
- Review, challenge and agree progress reports every quarter including agreeing remedial actions and new activities for improvement
- Providing challenge to quarterly progress reports and the annual evaluation report to Education Leeds Board

Membership of the No Child Left Behind Project Group

Carol Jordan	Strategy Manager Integrated Children's Services (link officer to NW AMB)
Bob Stott	Project Director NCLB / NE AMB
Dave Bache	Project Director South
Dave Pointon	Project Director West
John Fryett	Project Director North West
Vacant	Project Director East
Hilary Waite	Development Officer Learning Communities Team (link officer to West AMB)
Gary Nixon	EOTAS Team Leader (link officer to East AMB)
Jane Hall	Attendance Team Leader (link officer to NE AMB)
Sue Cassidy	Extended Service Schools & Study Support
Diane Lloyd-Jones	Human Resources
Jenny Marshall	Performance Management
Simon Darby	Finance

Strategic Managers Integrated Children's Services

The roles and responsibilities of the Strategic Managers Integrated Children's Services are to:

- Ensure there is accountability for delivering the plan across all Education Leeds Services
- Oversee and ensure that areas of concern are addressed and that emerging priorities are integrated into the planning process
- Offer strategic guidance on the production of the annual activity programme
- Ensure progress against planned activities and KPIs is addressed in staff performance management reviews

Education Leeds Team Leaders

The role and responsibilities of each team leader is to:

- Lead on the production of the annual activity programme
- Ensure the priorities, targets and activities of the Strategic Plan are reflected in all future activities and team plans
- Ensure quarterly monitoring information for the indicators and activities they have responsibility for is produced to timescale
- Ensure progress against planned activities and key performance indicators is addressed in staff performance management reviews
- Ensure the progress on the Strategic Plan is a regular agenda item at all Team Meetings.

Performance Management and Information Team

The role and responsibilities of the Performance Management and Information Team are to:

- Facilitate production of the annual activity programme
- Undertake quarterly monitoring through collection and quality assurance of performance data
- Prepare monitoring and evaluation reports for Leadership Team and Board
- Ensure compliance with external reporting requirements

AMBs' Chairs' Group

To agree the Strategic Plan and take responsibility for setting the overall direction and delivery models within the context of the Strategic Plan. They are specifically responsible for ensuring all schools in their areas are kept informed through regular newsletters and attendance at Family Meetings by themselves or their representatives. Collectively they have a responsibility to consult with colleague Headteachers, ensuring they are fair and equally represented.

NCLB Project Director

The NCLB Project Director will take lead responsibility for ensuring the delivery of the whole plan. The role and responsibilities of this manager are to:

- Take lead responsibility for developing, consulting and agreeing an annual activity programme for assigned priority
- Ensure quarterly monitoring information for the indicators and activities they have responsibility for is produced to timescale
- Lead on quarterly monitoring and evaluation. This review should use discussion, evidence and observation to: identify successes and emerging best practice; identify weaknesses, resource pressures and issues for wider consideration; agree remedial action; and refresh the activity programme
- Lead on an annual evaluation, considering evidence of impact to guide future commissioning and decommissioning of services and to identify good practice
- Contribute to quarterly reporting to Strategic Managers, Leadership Team, Executive Team and Education Leeds Board
- Ensure the priorities, targets and activities of the Strategic Plan are evident in the planning and work of the project team
- Ensure progress against planned activities and key performance indicators is addressed in future performance management arrangements and reviews of Area Project Directors and link Education Leeds Officers

No Child Left Behind financial summary at 27/01/07

Draft Allocation of funding to AMBs 2007/08

Assumed level of funding £2,983,000

Assumptions

£253,250 of nurture group funding included in allocation

£449,000 of delegated behaviour partnership funding included in allocation

£54,250 of central funding for M.A.S.T. included in total

£1,000,000 of budget growth included in allocation

£619,000 of Primary PDC funding included in allocation

£607,000 of Secondary LSU funding included in allocation

Proposed method of allocation

It is proposed that the allocation is based on the aggregate received in each wedge through the funding targeted on the following:-

50% based on the aggregate funding for behaviour partnerships, FFI F Band, and personalisation through the formula and SSG

50% based on the total targeted funding (as per the return to the DfES circulated previously) but excluding BIP, LSU, Nurture group and PDC funds (as not allocated by formula) and the cost of free school meals (as this is take up, not entitlement based)

Wedge	Draft Allocation 2007/08	Allocations 2006/07			Primary PDC	Secondary LSU	Growth on 2006/07 allocations	Controllable Funding 2007/08	note
		Behaviour Partnerships	Nurture Groups	MAST					
East	£796,600	£101,227	£101,300	£54,250	£144,810	£126,586	£268,427	£470,954	£1,211,058
North East	£494,100	£85,537	£50,650		£94,260	£102,440	£161,213	£297,400	£728,854
North West	£492,900	£99,187	£0		£124,480	£94,969	£174,264	£273,451	£706,930
South	£685,200	£87,950	£50,650		£124,810	£163,408	£258,382	£396,982	£1,084,233
West	£514,300	£76,066	£50,650		£130,380	£119,266	£137,938	£264,654	£884,606

note that the NE Primary PDC resource is delivered through Hovingham Primary that is in the East wedge.

Some funding within NCLB is attached to fixed resource e.g.

Allocations for PDC / LSU cannot be reallocated to other uses without discussion through EiC

MAST funding may not be reallocated to other uses without discussion as staff funded are permanent employees

Budget planning can be based on 'controllable funding 2007/08'

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