

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