

Local Authority Statement of Action

Gamlingay Village College

Date of Inspection: 9th – 10th February, 2011

The Statement of Action sets out the Local Authority's approach to supporting schools requiring special measures during the period of the designation. Gamlingay Village College was inspected under Section 5 arrangements on 9th – 10th February, 2011 and was judged to require special measures because it is failing to give its pupils an acceptable standard of education and the persons responsible for leading, managing or governing the school are not demonstrating the capacity to secure the necessary improvement. Significant improvement is required in relation to:

- **increasing attainment and improving pupils' progress to at least national averages in all subjects, but especially in the core skills of literacy and numeracy, by;**
 - focusing on improving literacy skills in all lessons
 - developing a confidence and fluency in basic number skills
- **improving the quality of leadership by:**
 - ensuring that leaders at the highest level are held to account for school improvement
 - establishing clearer roles and responsibilities for leaders at all levels
 - mapping out and implementing a rigorous timetable for monitoring the quality of teaching and pupils' outcomes
 - monitoring the quality of the curriculum that pupils experience
 - strengthening the opportunities for the governing body to hold the school to account
 - revising all core strategic documentation, especially the school development plan, by adding measurable targets for improvement.
- **improving the quality of teaching to increase the proportion of good and outstanding lessons by:**
 - sharing good practice in how to observe lessons to get an accurate picture of provision
 - reducing the amount of supply or temporary teaching experienced by pupils
 - increasing teachers' expectations and improving their use of assessment information
 - improving the use of technology to make lessons more interesting and engaging

The target date for removal of the designation of Special Measures is the Summer Term 2012.

The Local Authority's approach to securing improvement at Gamlingay Village College

a) Action the Local Authority has taken so far

Following LA concerns about declining standards at Gamlingay Village College, in the Spring Term 2009, the college was designated by the School Improvement Partner (SIP) as a high level contact school, requiring additional support from the LA. This decision was formalised at the School Annual Review meeting and communicated to the Headteacher and Chair of Governors. Additional time from the SIP was provided to increase the level of challenge and consultancy support for mathematics was also provided. However, the decline in performance continued so a recently-retired headteacher of an outstanding school, who has National Leader of Education accreditation, was brought in to take over as School Improvement Partner in September 2009 and provide an increased and sharper level of challenge. Consultancy support for mathematics was also increased.

The SIP raised concerns about the accuracy of the college's self-evaluation and insufficient progress made since the 2007 Ofsted inspection, which graded the college as satisfactory. The SIP provided clear guidance and support for improving self-evaluation, raising performance in mathematics and dealing with difficult personnel issues that were adversely affecting school improvement. However, the college failed to make the necessary improvements. In the Spring Term 2010, the SIP conducted the School Annual Review and alerted the Headteacher and Chair of Governors to increased concerns about pupils' progress and achievement, particularly in mathematics. The college was redesignated by the LA as requiring high level contact in order to support improvements in performance and additional targeted funding and support were provided by the LA.

In June 2010, the SIP attended a Governing Body and raised his concerns with the Governing Body, including those relating to inconsistency of provision, insufficiently high expectations, weaknesses in teaching, the need to monitor teaching more rigorously and take decisive action where necessary. The SIP also alerted the Governing Body to the danger that the next Ofsted inspection would identify little progress having been made since 2007 unless the issues were addressed. At the beginning of July 2010, the results of the 2010 Key Stage 2 Tests were received and analysed by the SIP and Headteacher. It was then clear that 2010 performance had declined further and more sharply and the situation was now urgent. The 2010 results showed that mathematics had declined sharply but also that English results were now below the national average and that the combined English and mathematics were below the national floor target. Moreover, in terms of the Contextual Value Added progress measure, the school was now performing at the level of the bottom 10% of schools nationally.

On 15th July, the LA Head of Standards & Effectiveness visited the college to discuss an urgent response with the Headteacher and Chair of Governors. It was agreed that the LA would:

- * establish an LA Implementation Group (LAIG), to meet on a monthly basis at the college to review progress and identify additional actions needed by the school or LA. The LAIG was to be chaired by the Head of Standards & effectiveness and included the Headteacher, Chair of Governors, SIP and LA officers/consultants supporting the school;
 - * deploy a Consultant Inspector (former primary headteacher and SIP to Gamlingay First School) to provide additional monitoring capacity and support transition arrangements;
 - * provide specialist consultancy support for English, as well as mathematics;
 - * commission an external review of teaching and learning across the college;
 - * lead training for the Governing Body on its role in school improvement;
 - * provide training for the whole staff on teaching and learning.
- All these actions have been completed or are ongoing.

The Review of Teaching and Learning was conducted by two LA inspectors on 9th September 2010 and found strengths in pupils' behaviour and enjoyment at school and also identified some strengths in teaching and learning. However the Review concluded that the quality of teaching was too variable and inadequate teaching was seen in one English and one mathematics lesson. The SIP's concerns about the lack of formal monitoring undertaken by senior leaders was reinforced by inspectors. The Review made a number of recommendations focused on improving:

- leadership
- use of data and systems for tracking pupil progress
- teaching and learning; and
- marking and feedback

The LA Implementation Group met on a monthly basis during the Autumn Term 2010, co-ordinating support and challenge from the School Improvement Partner, Consultant Inspector and consultants for English and mathematics. However, the LAIG became increasingly concerned that actions were not being followed up with sufficient urgency by the college's leaders, challenge from governors was negligible and the rate of progress was insufficient. The LA commissioned an outstanding primary school headteacher and National Leader of Education to coach the Headteacher but with limited impact. In December 2010, the LA Director of Learning and Head of Standards & Effectiveness asked the Headteacher and Chair of Governors to a meeting, at which a draft Warning Notice was discussed. No response to the draft was received so the LA issued a final version of the Warning Notice to all members of the Governing Body at the beginning of January 2011. This Warning Notice was copied to Ofsted. The Head of Standards & Effectiveness attended a Governing Body meeting later in January, which concluded with the Governing Body deciding not to appeal against the Warning Notice and to work with the LA to secure the necessary improvements. The Chair of Governors resigned during the course of this meeting.

Simultaneously, the college leadership team ceased to function due to the extended absence on medical grounds of both the Deputy Head and Assistant Head. In order to provide the necessary capacity, the LA deployed a Consultant Headteacher to support the Headteacher in managing the college and driving forward the necessary improvements. In February 2011, Ofsted inspected the college and judged that it required special measures. Following an extraordinary meeting of the Governing Body, called to receive the outcomes of the Ofsted report and attended by senior LA officers, the Headteacher was suspended, pending a review of the implications of the report.

b) Additional support that the Local Authority will provide or commission to help the school address the areas of weakness identified in the inspection report

The additional support that the Local Authority will provide or commission is set out in the attached plan. This includes:

- brokering Acting Headship arrangements. The LA has arranged for the recently-retired Headteacher of an outstanding primary school to be Acting Head of the college for 3 days per week. She is also an experienced Ofsted inspector and School Improvement Partner. The LA has also arranged for the Headteacher of Gamlingay First School to provide 1.5 days of support in his role as a Local Leader of Education. The latter arrangement will also support improved arrangements for curriculum continuity and progression between the First and Middle schools. These arrangements will begin in April 2011;
- deploying a Consultant Headteacher to the college on a full-time basis in order to enhance leadership and management capacity;
- providing a high level of regular consultancy support from LA Advisers for English and mathematics
- providing staff training and coaching from an LA inspector on improving teaching and learning;
- brokering a high level of support from Stratton Upper School on teaching, learning and curriculum issues, particularly in mathematics and the use of ICT for learning. Stratton is the school that receives most of the pupils from Gamlingay and is an accredited Training School;
- providing support from LA ICT Service for the improved use of technology to support learning;
- providing training and support for the Governing Body, including deploying an advisory governor to support the Chair of Governors;
- providing high levels of monitoring and evaluation by the Head of Standards & Effectiveness and an LA school Improvement Adviser

c) Arrangements to inform parents and carers about the actions planned for the school, and how their views will be gathered and taken into account

A parents' meeting, led by governors and LA officers, was held on 23rd March. This meeting was an opportunity for parents to discuss the report

and for the LA and college to take parents' and carers' views into account, as actions were being finalised. The LA Statement and Action Plan will be available to parents, carers and others on the school's website.

d) Specific steps needed to build the leadership and management capacity of the school, including at middle management level

The specific steps needed to build the leadership and management of the school further are set out in the attached LA Plan. They principally relate to the LA's brokering of interim headship arrangements, supported by additional capacity from a Consultant Headteacher.

e) Scope for partner organisations to be brought in to support the school and how this collaboration will be facilitated

The LA is facilitating and funding support from the college's partner schools, Gamlingay First School and Stratton Upper School. Both headteachers are committed to providing the necessary support. This will include support from the First School for Y4-5 transition and support from the Upper School for the Key Stage 3 curriculum and improving the teaching of mathematics.

f) Scope for the school to be closed or federated, taking into account the number of surplus places in better-performing local schools

The LA is launching an immediate consultation on the organisation of educational provision in the area. This will include a number of options but one option is likely to be the closure of Gamlingay Village College and the change of Gamlingay First School to an all-through primary school. Under this option, children would transfer to secondary provision at another local Cambridgeshire school at the beginning of Year 7. As an interim measure, it may be possible for the current Y4 cohort at Gamlingay First School to remain there and not transfer up to the Village College

g) Scope for the school to become a Trust school or an academy

The school already has Foundation status. Another option likely to be included in the LA's consultation is for Stratton Upper School, currently seeking to convert to Academy status, to enter into a hard federation with Gamlingay Village College under Academy arrangements.

h) Whether the local authority intends to use its intervention powers to appoint additional governors, require the school to enter into arrangements, withdraw delegation of the budget, or replace the governing body with an Interim Executive Board.

The Local Authority has already begun the process of using its intervention powers by issuing the Governing Body with a Warning Notice.. The Governing Body has been strengthened subsequently by the appointment of additional governors with specialist experience and expertise. At present, the strengthened Governing Body, with a newly appointed chair of

Governors, is working constructively in partnership with the LA to secure the necessary improvements. Should this not continue to be the case, the LA reserves the right to replace the Governing Body with an Interim Executive Board.

i) Quality assurance arrangements for monitoring and evaluating progress

The composition of the LA Implementation Group has been revised. The Group will now comprise:

- LA Service Director: Learning (Chair)
- LA Head of Standards & Effectiveness
- LA School Improvement Adviser
- LA Area Manager: Planning & Partnerships
- LA Advisers for English and Mathematics
- LA Consultant Headteacher
- Acting Headteacher
- Headteacher of Gamlingay First School
- Chair of the Governing Body
- Vice-Chair of the Governing body

This group meets on a monthly basis to monitor and evaluate the progress of the school and the implementation of the Local Authority's plan. It is the role of this group to identify any further actions required by the school or the LA. In turn, reports from this group will be communicated to the Local Authority's Schools Causing Concern Forum on a termly basis. This group consists of senior officers within the Office of Children and Young People's Services and is chaired by the Service Director: Learning. In addition, the Service Director: Learning will provide regular updates on the progress made by the school to the LA Children & Young People's Services Management Team and to elected members.

Ongoing quality assurance will be provided principally by an LA School Improvement Adviser.

j) Conclusion

The Local Authority believes that the process outlined above together with the actions detailed in the attached plan will secure the required progress at Gamlingay Village College and ensure the removal of Special Measures by Summer Term 2012.

Guy Dickens
Head of Standards & Effectiveness: 11-19

Gamlingay Village College

The Local Authority plan to support the improvement of the school and secure removal from Special Measures.

This plan is an annex to the LA Statement of Action

Inspection date – 9th – 10th February, 2011

Target date for removal from Special Measures – Summer Term 2012

Guy Dickens

Head of Standards and Effectiveness (11-19)

Contextual statement

N.B This plan should read in conjunction with the Local Authority Statement of Action, of which this forms an annex.

Priorities

The following priorities were identified by Ofsted

- Priority 1 – Increasing attainment and improving pupils' progress to at least national averages in all subjects, but especially in the core skills of literacy and numeracy.
- Priority 2 – Improving the quality of leadership
- Priority 3 – Improving the quality of teaching to increase the proportion of good and outstanding lessons

The LA has focused on 4 priorities (A - D) which cross reference to the school's priorities as set out in the table below:

LA Priorities	Issues for Action from report
A. Improve Leadership	Priority 2: Improving the quality of leadership
B. Improve Teaching	Priority 3: Improving the quality of teaching to increase the proportion of good and outstanding lessons
C. Increase Attainment and Improve Pupils' Progress	Priority 1: Increasing attainment and improving pupils' progress to at least national averages in all subjects, but especially in the core skills of literacy and numeracy.
D. Determine Future of Educational Provision in the Area	Not applicable

Monitoring of progress

To ensure that this plan and the schools' plan are appropriately monitored and evaluated, an Implementation Group will meet monthly and the following LA personnel will attend:

- LA Service Director: Learning (Chair)
- LA Head of Standards & Effectiveness
- Acting Headteacher
- Head of Gamlingay First School
- Chair of Governors
- Vice-Chair of Governors
- LA Adviser for English
- LA Adviser for Mathematics
- LA Consultant Headteacher
- LA Area Manager: Planning & Partnerships

Reports will be presented orally to Schools Causing Concern Forum half termly as set out in the Statement of Action.

Local Authority Support

To support the plan, the following LA personnel or LA-commissioned advisers will support the school:

<i>Personnel</i>	<i>Time allocated</i>		Personnel	Time allocated
English Adviser	5 days per term		Consultant Head	5 days per week
Mathematics Adviser	5 days per term		Acting Head + Local Leader of Education	5 days per week in total
School Improvement Adviser	5 days per term		Assistant Head: Maths Lead (Stratton Upper School)	2 days per week
General Inspector: Secondary	5 days per term		Mathematics Teacher (Stratton Upper School)	2 days per week
ICT Adviser	2 days			

Costings within the plan

Italics	From LA allocated entitlement
<i>Red Bold</i>	Additional LA funding
Plain type	School funded

Priority A – Improve Leadership -

Target – Improve the quality of leadership to good

Success Criteria –

LA and Ofsted monitoring judge that leadership is good by July 2012
Appropriate School Improvement Plan successfully implemented by July 2012
Effective performance management cycle completed by July 2012

LA and Ofsted judge that governance is at least satisfactory by July 2012

Milestones -

LA and Ofsted judge that progress on leadership issues is good each term
Appropriate School Improvement Plan constructed by May 2011
Roles, responsibilities and job descriptions revised by July 2011
Effective performance management processes in place by July 2011
LA and Ofsted judge that progress on governance is satisfactory by July 2011 and good by December 2011

Tasks	Personnel	Resources	Timescale	Monitoring Process	Evaluation Process
1 Recruit outstanding professional to lead the school as Acting Headteacher.	Acting Head (3 days per week)	Funded from LA Intervention Grant devolved to school.	April- August 2011 (Arrangements for 2011-12 school year to be confirmed in Summer Term)	LA Improvement Adviser to monitor Acting Head's progress on a fortnightly basis.	LA Implementation Group to evaluate these arrangements on a monthly basis.
2 Recruit Local Leader of Education to lead the school on the days when Acting Head is not present.	Local Leader of Education	Funded from LA Intervention Grant devolved to school.	April – July 2011 (Arrangements for 2011-12 school year to be confirmed in Summer Term)	LA Improvement Adviser to monitor Local Leader of Education's progress on a fortnightly basis	As above.
3 Continue to deploy Consultant Head to add leadership capacity to the school.	Consultant Head	LA central funding	January – August 2011 (arrangements for 2011-12 school year to be confirmed in Summer Term)	Consult Head reports to LA Head of Standards & Effectiveness but is managed on day-to-day basis by Acting Head.	As above.

LA plan for the removal of school from Special Measures
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4 Develop and implement policies and processes for accountability re school improvement, including a comprehensive monitoring and self-evaluation calendar.	Acting Head Local Leader of Education Governing Body	LA central funding	May 2011	LA improvement Adviser to monitor implementation and impact.	As above.
5 Lead and facilitate Stronger Management Systems training for extended senior leadership team.	Acting Head General Inspector	LA central funding	May-June 2011	LA Improvement Adviser to monitor that training takes place and to check for evidence of impact.	As above
6 Introduce revised and more rigorous Performance Management policy and processes.	Acting Head Consultant Head	LA central funding	July 2011	LA improvement Adviser to monitor implementation.	As above.
7 Lead staff training on Performance Management.	Senior Adviser: CAS	Funded from LA Intervention Grant	July 2011	LA Improvement Adviser to check that training takes place.	As above.
8 Define clear roles and responsibilities for leaders at all levels and revise job descriptions accordingly.	Acting Head Consultant Head EPM Adviser	LA central funding	July 2011	LA Improvement Adviser to check actions completed.	As above
9 Analyse staffing and curriculum costs, review the quality of the curriculum and make recommendations for change.	School Improvement Partner Consultant Head Governors	LA central funding	April 2011	LA Improvement Adviser to check actions completed.	As above.
10 Lead training programme for subject leaders on developing their role effectively, including coaching for individual subject leaders.	Stratton Upper School General Inspector	LA Intervention Fund	April 2011 onwards	LA Improvement Adviser to check progress with training programme	As above.
11 Head of Gamlingay First School to support on improving transition and progression issues.	Head of Gamlingay First School (1 day per week)	LA Intervention fund	April 2011	LA Improvement Adviser to monitor progress of this work.	As above.
12 Develop improved and regular communications with parents and carers.	Acting Head Governing Body	School to fund	April 2011		
13 Develop support programme for Governors, to include: - training on GB role in school improvement - training on Stronger Governance Systems - advice on holding school leaders to account - audit of policies and governor effectiveness - mentoring of Chair of Governors	Manager, Governor Support Services	LA central funding	April 2011 onwards	LA Improvement Adviser to check progress with support programme.	As above
14 Revise core strategic documentation, especially the school improvement plan, with measurable targets and close alignment with LA Plan.	Acting Head Consultant Head Governing Body	LA central funding	May 2011	LA improvement Adviser to monitor progress with revisions.	As above

Priority B – Improve Teaching-

Target – Improve the quality of teaching to increase the proportion of good and outstanding lessons

Success Criteria –

At least 75% of lessons are good or better by July 2012.

All lessons are at least satisfactory by December 2011.

All senior and subject leaders are able to make accurate judgements of teaching and learning quality by December 2011.

Teacher expectations and use of assessment information are good by July 2012.

There is good use of technology in most lessons by July 2012.

Use of supply or temporary teaching is non-existent or minimal by July 2012.

Milestones -

Over half of lessons are good or better by July 2011; at least 65% of lessons are good or better by December 2011.

Almost all (at least 97%) of lessons are at least satisfactory by July 2011.

Most (80%+) senior and subject leaders are able to make accurate judgements of teaching and learning by July 2011.

Teacher expectations and use of assessment information are at least satisfactory by July 2011.

There is at least satisfactory use of technology in most lessons by July 2011.

Use of supply or temporary teaching is significantly reduced by July 2011 and reduced further by December 2011.

Tasks	Personnel	Resources	Timescale	Monitoring Process	Evaluation Process
1 Secure a clear, baseline understanding of the quality of teaching across the school.	Acting Head Local Leader of Education Consultant Headf	Time already costed.	April 2011	LA Improvement Adviser to monitor progress and undertake joint observations.	LA Implementation Group to evaluate evidence on the quality of teaching on a monthly basis.
2 Weekly monitoring of lessons identifies where there is: good practice worth sharing; satisfactory teaching that needs to be improved to good; and inadequate teaching that needs to be addressed urgently.	Acting Head Local Leader of Education Consultant Head	Time already costed.	April 2011 onwards	As above.	As above.
3 Regular support from Stratton Upper School for improving teaching, particularly of mathematics, rising to 2 days support per week in 2011-12.	Stratton Upper School Assistant Head and Teacher	From LA Intervention Fund.	March 2011 onwards.	As above.	As above.
4 Regular support from Gamlingay First School and Stratton Upper School to raise teachers' expectations.	Head of Gamlingay First School Assistant Head from Stratton Upper School	Already costed.	April 2011 onwards.	As above.	As above.
5 Provide regular support from LA English Adviser (see separate Literacy Action Plan) re training and consultancy support.	LA English Adviser	From LA central funding.	March 2011 onwards	LA Improvement Adviser to monitor delivery of support.	LA Implementation Group to evaluate impact of support at monthly meetings.

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6 Provide regular support from LA Mathematics Adviser (see separate Mathematics Action Plan) re training and consultancy support.	LA Mathematics Adviser	From LA central funding	March 2011 onwards	As above.	As above.
7 Training from ICT Adviser on use of Interactive Whiteboards.	LA ICT Adviser	LA Intervention Fund	June 2011	As above.	As above.
8 Introduce regular testing arrangements, with moderated assessments, for all pupils Y5-8. The results will be used to provide baseline assessments, set targets, check progress, identify interventions needed and provide a clear picture of the attainment and progress of each year group.	Acting Head Consultant Head	From school funds	March 2011 onwards.	As above	As above
9 Provide regular training, support and coaching on generic teaching skills and how to judge effectiveness of teaching and learning.	General Inspector (one day per fortnight)	From LA central funding	May 2011 onwards.	As above.	As above.

Priority C – Increase Attainment and Improve Pupils' Progress -

Target – Increase attainment and improve pupils' progress to at least national averages in all subjects, but especially in the core skills of literacy and numeracy.

Success Criteria –

Attainment in both English and mathematics at L4+ is at least 70% by July 2012.
Attainment at L5+ in English and mathematics is above the national average by July 2012.
At least 85% make two or more levels progress in English between KS1 and KS2 by July 2012.
At least 80% make two or more levels progress in mathematics between KS1 and KS2 by July 2012.

Milestones -

Attainment in both English and mathematics at L4+ is at least 65% by July 2011.
Attainment at L5+ in English and mathematics is at least at the national average by July 2011.
At least 80% make two or more levels progress in English between KS1 and KS2 by July 2011.
At least 75% make two or more levels progress in mathematics by July 2011.

Tasks	Personnel	Resources	Timescale	Monitoring Process	Evaluation Process
1 Introduce regular testing arrangements, with moderated assessments, for all pupils Y5-Y8. The results will be used to provide baseline assessments, set targets, check progress, identify interventions needed and establish a clear picture of the attainment and progress of each year group. See B8	Acting Head Consultant Head	Already costed.	March 2011 onwards	LA Improvement Adviser to monitor use of assessment data by school and class teachers.	LA Implementation Group to evaluate progress on a monthly basis.
2 Ensure effective use of One-to-One Tuition in order to accelerate the progress of targeted students in English and mathematics in both KS2 and KS3.	Acting Head General Inspector: Secondary	<i>LA 1:1 Tuition funding.</i>	April 2011 onwards	LA Improvement Adviser to monitor progress.	LA Implementation Group to evaluate impact on a monthly basis.
3 Fund regular support from Stratton upper School for improving teaching, particularly of mathematics, rising to 2 days support per week in 2011-12. See B3	Stratton Upper School Assistant Head and Teacher	From LA intervention Fund	March 2011 onwards	LA Improvement Adviser to monitor progress.	As above.
4 Provide regular support from LA English Adviser (see separate Literacy Action Plan for details) re training and consultancy support. See B5	LA English Adviser	From LA central funding	March 2011 onwards	LA Improvement Adviser to monitor delivery of support.	As above.
5 Provide regular support from LA Mathematics Adviser (see separate Mathematics Action plan for details) re training and consultancy support. See B6	LA Mathematics Adviser	From LA central funding.	March 2011 onwards	As above.	As above.

6 Make use of Leading Literacy Teachers and Leading Mathematics Teachers in local schools to model and support improved practice.	LA English Adviser LA Mathematics Adviser Leading Teachers	From LA Intervention Fund	April 2011 onwards	<i>As above</i>	<i>As above</i>
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Priority D – Future of Educational Provision in the Area

Target – The Local Authority, following consultation, will determine the future of educational provision in the area.

Success Criteria –

Clear and appropriate plans in place to secure the best available educational provision for children and young people in the Gamlingay area by June 2011.
Implementation of any changes to provision from September 2011

Milestones -

Public consultation held April-May 2011.

Tasks	Personnel	Resources	Timescale	Monitoring Process	Evaluation Process
1 Produce options paper and undertake informal consultation with schools/individuals and with key elected Members.	LA Head of Infrastructure. LA Education Officer.	Time and printing costs from LA central funds.	March-April 2011	LA Director of Strategy & Commissioning has oversight of process.	County Council Cabinet decision.
2 Hold public consultation meetings.	LA Director of Learning LA Head of Standards & Effectiveness LA Head of Infrastructure	From LA central funds	May 2011	<i>As above.</i>	<i>As above.</i>
3 Consultation responses collated, report produced and presented to County Council Cabinet for decision.	As above.	From LA central funds.	June 2011	<i>As above</i>	<i>As above.</i>
4 Provide information about the outcome and start any statutory procedures and/or implementation arrangements, as necessary.	As above.	From LA central funds.	June 2011 onwards.	<i>As above.</i>	<i>As above.</i>