
Schools' Transformation Board

MONDAY, 15TH JANUARY, 2007 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Engert, B. Harris, Jones and Santry

AGENDA

1. APOLOGIES FOR ABSENCE

2. ITEMS OF URGENT BUSINESS

The Chair will consider the admission of late items of urgent business. Late items will be considered under the agenda item they appear. New items will be dealt with at item 15 below.

3. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest

4. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests receive in accordance with Standing Orders.

5. MINUTES OF THE LAST MEETING (PAGES 1 - 4)

To confirm the minutes of the Building Schools for the Future Consultative Committee held on 9 November 2006

6. TERMS OF REFERENCE (PAGES 5 - 6)

To consider further in the context of the recent change of name to the Schools Transformation Board

7. BSF PROGRAMME HIGHLIGHT REPORT (PAGES 7 - 38)

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MINUTES OF THE SCHOOLS TRANSFORMATION BOARD 9 NOVEMBER 2006

Councillors Santry (Chair), Jones, B Harris and Weber (representing Cllr Engert)

1. APOLOGIES FOR ABSENCE

Apologies were received from Jane Farrell, Dr Alexis, Cllr Engert (represented by Cllr Weber) and Dr Colm Hickey

2. MINUTES OF THE MEETING OF THE BUILDING SCHOOLS FOR THE FUTURE CONSULTATIVE COMMITTEE 5 SEPTEMBER 2006

Noted a correction in that the purchase of the Freehold (on page 4 of the minutes) should be £6 million and not £6!

We were advised that the PFI Sub Group was due to meet on either 21 or 28 November. Issues in dispute between Haringey and Jarvis about outstanding work had been referred to an independent assessor. Members asked for reassurance that the contract was being enforced as vigorously as possible and were advised that the Protocol set out all the elements and arrangements to be agreed in a Deed of Variation to the original PFI contract. At this stage it was expected that the investment would lead to reduced maintenance costs and resolve the current uneconomical situation. BSF members were invited to inspect the Protocol if they so wished.

RESOLVED

- That a report on the progress of the PFI sub group be reported to the next meeting of the Schools Transformation Board on 15 January 2007.
- That the BSF office circulate the Implementation Protocol to the PFI Sub-Group.

3. CHANGE OF NAME

The Chair and the Director of the Childrens' Service introduced this item and suggested that the new title 'Schools Transformation Board' would better reflect the overall purpose of the group, ie. transforming the learning and teaching experience through construction and ICT projects. This proposed change of name had been endorsed by the Executive Advisory Board; the parent committee of this sub body.

RESOLVED

That the name of the Building Schools for the Future Consultative Committee be changed to the '*Schools Transformation Board*' and that officers reconsider whether the Terms of Reference should also be revisited (attached to these minutes)

4. **BSF PROGRAMME HIGHLIGHT REPORT**

We were advised that the award of contract for the Design and Construction partners would be considered by the Executive Procurement Committee in December. We had also received with this agenda a 'roadmap' project plan showing key activities. BSF officers had offered this as a clear (at a glance) alternative to a traditional spreadsheet or graph. This document would be updated regularly and reported to the Schools Transformation Board. We noted that some figures may be slightly higher than the original bid due to inflation and fees.

5. **ICT - STRATEGY REPORT**

We noted that the Business Case had been approved last week and a vote of thanks was offered to the ICT Leadership Group. We were also introduced to Eugene Cash, the new ICT Procurement Stream Leader. Rob Carter advised that he would be meeting schools to help set up timetables and the procurement process was expected to start on time.

We noted that the OJEU notice had slipped from 10 November but we were reminded that this was a complex procurement under a new EC procedure. However, the revised date of 7 December was not expected to impact on the final date. In response to a question about the short timescale between the evaluations of tenders to handover; we were advised that, as part of their options appraisal and budget modelling, schools had the option to extend timescales where necessary.

6. **NEW SCHOOL COMPETITION**

We received a tabled document from the OPM on the progress of the competition and were advised of a seminar for promoters which was held on 3rd October. We noted that this was the first event of its kind in the country and promoters had to make submissions by 22nd December; with the Schools Organisation Committee making the final decision in April.

The Chair advised that there were a number of Haringey Councillors and Head Teachers on SOC but they would be seeking independent advice. We were advised that there had been a bid for a Trust and an Academy and, following the submission of the proposal to the Council's Executive on 21 November, the information would be publicly available.

In response to a question as to whether Head Teachers could support a community school bid, it was suggested that BSF officers attend Head Teachers meetings to offer advice.

7. PROGRESS ON SIXTH FORM CENTRE

We received a verbal update on progress of the Sixth Form Centre and were advised that the building was on target; with good progress on ICT and procurement and that the branding had been finalised. The Prospectus was now available and had been despatched to students and parents in mid September. An open evening on 19 October had been well attended by some 100 young people and their parents (mainly from Gladesmore, Northumberland Park and Woodside).

We were advised that 5 out of the 6 Faculty Heads had been appointed. The Head of Hospitality and Catering post had been re-advertised and interviews would be held next week. The ringfenced post for the Programme Area Manager had gone out to advert after half term.

The time capsule was due to be buried on 30 November and 2 more open evenings were planned; one for 6 February. It was suggested that the venue for these be reviewed; the Tottenham Hotspur Hospitality suite was rather formal. The Director of the Childrens' Service offered to assist in finding an alternative.

It was noted that this work was administered by a very small group of staff and tribute was paid to their sterling efforts in this respect.

8. MANAGING CHANGE THROUGH BSF

We were advised of the review of 'Bright Futures' to develop a more streamlined range of themes to run through the BSF programme, 11-19 Forum and the Childrens' Service Plan. Current thinking suggested :

- Extended service provide for the community
- Learning styles transformed through ICT
- A curriculum that enabled personalised provision
- Transforming practice through workforce development
- Global citizenship

We noted that the above themes would be more accurately reflected by the change of name of this Committee to the 'Schools Transformation Board'; as set out earlier on this agenda.

9. FEEDBACK FROM WAVE 4-6 SUBMISSION

We were advised of the good progress on Wave 2 (for schools in the East of the Borough) and the schools based workshops and good practice visits which had taken place to finalise the design brief. We referred again the 'road map' which appeared earlier on this agenda (under Highlight Report), the document entitled 'Readiness to Deliver' for the Wave 4 Phase (the next item on this agenda) and the organisational chart on p25 of the agenda showing the key personnel.

We were pleased to be advised that the DfES had agreed the outline business case and budget's allocation. The Document 'Readiness to Deliver' had to clearly demonstrate that we could deliver to the Wave 4 Agenda. The Partnerships for Schools representative advised that we had been recommended for Wave 4 to the DfES. The DfES decision would soon be confirmed formally.

10. EXTRANET

Core documentation was now available on the Haringey website (www.haringey.gov.uk/bsf); the SBC would soon be removed and replaced by the OBC by early December. We were advised that some of the specialist extranet software was rather complex and best suited for specialist work with designers and contractors, but it could be available to school partners if found valuable for them. A more straightforward interface was under development and the involvement of one of the STB governors was valuable in this development. We noted that in the short term, all necessary documents are on line.

11. URGENT BUSINESS

We were very pleased to be advised of the £178m Award to the BSF Programme which was the largest ever awarded in Haringey. The Chair offered a vote of thanks to officers on the BSF Team for their hard work in achieving this.

The meeting finished at 7.30pm

Schools Transformation Board – (formerly known as Building Schools for the Future Consultative Committee)

New Terms of Reference:

- 1) To set out and monitor the strategic direction of the BSF programme (which includes major improvement to existing school buildings, plans for a new secondary school in the Borough and a new sixth form centre on White Hart Lane) and to advise the Council's Executive on strategic direction and key decisions.
- 2) The Committee is a Consultative Body and Committee Members do not have a formal right to vote. The Chair shall determine the procedures for conveying the views of Committee Members to the Executive.
- 3) To consult regularly with the Learning and Skills Council (LSC) with regard to strategic capital funding for post 16 provision in the area.

Building Schools for the Future Strategic Management Board Terms of Reference

The Terms of Reference of the Board were as follows -

To set out and monitor the strategic direction of the BSF programme (which includes major improvement to existing school buildings, plans for a new secondary school in the Borough and a new sixth form centre on White Hart Lane) and to advise the Council's Executive on strategic direction and key decisions.

The Board is a Consultative Body, not an Advisory Committee. Board Members do not have a formal right to vote. The Chair shall determine the procedures for conveying the views of Board Members to The Executive.

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BUILDING SCHOOLS FOR THE FUTURE PROGRAMME

SCHOOLS TRANSFORMATION BOARD 15TH JANUARY 2007 HIGHLIGHT REPORT

1 MANAGEMENT SUMMARY

- Wave 4 submission was successful. Next step is to develop the 'Strategy for Change', which outlines our intentions under BSF for Wave 4 schools;
- Wave 2 schools have successfully engaged in a range of activities to develop a general design brief across schools and prepare specific briefs for each school;
- DfES funding now approved - £178m – including additional funding for inflation, abnormals and SEN;
- Key programme activities have included procurement, in particular of:
 - Design Team Partners;
 - Project Managers;
 - Quantity Surveyors;
 - ICT provider and
 - Construction Partners,
- Work is progressing to convert the PFI Implementation Protocol into a Variation Agreement and continuing to brief and involve schools;
- Work is continuing to formalise the programme governance process and standards, and to get the basic management systems in place to allow the programme to operate smoothly;
- Key focuses are the creation of essential project documentation for each stream, the clarification of the existing budget and how it has been allocated, and the creation of systems to manage the programme in the future, and to conform to council standards such as HR and health and safety;
- The programme now moves from the planning phase to the implementation phase.

2 PROGRAMME BOARD/TEAM SUMMARY

2.1 Key Activities in this reporting period:

2.1.1 Transformation

2.1.1.1 Wave 4 submission (David Williamson)

- We have received confirmation from DfES that Haringey has been accepted into wave 4 for the second phase of its BSF programme. This will enable us to proceed as a single, continuous programme and gain efficiencies in the programme.
- The next step is to prepare our 'Strategy for Change' which will update *Bright Futures* and outline how we will implement our vision. Initial draft of the SfC to be provided at next meeting of STB.

2.1.1.2 Sixth Form Centre (June Jarrett)

- Update on progress of the sixth form centre (see attached report)

2.1.1.3 Thematic Workshops (Nick Kemp)

- 5 thematic workshops have been completed for wave 2 schools, led by Nick Kemp and supported by John Drewery from Barron and Smith. Generally good feedback about workshops from schools. The summaries provided useful information to feed into a standardisation working group and then back to schools as an initial draft. Comments from schools have been included in the final draft.
- Two schools (PVA and St TM) undertook Design Quality Indicators (DQI) workshops, facilitated by PfS. Whilst the DQI structure was found to be very useful, the workshops themselves were not successful and alternative arrangements have been made to do these through the design partners appointed to schools.
- Further exemplar school visits arranged for January 10th (Ashmole and Southgate schools – both within easy travelling distance) and further thematic workshops to follow in spring term.

2.1.1.4 School support (David Williamson - see also supplementary paper)

- School Transformation Managers inaugural meeting on January 25th (pm)
- Nick Kemp and Peter Bratton commissioned to support wave 2 schools as BSF transformation co-ordinators
- Project managers and cost consultants appointed for each school project
- Pauline Ashbee commissioned to assist schools with SEBD strategy, working with Sue Panter.

2.1.1.5 Design Development (David Williamson)

- Design partners appointed. A short list of 10 design partnerships was interviewed by a panel of Haringey staff, including two headteachers. From the ten, six were selected for appointment onto the Haringey framework. Announcements will be made in January about which DTP will be appointed to the first two school projects (WHS and ST T M). **(Input from Joan McVittie/ Martin Doyle about the process)**
- General design brief – wave 2 schools consulted on and their feedback informed further refinements
- Draft design briefs for St T M and WHS Inclusive Learning Campus (ILC) sent for consultation at end of term.
- Wave 2 schools have been clarifying their thinking to inform the design brief and prepare for the appointment of their design team partner **(input from school leaders about preparation in their school)**

2.1.1.6 e-Transform Programme (Rob Carter)

- Further work has been carried out to develop the initial requirements of a Leading Transformation Programme (LTP) and a Leading Learning Programme (LLP). There will also be other workforce development programmes focusing on all the other stakeholders.
- Fortismere has not yet committed to the annual contribution for ICT provision and further discussions with governors is required to assure them of the benefits of the approach being taken.
- LTP & LLP have both been developed with the School Standards Improvement & Inclusion Service & City Learning Centre building on existing good practice.
- The Secondary National Strategies Consultants are being prepared to support schools with their e-transform programme.

2.1.1.7 Communication Strategy

- OBC approved by DfES November. Final copy to be made available through Haringey's BSF web pages.
- BSF newsletter (issue 2) distributed early December to schools and community stakeholders.
- BSF e-bulletin briefing for schools issued 8 January.
- Gateway peer review scheduled for January to focus on Procurement.
- BSF updates included in Governors Spring Term mailing, Schools newsletter and Haringey C&YPS staff newsletter.
- Parents survey regarding new school proposals ongoing. (see notes below regarding further workshops arranged at Primaries in January).

- Key information for each school project, such as School ISVs, site options, timetable for activity etc to be published as wall displays in school.
- BSF FAQs document is currently being updated.
- 6FC: Communication Plan ongoing - including burial of Time Capsule 17 January; Topping Out ceremony with Minister in Spring; Open Evening 6 February at West Green Learning Centre and Open Day 24 March.

2.1.1.8 School Visits

- DW and GS have now visited all schools to explain key actions, next steps and discuss each school's particular issues.
- NK made visits to wave 2 schools re curriculum modelling, followed up by Roger Winkley for rooming analysis.

2.1.1.9 New School (Sharon Shoemith)

- Four submissions received, including one from the Local Authority for a community school
- Public meeting 16th January to hear about and ask questions about each of the submissions
- Parents' meetings held at Alexandra and Nightingale schools. Further meetings planned for the spring term at Earham, Noel Park, Campsbourne. Parents seem to favour a community school at this stage
- Land purchase completed 07.12.06
- Site design developing in consideration with Environmental Impact and other surveys planned.
- Initial meeting with General Manager of Alexandra Park and Palace Trust to progress playing field options.

2.1.1.10 ICT procurement (Eugene Cash)

- Completed and signed-off base procurement documentation (OJEU notice, PQQ and MOI). These were published 07.12.06. Since then Haringey has been receiving expressions of interest from potential MSP's.
- Information researched and collated for individual schools ICT requirements (cross referenced to interfaces and OS documents). This will be confirmed with each school over the next 3 months.
- Initial draft of newly formatted OBS (to prescribe to PfS template) has been completed.
- Completing initial drafts of Invitation to Participate Dialogue (ITPD) document, contract schedules and the Competitive Dialogue Strategy document.
- ICT Design principles have been developed and refined.

- Completed ICT interfaces summary document & briefing paper. Presented summary document to the Design Standardisation Group and Deed of Variation Working Group.
- ICT Technical Designers have been procured to work with each school developing functional and technical specifications. The Functional Specifications will be used for the MSP to deliver school-specific services. The Technical Specification will allow construction teams to implement the required ICT infrastructure.
- Initial discussions have begun with Haringey ICT Leaders, who will assist procurement as an internal quality assurance group.
- 6FC: MIS requirements document completed. Vendor short-list has been created.
- 6FC: Procurement process for ICT initiated – process outlined and requirements drafted.
- 6FC: Technical architecture has been determined
- 6FC: Technical specification document drafted.

2.1.2 Construction (Gordon Smith)

Procurement of construction partners underway

The following tasks are being progressed:

- The draft Design Brief
- The draft Deed of Variation
- The job roles for PMs and Qs.
- The job role for the Architects.

2.1.3 Procurement (Gordon Smith)

- Design Team partner framework has been finalised;
- Appointments have been made for Project Managers (Dearle and Henderson) and Quantity Surveyors (Potter Raper). Planning (Health and Safety) Supervisors appointed. All will join the programme team fully during January
- The process of procuring Construction Partners is underway and due to be completed late spring.

2.1.4 Other Programme Activities:

2.1.4.1 Budget and Funding (Gordon Smith)

- Budgets for individual projects are currently being finalised, using the newly appointed QS. GS will write to schools with confirmation of the project budget and what the budget covers as soon as this work is complete.

- The BSF Board approved the staffing structure and the budget subject to reporting back on cash limiting and the treatment of contingency and inflation.
- An Internal Audit Review, carried out by Deloitte and Touche, starts on the 15th of January 2007.

2.1.4.2 PFI (Gordon Smith)

- Agreed with SMIF the outline of their involvement in meetings and in outlines how to manage completing the outstanding PFI issues and moving on to managing FM to build confidence that an improved service will be achieved.
- The Draft Deed of Variation was submitted to SMIF on 07.12.06.

3.2 Key Activities planned for next reporting period (for information):

3.2.1 Programme Activities:

3.2.1.1 Budget and Funding

- Finalise cash limited project budgets, contingency and inflation.
- Finalise advice on VAT (New school and Voluntary Aided schools).

3.2.1.2 Planning

- Deliver Project Mandates to relevant work streams.
- Initiate PID documents per work stream.
- Continue to support the PSO during its preparation and planning phase.
- Health and Safety.
- LBoH/BSF team induction.
- Monitor and support work stream activities.
- Complete revision of risks and issues.
- Consider the outstanding Programme Management Process including Quality Assurance, Benefits Realisation and Stakeholder Analysis.
- Prepare for Audit w/c 15.01.07.

3.2.1.3 PFI

- Convert PFI Protocol to Variation Agreement.
- Establish with SMIF:
 - How to finalise PFI legacy issues by July 2007.
 - How to work towards improved FM performance.

3.2.1.4 Procurement

- Prepare 4Ps Gateway review.

3.2.1.5 Other

- Review BSF Board membership to include SMIF, Governor and Head teacher representatives.

3.2.2 Transformation/ Change

3.2.4.1 Stream Management

- Induct new transformation stream staff
- Progress stream project planning
- Draft 'Strategy for Change' as revision of Bright Futures

3.2.4.2 Design Development

- Complete DQI workshops
- Summarise workshop outcomes
- Develop draft brief for each school
- Agree design briefs with schools and mini-competitions for other W2 schools
- Appointment of design partners to wave 2 schools
- Hold project launch meetings in first wave 2 schools

3.2.4.3 School Visits

- Carry out inaugural visits of support team to each school in wave 2
- Continue regular visits of GS and DW to all schools

3.2.4.4 New School

- Complete parents' meetings in six primary schools
- Complete public meeting and any submissions to SOC

3.2.4.5 Communication Strategy

- Update detailed Communications Strategy for BSF
- Planned communications activities:
 - Detail of programme to be made available through website
 - Key information to be published and displayed in each school
 - FAQs document to be updated (hard copy and electronic form)
 - Continued newsletters and updates on BSF programme
 - Meetings of transformation managers to outline tasks in hand
 - Press coverage on programme progress
 - 6FC: Recruitment of students continues with Open Day 24 March and Open Evening 4 April

3.2.3 Procurement

- Evaluate PQQ response for the Contractor Partners and determine any action needed.

3.2.4 ICT

- Complete the initial draft of ITPD document and contract schedules to 10% and send the draft documents Eversheds.
- Continue D&B & Interface documents.
- Complete the procurement of ICT design consultancy.
- Complete schools audit plan and approach.
- Complete Internal and P4S Sign-off of ICT project plan
- Complete PQQ Information & Instructions and Evaluation & Weighting
- Assign contract schedules to team members
- Short-list of Procurement Resource
- ICT budget finalised and signed off

3.2.5 Construction

The stream will be working on the following tasks:

- The draft Design Brief for each school in wave 2
- The draft Deed of Variation
- Refine the job roles for DTP, PMs and Qs to fit to the Haringey programme and to each school.

3.2.5.1 New School Site

- Conclude the final title and other legal issues for the report on title.
- Continue the discussions to obtain access to Alexandra Palace Park as required for school recreation.
- Complete options review on playing fields within the Borough.
- Resolve BSF VAT issues.

3.2.5.2 Sixth Form Centre (6FC) - Construction

- The construction work on the site continues to progress according to the programme plan.

End of report

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Date: 15th January 2007

To: School Transformation Board

From: David Williamson (Transformation Stream Lead)

Item:

Specific: Transformation Programme: School based Delivery Teams for Detailed Design (and Construction) phases.

- 1.1 School based Delivery Teams have been created for the ***detailed design phase***; which begins this month in the first wave 2 schools. Our aim is to ensure that the Individual School Vision and borough-wide Transformation Strategies are accurately translated into design and ultimately construction to transform learning. In addition the Authority's overriding concern is to protect school improvement and 'business as usual' by streamlining and rationalising contacts between the BSF team and schools.
- 1.2 To this end, we have appointed a BSF **Transformation Project Coordinator** for each wave 2 school. These colleagues are to be part of the LBH BSF team – under the direction of DW and GS. They are experienced education consultants with knowledge of school improvement as heads and inspectors, as well as an up-to-date knowledge of 14-19 Curriculum innovation, and ICT solutions.

A detailed role outline is attached in 1.4.

BSF Transformation Project Coordinators will be the principle point of contact between the school (usually Transformation Manager and / or headteacher) and BSF team, working with the Construction Project Manager to ensure that school based decisions are translated into action by the delivery team; and coordinating all contacts with the school. The Transformation Project Coordinator will work with the LBH BSF team and each of his/her schools to ensure that existing school based management systems, structures and planning documentation can be used to monitor the Programme at school and borough level.

TPC in East Borough are:

Nick Kemp attached to

Woodside
PVA
Northumberland Park

Peter Bratton attached to

STM
John Loughborough
Gladesmore

1.3 **DETAILED DESIGN PHASE** (RIBA Stage B to RIBA D - December 2006 to May 2007 (East), February 2007 to October 2007 (West))

EACH SCHOOL: The Delivery Team

| Core team member | FUNCTION & ORGANISATION |
|--|---|
| School Transformation Manager | <ul style="list-style-type: none"> • School senior leader (normally a deputy head) who will oversee the transformation process and act as key contact. The transformation manager will act as the liaison to the Head and SLT, key staff and governors. |
| BSF Transformation Project Coordinator | <p>LBH/BSF team and responsible for ensuring that: the vision for transformation is translated into detailed school design and borough-wide Transformation Strategies are effective for each school</p> |
| e-transform change management adviser | <p>Working across all schools advising on transformation enabled through ICT</p> |
| Construction Project Manager (CPM) | <p>LBH/BSF team and responsible for ensuring that the agreed school/site design and build is on time and in budget.</p> <p>Also working with the CPM will be:</p> <ul style="list-style-type: none"> - Quantity Surveyor/cost consultants - Planning supervisor. |
| Design Team Partner (DTP) | <p>The architect selected by LBH and school to respond to:</p> <ul style="list-style-type: none"> - School's vision, (ISV) - General Design Brief - Specific school brief <p>and other specialists such as</p> <ul style="list-style-type: none"> - M&E - Structural engineer - ICT technical adviser. |

Notes

January 2007 is the beginning of the detailed design plan. The CDA (Client Design Adviser – Barron & Smith) completed the *General Design brief* now moves on to the *specific school brief* (STM and Woodside complete December 2006). After you have approved your specific school brief, the above team comes in to operation, i.e. the appointed Design Partner (DP) takes over responsibility for design to RIBA stage D (detailed design proposals).

(After Stage D is completed, the **Construction Partner** joins and will be another member of the delivery team.)

1.4 **BSF Transformation Project Coordinator role**

- Act as key point of contact between schools and LBH BSF team to minimise management strain on schools during process
- Coordinate activities of non-school members delivery team and lead communications
- Work with e-transform manager to ensure understanding of *specific brief* in relation to ICT OBC and site specific issues. Ensure ICT solutions integral to planning. Use ICT technical advisor for clarification for TPC and the school
- Maintain up-to-date understanding of LBH 14-19 and specialist school Strategy (including progression to 6th form centre and DfES response of Diplomas crucial for design)
- Ensure LBH SEN Strategy supports school's individual strategy and vice versa
- Support school's ISV with input (as required) into more detailed planning for curriculum change and development of flexible of learning and leisure spaces
- Work closely with CPM and DP to ensure above is reflected in design
- Ensure clarity about the practical management implications of design development and construction and take necessary action to coordinate support as requested by school
- Support headteacher and Transformation Manager to ensure ISV, SEF, SDP and curriculum planning documents can serve both school and programme needs (minimise additional documentation demands)
- Support e-transform manager and School Standards team (through School Link Officer and SIP) to:
implement 'Leading Transformation' and ensure training programme supports whole programme and especially ICT strategy.

Definitions of the roles of the Construction Project Manager and the Design Team Partner will follow. The role of the School Transformation Manager will be developed through meetings of this group, starting Thursday January 25th (PM).

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Cllr George Meehan
Leader of the Council
Haringey

To: Cllr George Meehan

Cc: Cllr Liz Santry
Sharon Shoesmith
Andrew Travers
Ita O'Donovan
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14 December 2006

Dear Councillor Meehan

BUILDING SCHOOLS FOR THE FUTURE

I am delighted to tell you that your local authority has been selected to develop its Building Schools for the Future (BSF) project in Wave 4 of the programme, and would like to offer you my congratulations.

BSF is an exciting opportunity for educational transformation, and the programme is starting to make good progress. So far over 20 local authorities have taken their projects to market, and I am pleased that the first three projects have signed, with more scheduled to do so in the next few months. Waves 4-6 will add around 600 schools to the 380 currently involved in BSF in Waves 1-3. This, coupled with the Chancellor of the Exchequer's announcement in the Budget 2006 that schools capital investment will rise to at least £8 billion in 2010-11, puts us well on the way to realising our ambition that by 2011 all local authorities will either have started in BSF or have funding to rebuild at least one secondary school through the Academies programme, Targeted Capital programmes or One School Pathfinders.

I would like to invite you to join me at the *Building Schools for the Future: Wave 4 Launch* on Thursday 18th January at the Emirates Stadium in London, where speakers will deliver strategic messages regarding educational transformation and good and sustainable design. The value and importance of lessons learned will be a key theme of the day. The event will include key information about the next steps for Wave 4 authorities, updates on Strategy for Change, funding, procurement and design. In the afternoon, the key support partners for BSF will be introduced and their roles and responsibilities clarified. There will also be an opportunity for networking with other local authorities. You will receive a formal invitation from the event organisers shortly.

The ability of local authorities to deliver – both in terms of managing such a large building programme, and achieving the educational transformation which is fundamental to BSF – is essential in ensuring that BSF maintains momentum, minimises delays and maximises the potential of this investment. Departmental officials and Partnerships for Schools made the assessment of the appropriate wave for your authority based on your Readiness to Deliver submission and information

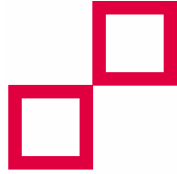
held by the Department. I must emphasise that your progression within Wave 4 is conditional upon you demonstrating adequate delivery capacity and addressing the feedback from your submission satisfactorily. Officials will be in touch early next week with this feedback, outlining areas for further development.

As part of the new 'Strategy for Change' process, projects will have an early remit meeting to determine the high level strategic objectives to meet with BSF investment. Wave 4 projects will have this meeting and start developing the detail of their Strategy for Change submission from January 2007, and will sign and start to receive funding from 2009-10.

I am copying this letter to your Lead Member for Education, Chief Executive, Director of Finance, Director of Children's Services and BSF Project Manager.

A handwritten signature in black ink, appearing to read "Jim Knight". The signature is stylized with a large initial "J" and a long, sweeping underline.

Jim Knight MP



Building schools for the future

Strategy for Change

Guidance for Local Authorities in BSF Wave 4

Document Status: Issued

www.bsf.gov.uk

July 2006

department for
education and skills
creating opportunity, releasing potential, achieving excellence

partnerships for schools
building schools for the future

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Building Schools for the Future

Strategy for Change

Introduction

This Guidance

1. This Building Schools for the Future (BSF) guidance is for local authorities entering the programme from wave 4 onwards. It replaces both the Education Vision and Strategic Business Case guidance documents in use by projects in waves 1 to 3.
2. The rationale for replacing the previous Education Vision and Strategic Business Case stages of BSF planning with a Strategy for Change is as follows:
 - to ensure that building plans are determined by local educational priorities;
 - to ensure that these priorities remain at the forefront throughout the planning process;
 - to reduce the burdens on local authorities;
 - to reduce the scope for slippage in the pre-procurement stages of BSF;
 - to secure Ministerial review of local authorities' proposals at a much earlier stage than before; and
 - to ensure that they are sufficiently radical and robust.
3. **The Strategy for Change (SfC) is the first formal component of the BSF approvals process.** It is designed to capture both the local authority's strategy for 11-19 education and the requirements that strategy places upon the physical school estate. In addition, to secure coherent capital investment to support the 14-19 reforms, it formally extends BSF and the SfC development to include all settings in which young people learn, including Further Education (FE). Please see p.5 for an overview of the pre-procurement approval processes of BSF.
4. Local authorities can only submit their Outline Business Cases for BSF investment once they have received formal Departmental approval of their SfC.
5. Local authorities should take their indicative funding letter from Partnerships for Schools (PfS) as the basis for their plans, and refer to the *Funding Guidance for BSF Projects* (available at www.bsf.gov.uk) for an understanding of the funding principles. Updated guidance on 'Improved joined-up planning and funding', reflecting the Further Education White Paper commitment to an integrated capital strategy for 14-19 reform is also available on the BSF website.

Context

6. The White Paper '*Higher Standards, Better Schools for All*' challenges schools and local authorities to ensure educational opportunities are provided around the needs of each child and parent/carer.

7. Diversity of provision within a dynamic secondary system is the principal challenge laid down for local authorities in the White Paper. Local authorities are required to develop their new role as commissioners rather than providers of education services; to become the champions of pupils and parents with a duty to 'promote choice, diversity and fair access'.

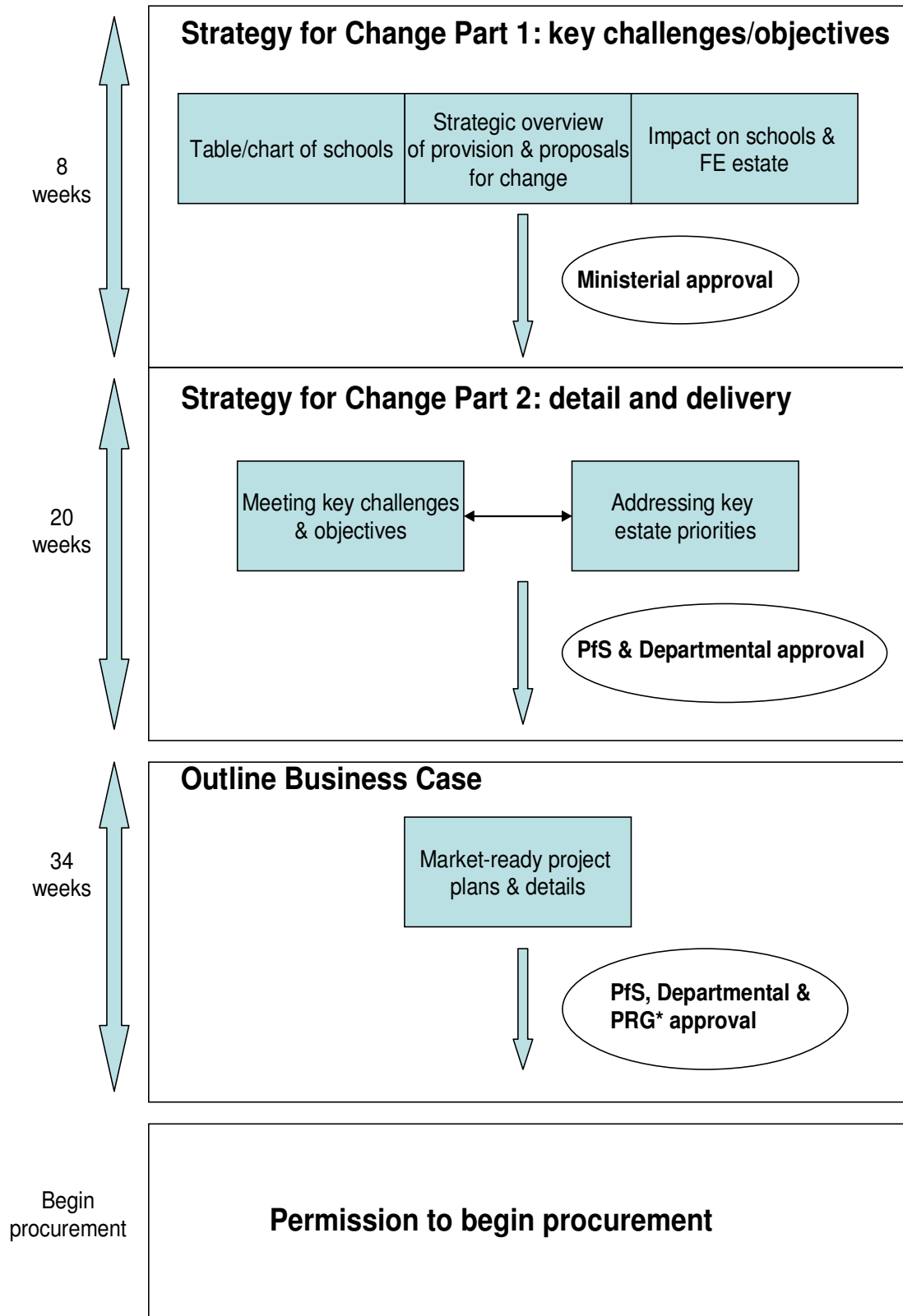
8. *Every Child Matters: Change for Children* sets out the national framework for local change programmes to build services around improving outcomes for children and young people. This will be achieved through children's trusts which will bring together all services for children and young people in an area. These arrangements are underpinned by the Children Act 2004 in the 'Duty to Co-operate'.

9. The unprecedented levels of capital investment available to local authorities and schools through BSF have a crucial role in supporting this reform agenda, and in transforming standards in our schools. Local authorities must ensure that schools can transform the learning experience of pupils and achieve a step change in educational outcomes for children and other learners. As authorities plan their BSF strategy with schools they will be seeking to secure:

- a transformed school estate fit for the 21st century;
- high quality teaching and learning for all;
- increased diversity of provision to meet parental choice and secure improved educational outcomes for all young people - including Academies where appropriate;
- schools relevant and accessible to local communities; and
- extensive local collaboration and parental involvement.

10. The recent White Paper, *Further Education: Raising Skills, Improving Life Chances* remitted local authorities, in line with their strategic leadership role in delivering 14-19 reform, to ensure that their SfC is fully comprehensive in setting out the local facilities required to deliver the 14-19 entitlement, including the contribution of FE providers. The Learning and Skills Council (LSC) should be fully involved in developing the SfC and will ensure that its investment plans are informed by and consistent with the local SfC. The LSC will direct capital funding to implement the FE component of the 14-19 vision developed in each authority. This will mean that, for the first time, there is a fully integrated capital strategy which will deliver facilities for 14-19 years olds across schools and the FE system.

Pre-Procurement BSF Stages



*Treasury-chaired Project Review Group

11. BSF is a national programme, delivering transformation locally. All the partners – local authorities, the Department, PfS and 4ps – are there to ensure that young people gain maximum benefit from BSF investment. The programme acts as a mechanism to deliver change and improve outcomes across the board. Effective change management is the key to successful implementation.

The Remit for Change

12. As part of its normal duties the Department holds information on the performance of local authorities and schools. This information is in the public domain. It will be used to set local authorities scheduled for BSF investment a 'Remit for Change' - high level, strategic objectives for each authority to meet with the aid of BSF investment – just as it is used to inform the 'Annual Priorities' conversation with authorities. The aim is to provide authorities with locally specific objectives and challenges that reflect their circumstances, rather than a set of generic requirements. The Department will give this remit to local authorities shortly after they join the programme and share it with PfS, who will assist and challenge local authorities to ensure their BSF proposals will deliver their remit for change.

13. The remit will show where Ministerial and Departmental expectations will be focussed. Its content may include:

- strategic objectives - eg; school organisation, diversity of provision, providing choice and fair access;
- targets for school improvement;
- improvements to provision and outcomes as they relate to particular policy areas – eg. 14–19, school underperformance, inclusion, SEN, extended schools; and
- delivery capacity and leadership expectations.

The Strategy for Change

14. The SfC ties together local education and estate strategies – thus encouraging the local authority to focus simultaneously on the two principal elements of the BSF programme.

15. The SfC must capture:

- how Ministerial expectations set out in the Remit for Change will be met;
- the key objectives of local education and corporate strategies;
- what requirements these objectives place on the school and FE estate and how BSF and LSC investment will meet those requirements; and

- the change management plans to support implementation and delivery.
16. The SfC has two parts:
- Part 1** is the **Key Challenges and Objectives** section of the SfC. This will show the scope of the authority's BSF transformation plan. It is the 'what is to be done' component.
- Part 2** is the **Detail and Delivery** section of the SfC. It will add contextual, qualitative and quantitative information to Part 1, showing how the authority intends to achieve its objectives. It is the 'how it will be done' component.
17. The content required for Part 1 and Part 2 is outlined in the following pages.

Advice, Support and Challenge

18. Advice, support and challenge will be available to help local authorities prepare their SfC from PfS Education & Planning Advisers. Local authorities will also be assigned a Project Adviser from the Schools Capital team at the Department. In addition, procurement support is available from 4ps, local government's project procurement specialists.

Local Authorities in Earlier Waves

19. Some local authorities with a large school estate appear in more than one wave. Authorities with projects in Waves 1, 2 and 3 have prepared an Education Vision and Strategic Business Case (SBC) to secure approval for BSF investment.
20. Those authorities eligible to appear in a subsequent wave should fully revise their existing Education Visions and SBCs to meet the requirements of the SfC. They will also receive a 'Remit for Change' for any later projects and be provided with support and guidance from PfS and the Department in developing their Strategy for Change.

The requirements for Part 1 and Part 2 of The Strategy for Change are outlined in detail in the following pages.

Strategy for Change

Part 1

Key Challenges and Objectives

21. In Part 1, local authorities should set out the high-level components of their SfC, confirming that local plans address the issues highlighted in their Remit for Change – and have been the subject of consultation with the LSC and other key delivery partners. It is the ‘what needs to be done’ section of the SfC. This should not simply be a regurgitation of existing plans, but should specify how the local BSF proposals will address both the remit and locally agreed priorities.

22. Ministers will be interested to see how far authorities’ thinking and planning has been influenced by the Education White Paper *Higher Standards, Better Schools for All*. In particular:

- the clarity of response to Departmental and Ministerial expectations as expressed in their Remit for Change;
- the extent to which the Every Child Matters agenda is being addressed through and supported by BSF plans;
- plans for greater diversity and choice of schools (including Academies); and
- the value added to school level provision, outcomes and community access by BSF capital funding.

Content

23. Part 1 should be between eight and twelve pages in length and have three sections as shown on p.5.

(i) A map/table/chart to show each school in the authority in this wave of investment stating what type the school is now and what type of school it will be after BSF investment – except of course where this will be determined by competition.

(ii) A strategic overview of existing school and further education (FE) provision and proposals for change.

(iii) Proposals for the school and FE estate.

The content requirement for each of these sections is detailed in paragraphs 24-27.

Chart of Each School in the Wave

24. For every school in the wave the map/table/chart should show:
- the characteristics and profile of the school now and how that will change after BSF capital investment.
 - current achievement data and future targets;
 - current Ofsted (or equivalent locally determined) categorisations of success or failure;
 - Key Stage 2-3 and 3-4 value added data;
 - whether there are plans to expand, federate or close the school, open as an academy, open a sixth form or develop a new school;
 - what extended services the school will offer;
 - the school's present and future governance arrangements; and
 - the social and economic profile of the community served by the school.

If an authority wishes to propose a different group of schools from those included in its original BSF Expression of Interest it must submit a formal request to do so to the Department as soon as possible, setting out the rationale. Such requests must be submitted prior to completing Part 1 of the SfC. Any revised groupings which do not prioritise educational and social need will not be accepted.

The authority should discuss with the LSC how best to reflect the characteristics of local FE provision and its role in delivering the 14-19 entitlement.

A Strategic Overview of School Provision

25. In the second section of Part 1 the authority should briefly answer the following key strategic questions.
- (i) Where is the authority now in terms of educational outcomes, diversity of provision, fair access and choice?
 - (ii) What *added value* will BSF investment provide to local educational outcomes – within and beyond the school day?
 - (iii) How does the authority propose to ensure choice, diversity and access for all parents and pupils in its schools? Eg. engaging with new external partners, developing greater competition in provision, providing greater community access to school facilities, etc.
 - (iv) How will the authority ensure robust challenge to schools including strategies for early intervention in the case of underperforming or

failing schools?

- (v) How will the authority deliver personalised learning to ensure that every pupil is fully stretched and can access a broad curriculum that best suits their needs and talents?
- (vi) How will the authority ensure the effective delivery of the 14-19 entitlement in partnership with area LSC teams and local FE providers?
- (vii) To what extent is the authority ensuring effective integration of education and other services through Every Child Matters?
- (viii) How does the authority propose to champion the needs of all pupils, including those with SEN?
- (ix) What change management strategies are in place to achieve the authority's BSF vision (including Continuous Professional Development and Workforce Reform in schools)?

Proposals for the School and FE Estate

26. In the final section of Part 1 the authority should capture the improvements proposed to the school and FE estate to deliver the SfC. The core information needed is the number of schools in the wave, their size, locations and proposed BSF capital spend. Information should also be included, following discussion with the LSC, on the investment required in the FE estate to support 14-19 reform. Much of the detail will already have been captured in the map/table/chart of every school in the wave.

27. Bearing in mind the need for iterations, this section should cover:

- key priorities for the school estate in terms of location, size and cost including a summary rationale for prioritisation of school projects, and, where relevant, how they relate to complementary FE proposals;
- project governance and management arrangements for school projects;
- an overview of pupil place requirements and planning projections consistent with DfES requirements and the LSC's revenue funding predictions;
- the headline strategic vision for ICT;
- headline KPIs for the local authority around diversity, choice, access and links into the Every Child Matters agenda; and
- existing and planned consultations, in particular, mechanisms to draw school-level development planning and the engagement of FE providers into the BSF process.

Approval of Part 1 of the Strategy for Change

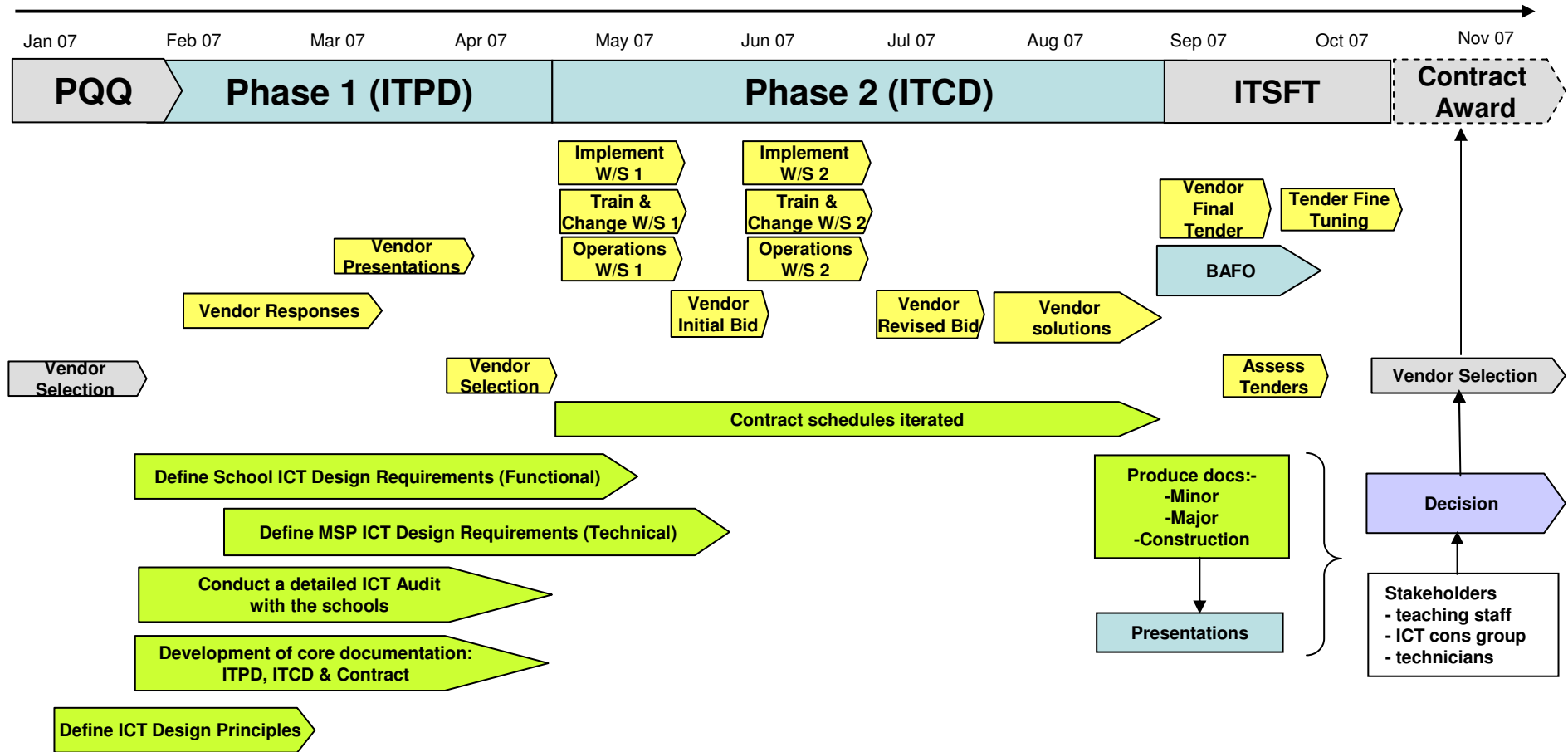
28. Once the Remit for Change has been set, PfS will lead in providing the local authority with the advice, support and challenge needed to prepare the local SfC. Additional support and guidance will be available from DfES Project Advisers, 4ps (the local authority partners in project delivery) and the Office of the Schools Commissioner.

29. Once PfS are able to endorse the document, it will be submitted to the Department for final approval. After Departmental scrutiny, and prior to Ministerial approval, the authority will be invited to make a formal presentation to senior officials from the Department and PfS. Ministers may wish to attend. Unless serious and significant concerns arise at the meeting Part 1 of the SfC will be submitted to Ministers for approval.

30. Once Ministerial approval of Part 1 has been secured the local authority can proceed to develop Part 2 of the Strategy for Change. If the document is not approved, the authority will be given clear guidance as to which areas require further development in order to secure approval before work on Part 2 can begin.

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BSF ICT MSP High-Level Procurement Plan (Jan '06 – Nov '07)



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School Transformation Board – Monday 15 January 2007

Briefing Paper – Haringey Sixth Form Centre Update

Report by Principal – June Jarrett

Premises

- Since the last update report, Wilmot Dixon Construction has continued to make good progress on the building. Overall there is a one week delay to the build programme due to inclement weather in November but this will be recovered by early January 2007.
- Two specimen classrooms in the main teaching block were completed for inspection before the Christmas break enabling members of the Senior Management Team to approve the quality of the decoration and carpeting.
- Final specifications are being put together for the fit out of specialist teaching areas in Catering, Performing Arts and Media, so that orders can be placed in the new year.

Staffing

- Six Heads of Faculty will be taking up post throughout January 2007.
- Ring fenced interviews for Programme Area Managers took place in late November/early December – no appointments were made. Posts have now been advertised nationally and response has been very good so far, with interviews scheduled for mid January.
- Schools Liaison Officer took up post at the end of November 2006.
- MIS Manager took up post in December 2006.
- Advice and Guidance Officer starts in January 2007.
- The next round of recruitment for main grade teachers and administrative and support staff will start in January.

Curriculum

- With the Vice Principal Curriculum and the Heads of Faculty starting in January, this will enable fine tuning of the curriculum offer to take place, including selection of awarding bodies and syllabuses. This work will be conducted in close collaboration with our East Borough Partner Schools including the Special Schools.

Marketing, PR and Communications

- Website has been rebranded to reflect the new logo etc. More work will need to be done on the website later in the year.
- Time Capsule burial planned for November did not take place and is now scheduled for 17 January. The competition to decide on the contents of the capsule was won by a pupil from The Vale School.
- A briefing for staff working at the Tottenham Connexions Office took place on 6 December to update them on the curriculum offer and application process – this will assist their work in local schools.
- Connexions have produced an update to their Choices at 16+ publication to include the new Sixth Form Centre as it was left out of the original and this has now been circulated to all Year 11 pupils in the London North LSC area.
- The Sixth Form Centre was able to promote its offer to parents and prospective students at the African and Afro Caribbean Achievement Ceremonies held at Alexandra Palace on Monday 11 December. The Centre was well received.
- The Topping Out Ceremony planned for 17 January has been postponed and will now take place in February or early March – exact date to be agreed.
- The second Open Evening for the Centre will take place on 6 February 5 – 8 pm at the West Green Learning Centre at Park View Academy. Other Open Events planned for Saturday 24 March at the Civic Centre and Wednesday 4 April – venue to be confirmed.
- Interviews for students from our partner schools will take place in their schools starting from January 2007.
- Exhibition materials including display stands and posters are being produced for use at events to promote the Centre's course offer etc.