
Schools' Transformation Board

TUESDAY, 3RD JULY, 2007 at 18:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Santry (Chair), Amin, Engert and B. Harris

AGENDA

1. APOLOGIES FOR ABSENCE

2. ITEMS OF URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 6 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. QUESTIONS

To consider any requests received in accordance with Standing Orders.

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

To consider the minutes of the meeting held on 1 May 2007.

6. PROGRESS PRESENTATION FROM PROJECT MANAGERS

(30mins)

7. PROGRAMME REPORT (PAGES 5 - 16)

- Report from Transformation Managers forum (Gladys Berry)
- Report from ICT forum (Paul Guenault)
- Other programme updates (Gordon Smith/David Williamson)

8. AOB

9. DATE AND TIME OF NEXT MEETING

- (September TBC)
- 17th October 2007
- 21st November 2007
- 8th January 2008
- 20th February 2008
- 25th March 2008
- 29th April 2008

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27th June 2007

MINUTES OF THE SCHOOLS TRANSFORMATION BOARD

01 May 2007

present	Name	Title	Organisation
<input checked="" type="checkbox"/>	Cllr Santry	chair and Lead Member for CYP	Haringey Council
<input checked="" type="checkbox"/>	Cllr Engert	Councillor	Haringey Council
<input checked="" type="checkbox"/>	Cllr Harris	Councillor	Haringey Council
	Cllr Jones	Councillor	Haringey Council
<input checked="" type="checkbox"/>	Roz Hudson	Headteacher	Alexandra Park
<input checked="" type="checkbox"/>	Stephanie Gold	Chair of Governors	Alexandra Park
	Keith Horrell	Headteacher	Blanche Nevile School
A	Martyn Henson	Deputy Headteacher	Fortismere
A	Jane Farrell	Chair of Governors	Fortismere
<input checked="" type="checkbox"/>	Tony Hartney	Headteacher	Gladesmore
	vacancy	Governor	Gladesmore
<input checked="" type="checkbox"/>	Patrick Cozier	Headteacher	Highgate Wood
<input checked="" type="checkbox"/>	Clive Menzies	Chair of Governors	Highgate Wood
<input checked="" type="checkbox"/>	Andy Yarrow	Headteacher	Hornsey School
	Karen Christie	Chair of Governors	Hornsey School
<input checked="" type="checkbox"/>	June Alexis	Headteacher	John Loughborough
	Keith Davidson	Governor	John Loughborough
	Yolande Burgess	Area Manager	LSC
	Andy Kilpatrick	Headteacher	Northumberland Park
	vacancy	Governor	Northumberland Park
<input checked="" type="checkbox"/>	Alex Atherton	Headteacher	Park View Academy
	vacancy	Governor	Park View Academy
<input checked="" type="checkbox"/>	Michael Edwards	PfS Project Director	Partnership for Schools
A	Bev Randall	Acting head of centre	Pupil Support Centre
	June Jarrett	Principal	Sixth Form Centre
A	Jean Fawcett	Chair of Governors	Sixth Form Centre
<input checked="" type="checkbox"/>	Mark Rowland	Deputy Headteacher	St Thomas More
	vacancy	Governor	St Thomas More
<input checked="" type="checkbox"/>	Nigel Spears	representative	Archdiocese of Westminster
	Margaret Sumner	Headteacher	William C Harvey
<input checked="" type="checkbox"/>	Joan McVittie	Headteacher	Woodside High
	vacancy	Governors	Woodside High
<input checked="" type="checkbox"/>	Tony Brockman	representative	Haringey Teachers' Panel

	Officers supporting the STB		
A	Sharon Shoesmith	Director, CYPS	Haringey Council
<input checked="" type="checkbox"/>	Gordon Smith	BSF Programme Director	Haringey Council
<input checked="" type="checkbox"/>	David Williamson	Head of Secondary Innovations	Haringey Council
<input checked="" type="checkbox"/>	Colin Hand	Committee Clerk	Haringey Council

2. ITEMS OF URGENT BUSINESS

Nothing to discuss

3. DECLARATIONS OF INTEREST

Nothing to declare

4. DEPUTATIONS/ PETITIONS/PRESENTATIONS/QUESTIONS

Nothing to discuss

5. MINUTES OF THE LAST MEETING

For accuracy

Members suggested that it would be useful to have a full list of representatives. CH will add the full list to the papers for the next meeting.

It was noted that Mark Rowland conveyed apologies to the meeting held on the 8th March.

Matters arising

Under item 7 paragraph 2, discussing the 'Strategy for Change' document, the board in question should be clearly identifies as the BSF Board. CH to amend minutes accordingly.

The 'Strategy for Change' document will be included in the dispatch of papers for the next meeting.

6. FEEDBACK FROM TRANSFORMATION MANAGER'S FORUM (GLADYS BERRY)

Gladys Berry reported that Transformation Managers feel the rate of change is fast and some are finding it difficult to deal with in their schools. For example, colleagues are being introduced to new ways of working with IT to transform learning, but when they return to schools and have no funding available to experience to implement their new found experience.

Gladys Berry requested that the structure diagrams need to be supplemented with the names of all those taking part in the various stages and forums of the BSF process. This will give Transformation Managers an overview and enable them to identify points of mutual contact. The Chair requested that names are provided as soon as possible.

The third point Gladys Berry raised was that it was important that funds were available to schools for staff to engage in the BSF process. Whilst it is important for school staff to engage in this work, schools may not have the capacity to deliver on both these and their other obligations.

In response David Williamson (DW) stated that the Terms of Reference for Sub Groups can now be approved. DW recognises the demands on staff time that engagement

presents and stated that it was impressive how schools have stepped up to the mark, however there was a shared concern of how sustainable engagement was.

In discussing financial for schools, DW stated that a proposal will be put to the BSF Board on Tuesday the 8th May to provide a contribution towards this capacity building from within the construction budget. All parties recognise the need to support and enable the activities of Transformation Managers.

In addition to the work of the transformation managers, some schools were investing staff time in assisting with the ICT procurement process. This would be examined as a separate issue under the ICT procurement process.

7. FEEDBACK FROM ICT FORUM (PAUL GUENAULT)

Paul Guenault will in future provide an input to the STB. Eugene Cash reported on feedback from the ICT Forum. An update is included in the briefing paper for the board, but some particular points were drawn out by Eugene Cash in the meeting.

- Work is now underway to develop 'levers for change' which will form part of the ICT brief for the MSP for each school.
- The next stage of procurement is well advanced. Whilst at present bidders cannot be identified as commercial confidentiality needs to be maintained, but there are number of strong submissions. These will be assessed by a panel of school representatives over the coming weeks.

DW noted that January 2007 was a period of high anxiety for schools in respect of ICT. However the establishment of the ICT forum seems to have reduced this anxiety and there is now significant involvement from school representatives. There is some concern about some schools that do not always attend. The Board agreed that all schools should be involved, and members were urged to use their influence to encourage participation. DW stated that during the next stage, where engagement is not forthcoming then officers will be approaching individual schools to discuss the barriers to participation.

8. Other items arising through discussion

Clive Menzies highlighted that the £180m will make a difference to schools in the borough, and that it was important that this message is disseminated. It was suggested that Town Hall or Alexandra Palace were approached to help enlist the support of the community. It was felt that it was important to recognise that this represented no just an opportunity to transform schools but our communities as well.

DW responded by stating that there was a Communications Plan which is due to start over the month of May. It was agreed that the officer responsible for plan will report to the next meeting of the STB.

9. BSF PROGRAMME HIGHLIGHT REPORT (PAGES 7 – 14)

Please note that the report is circulated as prior reading. STB members are asked to consider points which they would like to raise about the report.

Management Summary

Eugene Cash reported that the 6FC ICT procurement has effectively been concluded.

The second round of meetings held with ICT MSP bidders will be held before the end of May 2007.

Officers reported that the issue of the Deed of Variation (DoV) is still in discussion, however it is still hoped to be completed by end May.

Gordon Smith reported that the pace of the programme is speeding up matched by the response of the new project managers. The work of the former project management company led to some delays in the early part of the programme. The new contractor, MACE, has so far been impressive.

The BSF programme plan has been amended to advance the start date of those projects where this is possible, enabling longer design time in the first stage.

6th Form Centre

June Jarrett reported that building the 6FC building remains on progress and the main teaching block is almost completed. There has been good progress on the procurement of an ICT provider. June was confident that a MiS provider will be in place before the centre opens.

PFI

GS stated that a great deal of work had been conducted to understand the PFI position, working with the PFI subgroup of the STB.

A bursars group is being set up to assist in managing variations in the future. The priority is to complete the DoV and produce an effective variation process.

Mike Clayden, delegating for the headteacher of Northumberland Park school, stated that their school faced major backdated PFI costs. Other Board members also added their serious concerns about the issue. Using his own benchmarking estimates, he suggested that the PFI was not providing best value. Other members of the Board agreed that this was a significant issue for them that needed to be resolved and that would have a marked impact on the progress they had made to improve outcomes for young people.

The Chair responded by stating that this is being treated as a major issue by the Council. At the political level the seriousness of this issue is well understood. In the interim, officers will organise a meeting with the Council's financial advisers to explore the all concerns. The Chair requested that the Board continue to bear with officers whilst they prepare solutions, and continue to work alongside the Council to resolve the issue.

10. FEEDBACK FROM SCHOOLS ABOUT PROJECT PROGRESS

This item was discussed briefly. This item will be carried over to the next meeting.

BUILDING SCHOOLS FOR THE FUTURE PROGRAMME

SCHOOLS TRANSFORMATION BOARD 3RD JULY 2007 HIGHLIGHT REPORT

1. MANAGEMENT SUMMARY

- School Adjudicators final decision has been received and Haringey has been awarded the opportunity to establish New School. Design will begin on July 23rd.
- New School Board and Curriculum Group members have been defined
- Wave 4 Training School competition process has been completed and awarded to Alexandra Park School
- Behaviour Emotional Social Difficulties (BESD) consultation document released and feedback received.
- Autistic Spectrum Disorder (ASD) discussion paper developed in draft
- 14-19 Strategy consultation period complete
- CEMB presentation on Extended Services and Integrated planning undertaken.
- PR Plan implemented

2. TRANSFORMATION MANAGERS' FORUM RECOMMENDATIONS & POINTS TO DISCUSS

- Vision into Reality: Translating School visions into design proposals
- Embedding Change Management and the role of the Transformation Manager
- Lessons Learnt Discussion:
 - A greater awareness of ICT budget elements needed to ensure clarity – e.g. server rooms in construction budget, technical survey ICT budget etc.
 - Worth investing a lot of time with school stakeholders in advance and ensuring good communications throughout. In particular middle leaders should be involved in the process with architects at stage C.
 - Architects should not be given too much free rein – it can lead to delays in the project
 - Schools should be aware of town planning process, political issues and hold-ups that could occur.
 - It is necessary to be flexible / accommodating to BSF meetings as any delays cost money. This is especially applicable to curriculum leaders.

3. ICT FORUM RECOMMENDATIONS & POINTS TO DISCUSS

- School ICT briefs to be agreed by heads & governors
- E-transformation strategic core group to be formed
- Issues for awareness & development
 - Integration of Transforming Teachers programme with clarity of CLC / CYPS responsibilities
 - Strategic linkage of BSF as part of CYPS
 - Phasing between Wave 2 Design & Build and ICT development
 - Strategy for MIS convergence and MLE implementation
 - Ensuring that key details of ICT briefs inform ISVs and Design & Build processes (e.g. access control, CCTV, telephony)

4. KEY ACTIVITIES

4.1. Key Activities in this reporting period (26th April to 25th June):

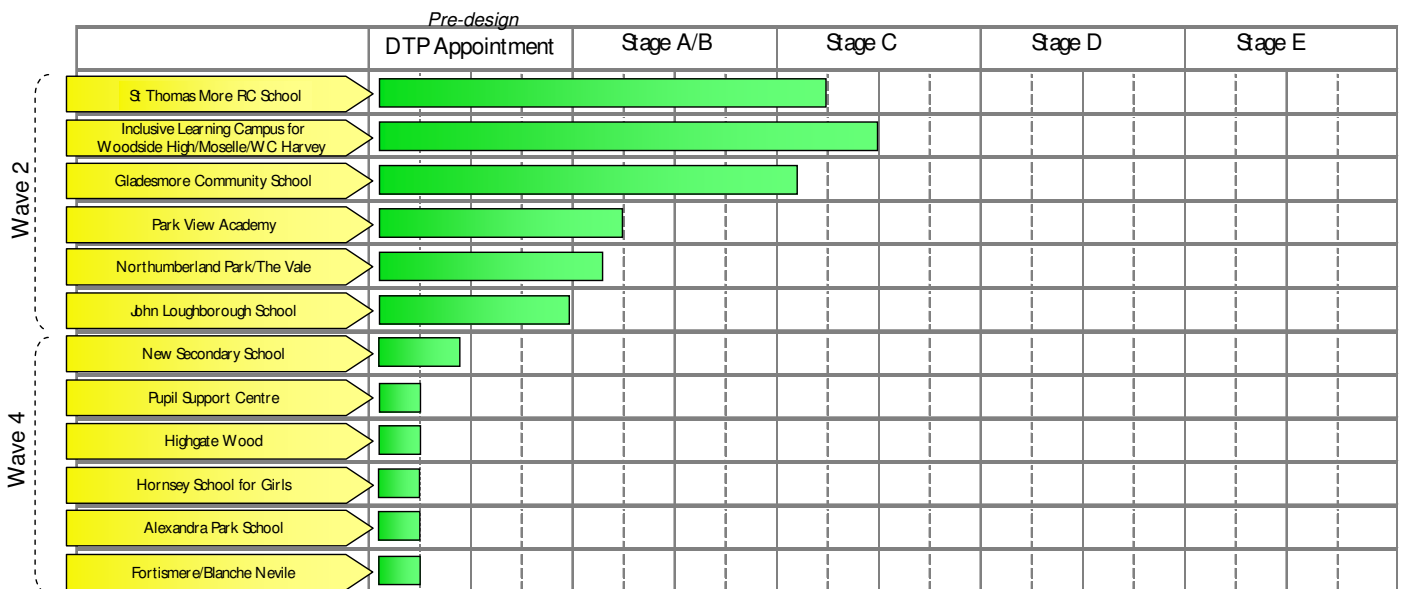
4.1.1. Transformation / Change (Gladys Berry/David Williamson)

Please also see the report (appendix A) from the Transformation Managers' Forum.

4.1.2. Design and Construction

Design Development

- The current position for design development in each school is shown below. Early appointment of Design Team Partners for each school is underway to aid efficient progression of designs



4.1.3. ICT

Please see the report (appendix B) from the ICT Forum.

4.1.4. Other Programme Activities

Extended Schools

- BSF is working with Councillors and Directors on ways to improve linkages in and around secondary schools between Council service planning and provision and to constructively challenge current and future procedures, programmes, projects and activities to fit strategically with the Council's vision and objectives.
- We are currently examining options for commissioning expertise to pull together a coherent strategy for extended secondary schools.

BSF Programme Appointments

- Procurement committee has approved recommended suppliers to Contractor Partner (CP) framework.
- Education partner framework: OJEU released and requests for PQQ received. ITT currently being developed.

Communication

- Schools have been provided with a pack of display materials relating to their involvement in BSF for use on school notice-boards and at in-school events.
- In-school events are planned (possibly alongside other events such as parents evenings) to provide opportunities for school stakeholders including staff, students and parents to meet the architects and project managers and find out more about BSF and their school.
- Final arrangements for Sorrell foundation student engagement project discussed
- School starter packs issued to all Heads and Transformation Managers

4.2. School Project Updates (as at 22th June):

4.2.1. Wave 2

- **St Thomas More School**

The Design Stage B report is to be progressed through the Design Stage Review Group
Instruction has been given to the DTP to progress the Stage C design.

- **Woodside High School**

Stage C has progressed, with intensive consultation with schools being undertaken by the DTP to test accommodation schedule

The mid point Stage C design information is being prepared for HSSL and Design Stage Review Group

Gladesmore Community School

A Planning Workshop has been held with the DTP to develop the programme from now to Design Stage D.

Stage B report finalised and has been signed off by the BSF Board subject to the additional curriculum information satisfying Partnerships for Schools. Drawings have been presented to the school senior management and the governing body for comment.

Design workshops for Stage C being undertaken.

- **Park View Academy**

The DTP selection process has been carried out and BDP are the preferred firm.

DTP have commenced with Stage B design options

- **Northumberland Park**

Design Team Selection Process has been completed and DTP appointed.

- **John Loughborough School**

Design Team Partner (Watkins Grey International) successful at interview

Recommendation report has been issued to the Director of CYPS for approval.

- **Sixth Form Centre – Construction in progress**

The work is on programme to be handed over on 31 July 2007

4.2.2. Wave 4

- **New Secondary School**

The schools adjudicator accepted the Council's proposal to set up and run the new school.

Inaugural New School Board meeting taking place 3rd July

New School consultant in place and Curriculum Group defined

- **Highgate Wood, Hornsey School, Alexandra Park and Fortismere Schools**

Wave 4 TMs meeting held (18th June)

Introductory meeting between Transformation Coordinator and Transformation Manager held with Hornsey, Alexandra Park and Highwood.

- **Pupil Support Centre**

Design Brief being created by Barron and Smith

4.3. Key Activities planned for next reporting period (for information):

14-19 Strategy

- Ensure schools review and feedback comments on 14-19 strategy consultation document

BESD Strategy

- Ensure schools review and feedback comments on BESD/LSC consultation document (if they haven't already done so)
- Ensure timely sign-off or rejection of the principals defined in the BESD Strategy (Success requires complete buy-in)

ASD Strategy

- Ensure schools review and feedback comments on ASD consultation document when it is distributed

Extended School

- Ensure schools work with Dave Thomas to fully define existing and proposed Extended provision (using Other Services Schedule template presented at a previous TMs meeting)

Specialism & Subject Networks

- Take forward Specialisms & Subject Networks ("Partners in Success")

Design Development

- Ensure schools translate statements of their Individual School Vision into design development (Vision into Reality)

Communication

- Ensure link to glossary is made available and key BSF terms are understood
- Progress student survey on design requirements (possible link to Sorrell Foundation work)
- Meet with Wave 4 schools regarding Sorrell Foundation involvement

End of report

**APPENDIX A
BUILDING SCHOOLS FOR THE FUTURE PROGRAMME**

SCHOOLS TRANSFORMATION BOARD
CHAIR'S REPORT – ***TRANSFORMATION MANAGERS' FORUM***

RECOMMENDATIONS & POINTS FOR DISCUSSION

- Vision into Reality: Translating School visions into design proposals
- Embedding Change Management and the role of the Transformation Manager
- Lessons Learnt Discussion:
 - A greater awareness of ICT budget elements needed to ensure clarity – e.g. server rooms in construction budget, technical survey ICT budget etc.
 - Worth investing a lot of time with school stakeholders in advance and ensuring good communications throughout. In particular middle leaders should be involved in the process with architects at stage C.
 - Architects should not be given too much free rein – it can lead to delays in the project
 - Schools should be aware of town planning process, political issues and hold-ups that could occur.
 - It is necessary to be flexible / accommodating to BSF meetings as any delays cost money. This is especially applicable to curriculum leaders.

KEY ACTIVITIES

1. Key Activities in this reporting period (26th April – 25th June):

Transformation & Change

Change Management

- Templates and activities have been developed to link and align the objectives in each school's Individual Schools Vision (i.e. revised OBC Vol 3) to the designs represented by the DTP. This will eventually form the basis for design sign-off at each stage in the design process, for benefits monitoring and for change management plans.

14-19 Strategy

- The 14-19 task group has sent a consultation document to all schools and all feedback has been received. We are now progressing with publication and integration into BSF planning.

BESD Strategy

- A draft BESD Strategy titled 'The Development of Learning Support Centres in Secondary Schools' has been circulated to schools for comment. The proposal is based on the premise that many exclusions could be avoided if schools had greater expertise, better accommodation, and more funding to work with students at risk of exclusion.

Autistic SD Strategy

- A strategy paper relating to ASD is currently under development with CYPS.

Extended School

- It has been agreed that Dave Thomas (WHS) will consult with schools to complete the 'Other Services Schedule', which will tie in the Extended Schools policy into the schools design briefs (i.e. school design developed by the architects and the school).

2. Key Activities planned for next reporting period (for information):

Transformation & Change

Change Management

- Ensure schools are thinking about how The ICT component of transformation –how will that affect long term strategy
- Think about current situation and strategy for MLE's – where we are now and where we are going
- Review ToRs for Transformation Managers and understand responsibilities going forward
- Agree way forward for Change Management and Business-As-Usual plans
- Ensure backfill provision is understood and correctly utilised
- Ensure schools have spent time understanding key material sent by BSF team (primarily the school starter packs and visit packs) and are given appropriate review

**APPENDIX B
BUILDING SCHOOLS FOR THE FUTURE PROGRAMME**

SCHOOLS TRANSFORMATION BOARD
CHAIR'S REPORT – ***ICT FORUM***

RECOMMENDATIONS & POINTS FOR DISCUSSION

- School ICT briefs to be agreed by heads & governors
- E-transformation strategic core group to be formed
- Issues for awareness & development
 - Integration of Transforming Teachers programme with clarity of CLC / CYPS responsibilities
 - Strategic linkage of BSF as part of CYPS
 - Phasing between Wave 2 Design & Build and ICT development
 - Strategy for MIS convergence and MLE implementation
 - Ensuring that key details of ICT briefs inform ISVs and Design & Build processes (e.g. access control, CCTV, telephony)

KEY ACTIVITIES

3. Key Activities in this reporting period (26th April – 25th June):

Procurement of Managed Service Provider

- ITPD phase completed:
 - Evaluation group identified and briefed
 - Written responses assessed and scored
 - Bidder presentations assessed and scored
 - Consensus meeting leading to agreement on short-list recommendation

- Transition to ITCD phase in progress:
 - Engagement groups model agreed – ICT Forum, Core group, Dialogue stream working groups
 - ITCD documentation prepared and issued to shortlist

E-transformation development

- Wave 2 schools agreeing strategy for implementation of BECTA Self Review Framework
- Wave 4 schools similar but on longer timeline
- Chairs of ICT Forum and Transformation Managers group to report across groups and to form strategic core group with specific BSF and CYPS personnel

Design Development

- ICT Levers for Change refined and validated at ICT Forum workshop
- School workshops completed to refine and prioritise levers and begin review and update of ICT Brief for each
- Information incorporated into Output Spec.
- Output Specification signed off (Eversheds, Pfs, Schools)
- Key issues from 14-19 Strategy and Task Group incorporated into OS

Computers for Vulnerable Students

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- DfES procedure analysed and recommendation to Secondary Heads to include all secondary schools approved
- ICT Forum reps implementation plan discussed

4. Key Activities planned for next reporting period (for information):

Procurement of Managed Service Provider

- ITCD core group based on ITPD evaluation group established
- Further 'as-is' information collection with regards to network infrastructure, access devices and other hardware

- Information collated for initial bidder meetings
- Initial bids from suppliers (mid–September) to be assessed by Core group

E-transformation development

- Core group to develop strategy to drive transformation agenda in schools
- Communication strategy to ensure awareness of workforce development issues
- Establish structures to integrate Leading Transformation and Transformation Teachers programme.

Design Development

- Cross checking of school ICT briefs against design objectives in Stage A/B reports
- Incorporation of levers / priorities into ISV and Design and Build discussions
- Link ICT School briefs ('Levers for Change') with Vision to Reality activities
- Ensure awareness of interface issues through shared experience

Communication

- Develop strategy to increase awareness of issues for schools – training, strategic development etc
- Widen access to and use of e-rooms

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