



Haringey Council

NOTICE OF MEETING

Schools' Transformation Board

WEDNESDAY, 27TH FEBRUARY, 2008 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD,
WOOD GREEN, N22 8LE.

MEMBERS OF THE BOARD

Name	Title	Organisation
Cllr Liz Santry	Chair of STB & Cabinet Member for Children & Young People	LB Haringey
Cllr Kaushika Amin	Councillor	LB Haringey
Cllr Gail Engert	Councillor	LB Haringey
Cllr Bob Harris	Councillor	LB Haringey
Roz Hudson	Head Teacher	Alexandra Park School
Stephanie Gold	Chair of Governors	Alexandra Park School
Keith Horrell	Head Teacher	Blanche Nevile School
Martyn Henson (substituting for A. Onac)	Deputy Head Teacher	Fortismere School
Jane Farrell	Chair of Governors	Fortismere School
Tony Hartney	Head Teacher	Gladesmore School
Vacancy	Governor	Gladesmore School
Patrick Cozier	Head Teacher	Highgate Wood School
Chris Parr	Governor	Highgate Wood School
Andy Yarrow	Head Teacher	Hornsey School
Karen Christie	Chair of Governors	Hornsey School
June Alexis	Head Teacher	John Loughborough School
Keith Davidson	Governor	John Loughborough School
Yolande Burgess	Area Manager	LSC
Andy Kilpatrick	Head Teacher	Northumberland Park School
Vacancy	Governor	Northumberland Park School
Alex Atherton	Head Teacher	Park View Academy

Vacancy Michael Edwards	Governor PfS Project Director	Park View Academy Partnership for Schools
Bev Randall June Jarrett Dr Edgar Neufeld Colm Hickey Mark Rowland Vacancy Nigel Spears	Acting Head of Centre Principal Chair of Governors Head Teacher Deputy Head Teacher Governor Representative	Pupil Support Centre Sixth Form Centre Sixth Form Centre St Thomas More School St Thomas More School St Thomas More School Archdiocese of Westminster William C Harvey School
Margaret Sumner	Head Teacher	
Joan McVittie Vacancy Tony Brockman	Head Teacher Governor Representative	Woodside High School Woodside High School Haringey Teacher's Panel

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 7 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 judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, licence, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

4. CHOICE, DIVERSITY AND FAIR ACCESS - PRESENTATION BY BERNADETTE SERIEUX AND TOM RICHARDSON - DEPARTMENT FOR CHILDREN, SCHOOLS AND FAMILIES.

Documents will follow.

5. MINUTES OF THE MEETING HELD ON 30 JANUARY 2008 (PAGES 1 - 12)

6. ANY OTHER BUSINESS

7. DATE AND TIME OF NEXT MEETING

Wednesday 26 March 2008 at 18.00hrs, at the Civic Centre, High Road, Wood Green, London N22

Yuniea Semambo
Head of Local Democracy & Member Services
5th Floor
River Park House
225 High Road
Wood Green
London N22 8HQ

Clifford Hart
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19 February 2008

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**MINUTES OF THE SCHOOLS' TRANSFORMATION BOARD
WEDNESDAY, 30 JANUARY 2008**

MEMBERS OF THE SCHOOLS TRANSFORMATION BOARD

*** INDICATES MEMBERS PRESENT**

Name	Title	Organisation
*Cllr Liz Santry	Chair of STB & Cabinet Member for Children & Young People	LB Haringey
Cllr Kaushika Amin	Councillor	LB Haringey
*Cllr Gail Engert	Councillor	LB Haringey
*Cllr Bob Harris	Councillor	LB Haringey
*Roz Hudson	Head Teacher	Alexandra Park School
	Chair of Governors	Alexandra Park School
Keith Horrell	Head Teacher	Blanche Nevile School
Martyn Henson (substituting for A. Onac)	Deputy Head Teacher	Fortismere School
Jane Farrell	Chair of Governors	Fortismere School
*Tony Hartney	Head Teacher	Gladesmore School
Vacancy	Governor	Gladesmore School
*Patrick Cozier	Head Teacher	Highgate Wood School
*Chris Parr	Governor	Highgate Wood School
*Andy Yarrow	Head Teacher	Hornsey School
Karen Christie	Chair of Governors	Hornsey School
*June Alexis	Head Teacher	John Loughborough School
*Keith Davidson	Governor	John Loughborough School
Yolande Burgess	Area Manager	LSC
*Andy Kilpatrick	Head Teacher	Northumberland Park School
Vacancy	Governor	Northumberland Park School
*Alex Atherton	Head teacher	Park View Academy
Vacancy	Governor	Park View Academy
*Michael Edwards	PfS Project Director	Partnership for Schools
*Bev Randall	Acting Head of Centre	Pupil Support Centre
June Jarrett	Principal	Sixth Form Centre
Jean Fawcett	Chair of Governors	Sixth Form Centre
Colm Hickey	Head Teacher	St Thomas More School
*Mark Rowland	Deputy Head teacher	St Thomas More School
Vacancy	Governor	St Thomas More School
*Nigel Spears	Representative	Archdiocese of Westminster
*Margaret Sumner	Head teacher	William C Harvey School
*Joan McVittie	Head teacher	Woodside High School
Vacancy	Governor	Woodside High School

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*Tony Brockman	Representative	Haringey Teacher's Panel
Also present		
*St John Starkie	Governors	Alexandra Park School
*Linda Townsend	Deputy Head	Woodside High School
* Derek Wheeler		
* Linda Welds	NPCS	
*John Edwards	NPCS	
*Mike Terry	APS	
OFFICERS SUPPORTING THE STB		
*Sharon Shoesmith	Director of Children and Young People's Service	LB Haringey
*Gordon Smith	Project Director	BSF
*David Williamson	Head of Secondary Innovations	LB Haringey
*Eugene Cash	BSF Team	LB Haringey
*Les Howell	BSF Team	LB Haringey
*Graham Jones	BSF Team	LB Haringey
* David Rumsey	BSF Team	LB Haringey
*Nick Kemp	BSF Team	LB Haringey
*Clifford Hart	Clerk to the Board - Member Services - OD& L	LB Haringey

LC1. APOLOGIES FOR ABSENCE (IF ANY)

Apologies for absence were received on behalf of June Jarrett (due to a minor injury), Colm Hickey, Steph Gold, Cllr Amin, Paul Guenault, & Jamie Scott.

LC2. ITEMS OF URGENT BUSINESS

There were no items of urgent business.

LC3. DECLARATIONS OF INTEREST

There were no declarations of interests.

LC4. MINUTES OF THE MEETING OF SCHOOLS' TRANSFORMATION BOARD - 28 NOVEMBER 2007

The Chair, in asking if there were any points of accuracy, sought clarification with Roz Hudson as to the comments stated in page 8 – 1st para and if they were an accurate reflection of her comments. Roz Hudson confirmed that she was happy with the comment as recorded.

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Andy Kilpatrick referred to the discussions during the meeting in relation to the issue of penalty clauses, which it was agreed will be picked up through the development of the contract.

The Chair advised that the Minutes would be amended to reflect this.

RESOLVED

That the minutes of the Schools Transformation Board held on 28 November 2007 be agreed as an accurate record subject to the following addition;

MATTERS ARISING

LC 17 Communications Update

David Williamson advised that the revisions to the new school brochure had been finalised following the meeting on 28 November, and the revised brochure had been forwarded to all concerned by email in early December. Hard copies of the final version were also available.

LC 20 – Strategy for Change – Update

David Williamson advised that an update had not been brought to this meeting as planned. SFC2 is still being drafted following continuous discussions with PfS and DCSF. This item is on the agenda.

LC 21 – Inclusion update

David Williamson advised that Phil DiLeo had been in contact with the head of Alexandra Park School in respect of the ASD proposals and that the matter was also being progressed with William C Harvey, and Moselle Schools. Roz Hudson commented that she did not recall any discussion recently. David Williamson responded that he would clarify this with Phil DiLeo.

LC 22 – Items of Urgent Business

The Chair advised that the issue referred to was on the agenda for consideration.

NOTED

At this point in the proceedings the Chair advised that she would vary the order of business on the agenda to next consider Items 10 & 11, and also consider Item 5 after Item 9.

The Board agreed to the variation of business.

LC5. TRAINING SCHOOLS : JOHN EDWARDS/LINDA WELDS (NPCS) / MIKE TERRY (APS)

The Chair welcomed John Edwards, Linda Welds and Mike Terry to the meeting.

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In a brief introduction to the report on Haringey Training Schools (HTS) John Edwards advised that Alexandra Park, and Northumberland Park Schools had met, together with local authority officers, to clarify their focus, which was to support the drive on standards across the phase and develop capacity for further improvement in standards & provision. He also advised that work had begun on scoping school improvement priorities across the borough, which would extend to developing a training needs database, based on information on schools' current and projected development needs in respect of raising standards. Work had also commenced on developing a wider database of potential training providers. Protocols for setting up and managing the borough training school provision were drafted, which would initially involve two steering groups, one for the east and one for the west.

John Edwards introduced the HTS proposal of a common training day in the next academic year, during which some joint training activities could take place on common development needs. A decision on this would be required prior to easter 2008, to allow thorough planning, to ensure support participating schools in their continuing drive for school improvement.

In response to questions from Tony Brockman in relation to additional revenue funding streams for training, David Williamson advised that the training schools could apply for specialist designation which would provide additional income for teachers training.

Mike Terry further advised the Board that through the DCSF funding was available for both schools under a second specialism. It was the case that as this development was high profile there was the opportunity to seek other funding streams.

There being no further points/comments the Chair thanked Mr Edwards and Mr Terry for their input.

RESOLVED

That the contents of the report be noted.

LC6. CITY LEARNING CENTRE : JOHN EDWARDS

Mr Derek Wheeler, chair of the CLC management board, gave a brief introduction to the circulated report which highlighted progress to date on the revised proposals for a revised City Learning Centre. In outlining the progress as detailed the Board were informed of the background to the concept, the negotiations/discussions with the DCSF and also the advantages of incorporating the CLC into the Gladesmore scheme. The recommendations before the Board asked for approval to the proposals for a new operating model of the City Learning Centre and also to agree that from September 2008 the performance of CLC be monitored through the Schools' Transformation Board sub-group, the ICT Forum.

Derek Wheeler outlined his role as the Chair of the Management Group in advising on the management of the CLC Board, as well as the timetable for consulting on the role of the CLC post-September 2008 and particularly in the area of primary and community access.

The Board then discussed the proposals in some detail the main points being:

- A general consensus of support to the outline proposals

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- A recognition of the increased capacity of schools to lead ICT developments within their local community, because of the BSF investment.
- The recognition that extended schools had a major role to play in expanding ICT access to primary schools and community groups
- The support that the proposals had from Gladesmore school as the host of the revised CLC facility
- The need to work further on details such as how staffing is dealt with and how outputs for commissions on CLC work are defined and set.
- The planned consultation underway and the need to report back to the STB with any substantive issues.

The Chair then summarised and it was:-

RESOLVED

The Schools Transformation Board approves the proposals for a new operating model of the City Learning Centre. The STB also approved the proposal that from September 2008 the STB (through the ICT forum) will monitor performance of the CLC at Gladesmore against the agreed outputs. The Board also requested that any other points that emerged as a result of consultation should be carefully considered by the Children and Young People's Service.

LC7. UPDATE ON DISCUSSIONS WITH GOVERNMENT

i. Pfl

In a brief update Gordon Smith informed the meeting of the agreement to be signed the following day between the Council and Smith Jarvis, and that the schools would take responsibility for facilities management from 1 February 2008 until completion of the BSF programme. He also commented on, and asked to have placed on record a vote of thanks to all those who had put in a tremendous amount of hard work in bringing the PFI to this juncture and he paid tribute to their efforts. The Board unanimously supported Mr Smith in his comments.

ii. Choice, Diversity and Fair access agenda

Ms Shoesmith referred to the specialist schools aspiration of government and that, with the exception of John Loughborough School, all schools in Haringey had already reached that goal. In terms of Federation there was already a collaborative approach with the schools in the east of the Borough giving their support to 'soft' federation, which is the first phase of this partnership. The SfC 2 would refer to the transition to a 'hard' federation and that this would be a matter of formal decision broadly within the next year. In terms of the concept of 'hard' federation this would allow for a single governing body, perhaps with an executive head, which would bring opportunity for career progression/staff succession planning. There would be support and encouragement for governors to examine the benefits of Trust status. Federation would also bring in the prospect of the engagement of major businesses and that the Chief Executive of Haringey Council would be furthering discussions with external bodies in this respect.

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With regard to partnership with Universities Ms Shoemith reported that there were plans for a forum for gifted and talented children to link up with high performing schools, including those in the private sector.

Ms Shoemith also referred to the evolution of the STB into a trust across all schools and whether within a year this body's functions would change into a more powerful role. The partners from business, universities or charitable foundations would play a significant role, as would the PCT and CAMHS. She also referred to her recent meeting with the Office of the School's Commissioner with regard to SfC 2 and her assurances to the Office of a willingness to engage and have seminars and to open up discussions on Trust status.

The Chair commented that the Cabinet would formally consider the approach detailed in the SfC 2 as a way forward, and that there was a need to strike a balance in terms of a willingness to engage.

Alex Atherton commented that in his view the SfC 2 document was by its nature a stated policy position and unless delegated authority was taken away from Schools then Schools could not be forced in to considering / accepting Trust/Academy status. In response Ms Shoemith advised that the SFC 2 stated the direction of travel the Local Authority wished to proceed.

In reference to a number of the points raised Tony Brockman commented particularly on the issue of Federation status and Executive Head, and that there may be some mileage in such a proposal as educationally it was a logical step to take. The other concept that could also be developed was voluntary controlled schools with the retention of overall Local Authority control, which might be less controversial. He also commented that the LA could be in jeopardy of losing its BSF funding if it at least did not consider the concept of trust status.

Councillor Bob Harris commented that it was the case that both the Government and Local Authorities did want the BSF programme to succeed. He also stated that that Local Authorities were about 'local democracy' and to that effect wanted individual schools to have the opportunity to determine what they wanted, in the case of Trust/Academy status, and the concept of Federation schools and any other possible concepts.

Joan McVittie reminded the meeting of the opposition to the concept of technical colleges when they had first been suggested, and indeed few schools had accepted the concept of specialist cohorts when they had first been discussed. In terms of the hard federation concept it was vital to have as much readily available information forthcoming in order to give a considered opinion. She welcomed the opportunity for further dialogue.

Councillor Engert commented that given the urgency of the issue and the concerns expressed further consultation and discussion was needed in a short timescale, in order to ensure that the decisions of the Council were in time to meet the deadline for submission.

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In response to a number of the concerns raised, Ms Shoesmith commented that the views expressed needed to have been aired both internally and externally before the SfC2 was submitted on 29 February 2008. The SfC2 would be tested through further discussions with secondary heads and then through the informal/formal decision making process of the Local Authority, followed by submission to and discussion with the Office of the School's Commissioner.

The Chair concluded the discussions by stating that undoubtedly the Government would prefer the LA to move towards and support Trust/Academy status and it was important to have a meaningful dialogue in respect of the Council's position.

In response to clarification from Margaret Sumner Ms Shoesmith confirmed that the special schools would be involved in the discussions.

The Chair summarised and it was:

RESOLVED

That the comments and concern expressed during the discussion of both Trust, and Federation status, and the process for further discussion and comment in respect of the SfC2 be noted.

iii. Design Quality and Affordability

Dave Rumsey advised the meeting that there had been 2 full days and a number of other consultation meetings with DCSF on this issue recently.. Whilst overall designs were considered to be good, there were a number of refinements that had been requested to make them even better. Some of these suggestions had a cost impact and work was being done to try and resolve the challenges on design quality and affordability.

The Woodside High scheme, which was the most advanced of all the projects, has received a very favourable evaluation of design quality.

Gordon Smith also noted the gap between what was expected to be built within the OBC proposals, based on cost assumptions at the time, and what was now emerging from market testing.

This issue is the subject of continued discussions with PfS and DCSF.

NOTED

LC8. COST CONSULTANTS AND THE DESIGN PROCESS: DAVID RUMSEY

The Chair asked that David Rumsey give his presentation to the meeting.

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David Rumsey, with the aid of power point gave a succinct presentation to the Board which centred on the role of the cost consultant, the design process, and the cost management process (a copy of the power point presentation will be interleaved with the minutes).

The following points were highlighted:

The role of the cost consultant

- *Provides cost estimates at each stage of the design process*
- *Prepares monthly updates of cost forecasts*
- *Leads preparation of contract documentation*
- *Analyses the contractor's tenders*
- *Prepares monthly valuations of contractor's works*
- *Advises on and agrees the cost of any changes to the works*
- *Agrees the final account with the contractor*

The design process/The cost management process

- *100% cost certainty is only achieved once the final accounts for the contractor and all the consultants have been agreed on each project*
- *There are a large number of variables affecting cost and some of them cannot be controlled or influenced by the Haringey BSF programme*
- *RIBA Stages B, C, Contractor mini competition, RIBA Stage D, RIBA Stage E – Final Proposal/Employers requirements, Procurement, Delivery*

The Chair thanked Mr Rumsey for his succinct presentation, and asked if there were any questions from the Board.

In response to a number of points of clarification from Andy Kilpatrick regarding the cost management process David Rumsey commented that costs were based on assumptions and the market forces. In the case of Woodside and Gladesmore the actual resultant costs broadly echoed what had been originally stated.

Gordon Smith also commented on the issue of cost consultants and that they, as the 'whipping boys' were the last in a chain of cost assessment to put a final predicted cost. The actual costs coming in were close to the predicted figures and given the market costs which could fluctuate – it was a good sign generally. Gordon Smith also advised that there was reasonable confidence in the work of the cost consultants despite some minor disputes in costs pertaining to the Gladesmore/Woodside costings.

Concerns were expressed by Andy Yarrow, and shared by others present in respect of increasing costs being well over the predicted costs, and in particular the matter of architectural fees increasing by 30% - an additional £100K. In response Mr Smith advised that at Hornsey it was the case that when the initial budget profile had been established the fee costs stated had been inaccurate and therefore not properly reflected in the initial cost plans. There had been no increase in fees, but there was an error in budget setting which has led to this adjustment.

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In drawing the discussions to a close the Chair commented that the presentation had been extremely useful and that in respect of the concerns expressed with regard to costings the matter be discussed with officers after the meeting.

RESOLVED

That the presentation, and the points made in the discussion, be noted.

LC9. FORUMS OF THE STB

In a brief update and acting on behalf of Paul Guenault, Eugene Cash, ICT lead in the BSF team, outlined that the ICT Forum had had continued dialogue with two ICT bidders following Cap-Gemini's withdrawal from the process. Each remaining bidder's approach was set out, together with the benefits and disadvantages of each, together with the actions required.

The Chair asked if there were any comments or views from the Board.

Alex Atherton expressed a concern that, even though there had been significant school engagement in the process, some Head Teachers were not fully aware of the bids and their implications. The STB had not yet had an opportunity to meet bidders face to face to seek clarification on those concerns. He also sought clarification as to the involvement of Head Teachers in the selection process, and that there seemed to be no allocation of time for Head Teachers to comment or express their opinions as to each bid, given that the final decision would be required in March.

Eugene Cash reminded the STB that they had delegated responsibility for the process of competitive dialogue to the ICT forum where each school was represented. The procurement process was prescribed by regulation and Haringey has a clear procedure to follow. However, it was recognised that more head teacher engagement would be valuable.

Following clarification by officers the Chair commented on the need for dialogue and understanding and thereto it was:-

RESOLVED

That a presentation would be provided to Headteachers and other STB members at the next meeting.

LC10. ICT UPDATE - EUGENE CASH

In a brief update of the report Eugene Cash – BSF team, outlined details of the two bids and the differences between each together with the benefits and disadvantages of each. Mr Cash also outlined the issues of convergence and the dialogue with bidders, which was continuing, particularly on the options for no, or partial convergence. It was hoped that there would be a presentation to the ICT Forum in the next two weeks by each bidder.

The Chair asked if there were any comments or views from the Board.

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Joan McVittie commented, in relation to the concerns expressed during the previous item, that it was extremely important for Head Teachers to be fully appraised about the MIS in particular as they were going to be users once the final selected bid was agreed. She did not feel that it was only an issue for the ICT Forum to make a decision. Whilst she appreciated that one of her technical people sat on the ICT Forum they were not able to comment or give an overview as to strategic management of the MIS package once chosen.

Mr Cash responded that it was not the case that the ICT Forum was making any decisions as regards to the actual bid but were looking at options and giving a clear steer prior to the closure of dialogue with each of the bidders.

The Chair felt that there was a need to talk with the Head Teachers within the next 2 weeks.

Following further comments on the level of anxiety and the need to ensure a full and clear understanding of the bids, and the ability to respond effectively, the Chair summarised and it was:

RESOLVED

- i. that the concerns of the Board in relation to the ICT bid process be noted;
- ii. that following discussions with the ICT Forum, and meetings with Head Teachers in the next 2 weeks, officers be requested to report to the next meeting of the Board on 27 February 2008;and
- iii. that the next meeting of the Board on 27 February 2008 will be a 1 item meeting solely for discussing the ICT MIS Bid following the outcome of meetings referred to in ii above.

*Item footnote: Further detail was provided at a Headteachers meeting on 12 February where it was decided that a ICT bidder presentation on **26 February** would enable a focused session on Trust status at the next STB meeting on 27 February*

LC11. MANAGEMENT SUMMARY UPDATE

In response to clarification by the Chair Gordon Smith reported that most items had been covered during discussions during the meeting.

There being no points of clarification it was:

RESOLVED

That the report be noted.

LC12. INCLUSION UPDATE:

BESD

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Sharon Shoesmith advised that the BESD Strategy was to be reported to the Head Teachers forum the following day. She briefly outlined the main aspects of the strategy

Ms Shoesmith commented on the coherence in the capital planning of physical space through the BSF programme and additional revenue streams to enable better support in schools for, and training for staff in managing, BESD. Ms Shoesmith commented that it had never been, and never would be the intention to move pupils back from the PSC. The whole thrust was to avoid students being excluded in the first instance.

Regarding the CAMHS partnership there were currently negotiations for a joint venture for developing the PSC though there was a complex agenda regarding design and timescales.

In response to concerns expressed from Tony Brockman in respect of consultation on the proposals and the need for 'a clear direction of travel' from the LA Ms Shoesmith commented that the document was currently being consulted on with all concerned and was being updated as dialogue unfolded. Until the dialogue and consultation was complete it would not be possible to issue the final proposals. Ms Shoesmith commented on issues such as youth offending and how such information in relation to this issue would influence the report in terms of prevention and re-offending.

Joan McVittie commented that she was much assured by the comments of Sharon Shoesmith and commented that Margaret Sumner would particularly welcome the proposals.

The Chair summarised and it was:

RESOLVED

That the verbal update and comments expressed be noted, and that the BESD strategy be brought to a future meeting of the Board following further consultation and dialogue.

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LC13. ANY OTHER BUSINESS

There were no items of urgent business.

LC14. DATE AND TIME OF NEXT MEETING

The next meeting of the Schools' Transformation Board would take place on **Wednesday 27 February 2008 at 18.00hrs** at the **Civic Centre, Wood Green, LONDON N22.**

There being no further business to discuss the meeting ended at 20.10hrs.

**Councillor Liz Santry
Chair
Schools' Transformation Board**