

**Haringey** Council

## NOTICE OF MEETING

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# Schools' Transformation Board

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WEDNESDAY, 30TH JANUARY, 2008 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD,  
WOOD GREEN, N22 8LE.

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	Governor	Park View Academy
Michael Edwards	PfS Project Director	Partnership for

Bev Randall	Acting Head of Centre	Schools
June Jarrett	Principal	Pupil Support Centre
Jean Fawcett	Chair of Governors	Sixth Form Centre
Colm Hickey	Head Teacher	Sixth Form Centre
Mark Rowland	Deputy Head teacher	St Thomas More School
Vacancy	Governor	St Thomas More School
Nigel Spears	Representative	St Thomas More School
		Archdiocese of
		Westminster
Margaret Sumner	Head teacher	William C Harvey
		School
Joan McVittie	Head teacher	Woodside High School
Vacancy	Governor	Woodside High School
Tony Brockman	Representative	Haringey Teacher's
		Panel

## AGENDA

### 1. APOLOGIES FOR ABSENCE (IF ANY)

### 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 13 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. **MINUTES OF THE MEETING OF SCHOOLS' TRANSFORMATION BOARD - 28 NOVEMBER 2007 (PAGES 1 - 10)**

5. **MANAGEMENT SUMMARY UPDATE (PAGES 11 - 22)**

**Programme Summary - Gordon Smith**

Update from the BSF Programme Director on progress across the programme

6. **UPDATE ON DISCUSSIONS WITH GOVERNMENT**

- Pfl – Gordon Smith
- Choice, Diversity and fair access agenda – Sharon Shoesmith
- Design Quality and Affordability – Dave Rumsey

7. **COST CONSULTANTS AND THE DESIGN PROCESS: DAVID RUMSEY**

8. **FORUMS OF THE STB**

To receive a summary of progress from:-

**TMs Forum** - TMs have not met once since the last STB.

**ICT Forum** – Update from the Chair - Paul Guenault  
The ICT forum have met since the last STB. Items discussed included.

9. **ICT UPDATE - EUGENE CASH (PAGES 23 - 28)**

10. **TRAINING SCHOOLS : JOHN EDWARDS/LINDA WELDS (NPCS) / MIKE TERRY (APS) (PAGES 29 - 32)**

11. **CITY LEARNING CENTRE : JOHN EDWARDS (PAGES 33 - 38)**

Dave Rumsey to present and respond.

12. **INCLUSION UPDATE (BESD)**

Sharon Shoesmith to give an update on the BESD Strategy

13. **ANY OTHER BUSINESS**

14. **DATE AND TIME OF NEXT MEETING**

27 FEBRUARY 2008 AT 18.00hrs

Yuniea Semambo  
Head of Member Services  
5<sup>th</sup> Floor  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Clifford Hart  
Non Cabinet Committees Manager  
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22 January 2008

**MINUTES OF THE SCHOOLS' TRANSFORMATION BOARD  
WEDNESDAY, 28 NOVEMBER 2007**

**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
*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	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 Substituted by Martin Doyle	Head teacher Head teacher	William C Harvey School Moselle School
Joan McVittie	Head teacher	Woodside High School
Vacancy	Governor	Woodside High School

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Tony Brockman	Representative	Haringey Teacher's Panel
<b>Also present</b>		
*David Wilson		Moselle School
*Paul Guenault	ICT Forum Rep	
<b>OFFICERS SUPPORTING THE STB</b>		
*Sharon Shoesmith	Director of Children and Young People's Service	LB Haringey
*David Williamson	Head of Secondary Innovations	LB Haringey
*Eugene Cash	BSF Team	LB Haringey
*Les Howell		
*Graham Jones		
Colum Hickey		
*Phil DiLeo	Head of Inclusion	LB Haringey
*Clifford Hart	Clerk to the Board - Member Services - OD&L	LB Haringey
*Mark Burey	BSF Marketing Manager	LB Haringey

**LC12. APOLOGIES FOR ABSENCE (IF ANY)**

Apologies for absence were received on behalf of Bev Randall, Joan McVittie, Linda Townsend, June Jarrett, Margaret Sumner (for whom Martin Doyle, Head of Moselle School was substituting as rep from the special schools) Gordon Smith, Gladys Berry, and Jamie Scott.

**LC13. URGENT BUSINESS**

There were no notified items of urgent business.

**LC14. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**LC15. MINUTES OF THE MEETING OF THE SCHOOLS' TRANSFORMATION BOARD -  
17 OCTOBER 2007**

There were no issues of accuracy.

**RESOLVED**

That the minutes of the meeting of the Schools' Transformation Board held on 17 October 2007 be agreed as an accurate record of the proceedings.

**Matters arising**

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The Head of Secondary Innovations – David Williamson – advised that in respect of matters arising all issue raised within the minutes were covered by Items on the Agenda for this meeting.

**NOTED**

**LC16. MANAGEMENT SUMMARY UPDATE**

In a brief introduction of the circulated report David Williamson advised the Board that each of the items referred to were agenda items for discussion in the meeting. Unless there were any specific points of clarification on the report itself, David Williamson asked that the management summary update be noted.

David Williamson also referred to the bar chart at para 4.1.5 of the report which detailed each school's progress through RIBA stages A-E.

The Chair thanked Mr Williamson for his brief update.

**NOTED**

**LC17. COMMUNICATIONS UPDATE**

The Chair asked for a brief introduction of the report.

The BSF Communications and Marketing Manager – Mark Burey, advised the Board that the draft new school brochure had been circulated to the STB to appraise it of progress thus far. The brochure details all aspects of the project's current stage of development, its location and proposed size, the curriculum offer and specialisms. . The draft circulated would be subject to a number of revisions prior to the final version being ready for publication and any further suggestions from Board members would be welcome.

The Chair asked if there were any comments/views.

Martin Doyle referred to page 33 which detailed the provision for students with autistic spectrum disorder (ASD) and that Moselle School had been asked to provide support.

The Director of Children and Young People's Service responded that further amendments were underway which would take account of these and any other comments.

Agreed that a copy of the final document would be circulated to STB members via the Clerk to the Board.

Mark Burey and David Williamson also referred to the planned series of 'road show' events publicising the new school which would engage parents and stakeholders. where there would be the opportunity for feedback as well as a booklet available.

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In response to the Chair's comment that she had struggled to understand the diagram at page 39 which showed the proposed site plan which was particularly clear Mr Williamson advised that the colour version would be clearer.

With regard to the individual communications plans Mark Burey advised that schools would have individual plans tailored to their key stakeholders including parents, local groups, and students, and local residents. The Chair felt it would be important to ensure the participation of Ward Councillors in the process. Mark Burey assured the chair that this is already the case.

In response to further clarification Mr Williamson assured the STB that Project Managers were in contact with LB Haringey Planning Officers regarding timescales and early guidance would be sought. In terms of resident engagement it was vital that in Wave 2 individual communication plans will ensure the message was got through to people. Councillor Engert felt that the Development Control Forums were a good vehicle for talking through issues if there was adequate local advertisement that communication plans were to be discussed. The Chair confirmed that this was the case.

The Chair then summarised and it was:

**RESOLVED**

- i. That the contents of the draft new schools brochure be noted;
- ii. That a redrafted version of the draft new schools brochure be circulated to all Members of the STB for perusal; and
- iii. That the progress and proposed way forward with individual communications plans be noted.

**LC18. MSP PROCUREMENT UPDATE**

In respect of the MSP update the Chair clarified and Paul Guenault confirmed that ICT Forum update would be partly covered during this item.

Graham Jones – BSF Team referred to the TABLED document on MSP Procurement which was in colour and gave a clear update into terms of the Managed Service Provider (MSP). The document also detailed key focus points. In terms of the overall process of selecting an MSP, 54 companies had expressed an initial interest. Following this initial interest there had been 14 submissions which were long listed. Through a process of detailed analysis and assessment 3 companies were selected as possible MSP suppliers and 3 initial outline bids were received.

Graham Jones then referred to the process now commenced with the the assessment of each of the bids involving the schools representatives, the BSF team, IT input, and commercial assistance. There was currently detailed dialogue with the bidders regarding the level of, and provision of services over the life of the contract, together with considerable focus on transformation. This stage in the process closes after Christmas of this year. A final bid from each bidder was then to be submitted in January 2008 and the bids would be analysed by the core assessment group



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(comprising of 5 reps including 2 CYPSS reps). The bids would be assessed and scored against the set criteria and specification requirements, and the procurement process for the Local Authority, and reported to both the STB and BSF Board in due course. The preferred supplier was likely to be selected in March/April 2008.

In terms of the in-depth analysis Graham Jones advised that the assessment would focus on what each of the bidders could offer with the main focus on solutions fitting the requirements. There was a need to ensure provision of computers, software, and systems ensuring the transformational processes in line with the educational vision set out in *Bright Futures* and the output specification. Much of the provision would also be tied to educational outcomes and operational standards. In terms of Local Choice and the actual provision of IT in schools the analysis would focus on what would be provided to schools – on site, and whether there would be local provision of technicians as opposed to remote help desk assistance.

With regard to the transitional service, Graham Jones advised that this would be a phased implementation. Graham Jones referred to the final slide of the circulated document which detailed the process through robust governance in terms of stakeholder engagement. There would be a number of groups looking at the analysis together with the ICT Forum and Core Group. There would be clear scrutiny of the process as well by the legal team. In terms of the final selection and signing off the process the Local Authority's Procurement Committee would formally consider and agree the preferred bidder, at that point the BSF Programme Board and the STB would be advised of the proposed preferred bidder.

Graham Jones also referred to the compilation of a 'Frequently Asked Questions' (FAQ) pack which would cover a whole range of questions ranging from who would be the provider to who would be managing the provider.

In terms of the work and involvement of the ICT Forum, Paul Guenault referred to the composition of the core group which was totally educationally focused as to how the final product would work in individual schools. It was the case that all 3 bids supported a 3 tier support – on the ground support, local, and remote help desks. In commenting on the fact that there needed to be recognition that the term of contract for the supplier was considerable, there needed to be assurances of continued and maintained expertise on the supplier's behalf, and it was crucial to ensure the complexities of each element of the contract were clearly understood. Between now and the end of January 2008 it was the key time for schools in ensuring that there was clear understanding and this was assisted by the Deputy/Asst Head Teachers in the core group, as well as specific sample school analysis.

The Chair thanked Mr Jones and Mr Guenault for their detailed summary.

Alex Atherton referred to the process embarked on upon and thanked Graham Jones and the officers involved for their excellent work thus far. Alex commented that he thought that the FAQs were an excellent idea which could be added to over the ensuing weeks and would be a very useful document. He asked for clarification as to the situation regarding the involvement of Eversheds.

Graham Jones responded that Eversheds would oversee all aspects of the process and ensure that the contract was in the correct legal terms. The process was complex and the various stages through to the final selection were checked completely.

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In response to concerns expressed by Andy Yarrow and Stephanie Gold, Graham Jones commented that officers were fully aware of concerns and that the process now embarked upon would seek clarification of a number of concerns including the issues of the contractor's profit, and the assurances that Local Choice would be achievable. Paul Guenault also commented that each of the bidders had expressed their total commitment to the contract and that it was the case that they wanted it to be seen to be working for their own recognition/reputation. In response to comments from Stephanie Gold regarding the £110 per pupil contribution from April 2008 and how this would be resolved Graham Jones advised further exploration of this issue was underway

David Williamson then asked Les Howell to give a brief PFI update.

Les Howell advised the meeting that the deed of variation had been discussed and negotiations had been on going for the past few months. It was now felt that because the negotiations were on going the FM service would be suspended and returned back to schools to manage from is January 2008. This has been the general consensus of the best course of action in order to manage the PFI FM service for the next 3 /4 years and that there was currently formal consultation being carried out with Trade Unions as 130 staff would transfer back to school. The consultation process was proceeding positively.

The Board supported a vote of thanks to Les Howell and the members of his team within the BSF programme in the work they had been doing with schools and the Bursars Group.

There being no further points of clarification the Chair concluded;

**RESOLVED**

That the contents of the circulated report, and the comments expressed during the discussion be noted.

**LC19. FORUMS OF THE STB**

In a brief update Mr Guenault advised that the ICT and TMs Forums were now twin tracked in their current work with the transforming teachers programme and the next tranche of work in ensuring ICT integration within the design and build element of the projects.

David Williamson, in the absence of Gladys Berry, advised that TM Forum had considered discussed a number of key aspects of ICT to ensure integration. TMs had also discussed project reports, which would now be presented by Project Managers at School Core Team meetings . TMs would support the management of the project level risks and issues.

In clarification, Eugene Cash informed the Board that the cost of some details of the ICT infrastructure could only be estimated at Stage C or D of the design when room layouts etc were sufficiently advanced.

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**NOTED**

**LC20. STRATEGY FOR CHANGE - UPDATE AND MONITORING REQUIREMENTS**

The Chair asked for a brief update.

David Williamson advised that since the meeting on 17 October the Strategy for Change Part 1 had been approved by the Pfs/DCSF and he was seeking endorsement now from the STB. He TABLED the latest version of Part 1 which set out the agreed strategy for the BSF programme. Strategy for Change Part 2 (SFC2) was the Action Plan. A draft has already been circulated for consultation. If finalised by that time, Part 2 would be agreed at the meeting of the STB in January 2008.

David Williamson referred to the Trust Status matter which had been referred to at the previous STB meeting and arose from the 2006 Education and Inspections Act. There had been dialogue with the Office of the School Commissioner at the DCSF regarding the LEA's position on these issues.

Michael Edwards (Pfs) referred to the Office of the School Commissioner and the Strategy for Change document and the need for evidence in the document that there had and would be on-going discussions in schools for Trust Status. He asked if those Head Teachers in attendance could confirm with a show of hands whether there had been, and would be on-going discussions within schools with Governors and Teachers regarding Trust status. Ms Shoemith raised objections to this issue being put to the STB in this manner. David Williamson also advised that Head Teachers had been aware that some discussion had taken place regarding Trust status, and also some had considered the issue.

Alex Atherton responded that the information contained within the Strategy for Change document had been seen previously by all Head Teachers. The information regarding Trust status had been discussed by his school governing body and they had not been in favour of the concept.

The Chair and Councillor B. Harris also advised that there had not been a decision taken politically at this stage regarding trust status and that as the Council and the LA were a democracy it was perfectly acceptable for schools to have considered the proposals and come to their own conclusions. Councillor Engert echoed this sentiment and added that neither political side of the Authority had taken a view as to Trust Status at this stage and also that she felt that it was particularly wrong that there Government pressure was being brought to bear on local political democracy.

Tony Hartney – Head Teacher – Gladesmore School commented that he felt that schools should consider their position as regards Trust status as indeed some schools already had, including his school governing body. There were positive aspects to the proposals and that in his view it did not feel that the LA were trying to persuade school or influence but give a balanced view as to the benefits etc. Tony Hartney commented that in his view there was no harm in considering the issue.

Andy Kilpatrick commented that the Government may well be faced with a distinct lack of interest in respect of Trust status. In terms of the details of the Trust status he advised that he would be unwilling to pursue the concept.

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Roz Hudson - Head Teacher Alexandra Park School, commented that Trust proposals had been considered and she and her Governing body were not convinced by the the benefits. She also commented that she was unhappy with the pressure being brought to bear by the Office of the Schools Commissioner and the Government.

In response to further comments from Michael Edwards and the Chair both David Williamson and Sharon Shoemsmith commented that the pros/cons of Trust Status had been examined and that the discussion this evening had been extremely useful in having views expressed independently of Local Authority officers. What was key was the capacity to discuss the matter further but that there were already strong views expressed as to the proposals.

In response to questions from Colm Hickey in respect of the pupil place planning figures, David Williamson advised that the 'Bright Futures' was the original vision for the whole BSF which had been agreed in 2006 for the BSF Wave submission. It was the case that for WAVE 4 there had to be some redrafting. The Chair asked and David Williamson agreed to clarify the issue with Colm Hickey after the meeting ended.

The Chair in conclusion thanked officers for their contributions, and in summarising it was:

**RESOLVED**

- i. that the Strategy for Change Part I be endorsed, noting that Part II would be brought to the next STB meeting for consideration; and
- ii. That the comments expressed during discussion of the Strategy for Change, in respect of Trust Status be noted.

**LC21. INCLUSION UPDATE**

It was report by Sharon Shoemsmith that the BESD had been brought to the Head's meeting and had received broad support. The document would be sent out soon for a short consultation with Governing Bodies.

The Chair asked and the Board agreed to receive a further update at the next STB meeting in the New Year.

Phil DiLeo commented on the circulated document on provision for Autistic Spectrum Disorder before the STB outlining the main areas of the document as detailed, and responded to questions in relation to specific points contained therein.

Following further detailed discussion Sharon Shoemsmith outlined to the meeting a proposal which would enable special schools to have a role in the setting up of and early management of resource provision for young people with autism, including Asperger's Syndrome. An outline proposal would be made available at the next meeting for discussion with the schools concerned.

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The Chair then summarised and it was:

**RESOLVED**

That the Director of the Children and Young Peoples Service bring forward a proposal which would enable special schools to have a role in the setting up and early management of resource provision for young people with autism, including Asperger's Syndrome, to the next meeting of the STB in January 2008.

**LC22. NEW ITEMS OF URGENT BUSINESS**

The Chair asked, although there had been no notification of urgent business, if there were any matters that Members wished to raise.

Andy Kilpatrick referred to the issue of quantity surveying within the BSF programme and asked if there could be an update and brief summary given in respect of the BSF. He felt that this was a crucial element of the programme and that QS was often unclear in terms of cost assessment and structure.

David Williamson undertook to ensure that a briefing paper be brought to the next meeting of the STB and ensure the attendance of Dave Rumsey to present and respond. This was especially crucial in terms of Gladesmore and Woodside Schools.

The Chair concluded and it was:

**RESOLVED**

That a briefing paper be brought to the next STB meeting in relation to the quantity surveying aspects of the BSF.

**LC23. DATE AND TIME OF NEXT MEETING**

The Chair advised the meeting that it was considered that the next scheduled meeting of the STB – 8 January 2008 was probably likely to be too close to the commencement of the return to school after the Christmas break and also that officers would not have adequate time to consider and prepare.

The Chair commented that the date of 30 January 2008 at 18.00hrs had been identified as a possible alternative. The meeting was in agreement to the change of date.

**RESOLVED**

**That the meeting of the Board scheduled for 8 January 2008 be rescheduled to take place on Wednesday 30 January 2008 commencing at 18.00hrs at the Civic Centre, Wood Green N22.**

**MINUTES OF THE SCHOOLS' TRANSFORMATION BOARD  
WEDNESDAY, 28 NOVEMBER 2007**

**Cllr Liz Santry**

**Chair**

**BUILDING SCHOOLS FOR THE FUTURE PROGRAMME****SCHOOLS TRANSFORMATION BOARD 30TH JANUARY 2007  
HIGHLIGHT REPORT****1. MANAGEMENT SUMMARY**

- Steady progress on BSF programme. All Wave 2 and wave 4 projects underway. All Wave 4 projects have entered the design development phase having appointed DTPs.
- Strategy for Change (SfC) part 1 approved by DCSF and with designers. Discussions ongoing as to date of publication.
- Strategy for Change (SfC) part 2 sent to DCSF, requires minor amendments:. January 31<sup>st</sup> now new re-submission date.
- Supporting strategies for SfC are in development.

**2. TRANSFORMATION MANAGERS' FORUM  
RECOMMENDATIONS & POINTS TO DISCUSS**

- The Transformation Managers' forum have not met since the last STB.

**3. ICT FORUM  
RECOMMENDATIONS & POINTS TO DISCUSS**

- Dialogue continuing with two ICT MSP bidders after CapGemini withdrawal
- BSF Board Paper on Bidder Proposal Options to be discussed (separate agenda item)
- Issues for awareness & development
  - ICT Client Delivery Manager and ICT Strategic Lead not yet in place
  - BECTA Self Review Framework and action planning need completion by all schools prior to MSP coming on board

**Papers to support this summary:**

- Training schools paper
- CLC Paper
- ICT Bidder Proposal Options

## 4. KEY ACTIVITIES

### 4.1. Key Activities in this reporting period (30<sup>th</sup> November to 18<sup>th</sup> January):

#### OVERALL PROGRAMME STATUS:

Overall RAG Status		Timescale	Resources	Budget	Issues	Risks
This month	Last month					
A	A	A	G	G	R	A

#### 4.1.1. Design and Construction

##### Design Development

The current position for design development in each school is shown below.

#### PROJECT STATUS SUMMARY:

School:	Project Status:
STM	There have been discussions between both the School and Diocese with the Authority on pupil numbers, curriculum analysis, asset management plan, devolved capital and project delays. The Authority has met with both the School and the Diocese separately to discuss the way forward in terms of the above items. The project team has a re-defined scheme, which is currently being costed, which will form the basis of the discussions moving forward with the School and the Diocese. The project team are now identifying the cost of separate elements of the proposal to allow the Diocese and School to prioritise their vision and create a scheme which will be within budget. Additional fees are yet to be agreed with the DTP and other consultants.
GLM	The Stage D design is nearing completion. A scheme has been agreed with the school and takes into account the design changes discussed with PFS and CABE. This scheme is being costed at present and it is predicted will be on budget once a revised maths block layout has been priced up by PRP. The Stage D report is due to be issued to the DSRG on 4 February.
WSH	The project is making good headway to remain within budget and to achieve a good solution that meets the complex needs of the requirements. Work is proceeding to finalise Stage D report for approval.
PVA	The scheme is currently within Stage C. Design freeze achieved for Stage C following final consultation with the School on Wednesday 9 <sup>th</sup> January 2008. Drawings are then to be circulated to PRP and the final Stage C report will be completed to submit to DSRG on 8 <sup>th</sup> February 2008.
NPS	Stage C sign off was achieved prior to Christmas 07 and work on stage D has now commenced. A series of school and design team meetings have been set up to progress design work which will run in conjunction with the mini-competition to select the main contractor.
JLS	At the moment, the project is progressing to a very tight programme in an effort to ensure works start during the summer 2008 school holidays. Good progress is being made by the team to achieve this target. Additional funding has been confirmed by the Church, which will be used to address the legacy service issues identified previously. Should any additional funding remain, this will be used to enhance the scope of the works. The project has by no means overcome all the difficulties facing it and so a determined effort is required by all associated with the project to ensure continued positive progress is achieved during Q1 2008.
NEW	The project is mid Stage C, the DTP are taking longer than programmed to determine a design which balances the educational vision and stakeholder aspirations within the constraints of site and budget. The current Stage C design is yet to be fully costed. Outcomes of the design review panel and Carbon zero workshop may delay design development further. Although a detailed evaluation of the construction programme has not been completed yet, the current programme shows the opening date of Sept 2010 will



School:	Project Status:
	be achieved.
PSC	The project is currently in Stage C. The Design Team Partner, Watkins Gray, was appointed at the end of November 2007 to take the project forward from Barron and Smith. Good progress has been made to develop the designs to the satisfaction of the stakeholders and PfS/CABE.
HGW	The project is currently in Stage C. An Early Stage C meeting was held with PfS and CABE, where Options 3 and 4 were presented. PfS, CABE requested that dining, and circulation were looked at (as per OBC) – possibly looking at producing a development plan for future works that could happen in this area. Current ICT costs are being reviewed as they have exceeded their budget. The power survey is currently being undertaken by M&E Survey with a view to reducing ICT Cost Model.
HOR	Early Stage B review held with CDA on 4 <sup>th</sup> December 07 and Late Stage B review held on 18 <sup>th</sup> December 07, the preferred option i.e. Single Storey New Build LRC and Admin Facility along Inderwick Road with Remodelled Post 16 Suite, ICT Enrichment etc was well received. Work is underway to substantiate the ICT cost model; this includes investigating where switch rooms / server room can be accommodated in the legacy areas and where existing cooling / lighting can be utilised. A survey of existing power infrastructure is being undertaken.

#### **4.1.2. Transformation / Change (Gladys Berry/David Williamson)**

No further report since last STB meeting.

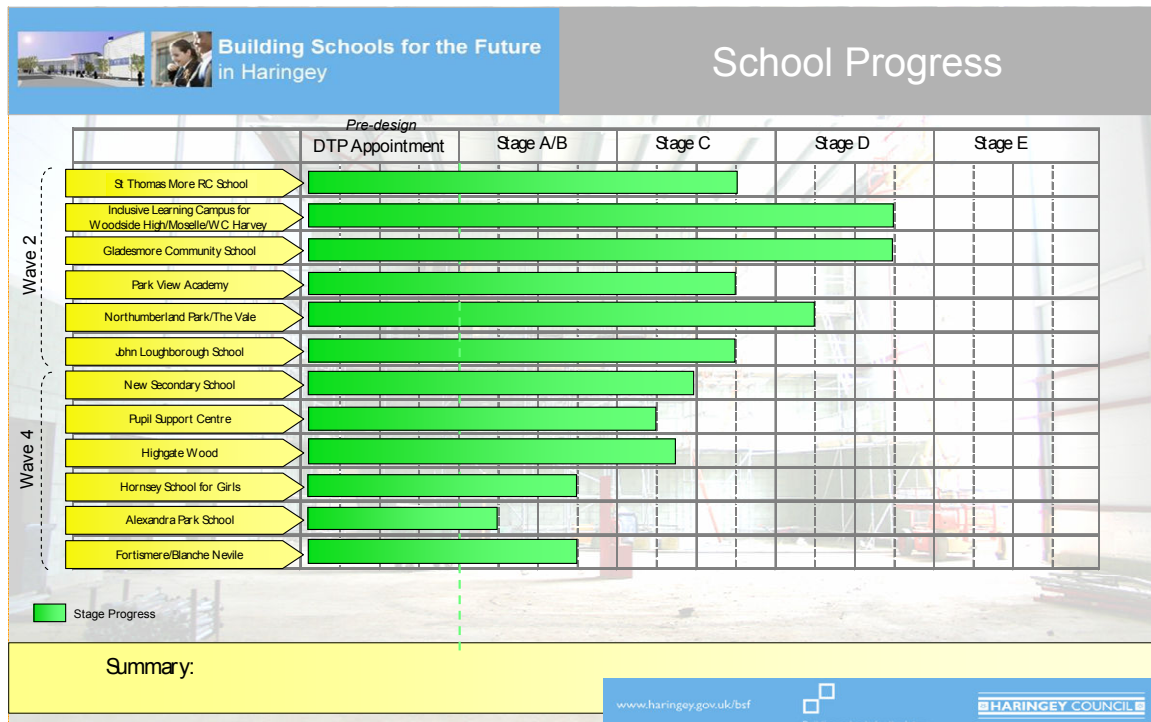
#### **4.1.3. ICT (Paul Guenault)**

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

#### **4.1.4. PFI Update (Les Howell)**

Elements of the proposed suspension in the existing PFI arrangements are currently being reviewed. We are awaiting formal feedback from the various central governing bodies.

## Other Programme Activities



## Strategy for Change

- The Strategy for Change is written in two parts. Part 1 (SFC1) outlines what we intend to do to effect change. This is an update of *Bright Futures*, focusing on key priority areas, particularly:
  - Choice, diversity and fair access for all parents and pupils
  - Tackling Underperformance
  - Personalised learning
  - e-transformation
  - 14-19 entitlement
  - Integrated Children and Young People’s Services
  - Inclusion
    - BESD
    - ASD
    - Reorganisation of special schools for ILC
  - Leading and Managing Change
  - Sports Strategy
- Part 2 (SFC2) provides the detailed actions that we will carry out to support the change process.
- SFC2 is currently in development stage, particularly regarding choice diversity and fair access strand, where discussions with DCSF are ongoing.

## **E-transformation**

- An initial draft of the e-transformation strategy is complete. The updated draft will be discussed by the ICT forum. This will serve as an initial working strategy until further consultation with the preferred managed Service Provider will enable the final strategy to be completed by summer 2008.

## **Extended Schools**

- Following the completion of scoping work, Continyou have been commissioned to undertake the formulation of two separate strategies on extended schools and on sports and active places. The initial drafts of both strategies are due to be complete by the end of March.
- John Wood, from Sports England, has been asked to review the sports and active places strategy being carried out by Continyou. John Wood will ensure that the work completed by Continyou aligns with the wider government objectives on sports provision within extended schools.
- Bursars working group met for the first time. Discussions focused on developing a sustainable income for extended schools. The group also discussed the possibility of devising a website which would contain detailed information on each schools extended services provision. The communications team are to attend the next working group to showcase early designs.

## **BESD strategy**

- The BESD strategy is being updated by Sharon Shoesmith. Sharon Shoesmith will update the the STB at the next meeting.

## **ASD strategy**

- The ASD Strategy has been drafted by Phil Di Leo. This will now move forward to publication.

## **14-19 provision**

- Good progress is being made on the 14-19 strategy, with the pilot phase of the specialist diplomas starting last term. The strategy has been agreed by the 14-19 forum and is currently being designed for publication.

## **Training Schools**

- Further meetings have taken place since the last STB between Northumberland Park and Alexandra Park schools to move the training schools forward, facilitated by Nick Kemp. Paper to be presented at STB.

## **BSF Programme Appointments**

- The post of client side manager for the ICT contract was not appointed and further recruitment work continues. Proceeding with an advert for this role with the intention of recruiting a permanent appointment in April 2008.

## **Communication**

- New School Brochure is complete and has been distributed to primary schools and parents.
- New school roadshow events are underway, with 19 primary schools having display boards and BSF representatives in attendance to discuss a wide range of issues. The 19 Primary schools were chosen due to their proximity the new school's location. Interested parents have been invited to join a parents' panel, which will form in April to discuss a number of issues.
- Mark Burey and Lucy Callan are currently undertaking the completion of the Individual Communications plan. This will act as a tailored plan for communicating with stakeholders at each school.

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

**14-19 Strategy**

- The strategy will be designed ready for publication.

**BESD Strategy**

- The strategy will be proposed to the head teachers forum on 31<sup>st</sup> January.

**ASD Strategy**

- The draft strategy will be distributed for consultation in January.

**Extended School**

- Continyou will have completed the first drafts of the extended schools strategy and sports and active places strategy.
- School bursars working group will have designed a sustainable funding model and agreed on a layout for website.

**Design Development**

- Design development will continue through the RIBA stages for schools both waves.

**Communication**

- New School roadshows will have taken place.
- Individual Communication Plan will be complete and included in SFC 2.
- Bespoke communications plans will be completed for early wave 2 schools.
- A competition will be held for primary pupils to select a name for the New School.

**End of report**

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

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

**RECOMMENDATIONS & POINTS FOR DISCUSSION**

- Transformation Managers' have not met since the last update

## **KEY ACTIVITIES**

### **1. Key Activities in this reporting period :**

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Nothing to report as the TM's forum have not met.

**End of report**

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

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

**RECOMMENDATIONS & POINTS FOR DISCUSSION**

- Dialogue continuing with two ICT MSP bidders after CapGemini withdrawal
- BSF Board Paper on Bidder Proposal Options to be discussed (separate agenda item)
- Issues for awareness & development
  - ICT Client Delivery Manager and ICT Strategic Lead not yet in place
  - BECTA Self Review Framework and action planning need completion by all schools prior to MSP coming on board

## **KEY ACTIVITIES**

### **2. Key Activities in this reporting period (24<sup>th</sup> November-31<sup>st</sup> January):**

#### **Procurement of Managed Service Provider**

- Now down to two bidders, Dell and RM – CapGemini have decided to withdraw
- Supplier presentations on MIS and MLE have been held
- Bidders have visited a Wave 4 School (Highgate Wood)
- Initial business case for Interim (phased) services developed for PfS
- Clarification questions were submitted to bidders and the responses will be assessed by the Core Group
- The Client Delivery Manager role is being re-advertised with an updated job description

#### **E-transformation development**

- Formal evaluation of TTP pilot programme complete
- Planning for schools to complete their ICT Self Review Framework and Action Plans
- Further development of e-transformation strategy

#### **Design Development**

- Vision to Reality process ongoing including ICT Infrastructure design

#### **Communication**

- Recommendation for strategic lead for ICT approved by CYPS
- Establishment of a CYPS / BSF Integration group

### **3. Key Activities planned for next reporting period (for information):**

#### **Procurement of Managed Service Provider**

- Conclusion of dialogue with bidders and Final Bids submitted
- Interim (phased) services business case finalised and submitted to PfS
- Presentation by bidders to the STB at time of Final Bids
- Client Delivery Manager recruited

#### **E-transformation development**

- Finalising the e-transformation strategy
- Support schools to complete their ICT Self Review Framework and Action Plans



### **Design Development**

- Continuing to feedback suggestions from MSP

### **Communication**

- Develop strategy to increase awareness of issues for schools – training, strategic development
- CYPS / BSF Integration group meeting regularly
- Recruitment of Strategic Lead for ICT started
- Explore the relationship between Transformation Managers Forum and ICT Forum with a view to rationalising

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## Haringey Training Schools

Haringey Council



Building schools for the future

### 1. Document Purpose:

- 1.1. To inform the Schools' Transformation Board (STB) about progress to date on Haringey Training Schools, and receive any comments to inform the next stage of development.

### 2. Recommendation

- 2.1. That the STB notes progress to date, and provides comments

### 3. Background

- 3.1. Building Schools for the Future (BSF) capital investment (predominantly in buildings & ICT) is intended to support schools in raising standards.

- 3.2. The Haringey Training Schools (HTC) initiative is designed to accelerate workforce development in Haringey secondary schools, as there is clear evidence, in Haringey and elsewhere, that systematic, rationalised CPD is a key element in raising standards.

- 3.3. Haringey's record on raising achievement speaks for itself:

- progress at Key Stage 4 since 2001 at twice the national rate, year on year
- schools serving the most disadvantaged communities in the east rapidly closing the gap, demonstrating that the link between disadvantage and low achievement can be broken
- over 500 more 16 year olds have achieved 5+ A\*-C grades than was the case in 2001
- rapid progress in improving outcomes from vulnerable children
- a new 6<sup>th</sup> Form Centre opened in September 2008 already driving up the proportion of young people moving into further education
- young people with higher expectations than ever before to improve their life chances

- 3.4. However there is still much to be done and our priorities for improving standards are:

- All schools exceeding KS3 floor targets in all core subjects
- Exceeding national average on GCSE 5+A\*-C, including English and Mathematics, by 2012
- Exceeding national average for level 2 qualifications in En and Ma by age 19 by 2010
- No young people leaving education at 16 without qualifications
- Every young person with a functional command of English, mathematics and ICT
- Improving post 16 outcomes for more young people
- Improving outcomes for young people from ethnic minority groups, especially African Caribbean, Somali, Turkish and Kurdish heritage
- To achieve zero exclusions
- Improving attendance further (now at national average)

- Reducing the number of young people not in education, employment or training (NEETs)
- 3.5. It is against this backdrop that, in summer 2007, Alexandra Park & Northumberland Park schools were designated 'Haringey Training Schools (HTC), with a brief to *"broker, deliver and host aspects of secondary school workforce training, in line with local priorities"* and *"contribute to Local Authority and school-based initiatives to further drive up standards.."* To support the development of this role, additional BSF capital would be provided, to extend the school's training facilities
  - 3.6. As part of the HTC selection process, the two schools also committed to seeking DCSF Training School Status, which is mainly an Initial Teacher Training (ITT) role, rather than the "in-service" remit of the HTCs.
  - 3.7. The HTCs are not expected to deliver all the borough schools' training – no one school has the expertise to do this, & over-committing resources could put at risk the HTC's own achievement and standards. Much of their work will be support, coordination and brokerage.
  - 3.8. Local schools will continue to work with a range of workforce development providers from outside the Borough, and within. The latter providers include Haringey's Children and Young People's Service teams, collaborative cross-school training (such as within the East-Borough Federation), the work of our Leading Edge school (Hornsey), and the City Learning Centre (CLC).

#### **4. Progress to date**

- 4.1. The two schools have met, together with local authority officers, to clarify their focus, which is to support the drive on standards across the sector, and develop capacity for further improvement in standards & provision
- 4.2. Each HTC will fulfil their role mainly, but not wholly, in respect of half of the borough, with Alexandra Park responsible for coordinating West-Borough activities (which will include engagement by The Greig City Academy), and Northumberland Park doing likewise for the East.
- 4.3. Work has begun on scoping school improvement priorities across the borough, which will extend to developing a training needs database, based on information on schools' current and projected development needs in respect of raising standards.
- 4.4. The schools, with LA officers, have begun developing a wider database of potential training deliverers. This includes logging current strengths of Haringey schools, with a view to approaching them to act as training providers in respect of their areas of expertise, where these match other schools' training priorities.
- 4.5. Protocols for setting up & managing the borough training process have been drafted, which will, initially involve two steering groups, one for the East and one for the West.
- 4.6. Initial meetings have been held with the East and West borough headteachers, to keep them abreast of developments to date, and to broach ideas for developments in academic year 2007/8.

## 5. Next Steps

- 5.1. Whilst the rest of this academic year is largely be used by the HTC's for preparatory work, Northumberland Park school will maintain its existing cross-school workforce development work through the East-Borough Federation (Park View Academy, Northumberland Park, and Gladesmore schools).
- 5.2. In addition to completing the preparatory work described above, the HTC's are keen to explore with all Haringey secondary phase headteachers, agreeing 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 will need to be made before Easter, to allow thorough planning, so it supports participating schools in their continuing drive for school improvement.
- 5.3. Both HTC's will also be engaged in developing their own BSF programmes, and developing their individual applications for DCSF Training School status.
- 5.4. Discussion is also required in respect of the involvement of secondary phase special schools, and liaison will be scheduled with existing training providers such as the CLC.

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## Proposal for future operating model of the City Learning Centre

### Document control:



### Document Purpose:

To consult the Schools' Transformation Board (STB) about the proposals for a revised City Learning Centre (CLC) operating model.

## 1. Recommendation

- 1.1. The STB approves the proposals for a new operating model of the City Learning Centre and agrees that from September 2008 the ICT forum will monitor performance of the CLC at Gladesmore against established outputs.

## 2. Background

- 2.1. In an ICT review carried out June to September 2007, the accommodation for ICT training across the borough was examined. The report concluded:

- A well equipped (and comparatively large<sup>1</sup>) CLC is located in the South East corner of the borough. Schools suggest that geographically it is not in the best position for easy access.
- A professional development centre, with two ICT training rooms is located in the centre of the borough. Additionally, two secondary schools have been designated through the BSF programme as training schools and provided with additional resources to build staff training bases for all schools in the borough. Six primary schools, one in each Network Learning Community, were designated ICT training bases in an earlier round of development.
- The centrally-located PDC, with its on site parking, versatile training spaces and refreshments facilities, appears to be well used as a training base and demand for space is high. The two rooms assigned to ICT training are, however, underused for that purpose.
- The CLC has high running and staffing costs and a recent peer review found a high level of host school usage, partly due to a system that has developed where the school uses the centre when it is not booked by partnership schools. Data

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<sup>1</sup> The CLC currently has five training rooms. On the assumption of 39 school weeks, there are currently 1950 half day and 975 after-school periods for training. Additionally, the CLC is open some evenings, weekends and is not limited to school term dates.

presented by the CLC showed variation from term to term and gives an indication of surplus capacity. When linked to the BSF impact on ICT provision across the secondary estate, and secondary schools' drive to develop site-based extended school provision, it is likely that this position will be exacerbated.

- The two assigned training schools are in the development phase. One, Northumberland Park Community School, is currently running training for teaching assistants for local schools. The second, Alexandra Park School, has recently succeeded in a local competition to gain training school facilities. Each school will have built, as part of the BSF programme, a staff training base to act as a hub for other schools. The specification of these rooms is not yet finalised, but could include an ICT rich environment.
- The newly opened sixth form centre provides an example of what might be the situation in many schools within the next three years. The centre is an ICT rich environment, with professional level media production suites, study centres and is wi-fi enabled throughout.
- Haringey is generously served by accommodation to support ICT. It is likely that this will not provide value for money in the future and should be rationalised. The BSF programme will lead to all secondary schools having significantly improved ICT facilities and training school bases will be established. After this is achieved there is likely to be an increased trend towards school-based training. Haringey will then have over-supply of specialist centre-based ICT training facilities and these will impact on the cost-effectiveness of LA centre-based training provision.

2.2. In working on the BSF schemes at a number of schools, it has become clear that the supplementary assets of the Local Authority need to be given careful consideration to ensure efficiency of provision and provide good value in the use of public funds.

2.3. To explore how the DCSF might view such rationalisation, an outline proposal was sent to gauge their views. In late October the DCSF replied to approve the proposal. DCSF also requested that:

- the partnership of schools should be consulted on the proposals
- the benefits identified in any stakeholder agreement will still be realised or exceeded
- the proposal does not require any additional funding from the department over and above the normal CLC allocation.

### **3. Proposal for City Learning Centre**

3.1. The proposal to DCSF was:

- To maintain a CLC at the Gladesmore site
- Commission Gladesmore to expand on the EiC outputs for the CLC
- To incorporate the CLC into the design scheme for the BSF rebuild of Gladesmore school, including incorporation into the Managed Service provision to ensure sustainability for the future
- To reduce the size of the CLC to the ground floor, but with the overall scheme to increase access to a wider range of facilities to expand the use by the community
- To invest substantially in ICT at Gladesmore school so that there will be an extra 10 ICT rooms with technology improved over the facilities currently located in the CLC
- To make a major investment at all other Haringey schools so that high quality ICT-based learning facilities are available to many more members of the community through extended schools
- Change the nature of the work of the CLC staff to both service the facility at Gladesmore and to provide more school-based training and development
- Establish two training schools at Northumberland Park and Alexandra Park schools, each with a remit to support training and development in ICT
- Commission a Managed Service Provider to run a five year change programme to train staff in the effective use of ICT in schools

3.2. Because of the progress of the design at Gladesmore school (currently at RIBA stage D) a decision needed to be made by the BSF Board as a matter of urgency. The Headteacher at Gladesmore was consulted prior to the proposal put to the BSF Board. In order to reduce any delay and consequent cost on the project, the BSF Board approved the integration of the CLC into the Gladesmore scheme.

### **4. Advantages of incorporating the CLC into the Gladesmore scheme:**

- The site design will make the most cost-effective use of space and resources;
- Duplication of provision is avoided;
- Extended services are planned coherently, avoiding over-supply and increasing efficiency and cost-effectiveness;

- Commissioning Gladesmore school, with its strong leadership and management, to deliver the EiC outputs will enable the LA to focus on its strategic functions as defined in the Education and Inspections Act 2006 ;
- By being managed by Gladesmore, the CLC resource can service the east schools' federation and the local community more effectively;
- Commissioning Gladesmore school, with its strong leadership, management and community focus, will enable the school to fulfil its extended school status
- CLC staff can focus on being a service to support schools, rather than spending valuable time and resources managing a venue.

### **5. Issues still to be resolved:**

- Primary school access. The CLC commitment to primary schools needs to be maintained and strengthened. To date limited discussion has taken place about how to resolve this issue. If the accommodation on the ground floor of the current building is timetabled effectively there is sufficient space to carry out at least 780 half-day sessions within the school year and 360 after-school sessions. Currently about 30 primary schools use the CLC. If only used for primary activities, this would give the current schools access to 38 sessions each. Added to this are the resources that will be available at each of the secondary schools, which, under the proposed operating model, can also be commissioned to provide training and pupil activity facilities, giving a wider choice, diversity and access to all primary schools.
- Community access. The CLC provides facilities for local user groups. These will need to be identified, planned for and costed so that Gladesmore can be commissioned to deliver these outputs. The access opportunities above would be enhanced by timetabling evenings, weekends and holidays where Gladesmore school carries out its functions as an extended school. Gladesmore school itself already adds substantially to the resources available, which will be further enhanced when the BSF programme is completed. Under the CLC proposals, other schools can also be commissioned to provide access to their local community.
- The LA commission for the CLC@Gladesmore would need to be tied to clear outputs to ensure the DCSF commitments are met.
- The LA's CLC commissions to both Gladesmore and other schools needs yet to be developed in detail.

- The Local Authority staff at the CLC will need to be re-organised to better focus on school-based services.

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