

**Haringey** Council

## NOTICE OF MEETING

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# Schools' Transformation Board

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WEDNESDAY, 22ND OCTOBER, 2008 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD,  
WOOD GREEN, LONDON N22 8LE.

Name	Title	Organisation
Cllr Liz Santry	Chair of STB & Cabinet Member for Children & Young People	LB Haringey
Cllr Dilek Dogus	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
Dr Edgar Neufeld	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
Tony Brockman	Representative	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 9 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 THE BOARD HELD ON 11 JUNE 2008 (PAGES 1- 4)**
5. **ICT UPDATE**
  - MSP update**
    - Progress report from Paul Guenault on interim MSP services.
  - E-Transformation**
    - Defining our next stage of ICT development – Mark Compton James.
6. **THE FUTURE OF THE STB IN LEADING CHANGE 11-19**
  - Input from Sharon Shoesmith on the role of school leaders and governors in providing a strategic oversight on 11-19 issues.
7. **TRAINING SCHOOLS (PAGES 5 - 10)**
  - Representatives from the two Haringey training schools – Alexandra Park and Northumberland – will provide an update on their progress to date.
8. **CONSTRUCTION UPDATE**
  - Brief update report on all schemes, drawing out some of the challenges faced and how they are being tackled.
9. **AOB**
10. **DATE AND TIME OF NEXT MEETING**
  - 26 November 2008.

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15 October 2008

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**MINUTES OF THE SCHOOLS' TRANSFORMATION BOARD  
WEDNESDAY, 11 JUNE 2008**

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
Stjohn Starkey	Substitute	Alexandra Park School
Keith Horrell	Head Teacher	Blanche Nevile School
A. Onac	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
*Imogen Pennell	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
*Dr Edgar Neufeld	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
*Linda Townsend	Governor	Woodside High School
*Tony Brockman	Representative	Haringey Teacher's Panel
<b>Also present</b>		
*Paul Guenault	ICT Forum Rep	
*Gladys Berry	TM's Forum Rep	
Laura Osei		
<b>OFFICERS</b>		

**MINUTES OF THE SCHOOLS' TRANSFORMATION BOARD  
WEDNESDAY, 11 JUNE 2008**

<b>SUPPORTING THE STB</b>		
*Sharon Shoesmith	Director of Children and Young People's Service	LB Haringey
*Gordon Smith	Project Director - BSF	LB Haringey
*David Williamson	Head of Secondary Innovations	LB Haringey
*Janette Karklins	Deputy Director of Schools Standards	LB Haringey
*Jeremy Williams	Clerk to the Board - Member Services - OD& L	LB Haringey

**STB1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Alex Atherton, Bev Randall, Michael Edwards, Colm Hickey and Patrick Cozier.

**STB2. ITEMS OF URGENT BUSINESS**

There were no such items.

**STB3. DECLARATIONS OF INTEREST**

There were no such declarations.

**STB4. MINUTES OF THE MEETING HELD ON 23 APRIL 2008**

Tony Brockman was incorrectly listed as being an attendee at the meeting of 23<sup>rd</sup> April; the Board noted that he had not been present.

The Board agreed to add clarity to the text of minute 39, relating to SFC2. The final substantive paragraph of minute 39 was thus to be amended to:

*Members raised concerns over the number of references to the new school being part of a hard federation or Trust, stating the desire of the stakeholders for a 'Community Comprehensive' school. The Board were adamant that no decision had yet been taken, and emphasised that these decisions were the responsibility of each School's governing body. All Schools would be given the opportunity to work with a choice adviser on the topic. Further details would be provided in due course.*

**RESOLVED:**

That the minutes of the Schools Transformation Board meeting held on 23<sup>rd</sup> April 2008 be confirmed, subject to the above amendments.

**STB5. MANAGEMENT SUMMARY**

The Board were provided with the BSF Highlight Report and Programme Summary.

**MINUTES OF THE SCHOOLS' TRANSFORMATION BOARD  
WEDNESDAY, 11 JUNE 2008**

Officers were confident that the Outline Business Case would be approved and continued to work on the Final Business Case, as the focus switched from planning and preparatory work into the business of construction itself. Officers also emphasised their appreciation of the work that Schools were doing, and their support in getting the agreements sign-off.

Officers stated that problems causing delay in the New School were being resolved, with design issues continuing to be investigated. The timescale for completion in 2010 remained tight, but Officers remained confident that the end date would be met and were bringing forward some future work to compensate.

The Board was informed that Issues of door location and partitioning would be decided in the coming weeks, and Officers agreed to liaise with Tony Brockman over concerns on staff room space and location.

**RESOLVED:**

1. That Officers bare in mind the concerns raised by Tony Brockman with regards to the Staff Room in the new school, and liaise with him as appropriate.
2. That the update be noted.

**STB6. FORUMS OF THE STB**

**TMS Forum**

The Board received a verbal update from the TMS Forum. It was noted that the SFC2 had been provisionally approved. A discussion of the Trust issue would ensue at the next STB meeting.

The Board noted that many Schools in the borough were making good progress, and that the high-level intervention taking place at John Loughborough School was progressing positively.

**ICT Forum**

The Board then received an update from the ICT Forum. It was noted that Peter Cotterill and John Davies had taken on the ICT Strategic Leadership position within the Children & Young People's Service.

The Board learned that ICT meetings were being scheduled with each school, with each one to have completed prior to the next forum meeting, where there would be an opportunity to discuss any issues which arose. Interim Services were due to be in place by September, subject to the contract being ratified by the Procurement Committee on 24 June 2008.

**RESOLVED:**

**MINUTES OF THE SCHOOLS' TRANSFORMATION BOARD  
WEDNESDAY, 11 JUNE 2008**

1. That the Schools Transformation Board discuss issue of Foundation Trusts at their next meeting.
2. That the next meeting also contain a further discussion on SFC2 and related points.
3. That the updates be noted.

**STB7. ICT UPDATE**

This item was classified as exempt, containing as it did commercially sensitive information relating to the provision of services.

The Board received a briefing from consultants whose bid was dependent on obtaining approval by the Procurement Committee, together with an update on the strategy going forward. Following the conclusion of the procurement process, it was envisaged that a Governor's body agreement would be signed by the end of June 2008, with planning and delivery to follow.

Members of the Board noted that the most complex aspect of the delivery was differing responsibilities; a matrix of responsibilities had been produced which Officers were confident would assist in the successful operation of the project.

**RESOLVED:**

1. That the Board receive information from the provisional consultants on potential bursaries and other opportunities of the like.
2. That the Board note the feedback from the forum.
3. That it be noted that any the formal decision to award the contract to the consultants was to be made by the Procurement Committee at its meeting of June 24<sup>th</sup> 2008.

**STB8. ANY OTHER BUSINESS**

**RESOLVED:**

That, in his final meeting of the Board, the committee formally thank Eugene Cash for his work over the past eighteen months.

**STB9. DATE AND TIME OF NEXT MEETING**

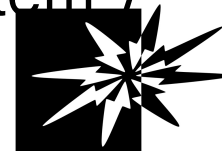
The next meeting was to be held on 16<sup>th</sup> July 2008.

**Cllr Liz Santry**

**Chair**



## Haringey Training Schools



Haringey Council



Building schools for the future

### 1. Document Purpose:

- 1.1. To inform Schools' Transformation Board (STB) on progress to date on Haringey Training Schools, and receive 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 is intended to support schools in raising standards. The BSF-funded Haringey Training Schools (HTC) initiative is designed to accelerate workforce development in Haringey secondary schools.
- 3.2. Haringey has a strong secondary school achievement improvement record, as reported to the January STB. Since this report, local authorities have an additional ('National Challenge') target, that, by 2011, no school achieves lower than 30% 5A\*-C including English and maths (%5A\*EM), and all local authorities were required to submit plans to National Challenge for achieving this Floor Target, along with a risk assessment on schools below 40% 5A\*C EM. In spring 2008, four schools in Haringey were below Floor Target; on provisional 2008 results, this figure falls to one school (which is likely to be just below Floor Target), but with four remaining below 40%.
- 3.3. Further national targets come into effect from this year, including the proportion of KS3 students making 2 or more levels progress in each of English and maths, and the proportion reaching KS3 level 5 in both English *and* maths. These will, to different degrees, affect development priorities in our schools, thence our training priorities.
- 3.4. The January summary of school improvement priorities (below) has been amended to reflect adjustments in priorities.

<b>Figure 1. Haringey Secondary School Improvement Priorities Summary</b> <i>(New items in italics)</i>	
2010	Exceed national average for level 2 qualifications in En and Ma by age 19
2011	<i>All schools achieving at least 30% 5A*-C including English and maths</i>
2012	Exceed national average on %GCSE 5+A*-C, including English and maths
Other	<i>% achieving KS3 L5 in both English and maths</i>
	<i>% making 2 or more levels progress from KS2 to KS3 in English</i>
	<i>% making 2 or more levels progress from KS2 to KS3 in maths</i>
	No young people leaving education at 16 without qualifications/ % 1+A*-G or equivalent

All schools exceed KS3 floor targets in all core subjects
Every young person with functional command of English, maths and ICT
Improve post 16 outcomes for more young people
Improve ethnic minority outcomes (especially African Caribbean, Somali, Turkish, Kurdish heritage)
Achieve zero exclusions
Improve attendance further (now at national average)
Reduce number of young people not in education, employment or training (NEET)

- 3.5. Haringey secondary schools draw on a range of training providers. All schools draw on inputs from Haringey's National Strategy team, and some seek training inputs from other Haringey CYPS services, such as HR. Some also benefit from inputs from our Leading Edge School (Hornsey), City Learning Centre (CLC), and the East-Borough Federation.
- 3.6. Schools also use their delegated budgets to buy training and development services from the broader market. Some schools are entitled to London Challenge-funded school improvement training support through the 'Keys to Success' programme, delivered by Education London, and from other London Challenge initiatives, such as the London Science Challenge. In previous years, Northumberland Park, Park View Academy and St Thomas More have been involved in the 'Keys to Success' scheme. Currently, The John Loughborough School and Woodside High are currently supported by this scheme.
- 3.7. The National Challenge (above) is likely to see further external training and development support for schools below 40% 5A\*C (EM).
- 3.8. In summer 2007, Alexandra Park (APS) & Northumberland Park (NPCS) 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.."* Additional BSF capital is being provided, to extend the two schools' training facilities. Both schools also committed to seeking DCSF Training School Status.
- 3.9. The HTCs will deliver aspects of training, and support, coordinate and broker other training inputs from a range of sources.

#### **4. HTS progress to date**

- 4.1. The development stage of the HTC project began in September 2007. As reported in January, it was agreed that HTCs will fulfil their role mainly in respect of half of the borough, with Alexandra Park coordinating West-Borough activities (including Greig City Academy and the Pupil Support Centre), and Northumberland Park doing likewise for the East.
- 4.2. In autumn 2007, work began on scoping school improvement priorities across the borough, and beginning to develop a training needs database, and Two steering groups, one for the East and one for the West. Meetings

have been established consisting of East and West borough headteachers, to keep them abreast of developments, and to broach ideas for developments in academic year 2007/8.

#### East-Borough

- 4.3. The East Borough group comprises NPCS, Gladesmore, Park View Academy, Woodside High, St Thomas More, and The John Loughborough School.
- 4.4. NPCS, as the East Haringey Training School (EHTS) is also part of a soft federation with Gladesmore School and Park View Academy, which had been under development prior to the HTC initiative. The Federation was launched in autumn 2007 with a conference attended by delegates from east borough schools, during which the Qualifications Curriculum Authority (QCA) keynote speaker presented thinking behind the new curriculum.
- 4.5. The autumn term also saw EHTS, in conjunction with the local authority, run DCFS induction training for teaching assistants (TAs).
- 4.6. In the spring term it was agreed that in this first phase of development, EHTS would keep partner schools informed of training opportunities. Federation heads and their CPD leads refocused the development plan on: a central theme of improving literacy across the curriculum; sharing good practice through cross-school 'triads', inter-school secondments, and research bursaries; a Federation-wide summer training event; and a continuation of 'Teaching and learning weekends' run by Gladesmore school. It was also agreed that The John Loughborough School will participate in Federation training events, with additional bespoke training support for this school's needs. BSF building designs for NPCS were progressed to Stage D, so that, when completed, the EHTS will have flexible training and meeting space with good ICT capability including video conferencing/training. The design will also enable use by external trainers.
- 4.7. In the summer term, the first reciprocal GTP second placements took place between EHTS partner schools, with four schools involved in the federation summer training event. Two EHTS transformation teachers from cohort 1 have taken part in training the second cohort of transformation teachers.
- 4.8. Developing effective CPD/training networks is essential to promote quality, so during this year, EHTS staff have been involved several (national and regional) networks. This has included: representation on Haringey CPD and London North Consortium steering groups; presentation to mentoring conferences, on school based work with graduate trainees and Beginning Teachers, and school-based research on mentoring; working with other managing mentors to develop initial teacher training (ITT) materials; and involvement with the national Postgraduate Professional Development Assessment of bids panel.

## West Borough

- 4.9. The West Borough group comprises APS; Fortismere; Greig City Academy; Highgate Wood; Hornsey School for Girls and the Pupil Support Centre.
- 4.10. In 2007/8, APS has progressed design of Training School facilities within the school's BSF programme, which is on time and on budget. RIBA stage C is complete, and Stage D is due to complete this autumn. The Training School facilities will become operational in September 2010 at the earliest. Discussions are underway on zoning, to give 'out-of-hours' training access to specialist facilities including the school's new Science Centre. The MSP preferred bidder has been briefed on Training School plans, with detailed consideration of ICT facilities scheduled for the coming months. The school is investigating use of video-conferencing facilities within the training facility.
- 4.11. During 2007/8, a West Borough Steering Committee was established, comprising: Heads (or representatives) of the six schools; the CYPS Director or representative; and co-opted members such as specialists involved in CPD. The Steering Committee (chaired by the Highgate Wood head) will meet termly with responsibility for overall strategy, and overseeing quality assurance. Its work will be complemented by regular meetings of the schools' CPD co-ordinators. In the long term the West-Borough HTC, would fulfil its role through a varied CPD menu, including: twilight sessions at the HTC or elsewhere in the Borough focusing on specific CPD areas; extended CPD sessions involving at least an initial and final session with e-mentoring in between sessions; CPD organised with a partner e.g. Science Learning Centre; and CPD organised by an external organisation but using the HTC as a venue
- 4.12. During the past academic year, the school has also delivered a successful in-house CPD programme, and created a new Assistant Headteacher post, responsible (with the Director of Specialist School), for the development and delivery of the Training School pilot activities from September 2008. A draft pilot programme for 2008-9 has been drawn up of APS's input reflecting its Specialist School status, areas of expertise (e.g. APS is an SSAT designated CPD Centre for English) and priorities identified in its initial proposal.

## **5. Impact of the HTC investment**

- 5.1 In due course, Haringey will report to Partnerships for Schools on the impact of its substantial investment in the two Haringey training schools. It is currently too early to evaluate this, but this will be a key feature of each subsequent report to STB.

## **6. Next Steps**

- 6.1. In due course, activities and approaches across the whole borough will be considered, but the immediate priority is to consolidate and extend the

quality and range of training in each half of the borough. As both HTCs are finding, the challenge is to develop CPD/training range and quality, and progress applications for national Training School status, whilst maintaining the school's own school improvement process. For both schools, there is much to be gained from HTC status, but there is an opportunity cost for the time invested in HTC activities.

- 6.2. Both schools are abreast with changes DCSF are making to criteria for achieve High Performing Specialist School status which have to be met if the school is to be able to bid for Training School status. Likewise, they are seeking to develop their capacity to meet the 8 Performance Indicators which TDA and DCSF have set out in the Training School Core Benchmarking document.
- 6.3. As provision expands in each half of the borough, there will be an increased need for developing cost-effective administrative support, something that is already under active consideration in both HTCs
- 6.4. Both HTCs are also aware that developments in respect of other local training providers will impact on the overall training provision in Haringey.

#### East Borough

- 6.5. In autumn 2008, the EHTS autumn training programme will be circulated to partner schools; it is anticipated that this will be charged at a nominal cost. The offer will include: peer coaching (for teachers and TAs); Master's Degree study (in conjunction with Middlesex University); TLA accreditation for school-based action research; NQT/GTP professional studies; Teacher Learning Communities; Cover Supervisor training; and other training as determined by local and national priorities. Ongoing discussions with the Haringey Managed Service Provider may lead to ICT training within the partnership being delivered in part by EHTS staff.
- 6.6. Other federation training activities may, in time, be made available to partner schools. However this will require a great deal of coordination, together with costs to schools, for example taking part in work shadowing or attending a teaching and learning weekend. This will, however have increased costs, in terms of coordination and administration, which will have to be passed on to training participants

#### West Borough

- 6.7. The West Borough Steering Committee and regular meetings of CPD coordinators will oversee the development of the Pilot Programme during 2008-9 based on the input from APS, partner schools and other providers. This will include a CPD needs analysis to match identified needs with the APS in-house programme and other provision in other West Borough Schools, to inform the basic Pilot Programme framework. Running parallel with this, APS is developing the administrative and marketing systems which will be required when the HTC (West) becomes operational in 2010.

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