

Building Schools for the Future

London Borough of Haringey

Outline Business Case

March 2006



Volume 1: Generic

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Building Schools for the Future

Section 1 Executive Summary



1 Executive Summary

1.1 Introduction

This Outline Business Case (OBC) consists of 4 volumes. Volume 1 is a generic volume which includes the Executive summary, background to the OBC, sections on value for money, affordability, readiness to deliver as well as leading and managing change. This volume also includes general appendices.

Volume 2 comprises the Procurement Business Case which outlines the strategy for delivering the BSF programme and focuses on how delivery will be integrated within the context of the exiting PFI contract to which eight of the mainstream secondary schools are a part. The proposal is a variant to the recommended LEP structure.

Volume 3 comprises workbooks for each BSF project and summarises the education visions, options appraisal and justification for the preferred option.

Volume 4 comprises the ICT business case, including options appraisals for differing solutions with justification for the preferred options as well as project costs.

1.2 Background

The Outline Business Case (OBC) has been prepared by the London Borough of Haringey to support the Authority's funding allocation under the Government's Building Schools for the Future (BSF) Programme. The OBC focuses on the Authority's detailed approach to transform secondary education within Haringey through the procurement of a programme of refurbishment, remodelling and new build to eight schools already part of a PFI contract, two voluntary aided and four special schools. In addition a new school is proposed to be built in the heart of the borough.

The OBC assumptions underpins the strategic approach set out in the Education Vision and Strategic Business Case submitted to Department for Education and Science (DfES) in September and December 2005 respectively. Both documents have been approved.

Since approval there have been no significant changes that would impact on the context or background of the Haringey's BSF programme. Minor changes were made to the Individual School Vision for John Loughborough School (SBC - Appendix 10) and these have been reflected in the options appraisals, defined in Volume 3.

1.3 The Projects

The funding envelope that has been used to develop the OBC comprises circa £165 million. The formula funding confirmed to Haringey by PfS came to £161.68 Million (including capex and ICT). The further sum of £3.32 million is being provided by the Authority, drawing on previous Targeted Capital Funding provided by DfES for SEN provision in 2004.

Although Haringey are receiving funding in Wave 2 and 4, this OBC covers both phases on the basis that practicality dictates the project becomes one programme. Affordability calculations have been considered accordingly. A spreadsheet detailing the allocation of funds for each school based on the assumptions detailed in the Strategic Business Case is included in Appendix 1. A draft overall programme is included in Appendix 4. Indicative individual project programmes are included in each workbook (Volume 3).

The preferred options included in volume 3 represent the schemes that are to be put to the market and have been designed within the funding allocation summarised as follows:

School/facilities	Capex Funding Target (£)	ICT at £1450 per pupil	Other costs (Vocational and on site support)	Total
Alexandra Park	1,716,571	2,001,000	1,461,000	5,178,571
Fortismere/Blanche Nevile	1,611,618	2,414,250	525,000	4,550,868
Gladsmore	9,887,212	1,566,000		11,453,212
Highgate Wood	2,945,686	2,051,750	665,000	5,662,436
Hornsey	3,904,858	2,051,750	525,000	6,481,608
John Loughborough	3,616,974	391,500		4,008,474
Northumberland Park	16,143,308	1,638,500		17,781,808
Park View	12,045,803	1,566,000		13,611,803
St Thomas Moore	5,857,801	1,653,000		7,510,801
White Hart Lane/ inclusive campus	26,203,874	1,740,000		27,943,874
6 th Form Centre	18,600,000			18,600,000
New school	26,350,920	1,566,000	1,161,000	29,077,920
New school site purchase				2,000,000
Pupil Support Centre	3,000,000	116,000		3,116,000
Teacher Training	750,000			750,000
Total	132,634,625	18,755,750	4,337,000	157,727,376
Other costs e.g. fees, risk, contingency etc. (see Appendix 1)				8,119,007
Total	132,634,625	18,755,750	4,337,000	165,846,383

The funding allocations are with one major exception, broadly in line with the distribution outlined in SBC, with some minor reductions to allow for contingencies, fees, risks and distribution of SEN funding unknown when the SBC was compiled.

The exception is White Hart Lane which has increased by circa £10 million to allow for the inclusive campus with the special schools, William C Harvey and Moselle.

All funding being provided to the Authority is traditionally funded and this has helped to focus the procurement model to be adopted, combined with the fact that eight of the schools in the borough are within an existing PFI contract. The detail of the procurement model is described in Volume 2 and in essence consists of traditional design and build procurement with participation in the procurement process from the existing PFI provider (SMIF).

For efficiencies the new school and two VA schools will also procured in the same manner.

The schools included in the Haringey programme comprise the following and include a mixture of new, refurbished and remodelled buildings.

Phase 1 (Wave 2)

- Northumberland Park School – existing PFI contract (Media Arts Specialisation)
- Park View School - existing PFI contract (Performing Arts Specialisation)

- White Hart Lane School - existing PFI contract (Business & Enterprise Specialisation)
- Gladesmore Community School - existing PFI contract (Maths & Computing Specialisation)
- John Loughborough School - Voluntary Aided (Maths & Computing Specialisation)
- St Thomas More - Voluntary Aided (Sports Specialisation)
- The Vale Special School
- William C Harvey and Moselle Special Schools

Phase 2 (Wave 4)

- Fortismere School - existing PFI contract (Technology Specialisation)
- Alexandra Park School - existing PFI contract (Science Specialisation)
- Hornsey School for Girls - existing PFI contract (Performing Arts Specialisation)
- Highgate Wood School - existing PFI contract (Performing Arts Specialisation)
- Blanche Neville Special School
- Pupil Support Unit
- New School

The ICT services contract is to be a fully managed service that will include all the schools in the borough, including special schools. Currently provision of ICT is not included in the existing PFI schools and so integrating this within the existing contractual framework will be straightforward. The Procurement Business Case Volume 2 and ICT Business Case Volume 4 covers this in detail.

Facilities Management (FM) services will continue to be provided at the existing eight PFI schools by the PFI providers. FM services at the VA schools will be undertaken either by themselves directly or utilising the FM supplier to the existing PFI contract is a possibility, and may well provide economies of scale. The detail of this approach is included in the Procurement Business Case (Volume 2).

1.4 The Procurement Strategy

Haringey currently has a PFI contract in place which was signed in October 2000 and expires in 2025. The original contracting party was Haringey Schools Services Limited (HSSL) - a joint venture between Jarvis Plc and Barclays. Jarvis Plc's interest has since been purchased by the Secondary Market Investment Fund (SMIF) and the HSSL continues to provide Facilities Management services across the PFI element of Haringey's secondary school estate.

Haringey is keen to retain both the risk transfer of the existing PFI contract and its relationship with Haringey Schools Services Ltd (HSSL), its SPV in what has been a successful partnership. This would provide consistency of service delivery across the secondary school estate and as such Haringey considers that the BSF programme will need to be procured in some form of joint working with HSSL, effectively acting as a hybrid LEP.

Haringey has therefore developed a procurement model that enables the BSF investment to sit alongside the PFI contract, which will be known as the Joint

Programme Management Team (JPMT) to optimise delivery. Through the operation of the JPMT, Haringey is confident that the Education and ICT visions will be delivered across all of its secondary school estate in a co-ordinated and efficient manner building upon its existing procurement partnership which has successful in delivering both capital improvements and hard and soft FM services.

There is strong support for the JPMT model from relevant stakeholders, including HSSL for the delivery of the BSF investment. Full details of the JPMT model and procurement process are included in the Procurement Business Case (Volume 2).

1.5 Value for Money

In discussions with Partnerships for Schools(PfS), the council has determined that a standard LEP procurement is not efficient due to the existence of the existing PFI contract currently in operation.

There are numerous factors which have influenced this decision and these are described in detail in the Procurement Business Case in Volume 2.

In Section 3 of Volume 1 the council's financial advisors have considered a qualitative assessment for the new build and refurbished/remodelled options for the project and concluded solutions procured traditionally will deliver VfM based on the preferred procurement model.

1.6 Affordability

Analysis by the Authority's financial advisors has concluded that the BSF programme is affordable to the Council on the basis that:

- Support for the BSF programme (before indexation and location factor) is £161.7 million
- Support will be uplifted for relevant indexation for each individual school to the date of start on site from the reconciliation date.
- The receipt of the supported borrowing for the ICT investment will result in the actual receipt of additional funding as originally anticipated before the issues raised by the Local Authority Finance settlement.

1.7 Readiness to Deliver

This Section and related appendices outlines how Haringey's BSF programme will be delivered and Haringey's readiness and capability for delivery. It outlines Haringey's BSF programme's organisational structure, which been established to deliver a complex portfolio of projects involving both PFI schools and Voluntary Aided schools.

As stated in Section 1.3 above, the procurement model has been developed to combine both the existing PFI and BSF investment in the form of the Joint Programme Management Team (JPMT).

This Section outlines the project and programme management procedures to which Haringey is committed, that will enable the Authority to deliver and implement the processes necessary to achieve the Corporate and Educational Vision. This includes a huge improvement to secondary estate and ICT infrastructure.

Finally, this Section will also confirm the commitment of all the schools within the programme as well as that of their stakeholders.

1.8 Leading and Managing Change

Haringey's approach combines five powerful stands of action: establishing governance arrangements which provide high levels of involvement across the Council and third party organisations, and rigorous project and risk management; building and maintaining change capacity through an effective combination of internal and external resources; developing new models of partnership with schools which will drive forward change; ensuring that the vision for ICT is not only implemented effectively but makes the maximum contribution as an enabler of other stands of change; and guarding the educational vision throughout the construction phase.

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Section 2 Background



2 Background

2.1 The Corporate Vision

The Corporate Vision remains the same as that detailed in the Strategic Business Case that was approved in January 2006 in that there have been no significant changes that would affect the priorities and context of Haringey's BSF programme which includes the following objectives:

- Improved educational standards, including a focus on each school developing specialist status.
- ICT provision for all
- Wider inclusion of pupils with special needs, both educational and social
- Improved standards of behaviour.
- Workforce remodelling (good places for a wider range of staff to teach and support pupils in new ways)
- Increased use by the wider community, including an emphasis on sport and lifelong learning.
- Provision for multi-agency services to support social inclusion.

2.2 The Education Vision

The Authority's Education Vision that was detailed in Bright Futures (Section 2 of the Strategic Business Case) remains valid, although we list below additional clarification of specific areas, which have developed since submission of the SBC. These include:

- A summary of how the Children's Service integrates with community organisations locally, and how the medical facilities strategy links to all schools in the borough, including developing scope of extended schools, health and community provision, is included in Appendix 8.
- The vision for PSU in the borough has developed and includes a degree of SEN and ERBD. The details of this are included in the workbook for the PSU in Volume 3. However, currently the options allow for a standard PSU which was included in the funding envelope. It is envisaged that post OBC approval and prior to FBC there may be further development of the PSU strategy, which will be discussed with Pfs/DfES.
- There have been minor changes to the vision and options for John Loughborough School which are included in Volume 3.
- The 6th Form Centre, which has not been included in detail in the OBC as it is already in procurement has an individual vision in line with Bright Futures. This has been included in Appendix 7
- Building on the Local Authority level KPI's identified in the SBC, KPIs at individual school level area an area for further development for the FBC. These will focus on measurable outcomes of impact drawing on the ECM 5 Outcomes and in the context of Haringey's KPIs. They are currently being progressed with schools.
- Further development of the CPD strategy is bringing together specialist and training schools with centres of excellent from mainstream and special schools to produce a borough wide resource. This is a key lever to support change management and lead transformation of education provision.

- Final details for vocational specialisms in schools in the West of the Borough are to be confirmed. However, there is a strong commitment to provide 'real work' learning environments across all schools, as well as maintaining flexibility. Specific budgets have been identified for fitting out spaces to suit individual specialisms once agreed. Spaces of circa 150 m² have been included in individual school options
- Special school curriculums are to be finalised but should be complete in the next two months.

2.3 Estates Strategy

The position in Haringey's SBC for the estate remains unchanged since approval, with the exception of one minor consideration. The SBC included one option for each of the voluntary aided schools (John Loughborough and St Thomas More), however the OBC provides details of two options for each of these schools.

This OBC relates to the BSF funding allocation for Wave 2 (Phase 1) and Wave 4 (Phase 2). Project design and development for Phase 1 and Phase 2 will run concurrently and reference should be made to the Funding Allocation Model Table (Appendix 6) for a summary of Haringey's project phasing. The OBC contains details of all preferred option for each of the secondary and special schools, the details of which are included in Volume 3.

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Section 3 Value for Money



3 Value for Money

3.1 Overview

There is a presumption within the BSF guidance that in order to deliver a VFM procurement, then:

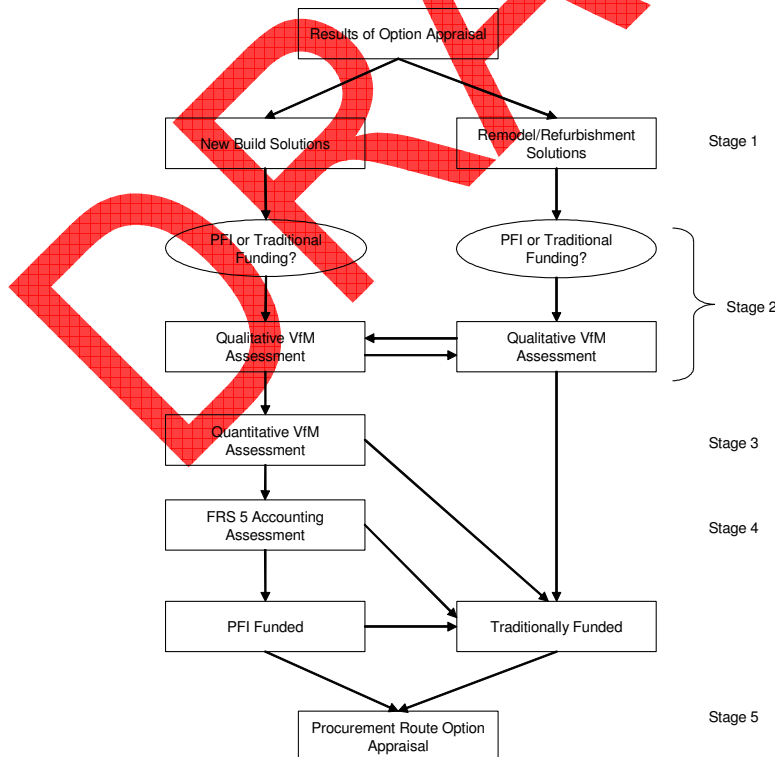
- i. a multi-wave procurement should be delivered through a LEP – the Council has commented on its rationale for not proceeding with a LEP procurement in Section [refer to Procurement section];
- ii. new-build solutions should be procured as PFI projects; and
- iii. refurbishment & remodelling projects should be procured conventionally and not through the PFI.

This section sets out the approach taken by the Council to consider (ii) and (iii) above

3.2 Value for Money Assessment

The assessment of value for money (VfM) for the investment programme proposed by the Council is a complex process. The approach to determining VfM follows HM Treasury and PfS guidance wherever possible.

Diagram 1: VfM Approach



Each stage is summarised as follows:

Stage 1

The detailed Option Appraisal (see Volume 3) concludes that there should be a mix of new build and refurbishment/remodel solutions. This is the start point for the VfM appraisal.

Stage 2

For each investment type (new build or refurbishment/remodel), a qualitative VfM assessment is undertaken to determine whether the proposed investment should be delivered through a PFI contract or a Traditionally Funded design & build contract. This assessment is undertaken using the framework prescribed by HM Treasury.

Stage 3

For those investments, which the qualitative assessment concludes should be undertaken through PFI, then a quantitative VfM assessment is undertaken to determine the appropriateness or otherwise of the PFI against Traditional Funding. There is no requirement or need to conduct this quantitative assessment for those investments that the qualitative assessment concludes should be Traditionally Funded.

Stage 4

For those investments that the quantitative assessment concludes should be undertaken through PFI, a further test needs to be undertaken to confirm that, in accounting terms, the investment would qualify as a private finance transaction.

Stage 5

Once the VfM assessment has concluded which of the investments should be delivered through PFI and Traditionally, the Council then needs to consider what is the most appropriate procurement route in which to deliver the mix of PFI and traditionally funded projects.

The VfM analysis has been based on:

- HM Treasury Guidance: Value for Money Guidance issued August 2004; and
- PfS Supplementary guidance to the HM Treasury guidance, issued November 2004.

For the purposes of this OBC, all of the BSF facilities are considered for this VfM appraisal.

3.2.1 Stage 2a: New Build Solutions – Qualitative Assessment

As Volume 3 concludes, there are three new-build facilities identified in Haringey's BSF programme: a new 6th Form Centre, a new 8FE facility in the middle of the Borough and a Pupil Support Centre. The procurement of the new 6th Form Centre has commenced in order that the facility is operational by September 2007. The funding for this new centre is split between Waves 2 and 4 of the BSF programme. The new 8FE facility in the middle of the Borough and the Pupil Support Unit are Wave 4 investments.

Table 1 summarises the results of the Qualitative Review in respect of the new-build solutions – this review asks the question: ‘is a PFI procurement appropriate for the new-build solutions?’

Table 1: Results of Qualitative Assessment

Review Focus	Is a PFI Procurement Appropriate for the new-build solutions?
<p>Viability: Achievement of objectives & Outputs</p>	<p>The principal objective in respect of the procurement of the new 6th Form Centre was to commence the procurement as rapidly as possible such that the facility could be occupied from September 2007. Given this timetable, a PFI procurement was viewed as inappropriate, as such a procurement would mean that the facility opening would be delayed until September 2008 or later.</p> <p>As the other two new-build solutions are not to be commenced until Wave 4, it was considered inappropriate to hold a competition now for a PFI project that would not be commenced before 2008/09.</p>
<p>Operational Flexibility</p>	<p>The design development process envisaged under the JPMT (see Volume 2) model will aim to adopt the positive aspects of the PFI, such that operational flexibility will be built in to the extent that affordability and practicality constraints permit.</p>
<p>Equity, Efficiency & Accountability</p>	<p>As the procurement of the 6th Form Centre has already commenced for the reasons stated above, it is considered inefficient to procure the c£30 million of additional new build as a PFI contract separately from the procurement of other works through the JPMT model.</p> <p>HM Treasury guidance suggests that PFI is not an appropriate procurement route for schemes of a capital value less than £20 million. The Council recognises that the new build investment exceeds £20 million, but concurs with HM Treasury that VfM would be marginal.</p>
<p>Overall Viability</p>	<p>The Director of Finance is satisfied that, PFI would not be an appropriate mechanism to deliver an operable contract given the strategic objectives of the BSF programme.</p>
<p>Desirability: Risk Management</p>	<p>The risk management procedures, to be introduced as part of the JPMT arrangements, will be robust and will incorporate the learning the Council has made on the existing PFI scheme. Given the complexities of the delivery of the whole BSF programme and the need to deliver continuity of service and design quality across all facilities (both new-build and remodel/refurbishment), the Council considers risk will be best managed through the JPMT and not through different procurement routes.</p>
<p>Innovation</p>	<p>The Design led procurement envisaged under the JPMT structure is expected to deliver innovate solutions not necessarily deliverable in the more restrictive framework of a PFI contract. In particular, the experience gained by the JPMT on the Wave 2 investments will enable significant innovation to be delivered on the Wave 4 investments.</p>

Review Focus	Is a PFI Procurement Appropriate for the new-build solutions?
Service Provision	There is no desire from the incumbent stakeholders to procure the private sector to deliver all of the Facilities Management services. The choice of services to be provided to stakeholders will be more flexible under a non-PFI procurement.
Incentive & Monitoring	The outcomes or outputs of the proposed investment programme will be monitored by the JPMT. The procurement of a panel of contractors, capable of undertaking both new build and refurbishment/remodel works will mean that adequate incentivisation will remain throughout the 2-Wave investment programme.
Lifecycle Costs & Residual Value	The Council and stakeholders are not minded to enter into a long-term whole-life lifecycle regime, as there is uncertainty on future budgets in respect of the facility. As such, a PFI procurement is not desirable for the new-build elements of the BSF programme. However, it remains the Council's aim to ensure a rigorous maintenance regime is put in place, which optimises the desire to optimise whole-life asset maintenance within the programme's affordability constraints.
Price Certainty	The Council is keen to secure price certainty and will do this through a robust, design-led procurement. The Council is confident that this can be achieved through the JPMT model and is therefore satisfied that the risk transfer evidenced in PFI can be delivered without the need for the PFI procurement framework.
Overall Desirability	The Finance Director is satisfied that, at this stage of the procurement, the JPMT model will deliver the appropriate risk transfer, the appropriate levels of cost certainty and the desired quality of service without the need to enter into a lengthy and expensive PFI procurement process.
Achievability: Transaction costs & In house Capacity	The Council has set aside sufficient resources to provide for the expected transaction costs of the procurement of both waves of investment through the JPMT model – these resources are expected to be a more efficient use of public money than would be expensed in procuring the investment through a mix of Traditional and PFI investment. The Council has identified key personnel who will lead on the key aspects of the procurement. Where appropriate, individuals have been seconded, on a full time basis, onto the JPMT. The Council has secured appropriate external advice on legal, financial and technical issues.
Market interest & Competition	Given the level of competing investment programmes in the sub-region, the appetite of the market to bid for a comparatively small PFI contract is questionable. The Council has recently procured a contractor panel and this is evidence that there is significant interest in design-build contracting in the sub-region.
Risk Transfer	Full design-build risk transfer will be sought through the contracts. There is no necessity to seek whole-life cost risk transfer, as the stakeholders are unable to commit to the cost of this risk transfer. There are no proposals for risk transfer that would reduce market interest.

Review Focus	Is a PFI Procurement Appropriate for the new-build solutions?
Fit with Existing Partnering Arrangements	The JPMT model has been developed to enable the investment on the schools party to the existing PFI contract to be undertaken in an efficient and transparent manner. The Council is keen to deliver continuity and consistency of investment and service across all its schools. There is a risk that a separate PFI contract for the delivery of the new-build elements of the programme would restrict these objectives and would add additional complexity into what is already a complex set of arrangements.
Overall Achievability	The Finance Director is satisfied that a PFI procurement for the new-build elements of the programme would not be the most efficient mechanism to deliver the whole BSF programme.

In summary, the Qualitative appraisal concludes that the PFI would not be an appropriate procurement route for delivering value for money for the proposed new-build facilities.

3.2.2 Stage 2b: Refurbishment/Remodel Solutions – Qualitative Assessment

The Option Appraisal (see Volume 3) concludes that, the remainder of schemes should be subject to bespoke refurbishment/remodel solutions.

It is assumed that a PFI procurement would not be appropriate, given the experiences to date on refurbishment contracts let under the PFI. The Treasury guidance on VfM is designed for PFI and not for Traditional (conventional) procurement. However, the Council considers the guidance is an appropriate format to enable a robust assessment as to why the refurbishment/remodel solutions should not be procured through PFI.

Table 2 summarises the results of this Qualitative Review – this review asks the question: ‘why would PFI not be appropriate?’

Table 2: Results of Qualitative Review for Refurbishment/Remodel Solutions

Review Focus	Why would PFI <u>not</u> be Appropriate?
Viability: Achievement of objectives & Outputs	The remodel/refurbishment contracts will require significant design development. It is extremely difficult to seek fixed price contracts based on outputs for this type of investment.
Operational Flexibility	To deliver a refurbishment/remodel solution that provides the desired level of operational flexibility will require very significant levels of stakeholder engagement, consultation and input at the design development stage. Without this engagement, the solution will have restricted flexibility. One of the recognised drawbacks of the application of the PFI in the Education sector has been the difficulty to fully engage with stakeholders prior to the need to finalise designs and arrive at a fixed price. The proposed design-led procurement envisaged under the JPMT model will allow more time for this consultation and should therefore deliver a more flexible solution.

Review Focus	Why would PFI <u>not</u> be Appropriate?
Equity, Efficiency & Accountability	The Council consider it to be more efficient to deliver quality solutions by working with a single design team, as opposed to engaging with a number of design teams in competition. There is Departmental policy against refurbishment contracts being let under PFI. Furthermore, the cost and efficiency of seeking off balance sheet treatment of remodel/refurbishment solutions is not considered VfM based on the Department's PFI programme to date.
Overall Viability	The Director of Finance is satisfied that the refurbishment/remodel contracts would be difficult to let as PFI contracts as there will need to be a high level of flexibility in the procurement. In addition, the Department's presumption against PFI for refurbishment is noted and concurred with.
Desirability: Risk Management	The approach to pricing of refurbishment/remodel contracts is difficult in the absence of very detailed surveys. Consequently, the risk premiums that are likely to be priced under a PFI procurement would not necessarily constitute good VfM.
Innovation	The scope to innovate within the tight timetable constraints of a PFI procurement is limited. Any innovation will best be achieved through a more focused design-led development programme.
Service Provision	The precise scope of services is not yet determined. The choice of procurement route will not materially impact on how these services are to be delivered.
Incentive & Monitoring	The proposed procurement of a number of contractors who will compete for contracts will ensure that there is adequate incentivisation to deliver continuous improvement – this would not necessarily be the case if the contracts were awarded to a single PFI provider.
Lifecycle Costs & Residual Value	The inclusion of lifecycle obligations in the refurbishment/remodel schemes will be dependent on the availability of funding. This position does not fit with the PFI procurement model where service scope and price certainty are required from the outset of the procurement.
Price Certainty	Due to the technical difficulties in pricing refurbishment/remodel schemes, price certainty will only be realistically secured post appointment of a partner. This brings into question the appropriateness of the PFI procurement model, which places significant emphasis on price as a selection criterion.
Overall Desirability	The Director of Finance is satisfied that the additional costs and high risk premiums that would be incurred through procuring refurbishment/remodel schemes under a PFI contract would not represent VfM.
Achievability: Transaction costs & In house Capacity	The Council considers the cost of letting the refurbishment/remodel elements through PFI would be extremely high due to excessive survey costs and prolonged negotiation.

Review Focus	Why would PFI <u>not</u> be Appropriate?
Market interest & Competition	A number of leading contractors will not contemplate refurbishment PFIs – this fact would potentially suppress the appetite for this contract and hence the level of competition. In addition, the costs of securing a workable contract under the PFI model would be prohibitively high.
Risk Transfer	As noted previously, the risk profile of refurbishment/remodel schemes does not fit with the PFI procurement model.
Fit with Existing Partnering Arrangements	The in-house provision of FM services is well received by schools. Excluding these schools from a PFI arrangement means these arrangements are likely to remain in place.
Overall Achievability	The Director of Finance is satisfied that the additional complexity of letting the refurbishment/remodel solutions through PFI, and the likely lack of interest from the market for such a contract, would not lead to a VfM procurement.

In summary, the Qualitative appraisal concludes that PFI would not be an appropriate model to procure the refurbishment/remodel schemes.

3.2.3 Stage 3: Quantitative Assessment for New-build Solutions

As the Qualitative Assessment for both the new-build and refurbishment/remodel schemes suggests that PFI is not an appropriate procurement route, then no qualitative analysis is required.

3.3 The ICT Project

As outlined in the SBC, the Council is seeking to appoint an ICT MSP for the entire BSF estate. The Council considers the early procurement of an ICT MSP, to work within the JPMT, will deliver the best VfM solution. This early engagement will enable the ICT strategy to be fully incorporated into the design development.

3.4 Conclusion

The Council has undertaken a VfM assessment in accordance with HM Treasury and PfS guidance. This assessment indicates that procurement of all of the BSF investment through the JPMT by way of Traditional funding will deliver VfM when compared with procurement and funding of elements of the programme through the PFI.

Building Schools for the Future

Section 4 Affordability



4 Affordability

4.1 Overview

This Section explores:

- the revenue cost to the Council (after taking into consideration support received from the BSF programme and from schools) of entering into the BSF programme;
- the likely contribution required from schools to support the BSF proposals; and
- the risks to any funding assumptions made.

This analysis is for the Council's entire BSF programme.

4.2 Allocation of Support

The proposed split of funding is set out in the table below.

Table 3: Support from the BSF Programme

Figures Expressed in 1Q07 Values	Wave 2 £'000	Wave 4 £'000	Total £'000
Capital grant (mainstream)	53,840	74,700	128,540
Capital grant (SEN)	12,450	-	12,450
Supported borrowing for ICT (mainstream)	20,200	-	20,200
Supported borrowing for ICT (SEN)	510	-	510
Total	87,000	74,700	161,700

We understand that the structure of funding support for ICT is still to be confirmed, given the difficulties introduced by the local authority finance settlement. For the purposes of this OBC, we have modelled on the basis of supported borrowing, assuming that the Council receives the full net benefit as originally intended.

4.3 PFI Affordability

Section 5 concludes that none of the investment should be procured through the PFI. Consequently, there are no affordability considerations in respect of PFI.

4.4 The Traditional Procured Projects - Affordability

Table 4 summarises the investment profile for the programme. In accordance with advice received from PfS, these costs remain at 1Q07 indexation and no adjustment for location factor has been made. The Council understand that funding will be varied for estimated indexation to the actual expected start on site dates for each school and the current location factor at the time of the submission of the FBC.

Table 4: Investment Profile

Figures Expressed in [1Q07] Values	Capex £'000	ICT £'000	Total £'000
Alexandra Park	3,329	2,001	5,330
Fortismere	2,632	2,414	5,046
Gladesmore	10,359	1,566	11,925
Highgate Wood	3,783	2,052	5,835
Hornsey	4,641	2,052	6,693
John Loughborough	3,744	392	4,135
Northumberland Park	17,307	1,639	18,946
Park View Academy	12,621	1,566	14,187
St Thomas More	6,063	1,653	7,716
White Hart Lane	27,455	1,740	29,195
6th Form Centre (net of LSC Contribution)	19,251	-	19,251
New School (East Borough)	28,475	1,566	30,041
New School site (East Borough)	2,070	-	2,070
Pupil support Centre	3,105	116	3,221
Program setup	2,325	-	2,325
Total	147,160	18,757	165,916

An additional annual revenue contribution ("AARC") of £0.5 million pa has been calculated to fund the BSF investment programme. The principal reason for this AARC requirement is to fund facilities management and lifecycle costs not funded by way of available budgets.

4.5 ICT Projects

Reference should be made to Volume 4, the ICT Business Case for a summary cash flow of the cost and funding of the ICT Programme

4.6 LEA Investment

There is no equivalent LEA LEP investment in the JPMT. The funding of the JPMT operating costs is expected to be £2.5 million for the investment period. An appropriate provision has been made in the Council's Education Department budgets.

4.7 Other Sources of Funding

The Council has identified unutilised Targeted Capital Grant of £3.2 million. It has been agreed with the Department that these funds are available to fund BSF capital expenditure.

In addition, the capital cost of the new 6th Form Centre as per Table 4 benefited from a contribution from the Learning & Skills Council.

4.8 Sensitivities and their Impact on Affordability

As all the BSF investment is to be funded Traditionally, the only relevant sensitivity is on capital expenditure. A 5% increase in capital expenditure increases the AARC by £450,000. This sensitivity will account for any variation in outturn costs, indexation and timetable.

Any variation on the Facilities Management or lifecycle costs will result in a change in annual cost, which will increase/decrease the AARC directly in any given year.

4.9 School/facility Budgets

The following assumptions have been modelled in respect of school/facility budgets:

- for schools in the existing PFI scheme, the assumption is that there is no additional revenue cost and therefore existing budgets will be adequate to fund the revenue costs. Revenue costs may increase due to benchmarking, but these costs will be passed to the schools;
- for the VA schools, revenue costs will be recharged to the schools in full; and
- for the new facilities, revenue costs (lifecycle and hard facilities management) are £1.6 million per annum. With the exception of the SEN and Pupil Support investment, these costs are assumed to be recharged in full to the relevant facility. 50% of the SEN and Pupil Support revenue costs are to be recovered from the budgets of these facilities. Any amounts not recovered from facility budgets, form part of the AARC.

Letter of support from stakeholder are included in the Appendix.

4.10 Additional Contributions Required

The Additional Contributions required have been expressed in terms of the AARC. The combined AARC for capital investment and ICT is £0.6 million.

4.11 Affordability – Concluding Summary

The Council confirms that the proposed BSF programme is affordable on the basis that:

- support from the BSF programme (before indexation and location factor adjustments) is £161.7 million;
- the above support will be uplifted for relevant indexation for each individual school to the date of start on site from the Reconciliation Date;
- the above support is adjusted for the relevant Location Factor to the FBC date;
- the receipt of the Supported Borrowing (if appropriate) for the ICT investment will result in the actual receipt of additional funding as originally anticipated before the issues raised by the Local Authority Finance Settlement; and
- schools will be in a position to afford the revenue implications of the programme.

4.12 Accounting Treatment

To be confirmed when initial review complete.

Building Schools for the Future

Section 5 Readiness to Deliver



5 Readiness to Deliver

5.1 Project Management

Management Structures, Roles and Responsibilities

The Authority has considerable experience in delivering large scale capital projects in that it completed a substantial PFI project to all of its community schools in Summer 2003. The PFI project involved refurbishment and new build works on a multi-site basis for which an external validation of the process can be found in an Audit Commission Review "Overview of PFI Schools Management arrangements Haringey London Borough Council" (October 2003). Key members of the Authority's PFI project team are currently involved in the BSF programme, and will continue to be involved in the delivery of the BSF programme in terms of key resources and effective capability.

The current Haringey BSF organisation structure is shown in Diagram 2.

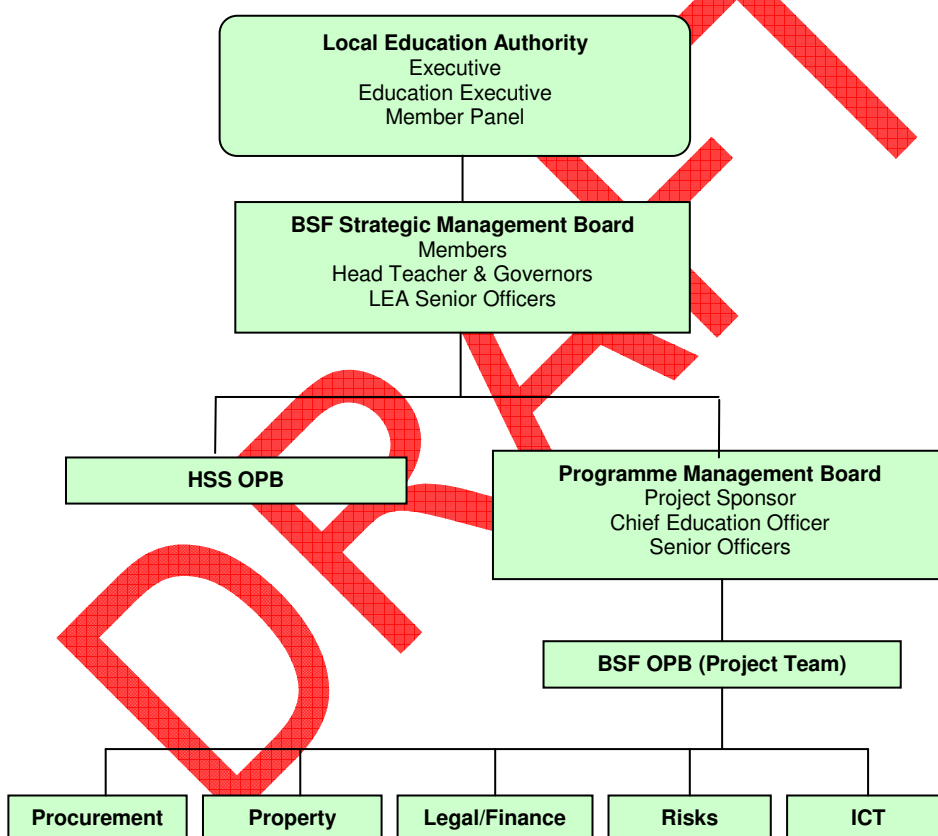


Diagram 2: BSF Organisation Structure

The most senior BSF group is the Strategic Management Board which is the strategic group responsible for ratifying decisions that are related to the BSF programme.

The Programme Management Board is a decision making group that includes the Project Sponsor, Project Director and key senior officers from within the Authority. The Board, together with school and stakeholder representatives, were responsible for the development of the Education Vision and Strategic Business Case, both of which have been approved by the DfES. The Board were also responsible for overseeing the development of the Outline Business Case and will continue to provide advice on educational transformation and strategic matters throughout the BSF programme. (As

outlined in the Procurement Business Case (Volume 2), the Board will eventually become known as JPMT Board as the programme moves into delivery).

In addition, the Board will carry out the following functions:-

- Determine the hybrid LEP procurement strategy
- Act as a bridge between strategies and projects
- Manage transition change
- Provide efficient management of resources
- Implement quality management processes
- Approve all contractual documentation
- Manage the programme risks
- Confirmation of the LEP structure
- Approve the Final Business Case

The BSF Operational Project Team is an officer group chaired by the Project Director. The Group is responsible for detailed delivery issues across the BSF programme for both Wave 2 and 4, including procurement, finance, construction management and other areas of capital investment that impacts on the BSF programme such as risk and change management and meets on a weekly basis.

This group will eventually become the JPMT (Joint Programme Management Team) as the project moves into the procurement phase. The details of how this will work is included in Volume 2, the Procurement Business Case (PBC).

The HSS/ OPB is the operational board of Haringey secondary schools Ltd, the SPV which runs the existing PFI contract, and reports to the Strategic Management Board.

5.1.1 Resources

The current membership of the Programme Management Board are:

The members of the Programme Management Board are as follows:	
Name	Role/Organisation
Sharon Shoesmith	Director Children's Service
Jeanette Karklin	Deputy Director School Standards
Andrew Travers	Director of Finance
Rob Graham	Deputy Director Resources & Community SV
Ann Sutcliffe	Partnerships for Schools
Adele MacGowan	Partnerships for Schools
Justin Holliday	Deputy Chief Executive
Jon Hiscock	Project Director
David Williamson	Principal School Improvements Officer
Chris Parr	PFI Project Officer
Brendan Wells	Head of Property & Contracts
George Meehan	Lead Councillor (Education)

In addition to programme management, the Authority intends to ensure that each project has its own dedicated project manager to plan and manage the project deliverables within the programme management framework, and to manage project support staff.

Operating at 'programme management' level will be a dedicated 'change manager' who will work closely with the programme team, schools and stakeholders to ensure that educational standards are maintained throughout the programme; that curriculum and transitional change is smooth, effective and seamless and that conflict is resolved and minimised. This officer is yet to be confirmed at the time of writing of OBC, but appointment is actively in hand.

The Team includes education, technical, financial, procurement and legal officers as well as Partnerships for School and is fundamental to the successful delivery of the BSF programme as the JPMT is established. In addition, external support is also available to complement the skills and experience of in-house staff advisors.

The Project Team has supported the Project Director in the delivery of the business cases and will manage the procurement of the private sector partner and the establishment of the delivery vehicle. Key members of the Project Team also manage a number of work streams including ICT and Estates Planning.

Project Team members include the following:

Name	Role/Organisation
Jon Hiscock	Project Director
Ros Asher	Partnerships for Schools
Ann Sutcliffe	Partnerships for Schools
Eversheds	Legal Advisor
Baron & Smith	Architects
ABROS	Financial Advisor
Place Group	Education/Consultation/ICT Advisor
Sue Robinson	Project Manager
Phil DiLeo	Education Advisor (SEN)
Max Riley	ICT Advisor
Ian Bailey	Communications/School Organisation Advisor
Chris Parr	Estate Advisor
Rob Graham	Deputy Director, Resources and Community

The Team meets weekly and minutes are taken for all meetings.

The Authority is also fully committed where appropriate to utilising standard documentation, models and processes as recommended by PfS in order to ensure the timescale of delivery and consistency is achieved throughout the BSF programme.

A CABE enabler has recently been appointed and a Design Champion is in the process of being appointed.

Resources for the Programme Management team are also covered in the Procurement Business Case (Volume 2).

5.1.2 Communication

The Authority recognises that good communication is paramount throughout the process of transformation and has already put in place a BSF Marketing team to work closely with the BSF OPB, external advisors, schools and stakeholders, by developing

a robust 'communication plan' to include the appropriate and timely dissemination of information to key stakeholders and end users to maintain stakeholder buy-in, make clear communication channels, roles and responsibilities and market projects where necessary.

5.1.2 Delegated Authority

Andrew Travers, Finance Director of the Council, Chairs the Programme Management Board, which as it becomes the JPMT Board will be the executive body to manage the approved budget for the programme. The Executive Board will be the only body that can alter defined budgets. Budgets have already set up for the programme within the funding envelope and are shown in Appendix 1.

5.2 Procurement Process

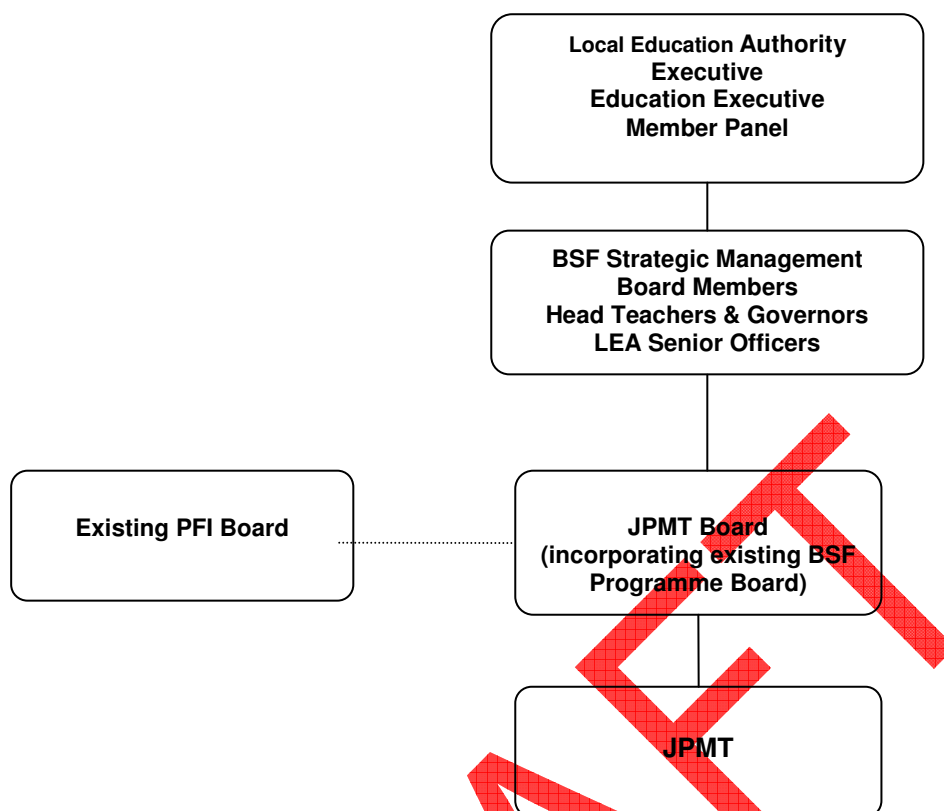
Haringey is in the unique position of having extensive procurement partnership experience through its large scale secondary school estate, capital improvement programme which was carried out under a 25 year PFI contract, in which the construction element has now been successfully completed. The facilities management element will continue for a further 20 years and covers repairs and some services to eight secondary schools. The PFI contract is structured to allow variations to the existing contract.

The Authority intends to utilise the in-house experience gained from the PFI contract by establishing a Joint Programme Management Team (JPMT) to include its PFI partners, HSSL. The details of the JPMT are set out in the Procurement Business Case (OBC Volume 2) and the proposed BSF organisational structure (to include the JPMT) is shown in Diagram 3.

The procurement model brings together all the relevant officers within Haringey's LEA, educational stakeholders and the PFI partners, thereby combining effectively the resources of both the Authority and HSSL to not only ensure successful delivery, but also sustainable transformation particularly in regards to ICT, lifecycle and hard and soft facilities management. As a strategic partnership, the JPMT will be responsible for the delivery of Haringey's BSF investment across both Wave 2 and Wave 4 providing the following:

- A single point of contact for the procurement and delivery services ranging from design, innovation, construction, project management, facilities management, maintenance and ICT services.
- Integrate and manage a diverse range of supply chain sub-contractors from building contractors, consultants, facilities management to ICT providers.
- Enable delivery of projects through a mix of procurements routes such as PFI and design and build.
- Management of the delivery programme
- Management of the Risk Register

Diagram 3



A timeline which shows activities through to appointment of formal contracts is included in Appendix 4. This shows the expected stages of the procurements process and is summarised in the table below. Haringey are currently anticipating approval from DfES/PfS at the end of April to the OBC.

Activities	End of
SBC Approved	Jan 2006
PBC Approved in Principle	Feb 2006
OJEU issued for designers	Feb 2006
Submit OBC	March 2006
JPMT Convened	March/April 2006
Issue OJEU for ICT MSP	April 2006
OBC approved	April 2006
Issue OJEU for contractor	May 2006
Designers Appointed	June 2006
Commence 1 st Design	June 2006
Tender for ICT MSP	July 2006
Tender documents for contractor issued	November 2006
Appoint ICT MSP	Dec 2006
Appoint Contractor	Feb 2007
Commence contracts 1 st Scheme	June 2007

The procurement process has already commenced after agreement was reached with PfS that an OJEU notice could be issued for design for the programme. The approach to this procurement and the OJEU notice is included in appendix 6. The OJEU notice was issued on 23rd February 2006.

An OJEU for procurement of contractors and the ICT MSP is anticipated immediately after approval of the OBC. First Building works are projected to commence in July 2007.

The Evaluation Panel membership for procurement of designers is anticipated to include:

- PfS
- Programme Director
- CABE enabler
- Design Champion
- Haringey Corporate Procurement
- Property & Contract Senior Officer
- Technical Advisors

Similarly, for contractors the panel will comprise:

- PfS
- Programme Director
- Advisors
- CABE Enabler
- Haringey Corporate Procurement
- Property & Contract Senior Officer
- Designers
- Quantity Surveyors
- Financial Advisors

5.3 Consultation and Statutory Approvals

The Authority is fully committed to stakeholder engagement and consultation, which has been central to the development of the Education Vision and Strategy which underpins the SBC and OBC. As a measure of commitment the Authority appointed educational consultants to manage the consultation process and to ensure that the options developed fully reflect stakeholder and end user vision.

For further details of the Authority's approach to consultation and the process of engagement see Appendix 2 (SBC). Details of key stakeholders and the consultation events were outlined in Appendix 6 (SBC).

Consultation will continue throughout the design, development, delivery and post completion processes of the BSF programme.

The Authority's technical advisers have been liaising with Haringey's Planning, Highway, Listed Buildings & Conservation Areas Departments in regards to the design options for each project. Further details of future actions are provided in the Design Brief for each project (See OBC, Volume 3 – Projects). The technical advisers will continue to consult with Haringey's statutory departments throughout the programme.

The Planning Department have confirmed their support for all the preferred options and a letter of support is included in Appendix 6.

5.4 Sponsor and School Commitment

The options appraisal workshop details which have involved individual schools are included in Volume 3.

The Director of Children's Service (Sharon Shoemith) is the Project Sponsor and provides general support to the Project Director during key negotiation meetings, as well as being responsible for promoting the project with members, stakeholders and other external bodies. The Project Sponsor is also a key member of the Programme Management Board which operates at a strategic level.

Other areas of responsibility for which the Project Sponsor is responsible are:

- Appraising options prior to submission
- Supporting the Gateway Review process
- Securing resources and expertise throughout the programme
- Maintaining stabilising formal reporting arrangements
- Securing resources and expertise for the throughout the programme

As an Authority, Haringey is fully committed to the BSF programme and has undertaken a considerable amount of work at risk in relation to both Wave 2 and Wave 4. In addition, school heads and stakeholders for all the schools within the BSF programme have demonstrated their commitment by engaging in consultation throughout the design and development process and will continue to do so for the duration of the programme. Schools have also provided letters of support which are shown in Appendix 5 for the OBC and the individual school options, including commitment to financial contributions.

Building Schools for the Future

Section 6

Leading and Managing Change



6 Leading and Managing Change

6.1 Leading and Managing Change

This section sets out how Haringey will achieve transformational change to education delivery, not only through the implementation of the procurement, but also prior to and post delivery of the BSF project. Haringey Council recognises that capital investment in itself will not achieve this, and is committed to and already well embarked upon a programme of change management to address cultures and operational processes; to develop the skills, confidence and capacity of the workforce; and to strengthen co-ownership by the whole body of secondary schools including those in the second phase.

Haringey's approach combines five powerful strands of action: establishing governance arrangements which provide high levels of involvement across the Council and third party organisations, and rigorous project and risk management; building and maintaining change management capacity through an effective combination of internal and external resources; developing new models of partnership with schools which will drive forward change; ensuring that the vision for ICT is not only implemented effectively but makes the maximum contribution as an enabler of other strands of change; and guarding the educational vision throughout the construction phase. These strands of action are amplified below.

6.2 High Level Involvement

The BSF Operational Project Board and Project Team will ensure that the objectives of the BSF Project are made clear to all stakeholders and that the vision and a consistent approach is maintained. The work of the Board and the Team will be supplemented by the existing steering groups within the LEA who are responsible for a number of work-streams and specialist areas.

The intention is to appoint a 'change manager' at a later date to support the process of change in each school and the transformation to new building and/or ICT facilities deliverable from the BSF Project. It is envisioned that the change manager will be someone of considerable seniority from within the LEA and who will be adept in the use of ICT to support imaginative teaching and innovative learning as well as being skilled in guiding staff through what could be an unsettling process.

The main features of the existing governance structure for BSF will continue in place during the procurement phase. The organisation structure for the London Borough of Haringey's BSF Programme is represented in following Diagram 2, shown in Section 5.1.

The Director of Children's Service (Sharon Shoesmith) is the Project Sponsor and provides general support to the Project Director (Jon Hiscock) during key negotiation meetings, as well as being responsible for promoting the project with members, stakeholders and other external bodies.

The Programme Management Board set the objectives of the project and has carried out and/or will carry out its functions as follows:

- approved the Strategic and Outline Business Cases within the Authority;
- determined the hybrid procurement strategy;

- approve all contractual documentation;
- confirm the procurement structure; and
- approve the Final Business Case

The Project Team includes education, technical, financial, procurement and legal officers and Partnerships for Schools and will be facilitated by the Project Director (Jon Hiscock). At present the Project Team meets on a weekly cycle.

The Procurement Business Case outlines in detail how the programme is intended to be delivered. As the programme moves into the delivery phase the Authority will identify lead officers to be involved in the process. A programme management team will be appointed using external consultants, including separate project managers for each building project.

These arrangements provide for rigorous project management systems to plan, co-ordinate and deliver the numerous workstreams, and to provide early alerts to any issues of progression requiring senior management intervention. They also provide for the ongoing identification and management of risks including those already identified in the SBC. The risk management arrangements will continue to cover risks to the achievement of educational aims as well as risks to the effective delivery of capital programmes.

6.3 Building and Maintaining Capacity

The Council is committed to using three main strategies for building and maintaining the level of capacity which will be needed for delivering change on the scale required.

First, it will continue to develop its own internal resources of management expertise. Some officers within the authority and indeed the Project Team have previous experience of large-scale capital works and working with the private sector from their involvement with the PFI scheme which embraces eight secondary schools within the borough. The PFI scheme is regarded as a success, both in terms of the management of the PFI procurement process and in terms of the operation of the schools under PFI. A number of measures have been taken to provide support where there have been shortfalls in terms of experience of in-house staff and to complement existing skills. These measures include the appointment of a full-time interim Project Director and Project Manager to work closely with the Project Team, the BSF Operation Project Board and the SMB.

Secondly, the Council makes strategic and judicious use of external support. Place Group was commissioned to facilitate consultation with schools and stakeholders and contribute towards the Education Vision. Place Group and Capita have also been involved in the review of existing ICT provision and Place Group is now assisting the Authority to develop a practical ICT strategy for the Project as well as preparing an output specification, which is to be included in the procurement of a managed IT service. A number of advisors have also been appointed to assist in the preparation of the SBC and OBC, these include Eversheds (legal), ABROS (financial), Place Group (Educational) and Barron & Smith (technical).

Thirdly, capacity will also be developed through new partnership arrangements with schools, which will harness more effectively the leadership capacity of headteachers and their senior leadership teams. All three strategies will also benefit from increased effectiveness in the use of ICT as a management tool.

6.4 Partnership and Co-Ownership with Schools

'Bright Futures' recognises that, following a period of very significant school improvement, further transformational change will require new ways of working which release the full potential of partnership between and among schools, and between schools and the local authority. Work has already taken place to translate the educational vision into provisional action plans for each of its five strands. An externally supported workshop has enabled the provisional allocation of lead responsibilities for each action point to one of three fields of responsibility: schools and their partners (where the main actions for implementation fall within the legal responsibilities of school governing bodies); the local authority and its partners (where the main actions fall within the authority's central duties and decision making); and joint responsibility between schools and the authority, where the actions span both sets of responsibilities, and arrangements for decision making and resourcing need to be co-designed and co-owned. It is intended to negotiate and establish effective operational mechanisms for partnership working which are differentiated to take account of these three fields of responsibility.

An early action point for the authority, working with its partners, is the establishment of an 11-19 Forum to serve as the umbrella structure for these partnership arrangements. This is scheduled to be launched in the early months of 2006, and is expected to establish a series of collaborative sub-groups to take forward the work on defined groups of issues.

The Key Performance Indicators which were published in the Strategic Business Case (SBC) define the objectives which these working groups will be accountable for achieving.

6.5 Delivering ICT to enable transformation

The guiding principles which underpin our approach to ICT are that provision will be area-based, scalable, robust, simple to use and integral to the school environment. It is viewed as a service that establishes the basis for the long term innovative use of ICT, as an agent for change, enabling teaching staff and pupils to transform the way they work. We anticipate this reliable platform will inspire stakeholders who may previously have been politically or emotionally excluded from using ICT to support their work.

This provision will be the responsibility of an ICT Managed Service Partner who will provide a system based on the Specification of ICT enabled need expressed in the ICT Output Specification. This ICT Partner will also provide the Council and Schools with rigorous project and risk management, building integration and technical services and effective resource and people management capacity. This long term partnership will maximise the success of ICT provision and support ICT enabled transformation.

Confidence amongst the workforce in using new technologies is growing steadily and, in part, this has contributed to improving student attainment across the Borough. Although e-confidence is increasing, our first goal is to make full use of leadership programmes that establish a strategic commitment to ICT by all senior leaders. All senior teams and selected governors will therefore be expected to complete the Becta and NCSL SLICT course 'Strategic Leadership in ICT' before BSF ICT resources are committed to the school. Each school will be expected to develop a strategy and plan to utilise the significant investment that will be made in ICT through BSF.

Haringey has an ambition for every secondary school to be a centre of outstanding practice in the use of ICT for learning and teaching and for whole school improvement. There is much good practice of which we can be proud, and in particular, excellence in some specific departments. We will, therefore, develop a critical mass of lead

professionals that use ICT so that within five years every young person regularly uses their e-portfolio to access learning anywhere, anytime. This will include using a personalised learning plan (PLP) for each young person, which will detail their learning needs, support requirements and personal goals. The PLP will become a core tool for enabling parents and extended family to participate in their children's progress and be automatically translatable into a range of community languages.

Our aspirations for transforming outcomes for young people require a new understanding of the pedagogies appropriate for a 21st century education system. Traditional methods – on their own – have not achieved enough and we have both the opportunity and the responsibility to explore new approaches to teaching and learning. The City Learning Centre and specialist technology schools will develop lead teachers in each subject to form a critical mass of expertise in every school in using ICT in learning and teaching. ICT Transformation Managers will establish extensive and high quality training and support programmes for teaching and support staff at all levels.

Our student focused and flexible approach to learning and teaching will be reflected in the vocational learning programmes that we offer 14-19 year old students, maximising the opportunity for each young person to get exactly what they need and want from our services. We will work with the London Grid for Learning to continue building subject-based online services and expertise, and with London Challenge and subject associations to develop online subject networks across the capital. We will exploit the opportunity to work jointly with staff from CONEL and from local employers to create digital assessment frameworks viewable in a PLP that provides support to children studying at school, college or on work placements.

As ICT enables our workforce to remodel, so our teachers will be freed-up to engage more proactively with their students, adopting a role as facilitators of learning. Relationships with the community, industry and parents will become more fluid and there will be an increased opportunity for outreach work and industrial partnerships. Our evidence suggests that schools are ready, but we do not underestimate the magnitude of the challenge ahead. We will institute a major change management programme as described above and this 'change manager' will support the transformation painted here in each school.

6.6 Guardianship of the Vision

The Procurement Business Case incorporates provisions for ensuring that the services procured will not be limited to building construction but will include ongoing support for delivering the educational vision – 'Bright Futures', both through ensuring that designs are education-led, and that the non-buildings elements of education change management are supported.

Building Schools for the Future

Appendix 1



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