

Date: 15th January 2007

To: School Transformation Board

From: David Williamson (Transformation Stream Lead)

Item:

Specific: Transformation Programme: School based Delivery Teams for Detailed Design (and Construction) phases.

- 1.1 School based Delivery Teams have been created for the ***detailed design phase***; which begins this month in the first wave 2 schools. Our aim is to ensure that the Individual School Vision and borough-wide Transformation Strategies are accurately translated into design and ultimately construction to transform learning. In addition the Authority's overriding concern is to protect school improvement and 'business as usual' by streamlining and rationalising contacts between the BSF team and schools.
- 1.2 To this end, we have appointed a BSF **Transformation Project Coordinator** for each wave 2 school. These colleagues are to be part of the LBH BSF team – under the direction of DW and GS. They are experienced education consultants with knowledge of school improvement as heads and inspectors, as well as an up-to-date knowledge of 14-19 Curriculum innovation, and ICT solutions.

A detailed role outline is attached in 1.4.

BSF Transformation Project Coordinators will be the principle point of contact between the school (usually Transformation Manager and / or headteacher) and BSF team, working with the Construction Project Manager to ensure that school based decisions are translated into action by the delivery team; and coordinating all contacts with the school. The Transformation Project Coordinator will work with the LBH BSF team and each of his/her schools to ensure that existing school based management systems, structures and planning documentation can be used to monitor the Programme at school and borough level.

TPC in East Borough are:

Nick Kemp attached to

Woodside
PVA
Northumberland Park

Peter Bratton attached to

STM
John Loughborough
Gladesmore

1.3 DETAILED DESIGN PHASE (RIBA Stage B to RIBA D - December 2006 to May 2007 (East), February 2007 to October 2007 (West))

EACH SCHOOL: The Delivery Team

Core team member	FUNCTION & ORGANISATION
School Transformation Manager	<ul style="list-style-type: none"> • School senior leader (normally a deputy head) who will oversee the transformation process and act as key contact. The transformation manager will act as the liaison to the Head and SLT, key staff and governors.
BSF Transformation Project Coordinator	<p>LBH/BSF team and responsible for ensuring that: the vision for transformation is translated into detailed school design and borough-wide Transformation Strategies are effective for each school</p>
e-transform change management adviser	Working across all schools advising on transformation enabled through ICT
Construction Project Manager (CPM)	<p>LBH/BSF team and responsible for ensuring that the agreed school/site design and build is on time and in budget.</p> <p>Also working with the CPM will be:</p> <ul style="list-style-type: none"> - Quantity Surveyor/cost consultants - Planning supervisor.
Design Team Partner (DTP)	<p>The architect selected by LBH and school to respond to:</p> <ul style="list-style-type: none"> - School's vision, (ISV) - General Design Brief - Specific school brief <p>and other specialists such as</p> <ul style="list-style-type: none"> - M&E - Structural engineer - ICT technical adviser.

Notes

January 2007 is the beginning of the detailed design plan. The CDA (Client Design Adviser – Barron & Smith) completed the *General Design brief* now moves on to the *specific school brief* (STM and Woodside complete December 2006). After you have approved your specific school brief, the above team comes in to operation, i.e. the appointed Design Partner (DP) takes over responsibility for design to RIBA stage D (detailed design proposals).

(After Stage D is completed, the **Construction Partner** joins and will be another member of the delivery team.)

1.4 **BSF Transformation Project Coordinator role**

- Act as key point of contact between schools and LBH BSF team to minimise management strain on schools during process
- Coordinate activities of non-school members delivery team and lead communications
- Work with e-transform manager to ensure understanding of *specific brief* in relation to ICT OBC and site specific issues. Ensure ICT solutions integral to planning. Use ICT technical advisor for clarification for TPC and the school
- Maintain up-to-date understanding of LBH 14-19 and specialist school Strategy (including progression to 6th form centre and DfES response of Diplomas crucial for design)
- Ensure LBH SEN Strategy supports school's individual strategy and vice versa
- Support school's ISV with input (as required) into more detailed planning for curriculum change and development of flexible of learning and leisure spaces
- Work closely with CPM and DP to ensure above is reflected in design
- Ensure clarity about the practical management implications of design development and construction and take necessary action to coordinate support as requested by school
- Support headteacher and Transformation Manager to ensure ISV, SEF, SDP and curriculum planning documents can serve both school and programme needs (minimise additional documentation demands)
- Support e-transform manager and School Standards team (through School Link Officer and SIP) to:
implement 'Leading Transformation' and ensure training programme supports whole programme and especially ICT strategy.

Definitions of the roles of the Construction Project Manager and the Design Team Partner will follow. The role of the School Transformation Manager will be developed through meetings of this group, starting Thursday January 25th (PM).

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