

BUILDING SCHOOLS FOR THE FUTURE PROGRAMME

SCHOOLS TRANSFORMATION BOARD 17TH OCTOBER 2007 HIGHLIGHT REPORT

1. MANAGEMENT SUMMARY

- Steady progress on BSF programme. All 6 Wave 2 projects underway. 3 Wave 4 projects entering the design development phase and 3 remaining projects have appointed DTPs.
- Authority position on wi-fi and BSF assumptions for design development confirmed. Governors to reach decision at school level if to opt out.
- Strategy for Change (SfC) submitted to DCSF for approval.
- Supporting strategies for SfC are in development.
- Communications plans for design development phase implemented in Wave 2 schools.

2. TRANSFORMATION MANAGERS' FORUM RECOMMENDATIONS & POINTS TO DISCUSS

- ICT integration within the design and build to be assessed.
- Project Reports will now be presented by Project Managers at School Core Team meetings and TMs will support management of the project-level risks and issues.

3. ICT FORUM RECOMMENDATIONS & POINTS TO DISCUSS

- Update from the working party on MIS convergence principles
- Transformation Teachers Programme update
- Leading Transformation Programme update
- Relationship between Levers for Change and Vision to Reality Process
- Issues for awareness & development
 - Strategic linkage of BSF as part of CYPS
 - MSP quality assurance and interface team not yet in place
 - BECTA Self Review Framework

Papers to support this summary:

- Strategy for Change (parts 1 & 2)
- Wi-Fi report
- Communications activity presentation

4. KEY ACTIVITIES

4.1. Key Activities in this reporting period (3rd July to 30th September):

OVERALL PROGRAMME STATUS:

Overall RAG Status		Timescale	Resources	Budget	Issues	Risks
<i>This period</i>	<i>Last period</i>					
A	A	A	G	G	A	A

NOTES:

Traffic Light	Comment
Overall	<p>We continue to make steady progress on the programme despite early set backs. We now have all the six Wave 2 school projects currently in progress: St Thomas More Roman Catholic School (STM), Woodside High School (WHS), Gladesmore Community School (GLM), Park View Academy (PVA), John Loughborough (JLS) and Northumberland Park (NPS). Three Wave 4 projects are currently in progress: Highgate Wood (HWS), the New School (NEW), Pupil Support Centre (PSC).</p> <p>DTPs have been appointed at the three remaining Wave 4 projects, Alexandra Park (APS) Hornsey (HOR) and Fortismere/Blanche Neville (FOR)</p> <p>Lessons that we have learnt from previous projects are now being programmed into the subsequent project plans to ensure better project initiation and more effective use of resources. However, we are working towards managing delays whilst resolving the on-going budgetary challenges on the first schemes. Specific programme planning attention is being given to the mix between time, cost, scope and quality. Managing these correctly is vital to delivering our projects in terms of meeting the aspirations of the schools as well as delivering to time and budget.</p> <p>Good progress is being made on the MSP procurement and the transformation / change management activities with schools, and the education outcomes we are seeking to achieve.</p> <p>The Strategy for Change, which sets out the case for Wave 4 funding and updates Bright Futures, has been submitted to Partnerships for Schools and we await feedback.</p>
Timescale	The first three Wave 2 schools face ongoing time delays. However, delays have increased to 18 weeks at STM, 9 weeks at WHS, 5 weeks at GLM and 15 weeks at PVA. The other schools are operating on time or ahead of original milestone dates.
Resources	Procurement Committee approved our framework for the appointment of Educational Advisors.
Budget	We continue to work to ensure the validity of key assumptions and decisions underpinning our cash limit budget. This work remains ongoing.
Issues	The PFI/DOV negotiations and implementation protocol are important to resolve access to construction sites. Professional fees and inflation calculations are being re-assessed and may impact our affordability criteria
Risks	None to report.

4.1.1. Design and Construction

Design Development

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

PROJECT STATUS SUMMARY:

project	Project Status:
6FC	The Sixth Form Centre opened on time and in budget, exceeding its student enrolment target. The project has progressed through many significant challenges, but is a clear demonstration of what can be achieved with a clear vision for change, quality design and effective project management.
STM	The Stage C Report is being finalised for approval, which we anticipate completing in the next 5 weeks. The project is running with delay, and we do not yet have cost certainty for the scheme due to the issues with ICT infrastructure and supporting services required in the legacy buildings. PFS and CABE have reviewed the scheme and provided feedback.
GLM	The Stage C Report has been approved and the project is at the beginning of Stage D, i.e. detailed design. The Stage C scheme is within the cash limit budget and delivers the schools transformation objectives. There will be a potential delay to the Stage D design due to the lack of existing information and the need to survey to a greater level of detail than initially planned. CABE have carried out a panel review on the design scheme.
WSH	The Stage C Report has been approved and the project is at the beginning of Stage D; i.e. detailed design. Whilst there was a short delay in approving Stage C and we expect to make up the time in Stage D through the new, more efficient design stage approval process. There are a number of risks, predominately cost pressures, which will require careful management as the project progresses. In July, CABE carried out a panel review and proposed some changes to the design, coinciding with the need to resolve some significant cost pressures. The revised designs have been further reviewed by PFS and CABE.
PVA	The project is at Stage B, feasibility design. Until the additions to the cost plan are fixed (costs related to Part L compliance, and ICT infrastructure), we cannot finalise completion of the Stage B design. PFS and CABE have reviewed the scheme and provided initial feedback.
NPS	The project is at Stage B, feasibility design. There have been some minor delays due to the School Governors sign off and further delays because of additional work required to resolve additional programme cost implications. It is intended to recover this programme variance by the "Start on Site" milestone. PFS and CABE have reviewed the scheme and provided initial feedback.
JLS	The project is at Stage B, feasibility design. Whilst the project design is proceeding, it is clear that some long-term infrastructure issues will add significant pressure to the scheme. The BSF team are discussing these issues with the school's Trust.
NEW	The project is at mid Stage B, leading up to a feasibility design. At present the scheme is on programme and budget to deliver the desired outcomes. PFS and CABE have reviewed the scheme and provided initial feedback.

project	Project Status:
PSC	The project is at Stage B, feasibility design and is at an early stage in the project life cycle. There is a potential 12 week delay to the programme due to an additional 3 week consultation period being added at each stage to ensure stakeholder approval. There is a cost issue attached to this as an additional 12 weeks inflation will be added to the cost plan. This potential delay can be reduced with early engagement and participation by the stakeholders.
HGW	The project is at Stage B, feasibility design. A Core School Support Team meeting has been organised for 6 September 2007 at which the school will choose their preferred design from the options presented by the Architect. Work to develop to the chosen design will commence thereafter.
HSG, ALP, FOR	DTP selections are currently being confirmed for these remaining Wave 4 projects.

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

Please also see the report (appendix A) from the Transformation Managers' Forum.

4.1.3. ICT (Paul Guenault)

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

Wireless Networks (Eugene Cash)

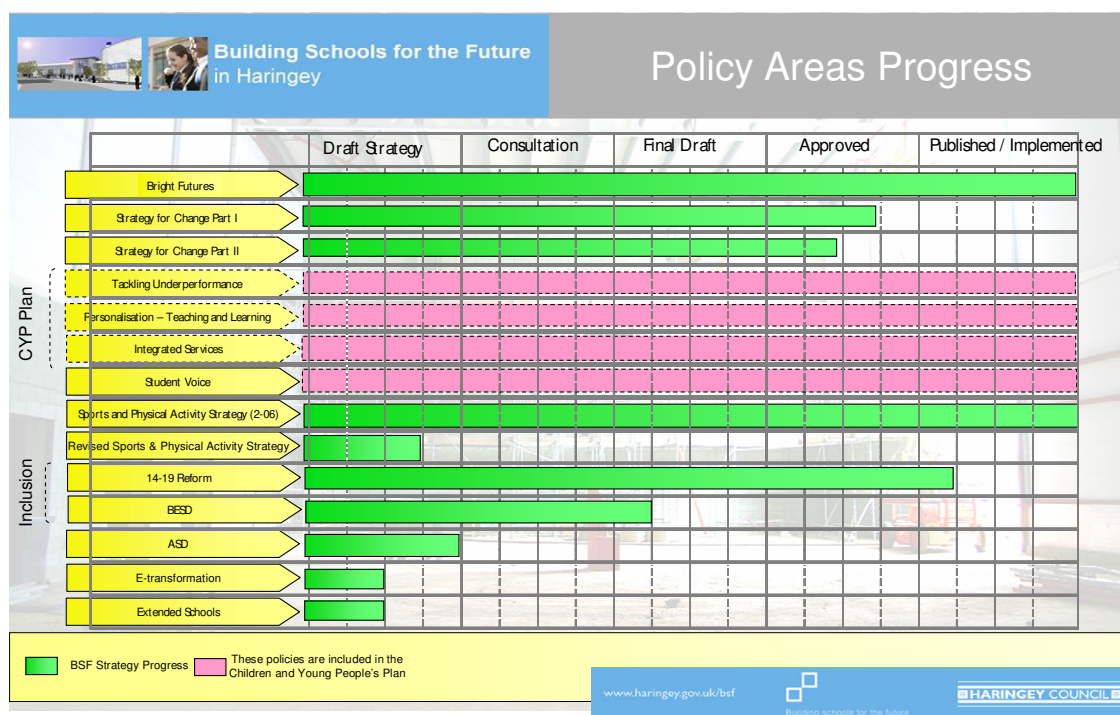
A report paper is attached confirming the Authority's position with regard to the installation on wireless networks in schools and also confirming the assumptions being made by the ICT stream of the BSF programme.

School Governing Bodies have the option to opt out of using wireless networks in the future. Any decision to opt out must be communicated to the BSF Programme Director by 1 December 2007.

4.1.4. PFI Update (Gordon Smith)

Negotiations are continuing with SMIF and central government departments are being consulted on a proposal, discussed with Head teachers and bursars, which it is hoped will lead to a satisfactory resolution.

4.1.5. Other Programme Activities



Strategy for Change

- The Strategy for Change is written in two parts. Part 1 (SFC1) outlines what we intend to do to effect change. This is an update of *Bright Futures*, focusing on key priority areas, particularly:
 - Choice, diversity and fair access for all parents and pupils
 - Tackling Underperformance
 - Personalised learning
 - e-transformation
 - 14-19 entitlement
 - Integrated Children and Young People's Services
 - Inclusion
 - BESD
 - ASD
 - Reorganisation of special schools for ILC
 - Leading and Managing Change
 - Sports Strategy
- Part 2 (SFC2) provides the detailed actions that we will carry out to support the change process.
- SFC1 and 2 are currently with the DCSF for policy area scrutiny. Any feedback will be included in the final version which will become the overarching strategy driving BSF in conjunction with Bright Futures.

E-transformation

- Volume 4 of the OBC provided the first iteration of the e-transformation strategy. The further work carried out to finalise the output specification for the MSP will provide a significant element of a revised e-transformation strategy. The ICT forum will oversee the development of this strategy.

Extended Schools

- Further work has carried on the examine options for extended schools activities.
- In particular progress has been made on the Sports Strategy. The PESSCL group, chaired by Colm Hickey at St Thomas More, will be the key forum to move this strategy forward. Discussions have been held with Diane Edmunds, head of libraries arts and culture, and with the HSP Well Being chairs group. With the likelihood of third party income returning to school management, there is now a pressing need to develop clear business cases to ensure a sustainable income for extended schools.
- During the autumn term we will commission some expertise to pull together a coherent strategy for extended secondary schools.

BESD strategy

- Sharon Shoemith is progressing the BESD strategy and should be reporting back to headteachers on progress during the next few weeks. BESD provision has been designed into each of the school project schemes and initial design has begun on the PSC project.

ASD strategy

- Preliminary survey work is completed and an initial draft is in final stages of preparation. Design requirements have been finalised for WHS ILC and the requirements for the ASD provision at the new school are being worked on currently. The final step is to define the requirements at APS.

14-19 provision

- Good progress is being made on the 14-19 strategy, with the pilot phase of the specialist diplomas starting this term. The opening of the sixth form centre has been as successful as hoped, with numbers exceeding the challenging target.

ILC Consultation

- The Statutory Notice regarding the proposed reorganisation of the special schools was published on 20th September and the statutory representation period ends on 31st October.

Training Schools

- In summer 2007, Alexandra Park and Northumberland Park were designated Haringey Training Schools (HTC), with a brief to contribute to LA and school-based initiatives to drive up standards through training brokerage /delivery.
- BSF capital gives each HTC additional rooming to support the training role. Whilst no BSF revenue funding is available, both schools will seek DCSF Training School status (Annex C) giving them an additional Initial Teacher Training (ITT) remit.
- An initial meeting was held on 26 September with both schools, at which it was agreed that we need a **standards-driven Borough-wide training/CPD framework**, within which HTCs play a role. This is about **all** schools, from those already deemed outstanding, to those in a cause for concern category. It was also agreed that we need to coordinate the work of training deliverers (eg. Training Schools, LA national strategy team, CLC, inter-Federation activities, external providers including London Challenge) without bureaucracy creating a drag on school improvement.
- Prior to instituting discussions with other schools, work is being completed on draft assessments of possible training needs across the borough, potential deliverers, and protocols for negotiating training packages. Whilst NPCS is already engaged in some East-

Borough training activities, both schools recognise that much of this academic year will involve preparatory work, to ensure that training offers are well-managed.

BSF Programme Appointments

- Procurement committee has approved the education advice and guidance framework
- Mark Burey has joined the team as Communications and Marketing Manager to replace Viki Cooper who will be leaving late October. Lucy Callan has also joined the team as Communications Support Officer to work alongside Mark. Sam Davidson has moved from a previous role in CYPs to assist the Transformation stream and will be taking on a number of project management responsibilities.
- Project managers have been assigned to all school projects.
- The post of client side manager for the ICT contract was not appointed and further recruitment work continues. We are currently examining options for filling this post in a temporary capacity.
- The BSF programme team has also increased administrative support through 2 appointments and taken on an apprentice through the Council's New Start programme.

Communication (Mark Burey)

- A copy of the Communications Strategy for stakeholder engagement is circulated for reference with the papers for this meeting.
- A communications campaign has also been developed for each project in Wave 2 during the design development phase. As schools progress through Stage A/B to Stage C of the RIBA design process we have developed a newsletter and are holding a drop-in session in the school, providing an opportunity for stakeholders including pupils, parents, staff and residents to find out more about the proposals for their local school under BSF.

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

14-19 Strategy

- The strategy will be published.

BESD Strategy

- The strategy will be finalised and passed for publication.

ASD Strategy

- A draft strategy will be circulated prior to the next STB meeting.

Extended School

- The Transformation Co-ordinators will complete an audit of the existing and proposed Extended provision for each school. This audit will feed into a brief for a commission to develop a strategy to support extended schools.

Specialism & Subject Networks

- Take forward Specialisms & Subject Networks. The “Partners in Success” document will be published.

Design Development

- Design development will continue through the RIBA stages for those schools in Wave 2. Schools in Wave 4 will work towards the completion of design concepts for Stage A/B during the next period.

Communication

- School displays will be updated to show the designs being developed and key milestones for their project.
- A survey of student opinions on their current school environment and their use of ICT is planned for November. A draft set of questions is being circulated to Transformation Managers for comment prior to release.
- Work begins with students at Wave 4 schools under the Sorrell Foundation’s joinedupdesign for BSF project.
- Materials and presentations are being developed for Primary schools and their parents/pupils regarding the New Secondary School.
- A competition will be held for primary pupils to select a name for the New School.
- BSF web pages to be updated with design concepts for each school project.

End of report

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

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

RECOMMENDATIONS & POINTS FOR DISCUSSION

- Ensuring ICT integration within the design and build element of the projects.
- Project Reports will now be presented by Project Managers at School Core Team meetings and TMs will support management of the project-level risks and issues.

KEY ACTIVITIES

1. Key Activities in this reporting period (3rd July to 30th September):

Transformation & Change

The planned TMs Forum for 18th July was postponed due to pressures in school close to the end of term. Therefore, since the last STB meeting only one Transformation Managers' Forum has been held, on 12th September 2007. The main points discussed are as follows:

Project Update

Those TMs in Wave 2 shared their experience of the programme so far and a number of concerns were raised. David Williamson reminded the Forum of the challenges faced on the 6FC and on current wave 2 projects and how these had been overcome whilst maintaining a focus on transformational change. TMs have been asked to persist with the current project objectives without reducing the aspirations.

ICT integration

Mark Rowland raised a concern about the interface between ICT and design and build. The Cambridge Education team are charged to provide the required specifications at each stage of the design process and feed into the design requirements. Whilst the delay in appointing CE is still being felt, the majority of projects are making good headway on ICT design integration. Whilst power supply in legacy buildings was largely addressed in PFI schools, STM and JL have a specific issue in this regard.

Project Reporting Process

David Williamson shared the content and structure of the new project reports, produced on a 4-weekly basis for BSF Board. These reports will now be considered at the School Core Team meetings.

Communications

A communications update was given regarding the drop-in sessions for Wave 2 schools. The purpose of the sessions is to provide an early opportunity for key stakeholders, including local residents, to see the direction in which the designs are progressing. Further events are planned.

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

Transformation & Change

David Williamson and Mark Rowland will meet to further explore the issue of ICT integration and report back at a future TM Forum.

School TMs will support management of the project-level risks and issues.

End of report

APPENDIX B BUILDING SCHOOLS FOR THE FUTURE PROGRAMME

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

RECOMMENDATIONS & POINTS FOR DISCUSSION

- Update from the working party on MIS convergence principles
- Transformation Teachers Programme update
- Leading Transformation Programme update
- Relationship between Levers for Change and Vision to Reality Process
- Issues for awareness & development
 - Strategic linkage of BSF as part of CYPS
 - MSP quality assurance and interface team not yet in place
 - BECTA Self Review Framework

KEY ACTIVITIES

3. Key Activities in this reporting period (26th June – 25th September):

Procurement of Managed Service Provider

- Detailed 'as-is' information collected on network infrastructure, access devices and other hardware as well as existing ICT contracts and installed software for each school
- Online ICT satisfaction survey carried out with staff and results presented to the ICT forum
- Bidders visited sample schools & met with Core group prior to initial bid
- Initial bids received from suppliers (October 12th) for assessment by Core group
- Appointment of a permanent client delivery manager has not occurred yet, due to lack of a suitable candidate

E-transformation development

- Leading Transformation programme planned for November (including exemplar school visits)
- ICT Forum has engaged in monitoring and development of the Transformation Teachers Programme and the alignment with school transformation priorities
- First draft of e-transformation strategy created
- Wave 2 schools agreed strategy for implementation of BECTA Self Review Framework and Wave 4 schools similar but on longer timeline
- Gladesmore have already achieved ICT Mark and are aiming for Excellence in ICT through use of the SRF
- Discussions are underway on the future role of the ICT Forum after MSP preferred bidder stage and potential convergence with the Transformation Managers group in order to consider strategic issues

Design Development

- Cross checked school ICT briefs (Levers for Change) against design objectives in Stage A/B reports as part of the Vision to Reality exercise
- Incorporation of levers / priorities into ISV and Design and Build discussions
- Received feedback from bidders in terms of infrastructure design principles

Computers for Vulnerable Students

- Computers are currently on order for all schools . There are ongoing discussions about the use of the connectivity funding for sharing ideas and best practice

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

Procurement of Managed Service Provider

- Evaluation of initial bids by core group
- Establishment of working groups to support the core group where recommendations required (e.g. MIS, MLE, Technical solution)
- Further dialogue with suppliers based on initial bid responses
- Presentation by bidders to the STB at time of final bids

E-transformation development

- Next component of Leading Transformation programme to be delivered, including exemplar school visits
- Finalise monitoring and oversight role of ICT forum to integrate Leading Transformation and Transformation Teachers programme.
- Development of e-transformation matrix relating the what, who and how of e-transformation.

Design Development

- Feedback suggestions from MSP initial bids
- Ensure awareness of interface issues through shared experience

Communication

- Develop strategy to increase awareness of issues for schools – training, strategic development etc – Transformation Managers and ICT Forum looking to converge and take responsibility for this area in the future
- Widen access to and use of e-rooms