



Report Title: Building Schools for the Future (BSF) Strategy for Change

Report of: **Sharon Shoesmith, Director, The Children and Young People's Service**

Wards affected: **All**

Report for: **Information**

1. Purpose

1.1 The strategy, which sets out the objectives, key tasks, timescales and expected outcomes of the changes expected to be brought about by the Building Schools for the Future (BSF) Programme in Haringey's secondary and special schools, is attached for information.

1.2 The strategy covers a number of issues, including:

- Choice, diversity and fair access for all parents and students
- Tackling Underperformance
- Personalised Learning
- 14-19 entitlement
- Integrated Children's Services
- Inclusion
- Leading and Managing Change
- ICT managed service

2. Introduction by Cabinet Member

2.1 The Strategy for Change forms the core of the Building Schools for the Future programme in Haringey. It provides the vision for the transformation we expect from the £178m investment being made. The strategy also outlines the actions that will be taken to achieve the transformation. The strategy has been subject to extensive discussion within Council and with stakeholders which has helped to shape its contents and priorities. The strategy will now be assessed by Partnerships for School and DCSF to evaluate how it meets the national BSF requirements.

2.2 In view of the importance of this document I am circulating it for information.

3. Recommendations

3.1 The Cabinet notes the strategy.

Report Authorised by:



Sharon Shoemith
Director
The Children and Young People's Service

Contact Officer: **David Williamson, Head of Secondary Innovations**

4. Chief Financial Officer Comments

4.1 The Chief Financial Officer was consulted in the preparation of this report. The investment of BSF resources will support the objectives of this strategy. These resources will be formally and fully released once Ministerial approval is gained. All other resource implications will need to be met from within existing budgets.

5. Head of Legal Services Comments

5.1 The Head of Legal Services has been consulted on the content of this report. The framework for the strategy is established as a result of the Building Schools for Future Programme which will be assessed by the DCSF. At this stage there are no specific comments on this report from legal.

6. Local Government (Access to Information) Act 1985

6.1 The following background documents were used in the production of this report:

- The Office of Government and Commerce, Achieving Excellence
- Haringey "Building Schools for the future" Outline Business Case
- Building Bulletin 98: Briefing Framework for Secondary School Projects
- Changing Lives: The Children and Young People's Plan
- BSF Bright Futures

7. Strategic Implications

7.1 The Strategy for Change (SFC) is the framework for implementing the BSF programme in Haringey. It builds upon the strategy for wave 2 BSF *Bright Futures* and is consistent with the priorities in *Changing Lives: The Children and Young People's Plan*.

7.2 A BSF Board, chaired by the Chief Executive, is in place to ensure effective programme management. The standards of programme and project management are

consistent with the Council's requirements and in line with national standards. Regular reporting on progress to Stream Board is already well established.

- 7.3 The strategy will have greatest impact on the Children and Young People's Plan, where the key outcome will be on new ways of working in secondary schools.
- 7.4 Some policy areas in the plan also interface with other Directorates and services, in particular Regeneration, Community and Leisure and IT services. Dialogue has already progressed in areas such as regeneration with the impact of the new school on Haringey Heartlands and with sport and recreation, libraries and adult education to support extended services based in secondary schools. Further developments will follow as the programme progresses.

8. Financial Implications

- 8.1 The Strategy for Change is part of a broader piece of work to submit an updated Outline Business Case, which is being developed in parallel with this strategy. Success in Ministerial approval will secure £178m for the BSF programme.

9. Consultation

- 9.1 Dialogue and consultation has taken place with a range of key stakeholders in the formulation of the strategy and on the resultant school designs as they are developing:
- Young people's views have been sought and acted on through a wide range of activities, such as the Youth Council, conferences and at school level BSF design through focus groups. The LA has also commissioned the Sorrell foundation to work in the early stages of BSF design process with six schools.
 - A Schools Transformation Board, comprising cross-party elected members, Headteachers and chairs of governors from all secondary and special schools and other key partners.
 - Senior leaders' group (Transformation Managers) focusing on how transformation can be achieved through the programme
 - ICT forum with representatives from each school to define the requirements of the managed service contract
 - A major consultation exercise on defining the best option for opening a new secondary school in Haringey Heartlands
 - Consultation with parents in 20 local primary schools about the new secondary school and with parents in all other secondary schools about each scheme.
- 9.2 Secure structures are in place to ensure continued communication and the engagement of stakeholders through the design and build period, including:
- Community consultation on schemes prior to planning applications
 - Dialogue with elected members through forums and within wards.
 - A community newsletter and targeted e-bulletins, such as to governors.

- FAQs are published and available on line
- A website that features key milestones and programme detail

10. Background

10.1 Haringey is making good progress raising achievement:

- progress at the end of Key Stage 4 (%5+ A*-C) since 2001 at twice the national rate, year on year, closing a 19.1% gap in 2001 to 5.8% by 2007
- Schools serving the most disadvantaged communities (in the east of the borough) rapidly closing the gap with schools in the west of the borough, from 30% in 2001 to 6% in 2007 (%5+ A* - C)
- over 600 more 16 year olds achieving 5+ A*-C grades than was the case in 2001
- rapid progress in raising standards and improving provision for vulnerable children
- young people with higher expectations than ever before to improve their life chances

10.2 The Strategy for Change(Part 2: Detail and delivery) (SFC2) will build upon the progress achievements to date by providing the infrastructure to provide more personalised learning, increasing inclusion and providing anywhere, anytime access to learning through the increased use of ICT.

10.3 The SFC2 complements the updated Outline Business Case, which is being developed in parallel with this strategy. Success in Ministerial approval will secure £178m for the BSF programme.

10.4 The precursor to SFC2, *Bright Futures*, set out the vision for 11-19 education in 2005 and formed the basis of the initial work done in the first tranche of BSF projects. In December 2007 Strategy for Change (Part 1: key challenges and objectives), which set out a revised vision for the BSF programme, was approved by DCSF.

10.5 SFC2 sets out the steps that will be taken to achieve the vision.

10.6 Haringey's proposals will increase choice for parents, diversity of provision and support the achievement of improved standards. To this end, we will be actively working with all governing bodies to discuss how federations or Trusts could bring added value and provide greater sustainability for the future.

10.7 Each school has developed its own vision document and subsequent to approval of SFC2, will develop its own implementation plan.

11. Conclusion

11.1 The Strategy for Change provides the vision for the transformation expected from the BSF programme. The Cabinet is asked to note the strategy.

12. Use of Appendices / Tables / Photographs

12.1 Changing Lives: Transforming Education for 11-19 year olds in Haringey (*Strategy for Change Part 2 (detail and delivery)*)