




Haringey Council

Agenda item:

Report Title: Building Schools for the Future Overall Plan and Update on Position	
Report of: Director of The Children and Young People's Service	
Wards(s) affected: All	Report for: Information
1. Purpose	
1.1 To provide an update on the plans for the Building Schools for the Future (BSF) programme	
2. Introduction by Cabinet Member (if necessary)	
2.1 I am pleased to present this update on the BSF programme.	
3. Recommendations	
3.1 That the progress on the BSF programme is noted	
Report Authorised by: 	
Sharon Shoesmith Director The Children and Young People's Service	
Contact Officers: Gordon Smith, BSF Programme Director e-Mail: Gordon.smith@haringey.gov.uk Telephone: 020 8489 5368	

4. Executive Summary

4.1 This report provides a summary of Haringey's Building Schools for the Future programme, its objectives and overall aims. The governance structures in place for effective control and management of programme delivery are outlined together with the timeline, budget position and brief programme update.

5. Local Government (Access to Information) Act 1985

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6 Objectives of the programme

- 6.1 The Building Schools for the Future programme is a capital investment, largely funded by targeted government grants, to rebuild, remodel or refurbish every Haringey secondary school, including the secondary department of every special school. The grant will also fund the rebuilding of the Young Peoples Centre, the building of a new school in Haringey Heartlands and provide a £24m investment in ICT.
- 6.2 The scale and complexity of Haringey's BSF programme is substantial, with approximately £200m of funding dependent on its success. It is seen as a critical programme within the Council, with the Chief Executive, Dr Ita O'Donovan being the Programme Sponsor.
- 6.3 The standard arrangement for BSF delivery by Local Authorities is to use the Local Education Partnership (LEP) model. However, due to the nature of the pre-existing PFI scheme involving 8 schools, Haringey Council decided to run a Non-LEP (Local Educational Partnership) programme - resulting in separate construction and ICT partners being procured.
- 6.4 Haringey's BSF programme covers both Waves 2 and 4 and includes 12 design schemes covering 16 schools in total (including special schools). These schools are
- St Thomas More
 - Woodside High/Moselle/ WC Harvey
 - Gladesmore
 - Park View Academy
 - Northumberland Park and the Vale
 - John Loughborough
 - Heartlands High School (the new school)
 - Young People's Centre (formerly the Pupil Support Centre)
 - Highgate Wood
 - Hornsey Girls School
 - Alexandra Park
 - Fortismere / Blanche Neville

- 6.5 Haringey is committed to delivering educational transformation in the most effective, fair and equitable manner:

“Our vision is for successful schools, enjoying the confidence of local communities, maximising the life chances of local children and young people, contributing to the well-being and cohesion of the local area and gaining from the potential connections across the capital. We intend to raise standards further and ensure the inclusion of all our children and young people. We believe they deserve nothing less”.

Bright Futures, 2005

6.6 With this vision guiding the programme, there are a number of specific programme objectives that are set to be achieved:

- **Improved school facilities, design and ICT provision** - enabling them to improve their educational provision, support their particular specialisms and improve the 14-19 offer, including delivery of the 14 specialised diplomas;
- **Reduction in the number of pupils excluded or educated outside mainstream education** - by establishing in all schools flexible space to enable small group and individual support;
- **Increased personalisation** - by providing flexible and adaptable learning environments and new technologies;
- **Improved extended schools provision** and integrated children's services in and around schools;
- **Change management** - support staff in preparing for and implementing changes in policies and practices across all the policy areas set out in the Strategy for Change

6.7 Above all, Haringey want to finally break the link between disadvantage and low achievement in order to create prosperous, inclusive and sustainable communities for the 21st century. In addition, Haringey also aim to:

- support secondary schools to achieve the highest standards, to be fully inclusive, to put the aspirations and achievement of the learner first and to contribute to community cohesion and race equality;
- transform outcomes for vulnerable individuals and groups;
- enable secondary schools to have a key role in neighbourhood regeneration and in the wider agenda that supports the well-being of young people;
- assist all our partners with a stake in the future of young people to work together to provide the best possible opportunities for young people; &
- invest in services that support young people

7 Programme Governance

7.1 Haringey's BSF programme uses robust assurance processes to ensure continuous monitoring of value for money, quality and programme planning. A BSF Board has been established to oversee accountability, approval and guidance on all key elements of the programme.

7.2 The BSF Board meets every 2 weeks and is made up of the following representatives.

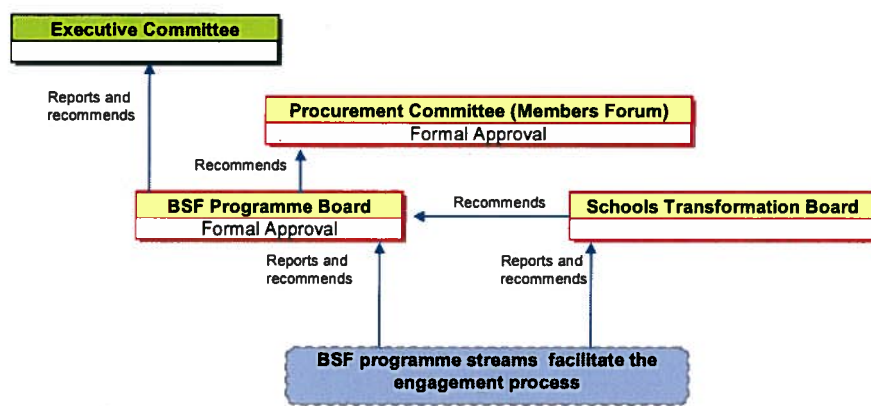
Name	Role
Dr Ita O'Donovan	LBoH Chief Executive, BSF Programme Sponsor
Sharon Shoesmith	Director of CYPS, Educational Sponsor
Cllr Liz Santry	Cabinet member for CYPS, BSF Design Champion
David Williamson	Director Secondary Innovations, Transformation Lead
Kevin Bartle	Head of Corporate Finance, Financial Control
Alex Atherton	Head Teacher, School Assurance
Tim Dauncey	Director of Special Projects, Council Assurance
Ian Bailey	Deputy Director of CYPS, Council Assurance
Julie Parker	Director of Corporate Resources, Council Assurance
Michael Edwards	PfS Project Director
Gordon Smith	BSF Programme Director
Andrew Stainsby	BSF Programme Manager
Simon Wasteneay	BSF Programme Accountant
David Rumsey	BSF Construction Stream Lead
Eugene Cash	BSF ICT Stream Lead
Graham Jones	BSF ICT Procurement Lead

7.3 The Programme Board is accountable to the Council for successfully executing the BSF Programme undertaken by Haringey. In particular, the Board has the following responsibilities:

- Approval of programme governance
- Authorisation of changes to the programme plan and budget
- Ensuring delivery of the overall business case
- Removing organisational roadblocks
- Championing BSF cause across stakeholder groups
- Advise the Council's Executive on strategic direction and key decisions
- Sign-off of key documents, reports and design stage reviews
- Advising the Programme Sponsor in any decisions affecting the programme
- Communicating the Programme feedback and progress to key stakeholders within the Council
- Making recommendations to Council decision making bodies on issues arising from or affecting the Programme

- 7.4 Through a fortnightly cycle of informal and formal meetings, the BSF Board undertakes the key governance roles described above.
- 7.5 At formal board meetings, the monthly highlight report (e.g. budget, progress, risk, issues) is presented and a review of the programme's progress is carried out. At informal meetings, other business that requires attention is discussed, in order to reduce the amount of work carried out at formal meetings
- 7.6 In order to effectively control and report on the programme, the BSF Board also links to a number of key decision and stakeholder groups ensuring continuous, transparent and robust programme control.

Figure 1

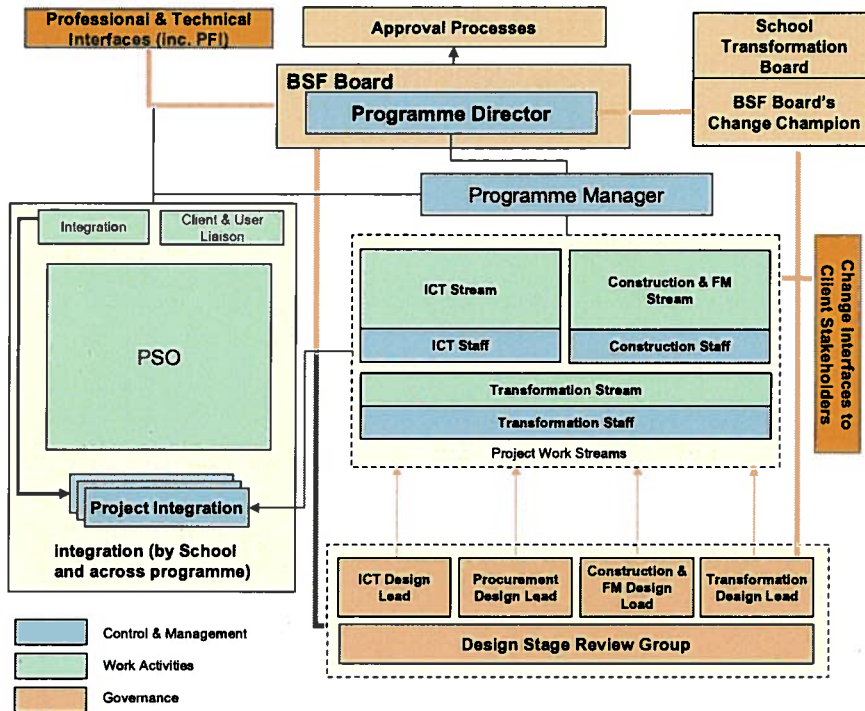


- 7.7 In September 2006, Haringey's BSF programme sought and gained approval from the BSF Board to implement best-practice programme governance. Programme governance structures were presented that provided sufficient capacity, focus and capability to ensure that the expected benefits of transformation through the BSF programme were achieved. At this initial stage, the report highlighted a number of key programme management capabilities which were required to lead, manage and control the BSF Programme effectively:

- Programme Integration and Coordination
- Change and Transformation Management
- Programme Management (e.g. Risk and Issues Management, Project Reporting & Financial Control)
- Stakeholder Management
- Quality Assurance, KPI (balanced scorecard approach) and Benefits Realisation
- ICT Procurement Management

- 7.8 The resulting programme structure, which includes a Project Support Office (PSO), dedicated work streams and a design assurance group, installed all the necessary governance structures to provide sufficient oversight, alignment and control of the complex and highly critical and complex programme.

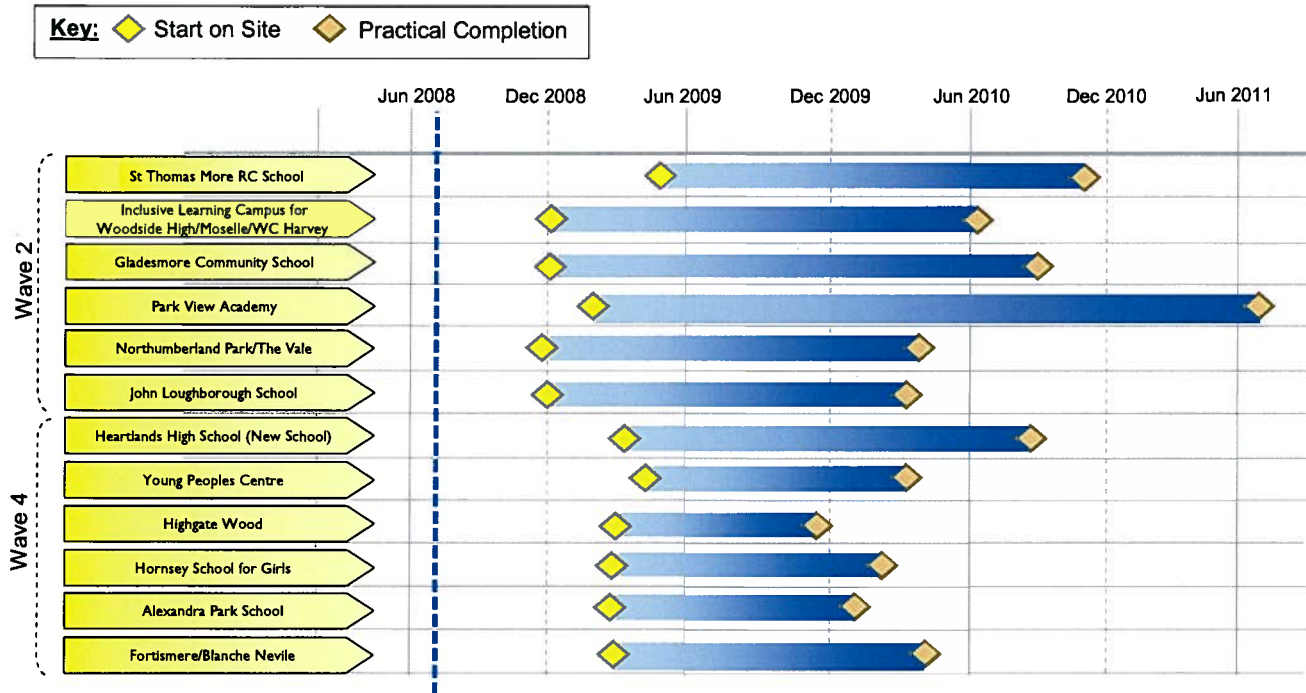
Figure 2: BSF Programme Structure



- 7.9 Since approval by the BSF Board (and in turn Partnership's for School and the DCSF), Haringey's BSF programme has been subject to appropriate scrutiny from the BSF Board, internal audit, external audit (4ps who are the local government's project delivery specialist) and other government departments. The results of these audits and reviews have led to Haringey's BSF programme gaining justification, endorsement and praise for the quality of all governance processes implemented.
- 7.10 Programme and Project Management supported by rigorous governance structures have been put in place to ensure that affordability and any planned deviation from the original business cases are understood, agreed and transparent with all key stakeholders in the Council.

8 Time Lines

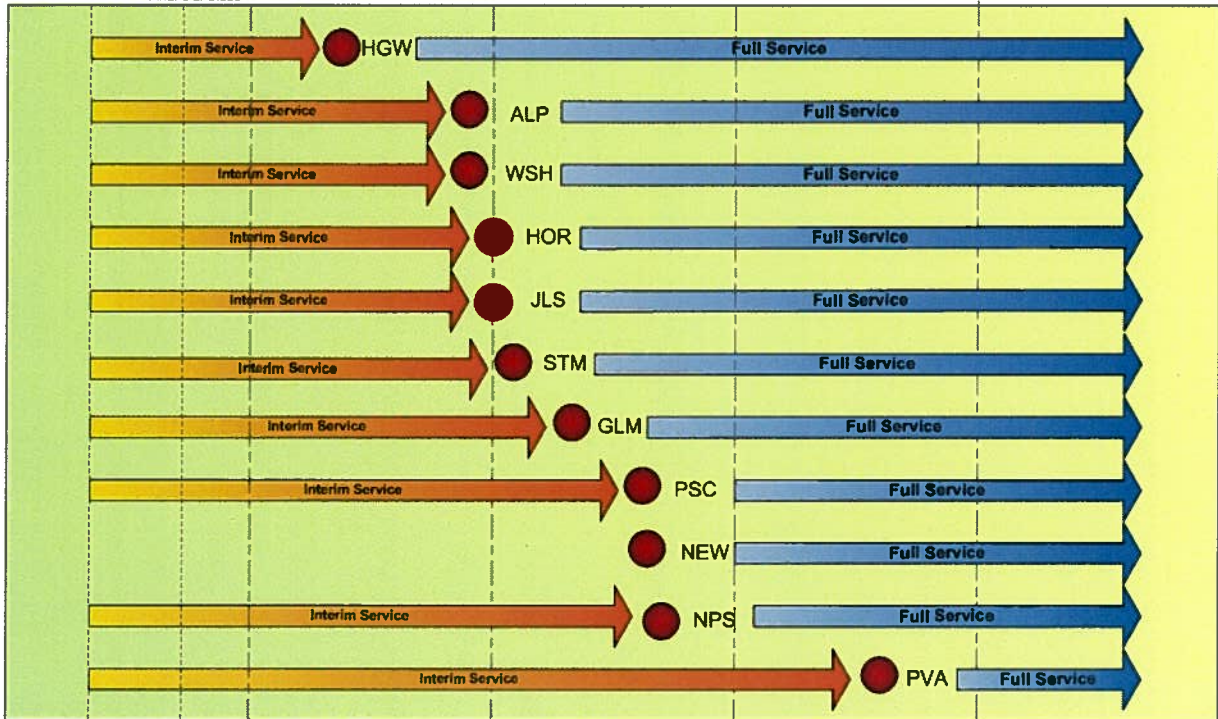
8.1 The following diagram shows the start on site date and the practical completion dates for delivery of the BSF programme for construction (excluding the anticipated enabling works that are planned to commence from this Summer 2008).



9 In addition to the construction programme, a managed service has been procured for the delivery of ICT equipment and services for all schools within the programme. The ICT service developed with the RM (the selected supplier) through the competitive dialogue procurement process comprises of a five year service period commencing with interim service being provided to all schools from the 1st of September 2008. Interim Service transitions into full service in line with practical completion of the building programme at each school.

2008 2009 2010 2011 2012

April '08 Sept '08
Preferred Bidder Financial Close



10 Budget

10.1 The total funding envelope for the BSF programme is £212m. This is primarily funded by grant and supported borrowing from the Department of Children, Schools and Families (DCSF). The funding is made up from the following sources:

Funding source	£m
DCSF	188
Haringey Council	13
Other	11

10.2 Below is a summary of the budget for each area within the programme, the actual spend to date and the forecast through the life of the project.

	Schools Projects	Cash Limit Budget	Actuals and committed (to date)	Budget Remaining	Out turn forecast (all years)
Schools Projects	Gladesmore	11,570,359	950,343	10,620,016	11,570,359
	John Loughborough	4,539,090	366,518	4,172,571	4,539,090
	Northumberland Park/Vale	18,089,783	1,291,134	16,798,649	18,089,783
	Park View Academy	13,508,359	733,804	12,774,555	13,508,359
	St Thomas More	8,110,268	594,531	7,515,737	8,110,268
	Woodside High	28,674,177	1,874,213	26,799,964	28,674,177
	6th Form	28,953,000	28,406,593	546,407	28,953,000
	New School (incl land purchase £7.27m)	42,578,359	8,522,116	34,056,243	42,657,505
	Pupil Support Centre	5,273,269	168,217	5,105,053	5,273,269
	Alexandra Park	5,290,904	35,089	5,255,815	5,290,904
	Fortismere / Blanche Neville	6,650,221	39,108	6,611,113	6,650,221
	Highgate Wood	6,778,101	216,034	6,562,067	6,778,101
	Hornsey Girls	6,628,101	288,713	6,339,388	6,628,101
	Gladesmore Sports Hall	1,391,000	124,500	1,266,500	1,391,000
	Sub total	188,034,991	43,610,911	144,424,080	188,114,137
Delivery	Programme Delivery, Advisory, Accommodation and Overheads	4,475,112	2,389,429	2,085,683	4,475,112
	Transformation - Work Stream and Advisory	2,994,927	1,371,950	1,622,977	2,994,927
	Construction - Work Stream and Advisory	2,025,349	1,085,251	940,098	2,025,349
	ICT Work Stream and Advisory	1,867,882	1,825,649	42,233	1,962,882
	Programme Contingency: Construction	8,372,978	0	8,372,978	8,372,978
	Programme Contingency: Other	2,584,439	0	2,584,439	2,489,439
	DoV Negotiation Fees for PFI	849,992	849,992	0	849,992
	6th Form Centre Fit Out	350,000	342,026	7,974	350,000
Sub total	23,520,679	7,864,296	15,656,383	23,520,679	
Total	211,555,670	51,475,207	160,080,463	211,634,816	

10.3 Haringey's BSF programme operates using the concept of a cash limited budget – meaning that expenditure is not allowed to exceed the budget

allocated. This means that the project levers of scope, quality and time must be flexed to ensure that delivery is maintained within budget.

- 10.4** To secure the funding for the programme from DCSF the Haringey Council is required to complete Final Business Cases for key elements of the programme.
- 10.5** The ICT Final Business Case has recently been submitted (July 2008), and is awaiting formal approval (expected early August). This will secure funding for the ICT component, with interim service due to begin on the 1st of September.
- 10.6** The Final Business Case for the Design and Build element of the programme is currently being drafted and is due for submission to DCSF in August 2008.

11 Progress Update

- 11.1** Overall the Haringey Council BSF programme is forecast to deliver its objectives within its time and affordability parameters.
- 11.2** The OBC Addendum, submitted for approval earlier this year (May 2008), has been formally approved by the Department for Children, Schools and Families. This has set down a firm baseline for the scope, timing and budget of the works that are being delivered as part of the programme and provides a strong foundation for subsequent FBC approval.
- 11.3** The BSF programme is planning to start enabling works on site on a number of schools during the Summer break. This will minimise disruption to the schools by phasing work during school holiday periods and improve overall delivery timescales when main works start.
- 11.4** Additionally, Procurement Committee sign-off has been secured for the ICT Managed Service Provider procurement and good progress has been made with engaging the preferred bidder (RM) within the programme and the schools. This coupled with the submission of the ICT FBC for DCSF approval will allow ICT Interim Service to start for all schools at the start of the Autumn term.
- 11.5** The emphasis of the programme is now moving from the design and planning phase towards final procurement and delivery of both ICT and construction.
- 11.6** More detailed information on the progress of the programme is included in the programme highlight report. Below is an extract from the highlight report detailing the technical progress made at the Haringey BSF schools:
- 11.7** Progress continues at the wave 2 schools:
- Woodside High School (WSH) Stage D +Employers Requirements and contract documentation has been issued to the contractor and we are awaiting their response.
 - Gladesmore Community School (GLM) overall Stage D scheme has achieved final approval and the Employer's Requirements are to be issued at the end of July
 - Gladesmore BLF Sports Hall Project (BLF) has started on site and Ground excavation work have commenced.
 - Northumberland Park (NPS) Stage E. Employers Requirements has been sent to the contractor and planning permission has been approved.
 - St Thomas More Roman Catholic School (STM) is progressing through Stage D. The returns from the mini-competition have been received and interview for constructor will take place in July.
 - Parkview Academy (PVA) Stage E Employers Requirements are being prepared and planning application has been submitted.

- John Loughborough (JLS) Stage E Employers Requirements has been prepared and planning permission has been received.

11.8 Wave 4 continues in line with expectations:

- Highgate Wood (HGW) is approaching the end of Stage D and Employers Requirements are being prepared.
- Fortismere (FOR) Stage C design report is nearing completion.
- Hornsey School for Girls (HOR) Stage D design stage is nearing completion and the mini-competition tender evaluation/interviews have been completed.
- Alexandra Park (ALP) Stage C report has been completed and is to be submitted to the DSRG.
- The Young Peoples Centre Stage D design is progressing and mini competition has commenced.
- Heartlands High School (HHS) is progressing through Stage D and planning application has been submitted.

11.9 For further information on the Haringey BSF programme please contact the BSF Programme team located at Haringey Council, Civic Centre, High Road, Wood Green.