



Insite

Partnerships for Schools
Quarterly
Summer 2009



partnerships for schools
building schools for the future



Welcome to the summer edition of *Insite*.

As we approach the end of the school year, the end-of-year report card for PFS has been an encouraging one. With over half of the local authorities in the country now engaged in the programme and over 80,000 young people benefitting from new learning environments, BSF is making a real and tangible difference to communities the length and breadth of the country.

The economic environment undoubtedly continues to prove challenging, but deals continue to close, including the most recent a £360m scheme in Barnsley, our first to include senior debt finance from the European Investment Bank. Up to twenty financial institutions are currently in the market to support deals that have a PFI component, including Aviva, who have recently closed deals in Lewisham and Newham.

External scrutiny on the programme also continues, with the most recent addition to the library of reports into BSF from the Confederation of British Industry (CBI). *Making the Grade* – the CBI's second report into BSF – states that 'significant improvements' have been made since their 2008 report and that 'early indicators of academic performance and pupil behaviour in these [BSF] schools are very positive'.

The report also highlights the importance of linking educational transformation with new buildings – something which we at PFS take very seriously in our day-to-day work with local authorities.

The CBI's report also echoes the views of two other recent reports, from the National Audit Office and the Public Accounts Committee respectively, which both recognise the benefits of PFS's leadership and programme management of BSF. This is borne out by the announcement last month by the new Minister for Schools and Learners, Vernon Coaker MP, that from 1 October PFS will assume responsibility for the management and delivery of all schools capital programmes, including the Primary Capital Programme. Policy issues will, of course, remain the responsibility of the DCSF.

This expansion of our remit is in addition to the management of the Government's £200m Co-location Fund, which is highlighted in the White Paper on 21st Century schools. This sets out the Government's plans to transform the lives of every school child in the country. The BSF and Academies programmes are already helping to encourage wider community engagement by making schools hubs for the local area. Mirroring how people live their lives now, the work we are doing, together with the developments in the White Paper, will help all members of the community to access services such as education, health and employment advice in a single place.

The announcement of the next six local authorities to join the programme, and that another six projects will every three months for the remainder of the year, demonstrates an ongoing commitment to the programme and to ensuring that education is transformed for every young person in England.

With all of this activity – not to mention gearing up for the September set of school openings – it is all the more important that we ensure best practice is being shared across

the BSF and schools capital communities. To this end, our Annual Conference will be taking place on 10 September at the Southbank Centre and the *Excellence in BSF Awards* on 12 November at the Grosvenor House Hotel. More details on both of these are included in this edition, and I hope to see many of you at these key calendar events.

We hope you find this edition of *Insite* a useful update on progress and developments in the BSF and Academies programme. As ever, if there are topics or specific projects that you would like to hear more about, please do get in touch with the team.

Tim Byles CBE
Chief Executive



Project progress at a glance

BSF progress

Schools benefitting from BSF investment	87
Deals closed	37
LEPs formed	21
Non-LEPs formed	9
LAs in programme	85
Projects in progress	94

Academies progress

Projects on site	26
Projects in progress	153
Through LEPs/BSF	66
Through Academies Framework	86
Through other procurement route	1



Latest schools benefitting from BSF investment

Local Authority	School	Date opened
Kent	St George's Church of England Foundation School	July 09
Leicester	Judgemeadow Community College Soar Valley College	June 09
Manchester	Buglawton Residential	May 09
Nottingham	Hadden Park High School	April 09
Leeds	South Leeds High Ralph Thoresby High John Smeaton Community College Cardinal Heenan	April 09
Kingston-upon-Thames	Chessington Community College	April 09
Lambeth	Stockwell Park	April 09
Durham	Durham Johnston	April 09
Leicester	Beaumont Leys	April 09
Lambeth	Stockwell Park	April 09
Lewisham	Catford	April 09
Lambeth	Elm Court Special School	March 09



PfS to manage all school building programmes

On 16 June the Department for Children, Schools and Families (DCSF) announced the transfer of management and delivery of all school building and refurbishment programmes to PfS.

We already have in place strong management of the BSF and Academies programmes and will now be responsible for the day-to-day management and delivery of the rest of the Government's schools capital programmes, which have a total value of £15,580 billion up until 2011.

These programmes include:

- Primary Capital Programme: funding for national primary school building programmes earmarked in every local authority - £1.6 billion earmarked up to 2011;
- Devolved Formula Capital: funding for schools which is spent on capital projects - £1.6 billion up to 2011; and
- Targeted Capital Programmes: funding for a wide range of targeted projects aligned to specific policies including zero-carbon exemplar schools and school kitchens - £1.8 billion up to 2011.

The announcement comes after the National Audit Office report in February concluded that PfS had provided strong leadership and put in place effective, skilled management to run the

national BSF programme and had kept building costs under control.

Speaking at a visit to Beaumont Leys School in Leicester, a BSF school which has recently opened six weeks ahead of schedule, Schools Minister Vernon Coaker said:

"Top-class school facilities, ICT, music and sports facilities are central to having a world-class education system, raising standards and inspiring young people.

"A decade ago, classrooms and facilities were in a dire state as decades of under investment let down generation after generation of young people and teachers. But today, hundreds of primary, secondary, academy and special schools have already or are being rebuilt or refurbished – backed by a seven-fold real terms increase in capital investment from just £700m a year in 1997 to £7,943 billion this year.

"BSF is now well established, with 86 schools benefitting from investment to date and momentum building fast so that newly revamped schools are opening, week after week, month after month – thanks to Partnerships for Schools' management.

"Now is the time for its role to expand. It is plain common sense for all our capital programmes to now come under a single umbrella, including the Primary Capital Programme which has now started in earnest this year. Local authorities, schools and all our partners want one point of contact for all their school building work – and today's announcement will make all our programmes more effective, efficient, streamlined and accountable."

The changes will make delivering centrally-led school building programmes easier and more joined up with a single agency dealing with all local authorities, schools, the construction industry and private sector; leading to one conversation for all stakeholders involved.

A Central Capital Unit at the DCSF will be retained to provide policy advice to ministers that cuts across all the department's capital programmes, simplifying the implementation of consistent delivery models and standards and leading to better sharing of learning and good practice.

Partnerships for Schools Chief Executive Tim Byles said:

"For each of the last three years now, BSF has met or exceeded its delivery targets for school openings and we have worked hard to improve the processes that support the delivery of the programme - most recently introducing changes that look set to deliver savings of up to £250m.

"Our goal is to deliver inspiring learning environments for every young person in the country, whilst ensuring at the same time that every penny of taxpayers' money is well spent. With the accelerating pace of schools opening, that goal is fast becoming a reality the length and breadth of the country."

For further details see our press release at www.partnershipsforschools.org.uk/media/press/pr_2009-06-16-DCSF_transition.jsp



Six local authorities to join BSF programme

On 15 July 2009, Ed Balls, Secretary of State for Children, Schools and Families, announced that six local authorities have been given the go ahead to join the BSF programme. The authorities are Barnet, Bolton, Hampshire, Peterborough, Sunderland and Wigan and are the first in a series of 'rolling starts' for the 70 councils which have yet to join BSF and the follow on projects in existing BSF authorities.

Mr Balls also announced six new local authority projects will join the programme every three months in 2009/10, meaning that 18 new projects will join the programme before the end of the financial year.

Momentum has built quickly this year with 87 schools now benefitting from BSF investment, more than double the number in December 2008, and 37 deals having now reached financial close.

Despite a tough economic climate, a £239 million deal in Southwark, a £125 million deal in Luton and £128 million (including PFI credits) deal in Barnsley have all been struck this year. The latter is the largest PFI credits deal in 2009 so far. Current local authority projections are for 115 BSF schools to open in 2009/10 and 165 in 2010/11.

Mr Balls, said: "The Government's unprecedented investment in school buildings and new facilities has benefitted every school in every area of the country. As well as transforming the education of children, our

investment is supporting local jobs and businesses, particularly in the construction industry. That's why we have brought forward almost £1 billion of capital investment for schools this year to support the economy during the recession.

"As well as transforming the education of children, our investment is supporting local jobs and businesses."

"BSF is the most ambitious public building programme for decades revamping the entire secondary school estate. The progress is undeniable and BSF is building momentum rapidly month-by-month, term-by-term with superb facilities across the country transforming the way that teachers teach and young people learn.

"This is a watershed moment. The Government is committed to seeing BSF through and today's announcement sets out our clear and unambiguous next steps.

"These are challenging times when every penny of taxpayer's money is rightly scrutinised - but I am clear that allowing six new projects to join BSF each quarter this year is prudent and affordable and means that areas will benefit as soon as possible."

Following on from the announcement,

Partnerships for Schools Chief Executive, Tim Byles, said: "Today's announcement of continued commitment sends a clear message to local authorities, schools and parents the length and breadth of the country that BSF will provide 21st century schools for every young person.

"As well as delivering the brand new facilities that teachers and pupils deserve to every community, this commitment safeguards tens of thousands of jobs on the ground in what continue to be challenging economic conditions.

"Teachers, parents and pupils in the 87 schools already open bear witness to the positive difference that BSF is making in their local community. Building on the work already done, we will work in partnership with the new authorities as we move into the second half of the programme to ensure that this experience and impact is replicated across the country.

"More broadly, as we assume responsibility for the delivery of all schools capital programmes in the next few months, we will be working with every local authority in England to ensure that taxpayers get maximum value from every education pound spent."

The shift to rolling starts rather than waves of local authorities joining the programme was announced and consulted on in April 2008.



101 projects to benefit from £200m Co-location Fund

On 12 June 2009, the Secretary of State for Education, Ed Balls, announced allocations of £200m for 101 projects across England to bring together children and family's services on single sites - from education and health to housing, play facilities and careers advice.

The Co-location Fund, which was announced as part of the The Children's Plan: *One Year On* report last December, is backing a wide range of projects, by providing between £50,000 to £10m to deliver vital investment in joined-up facilities.

The projects benefitting from investment include children's centres; careers advice; youth clubs; health services, including mental health, drug and alcohol treatment centres; family support services; Combined Cadet Force facilities; and independent housing for young people leaving care to help their transition into longer-term, more permanent accommodation.

The Co-location Fund, which is managed by PfS, builds on the once-in-a-generation BSF and Primary Capital Programmes, which are proving invaluable catalysts for regeneration of communities.

PfS Chief Executive Tim Byles said: "Building Schools for the Future is about much more than just transforming education, it's about achieving a step change in life chances for all young people. The Co-location Fund will help bring about real transformation and genuine

regeneration by joining up funding streams in a way which reflects how people live their lives, so communities will be able to access healthcare alongside education, and sporting facilities alongside libraries.

"The 101 projects that will benefit from this funding demonstrate the value of this approach, and I look forward to following their progress."

"Communities will be able to access healthcare alongside education, and sporting facilities alongside libraries."

Examples of schemes benefitting include:

- **Leicester (£3.2m)** – eight Integrated Service Hubs to be located in and around schools and other existing community services delivery points across the city
- **Nottingham (£4.3m)** – two GP practices and other primary care services, a library, youth centre with sports and recording facilities, play centre, and a housing office.
- **Nottingham (£4m)** – St Ann's Community Centre – joint services centre providing primary health care and housing support services, including flexible working space to support multi-agency working.
- **Lewisham (£5.5m)** – learning village and one-stop community shop that co-located education, health, cultural, leisure and community services.
- **Westminster (£10m)** – Marlborough Hill Campus will deliver co-located community services including education, children's

services, children and family based NHS and youth services.

- **Brighton and Hove (£5.4m)** – Community hub that connects a primary school, GP surgery, a Children's Centre and Discovery Centre/library.
- **Birmingham (£5m)** – Young People's centre delivering full range of sexual health services and innovative provision for children with autism.

A full list of the projects to receive funding is available at www.dcsf.gov.uk/pns/DisplayPN.cgi?pn_id=2009_0106



News in brief

This section provides a round-up of the interesting snippets of news and information we pick up through our contacts with local authorities, private sector contractors and our government partners. If you have a news item that you think *Insite* readers would be interested in, please send it to insite@p4s.org.uk.

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Schools in BSF can now donate furniture and educational resources to schools and educational projects in developing countries through the Education for All Trust. Local authorities can contract with the Trust to arrange transport of their donations. The Education for All Trust compliments and support the work carried out by Government education ministries and emergency relief and development charities. For more details visit: www.educationforall.com

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Pupils at West Jesmond Primary School in Newcastle, which was rebuilt through BSF, performed for friends and family as part of a celebration to officially launch the new school. The performance was a great opportunity to showcase the school's cutting edge performing arts facilities.

Headteacher Val Lyons said: "The move has gone brilliantly; the children love the school. It is everything we wanted it to be and lots more. We had an open day for members of the public earlier this week, including someone who had been a pupil here in the 1930s, and everyone said how much they liked the new building. It has such a good feel to it, I'm not surprised people are impressed by it".

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Pupils at Ian Ramsey Church of England School and Bishopsgarth School have highlighted their aspirations for their new schools, which will be redeveloped through BSF. Twenty representatives from each school met with Stockton Council's BSF team to voice their opinions. Councillor Alex Cunningham said: "It is vital that our schools of the future reflect the needs and aspirations of the pupils, staff and members of the community who use them."

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Southwark has reached financial close with Balfour Beatty on its BSF project. The LEP, which has been named '4 Futures', will deliver seven secondary school rebuilds, two new schools and four school refurbishments. Tim Byles said: "I am delighted that the Southwark BSF project has reached financial close... Since the Outline Business Case in 2007, Southwark has hit every

milestone and has brought innovation to the process".

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Two more schools opened their doors in Leicester in June. Judgemeanow Community College and Soar Valley Community College welcomed students to their new buildings and facilities after half term. Vi Dempster, Leicester Council's cabinet member for children and schools, said: "We are very proud of these two outstanding schools. They will make a massive difference to the way our young people learn, giving them access to the very best equipment and facilities available".

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In June, 70 Southampton teenagers were given the chance to offer their ideas for the city's BSF project at the Young Design Centre in London. The pupils were asked to look at how leisure, IT, architecture, sustainability and the city's economy fit into their visions for their schools, during a series of workshops.



Southampton City Council also unveiled plans to transform Special Educational Needs (SEN) learning in the city by creating six new Learning centres at the heart of mainstream schools. The plans aim to meet the growing demand for specialist facilities and will allow children and young people with SEN to achieve their full potential.

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South Tyneside and Gateshead's BSF project won 'Best Education Project' and 'Best Public Sector Team' at the Public:Private Finance awards. Councillor Jim Foreman, South Tyneside's lead member for children and young people, said: "These awards are in our hands thanks to the partners' mutual commitment and shared vision of transforming education and regenerating neighbourhoods." See our feature on page 8 for more information on their win.

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Congratulations also go to the winners of the second annual British Council for School Environment (BCSE) Awards, which recognise excellence in the UK school design and construction sector, BSF was well represented on the night:

- **Inspiring Design: Schools** - Knowsley Metropolitan Borough Council for Christ the King Centre for Learning, Knowsley

- **Best Extension, Refurbishment or Remodel of a School** – Haverstock Associates LLP for Ifield School, Kent

- **Best Use of ICT to Create a Learning Community** – VT Education & Skills for Forest Hill School, Lewisham

- **Best Healthy Learning Environment** – Manchester City Council for Gorton Education Village, Manchester

- **Judges Award** – Knowsley Metropolitan Borough Council for their approach to Building Schools for the Future

Events Calendar

September

Thursday 10

PfS Annual Conference, Queen Elizabeth Hall, Southbank Centre, London

November

Thursday 12

Excellence in BSF Awards, The Grosvenor House Hotel, Park Lane, London

Tuesday 24

PfS Annual Design Conference, British Museum, Great Russell Street, London

January

Wednesday 13 - Saturday 16

BETT 2010, Olympia, London

February

Wednesday 24 - Thursday 25

BSEC, ExCeL, London

More events are in the initial planning stages and further information will be available soon.



Students at Heworth Grange School sharing their ideas on how their school should be designed as part of the student engagement process in the consultation stage of the project.

Delivery in Action: Award-winning partnering

South Tyneside and Gateshead's (STaG) £400 million BSF project is making fantastic progress thanks to the Local Education Partnership (LEP) of inspiredspaces STaG, in conjunction with Carillion. In Wave 1 of the BSF programme, STaG is unique in that it is the first project with two local authorities now being successfully delivered.

This strong partnership ethos was key to making the project stand out against dozens of other strong contenders at the recent Public:Private Finance (PPF) Awards, where they picked up two prestigious gongs for 'Best Education Project' and 'Best Public Sector Team'.

Councillor Catherine Donovan, Cabinet Member for Children and Young People at Gateshead Council said: "We are delighted to win these prestigious awards and the STaG team should be rightly proud of themselves. Scooping two awards out of eighteen highlights the outstanding standards that STaG is delivering. It shows how we are leading the field on a national stage in transforming education to maximise opportunities for young people."

Councillor Jim Foreman, South Tyneside Council's Lead Member for Children and Young People, said: "I am very proud that the innovative approach by the South Tyneside and Gateshead partnership has been recognised at national level in such high profile awards.

"All the partners working to deliver these

projects have a mutual commitment to a shared vision of transforming education and regenerating neighbourhoods. We encouraged the team to dream big, and they really took this on board by developing ideas that are both challenging and interesting. Congratulations to everyone involved in the project for achieving so much. However the real winners are the students, teachers and communities who will benefit from these new secondary schools that are safe, inspiring and green places to learn in."

"The real winners are the students, teachers and communities who will benefit from these new secondary schools."

Stan Johnson, General Manager at inspiredspaces STaG Ltd – the company responsible for delivering STaG's BSF programme, said: "Winning these Awards is excellent news for both South Tyneside and Gateshead Councils and demonstrates the strength of the partnership between the authorities and inspiredspaces."

The STaG projects

Gateshead and South Tyneside Councils, along with the South Tyneside Primary Care Trust, worked together to achieve financial close in record time, enabling construction work to start immediately on ultra modern yet affordable schools, which will act as a catalyst to further neighbourhood regeneration.

The STaG £172m BSF programme will see all seven secondary schools in Gateshead and

seven secondary schools in South Tyneside rebuilt or remodelled and open to students by 2012.

When planning their BSF project, the LEP's key objectives were:

- the establishment of a long term capital programme that delivers the educational vision and represents value for money for STaG;
- to facilitate the continuous improvement of educational standards within STaG and strengthen the link between education, culture, training and jobs. Cultivating regeneration and increasing the life opportunities of those living within STaG; and
- to create an environment where behaviours can lead to transformation.

The LEP will deliver nine secondary schools in the first wave of the BSF programme along with a possible four additional SEN schools, either as a new build Private Finance Initiative (PFI) or refurbished through a design and build contract. A £21m ICT managed service project for all schools and facilities management services to the new build PFI schools over the life of the 25 year concession contract are also part of the project

Councillor Donovan said: "We really are building schools for the future in Gateshead and South Tyneside and with them we will be providing 21st Century education that best meets the needs of current and future generations."

For more information on the STaG projects, visit the website:
www.inspiredspacesstag.co.uk



Reports recognise significant BSF progress

Two more reports into the progress and management of the BSF programme were published last month, by the Public Accounts Committee (PAC) and Confederation of British Industry (CBI).

The general consensus from both reports is that the BSF programme is delivering on its promises to transform education and that PFS has significantly improved processes to become more efficient.

The PAC report - *Building Schools for the Future: renewing the secondary school estate* - acknowledges that our central leadership programme management has helped to deliver the programme more effectively by creating a single point of accountability and acting as a conduit for learning and knowledge sharing, as well as providing a pool of expertise to manage the programme and provide support to the Department for Children, Schools and Families (DCSF) and local authorities.

Since the National Audit Office (NAO) carried out its inquiry last year and the PAC took evidence from DCSF and PFS, the landscape for BSF has developed considerably. A new streamlined approach to delivering the programme has now been introduced, which will see costs reducing by 30 per cent and further acceleration in the delivery timetable.

Nearly 90 schools have now benefitted from BSF investment, 37 deals between local authorities and their private sector partners have closed; 21 Local Education Partnerships have been formed; and 94 projects are currently in progress.

As with the NAO's report, the PAC report highlighted the early assumptions about the number of schools expected to open in the first years of the programme. In 2005, new targets were set and since then BSF has met or exceeded the target for schools openings.

“Central leadership programme management has helped to deliver the programme more effectively.”

The NAO stated that in order to deliver the programme by 2023, 200 schools must be in construction by 2011. Our detailed planning confirms that we will significantly exceed this, with 300 schools in construction by 2011, most of which are already under contract. As such, assuming continued levels of investment, the vast majority of projects will be completed by 2020, delivering world-class learning environments to all young people and teachers in England.

The CBI's second report into the BSF programme - *Making the Grade* - states that 'significant improvements' have been made since their 2008 report and that 'early indicators of academic performance and pupil behaviour in these [BSF] schools are very positive.'

The report clearly recognises the significant progress that has been made in BSF since the first CBI report 12 months ago and highlights the importance of educational transformation remaining central to BSF.

The report also says that bid costs and timescales must be reduced to keep contractors in the market. Many of the issues

raised have been dealt with in the BSF procurement review, a new streamlined approach which looks set to reduce bid costs by 30 per cent, representing an overarching saving of £250m.

However, PFS wants to go further than this, and is working with industry (both CBI and the PPP Forum) to explore ways to reduce costs further whilst remaining within the bounds of European Law.

Both reports can be viewed online. For the PAC report see www.publications.parliament.uk/pa/cm200809/cmselect/cmpubacc/274/274.pdf and for the CBI report visit www.tiny.cc/J9LYC





New LEP toolkit published

June saw the publication of the *Toolkit for Effective Local Education Partnerships*, which was developed in response to the PriceWaterhouseCoopers (PWC) review into LEPs carried out last year.

The resulting suite of guidance, which is now available on the PFS website, is intended to inform both existing and future LEPs and their respective stakeholders who are engaged in the delivery of BSF projects nationwide.

The toolkit consists of nine practitioner notes that highlight good practice and recommend issues to consider throughout the lifetime of the LEP, from strategic planning and mobilisation through to the operational phase. It also gives case study examples from existing LEPs, and links to further relevant guidance.

The nine practitioner notes are as follows:

1. Local Authority Strategic Planning

This note recommends that effective corporate leadership is needed from the outset; that a clear vision about the role of the LEP is required; and that wide-ranging - but realistic - discussions about the LEP role should take place to define what projects or programmes beyond BSF could be delivered by the LEP.

2. The LEP's role in Education Transformation

This note focuses on ways to promote education transformation throughout the BSF process and into the LEP's operational

phase. It suggests that Key Performance Indicators and Collective Partnership Targets are enshrined within the contractual relationship to keep the goal of education transformation centre stage.

3. Developing a Shared Vision

This note looks at why developing a shared vision is crucial for successful LEPs, including the need for a governance structure and performance management systems which support the delivery of this vision.

4. Effective Governance

This note recommends establishing a shadow LEP Board at Selected Bidder stage; making the best use of existing local authority resources to provide expert assistance, and using external third party support to review the governance framework to maintain an effective operational governance structure. It also suggests that the LEP Board includes an independent, non-executive chair.

5. Mobilising the LEP

This note examines the challenging transition period from the planning to the operational phase. It suggests the creation of a 'Transition Team' at the Selected Bidder stage with responsibility for planning and setting up the internal operating structures of the new LEP, and practical steps to take such as the physical co-location of teams.

6. Effective Partnering Behaviours

This note highlights how managers need to set the tone for the kind of partnership they wish to see and how good role models are necessary. It suggests the development of partnering protocols that set out how the LEP does business internally, and how it works with external stakeholders.

7. Capacity to Deliver

This note looks at the resourcing necessary for effective operational LEPs and how this will need to flex depending on the stage of the project. It also recommends that multi-disciplinary teams with different skill sets are necessary to deliver the project successfully.

8. The Role of the National Bodies

This note considers the role of national bodies - including DCSF, PFS, BSFI, 4ps and others - involved in the BSF programme from programme inception through to the operation of the LEP.

9. Value for Money in Exclusivity

This note focuses on how LEPs can continue to demonstrate value for money beyond procurement and into the operational phase. It highlights how value for money is tested, and suggests the development of a balanced scorecard approach to ensure a holistic assessment of key measures.

You can download the toolkit at www.partnershipsforschools.org.uk/library/Local_Education_Partnerships_Toolkit.jsp



PfS Events

Annual Conference

The 5th Annual PfS Conference will be taking place at the Queen Elizabeth Hall, Southbank Centre on 10 September 2009.

Hosted by BBC radio and TV presenter Emily Maitlis and with the theme of 'One Conversation', this year's plenary programme includes the following presentations:

- **Show me the money**
One Conversation - What will Strategic Capital Spending mean for you?

With PfS assuming responsibility for the management and delivery of all schools capital programmes, an overview of how a more strategic approach to the delivery of capital programmes operates and how it could improve efficiency.

- **The 'R' Word**
How can BSF weather the economic storm?

The BSF programme has responded to the current climate through effective management and more streamlined and efficient processes. But what economic challenges will we face in the coming year?

- **Telling Transformation**
Can I tell you a story?

Real life stories of how BSF has transformed the

life chances of young people across the country.

- **Co-Location, Co-Location, Co-Location**
Shall we move in together?

How can the range of state-of-the-art facilities and resources made available through BSF reach out to the heart of the communities they serve?

- **The importance of design**
Designed for life?

Can design really make a difference to behaviour and attainment? The new Minimum Design Standard seeks to send poor design straight back to the drawing board – but how is it working in practice, and will it slow down the process?

- **Academies, Trusts and the Swedish Model**
Is this the shape of things to come?

With the Government's intention to establish 400 academies and the Opposition's proposals to introduce a Swedish-style system of education, independent state schools look set to be a key feature of the educational landscape for years to come. But how have they fared so far and what can we learn from our European counterparts?

- **The Procurement 'X' Factor**
And the winner is...?

Everything you always wanted to know about procurement but were afraid to ask. A comprehensive dos and don'ts session aimed specifically at the private sector.

- **Local Education Partnerships**
A Match made in Heaven?

Do LEPs allow you to procure more quickly and efficiently or are they too costly and actually slow down the process? Where do you stand?

- **Talking Heads**
How was it for you?

We bring together six head teachers who have been through the BSF programme. What worked? What didn't work? What would they do differently? A must see session for teachers and heads about to embark on the programme.

As well as the plenary programme, the Fringe will be running a series of niche events focusing on transformation. Last year's event was a huge success with a long waiting list so be sure to book your place now to avoid disappointment.

Excellence in BSF Awards

The Grosvenor House Hotel, Park Lane will be the home of the 2nd *Excellence in BSF Awards* on 12 November 2009, hosted by comedian Dara Ó Briain.

The BSF programme has grown significantly since last year's inaugural event and the awards

categories have expanded in line. Nominations are now being sought in the following categories:

- Best Change Programme
- Education for All Award
- Innovation in Student Engagement
- BSF School of the Year
- Innovation in PE & Sport
- Most Versatile Learning Environment
- Best Design for a New School
- Best Design for a Remodelled School
- Innovation in Sustainability
- Most Inspirational Use of Outside Space
- Design Advisor of the Year
- Community Hub Award
- Buildings Beyond Schools Award
- Best BSF Academy
- Local Education Partnership of the Year
- Local Authority of the Year
- Most Effective ICT Partnering
- Adviser of the Year

Entry forms and full details of what we are looking for in each category can be found on our events website, along with registration details and further information on all of our corporate events. See www.pfsevents.com





BSF Open Days

The first BSF Open Day took place at Allerton High School in Leeds on 10 July with almost 100 delegates in attendance from local authorities and schools nationwide.

The aim of the BSF Open Days, which will be taking place once each term at a different school, is to share knowledge and best practice from the completed projects.

The Allerton event saw speakers from the LEP, the local authority and the school share their experiences and provide some insight into the ups and downs of BSF projects. The agenda for the day focused on the transformation vision and how it became a reality.

Tim Byles, CEO of PFS, hosted the day and gave an introductory speech detailing the progress and development of the BSF programme to date and what we can look forward to in the second half.

An overview of learning in Leeds and the importance the city places on providing the best possible educational opportunities for its young people and the communities they live in came from Councillor Richard Harker from Leeds City Council.

Rosemary Archer, Director of Children's Services in Leeds, and Chris Edwards, CEO of Education Leeds, jointly presented on what the vision is locally. The theme that came from this presentation is one of positivity and working together to provide brilliant learning in brilliant learning spaces so that young people are interested and motivated to learn.

Some top tips on how to achieve this included:

- developing openness and transparency and sharing;

- keeping the bigger picture in mind and remembering that BSF is about delivering school improvement; and

- ensuring that 'integrated joined-up solutions' underpin the project culture.

This was followed by another joint presentation by Leeds LEP's General Manager, Fionula McGlynn, and Interserve Education's Senior Design Manager, Lawrence Seed, who focused on how that vision was translated.

How the Leeds LEP works and the governance structure in place to ensure the vision is inherent in the project, along with delivering that in design for new builds and refurbishments, was the key theme here.

what the school has to offer and how the students take advantage of the new opportunities.

The head then closed with some of the impacts that the school is seeing, which include improved attendance, exclusions and results.

Feedback from the delegates included "Excellent morning. Inspirational!" and "Very informative."

Keep an eye on our events page on the website for details of the next BSF Open Day in the autumn: www.partnershipsforschools.org.uk/media/event_list.jsp

"Excellent morning. Inspirational!"

The networking break was then followed by a guided tour of the school. The delegates were taken round in groups led by sixth formers who were full of enthusiasm for the new school and proud to show it off.

The second half of the morning was kicked off by Derek Longden of RM, the ICT company providing the Leeds managed service. He reiterated the importance of sharing introduced earlier in the day and also touched on measures taken to ensure student voice played a part in what was delivered.

The final presentation of the day came from Allerton High's headteacher Elaine Silson, who detailed the main changes that the Allerton project has brought to the school. The presentation was then handed over to one of the sixth form guides, Richard Crossley, who focused on the changes that he's seen in



Delegates on a tour of the school at the BSF Open Day in Leeds

New from Pfs

May was a busy month for Pfs with the launch of two new initiatives aimed at making BSF the most far-reaching and educationally transformational programme ever undertaken; while a new series of films showcases the 'top tips' for successful sports facilities in new and refurbished schools.



Minimum Design Standard

In the week when the Government announced that all new publicly-funded buildings would need to meet tough design standards before they can be built, the Minimum Design Standard (MDS) for BSF was launched at a London BSF school hailed for its excellent design.

The Minister for Schools, the Rt Hon Jim Knight MP, was joined by Tim Byles of Pfs and Sir John Sorrell, Chairman of the Commission for Architecture and the Built Environment (CABE), to introduce the new jointly-developed MDS to around 150 architects, and built environment and construction specialists at Stockwell Park High School, Lambeth, on 13 May.

Proposed designs for BSF sample schools will continue to be assessed by CABE's schools design panel. Under the new regime only designs graded by the panel as 'very good' or 'pass' will be able to proceed through procurement and into construction - designs graded 'unsatisfactory' or 'poor' at their final review will be stopped. For the first time, educationalists will also sit on the panel to advise how the design can best meet the local authority's aspiration for transforming education.

With a number of BSF schools already award

winners for their design, the Minister said that such high quality should be the norm for all schools. He added: "It is the first time ever that independently assessed, clear, objective and robust design standards have been laid down for a public sector building construction programme. It adds real teeth to the design process so that any project failing to make the grade will simply not move forward – and that all building projects are fully assessed before construction. It will make the design process faster and more efficient by promoting best practice and thinking in school design. And it means that teachers and students are involved right from the start."

Features of the new Minimum Design Standard include:

- a new, simpler four-point grading system with designs rated 'Very Good', 'Pass', 'Unsatisfactory' or 'Poor';
- educationalists, sustainability and landscape specialists to join the peer review panel;
- views of teachers and students will be fed into panel discussions;
- project architects will be able to present their school designs to the panel;
- three separate reviews of designs will be carried out, with designs graded 'Unsatisfactory' or 'Poor' at the third review unable to proceed through procurement;
- random checks will be carried out on non-sample scheme schools to ensure that the quality of design is consistently high across a local authority BSF scheme; and
- CABE will provide more in-depth feedback reports, example panels will be published to educate and inform, and there will be more training opportunities for Client Design Advisers to enhance the support given to local authority BSF teams.

The MDS is now being piloted with BSF schemes in Wave 5. Get more information about the MDS and the design review process at www.cabe.org.uk/design-review/schools

The Transformation Trust

It was a day to remember for around 500 students on a trip on the London Eye where they had the chance to watch Shakespeare performances on the Southbank, see a mini F1 car speed along a race track, enjoy a hearty, healthy breakfast, and find out more about how hundreds of people found their dream job. But their reason for coming to the capital from across England had a more important aim, to mark the launch of a new independent education charity, set up by Pfs. The Transformation Trust will give young

people across England access to opportunities and experiences aimed at transforming their futures and helping them fulfil their potential.

The Transformation Trust will support extra-curricular activities for students in new BSF learning environments across England to help them develop new skills and interests and increase their self-esteem and confidence. Funding from the Trust will also help smaller charitable organisations to work with a larger number of schools and young people, and across a wider geographical area, than they are currently able to do.

Sir David Bell, Chair of Trustees said: "Every young person deserves the best possible start in life and the aim of the Transformation Trust is to help them do just that: providing students and young people – no matter what their background – with the opportunities and experiences that will help them fulfil their potential.

"At the moment access to before and after school activities can be patchy, based on what projects are available locally or the ability to pay. The Transformation Trust will create a level playing field so that it makes no difference whether you are a student in Durham, Dagenham or Devon, as to the opportunities available."

A number of private sector companies involved with BSF have been amongst the first to lend their support to the Transformation Trust, including the Founding Members: Balfour Beatty, Bouygues, Carillion, Dell, Partnerships UK, PriceWaterhouseCoopers, Redstone and RM.

Sir David added: "Despite the challenging economic conditions, we have been overwhelmed by the level of support and interest from the private sector – both in terms of financial resources and a personal time commitment from senior individuals. Pre-launch we have already raised over £1 million from a small number of key players, enabling the Transformation Trust to begin work with the BSF schools that have opened to date from the start of the new academic year in September.

"Today is a day of celebration, but it is only the start of what we hope to achieve together. Our ambition is to raise £20 million



New from PFS, cont'd

in the first five years of the Trust, with a view to it becoming England's largest and most far-reaching education charity over time."

Sir David Bell features in this issue's *Insite* interview (page 17). To find out more about the Transformation Trust, from the projects it funds to how to become involved as a supporter, go to www.transformationtrust.org.uk

The first four projects funded by the Transformation Trust from which schools can choose are:

Magic Breakfast – A quarter of pupils in some of the UK's most deprived areas arrive at school too hungry to learn. Magic Breakfast delivers free, healthy breakfast items to schools, but it also helps to build leadership and social enterprise skills within these school communities to enable them to self-fund urgently needed food provision in the future.

Shakespeare Schools Festival – will work with schools to maximise their new drama facilities, and give students opportunities to work as a team, develop self-confidence as well as develop performance skills. Students and teachers will take part in acting and directing workshops, and will be given support as they produce an abridged version of a Shakespeare play to perform in a professional theatre.

Formula 1 in Schools – brings the thrill of F1 within the reach of young people. It enables schools to take part in an International inter-school competition that encourages young people to consider engineering as a career. Schools are challenged to build a mini F1 car capable of travelling at scale speeds of up to 220mph.

icould – helps young people find out more about the bewildering array of job opportunities by videoing people across the country and getting them to explain their route from school to where they are now. People already filmed include business leader Sir Richard Branson, the theatre director Trevor Nunn and TV presenter Davina McCall. The careers web resource launched this year will help young people to raise their aspirations.

PE & Sport 'Top Tips' films

How do you make sure that two schools sharing a single site have access to PE and Sport facilities? How do you manage running your school's sports centre for public use?



What can you do with the high ceilings and open spaces in your double-height reception area? These and many more questions are addressed in the series of short films that make up the *BSF PE and Sport Top Tips* film, which is now available to watch on the PFS website.

The series of short films, commissioned by PFS, Sport England and the Youth Sport Trust in response to requests from headteachers, features a range of secondary schools that have been involved in capital programmes (pre-BSF), along with some of the results of the first wave of BSF. The films include top tips directly from headteachers and other members of the school who have had an input into the transformation journey, and design advice that should be relevant to all schools taking part in BSF and other capital programmes.

Rebecca Bracey, one of three PE and Sport Advisers at PFS, said the aim was not just to showcase new PE and Sport facilities but to share the experiences of managing a programme like BSF in schools. She added: "As the BSF programme matures there are lessons from the early days we can share with others. The Top Tips films give those embarking on their own transformation programme a chance to hear about what worked well, and in some cases some lessons learnt, directly from school decision makers. We hope the films will both inform and inspire to ensure that BSF investment provides top quality PE and sporting facilities and learning environments that can benefit the whole community."

Among the projects featured are three BSF schools. Aspiring sports college Pendle Vale in Lancashire, a Wave 1 school which opened in September 2008; and Manchester's first BSF project, which also opened in September 2008, consisting of two schools co-located to form Gorton Education Village.

Pendle Vale features a climbing wall making good use of the space in the reception area. Other tips from the school include: thinking about a new image and identity to go along with the new start for the school; giving teaching staff the opportunity to find their feet in the new school - from how to find their way around to settling into their classroom - before students arrive; to consider making use of off-site sporting facilities and

not feeling that every school needs to offer all facilities under its roof. Pendle Vale has also established a social enterprise company to manage community use of its facilities as part of its commitment to extended opening hours.

Meanwhile Gorton's innovative use of space includes a fitness suite on the mezzanine level of the school building; staggered school days and separate timetables for the two co-located schools so they can maximise the use of facilities without getting in each other's way; a 'healthy lifestyle' wing which is open to the local community combines PE and Sport facilities with food technology and enables the school to focus on the importance of healthy lifestyles and diet. Gorton's most important top tip is that a member of staff should be given the time, resources and freedom to work on managing and delivering BSF and the change management process in the school.

The films are available on the PFS website in the PE & Sport section and the BSF case studies area. www.partnershipsforschools.org.uk/library/PE_dvd1.jsp

Transforming education through BSF

New guidance and information to help schools and local authorities plan for their BSF projects is available on the PFS website. The Schools Strategy for Change (SSfC) builds upon lessons learned from the early waves of BSF and provides a structure for preparing schools' transformational educational visions and strategies.

SSfCs are a key element in the overall authority-wide strategy for educational provision and change management programme and are critical in developing truly transformational education design briefs. They are particularly important in BSF because it is at school level where real change takes place. The structure of the SSfC encourages the school to look closely at all its work, and the relationships between what it does and its buildings, site, learning environments and ICT.

The Education Transformation section on the PFS website is now live with resources and case studies to help schools and local authorities understand the expectations of transformation. It includes a link to *Expectations of Transformation with BSF*, which has been put together with information and support from a number of organisations including: ASCL, Becta, ESSA, Innovation Unit, NAHT, NCSL, NGA, The National Strategies, QCA, SSAT and TDA.

Get more information online at www.partnershipsforschools.org.uk/library/education_transformation.jsp



Presentations at Portsmouth Bidders' Day took place in the iconic Spinnaker Tower.

Delivery in Action: Portsmouth City Council Bidders' Day

Many of the consortia interested in bidding to deliver Portsmouth's estimated £200 million BSF project attended an event in the iconic Spinnaker Tower on the afternoon of 17 June.

A great chance to discover more about the city's pride, passion and priorities for transforming secondary education, guests at the event were greeted on arrival by a performance from the Portsmouth Music Service before being taken up to the viewing platform 100 metres above the harbour for views of the city and the Solent.

The event was deliberately given an intimate and personal feel in order to give guests direct access to key councillors, the city council's Chief Executive, headteachers, and Chairs of Governors.

Following four short presentations guests discussed the plans while taking in a bird's eye view of where the BSF programme will transform education in the city. Mike Fowler, BSF Project Director at Portsmouth said: "All the feedback from bidders and local stakeholders has been incredibly positive regarding the style, timing and venue for the event and also on the powerful city-wide drive, passion and ambition for our BSF vision and proposals."

Portsmouth City Council is seeking to appoint a consortium and establish a Local Education Partnership (LEP) to deliver its BSF project and they have taken particular care to ensure that no bidder or bidders are placed in a privileged

position by being provided with information that is not available to the bidding community at large.

In order to streamline the process, the council divided the bidders into two groups: 'Tier 1' was made up of 32 main consortia who are active in the BSF market and 'Tier 2' for those who would be interested in sub-contracting and supplying opportunities. Tier 2 includes the wider business community and it is anticipated that BSF will provide a significant boost to the local economy and job opportunities.

"All the feedback from bidders and local stakeholders has been incredibly positive regarding the style, timing and venue."

"From informal soft marketing we were clear our Bidders' Day should be specifically aimed at Tier 1 bidders. We've communicated clearly to Tier 2 bidders on our intention to hold a similar event specifically for them in October once we have shortlisted three bidders for competitive dialogue. They are fully supportive of this segmenting of the bidding market and agree that it is much better use of everyone's time and resources. I am absolutely delighted with our Bidders Day event and would commend our arrangements to others." said Mike Fowler.

All bidders interested in the process receive the regular BSF procurement 'Transforming Learning' e-newsletter and Tier 2 bidders have also been invited to register on the E-business builder website. E-business builder is an original initiative developed by Portsmouth

City Council which encourages working relationships throughout the supply chain by facilitating access to contract opportunities for local SMEs, including Social Enterprises, and assisting contractors in sourcing quality resources and skilled labour to fulfil their contractual commitments.

The city council's procurement process for BSF commences formally with the publishing of the Official Journal of the European Union notice in July 2009.

For further information visit:
www.portsmouth.gov.uk/learning/ and
www.ebusinessbuilder.org.uk/



Update: Delivery Partners

NCSL

Danish design is a major national export and consumers worldwide are familiar with a range of brand names, from Bodum to LEGO.

Danish schools have also provided some of the most inspirational and influential designs for anyone working on new-build and remodelling capital projects like the Building Schools for the Future and Primary Capital programmes. Danish schools such as Hellerup, Ørestad and Ordrup are now synonymous with design for learning spaces.

The international attention their designs receive prompted the Danish Government to bring its top school designers and engineers to London for a two-day event. NCSL was a lead partner for the event, *Learning from Denmark*, which focused on sharing expertise in pedagogy and learning spaces with the BSF community.

There were keynote presentations from both countries but the real attractions were the presentations and workshops featuring the designers and engineers who have created some of the best schools in the world.

Steve Gater, a consultant headteacher for NCSL's BSF programme, said: "One thing I took away is the phrase used by the Danish Ambassador, Birger Riis-Jørgensen that we should "design schools to wrap around the learner." I think it is the best phrase that I have come across for Building Schools for the Future. Put learner needs and aspirations first when building schools and schooling.

"The event also convinced me to 'hot-desk' my presence around my own school, carrying out my duties in different locations to be close to student and staff voice as we go through our own BSF development.

"The insights of the Danish developers are extremely important for all school leaders starting out on their BSF journey so that they focus on their vision for learning and the needs of their own learners."

For more information about NCSL's leadership programmes for BSF and the Primary Capital Programme, go to www.future.ncsl.org.uk

CABE

CABE's schools design panel has been reviewing designs for BSF sample schools since July 2007 and with the introduction of the BSF Minimum Design Standard they want to give bidding teams every opportunity to get their designs right sooner and more easily.

To help teams achieve this they have published *Successful school design**, a publication and web resource to help teams develop high-quality designs for all BSF schools – whether new-build, remodel or refurbishment projects.

Drawing on CABE's experience of designing school environments that will support BSF's aspiration to transform education, *Successful school design* focuses on three key areas:

- *How CABE's schools design panel works* for clients, bidding teams and planning authorities in the review process. Listing in full the 10 assessment criteria used by the schools design panel and explaining what the overall design quality ratings mean, it gives details of the briefing meetings and site visits by CABE staff before the review, as well as what happens at the review and after.
- *Questions to ask* helps bidders and designers prepare their schemes. It sets out the key issues, based on the 10 assessment criteria, that bidders and design teams should consider when designing secondary schools. It also helps local authority clients to develop briefs and evaluate bidders' schemes. The web resource includes annotated examples of schemes seen by the schools design panel that meet the 10 assessment criteria.

- *Effective graphic approaches* aims to help bidders and designers whose BSF school projects are being reviewed by the schools design panel to prepare their visual presentation. Featuring effective graphic examples of the eight sheets required, and illustrating designs for new-build and refurbished schools on both urban and rural sites, each graphic shows how the proposals relate to the 10 assessment criteria.

Successful school design is available at: www.cabe.org.uk/design-review/schools

* *Successful school design* will be revised in August 2009 to reflect changes that will be introduced shortly.

4ps

4ps are working with local authorities who are preparing or have recently submitted 'Readiness to Deliver' (RTD) documents and are awaiting feedback from PFS.

Support in the 'Expert Client Programme' is focused initially at raising awareness among decision makers and change managers regarding the key issues associated with BSF, particularly around the scale, ambition and complexity of the programme and the opportunity it brings to accelerate change. It also challenges participants to fully engage in their role/responsibilities within the process.

Available at no charge to local authorities, the support programme includes initial briefing sessions; a two day 'Resources and Skills Review'; and access to a one-day project team development module that covers project initiation and strategy for change.

An experienced member of the 4ps team is also available to attend Project Board and Team meetings on a regular basis in an advisory/mentoring role until the authority's formal entry into the programme at the remit meeting. They can advise on challenge/guidance around the preparation of the RTD document; ensuring compliance with 'pre-remit' criteria; and the recruitment of key BSF personnel and advisers. This role may be extended beyond remit stage, subject to authority funding.

4ps also offer a range of other services to local authorities, including:

- access to 4ps cross-sector staff and documentation;
- access to 4ps Community of Practice; and
- access to BSF Regional Network Meetings (termly).

Contact Juliet Manuel on 020 7296 6724 or via juliet.manuel@4ps.gov.uk for further information.

Note: The Expert Client Programme is in place until 30 September 2009, after that date please contact PFS for details of the replacement programme.

The *Insite* Interview

Sir David Bell, Chairman of the *Financial Times* and Director of People at Pearsons, is Chair of the Transformation Trust – a new independent education charity set up by Partnerships for Schools which will give young people access to opportunities and experiences aimed at transforming their futures (see page 13 for more on the Trust's launch).

Sir David is also Chairman of Common Purpose, Crisis, the International Youth Foundation and Sadler's Wells.



You are already an active supporter of a number of charitable organisations, what attracted you to the Transformation Trust?

I am very impressed by the whole ethos of Partnerships for Schools so I was instantly attracted by the idea that we have a great chance to complement the physical rebuilding of schools all over the country by supporting imaginative, engaging and inspiring extra curricular programmes that will really appeal to students, teachers and parents.

What is your ambition for the Transformation Trust?

We have a great group of trustees and our ambition is that we can find and support programmes which will inspire students to do all kinds of things they thought they could never do and give them the confidence and 'sparkle' to go on doing them.

It's also a great opportunity to present subjects - from engineering to Shakespeare - in lively and inspiring ways. We also hope that we can help these brilliant new school buildings become a focal point in their communities for parents as well as students.

Is there a sense that it's more important than ever to provide extra-curricular opportunities, given the challenging economic climate?

Yes. The economic climate is a key factor and we hope that some of our programmes will help students get great jobs. But the Trust is also about giving students two things - the sense that they really can do anything, but also be given the opportunity to do it.

Of course, we hope that some of the programmes we support - like F1 in Schools for example - will inspire students to think

quite differently about engineering and think that, maybe, it is for them after all. That will be good for the economy, but if we can also help students become really confident and ambitious about what they can achieve that will have a palpable long-term economic benefit as well.

You're well known as a patron of the arts. If you could earn your living as an artist, what talent would you choose?

I would like to be a great stage actor though I know I would not be a very good one. There is nothing to beat the intensity of the silence that grips a theatre when people are caught up in a great play or a great performance. And to see people who are shy off stage become quite different on stage is also fantastic.

In your career, what are you most proud of to date?

When I was at the FT we took a hard decision to close our printing plant. But I helped design a programme to retrain some of our printers as journalists. We took 16 of them - and they did not have a single exam between them - and designed a six month course. Eight passed the course and of those, four chose to work on the FT.

Until then no one had thought that these members of staff were capable of anything like this. It taught me never to judge by appearances and never to make assumptions about what people can or can't do.

One of the worst things about Britain is that we have a tendency to pigeonhole people and we miss out on an awful lot of talent as a result.

Finally, the question we ask all Insite interviewees: Which three people – dead, alive or fictional – would you like to have dinner with?

Nelson Mandela (maybe with Gandhi if he was available!) because of his unique combination of steely determination and lack of bitterness.

William Wilberforce because he helped lead the first great movement of 'ordinary' people in history, which achieved real, peaceful change and abolished slavery.

Charles Darwin because he went where his mind took him, found everything interesting and transformed the way we think about the world.