

Issue 4

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Schools for the future

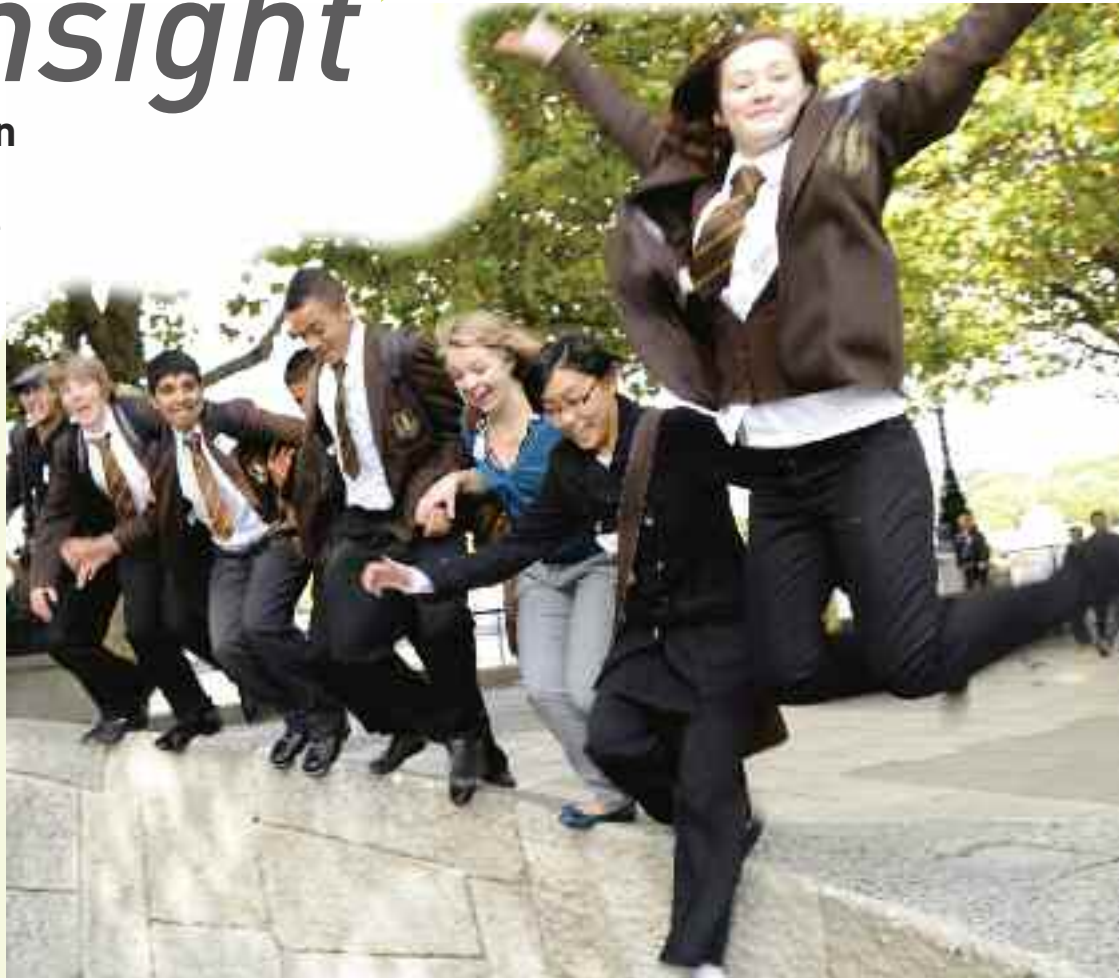
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'insight'

Welcome from Alison

Since the last edition of 'insight', the Schools for the Future Programme has made several significant steps. Our progress towards developing new ways of leading and managing schools continued with the formal announcement of a competition to run a new co-educational secondary school at Howden Clough. Westborough High School began its consultation to acquire a Trust and the Dewsbury secondary schools have started working collaboratively in a partnership to support the transitions in the area. We have just completed the consultation to bring together the two primary schools at Bradley.

Our proposals for a new pattern of provision moved forwards with publishing several statutory notices. These related to the closure of Birkdale High School (linked to the associated expansion of other secondary schools in Dewsbury) and the Whitcliffe Mount Pyramid middle schools. The Cabinet considered reports on the outcome of consultation about the proposed closure of



Castle Hall, expanding Mirfield Free Grammar and the changes to Batley Girls High School and Batley Business & Enterprise College.

In our four BSF sample schools (Westborough, Whitcliffe, Earlsheaton and Thornhill) students and staff have been working on their School Strategies for Change. These will define for each school how they want to transform learning, and how the building programme will support this. They have used these to work with our technical advisers and architects to develop early designs, which will continue to be refined over the next six months. Companies looking to become our Local Education Partner will use these as the basis of more detailed designs that we will assess as part of the procurement process next summer.

Overall, it has been a busy summer and autumn and we will keep up the pace throughout the winter!

Alison O'Sullivan,
Director for Children and Young People Service

A word from Margaret

By the time you read this 'insight' our Strategy for Change 2 will have been sent to Partnership for Schools. As a key document that defines the BSF Programme, sending this to Partnership for Schools marks a huge milestone in the progress of Schools for the Future in Kirklees. It builds on the 'what' we said we would do and explains 'how' we will deliver the various aspects of the Programme and provides value for money. See below for more information about this important document.

To give schools consistent support and a clear line of communication with the many areas of the Programme, we have set up dedicated Project Groups. These Groups will help with transitions for staff and students, and define and deliver the transformation of learning in each school. The Project Groups are led by a senior officer from the Learning Service, supported by School Improvement Officers. We will also be nominating named link officers for each school for HR, asset management, finance and other areas of the Programme as needed.

In addition to the Project Groups, we have strengthened the Schools for the Future Team. Lynnette Cassidy joined us in September from the School Improvement Team and will initially work closely with Heads and their Senior Teams in the development of their individual School Strategy for Change. Lynnette also has a key role in leading and co-ordinating the school support teams and Project Groups in delivering change management across schools.

Another new member of the Team is Jane Greaves who joined us early in November as Secretary and Team Administrator. Jane has previously worked in Adults and Communities and has a background in administration, secretarial and co-ordination work as well as many years in a commercial environment most recently in recruitment.

A warm welcome to both Lynnette and Jane!

Margaret Parker

Schools for the Future Programme Director

Strategy for Change – an Update

Earlier this month, we submitted the second part of our Strategy for Change. This is a two-part document, Part 1 was approved by Partnership for Schools in June this year. It defined our key challenges in north Kirklees and our ambition for what BSF will achieve. Part two shows how these ambitions and objectives will be delivered and achieved.

In the second part, we describe how we will address our approaches to personalised learning, inclusion, ICT, the 14-19 agenda, the community and family engagement. We show how our investment priorities for the new pattern of provision, ICT and school facilities will enable these approaches to be delivered, and how we will ensure through our change management plans that schools are fully supported through the transition.

Reviewed, scored and evaluated by Pfs, DCSF and other national agencies, we expect to have initial feedback on our Strategy before the end of the year. Both parts of the Strategy for Change are on our website - www.kirklees.gov.uk/bsf



Consultations & Competitions and outcome reports

Whilst the sun almost shone throughout the summer months and schools enjoyed holidays, behind the scenes work continued to support the next steps needed to deliver the north Kirklees SfF Programme.

Howden Clough

In August, a competition notice for a new co-educational secondary school at Windmill Lane in Howden Clough was published. Interested parties attended a seminar on 14 September where they heard more about exactly what would be required. The next step is for those interested to submit a bid by 22 December. Shortly after, a list of all bidders will be published with the decision being made towards the end of March 2010.

Westborough High School

Westborough High School recently completed their consultation to seek views on changing from a community school to become a Trust School from January 2010. The Trust the school Governors are proposing would bring together The University of Huddersfield, Heckmondwike Grammar School, Kirklees College and Kirklees Council. The Trust partners will work together with the school to bring a range of expertise and experience to enrich the school's curriculum and support the school's commitment to transform learning. They'll bring new energy, experience and enthusiasm helping to improve standards even more and deliver enhanced services.

Bradley Primary Schools

As part of the overall plan which seeks to combine separate infant and junior schools into all-through primary schools, the first steps have been taken to combine the two schools at Bradley into an all-through primary school. The statutory consultation to establish a new CE(VC) primary school at Bradley began on 7 October. The proposal means that Bradley CE(VC) Junior School and Bradley CE(VC) Infant and Nursery School would close as two separate schools and a new single school would open on the same site from 1 September 2010. As both schools share the same building, they could easily be developed into one all-through 5-11 primary school. The consultation on this proposal closed on 20 November.

Dewsbury High Schools

During October, statutory notices for a number of secondary schools in north Kirklees were published. These notices begin the process to make changes to schools in the Dewsbury area and cover the closure of Birkdale High School. They detail how Westborough High School, The Community Science College @ Thornhill and Earlsheaton Technology College will expand to accommodate the closure of Birkdale.

Spenn Valley Schools

Linked to the proposals in Dewsbury, Spenn Valley Sports College will also see an expansion to their pupil numbers. For the Whitcliffe Mount Pyramid, notices for the expansion of Whitcliffe Mount Specialist Business & Enterprise College is linked to the notices regarding the closure of middle schools. The schools included in these notices are Gomersal Middle School, West End Middle School and Whitechapel Middle School. Gomersal First, Gomersal St Mary's First and Nursery, Scholes First and Nursery and Howard Park Community Schools will all change to all-through 5-11 primary schools.

Batley Schools

On 2 October the Cabinet agreed the proposals to relocate Batley Girls' High School – Visual Arts College from their Windmill Lane site to a shared site with Batley Business & Enterprise College at Batley Field Hill from 2013. A great deal of thought was given to understanding the respective points of views of the local communities, recognising that both schools have the confidence of local communities and have been improving in recent years. The proposal agreed at Cabinet allows both schools to keep the best of what they currently offer, including subject specialisms and build upon that. The new arrangements will include separate education for boys and girls with teaching taking place in single gender groups. There would be close curriculum co-ordination with shared specialist facilities and staff across the two schools. This ensures that the full breadth of curriculum is delivered and that the very best use is made of resources in both schools.

The Programme – The journey so far

The Kirklees Schools for the Future Programme began in 2006 with our Readiness to Deliver. Over the last three years detailed planning, preparation and numerous consultations have been held. Throughout this year, a huge amount of work has been undertaken and significant progress has been made. Here's what's been achieved so far, what's still to be done and what will happen in 2010.

2009 April
Revised consultations begin following feedback from 2008 sessions.

June
Strategy for Change 1 is delivered and approved by Partnership for Schools

September
BSF schools develop their Schools Strategy for Change and begin working on high-level conceptual designs
Learning Guides published on internet supporting the New Shape For Learning
Specification drafted for Information & Communication Technology
Site surveys commissioned
Statement of Intent for Westborough Trust submitted to Department for Children Schools & Families

October
Outcome reports for Batley Girls High and Batley Business & Enterprise College were discussed at Cabinet – agreement to moving Batley Girls to share the Field Hill site.

October
Statutory notices affecting 13 primary, middle and secondary schools were published
Consultation with schools and governing bodies on the Vision for Sport and PE
Change Management Project Groups set up to support BSF schools
Work on Integrated and multi-agency working with schools starts



November
Strategy for Change
goes to Cabinet and then
Partnership for Schools

December
Competition for new school at Howden
Clough closes
Outcome reports discussed at Cabinet
following the representations from the
Statutory Notices issued in October.
School Strategies for Change nearing
completion


March
Finalisation of Outline Business Case
Sample schools designs at Outline
Planning Consent

2010 January
Bidders for Howden Clough
school announced
Adjudicators decision expected on
proposed closure of Castle Hall

April
Outline Business Case submitted to
Partnership for Schools

May
Outline Business Case reviewed by PfS

June/July
The procurement for a Local Education Partner
begins with adverts placed in the Official
Journal of the European Union inviting bidders
to take part in a competitive dialogue process.
This will take around 6 months.



Work continues around transforming learning and looking at how each school will be organised, led, structured and managed. This includes reviewing the curriculum and ways of teaching to take advantage of new facilities, looking at how collaborations of schools can help raise standards, Continuous Professional Development, leadership academy and change management programmes

Change Management

The Change Management workstream led by Julie Bowdidge has undertaken an in depth analysis of the change which will need to be delivered through Schools for the Future. The Group have identified seven key aims of the overall change management process:

- Capacity to deliver long-term sustainable change management at all levels
- An embedded capability to deliver/embrace effective long-term change
- A collaborative and creative approach to change at all levels
- Ensuring appropriate support for all involved in the change process
- Measurement of the impact and effectiveness of cultural and organisation change
- Winning 'hearts and minds' of all stakeholders at every level
- Leadership of change at all levels

To deliver these key aims, the "putting leaders together" framework has been produced.

The learning and development opportunities the framework offers is not just for current leaders but for all levels and roles in all schools. To support and facilitate this development, a Leadership Development Steering Group has been formed including Head Teachers representing all phases of learning.

As well as traditional development programmes, there will also be different and creative opportunities for development. These will include short-term secondments to work on research and development projects. For example, looking at different models of leadership or even leadership in a different sector such as business, health or the police. Other opportunities include work

shadowing, job swaps, secondments and action research

Deputy Heads will be given the chance to take over the school as Head for a week at a time, when the head will be out of the school working on research and development projects for the leadership programme. In addition, there will be opportunities to swap with other deputies to experience different schools and leadership styles.

Leadership isn't just about Heads and Deputies. Support staff will also be provided with high quality training opportunities, looking at new roles responding to the changing needs of learning centres and developing visionary leaders within all associated disciplines.

Finally, the Leadership Development Steering Group is formulating a talent pool that will enable the team to identify and support talent and help prepare people for

the next steps in their career. As part of the talent-pool, they'll create a database to track leadership development history and ensure that networks of staff with similar interests are made.

The creation of this framework ensures that there will be something for everyone. Supported from the centre by the Leadership Development Steering Group they'll identify, support and challenge leaders in current and future roles, use the talent pool for succession planning and provide a variety of personalised learning and development opportunities linked to career aspirations. They'll help leaders explore leadership in a variety of contexts for example, in other parts of ChYPS, the wider Council, Health, Police, Business and Voluntary sectors as well as share skills and knowledge across sectors.



HR Framework

Since the last edition of 'insight' the HR Team have continued to work closely with schools and Governing Bodies to provide information to assist in the adoption of the new HR Framework. The Team are pleased to say that good progress has been made with a high number of schools now signed up. The Framework sets out key principles to manage the staffing implications of large-scale school changes, particularly those under the SfF Programme.

Within the HR Team, each school will have a dedicated named contact to approach with any Framework questions or queries. In addition, a member of the Team will visit each school regularly to support the school through the change process.



New Shape For Learning and School Strategies for Change

Earlier this year every school received a copy of the New Shape for Learning which gave an overview of our approach to transforming teaching and learning through personalisation and the wider Schools for the Future Programme. We have been adding to this on-line with more details about new approaches to Sport & PE, inclusion and ICT, which the Programme will help to deliver.

These guides have been developed to help schools when working up their own School Strategy for Change, providing a framework to be creative and really think big about how schools can transform learning and teaching. The New Shape for Learning and the individual guides can be found on the BSF website.

BSF schools have also received a CD of materials and ideas to promote debate and creative thinking from other schools and settings around the country and beyond. Lynnette Cassidy will be working directly with each BSF school to support them in developing their School Strategy for Change.

In the wider world of Building Schools for the Future

The following table provides, at October 2009, the progress report on the national BSF programme.

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| Number of schools benefiting from BSF investment | 127 – with 39 schools benefiting from BSF investment during September |
| Number of deals closed | 44 – Bradford Phase 2 reached Financial Close on 1 September |
| Number of LEPs | 26 |
| Number of local authorities in BSF | 85 |
| Value of Capital Investment | c£5 billion - value of contracts signed |
| School opening forecast | During the current financial year (2009/10) 115 schools are expected to open, with another 165 in 2010/11, and 200+ every year from 2011 onwards |

Around 30 schools – including new builds, refurbishments and some who have received ICT investment through BSF opened for the first time this September.



For more information

If you want to know more about the Kirklees Schools for the future Programme, you can look at www.kirklees.gov.uk/bsf or email any questions to the team on bsf@kirklees.gov.uk

Images used with the kind permission and thanks to the students of Batley Business & Enterprise College, Batley Girls High School, Heckmondwike Grammar, The Community Science College @ Thornhill and Westborough High School.