

'insight'

Welcome from Alison

It's been a busy time for the Programme since the New Year, not least with several recent announcements – a new school for north Huddersfield, the partnership with New College to look at Post-16 provision and the decision to appoint E-ACT to establish the new school at Howden Clough.

The new secondary school, to open 2013, for north Huddersfield will share a site with All Saints Catholic College. In order to take this important step Fartown High School would have to close, but we will work closely with students, staff and parents so that the transition is smooth. The new school will help to drive up attainment levels and offer a superb facility which is fully inclusive to all, boosting the whole area.

Early in March the Cabinet approved multi-academy sponsor E-ACT as the successful bidder to establish the new school at Howden Clough. In coming to their decision, the Cabinet recognised the great commitment to education by the Wakefield Diocesan Board of Education and talks will continue with the Diocese on how they can contribute to the success of the new school.

You may have been aware of the contention from the BBG Parents Alliance to develop Birkenshaw Middle School as secondary school. Their campaign applied to the Secretary of State to allow them to publish proposals, which was declined just before Easter. We recognise that BBG have some concerns around the school at Howden Clough and we are committed to working in partnership with E-ACT and BBG, as well as with other groups, to deal with those concerns.

Discussions have also begun with New College to explore a new base for post-16 education in north Kirklees. Many young people in north Kirklees

travel to the south of the district to continue their studies and with a need to raise attainment levels, we're delighted talks have begun about the possibility of New College having a north Kirklees campus.

These decisions and announcements bring into sharp focus that the Programme is becoming much more real and tangible. The changes we've talked about for almost 4 years are just around the corner! Another marker in the pathway to our goals was our first Bidders Information Day, held at the end of March. This is an event to tell bidders who could become our potential Local Education Partner (LEP) all about Kirklees and our BSF Programme – there's more information about this event on page 7.

Alison O'Sullivan,
Director for Children and Young People

A word from Margaret

The work on the BSF Programme continues and we're now beginning to turn the corner from the statutory processes towards procurement and bidding territory.

In the run up to Christmas, Cabinet agreed the outcome reports for 13 schools, including the decision to expand the age range for the First schools at East Bierley and Birkenshaw to 5-11

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continued from page 1

as well as the closure of Birkdale and the middle schools. The adjudicator's decision on the Mirfield schools was published in January. Canon Lindley's decision was to retain Castle Hall and not increase the size of The Mirfield Free Grammar. We are now actively working with both these schools to ensure that they are included in the programme and benefit from capital and ICT investment. Also now formally included in the Programme are All Saints Catholic College and the new north Huddersfield Secondary School both of whom will significantly benefit from BSF investment.

A major milestone for the BSF Programme Team was the delivery of our Outline Business Case (OBC) to Partnerships for Schools on 14 April. The OBC is a key document which must be completed to gain formal approval for a BSF

Change Management Support for Schools

A key dimension of the BSF Programme is the development of a change management project aimed at supporting schools through the many changes that BSF will bring.

The change management project will focus on a range of areas necessary to deliver effective change, including:

- Co-ordination
- Communication
- Devolved delivery
- Support and guidance
- Clear framework
- Programme management discipline across the system

Schools will be clustered together around shared interests and issues, and will be supported by Transformation Teams drawn from Learning, Human Resources and Asset Management. These teams will provide a consistent point of contact on all aspects of implementing change both at individual and clusters level.

A Change Management Board will be established. Schools will be represented on the Board, which will take overall responsibility for driving forward the change and transformation project. Reporting to the Board will be a number of workstreams, including the Transformation Team workstream, which will be led and co-ordinated by Lynnette Cassidy.

project to move in to the procurement phase. It builds on the work done in the development of the Strategy for Change and looks at what is deliverable and affordable.

Assisting the Programme Team is Jackie Eames, Head Teacher at Batley Girls High School. Jackie is spending two days per week with the Programme, and will be focusing on developing the Strategy for Change (SfC) for the new school at Howden Clough as well as evaluating all schools SfCs. Jackie will also begin looking at a Community Cohesion strategy. Also joining the Programme, in the Asset Team, are Mark Pearson and Chris Watson. Please extend a warm welcome to all our new colleagues. I am also delighted to say that Anne Douglas returned to the team in March as Deputy Programme Director. Anne will be based in the Programme Office, which is now based at Civic Centre 1.

The Transformation Teams have been identified and those involved have participated in briefings and development sessions to become familiar with the BSF Programme and with the expectation of them in this new support roles.

Team leaders will be talking with Head Teachers in the coming weeks about what the Transformation can offer and clarifying the types of support schools will need. The Team leaders will have access to a wide range of services and support across the council and will be well placed to provide schools with the help and advice they need at the right times.

The recruitment process for a seconded Head Teacher to support the change programme is already underway – the advert for the post was published with a closing date of 23 April. The person who fills this role will have knowledge of north Kirklees issues, will be based within the Programme and be a member of both the BSF Programme and Change Management Boards. His/Her remit will include:

- Responsibility for the co-ordination and communication of the change and transformation project
- Engagement with the Council's Executive Management Group and Elected Members
- Representation of north Kirklees and north Huddersfield Head Teachers
- Be a key link with Primary Schools in north Kirklees
- Closely liaise with the Transformation Teams

Students have designs on the future



On Wednesday 27th January students from nine north Kirklees secondary schools came

together at Batley Town Hall to celebrate the work they have carried out during the design phase of their school's 'Strategy for Change' – the school's own teaching and learning vision for the future.

In front of an audience of parents, governors, and guests including Councillors, officers and the Mayor, Cllr Julie Stewart-Turner, the students presented the 'Top Three' common issues they want the redesign and rebuilding works to concentrate on following BSF investment.

Improved learning spaces – should be spacious with lots of tables, no more plastic chairs!

The students formed 'Pupil Design Teams' and spent two days with designers and architects at The Sorrell Foundation working on their design briefs.

The Sorrell Foundation is a charity which was set up in 1999 with the aim of inspiring creativity in young people and improving the quality of life through good design. The Foundation creates and prototypes new ideas and develops models that can be widely used.



One of these models is the 'Joinedupdesign for BSF Programme' which puts pupils at the centre of the design process.

Having spent time with more than 3000 pupils, Sorrell have identified 15 common issues which appear in most schools. From these the Pupil Design Teams went back into their own schools and undertook rigorous research with their fellow students and school staff to identify their Top Six issues.



*"they have truly enjoyed every minute."
"It was a pleasure to be involved."*

A second day spent with Sorrell saw the students develop their Top Six issues into 'Mood Boards', which shows the things that appeal to them for each of their areas.

Each school had different needs. For some it was toilets, storage and social spaces, for others dinner halls, reputation & identity and furniture.

Toilets - good signage, more windows to let light in, calming colours, locks on the door that work!

The celebration event saw the culmination of the work carried out. On stage, each Pupil Design Teams presented their Top Three ideas through very creative ways showing not only their design skills but for many, their acting skills too! Entertaining, vivid and very humorous, the nine teams entertained the 260-strong audience for well over an hour to rapturous applause from the crowd!



Dinner Halls - funky & appealing, outside areas too, fingerprint technology to pay for food!



"Fantastic evening - one of my students now wishes to be an architect."

Principal Architect for the BSF Programme, Andy Vaughan, "Evenings like this remind me what this job is all about – understanding the client, getting their involvement and delivering what they want."

Cllr Cath Harris, joint Portfolio Holder for Children & Young People, with a remit for BSF said "It's been such a fantastic evening; the work that these students and schools have created is amazing. Even though we all know that under BSF the schools will be made better, it's times like this that makes me appreciate even more just how fantastic our schools in the future will be."



Brighter uniforms – casual, but smart



Big brother style furniture

Each Student received a certificate of achievement and a copy of their school's Design Brief presented by the Mayor, Cllr Julie Stewart-Turner. As part of the School Strategy for Change, the work the students have completed will be used to inform architects, designers and contractors when the redesigning and rebuilding starts in 2012.

Thank you and congratulations to the following schools and students who participated in the Pupil Design Teams and also to the Heads and Teachers for their support:

- Batley Business & Enterprise College
 - Batley Girls High School
- Earlsheaton Technology College
 - Heckmondwike Grammar
 - Spen Valley Sports College
- St John Fisher Catholic High School
- The Community Science College @ Thornhill
 - Westborough High School
- Whitcliffe Mount Specialist Business & Enterprise College



School Strategies for Change

Each of the schools in the north Kirklees phase of the BSF Programme has been working at developing their School's Strategy for Change (SSfC), the school's own teaching and learning vision for the future.

Not only do the SSfCs describe the way in which the schools will transform in the future, they also demonstrate their contribution to achieving the local authority's ambitions for young people in the future. Learning for the 21st Century is a route to personal liberation and creativity that delivers results, realises the potential of all learners and equips young people for a life in a rapidly changing world.

The SSfCs for the two sample Schools – Westborough High School and Whitcliffe Mount – Specialist Business & Enterprise College – were submitted as part of the Outline Business Case. In addition, they will be used to help potential bidders to develop designs and plans for the changes at each school.

Design and Planning

The design process is in full swing for all of the schools, with Outline Planning Applications submitted just before Christmas for the two sample schools - Whitcliffe Mount -Specialist Business & Enterprise College and Westborough High School.

The Partnership for Schools guidance states that the Sample schools are to obtain Outline Planning Permission to ensure that the control option put forward by the Technical Advisors is buildable, that its development does not contravene any Planning Policies and any potential problems are resolved before the bid stage.

Obtaining Outline Planning Permission is a lengthy process and is only a requirement for the

Sample schools. To ensure that the other schools are on the right track, they will also submit their draft plans to the Planning Team. If there is nothing untoward in the schemes and the plans are within standard Policy and Guidance, then the Planners are able to issue a Letter of Comfort which allows the planning and design to continue.

Procurement and Bidders

In addition to the design phase, colleagues in the Asset and Regeneration & Economic Development Service teams are developing the numerous contract and legal documents that will be needed to begin the 'competitive dialogue' (the tendering process), phase of the programme. This is where we will be talking in detail with companies who are interested in working with us on the rebuilding and refurbishment of the schools. The ultimate outcome will be the selection of our Local Education Partner (LEP).

The first step in this process was a Bidders Information Day, which was held on 26 March. Some 100 'bidders' from over 60 different companies were the delegates at this event and included large organisations who could be our main LEP bidders, as well as ICT partners, architects, smaller building companies and various types of consultants who could work with LEP bidders or be part of their supply chain. The potential bidders had the chance to explore the project in more detail to find out if it fits with their own business plans. They met the Programme Team, heard information about us as an Authority, our Programme and had the opportunity to ask questions. The next step will be to prepare a notice to appear in the Official Journal of the European Union (OJEU) inviting bidders to take part in the competitive dialogue process.



BSF Programme Timeline

Key milestones and activities through to September 2010

January-April

- Development and submission of the Outline Business case, which demonstrates to PFS that the Programme is affordable and deliverable.

March

- Cabinet decides the winning proposal following competition for new school at Howden Clough
- Bidders Day – initial conversations with potential Local Education Partners to ‘test’ the market and find out more about from both sides about Kirklees BSF and what potential partners might be able to provide.
- Establish the Change Management Board to manage and support change and transformation processes.

May

- National and local elections
- Refine design plans for sample schools
- Transformation Teams in place and working closely with schools
- Six week consultation for new north Huddersfield school ends.

February/March

- Cleckheaton consultation on options for St Luke’s and Moored schools and the statutory consultation for Heaton Avenue School begins.

April

- Governing Bodies to have signed letters of consent for future building works to be of part Hard Facilities Management contracts, including contribution of devolved capital funding and the ICT Managed service.
- Decision on Outline Planning Permission applications for Sample Schools
- Six week consultation for new north Huddersfield school begins.

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.

September

- Pre-Qualification Questionnaire for bidders developed and ready to send out following receipt of Expressions of Interest
- Expression of interest from potential bidders received and initial engagement with bidders who want to work with us.

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 at bsf@kirklees.gov.uk

Images used with the kind permission and thanks to the students of our north Kirklees secondary schools.