



# building schools for the future, enfield newsletter - issue 1 - january 2009

Building Schools for the Future, Enfield

Enfield's BSF Communication

## what is bsf?

BSF is a Government initiative bringing major investment to secondary schools across England. It aims to raise standards by ensuring that every secondary school has 21<sup>st</sup> century facilities within the next 15 years. It is the biggest investment in schools for more than a century making it a key part of Government plans for education reform. The investment will go into better buildings and improved ICT facilities. This will create an environment where young people can fulfil their potential and enable staff to use their skills to the best effect. The community will also benefit from better schools.

Welcome to the first edition of Enfield's BSF newsletter which will be published once a quarter. The purpose of this newsletter is to make sure that a wide range of stakeholders are engaged with the Building Schools for the Future (BSF) programme and are updated on its progress, and impact on schools and the wider community. It will be complemented by the website, which will be regularly updated to ensure information is available for all. It is expected that the website will go-live during February 2009.

Included in this edition:

- What is BSF?
- Background information;
- Personnel;
- Progress;
- Partnerships for Schools (Pfs) and 4ps;
- Project Governance;
- BSF Design Champion:
  - What is a Design Champion?
  - Why is a Design Champion important in BSF?
- Documents:
  - Strategy for Change Part1 (SfC1);
  - Expressions of Interest (EOI);
  - Project Initiation Document (PID).
- Five Initial Projects;
- Engagement with Secondary Headteachers;
- Communications;
- Other authorities in Wave 6a.

Also included, at the end of this newsletter, is the BSF jargon buster, which is also available as a separate document.

I hope you will find the BSF newsletter informative.

If you would like further copies, either electronically or hard copies, or if there is anything you would like to see included in future issues, please contact:

[caroline.baker@enfield.gov.uk](mailto:caroline.baker@enfield.gov.uk)

Best wishes,

### Bridget Evans

BSF Strategy Manager

Tel: (020) 8379 3304

e-mail: [bridget.evans@enfield.gov.uk](mailto:bridget.evans@enfield.gov.uk)

## the bsf team

<b>Bridget Evans</b>	(020) 8379 3304
BSF Strategy Manager	
<b>Mark Bradshaw</b>	(020) 8379 5597
BSF Project Manager	
<b>Caroline Baker</b>	(020) 8379 6854
BSF Project and Communications Officer	
<b>Bob Brind-Surch</b>	(020) 8379 5594
BSF ICT Programme Manager	
<b>Craig Akhurst</b>	(020) 8379 5597
BSF Technical Adviser	
<b>Glenn Richer</b>	(020) 8379 6854
BSF Financial Adviser	
<b>David Hutton</b>	(020) 8379 6854
BSF Legal Adviser	
<b>TBC</b>	
BSF Admin Support	(020) 8379 6854



## Background

In June 2008, Enfield were admitted to BSF as part of the interim Wave 6a. Enfield had previously submitted to Pfs its Readiness to Deliver (RTD) document, as well as its draft Strategy for Change (SfC). The SfC was subject to detailed consultation and circulation last year.

## Personnel

**get involved right from the start** In May 2008, BSF Strategy Manager, Bridget Evans (Headteacher seconded from Bishop Stopford's CE School) took up post to head the project.

Caroline Baker (Communications and Consultation Officer from Planning, Quality and Performance in Education, Children's Services and Leisure) took up the seconded post of BSF Project and Communications Officer in July 2008.

Project Manager, Mark Bradshaw, from Navigant Consulting joined the BSF team in November 2008. Most recent appointments include Bob Brind-Surch, ICT Programme Manager (Mouchel), Glenn Richer, Financial Adviser (PKF) and Technical Adviser, Craig Akhurst (Faber Maunsell). The BSF Legal Advisers have been appointed from Bevan Brittan. We anticipate that part time admin support will also be in post during February 2009.

## Progress

**help design your perfect school** The Pre-Engagement meeting took place on 9<sup>th</sup> October 2008 at which a number of issues were raised to resolve prior to Remit.

The Remit meeting with Partnerships for Schools (Pfs) took place on 13<sup>th</sup> January 2009. Representatives from the Council included Rob Leak, Neil Rousell, Andrew Fraser, Jennifer Hill, Bridget Evans, Chris Graham, Mark Bradshaw and Caroline Baker. Also present were representatives from Department for Children, Schools and Families (DCSF) and the Office of the Schools Commissioner (OSC).

The purpose of the meeting was for Pfs to ensure that the Council had addressed the following issues in its BSF project: Choice, Diversity, Access, and Standards; Estate Strategy and Affordability; and Project Management and Capacity. The meeting was very constructive and Pfs concluded by giving verbal assurance that Enfield had Pfs remit to continue with

its BSF project. Confirmation in writing has now been received.

## Partnerships for Schools (Pfs)



Pfs is responsible for delivering the government's secondary school renewal programme, Building Schools for the Future (BSF). Ged McClinton is our Pfs Education Adviser and Steve Batcheler our Pfs Project Director. <http://www.partnershipsforschools.org.uk/>

4ps is local government's project delivery specialist working in partnership with Pfs and all local authorities to secure funding and accelerate the development, procurement and implementation of PFI schemes, public private partnerships, complex projects and programmes. 4ps' multidisciplinary team provides hands-on project support, gateway reviews, skills development and best practice know-how. <http://www.4ps.gov.uk/>



## Project Governance

The aspects of Project Governance have been established.

The **BSF Project Board** has been meeting monthly since September 2008. It is Chaired by Neil Rousell, Joint Acting Director of ECSL. Board membership includes the Lead Member for Education, Children's Services and Youth, Director of Finance and Corporate Resources, Assistant Director for Strategy and Resources (ECSL), Director of Place Shaping and Enterprise, Head of Resources and IT (ECSL), Legal Representation, Headteacher and Governor representation, Voluntary Aided and Diocesan school's representation, representatives from Partnerships for Schools (Pfs) and 4ps, BSF Strategy Manager, BSF Project and Communications Officer and the BSF Design Champion.

The **BSF Stakeholder Group** for Enfield's BSF Project **create assets for the whole community** is our Children's Trust Board. With a couple of changes to their Terms of Reference, this group have agreed to undertake stakeholder responsibility for BSF. This was approved at the 7<sup>th</sup> November 2008 Children's Trust Board.

Membership includes the Lead Member for Education, Children's Services and Youth (chair), joint acting Director's of ECSL, chair of the Children's Trust Executive Group (CTEG), chair of the Children's Services Scrutiny Committee, the Children's

Champion and representatives from Enfield Primary Care Trust (PCT), Learning and Skills Council (LSC), Governors, Metropolitan Police, Enfield's Community Empowerment Network (ECEN), Private Nursery Provider, Enfield Children and Young Persons' Services (ECYPS), Enfield Parents' and Children, Enfield Strategic Partnership (ESP), London Borough of Enfield (LBE) Housing, and LBE Policy, Quality and Performance (PQP).

**BSF Project Team** meetings are held fortnightly and are chaired by Bridget Evans. The core membership includes all members of the BSF team (refer to 'personnel' opposite) and representatives from:

- Asset Management and Development;
- School Organisation and Development/Pupil Place Planning;
- Finance for Education, Children's Services and Leisure (ECSL);
- Secondary School Management, School Improvement Service;
- 14-19 Strategic Management;
- Legal Services;
- Procurement;
- PE and Sports Development.

Terms of Reference for the BSF Team, Project Board and Stakeholder Group are all approved and in place.

## BSF Design Champion.....

### ..... what is a Design Champion?

A design champion is a senior person within the client organisation, advocating and monitoring good design with decision makers and the Project Team throughout the project. They could be an elected member of the local council, a member of the BSF project board or a head teacher who is going to have an ongoing role beyond their own school. The important thing is that the design champion is well briefed by either in-house or external support with education and architectural knowledge, and is able to really influence decision makers if project priorities are seen to be drifting away from quality and focusing exclusively on programme and budget.

### ..... why are Design Champions important in BSF?

Each new school building or refurbishment should be seen as an opportunity to enhance the quality of the built environment. There is a real danger that high initial aspirations get watered down in the complex process of BSF. The appointment of a design champion can help to focus minds and ensure that design issues are placed

help us build  
the schools you need

firmly on the agenda of the Council when planning school developments.

Interviews for the voluntary role of Design Champion to sit on the BSF Project Board took place on 22<sup>nd</sup> January 2009. The panel consisted of Bridget Evans, Martin Cocks (Governor representative and Project Board member) and Chris Luck (Headteacher, Eastfield Primary School and Chair of the Primary Headteachers' Conference).

The successful candidate was Sara Litchfield Brown, Business Manager at Edmonton County School. Sara has experience of working with the school's buildings, both large and small scale projects, Council led capital works, refurbishments and represents the school as both client and project manager. She has managed contractors to ensure projects are delivered within budget and time constraints.

Sara has experience in tender processes, Best Value, project and design sign off, and partnership working within jointly funded projects. She has also commissioned works on behalf of the school having participated in training related to all aspects of building design and build, and has access to a network of contacts across Enfield borough and learning from both exemplars and unsuccessful projects in other local authorities.

## Documentation

define  
your strategy

Both the draft Strategy for Change (SfC1) and Project Initiation Document (PID) were submitted to PFS before Christmas 2008.

**The Strategy for Change Part 1 (SfC1)** The Strategy details the development of Enfield's vision for Education. We believe that approximately £100 million will be allocated to the first wave of the project. We are exploring the funding of our projects, in that we are examining the Funding Allocation Model (FAM) with interest and looking at the preliminary costings which have been received for the projects.

Enfield's **Expressions of Interest (Eoi)** was submitted to PFS during November 2008 for future projects. The remainder of the secondary school estate, and special schools with secondary age students, were prioritised in the submission, according to PFS criteria. We expect to receive news of the outcome of our Eoi in mid February 2009.

**Project Initiation Document (PID)** The purpose of the PID is to define the BSF programme in the

London Borough of Enfield in order to form the basis for the management, and assessment, of the success of the project.

The PID brings together in a single document the project plan, governance and management arrangements, terms of reference, risk management strategy, communications strategy and budget/resource plan. It is a key planning document which provides the structure and framework for delivery of Enfield's BSF programme. The Project Board approved the PID on 23<sup>rd</sup> January 2009.

## The Initial Projects

We have five initial projects:

1. The Gladys Aylward School: Remodelling of the 1970s CLASP (Consortium of Local Authorities Special Programme) building;
2. Edmonton County School: Expansion of the current split site 9FE to 12FE (2 x 6 FE Federated);
3. Pupil Referral Unit (PRU): Total rebuild including possible shared provision with Youth Service on the current Youth Service site, Alma Road, Ponder's End;
4. Broomfield Secondary and Bowes Primary Schools: To become Enfield's first all age school development;
5. Turin Grove School: Completion of the development.

---

## Engagement with Secondary

make your vision  
a reality

### Headteachers

Bridget Evans regularly speaks at forums within the Council to ensure that secondary headteachers are informed and engaged with the process. Many of the secondary headteachers, including Bowes Primary School headteacher, are enrolled on the National College for School Leadership (NCSL) BSF course.

NCSL provides training to make a difference to children's lives through excellent school leadership - growing and supporting current and future school leaders so that they can have a positive impact within and beyond their schools.

---

## Communications



Building Schools for the Future, Enfield

Enfield's BSF branding has been developed to ensure all information produced by Enfield has the same look and feel, and is instantly linked to BSF in Enfield.

The Communications Strategy is in place. Its objective is to **have your say** promote, and successfully manage, the flow of information relating to the BSF programme by engaging key stakeholders throughout the process. It relies on delivering a consistent flow of information to schools, all key partners and stakeholders, the local community, external partners such as the Department for Children, Schools and Families (DCSF), PFS and the local media, in order to maintain, and improve, confidence in the Council's secondary schools and the improvements that BSF will bring.

Webpages have been prepared and will be available via a direct link from [www.enfield.gov.uk](http://www.enfield.gov.uk). Following further development, we anticipate that these will go-live during February 2009.

The pages will be used as a key communication tool for the display of all public documents, and also to showcase progress and achievements on specific initiatives within the Council's BSF schools.

---

## Other Authorities in Wave 6a

- London Borough of Hounslow;
- North Tyneside Council;
- Southampton City Council;
- Staffordshire City Council;
- Rotherham Metropolitan Borough Council;
- Walsall Council; and
- Worcestershire County Council.

---

## enfield's bsf jargon buster

**Academies** Academies are all ability independent schools established by sponsors from business, faith or voluntary groups working in partnership with central government and local education partners.

**Becta (The British Educational Communications Technology Agency)** UK agency that supports DCSF in its strategic ICT developments.

**Building Schools for the Future Investments LLP (BSFI)** The vehicle set up by DCSF and PUK to work with PFS to invest in the BSF programme.

**BREEAM (British Research Establishment Environmental Assessment Method)** BREEAM assesses the performance of buildings in the following areas – management, energy use, health and well-being, pollution, transport, land use, materials, and water.

**Building Bulletin 77 (BB 77) ), Designing for Pupils with Special Educational Needs and Disabilities in Schools** Publication by DCSF that contains information on designing for pupils with special educational needs in mainstream and special schools.

**Building Bulletin 98 (BB 98)), Briefing Framework for Secondary School Projects** Publication by DCSF that sets out area guidelines for secondary school buildings.

**Call for Final Bids** The request for final submissions which is made by the local authority to the remaining participants after the conclusion of the dialogue phase.

**Commission for Architecture and the Built Environment (CABE)** A national body promoting good design of buildings and spaces. Advisory body to the BSF programme in design issues funded by DCSF to support LAs with design enablers, providing 10 – 12 days of free time allocated to each local authority project, previously to the schools PFI programme, and now to BSF authorities.

**Commercial close** This term is often used to mean the point at which all contractual documents are agreed, but will not become effective until Financial Close. This point should occur shortly before financial close.

**Competitive Dialogue** The procurement process used by the public sector for the award of complex contracts such as those for the Private Finance Initiative (PFI). This procedure was introduced by the EU and became part of English law in January 2006.

**Conventional Capital** Capital grant or borrowing approval for non-PFI projects. See definitions for Supported Capital Expenditure (SCE).

**DCSF Project Adviser** Each local authority will be allocated a BSF Project adviser at the DCSF, who will work closely with their project team and provide access to policy advisors at the DCSF. The Project Adviser will also manage the various project approvals for the DCSF, and report to Ministers on programme and project progress.

**Design and Build (D&B)** A form of contract in which a single contractor is responsible for both the design and construction of a building project. In BSF this will usually be the LEP.

**Design, Build, Finance & Operate (DBFO)** A form of contract in which a consortium takes responsibility for the design, construction, financing and operation (including maintenance) of an asset for a period of years. PFI contracts are DBFO contracts.

**Design Quality Indicator (DQI)** The DQI is a tool to assist with the briefing, development and evaluation stages of a project.

**Dialogue phase** The phase of the procurement starting with the Invitation to Participate in the Dialogue and ending prior to the Call for Final Bids. The dialogue phase enables the local authority to discuss and negotiate with pre-qualified participants with the aim of identifying the solution(s) best suited to satisfying its needs.

**Exemplar Designs** The DCSF has produced a compendium of exemplar designs for new secondary schools. These schemes are the result of a design competition held during 2003, which resulted in five teams being chosen to produce model schemes for different types of site. A sixth design is for an “all-through” school combining secondary and primary. (There are also five primary school exemplars, although these are not expected to be widely used for the BSF programme).

**Final Business Case (FBC)** The authority’s document submitted for approval to the DCSF to ask them to fund the BSF project. This is required before conclusion of the contract.

**Final Bids** The tenders submitted by remaining participants, in response to the ITSFT, once the dialogue phase has been concluded and which must include all elements necessary for the performance of the contract. Final bids should be based on the solution(s) identified in the dialogue phase.

**Financial Close** Point at which, if PFI is being utilised, the interest rate is fixed on the bank debt taken out by the bidder to finance the project.

**Funding Allocation Model (FAM)** PFS provides the local authority with a funding “envelope” for a group of schools in a project. The envelope is calculated using the FAM, based on the recommended gross floor areas and the agreed projected number of pupils.

**Gateway Review** A Gateway is a review of a procurement project carried out at key decision points by a team of experienced people who are independent of the project team. The Gateway Review process provides assurance to the Project Owner that their project can progress successfully to the next stage. Gateways have been designed to support projects that procure services, construction/property projects and IT enabled business change projects. The Gateway Review process in Local Government is managed by 4ps.

**Invitation to Participate in Dialogue (ITPD)** The document which invites participants who have pre-qualified to participate in a competitive dialogue.

**Invitation to Submit Final Bids (ITSFB)** The document which invites remaining participants to submit Final Bids once the dialogue phase has been concluded.

**Key Performance Indicator (KPI)** The KPIs will measure the ongoing performance of a contract. They are extensively used in the Strategic Partnering Agreement.

**Local Management of Schools (LMS)** The majority of funding available for schools is allocated direct to school budgets (LMS), allowing headteachers and governors to make decisions on priorities and use of funds.

**Local Choice Fund** Part of the ICT funding which allows choice of ICT equipment, peripherals and software by individual schools as part of an overall managed service.

**Local Education Partnership (LEP)** The joint venture company for local delivery of the BSF programme, formed by a local authority, BSFI and a Private Sector Partner (PSP) which is usually a consortium. The standard model anticipates the PSP owning 80% of the shares, BSFI 10% and the local authority 10%.

**Major Review Assessment (formerly, the Project Review Group)** The MRA is an inter-departmental group chaired by PFS and comprising membership of HM Treasury (HMT), DCSF and PUK. The MRA assess all BSF projects to agree their readiness to go to market and issue OJEU.

**Official Journal of the European Union (OJEU)** The publication in which contract notices appear, to which interested suppliers respond – previously the Official Journal of the European Community (OJEC). OJEU is commonly used as an abbreviation of the official notice which appears in the Supplement to the Official Journal of the EU.

**Office of the Schools Commissioner** The Schools Commissioner is appointed by the Secretary of State and has a national role to promote choice, diversity (through bringing in new providers) and fair access in the education system. This will involve encouraging the development of new Academies and Trust schools, with a view to delivering better educational outcomes.

**Outline Business Case (OBC)** Business Case which sets out in detail the scope, costs, affordability, risks, procurement route and timetable of the project such that it can be approved by the local authority to the satisfaction of DCSF and the Project Review Group (if PFI included), and for advancing to the procurement stages of the project. The OBC is written using guidance provided by PFS.

**Output Specification** A detailed description of the functions that the new accommodation must be capable of performing. Usually split into building functions and service functions. The Output Specification is intended to state only the outputs required of the services, and not the way in which the PSP will achieve these

**Partnerships for Schools (PFS)** The non-departmental public body (NDPB) set up to deliver BSF, working at both a national and local level. It is separate to BSFI, the investment vehicle. PFS has also been tasked with delivering the government’s Academies programme.

work together  
for transformation

**Partnerships UK (PUK)** Partnerships UK was established by Government to accelerate the development, procurement and implementation of public private partnerships (PPPs). PUK works exclusively with and for the public sector. It is 44% owned by HM Treasury and 5% by Scottish Ministers.

**Pathfinder project** Four projects selected in March 2003 to help shape and prove the BSF programme and which have now completed their procurement stages.

**Payment Mechanism** The basis of payment to the Contractor which provides for deductions for non-availability of spaces and non-performance by the Contractor.

**Pre-Qualification Questionnaire (PQQ)** Bidders expressing an interest in the project advertised in the OJEU are issued with a Pre-Qualification Questionnaire to establish whether potential bidders have the technical capacity and ability, economic and financial standing to deliver the project.

**Private Finance Initiative (PFI)** A procurement route established in 1995, and more widely adopted since 1997. It is an important route for much Government spending on assets, as it transfers significant risks to the private sector. PFI requires private sector consortia to raise private finance to fund the project, which must involve investment in assets, and the long-term delivery of services to the public sector. In BSF, to ensure value for money, PFI is the funding route favoured for new build projects.

look to a  
long-term partnership

**Private Finance Initiative Credit (PFI Credit)** PFI Credits represent a commitment on the part of the Government to provide a certain level of revenue support to a local authority, under the Local Government (Capital Finance) Regulations 1997. The government reimburses a contribution to the local authority (which contracts with the private sector to provide facilities) for that element of the contract price that relates to the repayment and servicing of funds borrowed to provide the facilities. The revenue support acts as a contribution to the unitary charge that the local authority will be contractually committed to paying to its PFI contractor.

**Private Sector Partner (PSP)** The private sector organisation with which a local authority enters into a PPP or PFI contract. In BSF, the PSP will have the majority stake within the LEP, and may also be in direct contract with the local authority through PFI contracts. The PSP is usually a consortium made up of a range of private sector companies working collaboratively. These might include Construction Companies, ICT Providers, Legal Advisors and Education Consultants.

**Procurement** The whole process of acquiring goods, works and services from third party providers.

**Procurement Route** The systems and procedures for commissioning work. In BSF it is anticipated that around 50% of the schools will be PFI new builds which means they will be built, maintained and serviced by an SPV set up by a LEP. The rest of the schools will be refurbished, and in some cases will also be maintained over a period of time by the LEP.

**Project Agreement** The legal agreement reached between the local authority and the private sector partner for PFI projects. For BSF projects the PFS standard form of Project Agreement is used.

**Project Directors (PD)** The PFS staff who advise the local authority project team, and lead them through the standardised BSF process.

**Public Private Partnerships (PPP)** The relationship formed between the private sector and public bodies often with the aim of introducing private sector resources and/or expertise in order to help provide and deliver public-sector assets and services. The concept of PPP embraces many forms of partnership including PFI.

**Public Private Partnerships Programme (4ps)** 4ps is local government's project delivery specialist. 4ps works in partnership with all local authorities to secure funding and accelerate the development, procurement and implementation of PFI schemes, public private partnerships, complex projects and programmes. 4ps' multidisciplinary team provides hands-on project support, gateway reviews, skills development and best-practice know-how. 4ps is providing support to local authorities for the BSF programme, through its Expert Client programme.

**Sample Schools** A small number of schools chosen by the local authority as a cross-section of the type of schools the LEP will be likely to deliver. Designs developed during the procurement process and form a significant part of the evaluation process to select the private sector partner.

**School Organisation Committee (SOC)** The SOC considers individual statutory proposals for changes to schools (e.g. new schools, school closures, enlargements and additions of nurseries and sixth forms) until May 2007 when this role passes to the local authority.

**Shareholders Agreement (SHA)** The agreement between the co-shareholders in the LEP (the local authority, BSFI and the private sector partner (PSP) which provides the basis for joint working within the Local Education Partnership (LEP), including their individual rights and obligations. It ignores the exclusivity granted to the LEP and sets out the safeguard for the public sector e.g. KPIs and continuous improvement so as to ensure ongoing value for money.

**Special Purpose Vehicle (SPV)** The company that will be established by the LEP to operate and manage individual tranches of the BSF project. Its sole purpose will be the delivery of the tranche. It will deliver the services using either PFI or traditional funding.

**Strategic Partnering Agreement (SPA)** The contractual agreement between the local authority and the Local Education Partnership (LEP) which sets out the details of the partnership working between them and defines key terms such as exclusivity and the new project approval process.

**Standardisation of PFI Contracts (SoPC)** Guidance documentation and approved drafting produced by PUK on behalf of HM Treasury, which sets out national standards for PFI contracts. The fourth edition (SoPC4) was produced in April 2007 and is binding on all PFI-funded projects.

**Strategy for Change (SfC)** The first formal component of the BSF approvals process. It is designed to capture both the local authority's strategy for secondary education and the requirements that strategy places upon the physical school estate.

**Supported Capital Expenditure (Capital) (SCE(C))** This refers to capital grant usually paid by DCSF to local authorities through the standards fund.

**Supported Capital Expenditure (Revenue) (SCE(R))** This refers to support to local authorities for borrowing for capital purposes, paid through a revenue stream by the Department for Communities and Local Government. The monthly payment made by the local authority to the provider over the lifetime of the project for the services received under the Project Agreement.

**Transfer of Undertakings (Protection of Employment) regulations (TUPE)** TUPE is intended to safeguard the interests of an employee if the organisation they are working for transfers to another employer. Existing terms and conditions are automatically transferred to the new employer.

**Wave** A group of BSF projects in a number of authorities with funding starting in a particular financial year.



We have tried to ensure you do not receive more than one copy of this newsletter however, if you do, apologies. Please recycle!

