

Report to: Panel / Cabinet

Date: 17th January 2008 / 24th January 2008

Subject: Governance Arrangements for the Wigan Building Schools for the Future Programme

Report of: Director of Children and Young People's Services

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Purpose / summary: To seek Cabinet approval for the governance arrangements for the Wigan Building Schools for the Future programme.

Alternative options considered and reason for selecting the one recommended: A range of structures and membership options have been considered. The proposed arrangements are designed to provide maximum partner, stakeholder and Local Authority contribution and ownership of the programme.

Recommendation / decision: Cabinet are asked to:

- ◆ Approve the governance arrangements for the development of the Wigan Schools for the Future programme as detailed in Appendix 3.
- ◆ Delegate to the Chief Executive, in consultation with the Leader, responsibility for the appointment of the independent Chair.
- ◆ Delegate to the Project Sponsor (the Deputy Chief Executive) responsibility for the establishment of the governance structure.
- ◆ Nominate an Elected Member to join the overall Partnership Board.

Key Decision:

This report involves a key decision within ground(s) 1.

The decision made as a result of this report will be published within **48 hours** and cannot be actioned until **seven working days** have elapsed, i.e. before 5th February 2008.

This item is included in the Forward Plan.

Risks / Implications:

Financial:	Council has already agreed to invest £1.7m in the BSF process to secure £275m of government BSF investment.
Staffing:	A dedicated team is to be established as detailed in Appendix 2.
Policy: Equal Opportunities - Has a Diversity Impact Assessment been conducted?	To be developed with the overall programme. Will be developed as part of the Strategy for Change process.
Wards affected:	All

Property Implications– Does the proposal involve a reduction, addition or change to the Council’s asset base or its occupation?

No

Does this proposal have significant implications for the Council and the local population?

A full diversity impact assessment will be undertaken as part of the Strategy for Change process.

Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?

No

Has the Director of Legal and Property Services confirmed that the recommendations within this report are lawful and comply with the Council’s Constitution?

Yes / No *

Has the Director of Finance and IT confirmed that any expenditure referred to within this report is consistent with the Council’s budget?

Yes / No *

Are any of the recommendations within this report contrary to the Policy Framework of the Council?

No

* delete which applicable

For Cabinet reports only:

Categorisation of the report:	x
Discussion leading to a decision	
Monitoring	
Sharing for corporate understanding	

	x
Discussion	
Decision	X
Information	

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
17 th January 2008		24 th January 2008	

List of Background Papers in accordance with Section 100D of the Local Government Act 1972:

Document	Date	File Reference	Place of Inspection
Report to Council – BSF Potential Procurement Partnership	September 2007		Intranet

Proper Officer Nick Hudson

Date 11th January 2008

1 Background

- 1.1 In September 2007, Council gave approval for Wigan to enter into a joint procurement process with Salford Council for a Local Education Partnership (LEP) for the Building Schools for the Future programme. Since then good progress has been made and, under delegated authority, officers have, jointly with Salford:
- ◆ Agreed a Memorandum of Understanding and Costs Sharing Protocol with Salford City Council.
 - ◆ Published the relevant OJEU Notice.
 - ◆ Published the Pre Qualification Questionnaire.
 - ◆ Assessed the initial expressions of interest.
 - ◆ Selected five bidders to be invited to enter the first stage of the competitive dialogue process.
 - ◆ Produced the Invitation to Participate in Dialogue (ITPD) bidder documentation.
- 1.2 Responses to the Invitation to Participate in Dialogue stage will be returned by bidders in late December with the selection of those to be invited to “Continue Dialogue” due to be made by 23rd January 2008. A full timetable for the tendering process is attached as Appendix 1.
- 1.3 Wigan has entered into the joint procurement process with Salford in the hope of securing entry to an earlier wave of BSF than was originally planned by government. Wigan was originally scheduled by government to enter BSF in the last wave (2013 at the earliest). As explained in previous reports on this matter, the “normal” process would require Local Authorities to spend around eighteen months preparing and seeking government approval of their Strategy for Change for BSF and their Outline Business Case before seeking to procure a LEP. This is the approach Salford City Council has taken. Wigan is effectively intending to run these two processes in parallel to help secure our early entry to BSF. This approach has been encouraged by Partnerships for Schools.
- 1.4 The Strategy for Change will outline our vision for the future of secondary education in the borough and will include details of the proposed number, location and design of all secondary schools in the borough. The Outline Business Case will contain detailed proposals for the development of each secondary school.
- 1.5 Partnerships for Schools have now issued Wigan with indicative BSF budget figures which would result in an investment of £275m in the Wigan Secondary School Estate.
- 1.6 We are now at the stage where we need to gain approval of the proposed Governance arrangements for both the joint Salford/Wigan LEP procurement process and for the development of the Wigan BSF Strategy for Change and Outline Business Case.

2 Management Arrangements for the Wigan BSF Programme

- 2.1 Council previously agreed to invest £1.722m in the shared procurement costs with Salford City Council and in the establishment of a Wigan BSF Management Structure. The Wigan BSF Management Structure has now been developed and is attached as Appendix 2 for information. Recruitment activities are currently underway to populate this structure. An interim Service Director is currently in place.

3 Governance Arrangements for the Joint Procurement Process

- 3.1 In September 2007, Council delegated authority for approving all stages of the procurement process to the Chief Executive in consultation with relevant Directors and the Leader.
- 3.2 A joint Wigan/Salford procurement Board has been established to oversee the process. Wigan is represented on the Board by the Deputy Chief Executive, Deputy Director of Children and Young People's Services and Interim BSF Assistant Director. Further recommendations regarding the eventual composition of the LEP Board will be submitted to Cabinet for approval in due course.

4 Governance Arrangements for the Development of the Wigan Schools for the Future Programme

- 4.1 The BSF programme is not simply about building new schools. It is a once in a lifetime opportunity to bring about transformational change in our approach to learning and in so doing to change the aspirations, ambitions and achievements of future generations of young people. The BSF programme also provides a major opportunity to contribute to regeneration and to community access to services across the borough. It is essential therefore that we engage the broadest possible range of stakeholders and partners, and all parts of Wigan Council, in the development of our Strategy for Change. It is also essential that a one council approach is adopted in the development of BSF. To reflect this, the project sponsor will be the Deputy Chief Executive whilst management responsibility for the programme will sit within Children and Young People's Services.
- 4.2 The programme will be lead by a Partnership Board supported by three "transformation teams" who will each lead key aspects of the programme. All council departments and relevant partners and stakeholders will be involved in and represented on the range of transformation teams to be established.
- 4.3 It is proposed that an Independent Chair is appointed to lead the overall Board. This will be a voluntary, non-political, unremunerated post and, it is proposed, would be appointed by the Chief Executive in consultation with the Leader.
- 4.4 A proposed governance structure for the development of the Wigan Schools for the Future programme, including roles, remits and membership of each key group is included at Appendix 3.

The process of the development of our strategy will include the production and approval by government of a series of documents, each providing a greater level of detailed proposals. This will include the:

- ◆ Readiness to Deliver
- ◆ Strategy for Change (Part 1)
- ◆ Strategy for Change (Part 2)
- ◆ Outline Business Case (OBC)

All of the above documents will be developed using the governance arrangements outlined in Appendix 3 and will be submitted for approval to Cabinet before being confirmed. It is hoped we will complete our draft OBC by January 2009.

5 Proposals

5.1 Cabinet are asked to:

- ◆ Approve the governance arrangements for the development of the Wigan Schools for the Future programme as detailed in Appendix 3.
- ◆ Delegate to the Chief Executive, in consultation with the Leader, responsibility for the appointment of the independent Chair.
- ◆ Delegate to the Project Sponsor (the Deputy Chief Executive) responsibility for the establishment of the governance structure.
- ◆ Nominate an Elected Member to join the overall Partnership Board.

6 Alternative options considered and reason for the recommended option

6.1 A range of structures and membership options have been considered. The proposed arrangements are designed to provide maximum partner, stakeholder and Local Authority contribution and ownership of the programme.

7 Conclusions

7.1 Good progress has been made to date in undertaking the joint LEP procurement process with Salford City Council. This will provide us with the delivery vehicle for implementing our BSF vision. We now have to ensure that we also create a transformational vision for the future of education in the borough that will justify government BSF investment and secure better life chances for the children and young people of the borough. Approval of the proposed governance structure will provide the starting point for the development of that vision.

Salford and Wigan BSF Procurement (Sample Schemes)

Key Milestone Dates/Activities (Updated: 20 November 2007)

Milestone Procurement Activities – PQQ Stage	Actual or Planned Date
PRG meeting	11 June 2007
Information Open Day	12 July 2007
OJEU Notice Published	26 September 2007
Issue Memorandum of Information and Pre-Qualification Questionnaire	26 September 2007
AWARD Session with all evaluators	30 October 2007 10.00 a.m. and 2.00 p.m. sessions
Return of PQQ	2 November 2007
Issue of Draft ITPD questions for information only	5 November 2007
PQQs made available to Evaluators	5 November 2007
PQQ Evaluation Days – Evaluators to blank out diaries	5 November to 8 November 2007
PQQ Evaluators Complete marking in AWARD – by c.o.p.	8 November 2007
Consensus/Moderators review markings	9 November 2007
Evaluations Teams meet to undertake consensus/moderation	12 and 13 Nov 2007
Consensus/moderation completed and outcomes reported to SB	14 November 2007
Longlist Report for Lead Members Finalised	20 November 2007
Longlist Report presented to Joint Lead Member Briefing	23 and 26 November 2007
Decision Notice Period	27 November to 4 December 2007
Long List Confirmed	27 November 2007 (subject to call-in period)

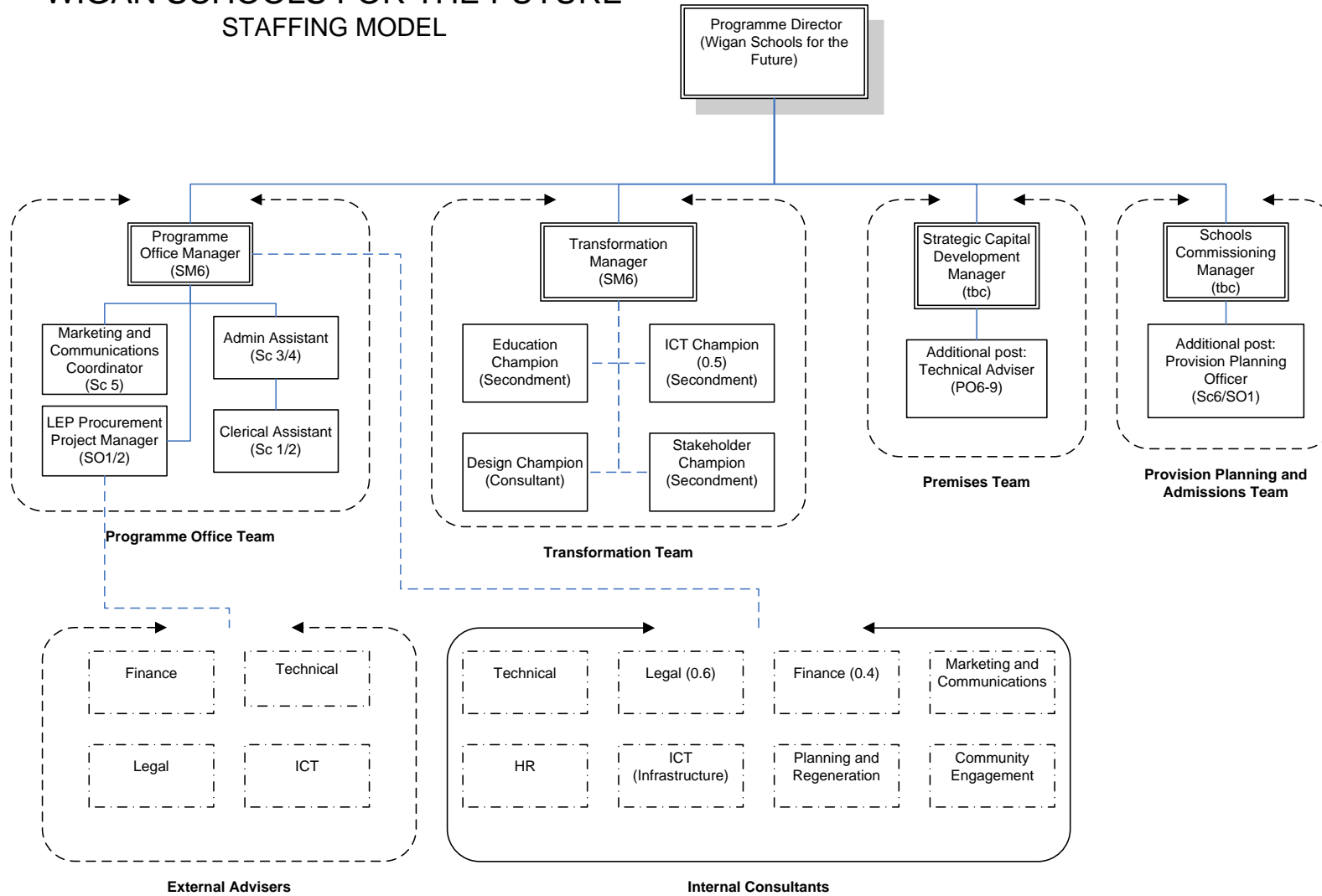
Milestone Procurement Activities – ITPD Stage	Actual or Planned Date
Issue of Final ITPD questions to longlisted Bidders	27 November 2007
Formal Issue ITPD (Stage 1 of the Dialogue)	27 November 2007 (subject to call-in period)
ITPD Bidder Clarification Briefings / PQQ Feedback	29 and 30 November 2007
Return of ITPD (Stage 1) responses	20 December 2007
ITPD Upload to Award	21 December 2007
ITPD Evaluation Days – Evaluators to blank out diaries	2 January to 9 January 2008
ITPD Consensus/Moderators review markings	10 January 2008
ITPD Evaluation Teams meet to undertake consensus / moderation	11 January and 14 January 2008
ITPD Bidders Presentations	15 January 2008 p.m. 17 January 2008 all day
Internal Team meet and finalise ITPD evaluation and report	18 January 2008 a.m.
Shortlist Report presented to Joint Lead Member Briefing	21 January 2008
Decision Notice Period	22 January to 28 January 2008
Short List confirmed	29 January 2008

Salford and Wigan BSF Procurement (Sample Schemes)

Key Milestone Dates/Activities (Updated: 20 November 2007)

Milestone Procurement Activities – ITCD Stage	Actual or Planned Date
Issue ITCD (Stage 2 of the Dialogue)	29 January 2008
ITPD feedback to Shortlisted Bidders	1 February 2008
ITCD Bidder Clarification Briefings	12 February to 7 March 2008
Interim Proposal Bidder Presentations	13 and 14 March 2008
ITCD Bidder Clarification Briefings	25 March to 1 May 2008
Optional Bidder Commercial Meetings	2 May to 15 May 2008
Deadline date for Bidders Questions	21 May 2008
Initial Bid Submission	30 May 2008
Initial Bids Upload to AWARD	2 June to 6 June 2008
Commence Initial Bid Evaluation	9 June 2008
Bidders Initial Bid Overview Presentations	19 June and 20 June 2008
Complete Initial Bid Evaluation	9 June to 11 July 2008
Clarification and Further Development of Initial Bids (if required)	14 July to 24 October 2008
Conclusion of ITCD Period and Issue Close of Dialogue letter	24 October 2008
ITSFB Report presented to Joint Lead Member Briefing	27 October 2008
Decision Notice Period	28 October to 3 November 2008
Final Two Bidders confirmed	4 November 2008
Issue of ITSFB	4 November 2008
Debrief Unsuccessful Bidder	14 November 2008
Receipt of Final Bids	28 November 2008
Clarification and further development of Final Bids	1 December 2008 to 5 January 2009
Finalise and submit Cabinet Briefing Report	6 January to 7 January 2009
Cabinet Briefing	13 January 2009
Cabinet Meeting	27 January 2009
Decision Notice Period	28 January to 3 February 2009
Preferred Bidder Appointed	4 February 2009
Alcatel letters issued to PQQ applicants	5 February 2009
Alcatel Standstill Period	5 February to 18 February 2009
Preferred Bidder Final Negotiations - Sample Schemes	5 February to 4 May 2009
Finalise and submit Cabinet Briefing Report	5 May to 6 May 2009
Cabinet Briefing	12 May 2009
Cabinet Meeting	26 May 2009
Decision Notice Period	27 May to 2 June 2009
Financial Close / Contract Award (Sample Schools)	5 June 2009
Contract commencement	8 June 2009

WIGAN SCHOOLS FOR THE FUTURE STAFFING MODEL



TERMS OF REFERENCE

WIGAN SCHOOLS FOR THE FUTURE PROGRAMME BOARD

Purpose of the Programme Board

The Programme Board is responsible for leading the successful delivery of the Wigan Schools for the Future programme to the required cost, quality and time standards.

Key areas of responsibility include:

- Leading the development of the authority's Primary and Secondary Strategies for Change
- Leading the development of the authority's BSF Outline Business Case
- Overseeing the development of the BSF One School Pathfinder project
- Leading on the review of secondary school provision
- Monitoring progress on the Joint Procurement project
- Approving an appropriate and effective Stakeholder consultation and engagement Plan
- Securing stakeholder engagement with all aspects of the programme
- Approving an appropriate and effective Programme Plan and a robust method for monitoring performance
- Overseeing and reviewing the Programme Risk Register
- Providing a strategic lead to the Transformation Programme Management Team

Membership and Meetings

The composition of the Programme Board will be as follows:

Independent Chair
Deputy Chief Executive
CYPS Director
Headteacher (One School Pathfinder)
Headteachers x 3 (Secondary/Primary/Special)
Governors' Forum representative
Learning and Skills Council representative
FE sector representative
Diocesan Authority representative
PCT representative
2 Cabinet Members (Deputy Leader of the Council and Children and Young People's Champion)

The Programme Board will meet quarterly.

Secretariat Duties: These are the responsibility of the Programme Office Manager

TRANSFORMATION PROGRAMME MANAGEMENT TEAM

Purpose of the Team

The Programme Management Team reports to the Programme Board and manages the implementation of all aspects of the programme. It is responsible for commissioning and reviewing the activities of the three Transformation Teams.

Membership and Meetings

Membership of the Team shall be:

- Director of CYPS (Chair)
- Programme Director
- Chair of Engagement and Community Transformation Team
- Chair of Learning Transformation Team
- Chair of Infrastructure Transformation Team
- Transformation Manager
- Headteacher (x1)

It is envisaged that the team will need to meet fortnightly. Some further ad hoc meetings may be held to deal speedily with specific issues that may arise between scheduled meetings.

Secretariat Duties: These are the responsibility of the Programme Office Manager.

INFRASTRUCTURE TRANSFORMATION TEAM

Purpose of the Team

The team reports to the Transformation Programme Management Team and is required to consider and/or make recommendations on all matters relating to:

- Design principles and outline design proposals
- ICT proposals (Technical infrastructure)
- Development of feasibility studies
- Planning issues
- Site/Land issues
- The development of Facilities Management specifications
- Linkages to corporate finance and estates strategies
- The work of external technical consultants

Membership and Meetings

Membership of the Infrastructure Transformation Team shall be:

- Service Director (Customer Transformation) (Chair)
- Corporate Property Manager
- Transformation Manager
- CYPS Capital Development Manager
- Finance and IT representative
- Headteacher (x1)
- Specialist Advisers (as appropriate)

In addition to the permanent members, the team may invite any other person or group of persons to its meetings for the purposes of providing professional advice.

It is envisaged that the team will need to meet monthly. Some further ad hoc meetings may be held to deal speedily with specific issues that may arise between programmed meeting dates.

Secretariat Duties: These are the responsibility of the Programme Office Manager.

ENGAGEMENT AND COMMUNITY TRANSFORMATION TEAM

Purpose of the Team

The Engagement and Community Transformation Team reports to the Transformation Programme Management Team and is required to consider issues referred to it. It will be a particular task of the Group to look outwards to the wider community involving:

- developing the potential for extended provision on school sites
- developing co-location opportunities
- securing positive publicity for the programme
- consulting the wider community and considering issues raised
- supporting stakeholder engagement – including pupil participation

Membership and Meetings

Membership of the Engagement and Community Transformation Team shall be:

- Service Director (Business Transformation) (Chair)
- CYPS Assistant Director (Engagement)
- Transformation Manager
- Head of Public Relations
- Leisure and Cultural Trust representative
- CYPS Strategic Manager (Quality and Information)
- CYPS Strategic Manager (Extended Learning)
- Headteacher (x1)

In addition to the permanent members, the Engagement and Community Transformation Team may invite any other person or group of persons to its meetings for the purposes of consultation. This will include representatives of the Youth Parliament.

The Team will meet monthly. Some further ad hoc meetings may be held to deal speedily with specific issues that may arise between programmed meeting dates.

Secretariat Duties: These are the responsibility of the Programme Office Manager.

LEARNING TRANSFORMATION TEAM

Purpose of the Team

The team reports to the Transformation Programme Management Team and is required to consider and/or make recommendations on all matters relating to the development of the authority's Strategy for Change and school organisation proposals. This will include:

- Innovation in teaching and learning
- Sharing good practice (local, national and international)
- Curriculum review
- ICT (Curriculum and Administration)
- SEN and Inclusion Issues
- Healthy Schools Issues
- Professional Development Needs
- System-wide reform promoting diversity and choice
- Securing viable and sustainable provision

Membership and Meetings

Membership of the team shall be:

- Deputy Director of CYPS (Chair)
- CYPS Assistant Director (Learning and Attainment)
- Transformation Manager
- Senior Secondary Adviser
- Senior Primary Adviser
- IT Adviser
- Principal Educational Psychologist
- FE representative
- Headteachers (x3) (Primary/Secondary/Special)
- Education Champion
- ICT Champion
- Specialist Advisers (as appropriate)

It is envisaged that the team will need to meet monthly. Some further ad hoc meetings may be held to deal speedily with specific issues that may arise between scheduled meetings.

Secretariat Duties: These are the responsibility of the Programme Office Manager.

WIGAN SCHOOLS FOR THE FUTURE – PROGRAMME GOVERNANCE ARRANGEMENTS

