



Building schools for the future

partnerships for schools

Spring 2005

transformation

in this edition

- Introducing the PFS Team
- Funding allocations
- BSF and Education Vision
- Engaging Wave 2 and 3 Authorities
- Programme delivery update
- Encouraging integration
- National Adviser Frameworks

Exemplar secondary school design by de Rijke, Marsh Morgan Architects

Standardisation Why bother?



Welcome



David Goldstone, CEO

Welcome to the first Partnerships for Schools newsletter. We plan to produce a newsletter approximately each quarter, sharing information about the Building Schools for the Future programme and developments at Partnerships for Schools.

This first newsletter comes at a time when the PfS senior team have been settling

into their new roles and establishing how we are going to work together with Local Authorities in the programme and our colleagues in DfES and Partnerships UK, as well as the wide range of potential contractors, suppliers, funders and advisers across the private sector. You will find a short introduction to each of the members of the PfS senior team in this newsletter. Please feel free to get in touch if there are issues you wish to discuss with any of us.

Our most recent appointment is Mike Grabiner as Chairman. Mike brings a wealth of experience. He was previously Chief Executive of Energis plc, and is currently a director of Apax Partners, one of the world's leading private equity investment firms, where he advises on investments in the telecommunications sector. Mike's appointment puts the final piece of the jigsaw in place for the PfS team, and with his help we can really drive forward our plans for the roll out of the BSF investment programme. His understanding of the way government and business interact will be vital in helping us achieve our strategic goals. We are delighted to have him on board.

This inaugural newsletter also introduces and explains some of the key activities and issues that PfS has been involved in as we have been developing and delivering the BSF programme over the last few months:

- An update on progress on each of the Pathfinder and Wave 1 projects, and how we are now engaging with Waves 2 and 3
- The support we can provide to Authorities and stakeholders in developing their educational vision
- Why we are developing a whole suite of standard procurement and contractual documentation, what is available and how we hope you will all use it
- The parameters that have been established around funding available for the programme
- The frameworks of advisers that we have procured, to enable Authorities to gain easy access to external advice that has an understanding of the programme and is linked into the programme's delivery objectives.

I hope you find this newsletter interesting and informative. We are interested in your feedback on this newsletter and ideas for issues you would like to see in future editions. Please email us at transformation@p4s.org.uk

Meet the

As you would expect, we have structured the PfS team around the core roles that we have set up to deliver for the BSF programme. Three new directors have been added to the team over the last few months to help spearhead the development of PfS.

The Education Team



Brenda Bignold has come in as our Education Director, to lead the team of educational advisors who

will be working with Authorities across the programme on their educational visions and strategies. A former teacher, Brenda became Deputy Chief Education Officer at Birmingham City Council and then Corporate Director (Education Services) at Northamptonshire County Council. She has also run her own business providing independent education consultancy.

In the interim, Brenda has been supported by Adele MacGowan, Jeff Deakin and Shirley Goodwin, whilst a permanent education team has been recruited. From April the PfS Education team will grow to five. Shirley and Brenda will remain in post and will be joined by Russell Andrews and Stuart Lindemann as Education Advisers and Steve Moss will join as Education ICT Adviser. Shirley Goodwin is formerly the Corporate Director of Education in Poole and has

recently been working as Project Officer in Northumberland. For PfS Shirley will take policy leads on inclusion and Children's Services.

Russell Andrews worked previously as an Assistant Director with City of Nottingham and is a former Assistant Head. He will take the lead for us in Achievement and 14 to 19. Stuart Lindemann moves from being Assistant Director with Leicestershire and will lead for PfS on planning and local policy. Steve Moss joins us from being Assistant Chief Education Officer for the City of Manchester. His focus will be on the role that ICT will play in supporting transformation in school performance, which is at the heart of BSF.

Lindsay Watson and Ian McDonald have provided invaluable support and advice to us, and to the Authorities in the programme, on the interface of ICT investment into the BSF programme. Looking forward, we are hoping Steve and the rest of the Education team will, together with the British Educational Communication and Technology Agency (Becta), provide ICT support and advice across BSF.

team



The Operations Team



Paul Higgins has joined us as the new Operations Director. Paul has extensive experience in both PFI and

traditional procurement, most recently as Head of PFI/PPP at Kent County Council. He is managing our team of Project Directors and two Regional Directors (Colin Howell and Sal Wilson), who are working with Authorities, progressing the development of their projects, taking them into procurement, and through to setting up Local Education Partnerships (LEPs).

The Commercial Team



Andrew Robertson has joined us as Financial and Commercial Director. Previously

Finance Director at Mill Group, the PFI sponsor, Andrew has managed three PFI investment funds and gained wide ranging experience of the commercial

investment and delivery issues associated with schools' PFI. He will lead the central commercial team which comprises: Mark Dillon, Anna Payton and Karen Zambra (Legal), Craig Gibson (Finance), Akshay Kaul (Standardisation) and James Dunmore (Project Finance).



The National Programme Team

Many of you will already know Justin Slater and Mark Brind. Justin, our Policy Director responsible for the national programme team, came from the Office of Government Commerce, where he had been their Chief Economist and Head of PFI Policy. Mark manages the national programme for us, to ensure that the appropriate level of funding is allocated to Authorities and we manage the programme within the overall funding available. Beech Williamson is our internal "Design Champion", bringing considerable expertise on DfES expectations on funding and building standards. The team will shortly be joined by Felicity Pullum, who will be responsible for benchmarking and monitoring prices, costs and performance once LEPs have been formed.

The Knowledge Management Team



Many of you will also have already met Michael Snee, or at least used the products of his labours – as Michael has

been developing our knowledge management arrangements, particularly the BSF Portal (available on www.bsf.gov.uk) and the Benchmarking and Performance Management System that will be key as the programme roles out over its 15-year life. Karl Hoods has recently joined to support Michael, as our Knowledge Manager.

Many of you will know that completing the team at PFS has taken longer than we had hoped, but I really believe it has been worth the wait – we have recruited a team of tremendous quality and commitment, keen to work with our public and private sector partners to deliver this exciting and important programme.

Standardisation Why bother?

Andrew Robertson, Financial and Commercial Director

Many of you will have asked yourself that question, since the launch of the BSF programme and the creation of PfS to act as the catalyst for change in the way schools capital projects are delivered. BSF will be a 15-year programme, covering 150 Local Authorities and around 3,500 schools. £6.5billion will be spent in the first three waves. With this in mind and considering the procurement opportunity that the creation of a LEP represents for Local Authorities, with a potential flurry of new services, it is, in reality, inconceivable that such a programme can be delivered efficiently unless based on some form of standard framework and practices.

So does one size fit all?

Whilst every LEA has identical legal responsibilities for education, they all have differing issues, starting points and strategies. PfS therefore, has developed approaches and agreements which are capable of reflecting local needs and objectives. We have been consulting widely over the last six months with Local Authorities, in particular the Pathfinders, together with an extensive exercise with the private sector, with the aim of developing a suite

of procurement and commercial documents that are capable of:

- being taken forward by any LA; and
- flexing to meet local needs and circumstances; whilst
- still maintaining a set of core legal and commercial principles that are consistent whether in Bristol, Birmingham, Bradford or Bromley.

By adopting the PfS standard documents, transaction costs at a project level will fall for both sides of the partnership, whether these relate to funder due diligence costs or project development costs. This means time and money can be spent on focusing on educational outcomes and not wasted on tweaking a clause that is already widely understood and accepted. Furthermore, as projects continue to come on board, best practice can be effectively identified, and quickly disseminated, with significant reductions in procurement time and cost for all involved.

So the simple answer is, yes we should bother, but to make the process achievable a sea change in attitude is required, from “why should I follow that?” to “why should I change an accepted standard?”

As projects continue to come on board, best practice can be effectively identified, nationally communicated and applied readily.

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Foundations of the 50:35:15 funding allocation

Justin Slater, Policy Director

The National Programme team within PfS has the responsibility for:

- scoping the BSF programme;
- managing the allocation of funding to Authorities; and
- monitoring whether the performance, design quality and efficiency targets set by the government are achieved.

The most important challenge undertaken so far, however, has been to scope the programme within all the parameters we need to work within – addressing the needs of all schools over a 15-year programme, achieving transformational outcomes, within the funding and market capacity likely to be available.

Essentially, we had to ensure that, within the projected estimate of the money likely to be available from successive government expenditure rounds, the programme would have begun to impact on all pupils in England within 15 years, taking account of the following variables:

- costs of construction necessary to deliver good, sustainable designs;
- DfES school space area guidelines;
- macroeconomic forecasts for regional construction and bidding capacity; and
- estate rationalisation, and construction efficiencies we expect the private sector to achieve through the exclusivity in the LEP structure.

By Summer 2004, we were able to scope an affordable and transformational programme, whilst arriving at a benchmark formula with which to allocate funding to Authorities.

This benchmark allows a level of funding that would support up



to 50% of the gross floor area of an Authority's secondary school estate to be new build, 35% to be major refurbished/remodelled and 15% to be minor refurbished.

However, it does not follow that such a benchmark should actually be applied; its role is purely to produce a fair and transparent funding allocation for each area.

Within that allocation, and depending on the existing estate's condition or education suitability, it may be that an Authority decides to remodel all its schools and not build any totally new schools, or an Authority might wish to use BSF funding as an opportunity to close some of its schools and replace them with fewer but larger ones, in which case the level of new build the Authority could afford might be significantly higher than 50%.

The next challenge was to agree the scope of local projects with Wave 1 areas within that aggregate benchmark, recognising that some had begun developing schemes with much higher aspirations.

This exercise is now largely complete and, when feeding back to the Wave 2 and 3 Authorities at a BSF networking event in January this year, Wave 1 Authorities confirmed that "transformation is affordable".

The scoping exercise should prove less of a challenge for Wave 2 Authorities and beyond because they will be provided with an indicative benchmark allocation with which to scope their schemes from the outset.

Engagement of Waves 2 and 3 Authorities



Following the announcement of Wave 2 and 3 Authorities, a launch event was held at the Royal Horticultural Halls, London on the 8 December 2004. Lead officers and elected members were invited for an initial briefing and induction into the programme. At this event the key note address was given by the then Minister of State for School Standards, David Milliband MP, and Authorities received programme information from representatives of the DfES, PfS and the 4ps.

Wave 2 Authorities have now fully embarked on the programme and, with the aid of their PfS Education Advisers and Project Directors, are starting to flesh out their Educational Vision, Strategic Business Cases and Outline Businesses Cases in preparation for submission to the Project Review Group (PRG) later this year. The BSF programme now provides a comprehensive support package to Authorities, tailored to where they are in the programme and what resources they can call on locally. Framework call off contracts have also been set up covering a wide range of advisory support services. The Local Authorities may use these to supplement or enrich the capability of local delivery teams where necessary.

Wave 3 Authorities have been contacted by the PfS Project Directors and Educational Advisers to help them start to formulate their internal governance structures, delivery capacity and to begin their consultation on the shape and direction of their Educational Vision. Project Directors will be fully engaged with Wave 3 Authorities from late Summer, in anticipation of their full engagement in the programme in the Autumn this year.

Shaping the of education and BSF

Brenda Bignold, Education Director

BSF is about transforming secondary education to further improve education outcomes in all parts of the country. Capital investment is directly focused on school improvement and pupil achievement. It is clear that new capital build alone cannot deliver the step change we are seeking in secondary education. However, it can provide a very powerful catalyst for change and improvement across Authorities. A key challenge for everyone involved in the BSF programme is to ensure that the focus on education outcomes remains strong and secure throughout the process, notwithstanding the ambitious scale of development and the pressures on time, budgets and procurement. The Education Vision is therefore critical and central to the whole project from first discussions with stakeholders to the successful operation of the new schools.

Education Vision Characteristics

Authorities will already have a vision for education in their area. This will now need to be developed and refined in the context of the opportunities in BSF. The Education Vision will need to include clear aspirational education outcomes. It will need to be part of the

Authorities' overall ambitions for the area, including the Children's Agenda.

It should be innovative at all levels, taking account of new approaches in teaching and learning as well as design and construction. The vision needs to be broadly owned by a wide group of stakeholders, including heads, governors, parents, pupils and communities within the Authority. The vision will need strong champions at member and senior office level. There will also need to be clear arrangements for securing and developing the vision throughout the whole project.

The vision should be ambitious, aspirational, Authority-wide and focused on outcomes. BSF will be a key approach in delivering the vision but it will not be the only one. BSF will need to be closely linked to other internal and external developments in the Authority. This will be reflected in the education strategy which will convert the vision to specific plans, identifying the areas for local focus and using innovative design to embed them in proposals for the new secondary estate. Each Authority's strategy will be different as it will reflect local diversity and build from progress to date.

Areas to Consider

Specific areas to be considered and included are as follows:

- Underperformance
- Curriculum Innovation
- Inclusion
- Children's Services, Extended and Full Service Schools
- Behaviour
- 14-19
- School organisation
- Specialist schools
- Academies
- ICT
- Workforce reform.



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PfS Guidance for Authorities

Work on the Education Vision and strategy is critical in shaping local BSF projects to transform secondary education across the country. Work on the vision and strategy should start as soon as possible. In the case of Wave 2 Authorities, this work is already well underway.

PfS Education Advisers will be working closely with Project Directors to undertake an initial analysis of each Authority's current position (see table on page 8 for details of advisers and project directors). The role is

one of support and challenge to ensure that each Authority is as ambitious as possible in focusing on the unique opportunities through BSF for enhancing educational achievement.

This initial assessment will be agreed with Authorities shortly. Where there are development areas, Authorities will be advised of Education and Team Development Framework contractors who have been procured and briefed to support Authorities as they develop their local strategies. The PfS Education Adviser will maintain contact with Authorities through

the development stage and will undertake a further assessment by July 2005. Once agreed, the Education Vision and strategy will be embedded in the SBC, and in the Authorities' ongoing project management and consultation arrangements.

PfS Education Advisers will be making initial contact with Wave 3 Authorities during the summer term in advance of broader engagement with PfS to secure the maximum time for shaping the Education Vision and strategy to underpin local projects.

Capital investment is directly focused on school improvement and pupil achievement. The vision should be ambitious, aspirational, Authority-wide and focused on outcomes.

Programme delivery

Good progress has been made on the Pathfinder and Wave 1 projects ever since the early funding issues were resolved last Summer.

Paul Higgins, Operations Director

Currently, out of our initial 17 projects, 9 Authorities' Outline Business Cases have been or are going through the Project Review Group (PRG), and of these, 5 are actually in procurement – Bradford, Bristol, Greenwich, Newcastle and Sheffield. There will continue to be a steady flow of projects going through the PRG over the next few months as indicated by the diagram on page 9.

The 17 projects have, at present, been allocated to either a Northern or Southern grouping

which is led by Regional Directors, Colin Howell and Sal Wilson. Joint visits are now being made to Wave 2 Authorities to stimulate their involvement in BSF and provide advice and help to fully engage them in the programme. This support comprises the key elements of the programme's main stakeholders. It offers a package of expertise and knowledge to Local Authorities from PfS Project Directors and Education Advisors, DfES Contact Officers and 4ps Executives.

A list of the current Operations and Education teams and the Authorities they are working with is included in the table below.

Wave 3 Authorities are being encouraged to work on the wider Education Vision, delivery capacity and governance. Those authorities coming on board in September are:

- Barnsley
- Derbyshire
- Durham
- Kent
- Luton
- North Lincolnshire
- Salford
- Sandwell
- Southwark
- Tameside
- Westminster.

We have established a regular pattern of internal communication to share project experiences and are working hard to ensure this is as effective as possible.

Knowledge sharing and learning opportunities have also been identified across all of the sponsoring and supporting bodies (DfES, PfS and 4ps). In order to fill in gaps in skills and knowledge and act as a collective support system, a series of joint awareness sessions have been set up at which BSF practitioners from DfES, PfS and 4ps share information, discuss and challenge issues and offer advice.

Wave	Authority	PfS Lead Project Director	PfS 2nd Project Director	PfS Education Advisor	4ps Executives
Pathfinder	Bradford	David Burns	Colin Howell	Jeff Deakin	James Stuart-Mills
	Bristol	Mike Coleman	Sal Wilson	Shirley Goodwin	James Stuart-Mills
	Greenwich	Mike Coleman (moving to Harry Scarff in March)	Sal Wilson	Shirley Goodwin	Martin Lipson
	Lewisham	Mike Coleman (moving to Ann Sutcliffe in April)	Paul Gibbs	Shirley Goodwin	Martin Lipson
	Sheffield	David Burns	Colin Howell	Jeff Deakin	James Stuart-Mills
Wave 1	Knowsley	Steve Ball	John Hargreaves	Adele MacGowan	Peter Foale
	Lancashire	Nick Coleridge	Anthony Walker	Adele MacGowan	Martin Lipson
	Leeds	Peter Hodge	Anthony Walker	Jeff Deakin	James Stuart-Mills
	Leicester	Nick Coleridge (moving to Mike Coleman)	John Hargreaves	Jeff Deakin	Stuart Parry
	Manchester	John Hargreaves	Steve Ball	Adele MacGowan	James Stuart-Mills
	Newcastle	Peter Hodge	Colin Howell	Shirley Goodwin	Steve Leigh
	Newham	Mike Walsh	Ann Sutcliffe	Adele MacGowan	Martin Lipson
	Solihull	John Hargreaves	Mike Coleman	Adele MacGowan	Peter Foale
	S. Tyneside	Anthony Walker	Peter Hodge	Shirley Goodwin	James Stuart-Mills
	Stoke	Nick Coleridge (moving to John Hargreaves)	Mike Coleman	Adele MacGowan	Martin Lipson
	Sunderland	Colin Howell	Anthony Walker	Shirley Goodwin	Steve Leigh
	Waltham Forest	Mike Walsh	Harry Scarff	Jeff Deakin	Stuart Parry
Wave 2	Birmingham	Mike Coleman	John Hargreaves	Adele MacGowan	Malcolm Dodds
	Hackney	Mike Walsh	Sal Wilson	Shirley Goodwin	Martin Lipson
	Haringey	Sal Wilson (moving to Ann Sutcliffe in May)	Mike Walsh	Adele MacGowan	Malcolm Dodds
	Hull	Anthony Walker	David Burns	Jeff Deakin	Steve Leigh
	Islington	Sal Wilson (moving to Harry Scarff in March)	Paul Gibbs	Shirley Goodwin	Stuart Parry
	Lambeth	Sal Wilson (moving to Harry Scarff in April)	Paul Gibbs	Shirley Goodwin	Martin Lipson
	Liverpool	Steve Ball	David Burns	Adele MacGowan	James Stuart-Mills
	Middlesbrough	Peter Hodge	Colin Howell	Jeff Deakin	Steve Leigh
	Nottingham	Steve Ball	David Burns	Jeff Deakin	Peter Foale
	Tower Hamlets	Sal Wilson (moving to Ann Sutcliffe in April)	Paul Gibbs	Shirley Goodwin	Stuart Parry

Pathfinders/Wave 1. Total number of projects			
Number of Projects	1	2	3
Education Vision	Bradford	Bristol	Greenwich
SBC	Bradford	Bristol	Greenwich
OBC	Bradford	Bristol	Greenwich
OJEU	Bradford	Bristol	Greenwich
Long list	Bradford	Bristol	
Short list	Bradford	Bristol	
ITN	Bradford	Bristol	
Pref. Bidder			
Financial close/LEP set up			

Status as at March 2005

update

jects:17

4	5	6	7	8	9	10	11	12	13	14	15	16	17
Sheffield	Lewisham	Solihull	Knowsley	Lancashire	Stoke	Waltham Forest	Newcastle	Leeds	Leicester	Sunderland	STaG	Manchester	Newham
Sheffield	Lewisham	Solihull	Knowsley	Lancashire	Stoke	Waltham Forest	Newcastle						
Sheffield	Lewisham	Solihull	Knowsley	Lancashire	Stoke								
Sheffield							Newcastle						

PfS establishes national adviser frameworks

Seven National Adviser Frameworks have now been established to provide resource for PfS and Local Authorities engaged in the Building Schools for the Future Programme.

Selecting Adviser Frameworks

Each of the Frameworks were procured by teams involving PfS and Local Authority representatives and were configured to ensure that there is sufficient capacity to meet the anticipated requirements of both PfS and Local Authorities. Details of each Framework are available on the secure pages of the portal where designated Local Authority Users will be able to see the following information in relation to each Framework:

- List of selected advisers
- Agreed Fee Rates for each adviser
- Short bullet point summary by evaluation team in relation to the key features of each adviser
- 'Pen Picture' provided by each adviser detailing their unique selling points
- Scope of Services from original tender document
- Framework Agreement including Order for Services
- PfS Guidance note recommending how Local Authorities can get best value out of the Frameworks.

Before gaining access to the secure part of the portal, Local Authority Users will be asked to sign a Confidentiality Agreement confirming that access to the information on Framework Advisers held on the portal will be accessed only by Local Authority Employees engaged in the BSF procurement.

PfS' strong recommendation is that Local Authorities pay careful attention to the Guidance Note and in particular that they:

- Engage in a mini competition (which need be neither complex nor resource intensive) before calling off a particular Framework Adviser
- Interview short listed advisers before making a final appointment.

PfS firmly believes that the frameworks offer a robust, efficient, transparent and credible resource for all BSF Local Authorities.

Kay Riley from Derbyshire County Council, who was one of the Local Authority representatives, commented, "I was impressed with the rigour of the evaluation process. I don't think any of the firms we saw found the interviews particularly easy. I believe the advisers we have chosen have the relevant skills and experience to add value to a Local Authority's project resource. PfS has put a lot of time and effort into setting up these Frameworks and I would urge Local Authorities to use them."

Encouraging integrated

Paul Higgins, Operations Director

A successful inaugural "all wave" networking event was held on the 18 January this year, to integrate the Wave 2 and 3 Authorities into the programme with their Pathfinder and Wave 1 colleagues. The opportunity was taken to share experiences, both good and bad, and to run a "lessons learnt" workshop from which all can benefit. Below is a summary of the feedback given by Wave 1 and Pathfinder representatives: Dave Carty, Manchester City Council; Ian Tallintire, City of Sunderland Council; Stan Johnson, South Tyneside Council; and Phil Preston, London Borough of Newham.

What works well? Schools design

Design is high on everyone's agenda, with BSF seen by all as a once in a lifetime opportunity, with schools keen to engage in driving through innovation. The exemplar designs are useful, helping to provide some stimulating ideas.

Relationships and communications

Communication between all those involved in BSF is extremely important, especially regular and ongoing communications via Pathfinder, Network and Regional Meetings. Mentoring between authorities is viewed as a positive move and should be supported by the programme. The relationship between DfES and PfS works well with Local Authorities acknowledging the good and clear advice given by PfS. In addition the Gateway Review is perceived as a very positive part of the process.

Standard documentation

Standard documentation works well and is recognised as being essential. The BSF Portal is welcomed as a communications tool, with Authorities looking forward to its further development.

PfS National Adviser Frameworks

Technical

Atkins Consultants, Currie and Brown, Faber Maunsell, Gardiner & Theobald, Gleeds, Mott MacDonald, Precept

Team & Partnership Development

3Es Enterprises, Capita Group, Mouchel Parkman, Place Group, Tribal Group, WSP Group

Communications

Beyond Design Solutions Ltd, Geronimo Public Relations, Kinross and Render Ltd, MBD, Republic Communications

Education

Capita, CfBT, Cocentra, Mouchel Parkman, Place Group

Project & Programme Management

Atkins, Buro 4, Hewitt Freeborn Associates, Hornagold & Hills, Lend Lease Projects, Mouchel Parkman, Osprey Mott MacDonald, PKF, Precept Programme Management, Turner & Townsend Group

Financial

BDO Stoy Howard, Ernst and Young, Grant Thornton, KPMG, PWC, RBC, Tribal Group

Legal

Addleshaw Goddard, Beachcroft Wansbroughs, Bevan Brittan, Dickinson Dees, Eversheds, Hammonds, Kilpatrick Stockton, Nabarro Nathanson, Norton Rose, Pinsents, Trowers and Hamlins, Ward Hadaway

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Affordability

Authorities recognise that affordability impacts on their Education Vision but confirmed that transforming their schools to match their Education Vision is affordable within the available funding envelope.

What would Wave 1s/ Pathfinders do differently?

Wave 1 and Pathfinder Authorities advised future Waves to look at how to:

- Gain an early understanding of what can be achieved
- Manage expectations
- Allow early engagement and realistic timescales
- Acknowledge that the Education Vision is a living document
- Match Vision to reality of funding
- Look at the impact on funding of new build versus

refurbishment versus remodelling

- View the Strategic Business Case as a positive process
- Not to underestimate the internal resources required.

On the issue of joined-up funding, Authorities generally believe that they have been able to work through this to their advantage – being able to tap into the various government funding opportunities where possible.

There have been some concerns over inconsistency of personnel across the DfES and PfS but it was noted that both have now got a full team in place so this issue should be resolved.

Future issues

The topics for future networking meetings were discussed and PfS intends to explore and encourage such events in the

future, possibly on a regional basis chaired by Authorities themselves. Authorities expressed an interest in covering the following areas:

- The process for developing the Education Vision
- Guidance and assistance from the DfES and PfS on ICT, particularly focusing on the training given to teachers
- Elements around business cases: the processes and contacts, interim sign-off and financial modelling
- How Academies fit into BSF
- Funding parameters
- Which funding route to pursue: Academies, conventional capital, PFI Credits etc.
- Specific funding issues around voluntary aided schools
- Ownership of Assets
- How to calculate abnormals from the outset.

Design is high on everyone's agenda with BSF seen by all as a once in a lifetime opportunity, with schools keen to engage in driving through innovation.



PfS launches BSF conference series

Contact us

If you would like to get in contact with us, please telephone 020 7484 5062 or email us at info@p4s.org.uk. If you would like to contact us about this newsletter, please email transformation@p4s.org.uk

The BSF Portal

This can be accessed on the home page of www.bsf.gov.uk. The portal is currently available to all those LEAs who are on the BSF programme (Pathfinders and Wave 1,2,3). To register with the portal or for any queries regarding the portal please contact 020 7484 8558.

PfS will be running a series of conferences during 2005 starting with 'Bidding for BSF – All you need to know'. The aim of this first conference is to help prospective bidders understand all they need to know about bidding for BSF projects and the future roll out of the programme.

The PfS team will explain the standard suite of BSF contract documentation and discuss it with you. We will outline what we are expecting from bidders including feedback from those Wave 1 Authorities that have been through pre-qualification, and describe the level of efficiencies that we are expecting to be delivered through exclusivity and the flow of projects to the market.

The event should prove invaluable for those bidding for Wave 1 and 2 projects and for those still considering whether to invest in the business opportunity that BSF represents. It should also prove useful for those Authorities in BSF or those preparing to shortly be so.

Knowing how busy you all are we have restricted this to half a day but there will be a drinks reception afterwards for you to network and



discuss matters with each other and PfS staff who will all be attending.

Event details are: 17 March 2005, 12.30-20.30 at The Royal College of Surgeons of England, 35-43 Lincoln's Inn Fields, London. For more information and booking please visit www.p4s.org.uk

and download a copy of the event programme. Alternatively, please call Blueamber on 020 7841 2728.

Further events will be running this year on supply chain issues and on lessons learnt from Wave 1 bids.