



Leicester
City Council

**WARDS AFFECTED
Humberstone**

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**OSMB
Cabinet Meeting**

**22nd January 2009
5th January 2009**

Humberstone Infant and Junior School- building work

Report of the Service Director, Learning Services

1. Purpose of Report

This paper provides an update on the consultation with Humberstone Infants and juniors and requests approval for the building project to commence.

2. Summary

- 2.1. On the Humberstone site there are separate Infant and Junior schools. The fabric of the junior school is poor and these proposed plans are to improve both the quality of both buildings and create shared areas to enhance the efficiency and effectiveness of education in the Humberstone community and enabling the schools to develop collaborative working.
- 2.2. In line with the desire of the Local Authority to raise standards and improve the overall quality of education in all primary schools, it is essential that the organisation of schools and their fitness for purpose in providing an excellent education for all children is regularly reviewed. It is of particular importance to do this when the following conditions prevail:
- 2.2.1. The effectiveness of the school is considered to be inadequate by the LA or Ofsted
- 2.2.2. The current head teacher has resigned
- 2.2.3. Where educational provision is in separate Infant and Junior schools and the head teacher of one of the establishments has resigned
- 2.2.4. A planned building programme is needed to improve the learning environment
- 2.3. The junior school went into special measures on the 20th June 2007 (Ofsted Inspection Report) but is expected to be removed from this category by spring 2009. There are two Governing Bodies which have the same Chair. Both schools have headship vacancies. The schools have agreed to appoint an Interim Executive Head for both schools for two terms. Both Governing Bodies elected to advertise for two separate headships at least one more time. The Authority has no power to stop Governing Bodies proceeding with these appointments; however there are clear benefits in the

schools working together more collaboratively in a federative model. Discussions with the school have included exploration of 'hard' and 'soft' federation.

- 2.4. The planned building project will support collaborative working between the two schools and provide a much improved teaching and learning environment. The project will also lead to improved facilities for extended services and community use.
- 2.5. It is evident from the Humberstone experience so far that the support of the Chair of Governors and head teachers in planning and developing new models of working between schools is important from the early stages. The preliminary work is time consuming and all concerned need the reassurance that "Hard Governance Federation" is part of a city-wide strategy. As federation of any kind is a governor decision it is important that governors are supported with their decision-making and have sufficient resource and time to consider all options. In a situation like Humberstone it is ideal for a Federation model of organisation and the proposed building plans will assist in moving in this direction. Both Governing Bodies have indicated that they will work with the Local Authority to develop collaboration and are open to considering Hard Federation in the future.

3. Recommendations

It is recommended that Cabinet and OSMB:

- 3.1. Agree the decision to proceed with the building project as outlined.
- 3.2. Approve that the project is added to the capital programme.

4. Report

4.1. The Humberstone Context:

NOR: Humberstone Infants 335 Humberstone Juniors 330

- 4.1.1. The quality of education provided has varied considerably across the schools. The Infant school is considered to be outstanding and the Junior school is currently in the Ofsted category "Special Measures". It has made significant improvement and is expected to be removed by the end of the summer term 2009. The head teacher of the Infant school is due to retire in December 08 and the Interim head teacher of the Junior school is due to leave at the same time. All the above factors prompted the Local Authority to approach the governors to consider a "Hard Governance Federation".

4.2. Consultation Process

- 4.2.1. The DCSF has issued guidance to support LAs and governors when considering the issue of a "Hard Governance Federation" Of particular use in the process so far has been the document; 'Your Step Guide to "Hard Governance Federation" (Appendix 1)'. This sets out each stage along a timeline, which helps governors focus on the actions needed from consideration of federation to implementation. The following steps have been taken to progress the Humberstone proposal.
 - 4.2.1.1. Navigate colleagues arranged and attended a meeting with the head teachers of both schools and the Chair of Governors (same Chair for each of the Governing Bodies). A range of documentation was provided and a two and a half hour discussion took place on March 18th. A further meeting was arranged for April 17th

- 4.2.1.2. Separate meetings for each of the Governing Bodies was arranged for May 6th
- 4.2.1.3. Prior to the May 6th meetings senior officers met to consider who would be the appropriate officers to attend these meetings to ensure all queries from governors could be addressed by experts and to provide assurance that if governors did decide to progress along the federation route they would be well supported by relevant officers.
- 4.2.1.4. The two meetings on May 6th were well attended and both Governing Bodies asked very pertinent questions.
- 4.2.1.5. Each of the Governing Bodies met in the week beginning May 19th and decided that they did not wish to consider a 'Hard Federation' option at this moment in time but would like further discussion re soft federation options and requested that LA officers clarify the position re the building plans for both schools. A model of close collaboration was agreed. Alongside the building programme, the Local Authority will work with the school to further strengthen collaborative models in governance, leadership and curriculum, across both schools.

4.3. **Description and Phasing of the project is as follows**

- 4.3.1 The main building improvement works consist of a new shared hall with changing facilities, a new shared administration, a new common staff room, new corridor links between the two schools, a new classroom, the re-modelling of four classrooms, the refurbishment of school toilets, the remodelling to create additional support rooms and the demolition of five mobile classrooms and one mobile library.
- 4.3.2 The proposed works will support a soft federation through the sharing of facilities such as the hall, administration area and common staff room for teachers and staff from both schools. The new administration area is currently designed with separate rooms for both schools, but located in the same building block. The design of the new administration area has the flexibility through the removal of partitions for the schools to have one administration and shared reception if required in the future.
- 4.3.3 The enabling works were carried out over the summer holidays (2008) to clear the site for the proposed new building works and complete the services work to the toilets in the existing junior school.
- 4.3.4 The works and the phasing for the scheme are detailed below:
 - 4.3.4.1 **Phase 1 summer 2008 now completed:**
The refurbishment of the junior pupil toilets. The development of additional withdrawal space and office expansion. The refurbishment of the classrooms and carpeting of the corridors. This will improve areas of learning and provide more up to date welfare facilities.
 - 4.3.4.2 **Phase 1a October 2008 complete and December 2008:**
The demolition of 2 sheds, a single mobile and a demountable unit and the relocation of a sectional garage. This will provide a clear site for the main contract and reduce disruption to the school.
 - 4.3.4.3 **Phase 1b October break 2008 completed:**

The installation of additional hard standing area outside the infant building. This will provide additional area for parents when delivering collecting and delivering their children.

4.3.4.4 Phase 2 February 2009:

The main contract that will provide a new hall / sports facilities with changing rooms new staff room, staff toilets, new class base, new Head teacher and central administration accommodations with main school entrances, a corridor link to both schools, new kitchen servery and additional F2 toilets. The existing boilers for both schools are being replaced which will meet the requirements of L2 Consequential Improvement.

This will provide accommodation that will support collaborative working and provide a focus for community use and extended services.

4.3.4.5 Phase 3 Summer 2009:

Refurbishment of areas of both school buildings to provide new class room accommodation, new DT room, and new F2 base.

This work will bring the Foundation stage all together in one area of the building for shared working both inside and outdoors. The new class bases will remove the need for temporary accommodation.

4.3.4.6 Phase 4 Winter 2009:

Continuation of adaptations to create new class bases within the buildings and some further adaptations to provide dedicated staff space.

The old dining rooms will be demolished during this phase. The removal of the dining rooms will provide the opportunity for dedicated car parking for visitors to the schools and for community use.

4.3.4.7 Phase 4a Winter 2010:

This phase sees the demolition of the majority of the temporary accommodation and the contractor making good site compound areas. The Junior playground will be extended and the area where the old library is located tuned into the schools coppice area.

This will improve the outside play provision and remove poor teaching and learning accommodation.

4.3.4.8 Phase 4b Spring 2011:

The removal of temporary accommodation provided to accommodate the pupils during the construction. This accommodation will be moved to other school sites identified by the L.A.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

- 5.1.1. As part of the CYPS Capital Strategy and Programme 2008/09 (approved by Cabinet at the end of March 2008) funding of £2,975,000 was allocated for the Humberstone Infant and Junior management re-structure and the Hamilton Review. The report also stated that the proposals for Humberstone Infant and Junior and the Hamilton Review would be subject to consultation and a separate report to Cabinet. The Hamilton Review is proposed to be replaced by the forthcoming Primary Capital Programme.
- 5.1.2. Part of the proposals for the Hamilton Review was to also introduce specialisms to schools within the Scraftoft Development Group. This is no longer being progressed and has been superseded by the proposed new Primary Capital Programme.
- 5.1.3. The junior school has signed a school contribution letter agreeing to contribute £90,000 towards the scheme from its Devolved Formula Capital allocations and the Planning and Property Team are currently obtaining agreement for a £54,000 contribution from the Infant School.
- 5.1.4. The total funding for this scheme is £3,119,000 with £2,919,000 from the Corporate Capital Fund General, £56,000 from School Access Initiative funding and £144,000 from Schools' Devolved Formula Capital.
- 5.1.5. The total anticipated cost for the project is £3,100,000, with £246,000 of this sum being the enabling works. For this work to be approved a Director's Action was completed.

(Colin Sharpe Head of Finance and Efficiency CYPS Ext 29 7750)

5.2. Legal Implications

Joint governance arrangements were invoked by the 2002 Education Act and in establishing a federation the local authority must have regard to the relevant statutory guidance and regulations links to which can be found on the DCSF website
Cathy Healy, team leader Community Services Law.

Subject to Legal implications as part of CYPS Capital Strategy and Programme 2008/09 (approved by Cabinet at the end of March 2008)

6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	Yes	Throughout the report	
Policy	Yes	2.4 & 4.2.1	
Sustainable and Environmental	Yes	4.3.3 & 4.3.3.4	
Crime and Disorder	No		
Human Rights Act	No		
Elderly/People on Low Income	No		

7. Risk Assessment Matrix

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
Project fails to deliver transformation of teaching and learning	M	H	Engage teachers in developing educational vision and developing building designs so that they are appropriate for new ways of teaching and learning
Market prices too high / supply chain has insufficient capacity	L	H	Procure work through framework contracts with strategic Partnerships. Ensure more than one supply chain.
Delivery of project on time and within budget	M	M	Ensure proper project management arrangements in place, procure through strategic partnering arrangements
Disruption to schools and temporary downturn in achievement during construction	M	M	Careful pre-planning and liaison with schools. Early involvement of contractors. LA officers to support school leadership during building works.
Education strategy / building design not future-proof.	M	M	Flexible approach to design to accommodate future changes.
School design not suitable to users	L	H	Close engagement with governors, parents, teachers and pupils during design development.
Local authority has insufficient capacity to deliver	M	H	Adopt appropriate structure and ensure sufficient financial and human resources.
ICT not embedded in building solutions	H	H	ICT strategy will be an integral part of SfC. ICT advisers part of the design team.
Transformation of teaching and learning fails to keep pace with transformation of buildings	M	M	Adopt collaborative approach and establish systems to disseminate best practice. Support change management programme with appropriate CPD for all teaching staff

8. Background Papers – Local Government Act 1972
CYPS Capital Strategy and Programme 2008/09

9. Consultations

Humberstone Infant and Junior Schools

10. Report Author

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Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)