

## CABINET ITEM COVERING SHEET PROFORMA

### **AGENDA ITEM**

### **REPORT TO CABINET**

**5 FEBRUARY 2009**

### **REPORT OF CORPORATE MANAGEMENT TEAM**

## **CABINET DECISION/KEY DECISION**

**Children and Young People – Lead Cabinet Member – Councillor Cunningham**

### **BUILDING SCHOOLS FOR THE FUTURE (BSF): STRATEGY FOR CHANGE 2**

#### 1. Summary

On 21 July 2008 Cabinet agreed the BSF Strategy for Change Part One (SfC1) for submission to government. That document (attached for information as **Appendix 1**) described in outline how the Authority intends to use BSF investment to transform educational opportunities for young people in the borough. SfC1 was approved by government agencies in September 2008. The second part of the Strategy for Change (SfC2) is now due for submission. This document concentrates on those schools included in the first of the two BSF funding waves: the six mainstream secondary schools in central Stockton, the two secondary special schools, the pupil referral unit and the proposed Academies in Stockton and Thornaby. A second Strategy for Change will cover the remaining schools when the timing of the second wave of funding is confirmed.

SfC2 includes the outcomes of option appraisals to determine the nature of building work appropriate to each school site to support educational transformation within the BSF capital funding allocation. SfC2 also expands on key elements of the BSF education strategy that will apply borough-wide. All secondary headteachers and college principals have contributed to the development of these sections of SfC2.

SfC2 must include a statement confirming that the Wave 6 project will be affordable within the resources available to the Authority. A summary of the affordability position is included in paragraph 5 of this report. The Authority is also required to reaffirm its acceptance of the national BSF funding and procurement model including a Local Education Partnership as the local delivery agent, and a centrally managed ICT service for schools. This was first agreed by Cabinet on 5 October 2006 and a letter signed by the Leader of the Council and the Chief Executive was sent as part of the Readiness to Deliver submission. The draft SfC2 attached as **Appendix 2** repeats that commitment to the national models.

#### 2. Recommendations

Members are asked to agree that the draft Strategy for Change Part 2 attached as **Appendix 1** to this report be submitted for assessment by government agencies.

### 3. Reasons for the Recommendations/Decision(s)

Strategy for Change Part 2 is the second of three documents to be submitted for approval by government agencies in order to secure the release of BSF funding. Strategy for Change Part 1 was approved in September 2008. The Outline Business Case (OBC) must be submitted in May 2009.

Partnerships for Schools (PfS – the national BSF delivery agency) has published prescriptive guidance on the content of SfC2. The draft attached to this report (**Appendix 2**) conforms to that guidance. Early drafts have been shared with government agencies to ensure compliance with national requirements.

### 4. Members' Interests

Members (including co-opted Members with voting rights) should consider whether they have a personal interest in the item as defined in the Council's code of conduct (**paragraph 8**) and, if so, declare the existence and nature of that interest in accordance with paragraph 9 of the code.

Where a Member regards him/herself as having a personal interest in the item, he/she must then consider whether that interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest (**paragraphs 10 and 11 of the code of conduct**).

A Member with a prejudicial interest in any matter must withdraw from the room where the meeting considering the business is being held -

- in a case where the Member is attending a meeting (including a meeting of a select committee) but only for the purpose of making representations, answering questions or giving evidence, provided the public are also allowed to attend the meeting for the same purpose whether under statutory right or otherwise, immediately after making representations, answering questions or giving evidence as the case may be;
- in any other case, whenever it becomes apparent that the business is being considered at the meeting;

and must not exercise executive functions in relation to the matter and not seek improperly to influence the decision about the matter (**paragraph 12 of the Code**).

**Further to the above, it should be noted that any Member attending a meeting of Cabinet, Select Committee etc; whether or not they are a Member of the Cabinet or Select Committee concerned, must declare any personal interest which they have in the business being considered at the meeting (unless the interest arises solely from the Member's membership of, or position of control or management on any other body to which the Member was appointed or nominated by the Council, or on any other body exercising functions of a public nature, when the interest only needs to be declared if and when the Member speaks on the matter), and if their interest is prejudicial, they must also leave the meeting room, subject to and in accordance with the provisions referred to above.**

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SfC2 must include a statement confirming that the Wave 6 project will be affordable within the resources available to the Authority. A summary of the affordability position is included in paragraph 5 of this report. The Authority is also required to reaffirm its acceptance of the national BSF funding and procurement model including a Local Education Partnership as the local delivery agent, and a centrally managed ICT service for schools. This was first agreed by Cabinet on 5 October 2006 and a letter signed by the Leader of the Council and the Chief Executive was sent as part of the Readiness to Deliver submission. The draft SfC2 attached as **Appendix 2** repeats that commitment to the national models.

**RECOMMENDATIONS**

Members are asked to agree that the draft Strategy for Change Part 2 attached as **Appendix 2** to this report be submitted for assessment by government agencies.

**DETAIL**

1. Part 1 of the BSF Strategy for Change (SfC1) was agreed by Cabinet on 21 July 2008 and approved by government agencies on 5 September (subject to certain conditions discussed in paragraph 4 below). SfC1 described the challenges facing secondary schools across the whole of the borough: raising standards further and closing attainment gaps; personalising learning; reorganising schools to meet changing needs within the geography of the borough; and improving choice and

maintaining diversity. Our strategy to meet these challenges is based on effective collaboration to offer a broad and relevant curriculum across all the schools and colleges in the borough – “Campus Stockton”- , engaging young people more effectively as partners in learning. Educational transformation will be supported by a committed and highly professional workforce and by technology that helps to remove obstacles to learning. BSF investment will enable us to provide safe, welcoming and sustainable learning environments with the flexibility for diverse learning experiences. The BSF programme will be set within the Council’s strategies for integrated services and community regeneration.

2. The second part of the Strategy for Change (SfC2) is largely concerned with the Wave 6 project, which will begin to receive funding in April 2010. It has been drafted by the Council’s BSF Project Team with considerable input from external advisers drawing on the experiences of other authorities. The document has also benefited from the expertise of the borough’s secondary headteachers and college principals who are all members of the BSF Change Management Group. This group meets weekly with a specific remit to develop a collective vision for educational transformation and to lead the process of implementing it at school level. The draft SfC2 has been agreed by the BSF Project Board.
3. Partnerships for Schools (the national BSF delivery agency) has published highly prescriptive guidance on the length and content of the SfC2 document. The draft attached to this report (**Appendix 2**) conforms to that guidance. The following paragraphs summarise the content of SfC2 and draw attention to issues which have developed significantly since SfC1 was agreed by Cabinet. The approved SfC1 is attached for information as **Appendix 1**.

#### School organisation issues to be addressed arising from the approval of SfC1

4. The approval letter received from the Department for Children, Schools and Families (DCSF) in September 2008 set out three issues of school organisation that must be addressed in SfC2. All three have been addressed as follows.
  - (a) The Authority was asked to explore whether there are options other than those proposed in SfC1 that would better meet parental demand for school places in the South of the Borough. A review of likely demand has concluded that up to 1,500 secondary places will be required for residents of Ingleby Barwick and around 1,400 for those living in Eaglescliffe and Yarm (all numbers excluding Catholic students). SfC1 proposed 900 places at All Saints Church of England School, 900 at Conyers (11-16) and 1,050 at Egglecliffe (relocated to Allens West). One option could be to transfer either Conyers or Egglecliffe to a site in or near Ingleby Barwick. Such a transfer would better provide for students resident in Ingleby Barwick but it would leave either Eaglescliffe or Yarm without a secondary school in its own community (and would, of course, require full statutory consultation). The need for a significant number of students to travel some distance to school would remain. Conyers and Egglecliffe schools draw students from a very wide area. To date we have been unable to identify a deliverable solution to enable All Saints School to expand beyond 900 places. We acknowledge the strong feeling about this issue in Ingleby Barwick and have given a commitment to review this. Schools in the South of the Borough are allocated to a second wave of BSF investment. The timing of the second wave has not yet been confirmed by government agencies.

- (b) The Authority stated in SfC1 that the number of Catholic students in the borough is not sufficient to sustain three separate Catholic secondary schools. In the summer of 2008 we invited the school governing bodies and the two dioceses to consider forming a hard federation, an approach endorsed by government agencies. Federation would enable the three separate schools to remain on their existing sites, working closely together under a single governing body. The DCSF approval letter states that “the viability of St Patrick’s will be questionable unless the proposed hard federation with the other RC schools is progressed and implemented.” It was therefore necessary to seek the agreement of the three governing bodies before the submission date for SfC2. The governing bodies of Our lady & St Bede’s and St Michael’s schools agreed in November 2008 to sign a Memorandum of Understanding (MoU) to explore federation. On 20 January 2009 the governing body of St Patrick’s RC Comprehensive School also agreed to sign the MoU.
- (c) The Authority had been expected to implement the hard federation of Billingham Campus and Northfield schools under a Trust as proposed in SfC1. The governing bodies of those schools did not agree that this proposal would provide an appropriate solution for Billingham in the face of a rapid decline in student numbers. The Authority has therefore published a statutory proposal to close Billingham Campus School and enlarge Northfield School to operate on two sites.

#### BSF funding allocation for Wave 6

5. The capital funding available for the Wave 6 programme has been calculated using a formula known as the Funding Allocation Model (FAM). Funding is based on the projected number of students at the Wave 6 schools in 2018. The formula assumes that across all the schools in the wave 50% of the floor area will be replaced by new build, 35% will be existing buildings substantially remodelled, and the remaining 15% will receive light refurbishment. Many authorities in earlier BSF waves have found that the funding allocated by the FAM is not sufficient to achieve their highest aspirations for the programme. There is therefore a need to tailor expectations to match the available funding. The FAM, updated to include the latest estate options, pupil number projections, location factor and inflation indices, indicates an overall funding envelope of £107.6m before the allocation of capital receipts and any other external funding sources. This funding is expected to cover the capital expenditure for each school in the wave, including building costs, professional fees, furniture, fittings & equipment, abnormals and ICT infrastructure. The FAM indicates an initial ICT Capital investment of £8.8m. The affordability calculations are based on the best available information at the SfC2 Stage of the BSF Programme and will be further reviewed and refined as the Outline Business Case is developed.

<b>SfC2 Affordability Calculation – Summary</b>	£m	£m
Capital/Construction Costs, including Contingency element		112.8
LEP Costs (Estimated)		3.3
<b>Total Costs</b>		<b>116.1</b>
Funded By:-		
FAM Allocation	(107.6)	
Additional Abnormals Funding (To be agreed with PfS)	(2.0)	
Sustainability Funding (Estimated)	(0.8)	
Capital Receipts/School Contributions to Programme	(5.7)	
<b>Total Funding</b>		<b>(116.1)</b>

### Academy proposals in SfC2

6. As indicated in SfC1, it is intended that (subject to statutory consultation) Blakeston School and The Norton School should be closed and replaced by a new Academy with 1,050 places for students aged 11-16. The Academy would not include a sixth form, but it would manage on behalf of the 14-19 Partnership an element of post-16 provision linked to its specialism. This specialism was determined by analysing the educational, employment and social needs of the area to be served by the proposed Academy, and consideration of the specialisms of the two existing schools. A draft vision statement was prepared and agreed by the BSF Project Board. This identified specialisms in health and wellbeing, sport and sports science for the proposed Stockton Academy. With the agreement of the Project Board, discussions began with potential sponsors appropriate to those specialisms.
7. Technical assessments of potential sites have concluded that the most suitable location for the new-build Academy would be on the former Stockton Sports Centre site at Norton Road. The exact location and design of the new building and means of access would be determined at a later stage and would be subject to formal local consultation as part of the planning process. Construction is likely to begin early in 2012. Government agencies have asked the Authority to consider opening the Academy during 2010 in the existing buildings of Blakeston and The Norton schools with the aim of securing more rapid progress in raising standards at these two National Challenge schools. National Challenge schools are those where fewer than 30% of students have attained five or more GCSE passes at grades A\*-C including maths and English. The issue of the early establishment of the Academy in existing buildings will be subject to full statutory consultation during 2009. The governing bodies of the two schools have already begun formal consultation on forming a hard federation to prepare for the transition to Academy status.
8. The proposed new-build Academy to replace Thornaby Community School (subject to statutory consultation) would be constructed on the existing site at Baysdale Road. The exact location and design of the new building would be subject to formal local consultation as part of the planning process. Construction is likely to begin early in 2011. Government agencies have asked the Authority to consider opening the Academy during 2010 in the existing buildings of Thornaby Community School. Thornaby Community School is also a National Challenge school. Establishment of the Academy will be subject to full statutory consultation during 2009. The Academy would have 900 places for students aged 11-16. It would not include a sixth form, but it would manage on behalf of the 14-19 Partnership an element of post-16 provision linked to its specialism. Following the same process described above in relation to the proposed Stockton Academy, specialisms in digital and creative media were agreed by the BSF Project Board and discussions begun with potential sponsors.

### Other proposals in SfC2

9. Representatives of all the schools in the Wave 6 programme took part in technical workshops to explore feasible options for each site. Led by specialist architects, these workshops were informed by data on the condition and suitability of the present buildings and by the school's own vision for educational transformation in its individual Strategy for Change (which reflects the collective vision of Campus Stockton). An option appraisal exercise then took place to determine the degree of

new build appropriate on each site to support educational transformation within the overall BSF capital funding allocation.

10. Bishopsgarth School, Grangefield School, Ian Ramsey Church of England School and Our Lady & St Bede's RC School will all be remodelled on their existing sites at the sizes indicated in SfC1. "Remodelling" means a combination of new buildings to replace between 40% and 50% of the present floor area on each site, and the remaining areas to be refurbished.
11. Abbey Hill School and The Bishopton Centre Pupil Referral Unit will remain in their present buildings following refurbishment. The preferred option for Westlands School is a new building, but at present this cannot be achieved within the available funding allocation and a part rebuild, part refurbishment option is currently proposed. This will remain under review as the programme proceeds.
12. Two of the school projects in Wave 6 must be specified in greater detail in the Outline Business Case (OBC) and should be identified in SfC2. Known as the sample schools, these projects will form a key part of the advertisement in the Official Journal of the European Union (the OJEU notice) against which potential partners will bid for the contract to deliver the local BSF programme. A process for selecting sample schools was agreed by the BSF Project Board. A matrix based on guidance from Partnerships for Schools was used to score each of the school projects in Wave 6 against six factors: educational attainment, social deprivation, building condition, building suitability, surplus pupil places and accessibility for disabled persons. In addition further consideration was given to the manageability of the BSF programme. The sample projects selected by this method are Ian Ramsey Church of England School and Bishopsgarth School (both remodelling projects). Cabinet is asked to endorse that decision of the Project Board.

#### The Local Education Partnership

13. All the Wave 6 projects described above have been developed in outline by the Authority's architects and technical advisers in consultation with secondary headteachers to meet the challenge of achieving educational transformation within the constraints of the available funding. At this stage they are indicative only. Detailed design work will be the responsibility of the Authority's delivery partner, a Local Education Partnership (LEP) to be set up during 2010. The LEP partner will bring additional design and construction expertise to the programme, knowledge of the market and the resources of a large organisation. As indicated in SfC1, the LEP is the procurement model required by government agencies for all BSF programmes with a capital value in excess of £100 million. Only those authorities with significantly smaller programmes (such as those in Middlesbrough and Hartlepool) are offered the option of a non-LEP procurement route.
14. A Local Education Partnership is a joint venture company with shareholding owned by the local authority (10%), BSF Investments (part of Partnerships for Schools - 10%), and a private sector partner (80%). The LEP will enter a long-term strategic partnering agreement with the Council to develop school building projects for approval by the Authority and will procure those projects to deliver the local strategy over (typically) a ten-year term. In spite of the shareholding ratio, the terms of the partnering agreement will require that all significant decisions are approved by all three parties through a Strategic Partnering Board. This Board will also monitor programme performance. The private sector partner will be appointed by Cabinet decision (probably near the end of 2010) after a competitive bidding process based on the OJEU notice to be published in summer 2009.

15. The advantages of the LEP approach are that:
  - a. Only one procurement process is needed for the entire BSF programme, saving significantly on future procurement costs.
  - b. The private sector partner has exclusive rights to all contracts specified in the OJEU notice (subject to satisfactory performance). This facilitates long-term planning, engagement of subcontractors, and offers economies of scale.
  - c. The scope of the LEP may be widened beyond BSF to include other building projects if the Authority wishes to consider using its partnership in that way.
16. The Authority would incur some costs in setting up and supporting a LEP and these have been estimated and included in the SfC2 affordability model in paragraph 5. Costs include the initial equity investment in the joint venture company, nominating a member of the Strategic Partnering Board, and perhaps providing accommodation for meetings. The Authority's officers and its external partners have begun work on planning the detailed operation and possible scope of the LEP. Members will receive a full report for approval with the Outline Business Case in May. The Authority has already indicated its agreement in principle to the idea of a LEP as part of the Readiness to Deliver submission sent after Cabinet decision in October 2006. The SfC2 attached to this report repeats that commitment.
17. Members will also wish to be aware that the LEP would take responsibility for some services currently provided by the Council to schools, and this would have an impact on the staff that provide those services. Two such services are discussed in paragraphs 18 to 20 below. The Authority will aim to ensure that as far as possible staff will be offered the opportunity to transfer their employment to the new service provider on existing terms and conditions.

#### Centrally-managed ICT services for schools

18. One of the prime responsibilities of the LEP will be to manage an integrated ICT service for BSF schools. This is a requirement of the national BSF process. Currently, schools and colleges procure ICT equipment and technical support themselves from a range of sources. Systems are not mutually compatible and cannot support our vision of collaborative curriculum provision across Campus Stockton with anywhere/anytime access. ICT is central to transforming learning, and government agencies will require implementation of a single system across all schools in the BSF programme. Neither government nor the Authority will nominate a particular system or supplier: we must specify the functions that the ICT service will be required to provide, and the LEP will appoint a partner to provide it under a renewable five-year contract. Dedicated BSF funding is provided for ICT infrastructure works (e.g. cabling and network servers), hardware and software. Schools (through the Change Management Group) and Authority officers are working with external advisers to draw up a detailed ICT output specification for OBC. Essential functions will include the curriculum uses of ICT (including those linked to specialist subjects, lesson planning and assessment), remote access facilities, a virtual learning environment, management information (including pupil records, attendance registers, and communication with parents), building management systems (monitoring and control of heating, lighting and ventilation, access and security) and electronic access to services such as libraries, transport and catering. There may be additional ICT functions relating to extended services both on and off school premises.

19. SfC2 provides an outline of the scope of the proposed ICT managed service as currently envisaged. Several issues remain to be resolved at a later stage. These include the initial involvement of the secondary schools outside Wave 6, and any involvement of the primary schools. There are also issues around the transition from existing systems and contracts, and the position of technical support staff employed directly by schools. It is likely that staff may be offered the option to transfer their employment to the new service provider after the LEP has been established. In some cases secondment may be offered. This will be discussed with staff and their unions in the coming months.

#### Facilities management (FM)

20. Government agencies require that the significant capital sums invested in BSF are protected into the future. New school buildings created under BSF will normally be procured under a Private Finance Initiative (PFI) contract that will include all life-cycle maintenance required to keep the building in fully operational condition for at least 25 years. These services are usually referred to as “hard facilities management” (hard FM). Hard FM contracts typically include building maintenance, heating, plumbing and electrical services. PFI contracts usually also include a range of “soft FM” services such as catering, cleaning and caretaking. Where buildings are remodelled or refurbished under BSF Design & Build contracts, the Authority (and the Dioceses where appropriate) must contract through the LEP for hard FM services. Individual schools may be offered the option to contract through the LEP for any or all of the soft FM services if they wish.

#### Next Steps

21. Following approval by Cabinet, the final SfC2 will be submitted to government for formal assessment. Officers have already begun work in preparation for the Outline Business Case (OBC) to be submitted in May 2009. The OBC, after assessment by government, will form the basis of the Council’s procurement process.
22. Members are reminded that some of the changes to schools described in SfC2 will require statutory consultation under the Education and Inspections Act 2006. Consultation on a proposal to close Billingham Campus School and enlarge Northfield School has been completed and that proposal has been approved. Consultation on proposals to establish two Academies and to close Blakeston School, The Norton School and Thornaby Community School will begin when the timeline for Academy developments has been confirmed by government agencies.
23. It is also important to note that the actual building works associated with BSF will require planning approval. As a part of the planning process consideration will be given to such matters as the need for, and adequacy of, environmental statements for each school including the impact upon transport. The BSF team is currently preparing a range of transport and environmental assessments for evaluation, to ensure the adequacy of the planning applications.
24. Regular communications will be maintained to ensure that all stakeholders are kept up to date with the developing BSF programme. These will include members’ seminars and regular scheduled meetings with school staff and their unions.

#### **FINANCIAL IMPLICATIONS**

25. The financial implications of the SFC2 proposals are summarised in paragraph 5.

## **LEGAL IMPLICATIONS**

26. This report seeks the agreement of Cabinet to submit a strategy document for assessment by government agencies. The strategy includes references to possible changes to schools that would require statutory consultation under the provisions of the Education and Inspections Act 2006 and subsidiary regulations. Both the strategy document and this report clearly state that such consultation will take place before any formal decision is made to implement those changes.

## **RISK ASSESSMENT**

27. A comprehensive risk register is maintained for the BSF programme. This report seeks the agreement of Cabinet to submit the second part of the BSF Strategy for Change for assessment by government agencies. The risk of that document failing to gain approval by government agencies is categorised as low to medium risk. Existing management systems and daily routine activities are sufficient to control and reduce risk.

## **SUSTAINABLE COMMUNITY STRATEGY IMPLICATIONS**

### **Economic Regeneration and Transport**

28. The proposed Academies in Stockton and Thornaby would contribute positively to economic regeneration. Both would be constructed within regeneration areas, both would be sponsored by higher education institutions within the region, and both would offer curricular specialisms of high value to the local economy.
29. The Strategic Partnering Agreement with the Local Education Partnership could include targets to support the local and sub-regional economy by specifying, for example, the use of local sub-contractors and offering employment and training opportunities to local residents.
30. Proposed changes to the locations and sizes of schools would, if approved after statutory consultation, change the pattern of travel to school for some students. Consideration of the impact upon transport and accessibility will be undertaken to ensure the mitigation, as far as possible, of any adverse impacts arising from changes to access to education as a result of the BSF proposals.

### **Safer Communities**

31. No negative implications.

### **Children and Young People**

32. The BSF programme is intended to improve services for children and young people.

### **Health and Wellbeing**

33. The BSF programme will be aligned with the development of Integrated Service Areas through schools at the heart of their communities. This will support stronger, healthier communities. The proposed Stockton Academy specialising in health and wellbeing, would promote stronger partnerships with Public Health and would lead to improved outcomes for local communities.

### **Environment and Housing**

34. Design Quality Indicators will be developed for all BSF projects. Transport-related environmental implications will be considered as a part of the BSF transport assessments. In terms of other environmental implications the programme will have a minimum target to achieve the BREEAM\* design standard of “very good” in all

buildings. In addition the Council will look to maximise opportunities for onsite renewable energy generation (ground source heat, wind, solar, biomass etc) and design low carbon use buildings in line with Climate Change Strategy targets.

*\*BREEAM – Better Regulation Executive - Environmental Assessment Method. The Better Regulation Executive is a part of the government's Department for Business, Enterprise and Regulatory Reform (BERR).*

### **CORPORATE PARENTING**

35. The BSF Strategy for Change includes targets to raise educational achievement and improve life chances for all children and young people in the borough including those looked after by the Authority.

### **EQUALITY IMPACT ASSESSMENT**

36. The BSF programme has been subject to an Equality Impact Assessment and has been judged to have a positive impact. No remedial actions are required.

### **CONSULTATION INCLUDING WARD/COUNCILLORS**

37. The content of SfC2 is based on the previous document, SfC1, which arose from discussions with the secondary headteachers, college principals, and the Tees Valley Learning and Skills Council. The Education Directors of the Anglican Dioceses of Durham and York, and the Catholic Dioceses of Middlesbrough and Hexham & Newcastle were also consulted. Six public drop-in sessions were held in early July at public libraries in Stockton town centre, Roseworth, Billingham, Thornaby, Yarm and Ingleby Barwick.

38. Specific consultation on SfC2 has included members' seminars on 21 October, 11 and 24 November, and 13 and 19 January. Secondary headteachers and college principals have been involved in developing SfC2 through the Change Management Group which meets at weekly intervals. Public consultation regarding statutory closure proposals has been conducted as appropriate. Information is provided for staff unions through the JCC process.

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#### Background Papers

Cabinet reports dated 6 October 2006 and 21 July 2008.

Strategy for Change Part 1

#### Ward(s) and Ward Councillors:

Not Ward-specific

#### Property

The BSF programme will introduce substantial capital investment to renew secondary school buildings.