



EDUCATION BUILDING AND DEVELOPMENT OFFICERS' GROUP

MANCHESTER CONFERENCE NOVEMBER 25th and 26th NOVEMBER 2004

CONFERENCE NOTES

Ged Mitchell - Manchester Education Service - Introduction

Ged welcomed all to the conference and thanked colleagues from the EBD OG Standing Group who have assisted and shared in the planning of this conference.

Within the conference lobby there was a small exhibit area where some major companies, who have worked and added value to the industry over the past few years, showed some designs and projects undertaken in relation to Building Schools for the Future agenda.

Each delegate was given a pack, which included the conference programme, two CDs which contained all the programmes and case studies relating to the workshops

Shirley Turner - Chair of EBD OG

Shirley officially opened the conference and was delighted to welcome the delegates to Manchester and hoped that delegates agree that the Standing Group has put together a programme that is interesting, timely and addresses the issues of the day.

The speakers were welcomed:

Sally Brooks Divisional Manager Department for Education and Skills

Beech Williamson Department for Education and Skills

Dana Woodmansey Department for Education and Skills

David Fewster Department for Education and Skills.

Struan Coad Department for Education and Skills

David Goldstone Partnerships for Schools

John Lorimor Manchester City Council

Dave Carty Manchester City Council

Neil Flint Head of the Academies Division

Martin Lipson (Director 4Ps) also chairing the panel discussion

David Goldstone – Chief Executive for Partnerships for Schools

David began to set the scene on how he will try and focus on where the programme and PFS are currently at and how the BSF programme will role out over the next few years David then gave a very brief recap highlighting the key areas of the programme:

- Educational transformation,
- the educational vision work we are doing;
- the national programme planning;
- progress on the knowledge management side;
- major progress in resolving all the funding issues that was causing delay and blockage at that time last year.

Major issues outstanding from last conference

- The affordability issue that was stopping progress at that time and that we were hoping to have that resolved during the summer and be able to take the first projects into procurement in about October, David happily confirmed that those milestones were achieved.
- The other concern was the high level of funding required to deliver the whole programme. The result as many of you will be aware of that we can only afford to support up to 50% new build across the secondary school estate.
- The standard documentation is all out and available we think we have made enormous progress on and hopefully if you speak to people here who are in the programme they can talk to you about the value from the portal and the benchmarking we are delivering.

General update

- PFS is established now as an MPDB bringing together Partnerships UK which has got extensive experience in delivering complex programmes working with the department and bringing together the policy and delivery aspects.
- Agreement on the terms of the national programme management and what our role really is.
- We have completed our recruitment drive over the last few months and we have targeted people with a background in helping deliver local authorities or working in local authorities in delivering capital programmes (Brenda Bignall's recently joined us as our Education Director).
- Development of areas such as standardising procurement and standardising contract documents maybe one of the greatest potential opportunities we can achieve is to develop better relationships, better long term partnerships with the supply chains with the construction delivery industry
- Bradford and Bristol are in procurement using much on the standard approach and have had a very good response from their partners and are taking that forward using the standard documentation.

- We have got a number of schemes now with OBCs being looked at and subject to approval and we really expect now for there to be a flow of new projects coming into procurement through the end of this year and from the period from Christmas up to Easter.
- In terms of knowledge management the development of a portal that's live for BSF for which the address is www.bsf.gov , has got a mass of information about BSF.
- Consultations have taken place with wave one authorities on the different circumstances and the range of different environments on how to develop a local education partnership in those environments (David restating that PFS is not trying to force the LEP model on circumstances where it would be inappropriate).
- Next steps really will focus the next few months is getting the Wave 1 schemes through business cases approval and into procurement and delivering. We will be starting working with Wave 2 as soon as that is announced and working on their education vision and their long term strategy.

John Lorimer - Manchester City Council Capital Programme Director

John began by explaining the rationale behind why Manchester has changed its approach in managing its capital programme. Previously it was procured traditionally, it was an absolute nightmare unacceptable, and everybody in our organisation recognised the need for change.

The City Council established a new division some two and a half years ago with very simple objective to bring more surety to Manchester City Council Capital Programme.

The Implementation was

- Phase 1 was train our personnel in the basics of project management and to create a policy whereby we can deliver project of a generic nature.
 - We have developed a common project management methodology which is based on Phase 2 and this model has now been rolled out through 500 of our staff who have been on the two day course and we have had half of our SMT we are now getting into more work on the financial planning we've got trained risk facilitators.
- Phase 2: we delivered a Gateway process to review our programme in a very structured way incorporating RAG reports as a norm.
 - Gateway 0 where we captured the ideas;
 - Gateway 1 is all about joining projects and ambitions together;
 - Gateway 2 is the point, which our SMT signs up to those ideas;
 - Gateway 3, 4, and 5 are those that most of you will be very familiar with traditional budget processes and Capex approvals.
- Phase 3 is to automate that process with some collaborative software.
- Phase 4 is the big vision really where we create some centre of excellence and we are talking currently to Knowledge Capital, to UMIST.
- Phase 5 part is the way we procure and we have a very clear procurement strategy we are committed as an organisation to go down a framework route and the frameworks will be discreet to discipline.

- Framework 1 (Education Projects) is £½ million to £5 million, was actually signed up in January of this year and it took us about close to 2 years to deliver that framework, the first one we did is delivering very clear benefits;
- Framework 2 is £5 million plus, we have appointed two contractor groups.
- Framework 3, which is £0 million to £0.5 million, is for all other, related works.

Dave Carty Manchester City Council, Head of PPP

David gave a brief insight to how Manchester is approaching the implementation of its programme and the proposed education vision.

The key issues on the vision are:

- Look closely at the Children's Bill, we are looking at community partnership and integrated public services, service delivery reform, federated collaborative working, workforce reform, localised service delivery;
- New forms of governance and inclusion will remain an essential part of the agenda and we will have the extended community school.
- Greater collaboration between schools, parents and carers in the education of the children.
- Much closer co-ordination between all the public, private and voluntary services that are involved with children and we need to do that on a local level.
- Better integration between the school community, the local community and business.

Lessons so far – address as early as possible.

- The educational issues, your education vision should be in place now before you go into the programme.
- Are you confident about your stakeholder aspirations, do you have a plan, how are you going to manage stakeholder aspirations.
- You must keep very close to your partnerships for schools project director and your DfES contact officer and the 4Ps.
- You must share knowledge with other local authorities through networking.
- You need a clear and simple project structure.
- Ensure that you have a public relations communications strategy.
- ICT a key driver of design and transformation and always keep an open mind.
- Design is an absolutely crucial stage, well we have set up an executive design board which will have ownership of the Manchester sample school design, we have a working group, that working group is supported by education consultants, programme management consultants, and in house technical services,

Beech Williamson - Inspirational Environments of Remodelled Schools

Beech gave a brief overview of the new guidance Inspirational Environments of Remodelled Schools which is the sister book to Exemplar designs guidance and its about transforming schools through remodelling.

The overview of new guidance was presented through eight case studies showing the benefits of remodelling and why there are some very good benefits to keeping schools.

- Secondary schools that have a ethos that is linked to the original building structure and design and the community recognises it as a successful school.
- On restricted sites where various decanting options are going to be very difficult and probably very disruptive and it may well be better to do it in phasing.
- Building on the same site also offered the school population a better link to what was going on because the staff and pupils could actually see what was happening on the site.
- Be innovative, you can do marvellous things - Atria and Agora's example of that is Kingsdale School where they did the ultimate version of this and roofed over two courtyards with an ETFE roof.
- Design quality indicators (DQIs) are being developed at the moment for schools and we're expecting all schools in the BSF to use design quality indicators initially the CIT version and later the school's version to ensure the brief is appropriate, the initial design is appropriate and the final design is appropriate and in fact at the occupation stage we are going to merge in the work that we have done with schools.
- The Design Council is working where they have got lighting designers and some architects to do some relatively quick win stuff to help to improve concentration and understanding of organisation around the school.

David Fewster - Voluntary Aided Schools Funding

David stated this conference was an ideal opportunity to raise the profile of voluntary aided schools funding as there are some big implications, there have been problems with the VA capital programme within the current year, its going to continue next year as well.

- In 2004/05 the department had originally planned that £155million would be allocated but we had to revise it down to £108 million due to commitments on existing projects and devolved capital annularity and a further planned reduction of funding is planned for 2005/06, however, you can see the scale of the VA capital programme; just over half a billion if you include devolved formula capital.
- In terms of action this year in fact we are having to rely on under spends from elsewhere in the department to keep us afloat and we are having to take actions for example:
 - we have asked all VA schools whether they intend to claim their devolved formula capital this year and, if so, how much, so we can plan for it;
 - we certainly can't allow them to borrow money from future years entitlement;
 - we may have to ask diocese or whoever if they can delay some existing project.

Partnerships for Church of England Schools

This was the programme to develop an off the shelf PFI type solution for the VA sector. It hasn't worked, one of the reasons is because of the funding mechanisms that we have had to rely on using capital grant rather than PFI credits or borrowing, and that meant the whole thing was going to become unaffordable and with the secondary renewal programme. BSF had its own organisation so technically PFCS has now been moved into PFS as an organisation.

Ministers have agreed for those roughly 30 VA schools in the pathfinders and Wave 1 authorities and will consider paying grant above the usual 90% on production a robust business case. Wave 2 onwards cannot use that same approach.

A couple of years ago we tried to simplify some of the processes with some measure of success in terms of broad principles, but I think there is still a lot to do in terms of bureaucracy.

- Devolved capital to VA schools; we are hoping to ask LEAs to passport the funding to the VA schools following the same procedures they use for their community schools.
- On consultation we have set up a VA capital working group mainly faith representatives and fellows of the national association nobody from local authorities.
- Building approvals maybe there's a role for the LEA in handling that side of things as well.
- LCVAP, we have been thinking about some kind of schedule payments once the projects were approved or we may just give you the money and you handle the programme as your devolved capital.

Neil Flint – Head of the Academies

Neil highlighted the key message that Academies are independent schools which are fully publicly funded were recurrent costs of Academies are entirely comparable with costs of recurrent support for LEA maintained schools and the only thing that's different in that sense is that we have the capital investment of the sponsor, £2 million on average

The aims and objectives are:

- to provide a first class free education for students of all abilities;
- improve educational achievement in disadvantaged areas;
- to map out radical approaches to raising standards as I said they have been established to replace very weak existing schools. One of the ways to do that is to have diversity and innovation in the delivery of the curriculum, they have more flexibility in relation to the national curriculum, and they do have a subject specialism;
- revitalise local communities, there is no reason at all why disadvantaged areas should have weak schools but it is a fact that they do and it is a fact that weak schools are themselves symptoms of wider problems, socio-economic problems and the best academy projects are projects that are built in to a wider regeneration economic, social and cultural as well as educational;
- they'll have facilities comparable with the best available in the maintained sector;

The programme

- We have 17 open and a further 37 projects either in feasibility or in implementation and we plan to have 200 academies by 2010. They are predominately overwhelmingly in urban areas because of disadvantages but they can also be in rural areas.
- Criteria for establishing an academy is a weak performance in schools and deprived areas, the next 150 we have to look very carefully at prioritisation.
- BSF is going to be a key vehicle for delivering more academies and that is going to, in itself, push us in certain directions towards local education authorities and there are some issues in that as to how many academies we are going to have in individual authorities. All of those things will be worked out over the next few months.
- In terms of funding academies are funded through a separate academies budget so when a academy is incorporated within a BSF, the academy funds substitute for the BSF funds though academy funding is always capital grant not PFI credits and the building specification again is exactly the same as the building specification for BSF schools.

Shirley Turner Chair of EBD OG

Shirley began with a review of the meetings of the Standing Groups held in September and November last year.

Building Schools for the Future

We have had general feedback from Wave 1 colleagues along the lines that we heard yesterday from Manchester. We have discussed the 50% rebuild versus 50% partial rebuild and remodelling and refurbishment. We have feedback from one LEA's experience but suggested that refurbishment by PFI was not really a viable proposition and there are still issues surrounding the affordability. One LEA's revenue budget for the implementation stage was in the magnitude of £1.6 million, which enabled them to attract £158 million of investment.

School playing fields

The review of the new guidance and changes are on the ebdog website.

DFES Stakeholders Workshop

We were also invited to have representatives at a DfES external workshop to help and shape the future of how the department will communicate and work with us, we had a very exciting day and very informative with frank and open discussions on how they could shape their future with a reduction in their staffing.

The Building Bulletin 77 Revision Task Group

This group has met twice since the last conference and is due to meet again, and Shirley represents LEAs on that group. A draft publication is to be finalised by the end of February with publication by the end of March for a three-month consultation period.

The RIBA Schools Client Forum

The forum has met twice and is due to meet again on the 7 December. Being a school's client forum run by RIBA a lot of it focuses on architectural design, the make up of the day has slightly changed its emphasis. We now have a meeting in the morning and we have a school visit in the afternoon. On the 12 July there was an RIBA School's Client Forum conference and it focused on the future education inclusion and aspects of accessibility

EBDOG Website www.bgfl.org/services/ebdog.

The Group would like to thank Chris Gilbert of Birmingham and his team for managing the EBD OG website on our behalf. It is a valuable resource and it is developing all the time. It is an important means of keeping in touch for flagging up any relevant data and as a link to other important websites.

We would like you to let your local standing group officer if it provides you with the sort of information you need because there will be a new planning page under developments that will give information about planning school places and links to the DfES School Organisation Unit.

We are also going to replace the "can you help page" its being revised into a discussion forum.

There is another development that I need your help and support with; if you are a member of a regional group please can I ask you to email me with the name of the group and its chair. My email address is shirley.turner@hants.gov.uk.

Schools Capital Strategy Consultative Group

Shirley confirmed that meetings were held in July and October and covered a broad range of familiar issues.

- Building Schools for the Future updates on the progress of Wave 1 much like we heard yesterday.
- Questions raised about Academies and that they would be more funding and would be more expensive than conventional schools but I think we heard from Neil yesterday who emphasised that both capital and revenue funding would be comparable with maintained schools.
- We talked about the five year strategy and we considered a paper detailing the capital approaches and issues facing foundation schools.
- DfES is operating with a more strategic hands off role, hence the working group that worked with the DfES to look at how they could do that and not lose the stakeholder involvement.
- Targeted capital fund; there were a variety of options that were discussed in the paper that we reviewed and various proposals on the way forward I will only say at this point that it is likely to be a two year programme.
- A paper was tabled by the LSC on joint budgets,

EBDOG future conferences –

Finally Shirley told the conference she looks forward to the future conferences at:

- West Sussex May 05 are hosting it, its location will be the Le Meridian Hotel Gatwick Airport;

- Blackpool will do November 2005;
- Reading have confirmed they will do May 2006;
- Milton Keynes have confirmed November 2006;
- Bournemouth have confirmed they will do May 2007;
- and a combination of authorities in the York/Humberside area will do November 07.

Farewells

Jo Humphries from Shropshire - best wishes were extended to Jo for a healthy, relaxing and enjoyable retirement

Sally Brooks – Divisional Manager, Schools Capital and Buildings Division - DfES

Sally gave an insight as to why she was unable to announce the autumn capital announcement before EBD OG conference, but gave some guarantee that the announcement will be next week.

The Department has been through some months of intensive debate with Ministers and the Secretary of State about the capital strategy. Ministers have taken a great interest in our capital strategy and have been putting pressure on us to make it a more comprehensive, coherent strategy.

What the new capital strategy is in broad terms

- Devolved formula capital to schools will continue to increase year on year until the next spending review and we are also integrating a lot of the ICT funding into this allocation.
- The devolved capital to local authorities which comes in a range of different boxes will be maintained at the 05/06 levels, basic need, organisation access initiative funding will be announcing the two year programme for that next week.
- We will be rebalancing it slightly away from those authorities who are in the early waves of BSF towards those who are later on in the programme we are doing that through the abatement.
- Turning to Building Schools for the Future we will be announcing BSF Waves 2 and 3 next week. We will also be giving an indication to all local authorities as to where you stand in the programme so that you can start to plan in the knowledge of where you are likely to get major investment into your secondary schools.
- We are also for all those local authorities who are not in BSF Waves 2 and 3 planning to meet you individually over the next four months.
- Finally, targeted capital based on the needs of individual schools, the bigger projects that you cant fund through your devolved capital will be bigger, quite significantly bigger, and it will again be targeted more on to the none BSF authorities for those of you who are in the later waves and to primary schools.

DFES Modernisation Agenda

There is a real change in the approach the DfES is now taking and central government as a whole, to the way that the DfES works, both within the organisation and with the LEA as stakeholders. Sally explained how the Civil Service's traditional strengths lie in strategy and policy but how it is less good at project management and deliveries as these are left to the LEAs to undertake.

There is a real acknowledgement in central government right from the top, from the Cabinet Office, that the Civil Service and the DfES have to get much better at project management and at real delivery.

- The whole central government approach is to have a lighter touch so that we give you the information to access but at the same time we give strategic in depth support when that is appropriate.
- Part of the new approach we are offering is a much more integrated package of support.
- More and more information going onto our website the BSF portal which we've established now will eventually rolled out to everybody.
- Secondly, we've got our new enquiry service its function is more of a one stop shop for either answering those questions that are simple and general about policy or figures or to give you instant access to an expert somewhere in our team.
- The DfES new team structure; we are divided now into five units under the head of schools capital:
 - Head of PMO will be dealing with managing the projects within our division;
 - Head of contracts is managing our relationships with our key contractual providers such as partnerships for schools 4P's and other architectural advisers;
 - Kalparna Canastan is Head of Finance and programming;
 - Philip Parker is the head of strategy who will be sorting out that level of support for your strategic work, communications and enquiry service;
 - Mukund Patel Head of Schools Capital and Asset has within his unit not only design teams but also the assets team and the VA teams.

Dana Woodmansey - Building Schools for the Future Update

Dana introduced herself to the conference and explained her team's role in the BSF programme, mainly dealing with BSF/PFI projects but with the knowledge to cover such areas as ICT, extended schools, 14-19 etc.

The team, is a multi-disciplinary team formed into three sections bringing in people with all kinds of knowledge and expertise.

- Peter Aldermars, he has a specialist in PFI;
- Chris Bissell you know also from the design side;
- Rory Kennedy who is working very much on policies as his specialism.

What kind of support can you expect?

- Wave 2 authorities will receive their confirmation letter next week which will have a named contact officer and a named project director from the 4Ps and we will be planning in December a launch event which senior officers will be invited to and then following on from that in January we will be having regular planning meetings where you will be able to meet your contact officer, your project director.
- If you're in Wave 3 obviously your project is slightly further ahead but you will get similar support and guidance from ourselves, 4P's and PFS.
- If you are in Wave 4 onwards then we plan to make contact with all of you for one to one meetings.

Struan Coad - Benefits of ICT

Struan presentation focused on the importance that ICT has an important enabler for the transformation of education. He talked through examples of how ICT is making a massive impact on improving learning through independent opportunities for children to learn from home, from school, from the local library, from other schools and how it can stimulate, motivate the way they work and empower learners by actually having the ability to work at their own pace rather than having to combine with what other people in their classroom and that can encourage differentiation and personalised learning so that they can have their own individual pathways to learn. It also extends the opportunity of learners to find out different means of learning so whether it be through the Internet access global resources whether its through video conferencing to work with children or other learners across the UK, across the globe and importantly and very often forgotten ICT can make a vast impact on the administration and management of a school.

Struan gave examples of best practise from Bectra pathfinder projects in particular:

- Warwickshire County Council Teachers Toolkit;
- Wolverhampton and Worcestershire Workspace Concept;
- Dudley Council managed service;
- Northern Ireland ICT strategy.

Martin Lipson 4Ps (Chairman)

Martin Lipson introduced 4Ps and his role within the organisation and went on to expand his remit in BSF, which comes from engagement on the programme from the local government association, which nominated 4Ps as its national representative.

Martin gave a brief overview of several important messages, which we have already given, to the department and to Partnerships for Schools.

- Standardisation which we support in principle does not occur at the beginning of a new procurement route it takes time and it requires the support of all parties especially the market.
- With major long term projects such as BSF the sense of ownership and confidence in the commercial and legal framework that LEAs will need, is paramount, it's also essential that the LEA's confidence in all three national bodies as support for their projects.
- We will voice from time to time the concerns of authorities both in and out of the programme when we do this we do it in the frame of critical friend.
- We advocate an open and sharing process between all LEAs involved in the programme and we are working to enable this to happen.
- We also advocate rather more direct communication between the market and authorities for potential bidders also have experience on which to draw,

Issues for selecting Wave 3 and 4 Authorities

- Can bids from prioritised LEAs be afforded within a financial year allocation of DfES funds?
- Is the preferred delivery model the LEP going to work in those authorities?
- Will there be too much activity in any one region?
- Can industry cope in all the areas where projects will be located?

- Does the prioritisation make enough room for authorities with a large number of secondary schools to start off in the programme even though they may not be as needy as others?
- Authorities have questioned the wisdom of a long term partnership with exclusive rights over the local school investment programme.
- The voice of schools and governors has not been much heard as yet but want to understand how individual schools in the BSF programme will obtain that sense of ownership of their project.
- The solution to the VA school funding problems has yet to be found for the programme as a whole and this impacts on large numbers of schools in some areas.

Questions and Answers Session

1 When will we hear about SAI, BFC etc allocations and what is the future of these? What is happening on TCF and will allocations be announced by the final or indicative figures?

Sally Brooks – TCF will be flexible in how you use the money, there's not a specific pot for workforce reform but we do expect you to include it in all your planning and your bids to us, Devolved formula will be indicative for 06/07 and 07/08 to be adjusted for pupil numbers and the others are actual allocations up to 07/08.

2 How prescriptive are these percentages (50/35/15 split) within waves, within LEAs and over time, what circumstances are likely to warrant flexibility and are the proposals for academies most likely to be complete rebuild to be included in these percentages, and if so isn't this going to skew the remainder of the programme and disadvantage non academies?

Sally Brooks-Academies aren't included so there is no disadvantage, academies are separate so if you get one you build an academy that doesn't go against your new build percentage. What we are saying is over a wave we have to get that balance and therefore by definition in order to get more than 50% new build there has to be another local authority in the wave who is happy with less than 50% new build. That has actually happened in Wave 1 What we can't do is balance across future waves because it just doesn't work, we can't allocate from future money that we haven't yet been formally given

3 How would DfES suggest that LEA meet the merging BSF affordability gap and also address the escalating need to fund life cycle maintenance to a PFI standard in none PFI schools.

Sally Brooks I wouldn't call it emerging affordability gap it did emerge at the beginning of the year as a big issue for us and for you and I think we would all agree that we have worked incredibly hard with the Pathfinders to bottom out what the affordability gap actually is, we put a lot more of central government money into the affordability issue and PFI and we did do a lot of compromises that probably none of us really want to make around things like not demanding that local authorities fund life cycle costing and not life cycle maintenance in none PFI projects although we would encourage you to do.

4 ' How can LEAs hold together an educational vision for BSF in the event that significant numbers of schools opt for foundation status and begin developing delivery of community services such as leisure provision in isolation from the LEA'

Sally Brooks - We explored the issue of the relationship between foundation schools and a local authority. And concluded that the relationships that local authorities have with their schools are pretty good and schools and local authorities are used to working together on

strategic planning across the area and that it is not going to be a major problem, I think most foundation schools are happy to work with their local authorities.

5 Current uncertainties are affecting our ability to forward plan sensibly what guarantees can DfES offer over future funding certainties for VA schools and secondly the use of LCVAP to meet 10% costs on larger schemes is in jeopardy how can these and other urgent e.g. health and safety commitments be met again its from various people.

David Fewster – In terms of uncertainty we expect that that will become clearer next week as part of the three year settlement that we will give figures for the whole programme LCVAP for the second and third years will be at this stage indicative because we want to work with the VA working group to see what is the best balance

6 How is it intended that academies within the BSF programme would be procured, Neil spoke of public sector project managers, why not include Academies in the LEP route and what benefit will private sponsors receive for putting £2 million into a school.

Sally Brooks—I can't imagine to know what benefit they will receive but possibly a sense of self worth or putting something back into the community. In terms of the procurement issue we are trying to move both programmes closer together. We are at the moment looking at the possibility of including them within the LEP model.

7 How are we intending to integrate all the curriculum reforms that are being proposed by the Tomlinson Report into the BSF programme because it seems to me that over the next 10 years if Tomlinson is going to be achieved there will be tremendous changes over the whole of the secondary school curriculum, which when analysed will effectively mean that any designs that we may have for secondary schools now will be changed so that's the first question and the second question is there has been mention of academies and it seems to me that academies are total disintegrated from the BSF programme and perhaps somebody can comment on that?

David Goldstone - In terms of curriculum reform I think there was always a question about what do we do about future changes and obviously we have a fundamental review of the Tomlinson report and as you say it will involve changes in the future but in a sense we can never know exactly what those are at any point and we live in this whole environment is one in which there is always policy change coming in one respect or another in different areas we don't live in an environment where we can say that's going to stop and that's when we will do all our changes for the future.

Dave Carty –I think at first look at academies you might reach the conclusion that the questioner reached but we believe that the key is getting businesses the growth businesses in Manchester involved in our schools. We see the academy route as a really attractive way in to this process, what we are going to do is look at delivering a new academy in each of these six districts we already have one academy in Manchester but we are looking to encourage more academies, those academies will have the corporate business link into them and we are looking for corporate sponsors who would be interested in working together in collaboration and what we are looking to do is set up district boards and those district boards will not be responsible for management in those schools but they will be responsible for monitoring the performance the outcomes from those schools be it academy or non academy because we believe the academy model you can take the huge potential to involve businesses in schools and turn it around and see how it very neatly and closely fits with the BSF programme.

8 The speakers were talking about the same thing, the same objectives, one from a national prospective and one from a local prospective and they are actually talking about two slightly different, subtly different procurement methods, David talking about LEPS and Manchester colleagues talking about Framework agreements, could we just pause for a moment to talk about the differences and strengths of each of those arrangements and perhaps David could comment on the costs so far of procurement of the LEP's the model that he has been outlining.

David Goldstone - The differences are that the LEP involves only one strategic partner with a long term relationship and some sort of highly conditional exclusivity i.e. if you perform you do have access to deliver the programme, but that partner being an organisation that can bring and manage supply chains that can be diverse for different requirements so it's a long term relationship with conditional exclusivity.

Manchester frameworks have more than one framework partner and are effectively design and build contract frameworks this fits our BSF funding profile which is going to be a traditionally funded we are not looking for PFI's credits. The EU procurement puts greater time limits on the duration of those so one of our concerns with that approach is whether the longevity to deliver a BSF programme and our feeling that it would be more difficult for the parties to take that sort of development risk and to work projects up at risk because they don't have certainty because there are other parties in place.