

Key for Abbreviations

B4	- Buro Four (Project Manager for the Council)	HR	- Human Resources
CABE	- Commission for Architecture and Built Environment	LA	- Local Authority (Wiltshire)
CCF	- Combined Cadet Force	OBC	- Outline Business Case
DCSF	- Department for Children, Schools & Families	OPM	- Overall Project Manager (Place Mace)
DG	- Design Group	PfS	- Partnership for Schools
ESD	- Environmental Services Department	PSG	- Project Steering Group
		SEN	- Special Educational Needs

Task Group Recommendation	Response from Cabinet Member	Response from OPM & Sponsor	Response from LA Project Manager
1. As professional fees for the North Wiltshire Private Finance Initiative (PFI) Schools project exceeded £750,000, and mindful of the complexities involved with the procurement of a new school, careful assessment and clarification should be given to exactly how much is needed to fund all costs associated with the procurement, design and build of the new academy buildings. In particular, confirmation is needed on whether or not sufficient DCSF funding will be available to resource all project management costs, including any to be incurred beyond the feasibility phase.	Delicate negotiations are currently occurring with the DCSF and PfS in relation to resourcing project management and technical advice costs beyond OBC. PfS have not made this position clear despite numerous attempts by WCC officers and B4 to gain clarity. This has now been escalated to the highest levels. The Chief Executive, Director of DfCE and Cabinet Members are all aware	Not required	Not required

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<p>2. Mindful that Wellington College will oversee amongst other things the education vision, curriculum model, staff / organisational policies and the Academy Trust, there must be sufficient opportunity for the LA and Castledown School to also influence these matters, so that the academy is shaped with the needs of local children and the local community in mind, in particular:</p> <p>(a) the DCSF has been inclined not to involve the headteacher of the predecessor school in other academy projects, due to the purpose of these projects mainly being to replace failing schools and to recruit a new principal. This academy project is not to replace a failing school, therefore the headteacher of Castledown School should be involved throughout the project and in particular be given the opportunity to influence the education vision and design brief, the curriculum model, staffing and organisational policies, admissions and special educational needs policies;</p> <p>(b) in developing and agreeing staff and organisational policies, the PSG must ensure that the transfer of existing staff to the academy, and their conditions of service, is managed in accordance with TUPE regulations, and in line with best practice; and</p>	<p>(a) The DCSF have insisted that the current headteacher of Castledown School is not a core member of either the PSG or DG but is an invitee. The headteacher has been invited, from time to time, to attend both groups. The LA is a core member of both groups and has influenced strongly the education workshops that have discussed vision, curriculum, admissions, boarding, advertisement for principal, CCF and many wider issues.</p> <p>(b) As a Foundation School, Castledown buy HR advice from the LA. Meetings on TUPE have been held with the staff with both a TUPE consultant from Place Mace and an HR officer from the LA present. Castledown governors have engaged a solicitor on their behalf to guide them fully in the process.</p>	<p>(a) The existing head of Castledown School together with Martin Cooper & Stephanie Denovan have been closely involved in developing and commenting upon the emerging educational brief documents.</p> <p>(b) Sponsor agrees with this statement but would add it is the responsibility of Castledown Governors as the current staff employers who have a responsibility as the transferor to provide all relevant information and briefing to the staff. Castledown Governors are aware and have appointed legal advisors</p>	<p>Not required</p>

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		to assist them in the process. This activity will commence in earnest during implementation stage from April 08 onwards following a signed Funding Agreement.	
(c) partners involved in the development of this academy project, in particular Wellington College, should take up the opportunity offered by Stanbridge Earls School to visit this school and to draw on its experience, expertise and methods in setting up effective special needs arrangements, where pupils can achieve to their maximum potential.	(c) For Wellington College to respond to - related to students with SEN.	(c) response not yet received	
3. The improving performance and popularity of Castledown School should be viewed as the starting point in ensuring that the most appropriate academic environment and standards for the new academy are in place from day one, leaving any plans to exercise curriculum innovation to a later phase of the academy's development.	Agreed, that good practice at Castledown should be built upon.	The Sponsor agrees the improving performance and popularity of Castledown School should be viewed as the starting point, but would also add that they wish to see the curriculum innovation take affect as soon as possible. They will ensure however, the educational opportunities for any individual pupil will not be jeopardised.	Not required

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<p>4(a) Appropriate LA staff resources should be identified and suitably allocated to assist with this project, and internal governance arrangements to formalise these resource matters should be established; and</p> <p>(b) An appropriate oversight of the project should be maintained throughout, assisted by specifically timetabled points at which the LA can review that the project is working to time, cost and original business plan.</p>	<p>(a) Development funds have been applied for and awarded to support the urgent extra workload created by the establishment of the Wellington Academy together with seeking further academies from the Office of the Schools' Commissioner. This is £110K over 2 years. This work requires an expert curriculum/school improvement adviser in the early stages. I am in the process of producing Job Description/Person Specification to second into this post due to its urgency.</p> <p>(b) An Academies Board has been set up which will meet for its inaugural meeting on 9 January 2008 to establish Terms of Reference. This Board will oversee all academies' developments and report to the Director for DfCE.</p>	<p>Not requested</p> <p>Not requested</p>	<p>(a) ESD's management cost is not funded as PfS is not funding any of the LA's internal costs. This cost will be estimated and presented to members in the OBC document for consideration</p>

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<p>5(a) With the LA being responsible for the design, build and delivery of the academy, and mindful that this is to be managed through a National Framework Contract model and directed by PfS, strong representations to the DCSF should be made asking for there to be sufficient capital funding and scope within the process for innovation, particularly with regard to:</p> <ul style="list-style-type: none"> (i) the architectural design of the new buildings (ii) the use of sustainable and durable materials in the new buildings (iii) constructing a school building that is flexible and fit for purpose to respond to modern and future requirements of the curriculum (iv) ensuring that the shortcomings of other academy and PFI school building projects are not repeated <p>(b) Consideration should be given to the employment of a Facilities Manager as a member of the academy's management structure, similar to that employed by the Northampton Academy; and</p> <p>(c) Critical friend analysis of the design plans should be carried out with the headteacher of an established, well built academy, and headteacher of a State Boarding School to:</p> <ul style="list-style-type: none"> (i) refine the design plans (ii) to agree a set of suitable quality standards to be written into the design and build process 	<p>(a) I have confidence that we have an excellent LA Project Management team in B4 and Technical Advice Team in GLeeds in place to deliver the best academy that the new Funding Allocation Model (FAM) will afford. Both groups are well experienced with academy and school buildings. Benchmark visits to other academies are ongoing and the DG members have already visited the Grace Academy, Solihull, and John Madejski Academy, Reading, and discussed design and lay out. Capital funds are based on formulas which we are being creative with.</p> <p>(b) For Wellington College to consider.</p> <p>(c) This will be considered when plans reach that stage.</p>	<p>(a) not requested</p> <p>(b) Consideration will be given to a Facilities Manager, when the new Principal Designate is in post. This activity will not complete in Feb 08 and will commence following appointment of PD during 2008/09.</p>	<p>Not required</p> <p>(c) Design Quality Indicators as developed by CABE will be used to capture all the design qualities which are important</p>

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(iii) to check that features within the design have a truly functional practicality and due regard for children's safeguarding needs.			to the stakeholders. These will become the measures by which the final design is based on.
6. Advice should be issued to ensure that the Secretary of State for Children, Schools and Families takes into account the potential increase in demand for secondary school and 6 th form places over the next 5 years in Tidworth and the surrounding area, from both civilian and service family residential developments, and to secure funding for the academy to be built with capacity for 8fe and a 250 student 6 th form.	DCSF have now accepted the case that a 250 student 6th form is established. There are ways that rooms in an Academy can be constructed that enables extra classrooms and facilities to be enclosed at a later date as we saw at Grace Academy, Solihull. These are being considered.	Not requested	Not requested
7(a) It is imperative that the needs of the local learning community are met and that the impact of this academy on all surrounding schools is to enhance the overall education provision. In order for this to succeed, all of the relevant authorities and institutions must be encouraged to work together in strengthening the collaboration / communication between all schools within surrounding Castledown, including WCC, Hampshire County Council, the Wiltshire Association of Secondary Headteachers, the Wiltshire & Swindon Learning & Skills Council (LSC), the Hampshire and Isle of Wight LSC and Sparsholt College (primarily the Andover College Campus); and	(a) We have established a working group of local secondary schools affected by the proposed Wellington Academy and attended by the Cabinet Member for Education and Youth, Director DfCE, other senior officers, headteachers and chairs of governors. An external review has been commissioned and an analysis will be presented to the group in early February 2008.	(a) The Sponsor agrees absolutely that the learning community are met with and they will be collaborating with the local providers in particular the post 16. This activity will be ongoing beyond March 08.	Not requested

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(b) the 6 th form course offer at the new academy should be planned strategically with all 6 th form providers in the surrounding area, regardless of county boundaries, mindful of the close proximity of Ludgershall to the Hampshire border.	(b) Castledown is part of two 14-19 collaboratives, one in Wiltshire and one in Hampshire and the Wellington Academy is committed to maintaining these strong links to strategically plan places.	Not requested	
8(a) Support and advice should continue to be given to Wellington College, in its efforts to understand the needs of the local learning community and the subtleties involved in jointly governing an independent, but publicly funded, academy;	(a) WCC officers - Stephanie Denovan (AD, Schools, DfCE), Neil Ward (Major Projects, ESD), Martin Cooper (Secondary Curriculum Strategy Manager, DfCE) and Nigel Hunt (Head of School Buildings and Places, DfCE) continue to provide support and advice to Wellington College in relation to pupils' needs within this local Learning Community. Wellington College produced a draft in early December 2007 on 'Working with Other Organisations'.	Not requested	Not requested
(b) Discussions should be facilitated between the new school leadership team / principal (when appointed) and Wellington College regarding its profile in the academy, local community, and the local family of primary and secondary schools, including those across the Hampshire border, as the sponsor of the academy, and regarding how it will provide ongoing support for the academy's development; and	(b) Unsure what would be achieved by this. The profile is already high. Anthony Seldon has talked of inviting members of the Local Authority to dinner at Wellington College. Advise that we wait for this.	Not requested	Not requested

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(c) The Master of Wellington College should be invited to address members at a County Council meeting when the Funding Agreement is submitted for signing, to provide an opportunity for all the LA's elected members to hear about the academy project and to understand its aims and objectives. This would assist in raising the profile of the project and of Wellington College's role.	Not requested	(c) The Sponsor's representative request if an invite could be sent to the Master of Wellington College to address WCC post signing of the FA (April 08). Note the Master diary gets booked up 3 months in advance.	Not requested
<p>9(a) The Admissions Team within the DCE should be proactive in both offering advice to the Academy Trust about the admissions policies for the academy and in offering to write the first draft of these policies, rather than wait to be asked to comment; and</p> <p>(b) The Admissions Team should advise that the admissions arrangements should make provision for priority to be given to pupils from the local community and surrounding area, as an attempt to ensure that the ethos and focus of the academy is not unbalanced by a disproportionate number of pupils travelling from outside the locality.</p>	<p>(a) The DCSF have provided templates of key documents such as admissions to the overall Project Management Company Place Mace whose consultants have produced initial drafts. LA officers, including admissions have commented on various drafts.</p> <p>(b) Due to the Academy doubling in size no problems are predicted with pupils from the local community securing a place.</p>	<p>Not requested</p> <p>Not requested</p>	Not requested

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<p>10(a) Noting that the proposal for a boarding facility to be developed as part of the overall plan for the academy, is a new venture in the Government's Academies Programme, and mindful of the advice issued by the National Director of the Boarding Schools' Association, a report should be submitted to the Children's Services Scrutiny Committee's 31st January 2008 meeting updating members on proposals for the academy's boarding facility, including the design/build, admissions policy and arrangements for staffing/managing this facility; and</p> <p>(b) Enabling an increased intake of children from service families and including priority for LAC and vulnerable children in the admissions' oversubscription criteria needs to be managed well, mindful that these children in particular may need strong pastoral support, especially those attending as boarders. Attention should be given to the task group's findings from its visit to the Northampton Academy, regarding a unique facility it has incorporated within its staff structure for 6 mentors and a family support officer, dedicated to providing pastoral support for all pupils. The task group strongly advises partners in this project to incorporate an equivalent pastoral care team in this academy.</p>	<p>(a) Noted – verbal update will be given on the 31st Jan 08 Committee Meeting</p> <p>(b) For Wellington College to note and consider. Agree it sounds sensible.</p>	<p>Not requested</p> <p>(b) Sponsor notes suggestion and will consider during Implementation stage – April 08 onwards.</p>	<p>Not requested</p>

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<p>11. The academy has flexibility in deciding how to run its governing body, with the compulsory members of the governing body being a sponsor member, parent / local authority member and principal [ex-officio member]. However, the task group notes that the DCSF encourages governing bodies to include community and staff members, and therefore recommends that there be seats for the Tidworth, Bulford & Netheravon Garrison Commander (or his Deputy), a nominated elected member of the LA, teaching and non-teaching staff representatives and a pupil representative.</p>	<p>The <u>draft</u> proposal so far for the Governing Body of the Academy based on the DCSF template memorandum and articles of association is:</p> <ul style="list-style-type: none"> ▪ 8-10 sponsor-appointed governors ▪ Master of Wellington College (ex officio) ▪ Principal of the Academy (ex officio) ▪ 1 Governor appointed by WCC ▪ 1 Teacher governor ▪ 2 (elected by parents) governors ▪ 1 Governor representing the Garrison Commander ▪ 1 Community governor 	<p>Sponsor agrees with local parent being represented on the governing body, but does not agree with non-teaching staff representatives and a pupil representative being included.</p>	<p>Not requested</p>
<p>12(a) The Consultation, Engagement and Communications Plan should be carefully tailored to this particular academy project, especially as this is not to replace a failing school, and to take fully into account the characteristics of the local community in and around Ludgershall, including across the Hampshire border;</p> <p>(b) This Plan should specify which local politicians and local groups will be engaged. With regard to the latter, the Tidworth Community Area Partnership, and all the main resident forums, town and parish groups should be engaged;</p>	<p>(a) Stakeholder Consultation by Place Mace finished in Nov 2007. Most responses were in favour of the Academy. Place tried very hard to include a wide representation from the local community.</p> <p>(b) As above.</p>	<p>Not requested</p> <p>Not requested</p>	<p>Not required</p>

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<p>(c) Mindful of the important role played by the Castledown School governing body in ensuring ongoing local support for the academy project, page 7 of the Plan should be amended to record the governors as not just being 'aware' of the project currently, but 'advocates' throughout the project. The governing body should be involved in the decision making process and not just consulted.</p>	<p>(c) When I held the staff, governors and public meetings in November 2007 about the formal closure of Castledown Foundation School, governors were fully involved in the decision making process. A governors' meeting was also held with them during the Stakeholder Consultation for them to be fully involved.</p>	<p>(c) Sponsor recognises Governing Body are advocates and not just aware. The Sponsor has agreed with Castledown Governing Body to attend future meetings to discuss and answer Academy issues on an ongoing basis.</p>	
<p>13(a) The public relations involved in issuing the consultation proposing the closure of Castledown should be sensitively managed and the consultation document should state clearly - and in this order - that (a) a new academy will open on the Castledown School site on the 1st September 2009 and that (b) in order for that to happen, Castledown School will close on the 31st August 2009; and</p> <p>(b) Mindful of the significance of this project and its potential impact on pupils, the local community and surrounding schools and 6th forms, consideration should be given to utilising professional public relations' advice to ensure that the current strong local support for the project is harnessed and maintained throughout the academy's development.</p>	<p>(a) All went very well during the formal process to close Castledown Foundation School - see the Consultation Document issued on 5 November 2007.</p> <p>(b) Strong local support for the Academy is, I believe, as good as it can be. No objections have been received from any quarter about closing Castledown to open an Academy - see the Consultation Document for its wide distribution list.</p>	<p>Not requested</p> <p>(b) Consultation, Engagement and Communications undertaken with the surrounding schools & community during Oct & Nov 07 and report completed and submitted to DCSF. The engagement process was well received and very positive. Sponsors record on PR is of a very high standard.</p>	<p>Not required</p>

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<p>14(a) Noting that the majority of BSF funding will not be available for secondary schools until 2016, and the urgent needs of a number of schools for building and estate development, further opportunities to develop academies in Wiltshire should be actively sought. In doing so, consideration should also be given to the advantages of the LA acting as co-sponsor of future academies in Wiltshire; and</p> <p>(b) Should such opportunities arise, the findings and conclusion of the review of school estate which was carried out to inform the decision to redevelop the George Ward School should be referred to, mindful of the other schools identified in that exercise as urgent candidates for building renewal prior to 2016.</p>	<p>(a) Further Academy discussions are ongoing and the advantages and disadvantages of the LA acting as a sponsor are being explored.</p> <p>(b) This has already happened.</p>	<p>Not requested</p> <p>Not requested</p>	<p>Not required</p>
<p>15(a) This flagship academy project should not be hindered by a lack of officer capacity or expertise, both in the council and at Castledown School, and consideration should be given to linking this project with an up and running academy, such as Northampton Academy, as a way of drawing on existing expertise elsewhere;</p>	<p>(a) Development Funds awarded. A wide number of benchmark visits are in process to draw on existing expertise from other academies.</p>	<p>(a) The Sponsor together with Wiltshire representatives have visited several Academies to learn from their experiences and consulted the CEO of two other Academies. The Sponsor is looking to obtain as much expertise as possible from Academies already in operation.</p>	<p>(a) In terms of procurement and design, expertise are is required that would have knowledge of the new contractor framework, and through B4, we will seek other projects which are being delivered through the new framework and share their experience.</p>

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<p>(b) Full and effective use of funding from the DCSF should be made, and any other opportunity to maximise the resources available to this project should be exploited, by applying for other external funding, re-prioritising internal budgets, and/or recruiting additional staff to;</p> <p>(i) increase capacity in the School Building & Places Team; and</p> <p>(ii) increase capacity at senior management level at Castledown School, to enable the existing headteacher and his team to focus on the academy project as and when required.</p> <p>(c) A written response to the Academy Task Group's Final Report & Recommendations should be submitted to the 31st January 2008 Children's Services Scrutiny Committee meeting; and</p> <p>d) An update report on the academy project and the implementation of the task group's recommendations should be submitted to the Children's Services Scrutiny Committee at the end of the feasibility phase.</p>	<p>(b) Already under consideration. However as a small secondary school, Castledown Foundation, I believe, has ample capacity to focus on the Academy.</p> <p>Complete</p> <p>Pending</p>	<p>Not requested</p> <p>Complete</p> <p>Pending</p>	<p>Not requested</p> <p>Complete</p> <p>Pending</p>