



Growing and Maturing Partnerships

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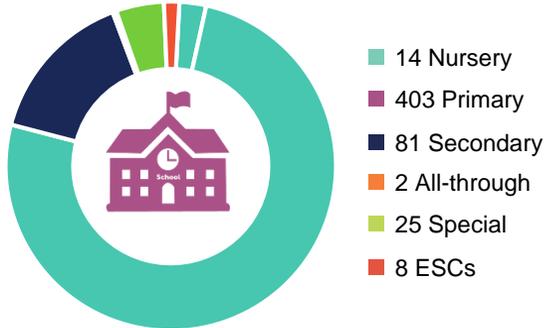
An introduction to Herts for Learning



- Herts for Learning (HfL) is the largest School Company in the UK.
- HfL commenced trading in 2013, as a spin-out from Hertfordshire County Council's (HCC) school improvement service.
- We trade a wide range of school improvement and business support services to schools, academies and educational settings in Hertfordshire and beyond.
- The company also has a contract with Hertfordshire County Council to deliver some of its statutory education functions.
- We employ over 450 staff, of whom around 310 are on permanent contracts
- Our Board has 12 members including 6 schools representatives, 2 from HCC and 3 co-opted NEDs from outside the sector

Things you may not know about HfL

533 schools in Hertfordshire
99% are shareholders



Our ownership structure
The largest School Company in the UK



	Shareholders <i>traded income with Hertfordshire schools and settings</i>	Non-shareholders <i>traded income with non-Hertfordshire schools and settings</i>	HCC <i>contract with Hertfordshire County Council to deliver its statutory school improvement functions</i>
2017/18	67.9%	8.6%	23.5%
2018/19	67.7%	10.0%	22.3%



We deliver our services to over 1000 schools

Education Services

- Advice and consultancy
- Courses and conferences
- Training packages
- Research projects
- Bespoke training
- Curriculum resources and materials
- Ofsted and self-evaluation support
- Parent2Parent programme
- Leadership and management support
- Safeguarding guidance and support
- Contract with HCC delivering statutory duties to schools and settings

Business Services

- ICT services
- Hertfordshire Internet and Connectivity Service (HICS)
- Data management services
- HR and Recruitment services (incl. Teach in Herts)
- Finance services
- Governance
- Business management services
- Multi-Academy Trust (MAT) support
- General Data Protection Regulation (GDPR) guidance and support
- Procurement service
- School website support

Our five part strategy

Our purpose

We believe that every young person, through access to a great education, should be able to realise their potential, regardless of where they live or their circumstances.



Our vision

Herts for Learning will be the company of choice for services, resources and products, helping those we work with to deliver a great education.

Some challenges we (all face)

- School budgets are under ever-increasing pressure
- Schools default to their established (local) suppliers
- Face to face delivery is difficult to grow outside a limited geography
- Competition is increasing from multiple sources
- Developing a coherent MAT offering is hard – they are all different
- Cultural and organisational change is slow
- We can't do everything ourselves:
 - Partnerships are key

Partnerships come in two main forms

Business Partnerships

- With commercial organisations who supply school equipment/services that allow us to:
 - Extend our service offer
 - Be more responsive to customers' emerging needs
 - Access a wide range of professional expertise
 - Negotiate group cost savings for schools
- We monitor the impact and quality of partnerships to ensure services stay in line with HfL standards and values.
- We see ourselves as “curators of great content” and continue to seek partners to expand the portfolio of services and products we offer to schools and settings.

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Commercial Partnerships

- With LAs / MATs / Education Partnerships enabling them to:
 - Use and co-brand our well researched, proven resources, materials and products to extend their service offer
 - Receive training and support from HfL staff on the use of our materials
 - Be even more responsive to their customers' emerging needs
 - Deliver new services that raise standards and drive up local income streams, without initial R&D investment

Partnerships: The benefits

- Benefit from best practice, wherever it comes from
- Don't reinvent the wheel
- Spread development costs over a greater number of schools – reducing cost per school
- Smaller partnerships benefit from scale and investment capacity of larger ones
- But local delivery can be safeguarded
- In short, financial sustainability and better outcomes

Partnerships: The challenges

- “Not invented here”
- Sounds “too commercial”
- Requires trust to be built up:
 - Evidence of delivery and impact of offer
- Business model requires creative thinking – and will likely be different for each product or service
- Lack of time to think about it – not the usual way of working
- Isn't this “the bigger partnerships taking over”?:
 - Need to show this works both ways

Partnerships: How to make it work

- Find like-minded partners who recognise the challenges and the opportunity
- Jointly map products and services to identify:
 - Best practice
 - Overlaps and gaps
 - Opportunities to share costs and risk
 - Ideas for joint development of new services/products
- Run pilots to build trust and demonstrate the benefits
- Ensure the benefits run both ways:
 - Based on shared understanding of benefits, costs and risks

Food for thought

- How can we get better at evaluating impact?
- How do we get better at understanding our customers and anticipating their needs for new products and services?
- How do we find like-minded partners to enable great outcomes for schools inside and outside Herts?

Please contact Andrew to discuss further:
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