



## **Noble aims and keeping afloat: How to ensure a commercial approach**



**Andrew de Csilléry**  
**Managing Director**  
**Herts for Learning Ltd**



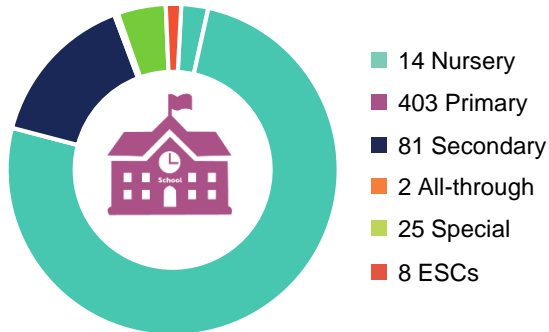
# Things you may know about HfL



- Herts for Learning (HfL) is a provider of school improvement services.
- HfL commenced trading in 2013, as a spin-out from Hertfordshire County Council's (HCC) school improvement service.
- Our main business comes through trading 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.

# Things you may not know about HfL

**533 schools in Hertfordshire**  
**99% are shareholders**

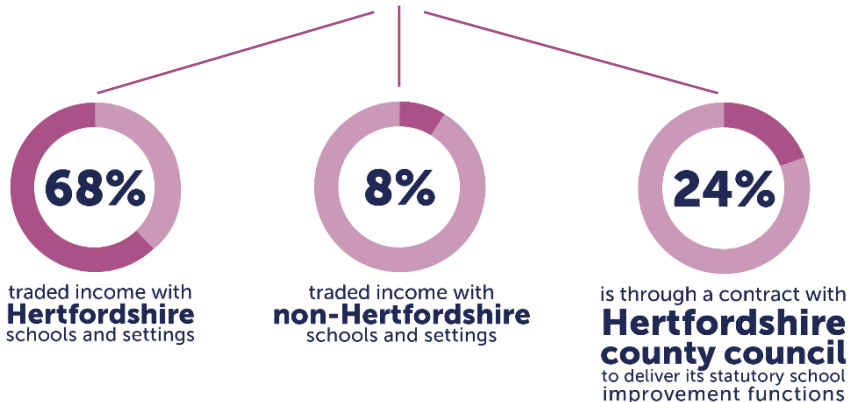


**Our ownership structure**  
**The largest School Company in the UK**

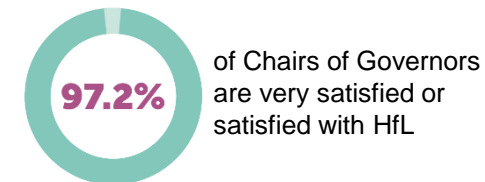
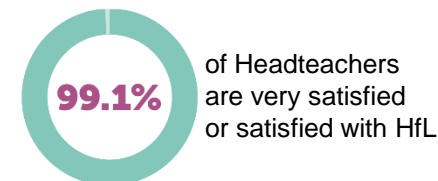


Turnover 2017-18  
**£22.5m**

**Our business is made up of:**



**Customer satisfaction**



Services delivered to schools included.....

## 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 services 2017-18



11,000 days  
in schools by  
consultants and  
advisers

## 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 services 2017-18



with over  
**32,000**  
delegates

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# Our services 2017-18



Helped over  
**170**  
Schools with  
inspections

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# Our services 2017-18



Internet connectivity to  
**Over 95%**  
of Hertfordshire schools

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# Our services 2017-18



Sims support to

**513**

Schools in and  
outside Herts

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# Our services 2017-18



**9640** school  
governors trained

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# Our services 2017-18



99%

Of Herts schools purchased multiple services

## Education Services

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# 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.

# Our people



Trusted ★ Inspirational ★ Collaborative

- HfL employs over **400** staff, including **100** consultants, clerks and associates
- Our **company values** define how we want to be perceived by others and shape our behaviour.

# Measuring our impact



# Investing in the common good

- HfL operates with a not-for-profit ethos.
- Beyond maintaining sufficient reserves and financing long-term projects, any surplus made is invested in the common-good and/or the development of specific new services to address key challenges for HfL shareholding schools.
- Since 2013, HfL has reinvested £830k in common-good activities and has passed £1.5m in price reductions for the Hertfordshire Internet and Connectivity Service (HICS) on to shareholding schools.

Teacher recruitment  
“Teach in Herts”

Pupil premium & closing  
the gap projects

Transition support  
primary to secondary

Research and sharing of  
best practice

One off rebates and  
price reductions

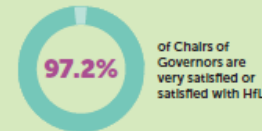
Developing business  
manager services



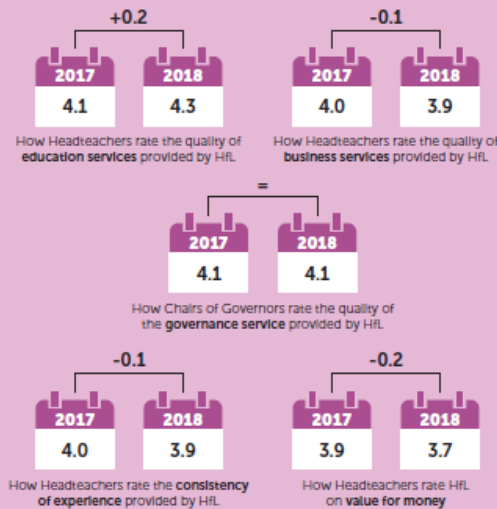
# Listening to customers

## Herts for Learning 2018 shareholder survey results

Every year, we ask all our shareholders for feedback to identify opportunities to improve the services we provide. This feedback is incorporated into our business planning process **to ensure our strategy continues to evolve** to meet emerging needs of schools and education settings. Operationally, we use it **to make short term improvements** to services and products that we provide.



### Annual ratings comparison



All ratings shown are based on a score from one to five, with one being poor and five being excellent.

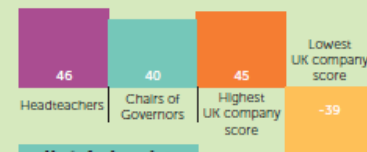


HfL – the reason I took up Headship in Hertfordshire! Being a school on the border of Hertfordshire, the strength of what HfL offers has given us the edge over other local authorities when it has come to recruitment and retention of staff.

Hertfordshire Headteacher



### Hertfordshire Headteacher Net Promoter Score (NPS)



#### Herts for Learning

The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a measure for gauging the customer's overall satisfaction with a company's products/services and the customer's loyalty to the brand.

Source: Temkin Group Q1 2017 UK Consumer Benchmark Survey



Thanks to HfL for providing the services it does, our governors know we are very fortunate to have HfL working on our behalf.



Hertfordshire Chair of Governors

### Demonstrating core values





# Developing new products

New products must meet clear customer needs and have a demonstrable impact





# The HfL KS2 Reading Fluency Project

- The Herts for Learning (HfL) KS2 Reading Fluency Project has been designed to:
  - Increase the number of pupils in Year 6 achieving the Expected Standard in reading at the end of KS2
  - Ensure pupils have a more positive relationship with books on exit from KS2
  - Cultivate enthusiastic, confident readers who have an increased understanding of challenging texts





# The HfL KS2 Reading Fluency Project

## Outcomes from the autumn 2017 Project

Average progress in  
reading comprehension  
for all pupils



Pupils entering  
**KS2**  
at level 1 in  
reading made on  
average the most  
progress across  
the **8** week period



PPG pupils made



months progress



**86%**

of eligible pupils on the  
autumn 2017 round made

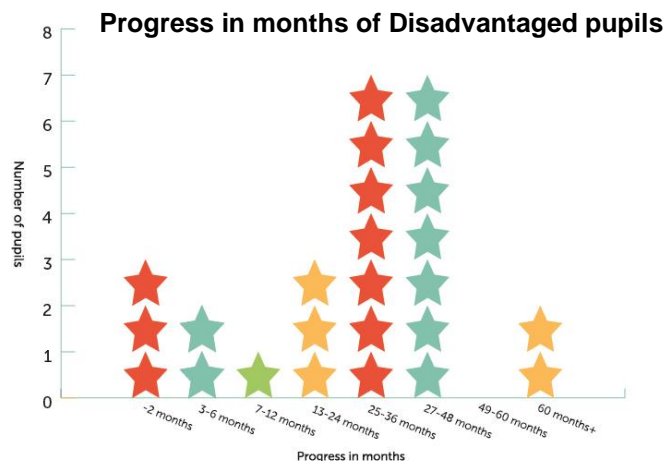
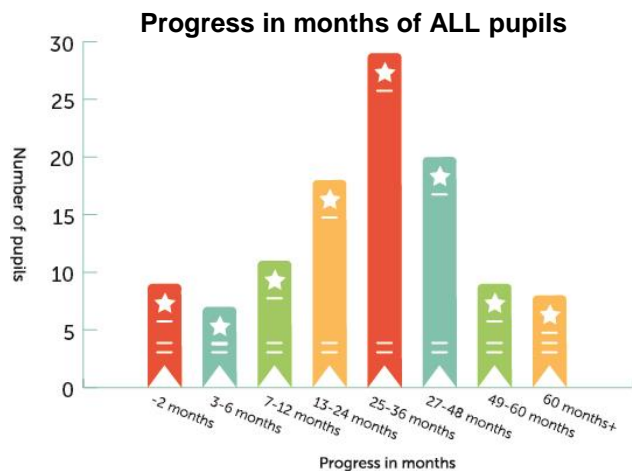
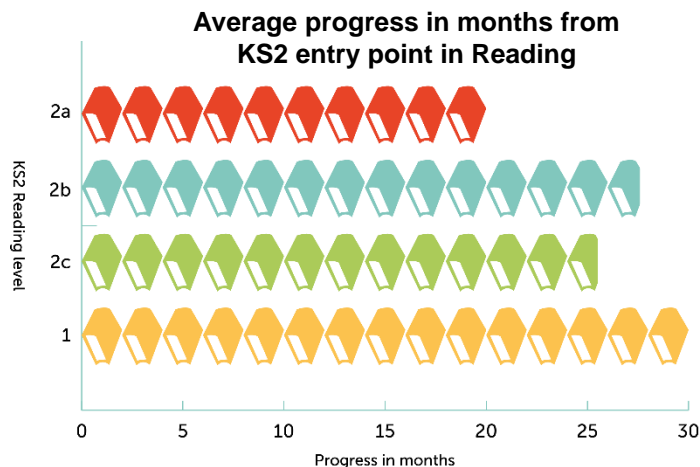


progress in  
their reading  
comprehension age



# The HfL KS2 Reading Fluency Project

## Outcomes from the autumn 2017 Project



# Developing new products - National recognition





# Extending our services: business partnerships

Procurement  
services/support

Interactive touch  
screens AV solutions

Telephone systems

Security products  
(CCTV)

Fire & security  
systems

Cloud based  
curriculum resources

IT equipment disposal  
& structured cabling

- Development of business partnerships with commercial organisations who supply school equipment and services that enable 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”

- Key to our future success is the development of 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.

## ***Case study:*** **Partnership with the National Learning Trust (NLT)**

HfL has recently entered into a partnership with the NLT whereby they have adopted the HfL GDPR Toolkit for Schools and, for an agreed margin, they have co-branded all of the toolkit materials and are now selling this successful resource to Buckinghamshire schools directly, wrapping their own training and consultancy around the product.

## 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

## Some of the lessons we've learned

- The world is changing – we need to change too
- Schools and settings must come first
- But financial sustainability is imperative:
  - Don't be apologetic about commercial practices
- Schools are not all the same:
  - Be “customer centric”
- Clearly communicate the difference between commissioned and traded work
- We can't do everything ourselves:
  - Partnerships are key

## Some 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?



# Questions?



**Andrew de Csilléry**  
**Managing Director**  
**Herts for Learning Ltd**