



How collaboration can help us to deliver better results for schools AND ensure financial stability

Introduction – Herts for Learning



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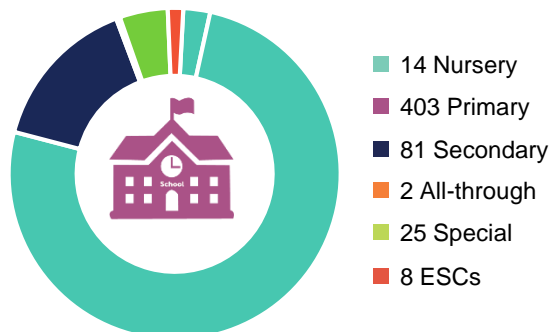
Things you may know about Herts for Learning



- 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

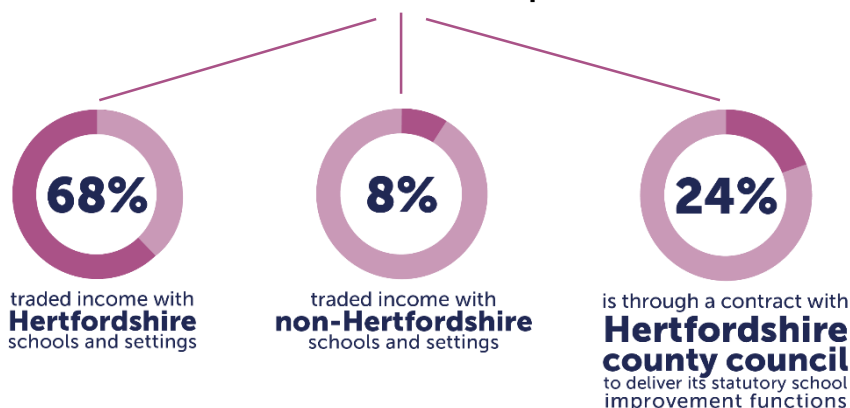


Our ownership structure
The largest School Company in the UK

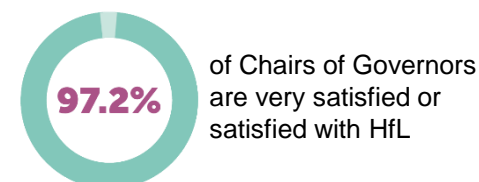
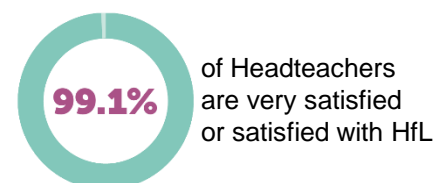


Turnover 2017-18
£22.5m

Our business is made up of:



Customer satisfaction



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.

We deliver our services to well over 1,000 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

But we cant do it all alone

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” and continue to seek partners to expand the portfolio of services and products we offer to schools and settings.

Extending our reach: commercial partnerships

- 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 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
- We can't do everything ourselves:
 - Partnerships are key

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

Discussion?

- Do you agree with the premise?
- What will it take to make this approach successful?
- Who is interested in exploring this further?

Please contact Andrew or Alison if you would like
discuss partnership opportunities:

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