



# Growing and Maturing Partnerships

Andrew de Csilléry, Managing Director, HfL

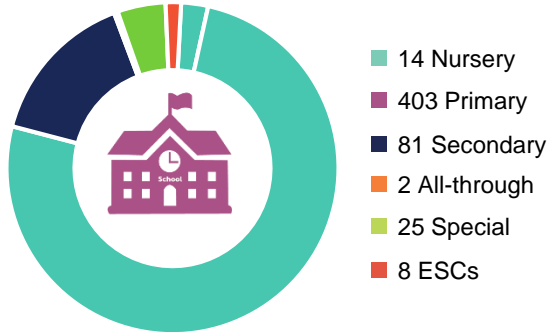
# An introduction to Herts for Learning



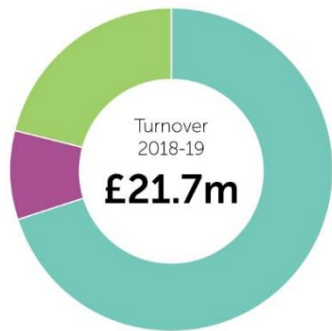
- Herts for Learning (HfL) is the largest School Company in the UK.
- HfL commenced trading in 2013, as a spin-out from Hertfordshire County Council's (HCC) school improvement service.
- We trade a wide range of school improvement and business support services to schools, academies and educational settings 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:  
[andrew.decsillery@hertsforlearning.co.uk](mailto:andrew.decsillery@hertsforlearning.co.uk)