

# Partnership and Delivery Models

Children's Services Modernisation Board

12 May 2016

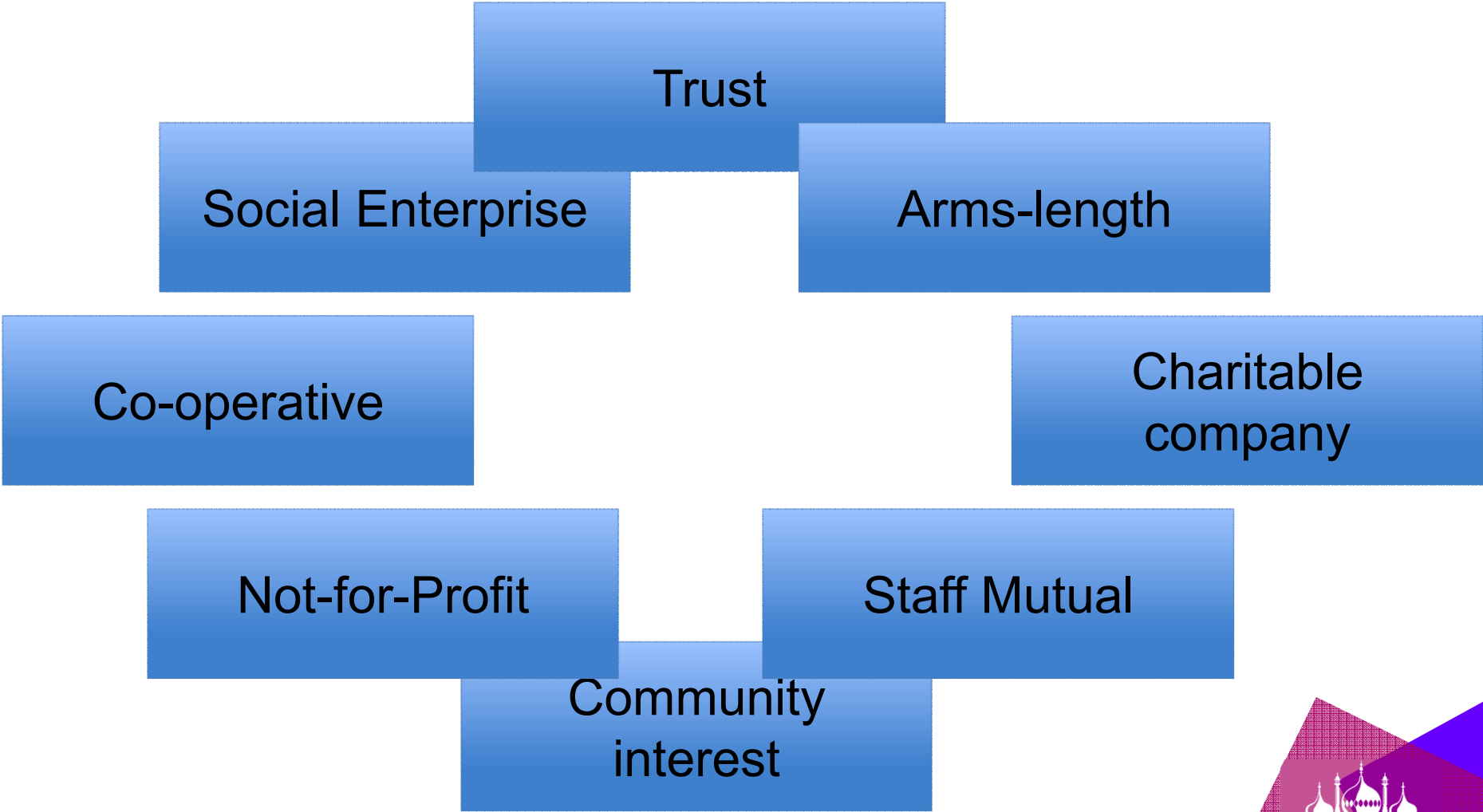
Roger Snell - Traded Services to Schools Manager



Brighton & Hove  
City Council

# Models for partnership and structures

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# Form follows function

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# Brighton and Hove Education Partnership

	Unincorporated Association	Limited company by shares	Limited company by guarantee	Community Interest Company	Cooperative Benefit Society	Charitable Interest Organisation	Trust Corporation
Can all schools join in their current form & status?					X		?
Are profits/dividends invested back into organisation	Depends	x		Depends			
Are the governance & constitution arrangements flexible & 100% decided by the partners				x	x	x	x
Is it a legal entity where individual members/partners are not personally liable	x						X
Are the assets of organisation not 'locked in' to any particular criteria	N/A			x	x	x	x
Could the organisation trade and enter other contract (either itself or via a trading arm)	Depends						?
Can the organisation employ its own staff	N/A						
Is it relatively easy to set up in Brighton and Hove?	N/A				x		
Is it possible for organisation to become academy sponsor in the future	N/A						
Is charitable status possible?	x	x					

# Brighton and Hove Education Partnership

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- Proposed model of an overarching structure / organisation that has representation for schools, the LA and other educational partners.
- Schools could be members as individuals, groups or as MATs. It would be flexible to allow schools of all types and status to join and to operate, but under the overarching structure.
- Possible to trade services within the organisation and also externally. To do this it may need to have a trading arm.
- The model needs to be built around the partnership values and principles.
- Children's Committee 6 June to request formal engagement with schools, education partners and further stakeholders about preferred partnership model.  
Initial political and pre-engagement preferences points to not-for-profit organisation or trust type arrangement
- However engagement programme will identify preferred partnership model for formal consultation and evaluation



# Examples of Partnership Models

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- 2002 - Formation of Hackney Learning Trust
- First not for profit company to deliver statutory educational duties on behalf of authority and schools
- Motivated by educational outcomes of young people in Hackney
- Board made up of representatives from schools- (governors and heads, the authority (director/ director), politicians (Mayor and Lead Member) and community
- 10 year contract



- Charitable Trust - Sep 2013
- Board of Trustees from Early Years Settings, Primary and Secondary Schools and Academies & LA
- Shared strategy based on School performance and attainment
- Delivers statutory duties on behalf of LA
- Trade a range of school improvement and business support services



# Examples of Partnership Models

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## Tower Hamlets Education Partnership



- Not for profit company- Sep 2013
  - Co-owned by schools (80%) & LA (20%)
  - 520 school shareholders
  - Shared strategy and vision
  - Delivers statutory duties on behalf of LA
  - Trades a range of school improvement and business support services
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- Publication of final proposals April 2016
  - Consultation April –July 2016
  - September 16 –partnership in place
  - Live from April 2017
  - Proactive shared partnership vision between schools & authority
  - Structure and Governance will reflect this collaborative approach

*The Tower Hamlets Educational Partnership's vision is that our schools should build on our existing culture of collaborative working to enable all the borough's children and young people to experience the best possible educational opportunities, outcomes and life chances.*



# Study – Camden School Led Partnership

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***“All Camden schools have a culture of aspiration and success and pupils are prepared to achieve the very best outcomes”***

## Shared Vision

Exceptional leadership and governance; quality recruitment; access to inspirational and highly effective teaching; improving standards and good progress at all key stages with no child left behind; all children and young people are safe, valued and included

## Development of new legal partnership structure

- Long-term stability of leadership and governance
- Strategic leadership by headteachers and governors
- A vehicle for ongoing civic governance from the local authority
- The ability to employ staff and enter into contracts
- Strengthening the Camden ‘family of schools’





# Partnership Models

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## **Proposed Model - A company limited by guarantee**

This is also an 'ordinary' company registered and regulated by Companies House. Members have voting rights (just like shareholders) and typically profits are not distributed

### **Criteria to meet-**

1. Can all Camden Schools join *in their current form* if they choose to do so?
2. Is exposure of schools to risk limited?
3. Is it easy to establish?
4. How significant is the ongoing burden of regulation - is it easy to manage?
5. Does the membership and governance model work for Camden given the stated aims?
6. Could the organisation employ staff?
7. Could the organisation trade and enter into contracts - either itself or through a subsidiary?
8. Would there be a significant tax burden - is charitable tax status possible?
9. Is there the possibility that it could become an academy sponsor in future or a School Improvement Partner?



# Summary

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- Preferred model varies by service, requirements & remit, membership, governance, vision
- List of models is not exhaustive – joint venture, outsourcing, social enterprise
- Why does it need to change? By doing so, what is better and for whom?
- Engagement, consultation, business plan, specialised advice & support, corporate and political alignment
- Typically 12-18 month process

