



Traded Services to Schools

Objectives



- Provide an outline of the traded services programme and key dates / activities
- Get your input on principles surrounding the DSG allocation process
- Understand your commissioning intentions going forward

Why?



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- ☑ Schools have increased commissioning power
 - ☑ The Council is committed to supporting an effective family of Haringey schools.
 - ☑ We have a good starting point. Council services are known for providing trustworthy advice, valued support and being tailored to need.
 - ☑ All councils are reviewing the suitability and structure of services to schools.
 - ☑ Cabinet and SLT agreement to invest in a traded model and explore different delivery vehicles for the services.

Summary of work to date



- ☑ Cabinet and SLT agreed in March to invest in a traded model and explore different delivery vehicles for the services.
- ☑ Work undertaken to date includes financial analysis of trading activity across the Council, and the work undertaken with schools
- ☑ An assessment of viability for services to operate from a new delivery vehicle (in schools and learning and key corporate services)
- ☑ Beginning of a process with schools and learning services in developing a coordinated traded offer, and pulling together an associated DSG funding strategy

Objectives of the Programme



- To provide high quality services to support schools, which will:
 - Support schools to meet their objectives, including raising attainment
 - Maximise our intelligence regarding schools and capacity to identify strong leaders; intervene early to prevent failure; and maintain influence and impact on school standards
 - Enable vital services to continue and maximise the ability to enhance non statutory service provision (otherwise services would be at risk from £70m savings required by Haringey over the next 3 years)

- To assess the potential for setting up a new delivery model in school support services to support trading activity and increase the involvement of schools

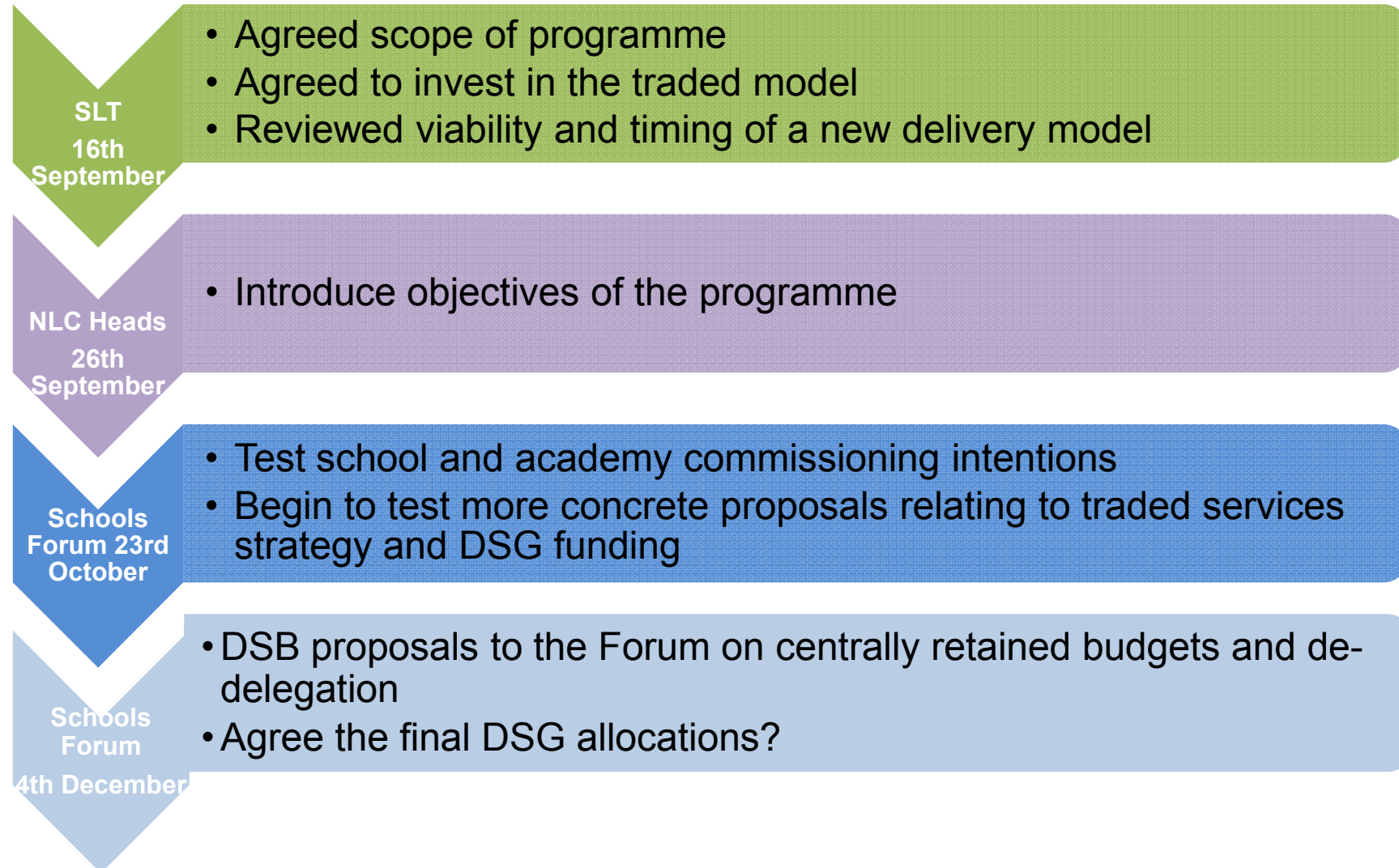
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Current Phase of Work



Phase of Work	Outputs	Outcomes
<p>Phase 1: July – Dec 2014</p> <p>Putting the building blocks in place for a traded model</p>	<p>An outline offer developed with schools highlighting what is provided by the current DSG allocation process and what the traded offer is that they would need to pay for</p> <p>Analysis of current trading activity and financial performance in the services</p> <p>DSG funding strategy 2015-18</p> <p>Identification of infrastructure requirements</p> <p>A Programme Board set up to oversee delivery</p>	<p>Schools understand what they are buying into at Schools Forum</p> <p>The Local Authority understands ‘needs’ of schools</p> <p>The Local Authority is planned in its approach to the Schools Forum process and future DSG allocation</p>

Phase 1: Key Dates



Coming up



Phase of Work	Outputs	Outcomes
<p>Phase 2: Dec 2014 – April 2015 (Dependent on decision from SLT)</p> <p>Establish the traded model and viability of a new delivery model</p>	<p>Brochure containing all services to schools and price list by February 2015</p> <p>Appropriate systems and infrastructure in place</p> <p>Clear trading principles for staff, with a workforce development programme aimed at embedding a trading ethos</p>	<p>Centralised support</p> <p>Schools /LA are clear how the Networked Learning Communities fit with the commissioning of services</p> <p>Schools purchasing more services directly through SLAs by April 2015</p> <p>Staff clear on principles</p>

Schools as Commissioners

Pressures & Principles:

- * No inflation uplift since 2010 (but £7m Area Cost Uplift plus Pupil Premium £17.1m)
- * Potential national funding formula 2016 onwards?
- * Maximise delegation to schools

De-Delegation:

- * Continue to seek approval for schools in financial difficulty
- * School Improvement: seek approval until 1.9.16

Centrally Retained:

- * Seek approval to continue to retain Family Support / Early Help
- * Delegate Supplementary & Community Schools 1.4.15
- * Delegate CPD Governor Support, Music Service 1.9.15
- * Delegate School Improvement 1.9.17
- * Seek approval to retain statutory budgets (Schools Forum & Admissions)
- * Seek approval to retain Licenses (Secretary of State Directed)
- * Apportion overheads over services

Meet demand pressures 0–25YO

Pressures:

- * New class / growth secondary; growth AP
- * Extension of 2YO free entitlement
- * IYFAP
- * Top-up rates special schools & units
- * Impact of Education, Health & Care Plans & Direct Payments
- * Headroom from reduction in LAC placement & AP commissioning budgets
- * Early Help will be critical to improving outcomes for all children through reducing the need for more high end interventions. Commissioning of Early Help will be informed by intelligence gathered in the Network Learning Communities through Early Help Forums.

Strategy:

- * Reduce LAC placements budget as numbers not in mainstream education reduce
- * Create headroom to respond to pressures
- * Review other centrally retained budgets

Technical:

- * Switch LAC placements (with Family Support)?
- * Create AP commissioning budget
- * Rebase budgets including post 19

Create headroom to fund £6/hr for 2YO in 2016–17

Direction of Travel for 2016–17
based on Haringey Early Years
Strategy due early 2015

Review:

- * Childcare subsidy
- * 3 & 4YO formula
- * Nursery funding
- * Centrally retained funding
- * Early Years Pupil Premium

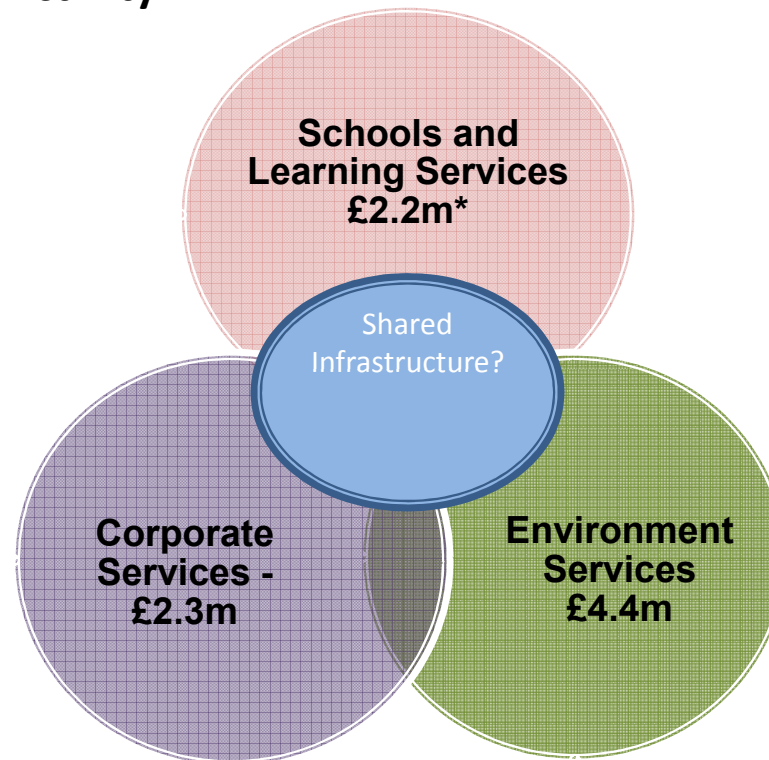
Overview of the Council's Trading Activity in 2013/14



Overview of Trading Activity in 2013/14:

Services traded include:

- Property
- Legal
- Healthy Schools Programme
- Risk and Insurance
- Cash collection
- Schools HR



Services traded include:

- CPD (EY, SEN, Inclusion, Curriculum)
- NQT
- School Improvement Advisers (out of borough trading only)
- Appeals
- Governor training and clerking
- Pendarren
- Playing for Success
- Music

Services traded include:

- Schools Catering
- School Swimming Service
- Waste and Recycling
- Grounds Maintenance Services
- Fixed Play Services
- Visits to Museums and Nurseries
- School Transport

Outline 'in-house' Traded Offer 2015/16



Below is the beginnings of an outline of what could be a core service provided by Haringey, versus what would be purchased additionally. We need you help to shape this:

Core Offer (All Schools)	Additional Services to be Purchased
<p>Statutory elements: Attendance and Welfare / Place Planning/School Improvement/SEN</p> <p>This includes data analysis, support with target setting, advice and support for leaders including governors</p> <p>Plus additional visits, for example:</p> <ul style="list-style-type: none">▪ Support for new head teachers▪ Core support for governors	<p>All services including Environment and Leisure, and Corporate Services</p> <ul style="list-style-type: none">▪ Healthy Schools Programme▪ Music Services (fully traded)▪ CPD SLA (including a holistic training offer)▪ Additional school Improvement visits▪ Education Welfare Officers▪ Educational Psychology▪ Governor Clerking▪ Pendarren▪ Playing for Success

Current SLAs in Schools and Learning Services



Service	Payment arrangements	Pricing
CPD	SLA and pay as you go	Different prices for out of borough schools or those not in the SLA
NQT	SLA and pay as you go	Different prices for those bought into the CPD offer and those not
School Improvement	Out of borough schools charged only	Paid on a day rate for an SI Officer
Appeals	Pay as you go	Covers costs of administering the service
Playing for Success	TBC	Does not cover costs
Pendarren	Pay as you go	Prices include transport
Appeals	Pay as you go	Set to cover administration costs
Governor training / Clerking	Annual SLA and pay as you go	Different charges out of borough. Annual SLA – discount if you buy into both services
Music Services	Annual SLA	Per numbers of sessions. Also takes into account FSM subsidy

Is there any potential to change / group together SLAs? What about other traded services such as HR, Legal or Leisure services that you purchase from the Council/

Building a Traded Offer 2015 : What we need to do to build the Infrastructure



1. Principles

- Quality
- Trading and pricing
- Customer focus

2. Business processes

- Co-ordination, support and quality assurance
- Marketing – brochure development
- Communication
- Financial accounts to support trading

3. Core vs traded

- Identification of core vs traded services



4. Invoicing

- What systems and administration support do we need?

5. Ethos

- Are we ready?
- What can we do to prepare our teams?

6. Skills

- What are our training needs?

Framework for Pricing Strategy



For all Traded Services:

- Prices will be set to cover costs of the service, and will be competitive in the open market.
- Academies will be charged the same as LA Maintained Schools
- Out of Borough Schools purchasing any of the additional services will do so at a higher cost than in borough schools
- Those schools that don't buy into annual SLAs can choose to 'pay as they go' but at an increased cost

Next Steps



- Continue to define the offer in schools and learning services on a more detailed level
- Work with other Departments and schools in getting input into the brochure for February 2015
- Ensure requirements in regards to infrastructure are gathered
- Recruit a Traded Services Manager
- Ensure the right projects are in place to deliver the programme (IT, Finance, Accommodation, Marketing and Comms, OD etc)
- Liaise with schools on the creation of a DSG strategy

What we need from you....



- Help to shape the programme – how do we work as closely with you as possible in being able to achieve this?
- Input into how you would like to see the core and traded offer packaged
- Connected to the above, what are your views on DSG allocations?