

CWLB Phase 3 / School Company Briefing for Governors

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What is the vision?

Every child gets the best possible start in life

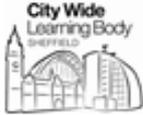
Every child going to a great school, **Every** day

Every child in education, **Every** day

Every young person fulfilling their potential,
progressing into education or employment

The starting point for this project is a moral imperative, that Sheffield's education system should advocate for all Sheffield children, and a core belief that we have the most impact when we act together, and bring together our combined resources as a city.

Recap – Spring Updates



What are the key elements in the solutions?

The task & finish group believe that, in order to achieve this, we need the following things:

- Consistently high quality of school improvement support for settings.
- Increased quality of challenge based on accurate intelligence about standards within and across settings.
- Strategic city-wide co-ordination of professional learning to assure the high quality of teaching and leadership.
- A strategic approach to the creation and development of capacity.
- Multi-agency working is effective and timely to have a positive impact on children and families.
- Resources are deployed to have the greatest impact.
- A school led system using a School Company.

**CWLB Phase 3
Sheffield Schools' Company
Briefing for Governors**

- Why is this the right direction?**
- How will the company be structured?**
- How will the company be funded?**
- How will the LA commission work?**
- What is the timeline?**
- What will the company be called?**
- Opportunity for questions**

Why is this the right direction?

A School Company has three key features; it can be commissioned to carry out statutory duties, have limited liabilities for members and make surplus from trading.

It also provides a legal framework which empowers and protects its members in the current context of education.

- Local & national context – increasing expectation of a school led system.
- It preserves Sheffield relationships and the principle of a city wide solution.
- The ownership reflects the change in the balance of the relationships.

How will the company be structured?

The company structure will develop through a series of phases

Phase 1 – Set Up
Summer 2015



Phase 2 – Interim
2015/16 School Year



Phase 3 – Final
Summer 2016

The membership base is all publically funded Sheffield educational settings (with a URN) – each setting can be a member.

The ownership of the Council cannot exceed 20%

Primary Sector	Secondary Sector	Special Sector	FE College Sector	Sheffield City Council
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Members

Appoint the directors and hold them to account at the AGM

How will the company be structured?

There will be an **interim structure** for next school year. This will allow the company to develop without over-burdening it with up front costs and enable it to develop flexibly and independently.

Shadow Board (comprised of the voting members of the CWLB) will be in place until the company is created. An **Interim Board** (two independent board members plus members nominated by each sector/ stakeholder) will direct operations during the period where settings are joining.

Chief Executive

Business Manager

School Improvement Team

An expanded team - comprising a core team supplemented by an extended team who provide flexible additional capacity.

How will the company be structured?

Primary Sector	Secondary Sector	Special Sector	FE College Sector	Sheffield City Council
Members				
Appoint the directors and hold them to account at the AGM				

Phase 2 – Interim Board

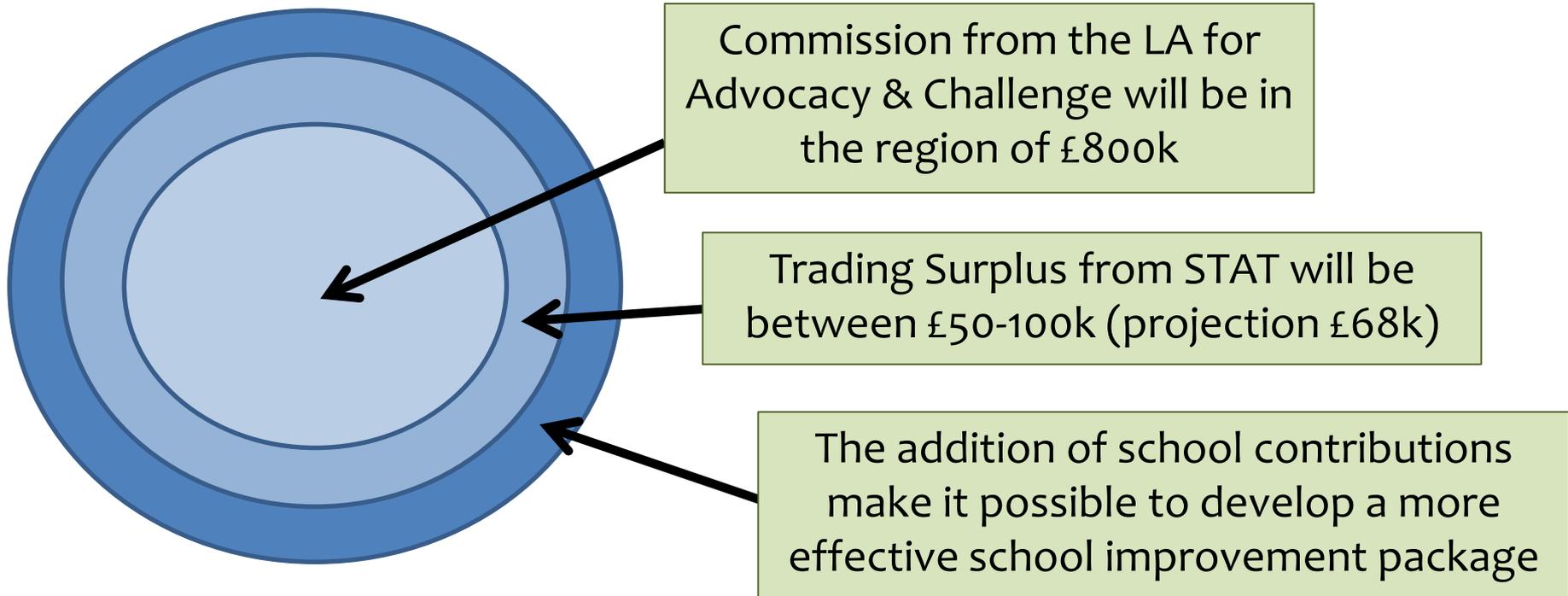
Interim Chief Executive	Independent (co-opted) Chair	Independent (co-opted) Vice-Chair	1 Council nomination
1 Primary Sector nominations	1 Secondary Sector nominations	1 Special Sector nomination	1 FE College Sector nomination

Phase 3 – Final Board (following recruitments and elections)

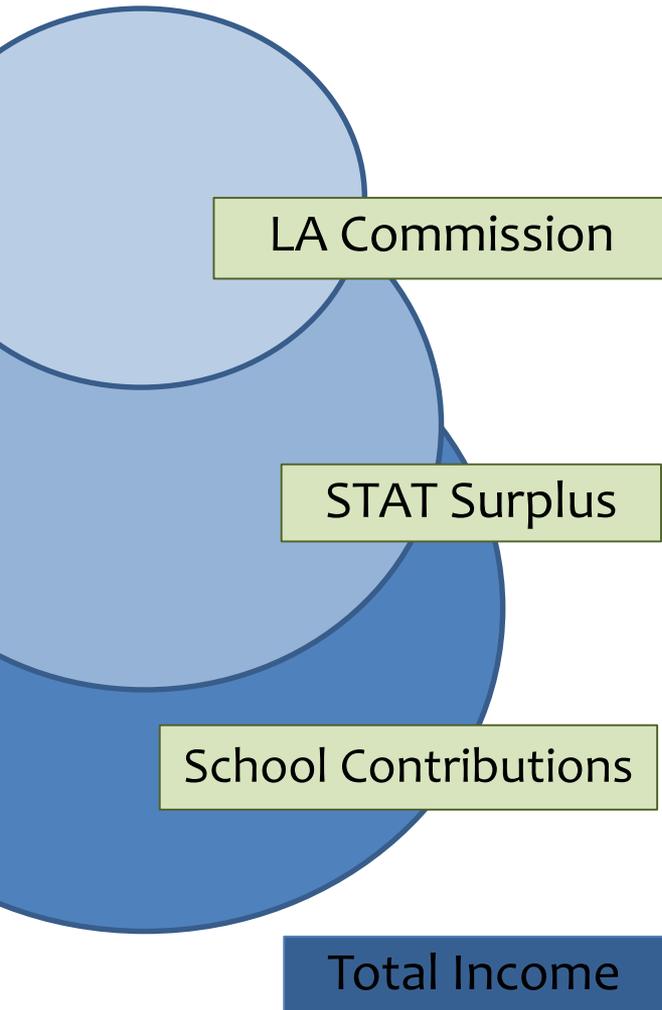
Chief Executive	Independent Chair	Independent Vice-Chair	2 Council nominations
2 Primary Sector nominations	2 Secondary Sector nominations	1 Special Sector nomination	1 FE College Sector nomination

How will the company be funded?

- Sheffield's current spend on education is £400m
- By acting together we can combine the budgets for statutory work and school improvement work to achieve more
- Traded services improve the quality and/or reduce the cost to Sheffield Schools ... e.g. at present, the better STAT does the greater the contribution it makes to the School's Company and its schools



How will the company be funded?



Year One (2015-16)	Year Two (2016-17)	Year Three (2017-18)
£800k	£800k	£800k
£68k (2014-15 Surplus) £144k (Based on 250 non-Sheffield STATonline schools)	£288k (Based on 500 non-Sheffield STATonline schools)	£432k (Based on 750 non-Sheffield STATonline schools)
£111k (Based on 75% buy in to Primary Sch Imp)	£125k (Based on 85% buy in to Primary Sch Imp)	£140k (Based on 95% buy in to Primary Sch Imp)
£1123k	£1213k	£1372k

How will the company be funded?

Income Sources	Year One (2015-16)	Year Two (2016-17)	Year Three (2017-18)
LA Commission	£800k	£800k	£800k
STAT Surplus	£68k £144k	£288k	£432k
School Contributions	£111k	£125k	£140k
Total	£1123k	£1213k	£1372k

This funding model does not include a number of potential income sources, which would be developed by the School Company in the interim phase and subsequently. Examples of this may include additional traded income (from STAT and other partnerships and services), school improvement contributions from other sectors, etc.

How will the Local Authority Commission work?

What functions will the will the school company undertake on behalf of the Local Authority ?

Draft Commission to the School Company

Whilst the School Company Commissioning Framework will primarily be **outcomes-based** the Council will expect the Company to develop processes that build on current effective practice and secure the long-term engagement of all publically-funded schools irrespective of their Governance arrangements.

Examples of School Company commissioned activity

- on-going monitoring and data analysis across all schools
- development/maintenance of a schools' categorisation process
- focused monitoring of priority schools to target resources effectively
- regular visits to targeted schools as part of monitoring
- commission support following involvement in monitoring activity
- targeted 'school reviews' to enable scrutiny of data, pupils' work and observation of teaching
- attendance at 'Locality Meetings' in order to maintain effective communications and relationships
- liaison with Ofsted inspectors during inspections and monitoring visits
- undertake LA role in moderation of tests and training of moderators
- undertake formal intervention with Governing Bodies when required

Examples of outcome areas

- no school is placed into an Ofsted category without having been identified as causing concern
- % of schools judged good/outstanding by Ofsted
- % of pupils attending a good or outstanding school
- attendance measures
- pupil attainment and progress measures
- inclusion measures
- performance of groups (e.g. Looked after Children)

Targets to be agreed annually with the Company Board

What is the timeline?

Summer
2015

- Consultation with SCC members, Governors & school leaders
- Business Case completed (including finalised LA Commission, STAT income and mechanisms for school contributions)
- Interim Board, Chief Exec & Business Manager selected
- Company workforce/services planning
- Decision on company setup (SCC and first settings – July)
- CWLB incorporated & School Company formed (July)

Autumn
2015

- School Improvement strategy implemented
- Action Planning within strategic overview
- Further settings join following Governor approval
- Non-executive appointments made to Company Board
- Business Plan completed

Spring/
Summer
2016

- Chief Executive recruited
- School Improvement interim model reviewed & developed
- Traded Services milestones planned
- Company leadership structure developed and any recruitments completed

What will the company be called?



Vote for the proposed name

Which of the options below do you think it should be called?

Sheffield School Run
Learn Sheffield
Sheffield Learning Forge
Sheffield Learning Co



The vote closes on Friday 19th June, 2015.

Opportunity for questions

Do you have any questions?

What other information or detail would you require to be in the position to recommend this approach?

What would be helpful to your school Governing Body when discussing this issue?

How do Governors feel they should be consulted and communicated with in the coming months?