



## **Haringey Education Partnership – Frequently Asked Questions**

### **Who has taken the decisions on HEP and why?**

HEP has been co-designed by schools (Heads and governors) along with officers from the Council and consultancy support from the Education Development Trust. The initiative started approximately 18 months ago in response to national policy and changes in funding for LA provided school improvement services, which were due to come to an end. In order to provide robust governance and drive this forward, the School Improvement Steering Group (SISG) was set up at the outset with Heads and governors invited. This group agreed to set up the Strategic Partnership and Planning Board in April 2017 with Heads and Chairs of Governors elected to represent all phases and types of schools in the borough. This group meets monthly with discussion and decisions minuted. The offer has been consulted on at the Heads' conference in June 2017 and repeatedly at different forums (including Primary Heads, Secondary Heads and Special School Heads). Developments have been communicated to governors regularly and specifically at a dedicated governor briefing and at the Haringey Governors Association. Once HEP is established, it will be owned by all schools that buy in; governance will take place through a Board structure and AGM based on the Articles of Association and rules of membership which are being drafted.

### **Why is HEP significantly cheaper than current services?**

HEP is not cheaper because it will offer a drastically reduced service. There are three main reasons HEP will be cheaper than the cost of current services: (i) a cheaper staffing structure (ii) boosting school to school support (iii) reduced overhead costs. HEP has intentionally been designed on a lean structure to minimise the cost to schools.

### **Is it a 'lift and shift' of LA staff?**

The final staffing structure has not been finalised, so it is not possible to provide a definitive answer yet as to who HEP will employ and commission. Whilst we would not want to lose the strengths that have supported so many of our schools to perform so effectively, HEP will not operate exactly as the previous school improvement services did. There is a greater emphasis on developing school to school support, accessing the best possible expertise nationally and a greater degree of choice over a school improvement partner.

### **Is there a partial or cheaper membership option?**

Consideration has been given to different levels of buy-in (e.g. silver, gold, platinum). However, buying into HEP is not a purely transactional offer and involves signing up to the principles of

collaboration and openness which underpin a whole system improvement so all Haringey schools that buy in to HEP continue together towards excellence.

### **Can you be a member of your NLC and not of HEP?**

This has been a difficult decision, recognising that some schools wish to continue to contribute to their NLC but may not wish to buy in as members of HEP. HEP will not and should not stop schools from creating local networks and partnerships between individual schools. However, collaborative arrangements between schools are at the heart of school improvement and it is difficult to see how a school can access this without also paying into HEP. Budgets for NLCs will also not exist in the same way going forward, though membership of HEP will provide a small ongoing pot of money to support these arrangements.

### **Could HEP operate beyond Haringey?**

Yes. Supporting all schools in Haringey to keep improving further will always be the first and most important mission for HEP. However, HEP also provides the opportunity for Haringey schools to support others collaboratively or through traded offers and therefore develop an income through doing so. Schools beyond Haringey might potentially buy-in as 'associate members' of HEP, which would strengthen Haringey schools' ability to engage with, and learn from, a wider range of other schools. Any income derived from schools outside Haringey will help to create revenue which will be reinvested in the strength of the core HEP offer.

### **How long are schools being asked to buy into HEP for?**

Schools are being asked to buy into HEP for two years initially in order to provide stability for the new organisation. This will be reviewed before membership needs to be renewed.

### **How will the Managing Director and the Board be appointed?**

The MD and HEP board appointments will be priorities as soon as HEP is incorporated, but cannot take place before then. The MD role will have a job description agreed and go out to a competitive job advert. The current proposal is that the Board (ie the non-executive directors alongside the MD) might be set up similarly to the SPPB (above) to represent all phases and types of schools in the borough. Those interested in becoming a non-executive director would need to put themselves forward and there will be elections where there is more than one candidate for a post. Once this is set up, the Board will be responsible for holding the MD to account in line with the Articles of Association and there will be an AGM.

### **What does ownership of HEP mean? What is the financial liability?**

HEP is proposed to be a not for profit company limited by guarantee. That means there are no shares and no profits to distribute. As a member, schools will have greater control over the services

that are delivered. Each school gets to vote in the AGM and can put forward their Head or Chair of Governors to be on the Board. An important benefit of this structure is that the liability of any member is limited to a nominal amount (usually set at £10).

**Why is it now or never?**

The Council run school improvement services are not financially sustainable from next academic year. If these services are not replaced through HEP in September 2018, schools will be forced to look for other sources of support and challenge and, at that point, it is extremely unlikely that a Haringey model would ever return.