



Interim Business Plan (Summary)

Contents

1	Company Purpose & Details	2
2	The Interim Board of Directors	3
3	The Senior Leadership Team	4
4	Organisation Chart	5
5	Company Vision & Strategic Priorities	6
	What is the vision for Learn Sheffield?	6
6	Planning Cycles	8
7	Services to Schools & Revenue Streams	8
8	Future Direction.....	9
	Growth Strategy	9
	Our Growth Strategy includes	9
	Our Priorities 2015-2016	10
9	Finance	10
10	Risk.....	12

1 Company Purpose & Details

Learn Sheffield is a school-led company. Our purpose is to nurture effective partnerships within an ambitious and effective culture so that, in Sheffield, all of our young people learn with great teachers, in great settings, which are constantly improving.

We will provide an innovative school-led approach to delivering school improvement services, building on existing relationships between the Council and Sheffield's educational settings. We will be delivering some of the statutory duties on behalf of Sheffield City Council.

Learn Sheffield aims to strengthen city-wide partnership work, both within sectors and between them.

We are a not for profit company limited by guarantee, of which 80% is owned by schools and colleges and 20% by Sheffield City Council. It is registered in England (number 09734238) and commenced trading on 14th August 2015. The registered office is Learn Sheffield, Lees Hall Road, Sheffield S8 9JP.

Learn Sheffield does not distinguish between different types of settings, it exists to support any publically funded school or college working with Sheffield's children and young people. Learn Sheffield offers every Sheffield school and college an opportunity to purchase services from a company that they own, which will re-invest all surplus to support further improvement. We aspire to be the company of choice to support Sheffield schools and colleges in ensuring that every child has access to a great education, wherever they live and whatever their circumstances.

Learn Sheffield currently comprises of 18 founding members, Bradfield School, Chaucer School, Dobcroft Infant, Forge Valley School, Hallam Primary, Hillsborough Primary, King Ecgbert School, Lowfield Primary, Malin Bridge Primary, Meynell Primary, Newfield School, Rowan School, Sheffield College, Southey Green Primary, Tapton School, Tinsley Meadows Primary, Wisewood Primary and Sheffield City Council.

Our ambition, in the first instance, is that every publically funded Sheffield school and college will become a member of Learn Sheffield by the end of the autumn term 2015. We aspire to be the company of choice for Sheffield schools and colleges in each field in which we offer a service and we recognise that, to achieve this aspiration, our services must be of the highest quality and value.

We are in the process of developing our Interim Business Plan, setting out the Company's strategic direction and its financial underpinning; It covers a 3 year period but will be refreshed following the end of each financial year. This Summary Business Plan, which is designed to support school leaders and governors in making membership decisions, is a high level document focussed primarily on the interim phase (e.g. the first year of operation).

2 The Interim Board of Directors

The board of directors provides over-arching strategic direction and holds company leaders to account for the educational impact, standards achieved and quality of service provided.

The board will;

- Evolve new ways of working
- Define working groups & relationships
- Provide Governance of the Company
- Enact the articles
- Manage leadership performance
- Develop strategic business plan
- Recruit substantive leadership (including milestone setting of traded services)
- Develop & adopt policy & procedure

Interim Directors;

David Bowes (nominated by the Secondary School sector)
Dean Linkhorn (nominated by the Specialist School sector)
Paul Stockley (nominated by the Primary School sector)
Darren Tidmarsh (nominated by Sheffield College)
Cllr Geoff Smith (nominated by Sheffield City Council)

Two additional directors to be co-opted following recruitment.

Business Strategy Director;

Morag Somerville

Company Secretary;

To be confirmed

3 The Senior Leadership Team



Interim Board

Paul Stockley (Primary), David Bowes (Secondary), Dean Linkhorn (Special), Darren Tidmarsh (FE), Geoff Smith (Council), 2 Co-optees (TBC)



Interim leader
Stephen Betts
(0.7FTE)



Interim Director of School Improvement
Bev Nicholson
(0.6FTE)



Additional Change
Team Members
(tbc)



Additional Change
Team Members
(tbc)

Leadership / Change Team

To be seconded from Sheffield schools - with Primary, Secondary and Special sector expertise including business expertise



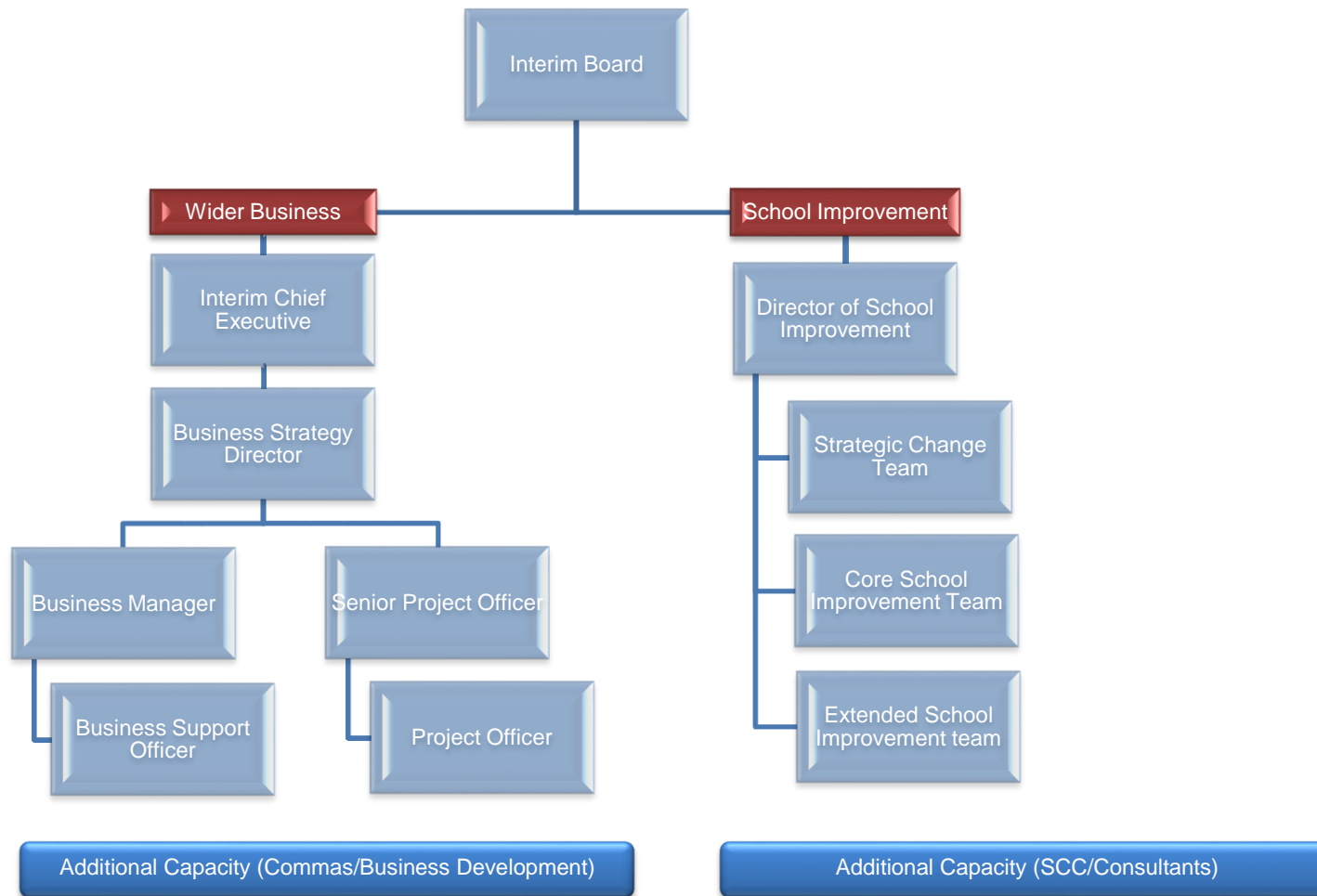
Project Support (provided by Sheffield City Council and seconded from the school/college sector)



School Improvement Team (3.1 fte staff seconded from CYPF)

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

4 Organisation Chart



5 Company Vision & Strategic Priorities

The board and staff of the company are ambitious for the company's success. They recognise that Learn Sheffield has an important part to play in ensuring schools have on-going local access to reliable, high-quality, not for profit services where funding delegated for the education of our children is used wisely and re-invested for its intended purpose.

What is the vision for Learn Sheffield?



Our **children and young people** have a growth mind-set and experience a high quality education delivered by a dynamic and collaborative community of educational professionals.

Our **educational professionals** are highly skilled, nurturing, continually developing and motivated to create inspiring learning opportunities throughout the schools and colleges of Sheffield.

Our **schools and colleges** are committed to working in partnership, focussed on the achievement of their children and young people and work closely with families and communities.

Our **families and communities** are cohesive, positive about learning and aspirational for their children and young people.

We believe in supporting each other in having the courage to make a difference and shape a better future, through inspiration, integrity, equality, sustainability, accountability and optimism.

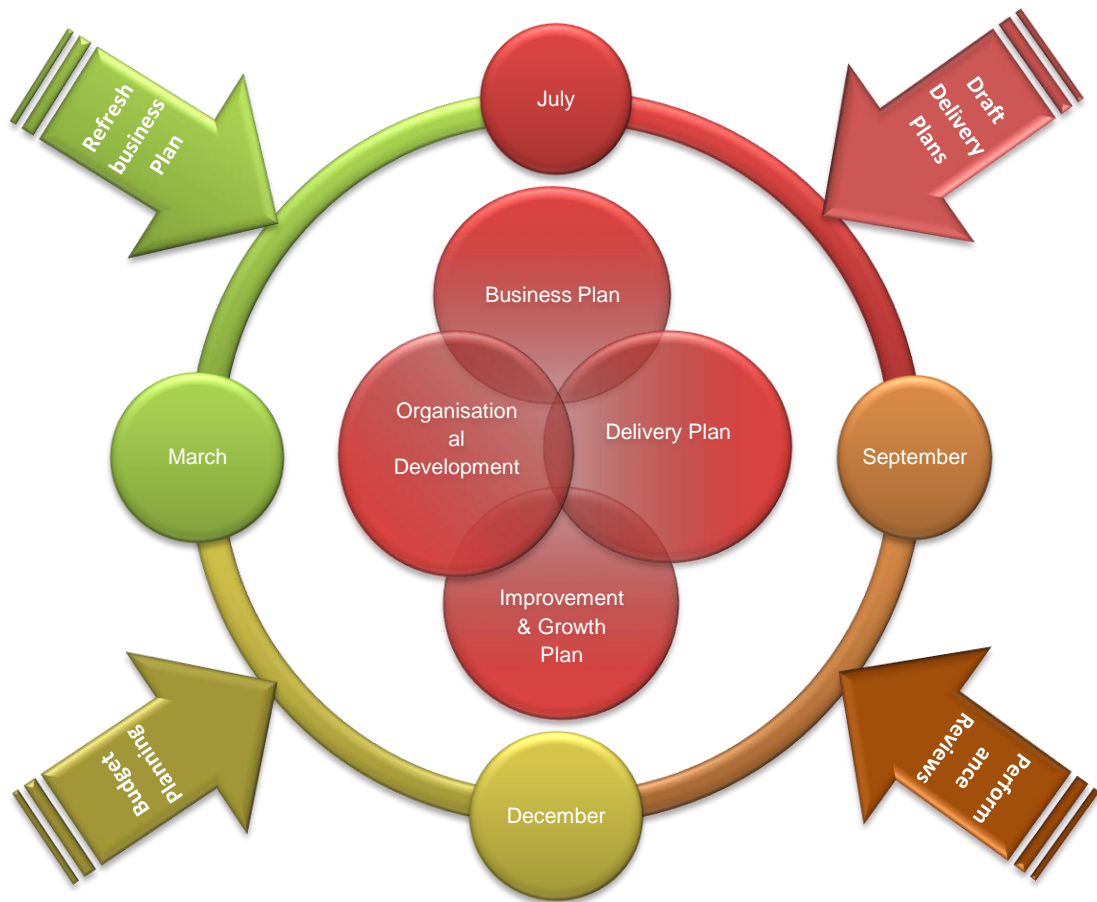
What are the strategic priorities for Learn Sheffield?

The strategic priorities below have been identified and are the basis for action planning at Learn Sheffield.

They will form the basis of our work in the autumn term of 2015 and beyond.

Communication	School Improvement	Facilities	Business
September Update & Governor Pack (incl. Prospectus, Vision etc)	Commission & Year 1 KPIs	Accommodation & Infrastructure (incl. IT Facilities)	Finalise Board
Event Planning & Preparation	School Improvement Workforce	Business & Admin Support Workforce	Membership Growth
Branding/Website Development	Sector Plans & Strategies	Professional Services (incl. HR, Legal, Payroll, Finance etc.)	Key Documents, Policies & Procedures (incl. Business Plan & Operating Model)
Social Media Development	School Improvement Strategy Implemented		Trading & Traded Services planning
Press/ Publicity	City SEF & Development Plan Written/ Shared		Wider Strategy/ Objectives
Stakeholder Engagement Plan			Partnership Development

6 Planning Cycles



7 Services to Schools & Revenue Streams

Over the past decade schools have increasingly had greater delegation of their budgets and control over their spending. All schools, whether maintained or other, purchase traded services to some degree. Learn Sheffield will deliver a range of services to all types of schools and other settings.

The identified services in the interim phase will be STAT Sheffield and a School Improvement traded service. These were included in the initial business case forecasts prior to incorporation.

STAT Sheffield began as an assessment project, as a collaboration of more than fifty Sheffield schools to address the issues raised by the 'life after levels' agenda. The materials that were developed are all given freely to Sheffield practitioners and schools. Some of the materials are traded outside of Sheffield and additional revenue was developed through partnerships with a range of tracker providers.

STAT subsequently procured a commercial partner to develop a bespoke tracker, which is called STATonline and started to be sold from September 2015. This agreement provides the tracker at a discounted rate to Sheffield

schools and includes a revenue sharing agreement with the partner (Educater) for sales outside Sheffield. The income from the sales of STATonline outside Sheffield is the revenue stream identified in the financial modelling from the business case (below).

A School Improvement traded service is planned and was also part of the financial modelling in the business case, prior to incorporation. This service will be designed with schools to ensure that it meets the needs of schools and ensures that school improvement services are coherent and accessible. It is important that these services are developed using the feedback from schools, which necessitates a more considered timeline.

Other services will be established and scoped during the interim year, so that they can be developed as the company grows and moves forward. This will include both existing services offered by Sheffield City Council and new services.

The development of an income stream which uses the company base was discussed prior to incorporation but not modelled within the business case, as negotiations were not concluded at that point. This revenue is now being included in the business plan and the company has both rental and training room generated income. Learn Sheffield are renting office space within the Training and Development Hub to Fusion Teaching School Alliance, which they are using as their TSA office and as a base for the School2School support team (previously learning support). The Hub also contains three training rooms and a meeting room, which are being offered for rent, with a discounted price for members and prospective members (e.g. those who indicate an intention to join).

In terms of existing Council services, in the first instance Sheffield Council is undertaking an internal review of its school facing services. This review will be the starting point for Sheffield City Council's own decision making about the future direction of services.

In the event that an existing Council delivered service may be considered as a possible service that could be delivered by Learn Sheffield, the process would begin with the Council following its own procedures and then holding discussions with the Learn Sheffield Board about the potential for the service being delivered in a different way. Learn Sheffield, who are securing independent professional services as part of our own due diligence, will then consider the opportunity.

Learn Sheffield will seek to develop services that, in accordance with our objectives, can support school improvement. This is likely to include both existing services (e.g. services which move from Council to Learn Sheffield provision) and new services, designed by Learn Sheffield.

8 Future Direction

Growth Strategy

Evidence shows that social enterprises, mutual and other not for profit companies that failed to adopt a strong strategy for growth have been less successful than those that have embraced growth as an essential strand of developing their business.

'Not for profit' does not mean no profit. The health of the business will depend on its ability to reinvest in new products and services; to invest in improving and developing current products and services; to invest in our staff and build levels of reserves to enable us to mitigate risks. Our priority is to ensure that funding intended to improve outcomes for children does exactly that and any surplus is reinvested to that end.

Our Growth Strategy includes;

- Retaining current customers

- Attracting new customers
- Improving current product lines
- Introducing new product lines
- Marketing our services
- Developing new services & products

Our underpinning company behaviours are essential to ensuring that we retain a strong customer base and expand to new customers.

Our Priorities 2015-2016

Deliver the SCC Commission:

- **Partnership working**
Stronger partnership working across and between sectors and stakeholders (including Sheffield City Council) that impacts positively on outcomes for children and schools
- **School outcomes**
The profile of Sheffield schools and other settings is improving so that performance reaches and exceeds that of statistical neighbours and national averages
- **Pupil outcomes**
The outcomes of Sheffield children, at the end of each stage of learning, reaches and exceeds that of statistical neighbours and national averages
- **Vulnerable pupils**
The gap between outcomes for vulnerable Sheffield children, at the end of each stage of learning, and their peer group is narrowing

9 Finance

In the business case, shared with stakeholders prior to incorporation (e.g. in the summer term of 2015), the following income streams were modelled.

	Year One (2015-16) 7/12s	Year Two (2016-17)	Year Three (2017-18)
Contracted	£560k	£800k	£800k
STAT	£144k (Based on 250 non-Sheffield STATonline schools)	£288k (Based on 500 non-Sheffield STATonline schools)	£432k (Based on 750 non-Sheffield STATonline schools)
Subscription	£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)
	£815k	£1213k	£1372k

In the same business case (e.g. in the summer term of 2015), an indicative budget was also produced. Figures and assumptions were based on a similar sized alternative delivery model and Lead Officer salary was based on Headteachers' pay scale.

INCOME	Year 1(k)	Year 2 (k)	Year 3 (k)
<i>Contracted</i>	560.0	800.0	800.0
<i>STAT (net)</i>	144.0	288.0	432.0
<i>Subscription Fees</i>	111.0	125.0	140.0
TOTAL	815.0	1213.0	1372.0
EXPENDITURE			
STAFFING			
<i>Lead Officer</i>	60.1	103.0	103.0
<i>SLT</i>	81.7	140.0	140.0
<i>School Advocates</i>	175.0	300.0	300.0
<i>Business Manager</i>	35.0	60.0	60.0
<i>Admin</i>	35.0	60.0	60.0
	386.8	663.0	663.0
'FIXED' SUPPORT COSTS			
<i>Insurance</i>	3.0	5.0	5.0
<i>Payroll</i>	2.8	4.0	4.0
<i>HR Advice</i>	2.8	4.0	4.0
<i>Legal</i>	8.8	15.0	15.0
<i>Audit / Accountancy</i>	5.8	10.0	10.0
<i>Marketing</i>	8.8	15.0	15.0
<i>Training</i>	5.8	10.0	10.0
<i>Catering and supplies</i>	1.5	2.5	2.5
<i>Premises</i>	24.5	42.0	42.0
<i>IT</i>	14.6	25.0	25.0
<i>Stationary / Photocopying</i>	1.2	2.0	2.0
<i>Recruitment</i>	11.7	20.0	20.0
<i>Flexible Commissioning Fund*</i>	320.0	380.0	530.0
	411.1	534.5	684.5
TOTAL INCOME	815.0	1213.0	1372.0
TOTAL EXPENDITURE	797.9	1197.5	1347.5
SURPLUS BEFORE TAX	17.1	15.5	24.5

In the business plan, that is currently being developed, income and expenditure is being modelled.

A high level summary of this information is below. Naturally the full plan contains a far greater degree of detail, with the high level summary including initial broad financial headings only. The summary is based on a twelve month period, which will be revised in the actual budget, once the accounting year has been finally determined.

High Level Business Plan – Income and Expenditure Summary

Initial/Provisional Budget Forecast – September 2015 to August 2016

Income		Expenditure	
LA Commission	£860k	Employee Costs	£447k
STAT Income	£144k	School Improvement Budget	£300k
Building/Training Revenue	£22k	Rent & Premises (inc. utilities)	£46.5k
School Improvement traded service	£70k	One off set up costs	£25k
Total Income	£1096k	Additional Employee Costs (including training & development)	£5.5k
In Year Provisional Forecast Balance £196k		Professional Services	£45k
		ICT & Admin	£20k
		Marketing (inc. branding & website)	£10k
		Total Expenditure	£899k

10 Risk

The company is taking steps to mitigate the main risks to the company which include;

- Uncertainty about Government funding streams
- National policy changes
- Reduction in schools budgets, with associated reduction in spending power
- Recruitment and retention of high quality staff
- Future traded services process

The company is undertaking a due diligence exercise to scope the legal advice requirements and the insurance/risk management requirements of the company. The exercise will also benchmark current performance indicators so that accurate monitoring and evaluation can be done with regard to the success criteria and key performance indicators contained in the commission and developed by Learn Sheffield.