

MUNICIPAL YEAR 2016/2017 REPORT NO. 53

MEETING TITLE AND DATE:

Cabinet 16 August 2016

REPORT OF:

Chief Education Officer

Jenny Tosh

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Email: jenny.tosh@enfield.gov.uk**Agenda - Part: 1****Item: 6****Subject:** Education Services: a new model of service delivery**Wards:** All**Cabinet Member consulted:** Cllr Ayfer Orhan**1. EXECUTIVE SUMMARY**

- 1.1 Education Services in Enfield have a well-documented and evidenced reputation for working in partnership with schools and settings to bring about continued improvement.
- 1.2 As the Enfield context has changed and the needs of our pupils have become more complex there is a clear need for schools and settings to sustain and build on this improvement.
- 1.3 The ongoing reduction of funds to the Council and the proposed changes to the schools' funding formula are placing increasing pressure on Education Services' budgets.
- 1.4 Although the government has made some changes to the White Paper it is still committed to its election manifesto that all schools will convert to academy status by 2022, and become part of Multi Academy Trusts (MATs);
- 1.5 This report seeks approval to investigate alternative models of service delivery that will still enable the council to work with all schools, whatever their status, and
 - continue to meet its statutory responsibilities,
 - provide the appropriate support to and with schools and settings,
 - places services in a strong position to offer support to other local authorities (LAs),
 - maintains strong and effective relationships with the Enfield learning community,
 - ensures Education Services contribute to delivering the council's savings agreed in the Medium Term Financial Plan (MTFP).
- 1.6 It is intended that the new model of service delivery will have the potential to develop additional income streams through wider trading beyond the Borough of Enfield and through applying for external funding not generally available to the Council.
- 1.7 In addition it will have the opportunity to work with schools and other partners to strengthen and develop the partnership and may support and partner with schools in their development of MATs.

2. RECOMMENDATIONS

This reports seeks approval for the Chief Education Officer to:

- 2.1 Set up a shadow board, to be called Ensen, as part of the Portfolio in Education Services for 2016/17, maintaining the existing budgetary and employment arrangements for 2016/17, therefore enabling the Education Services to fulfil the current Service Level Agreements with schools;
- 2.2 Develop a full business plan to be operational from 2017/18 to address the future financial viability of the company. This will also include a marketing strategy within and outside Enfield so that schools and settings are clear about the traded offer from Ensen from April 2017;
- 2.3 Ensure that Ensen, as a key part of Education Services, contributes to delivering the council savings agreed in the MTFP
- 2.4 In consultation with the Director of Children's Services and Cabinet Member for Education, Children's Services and Protection, to:
 - investigate the range of possible legal structures and propose the most appropriate model
 - propose the structure and operating principles of Ensen
 - consult with schools and council partners and other stakeholders regarding the proposal
- 2.5 produce a follow up report to Cabinet setting out options for the formation and formal establishment of a company, called Ensen, with a distinct legal entity based on the most advantageous model and structure. This will also include a business plan.

3. BACKGROUND

- 3.1 Enfield Council's Education Services have developed an excellent reputation for working in partnership with schools and settings to bring about improvement so that 94% of Enfield schools have been judged as Good or Outstanding.
- 3.2 As the Enfield context has changed and the needs of our pupils have become more complex there is a clear need for schools and settings to sustain and build on this improvement.
- 3.3 Education Services have prioritised the development of strong and effective relationships with schools and settings so that the Enfield Learning Community is focussed on raising achievement for all children and young people.
- 3.4 The strength of this relationship has been evidenced by the development of effective traded services over a number of years, provided and brokered by the council, that consistently achieve a high

level of buy back from schools. In addition to this schools have demonstrated their support for Enfield Education Service by agreeing to the ongoing funding of Central services from the Dedicated Schools Grant (DSG). Evidence of impact of this support is regularly recognised in Ofsted reports.

- 3.5 The ongoing reduction of funds to the Council and the proposed changes to the schools' funding formula are placing increasing pressure on Education Services budgets.
- 3.6 Although the government has made some changes to the White Paper, it is still committed to its election manifesto that all schools will convert to academy status by 2022, and become part of Multi Academy Trusts (MATs).
- 3.7 This report seeks approval to investigate alternative models of service delivery that will still enable the council to work with all schools, whatever their status, and
- continue to meet its statutory responsibilities,
 - provide the appropriate support to and with schools and settings,
 - places services in a strong position to offer support to other local authorities (LAs),
 - maintains strong and effective relationships with the Enfield learning community,
 - ensures Education Services contribute to delivering the council's savings agreed in the MTFP.
- 3.8 It is intended that the new model of service delivery will have the potential to develop additional income streams through wider trading beyond the Borough of Enfield and through applying for external funding not generally available to the Council.
- 3.9 In addition it will have the opportunity to work with schools and other partners to strengthen and develop the partnership and may support and partner with schools in their development of MATs.
- 3.10 In response to the current educational climate, many other local authorities are also in the process of exploring alternative models of service delivery. A model that establishes a trading company, making use of existing skills and expertise appears to be the main option that LAs are exploring. The structure and purpose of the company varies according to the needs and organisational structure of each local authority. For example Camden is establishing a joint schools' company, Croydon has just completed its first year as a limited trading company and Tower Hamlets is about to start a similar model. Enfield Education Services will continue to work with a wide range of LAs and carry out research into ensuring that we develop the most appropriate model that will meet the needs of Enfield's children and young people.

3.11 Proposal Outline – Phase 1 Financial Year 2016-2017

3.11.1 During 2016/17 Ensen would operate as a virtual trading company with a pooled single budget across the services. A full business plan is being drawn up to assess future viability. The outcome of which will be included in a future report to implement phase 2.

3.11.2 As the budgets have been agreed, and schools have indicated their level of buy back of services, during 2016/17 Ensen will be a shadow structure, mirroring existing council duties and responsibilities within Education Services. Therefore the existing council budgetary and employment arrangements will not change.

3.11.3 During phase 1 the following services have been identified for inclusion within the shadow structure

- School Improvement Service
- Schools Personnel Service
- Behaviour Support Service
- Early Years

3.11.4 The Education Services teams considered for inclusion as part of Ensen phase 1 have a strong track record of traded services. Schools have also agreed continuing DSG funding for them in the short- to medium-term. The Schools Personnel Service, which falls under the Chief Executive's Department, is also included as there is a natural synergy in their traded relationships with schools.

3.11.5 It is anticipated that other services, within and outside of Education Services, would form part of Ensen in a later phase but their inclusion would be subject to full market testing and dependent on their strategic fit and financial viability.

3.11.6 It is proposed Ensen would be registered as a not for profit company as soon as possible with marketing to be launched in September 2016 and with a view to trading under this name from April 2017.

3.12 Proposal Outline – Future Phases 2017 and beyond

Future phases will be the subject of a further detailed report including a full business case and financial analysis. Investigations of other models, including Joint Ventures and Mutuals, will be undertaken to establish the "best fit" model for Enfield.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 An Options Appraisal scoring matrix is attached as Appendix 1 which assesses the ability of the various alternative options listed below to meet the Education Services' overarching objectives in seeking to establish the company.

4.2 Alternative option one: Continue with the current Education Services / Do nothing

This option would not allow the Education Services to continue to support the Learning Community in Enfield effectively. By continuing with the current model, the services will diminish over time if Enfield schools convert to Academy status and seek services elsewhere. In addition, the Council's funding is likely to reduce as the Government removes statutory duties. The staff team from Education Services will dwindle to fulfil the bare minimum statutory duties still remaining. If Ensen is not able to be set up swiftly, this will be the default option and there will not be the workforce capable of subsequently setting up external to the Council.

4.3 Alternative option two: Immediately cease all services except Statutory duties

This option is an accelerated version of alternative option one, to cease all services except for minimum statutory duties only, revising these further in line with central government direction. This is not seen as a desirable option because the Education Services have an excellent reputation for improving schools in Enfield and this would see expertise lost overnight. There is a reputational risk to the Council if it ceases Education Services that have been highly valued and had demonstrable positive impact within Enfield. The Council would lose its ability and expertise to offer support to schools. Setting up Ensen allows the skills and local expertise to remain in house and focussed on improving outcomes for Enfield children.

4.4 Alternative option three: Outsourcing/Privatisation of services

This option has been explored, on a service by service basis, with a range of private providers who are working with other LAs. This option will have a greater impact on employment conditions of Enfield staff and could lead to staff being TUPEd and their conditions of service being reduced. Ensen would initially use existing staff for 2016/17 and there will be no immediate change to contractual arrangements. This ensures that the skills and expertise remain in Enfield Council. As there is a current lack of clarity about the future statutory responsibilities of the council there is less risk to Enfield if Ensen can continue to directly provide support and challenge to schools and services. However, this remains a future possible option if no other solutions are found.

4.5 Alternative option four: Joint working with other local authorities

This option has been explored extensively over recent years with some joint working with Haringey and Waltham Forest over past years and more recently due to funding received to explore joint delivery with Barnet and Harrow. Whilst strategically this fits within the priorities and aims of Enfield Council, identifying a suitable LA partner has not been possible. Each Council will have its own priorities both in terms of supporting school improvement and financial pressures. However, most London boroughs and local authorities across SE England are known to be considering either a model of 'spinning out', schools led companies or outsourcing. This remains a future possible option for a number of services not yet considered for Ensen if no other solutions are found.

4.6 **Alternative option five: Supporting a schools company**

A schools company (as opposed to LA led company) was previously considered in Enfield but was not able to gain the required support from schools and settings. This has been the preferred model in some other areas where there has been a higher percentage of buy-in from schools. Ensen would encourage schools to be partners in this model of service delivery rather than leaders. Meeting the increasing diversity and level of need in Enfield remains a priority for the Council. The proposed Ensen model of joint membership for schools and the LA, provides the best model to reduce the risk of underachievement and failure.

5. **REASONS FOR RECOMMENDATIONS**

5.1 Establishing Ensen as a trading company is the recommended option because it specifically addresses the Council's priorities and is an opportunity to build on and further strengthen the best of Enfield Education Services. It seeks to ensure that the Education Services' purpose, vision and functions are protected and enhanced as a result of the future-proofing by establishing as a company.

5.2 Ensen would:

- Meet the Council's statutory duties, in a more cost effective way, achieving the savings identified in the MTFP;
- Continue the Council's drive for improvement in all our schools and foster improved partnership working;
- Be customer focused for Enfield and beyond;
- Have the ability to bid for funds from a variety of sources that are not traditionally accessible to local authorities;
- Be best placed to respond to the Government's proposals for the setting up of Multi-Academy Trusts.

5.3 **The case for change**

There are a number of compelling reasons to select Ensen as the best way to safeguard the future of education provision across Enfield:

5.3.1 **Strengthening the Enfield learning community:**

Ensen is the best option to support a thriving learning community in Enfield, continuing to play the role which Enfield Council has long held as the bond which holds the learning community together. As the statutory education duties of local authorities reduce, schools across Enfield will have less of a relationship with the Council. Establishing Ensen will safeguard this role, ensuring that the Enfield learning community continues to function in the best interests of all children across Enfield.

5.3.2 **Long-term stability in a changing policy environment:**

The publication of the White Paper '*Educational Excellence Everywhere*' by the DfE on 17 March 2016 has the potential to

significantly change the policy landscape and questions the future role of local authorities in education as part of widespread academisation. Ensen will secure the future of a collective education responsibility for the children and young people of Enfield, redefining the relationship between the Council and schools and provide a means to enable continued strong civic governance from the Council.

5.3.3 Sustainable, flexible and future-proof:

Ensen would be a flexible organisation which is able to respond swiftly to changes in the policy and market landscape. This makes Ensen the most sustainable and future-proof option. There is scope for additional income sources which are not currently available to the Council and the potential to later become a Multi-Academy Trust.

5.3.4 Building on a highly experienced and motivated team:

Education Services have a highly experienced and motivated staff team who seek to provide the best services for the children and young people of Enfield. All options will in the short- to medium- term involve some positions being removed but Ensen offers the best opportunity to protect employment by bringing in additional income sources; retaining the expertise which has allowed Enfield Council to maintain its pivotal role in the Enfield Learning Community.

5.3.5 Minimising reputational risk to the Council:

Establishing Ensen will allow Enfield Council to demonstrate commitment to excellence in education by transforming the services into a more sustainable model of delivery in the long term. Ensen is a positive choice to do something differently in response to the policy trends and should Ensen be successful will be seen as a very positive and forward-thinking decision taken. Alternative options carry increased risks in suggesting that the Council isn't able to respond to the projected threat to the diminishment of services and is not able to safeguard the future of education within the Borough of Enfield.

6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 Financial Implications

6.1.1 There are no financial implications for 2016-17.

6.1.2 Financial implications for 2017-18 onwards will need to be determined once approval has been granted to set up a company. Consideration will need to be given to the savings targets that are included for Education Services in the MTFP for the period 2017-18 to 2019-20 which need to be delivered. These are as follows:

- Traded Services - £1.6m
- School Improvement - £252k

6.1.3 It should also be noted that the Schools National Funding Formula consultation published in March includes a proposal to remove the ESG general funding rate from 2017/18 and reform the duties that are funded from the grant which will see a reduction in funding to the authority which will result in further savings requirements.

6.1.4 A financial assessment of the potential models has been completed and is included as part of the Options Appraisal (see Appendix 2). Further modelling will be carried out once details of the White Paper and Fair Funding model are known.

6.2 Legal Implications

6.2.1 Further legal advice and analysis will be needed to advise on, and ascertain specific answers to, the variety of legal issues that are raised in progressing an Enfield Council decision to establish a company. These issues will range from the correct legal form for the company, to the legal implications for the Council (and the company) arising out of and including procurement, tax, employment/TUPE, real estate, and general vires issues - all of which will require specialist legal advice to the Council, to ensure the project progresses smoothly at all stages of its development.

6.2.2 The Council should ensure that at each stage of the project, it requests and receives the necessary legal advice, so that it can then progress the project without any impediments, legal or otherwise.

7. KEY RISKS

7.1 The key criteria in establishing this company is to ensure that Education Services meet the savings identified in the MTFP. The management board of the company will be responsible for monitoring the progress made in delivering the targets and taking appropriate action if they are not achieved.

Risk	Initial Level	Control Measures to mitigate risk	New level
If schools become academies, and form new partnership working models, there is a risk that they may not buy services from Ensen as they choose to go elsewhere in a free market.	Red	Effective Marketing and Communication is a key part of the plan for Ensen to succeed. In order for this to be effective it is vital that Ensen can be seen as the delivery arm for traded services from 1st September 2016 and demonstrate effectiveness to schools. Additionally Ensen will diversify the income streams as soon as possible through trading externally to the Borough. Schools are already indicating that they wish to not only purchase services but also work with the local authority in partnership. This	Green

		includes the 5 primary schools currently converting.	
Ensen doesn't attract sufficient income from existing sources or additional other sources	Red	Effective Marketing and Communication will be essential to mitigate this risk. A marketing strategy will be in place by September 2016. In addition an interim Business/Marketing Manager will be appointed during 2016/17 to lead on income generation.	Amber
Any change to the existing successful School Improvement Strategy may inhibit the continued increase in good and Outstanding schools and as a result the outcomes for young people. There is a reputational risk to the Council of schools failing Ofsted inspections and a lowering of standards.	Red	Ensen will still have the same high quality skills, local knowledge and expertise that the schools value. The evidence and will enhance the reputation and marketing capacity of Ensen.	Green
There is continued uncertainty about the future role of local authorities in delivering statutory duties in schools. Managing this uncertainty presents a risk for the future direction of Ensen.	Amber	There is little that Ensen can do directly to mitigate this risk as it hinges on the decisions taken by central government. However, by having a robust commissioning arrangement with schools and the Council Ensen can demonstrate sustainability. It will be vital to stay informed throughout the implementation of reforms identified in the White Paper Education Excellence Everywhere.	Amber
Ensen may not be able to meet the Medium Term Financial Plan savings identified as part of Children's Services.	Red	The business and marketing plan has already taken into account the impact of the MFTP for any service to be included in Ensen. A service's ability to deliver the savings target will be a condition of inclusion in Ensen.	Green

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

Ensen would deliver on Fairness for All by continuing to support and challenge schools and settings to deliver high quality education, improving standards and narrowing education gaps for all children and young people across the Borough.

8.2 Growth and Sustainability

Ensen would be able to maintain a good level of support for schools, ensuring that they are able to cater for the changing needs and growth of the population of Enfield. Through the services offered by Ensen schools will contribute to the growth and sustainability of communities, with good schools attracting more families and businesses to all areas of Enfield.

8.3 Strong Communities

Schools are hubs of the community and so by ensuring the quality of education in schools, Ensen will be contributing to creating stronger community hubs within Enfield, reaching across all areas and demographics.

9. EQUALITIES IMPACT IMPLICATIONS

The recommendations of this DAR will not impact the current delivery of Education Services and so no Equalities Impact Assessment has been undertaken. Education Services continue to be committed to ensuring equal opportunities for all children and young people across Enfield. The proposal to consider an alternative service delivery model through Ensen will have these values embedded through all levels of the organisation.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The recommendations of this DAR do not impact the current delivery model of Education Services so this will be considered further as part of the DAR for Phase 2. Establishing Ensen as a separate legal entity, built partially on principles of employee ownership, has the potential for improving performance of selected services through a greater focus on effective service delivery whilst providing value for money.

11. HR IMPLICATIONS

As detailed in this report, in respect of Phase 1 of the development of Ensen there are no immediate implications for staff currently working within the departments proposed to move into the Traded Service. The staff remain Council employees on their current terms and conditions of service.

Management should ensure that staff are communicated with throughout the development process and advised of any relevant progress and outcomes.

Should the venture prove viable and Phase 2 is established as intended, TUPE will apply and the appropriate consultation will need to take place with affected staff and Trade Unions.

12. PUBLIC HEALTH IMPLICATIONS

Public Health promotes best outcomes for all children and young people in Enfield and reduces inequalities. Any new model will need to ensure that it considers the impacts on Public Health priorities in the local area and improves the wellbeing of children and young people. This will need to be fully assessed before the final model is agreed. As this report pertains to the service delivery vehicle rather than changes to the service itself there are no specific public health implications.

Background Papers

None

Appendix 1

	Scale 0-5 0=does not meet objectives/not possible in model 5=Fully meets objectives/inherent in model,	Option 1: Continue with current Education Services / Do nothing	Option 2: Immediately cease all services except minimum Statutory duties	Option 3: Outsourcing/ Externalisation of Services	Option 4: Joint Working with other Local Authorities	Option 5: Support a Schools-led company	Option 6: Trading company				
							6a: Local Authority Trading Company	6b: Employee-owned Mutual	6c: Registered Charity	6d: Social Enterprise	6e: Not-for-profit Company
Core Objectives	To ensure children across Enfield receive high quality education and have the opportunity to achieve their full potential	4	2	4	4	5	4	5	5	5	5
	To ensure there are services which support high quality in schools across Enfield and meet statutory duties	4	2	4	4	4	4	4	5	5	5
	To ensure Education Services are financially sustainable	1	4	5	3	4	4	3	3	3	3
	To ensure the continuation of proven skills, expertise and knowledge of existing services in bringing about improvement	2	2	3	3	3	5	5	5	5	5
	To ensure that the services can be effectively delivered within Enfield	3	3	5	2	1	5	5	5	5	5
Secondary objectives	To ensure flexibility and ability to respond to uncertain education policy landscape	3	1	1	2	4	3	4	4	4	5
	To promote joint working across schools as part of Enfield Learning Community	5	0	2	3	5	5	5	5	5	5
	To minimise disruption to schools during any transition	3	0	3	4	5	4	4	4	4	4
	To minimise reputational risk to Enfield Council	3	2	3	4	3	5	4	4	4	4
	To meet the Council's Medium Term Financial Plan	4	5	5	4	4	4	4	4	4	4

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							6a: Local Authority Trading Company	6b: Employee-owned Mutual	6c: Registered Charity	6d: Social Enterprise	6e: Not-for-profit Company	
Tertiary objectives	To protect employment of Education Services staff	2	1	3	3	2	3	4	3	3	3	3
	Ability to support the development of a MAT	0	0	0	0	3	0	2	4	2	4	4
Weighted scores		40	28	47	42.5	49	55.5	57	59	58	60	

Projected cost to Council of each of the options in £'000.
 Figures are gross totals, including the current budget of £1,406,000.
 Therefore option 6 shows the greatest saving to the Council.

	1,406	3,573	3,974	1,406	2,999	725						

Score weighting	
1.5	Core objective
1	Secondary objective
0.5	Tertiary objective

Ensen Finance Option Appraisal

2016-17	Budget	2017-18 (Projected based on 2016/17)					
£ (000)s		Option 1 Continue as now / Do nothing	Option 2 Cease all services but Statutory duties	Option 3 Outsource /Privatise services	Option 4 Joint working with other LAs	Option 5 Support a schools company	Option 6 Separate company
SIS							
2,587	Base Budget - Exp	2,587	2,587	2,587	2,587	2,587	2,587
-2,047	Traded & Other Income	-2,047	-2,047	-2,047	-2,047	-2,047	-2,047
1,695	DSG funding	1,695	1,695	1,695	1,695	1,695	1,695
-1,695	DSG funding	-1,695	-1,695	-1,695	-1,695	-1,695	-1,695
540	Net Budget	540	540	540	540	540	540
	Predicted Exp Budget	2,587	2,443	2,272	2,587	2,143	2,587
	Predicted Inc Budget	-2,047	0	0	-2,047	-409	-2,587
	Revised Net Budget	540	2,443	2,272	540	1,734	0
Early Years							
1,102	Base Budget - Exp	1,102	1,102	1,102	1,102	1,102	1,102
-354	Traded & Other Income	-354	-354	-354	-354	-354	-354
14,379	DSG funding	14,379	14,379	14,379	14,379	14,379	14,379
-14,379	DSG funding	-14,379	-14,379	-14,379	-14,379	-14,379	-14,379
748	Net Budget	748	748	748	748	748	748
	Predicted Exp Budget	1,102	1,252	1,262	1,102	1,202	1,102
	Predicted Inc Budget	-354	-304	0	-354	-71	-400
	Revised Net Budget	748	948	1,262	748	1,131	702
Behaviour							
82	Base Budget - Exp	82	82	82	82	82	82
0	Traded & Other Income	0	0	0	0	0	0
2,138	DSG funding	2,138	2,138	2,138	2,138	2,138	2,138
-2,138	DSG funding	-2,138	-2,138	-2,138	-2,138	-2,138	-2,138
82	Net Budget	82	82	82	82	82	82
	Predicted Exp Budget	82	82	415	82	182	82
	Predicted Inc Budget	0	0	0	0	0	-10
	Revised Net Budget	82	82	415	82	182	72
HR							
651	Base Budget - Exp	651	651	651	651	651	651
-615	Traded & Other Income	-615	-615	-615	-615	-615	-615
0	DSG funding	0	0	0	0	0	0
0	DSG funding	0	0	0	0	0	0
36	Net Budget	36	36	36	36	36	36
	Predicted Exp Budget	651	100	25	651	75	651
	Predicted Inc Budget	-615	0	0	-615	-123	-700
	Revised Net Budget	36	100	25	36	-48	-49
1,406	Cost to Council	1,406	3,573	3,974	1,406	2,999	725

Notes:

These figures are based on the current (2016/17) actuals, including 2016/17 MTFP savings, to deliver statutory services. They do not take into account planned future saving of £983,000 in Early Years and School Improvement. Plans are already in place to meet these through savings and increased trading.

DSG - this funding is based on the decision of Schools Forum. Schools have already indicated they would not wish to continue to fund Behaviour Support if this is not delivered by Enfield's current provider

Assumptions

All the Options and Assumptions have been based on current statutory requirements and service delivery and historical patterns of school take up.

Option 1 - current position, based on the current budget with no assumptions made. No additional saving would be achieved through this model and it would not deliver future savings as shown in MTFP.

Option 2 - identification made of statutory services, for SIS these will cease in July 2017. Figures include an estimate of redundancy costs of staff not delivering statutory services therefore no longer required. Impact on continuing ability to trade and raise income also estimated.

Option 3 - includes contract management costs at 10%. Assumes most staff would transfer under TUPE but there would be some redundancy costs for those no longer required. Assumes outsourced company would keep all profit

Option 4 - generally no changes assumed as negotiations would need to take place with partner(s) on service delivery, staffing and apportioning of income. Anticipate future redundancy costs and reduced income

Option 5 – some redundancy costs estimated, as minority partner reduced income

Option 6 - increased opportunity to trade outside the borough and seek external grants. Continue to provide statutory and non-statutory services.