

# Schools Human Resources

Service Level Agreement  
2016-17

[www.southwark.gov.uk/schoolshr](http://www.southwark.gov.uk/schoolshr)

# Our services

You may spend up to 80% of your school budget on salaries and associated staffing costs. It is essential that you have the right structures, people, policies and procedures in place to deliver your school improvement priorities. We can support you to achieve excellence with creative and effective human resources practice.

The schools human resources service has been working in partnership with schools across the borough for many years. Our team of qualified and experienced human resources professionals are here to help you manage your most valuable resources – your school workforce.

Workforce planning	Policies and procedures	Employee Support	Pay and conditions
Contracts of employment	Absence	Alcohol and drugs	Pay policy
Job evaluation	Appraisal	Annual leave	Support staff pay
Model job descriptions	Capability	Equal opportunities and diversity	Teachers' pay
Recruitment and induction	Code of conduct	Occupational health services	Term time working
References	Disciplinary	Parental leave	TUPE
Reorganisations	Grievance	Redeployment	
Resignations and notice periods	Respect at work	Special leave	
Single central record	Smoke free schools		
Staffing structures	Safeguarding children		
Suspension from duty			

## Why we're different

Everyone in our friendly team has a genuine commitment to delivering the best outcomes for children and we work closely with colleagues across the authority to ensure our support is tailored to the needs of your school.

We understand the pressures facing schools and the challenge of achieving outstanding leadership and management in a changeable environment. We offer advice, guidance and hands on support to maximise the effectiveness of your leadership teams and whole school workforce.

We actively influence and participate in national consultations impacting on the education workforce to ensure the needs of our schools are represented.

We have well established links to national, regional and local employer associations, trade unions and professional bodies, education networks, school leaders and other agencies and work in partnership to deliver excellent services that save you both time and money.

As part of the local authority, we can access information and specialist professional support and offer you solutions to your human resources challenges which other providers cannot.

We're there when you need us and offer incredible value for money. I look forward to welcoming you into our service.

**Julie Chow**  
**Schools Human Resources Manager**

**February 2016**

# Benefits of our service

We can help you to maximise the effectiveness of your workforce by providing you with advice, guidance, hands on support and all the tools and templates you may need.

You will receive regular updates on changes in legislation and human resources practice so you can prepare for and implement these with minimum fuss.

Your allocated advisers will get to know you and your school through regular visits, telephone and email contact.

Our advice is tailored to promote positive employee relations and support your school improvement priorities and is fully indemnified.

## Key features:

- Hands on support at your school when needed.
- Telephone advice all year round, Monday to Friday from 8:30am to 5:00pm.
- Our specialist human resources website is available 24/7 and regularly updated with news and information.
- A comprehensive range of up to date and compliant model policies and procedures which have been consulted on with constituent trade unions.
- Legal advice through the council's legal services for complex human resources issues.
- Discounted training offers throughout the year.

# Core service

The local authority is the employer for all staff working in community schools and responsible for setting their terms and conditions of employment. In recognition of this, the following services are available to all community schools regardless of whether you enter into a trading agreement with us.

## Key features:

- Collective consultation on our recommended policy and procedures with constituent trade unions
- Recommended human resources model policies and procedures.
- Attendance at formal hearings which may result in dismissal to represent the Director of Education.
- Issuing dismissal notices on behalf of the Director of Education to confirm Governing Body decisions.
- Providing estimates of benefits for potential redundancy severance and premature or efficiency retirement.
- Redeployment support for displaced employees.
- Support with the staffing implications relating to school closures, amalgamations, federations and/or academy conversion.
- Attendance at strategy meetings relating to allegations against employees.
- Annual audit of HR practice at the school.
- New head teacher induction.
- Workforce equalities monitoring.

# Traded service

We highly recommend our traded service to all schools, whether maintained, academies, free schools or independent. Our advisers are experts in education human resources and tailor their support to suit your school and your priorities.

Investing in our traded service saves you work and time and provides you with the support you need to meet your legislative obligations and achieve the most from your human resources.

## Key benefits:

- In depth guidance on employment law, pay and conditions, and other statutory instruments and education legislation impacting on the school workforce.
- Regular updates on forthcoming changes and guidance on how you need to respond.
- Full access to our human resources website: over 100 pages of model policies and procedures, guidance, tools and templates for the whole range of human resources issues.
- Allocated advisors who will get to know you and your school.
- Telephone advice all year round, Monday to Friday, from 8:30am to 5:00pm.
- Processing barred list checks and disclosure and barring applications
- Job evaluation
- Discounts on training provided by the team
- HR induction for new business managers
- Support and advice on the whole range of human resources topics

Trading schools will receive the following support in relation to specific human resources issues:

## Appointing school leaders – new for 2016/17

- Supporting governing bodies with recruitment campaigns for head teacher vacancies.
- Advice and guidance on setting the appropriate pay range.
- Collaborative working with school improvement colleagues to ensure your job description and person specification reflects the needs of your school.
- Advice on suitable recruitment media and advertisement content.
- Advice on the content of applicant information packs.
- Advice on appropriate selection processes.
- Advice and guidance on offers of appointment and pre-employment checks.

## Appraisal

- Provision of a model teachers' appraisal policy and advice on its application to your school.
- Advising schools on the legal requirements for teacher appraisal.
- Providing advice to school leaders to encourage, challenge and support teachers' improvement.
- Supporting school leaders to address concerns arising during the appraisal process.
- Liaising with school improvement colleagues to provide specialist advice to address serious concerns.
- Providing advice on support plans to address performance concerns.

## Absence Management

- Provision of a model absence management procedure and advice on its application to your school.
- Supporting school leadership teams with the management of sickness and other absence.
- Assisting school leaders to develop strategies to improve attendance.
- Advice on occupational health referrals.
- Processing ill health retirement applications for support staff.
- Providing redeployment support for displaced staff.
- Attendance at formal meetings under absence procedures and advice on appropriate documentation to record outcomes.

## Capability

- Provision of a model capability procedure and advice on its application to your school.
- Supporting school leaders with the transition to formal capability procedures when informal interventions have failed.
- Assisting school leaders to develop support plans to address poor performance, health and/or attendance.
- Providing guidance on monitoring and review.
- Preparing school leaders for informal guidance meetings.
- Attendance at formal meetings under the capability procedure and advice on appropriate documentation to record outcomes.

## Disciplinary

- Provision of a model disciplinary procedure and advice on its application to your school.
- Preparing school leaders for informal guidance meetings and advising on appropriate outcomes.
- Advise schools on the appropriateness of suspension or reallocation of duties.
- Preparing school leaders for suspension meetings.
- Supporting schools to investigate alleged misconduct and produce reports and other documentation arising from the investigation process.
- Advising schools on recommendations arising from investigations.
- Preparing investigating officers for formal hearings.
- Attendance at formal hearings to advise the hearing panel and providing advice on appropriate documentation to record outcomes.

## Grievance

- Provision of a model grievance procedure and advice on its application to your school.
- Advise on potential resolutions.
- Supporting schools to address grievances and prepare for fact-finding meetings.
- Advise schools on recommendations arising from fact-finding meetings.
- Sourcing mediation services on behalf of schools to facilitate resolution.
- Attendance at formal hearings to advise the chair and providing advice on appropriate documentation to record outcomes.

## Pay and conditions of service

- Provide advice and guidance on the application of national conditions of service and employment legislation in your school.
- Provision of a model pay policy and advice on its application to your school.
- Provision of model statements of particulars of employment and guidance on their use.
- Supporting schools to manage changes to conditions of service.
- Attending formal meetings to implement changes to conditions of service.
- Facilitate legal advice on behalf of schools and advising on its application.
- Support schools to manage changes covered by the Transfer of Undertakings (Protection of Employment) Regulations.

## Reorganisations and restructuring

- Provision of a model reorganisation procedure and advice on its application to your school.
- Advice on appropriate staffing structures and job descriptions.
- Provision of model job descriptions for a range of school posts and advice on tailoring these to meet the needs of your school.
- Facilitating job evaluation for new posts.
- Attending formal meetings to support consultation on changes to staffing requirements.
- Providing model documentation to confirm the outcomes of consultation and impact on staff affected.
- Providing estimates of benefits for redundancy severance.
- Attendance at committee hearings and appeal hearings and advice on appropriate documentation to record outcomes.
- Supporting displaced staff with redeployment.

## Additional support

We often go beyond the remit of our SLA at no additional cost to ensure we are delivering the best possible outcomes for our schools. As a traded service, we must however ensure we are covering our costs. From April 2016 therefore, we are introducing a small charge for copying and disseminating document bundles for formal hearings on behalf of schools at £100 per bundle (maximum 10 copies). Schools are of course free to undertake this responsibility themselves and we will continue to advise you on the content of such documents.

Subject to resources, we can also offer competitive rates for additional specialist HR support beyond the scope of our traded service, such as bespoke training at your school. To enquire about any additional services, please contact Julie Chow, Schools Human Resources Manager (contact details overleaf).

## Non-traded schools

Schools that do not have an agreement with us for our services will be charged for work undertaken by the team at the following rates:

Processing Disclosure and Barring Applications and Barred List Checks £5 per check

Human resources consultancy service £450 per day or part thereof

# General performance standards

We aim to deliver excellence in the services we provide and will work closely with schools to ensure we are supporting you in the most appropriate and effective way.

To ensure we are able to deliver a responsive service, we ask that you consult with us when setting dates for meetings you would like us to attend. We also ask that wherever possible you provide us with 48 hours' notice should meetings subsequently be cancelled.

You may contact the team by telephone or email. All human resources consultants have both an office number and blackberry. If your allocated consultant is not available, any member of the team will be happy to help you. We will respond to telephone messages and emails within 3 working days.

The team are committed to continuing professional development and work of the team is regularly monitored and quality assured. We undertake an annual customer satisfaction survey and welcome your views and suggestions about our service.

It is appreciated that occasionally problems may occur and these are usually best resolved through discussion with the person concerned. If however you remain unsatisfied with any aspect of the service, your concerns may be escalated to the schools human resources manager. If this does not resolve your concern, it may be further escalated to the Head of 0-19 Standards.

The terms of agreement for our traded services may be found overleaf.

## Service lead contact:

Julie Chow  
Schools Human Resources Manager  
[Julie.chow@southwark.gov.uk](mailto:Julie.chow@southwark.gov.uk)  
020 7525 0050



# Terms of agreement

This agreement covers the period 1 April 2016 to 31 March 2017 inclusive.

Our charges are calculated with reference to your staff numbers (head count) as per the most recent school workforce survey. **The charge for this period will be £95 per staff member.** This will be invoiced in full at the commencement of the agreement and subject to the council's usual terms of payment.

Should you notify us of your wish to terminate this agreement during the agreement period, no refunds will be provided.

We will contact you towards the end of this agreement with details of our charges for 2017/18 should you wish to renew.

**Name of school:** \_\_\_\_\_

We confirm our agreement for the provision of schools human resources services as detailed in the attached service level agreement in accordance with the terms set out above.

Signed: \_\_\_\_\_

Head Teacher

Signed: \_\_\_\_\_

Chair of Governing Body

Date: : \_\_\_\_\_

## **Please return your signed agreement to:**

Julie Chow, Schools Human Resources Manager

Southwark Council Human Resources, Children & Adult Services, PO Box 64529, London SE1P 5LX

Scanned copies may be emailed to [nisha.patel@southwark.gov.uk](mailto:nisha.patel@southwark.gov.uk)

*Agreements must be received no later than 31 March 2016.*