



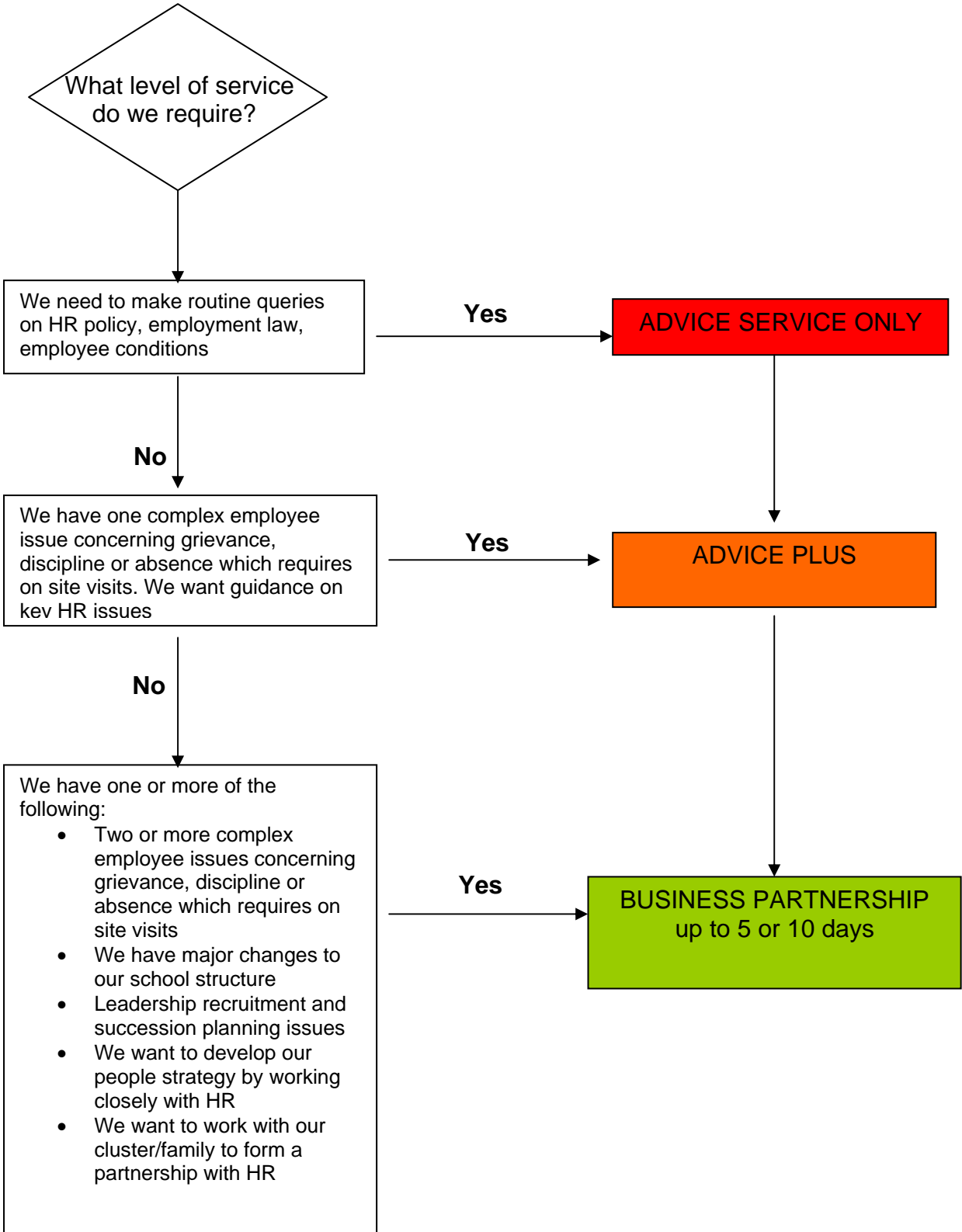
HR Personnel

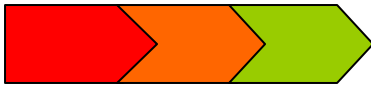
Service Level Agreement
2009

Education Leeds



HR SERVICE LEVEL AGREEMENT AT A GLANCE





Service Level Agreement Summary

Why schools need to buy our service

The HR Team has a wide range of knowledge and skills about HR and people management issues both nationally and locally and the wider issues affecting education. We know that managing and developing your people effectively impacts directly on your ability to improve the quality of teaching and learning in your school. A happier motivated workforce will improve the outcomes of your children and young people and good people can be more challenging!

Our key areas of support are in the following areas:

<ul style="list-style-type: none">• Human Resource Management• Recruitment and Retention• Employment Law and how it relates practically to difficult situations	<ul style="list-style-type: none">• Learning and Development• Health Safety and Wellbeing• Equalities and Diversity
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The services we provide offer your school valuable support with the challenges you are currently facing, all of which offer opportunities to transform your approach to people management. We can work with you to respond to:

<ul style="list-style-type: none">• Changing Employment Legislation• Children's Services• Extended Services• Pay & Grading/Job Evaluation• The changing nature of leadership• Working with Trade Unions	<ul style="list-style-type: none">• Personalised Learning• 14-19 Strategy• Partnerships and collaborations• Impact of demographic change• Equalities, Diversity and Community cohesion
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New Ways of Working – Business Partner Service

The changing school environment means that schools are creating partnerships differently through families, trusts and clusters. We are already working in a different way with School Families and Clusters in the city and are responding flexibly to your needs. We encourage schools who envisage new creative partnerships to discuss ideas with HR and we will provide you with a Business Partner service tailored to meet your needs. For example, we can work alongside your Senior Leadership team in recruiting, developing and managing your workforce or we can work with nominated clusters of schools or attend Family of School meetings to contribute to decision making. We encourage dialogue between our service and your other partners as part of our commitment to create a service that is continually improving to meet your needs. Our aim is to support change and people strategies that will develop the HR strategies within your school to create a successful working relationship and add value to your school



SERVICE LEVEL AGREEMENT OPTIONS

Option 1 Advice Service

The Advice service is primarily a telephone service from our casework team. This option also provides support via access to our website, giving information, guidance, models and documentation.

The Advice service includes:

Telephone Advice on all aspects of casework, policies, procedures and Conditions of Service:

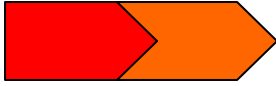
- Interpretation and advice on all aspects of personnel policy and procedures, national and local conditions of service
- General HR issues – for example: Appointment and dismissal of employees, Health Safety and Wellbeing, Attendance Management issues, Child Protection and Safe Recruitment, Educational Visits
- Employment law advice

*Some things to note if you are thinking about choosing our **Advice Service Option***

The examples given under the **Advice Service** option are not exhaustive but provide an indication of the broad level of advice and support provided with this first level of service.

In the event of an “emergency” arising, support will be offered but this would be charged retrospectively at the standard rates given in our pricing policy. Following this “emergency response”, more extensive support and tailored input may be available from your Personnel Adviser but would require you to either upgrade to the ‘**Advice Plus**’ or ‘**Business Partnership**’ option, or alternatively pay for the time involved at our daily standard rate.

Although telephone advice will be given regarding the above areas, Personnel Advisers will not be available for on-site work for schools taking only the Advice Service option, nor for detailed review or preparation of documentation on behalf of schools. If you feel these are services that you are likely to require during 2008/09, you should consider taking the ‘**Advice Plus**’ option of the SLA as a minimum.



Option 2 Advice Plus

This level of service offers your school all of the benefits of the **Advice Service** plus:

- visits required to manage **two** pay and grading appeals **PLUS** one additional day on other casework **OR one** employee issue (e.g. disciplinary, grievance, capability, absence management) **PLUS** one additional day on other casework
- access to a number of planned activities based on known priorities for the period 2009/10

These “common” areas will typically be addressed by the HR Service working with groups of schools who adopt the ‘**Advice Plus**’ or ‘**Business Partnership**’ options, usually in a workshop format local to those schools. Our experience has shown that this method of delivery is particularly powerful, allowing your school to benefit from discussions of similar issues faced by others, in a structured and confidential environment.

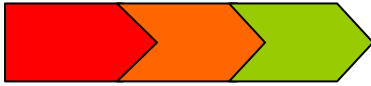
Planned Products and Services

We have identified the key HR issues that we believe will be facing all schools from 2009 onwards and aim to deliver support on the key areas listed below as part of the ‘Delivering Priority Projects’ SLA.

Each year, the planned activities in the ‘Advice Plus’ services will change. The activity programme for future years will be determined by emerging people management issues, at national, regional and local level. We will make sure that there is dialogue with schools on an ongoing basis, to ensure that our service continues to meet your needs. We will let you know about the annual updates to this activity programme with plenty of notice, so that you can make informed decisions about which level of service to choose in future years.

An overview of the 2009/10 priorities can be found in the following table:

Planned products and services for 2009/10	
Product	Overview of service
CASEWORK	We will support you with the management of one complex case, including review of key documentation PLUS one additional day of on site support on other casework. Dispute resolution, consultation and negotiation are all part of the offer.
PAY AND GRADING	We will continue to support schools with the implementation of the equality proof pay and grading structure for NJC staff. This will primarily be delivered through workshops and written communication.
NEW HEADTEACHER INDUCTION	Are you new to the area or a newly appointed head? We will run induction sessions once a term to provide an overview of the HR service and discuss your HR requirements.
SUCCESSION PLANNING	A briefing session to give you the tools to help you plan your future staffing needs. We will encourage you to look to the future and think about how your staffing levels may change. We will work together to try and understand how you identify and fill any current and future skills gaps and also to think about how you can achieve a more representative diverse workforce, creating a high performance culture through strong performance management approaches
MANAGING CAPABILITY AND PERFORMANCE	Workshop on improving performance. Dealing with underperformance and conducting formal improvement programmes and capability review meetings.
REDUCING AND MANAGING EMPLOYEE ABSENCE/ATTENDANCE ISSUES	Guidance to manage all sickness and other absence and to understand the process for supporting people who have ill health. We also provide input on how to utilise family friendly policies and procedures to consider requests for flexible working and leave of absence.
MANAGING STAFF REDUCTIONS	We will provide briefings, guidance and a toolkit to help you with the process
EMPLOYMENT LAW	Overview of employment law, changes in the law and how it affects employers/employees
GUIDANCE FOR INVESTIGATING OFFICERS	Support in understanding how to manage an investigation. Understand the difference between fair and unfair dismissal and the implications of allegations of professional abuse.
DISCIPLINE AND GRIEVANCE	Briefing session on how to manage the formal discipline and grievance process in schools. Advice on how to manage staffing issues in the early stages.
14+ AGENDA AND THE WORKFORCE	Advice and support on how to plan and manage the changes the 14+ agenda will bring and how it will affect the workforce
HEALTH SAFETY AND WELLBEING	We will provide workshop / training sessions on Risk Assessment, Stress and Well-being.
SAFEGUARDING AND CHILD PROTECTION	We will provide workshops, guidance and toolkits that will help you to address challenges and risks around safeguarding. Our training and briefing sessions will keep you informed on latest legislation and good practice
DIVERSITY	We will provide a workshop which will aim to tackle your 'improving diversity' priorities to help you make links across all of your people strategies making sure diversity is promoted in all areas.



Option 3 Business Partnership

What does a **strategic relationship** mean to schools? :

- to create a close senior level relationship with the HR team, (working at senior levels) to implement your strategic approach to people management **OR** to create, develop and support strategies for successful people management
- as dedicated HR support for complex and/or long term case work
- as a combination of strategic work and case work support.

You also have a choice of 2 pricing options for **Business Partnership**:

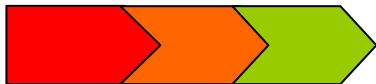
- Business Partner 10, which gives you **up to 10 days support** throughout the year
- Business Partner 5, which gives you **up to 5 days support** throughout the year

If you decide on this option we will arrange to meet with your named Business Partner early in the year to discuss your needs and create a plan with milestones for delivery.

Take a look at the areas of work on the next page. These are areas where we feel we can add real value above and beyond '**Advice Plus**'. As you would expect from a bespoke partnership, we are more than happy and able to work flexibly with you on any other HR priorities you may have.

Adding value through Business Partnership

Perspectives	Possible activities
School performance improvement	<ul style="list-style-type: none"> • Delivering people management frameworks that link to school improvement and performance strategies • Identifying and prioritising capability gaps within school • Support with casework management, including reviewing key documentation, including dedicated on-site support • Performance and absence management support, including data collation and analysis for a range of people measures
Resource (workforce) planning	<ul style="list-style-type: none"> • Review strengths and development areas in current staff to aid succession planning • Assist in workforce planning, in line with budget, SIP, headcount and skill base. • Assist with structure changes, and when necessary identify potential staffing reductions • Develop and agree model for succession planning • Develop flexible approaches to workforce planning to meet school needs • Review temporary and casual staff provision to minimise cost and impact on performance • Leadership recruitment
Change Management	<ul style="list-style-type: none"> • Prepare and engage with staff in changing structure proposals, including support towards effective internal communication • Dispute resolution, TUPE arrangements, consultation and negotiation • Pay and grading support • Creating and delivering staff surveys to support workforce or cultural change programmes and evaluate successes
Continuing Professional Development	<ul style="list-style-type: none"> • Analysis of training needs and development of bespoke plans to aid team and individual development • Training on a range of HR issues for Senior leaders, whole school staff and Governors • Leadership development
Recruitment, retention and recognition	<ul style="list-style-type: none"> • Review recruitment and promotional activity to attract diverse and talented staff across the school • Consider recruitment and retention strategy, including Job Descriptions designed to meet Equal Pay responsibilities • Review systems for recognising staff achievements and excellence
Health, Safety and Wellbeing	<ul style="list-style-type: none"> • On site help to produce specific site risk assessments, pupil risk assessments, DSE assessments, return to work and employee risk assessments • Accident investigations at your request • Helping you develop action plans following H&S audits • Delivering bespoke school briefings on general health and safety issues, including Educational Visits • Assisting you to develop flexible working and other practices which enhance the work life balance of staff and focus on their health and wellbeing, e.g. supporting a Staff Well-being survey, Stress Management policy development



	Advice Service	Advice Plus	Business Partnership
HR Personnel Website and Telephone Advice	✓	✓	✓
Case Management: On-site support with employee relations issues (discipline, grievance, absence management, capability etc)	✗	✓ One employee problem + 1 day casework	✓ Bespoke agreement (up to additional 10 days max)
Access to planned activities in support of HR Personnel priority projects	✗	✓	✓
Strategic Partnership working to support and transform people strategies	✗	✗	✓ Bespoke agreement (up to additional 10 days max)
ADVICE SERVICE – WHAT'S INCLUDED IN EACH OPTION – TELEPHONE ADVICE ONLY			
General HR Personnel Issues	✓	✓	✓
Employment law issues	✓	✓	✓
Personnel Policies and procedures	✓	✓	✓
Terms and conditions for all staff	✓	✓	✓
ADVICE PLUS 2009/10 LIST OF PROJECTS – See page 6 for further details of each project			
On site support with one employee issue, e.g. discipline, grievance , absence (DPP one only)	✗	✓	✓
Pay and Grading	✗	✓	✓
New Headteacher Induction	✗	✓	✓
Succession Planning	✗	✓	✓
Managing Capability and Performance	✗	✓	✓
Reducing and Managing Employee Absence	✗	✓	✓
Managing Staff Reductions	✗	✓	✓
Employment Law	✗	✓	✓
Guidance for Investigating Officers	✗	✓	✓
Discipline and Grievance	✗	✓	✓
14+ agenda and the Workforce	✗	✓	✓
Health Safety Wellbeing and Safe culture	✗	✓	✓
Diversity	✗	✓	✓
BUSINESS PARTNERSHIP 2009/10 – a bespoke package of up to 5 or up to 10 days which can be tailored to project needs. SCHOOLS LIKELY TO FACE THE ISSUES BELOW ARE RECOMMENDED TO SELECT THE BP LEVEL OF THE SLA			
To create a close strategic relationship with the HR team to improve people management	✗	✗	✓
Dedicated Personnel support for more than one complex and/or long term piece of casework	✗	✗	✓
A combination of casework support and development work with the senior leadership team	✗	✗	✓
Developing School Trusts, Academies or Children's centres	✗	✗	✓
Leadership recruitment and succession planning	✗	✗	✓
Health, Safety and Wellbeing	✗	✗	✓
BSF/PFI schools (or transition to BSF/PFI)	✗	✗	✓
HR development with Families of Schools	✗	✗	✓
Schools involved in the ICT Strategic Partnership	✗	✗	✓
Staff Reductions (MSR) (including Closure or Amalgamation)	✗	✗	✓

Pay as you go Products and Services, Our Role and Customer Standards

We offer a further range of services and support outside of the SLA arrangement, as listed below. For further information on any of these products contact your HR Adviser.

Product	Quick overview	Charge
CRB checks	Processing of criminal background checks and professional consideration of any convictions by a safeguarding officer, interviews with personnel advisors if any problems arise on disclosure, dealing with all queries from CRB e.g. fingerprint letters	£58.50 inclusive
Attending Governing Body meetings	We are available to provide HR expertise to support governors to fulfill their crucial role.	£100 per meeting
Transcription of hearings and formal meetings	We can provide audio typists for formal hearings.	£18.00 per hour

Our statutory role	<p>The following will be provided for all schools regardless of whether they enter into a formal service level agreement with Education Leeds Personnel team:</p> <ul style="list-style-type: none"> • Working with other members of Education Leeds to support schools in special measures or causing concern • Initial visit to the Governing Body to discuss a Headteacher Appointment • Attendance at the final interview for a Headteacher appointment by Governing Body Panel • Access to Leeds City Council vacancy information including the Leeds City Council Vacancies and Teachers Staffing bulletins • Central Trade Union dispute resolution/negotiation/consultation • Attendance at any hearing likely to result in dismissal including redundancies (this does not include advice to Governing Body which is available through the 'Delivering Priority Projects' option) • Support for ill health redeployment where appropriate • Support for redeployment in the case of redundancy • Provision of (electronic) copies of collective agreements between Leeds City Council and recognised Trade Unions • Information about pension schemes and any key pension changes. Pension and redundancy estimates as appropriate • Liaison with General Teaching Council and the DCSF with regard to teacher qualification and misconduct • The Health and Safety Team fulfill the LEA statutory requirement to provide guidance and advice on health and safety issues and to robustly monitor the provision of health and safety within all LEA schools. This includes provision of guidance and monitoring of the health and safety aspects of educational visits. Provision of advice and guidance will be by production and maintenance of the Health and Safety and Educational Visits Handbooks, production of a regular newsletter, bulletins, telephone and email contact. Monitoring will be undertaken by proactive inspections, audits and visits as well as evaluating written materials submitted from schools
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Customer Service standards

We welcome and encourage your feedback and will try and resolve any complaints on the spot. Where this is not possible we will acknowledge your complaints within 3 days and provide a full response within 15 working days

- We will be friendly and helpful. We will listen to you and deal with your enquiry efficiently, quickly and correctly.
- We will aim to answer your telephone calls within 20 seconds (6 rings). We will return calls by the next day if messages are left on the answerphone.
- We will take a brief message for colleagues who are not there and tell customers when their call will be returned.
- We will aim to acknowledge e-mails within one working day and provide a full response as early as possible, but certainly within 10 working days.
- We will respond to letters and faxes with an acknowledgement within 3 working days and a full response within 10 working days. If we cannot provide a full response in this time, we will contact the customer to explain why and let them know when they can expect a full response.
- We will wear a name badge so you know to whom you are speaking. If we have to pass your enquiry to a colleague we will tell you who is now dealing with your enquiry.
- We will publish contact details and opening hours.
- We will see customers on time if they have an appointment, or at least within 15 minutes if they do not have an appointment




All levels of service provide legal advice and support up to and including Employment Tribunal providing that schools have sought advice and acted upon the advice given. Please note that the Legal Services SLA does not cover Employment Issues.

Upgrading your Service Level

If you identify issues in your school that require a greater level of HR Personnel input , please contact your personnel advisor as early as possible to discuss upgrading your service to meet your needs. Trigger points for upgrading could be: employee issues requiring on site support, managing staff reductions, more than two Pay & Grading cases.

We recommend that you do this by the **end of October half term at the latest** in order for us to be able to allocate resources effectively to accommodate your needs. Otherwise you may be charged the daily rate of £460 a day. Please note that if you upgrade from Business Partner 5 to 10 you cannot carry days forward in to the next financial year.

Pricing Structure for 2009/10

Option	School group	Total Cost for April 2009 to March 2010	
Standard Day rate for buying Personnel Services	All schools	£460 per day £70 per hour	
 1. Advice service	Primary Band (pupil nos)		
	0-100	£1070	
	101-200	£1790	
	201-300	£2400	
	301-400	£3170	
	401-500	£3750	
	501-600	£4480	
	601+	£5380	
	Secondary Band (pupil nos)		
	601-1000	£6450	
	1001-1200	£7740	
	1201-1800	£9080	
	1801+	£11160	
	SILC (pupil nos)		
101-200	£4260		
200+	£5320		
 2. Advice Plus	Primary Band (pupil nos)		
	0-100	£2470	
	101-200	£3190	
	201-300	£3810	
	301-400	£4580	
	401-500	£5150	
	501-600	£5880	
	601+	£6780	
	Secondary Band (pupil nos)		
	601-1000	£7850	
	1001-1200	£9140	
	1201-1800	£10480	
	1801+	£12560	
	SILC (pupil nos)		
101-200	£5660		
200+	£6720		
 3 Business Partnership <i>Up to 5 or 10 days</i>	Primary Band (pupil nos)	5 day	10 day
	0-100	£ 4680	£6400
	101-200	£ 5400	£7120
	201-300	£ 6010	£7730
	301-400	£ 6790	£8510
	401-500	£ 7370	£9090
	501-600	£ 8090	£9810
	601+	£ 8990	£10710
	Secondary Band (pupil nos)		
	601-1000	£10060	£11780
	1001-1200	£11350	£13070
	1201-1800	£12690	£14410
	1801+	£14770	£16490
	SILC (pupil nos)		
101-200	£7870	£9590	
200+	£8940	£10650	