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DATE: Tuesday 17 July 2012

EDUCATION PDS COMMITTEE

SELECT COMMITTEE HEARING INTO PROVISION OF SOLD SERVICES TO SCHOOLS

Meeting to be held on Tuesday 17 July 2012

BACKGROUND INFORMATION BRIEFING

The Background Information Briefing comprises:

- 1 SUPPLEMENTARY INFORMATION - QUESTIONS FROM THE CHAIRMAN (Pages 3 - 8)**
 - a APPENDIX A: SOLD SERVICES STAFFING (Pages 9 - 10)**
 - b APPENDIX B: FULL COST CALCULATIONS (Pages 11 - 12)**
 - c APPENDIX C: SOLD SERVICES FOR SCHOOLS BROCHURE (Pages 13 - 78)**
 - d APPENDIX D: SOLD SERVICES FOR SCHOOLS PRICELIST (Pages 79 - 114)**
 - e APPENDIX E: SOLD SERVICES SCHOOL TAKE UP (Pages 115 - 118)**
 - f APPENDIX F: EXECUTIVE SUMMARY: SOLD SERVICES FULL COST RECOVERY ANALYSIS - REPORT TO CABINET - JAN 2012 (Pages 119 – 130)**
- 2 SAMPLE CONTRACTS/SPECIFICATIONS FOR THE PROVISION OF SERVICES TO SCHOOLS (Pages 131 – 180)**
- 3 ACADEMY BRIEFING: EDUCATION PDS COMMITTEE - JUNE 2012 (Pages 181 - 186)**
- 4 THE FUTURE OF SUPPORT SERVICES TO SCHOOLS - A DISCUSSION PAPER (Pages 187 - 192)**

Members and Co-opted Members have been provided with advanced copies of the Background Information Briefing. The Background Information Briefing is also available on the Council website at the following link: <http://cds.bromley.gov.uk/ieListMeetings.aspx?CId=559&Year=2012>

Paper copies of this Background Information Briefing will not be available at the meeting of the Education Select Committee.

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Agenda Item 1

EDUCATION SELECT COMMITTEE HEARING INTO PROVISION OF SOLD SERVICES TO SCHOOLS

Supplementary Information

The Chairman of the Education PDS Committee requested the following information in advance of the meeting:

Question 1
For each sold service the number of staff employed, the % time spent on the sold service
Officer Response
Please see Appendix A: Sold Services Staffing
Supporting Documents Provided
Staffing.xls

Question 2
For each sold service a breakdown of the calculation as to full costs
Officer Response
Please see Appendix B: Full Cost Calculations
Supporting Documents Provided
Full Cost Calculations.xls

Question 3
What is offered for each service is there a basic/enhanced package and what are the charges?
Officer Response
The offer varies from service to service. Most services offer a range of packages at various levels of delivery, e.g. Platinum, Gold, Silver and Bronze packages delivered by Finance.
In addition, there are a wide range of 'pay as you go' services.
The LBB Brochure and Pricelist include detailed information on the packages available – see Appendices C and D.
Supporting Documents Provided
Building On Excellence-Sold Services For Schools Brochure
Sold Services for Schools Price List

Question 4
Are schools allowed unlimited use of the service having signed up?
Officer Response
This will vary from service to service.
Many packages have specific levels of delivery, e.g. a specified number of visits or days

per year. Others, such as telephone helplines, have unlimited use of the service. The LBB Brochure provides further information – see Appendix C.
Supporting Documents Provided
Building On Excellence-Sold Services For Schools Brochure

Question 5
How much use of the service is made by individual schools – does it vary greatly (and between types of school)?
Officer Response
This will vary from service to service and school to school. The majority of services have a range of packages available which specify a fixed level of delivery. The school will normally select the package based on their needs and the expected use of the service. The attached file provides details of all schools accessing sold services, although it does not provide detail on the level of package accessed (see Appendix E).
Supporting Documents Provided
Sold Services School Take Up.xls

Question 6
The 25 th January report refers to an increase in price to meet full cost recovery as not being viable, on what basis is that calculation made?
Officer Response
The 25 th January report considered the Full Cost Recovery position of each service. Where Full Cost Recovery was not being met, this could be addressed via an increase in price, an increase in take up, a reduction in costs or a combination of all three. For each service not demonstrating Full Cost Recovery (FCR), a calculation was made as to the percentage increase in income per school to meet FCR together with a calculation on the volume increase in take up (based on the average income per school) required to meet FCR. On the basis that each service had set prices appropriate to the current market (supported by research that suggested Bromley prices were in the market range), an assessment was made as to whether it was likely that the required price increase was a viable option. Where this was judged not to be the case, it was assessed as not viable. At the same time, the volume increase in take up required was assessed as viable/not viable based on the volume increase required, the current take up and the remaining number of local schools. In both cases, these are judgement calls as made in consultation with the Deputy Director of Finance and are indicative only.
Supporting Documents Provided
None.

Question 7
An explanation of statutory costs
Officer Response
<p>The Full Cost Recovery exercise was carried out based on self assessments by each team, moderated by the relevant Assistant Director. Each team assessed the percentage of their staff time spent on statutory duties, duties in the interests of the LA and discretionary duties. These percentages were applied to full cost of the service to derive an estimated Full Cost for Sold Services.</p> <p>The 25th January report to Cabinet provided an Appendix in which each team provided a list of the duties and activities contained within the headings of statutory duties and so on (see Appendix F).</p>
Supporting Documents Provided
Executive Summary: Sold Services Full Cost Recovery Analysis – Report to Cabinet –Jan 2012.doc

Question 8
Explanation of DSG/RSG – what is top sliced by LA from DSG and how this is calculated and approved?
Officer Response
<p>The Authority notionally receives £220m of Dedicated Schools Grant (DSG) The vast majority is either clawed back for Academies or delegated to the maintained schools. What remains is the centrally retained DSG. In Bromley the LA top slices £40m from the Dedicated Schools Grant (DSG) to support services that are Education related but which are not delegated to Schools. In the main these service areas are Special Education Needs (Independent School provision, payments to other authorities), payments private nursery providers for 2, 3 and four year old funding, behaviour support and pupil referral services. Within the DSG funded areas are some of the sold service. Any shortfall would be picked up by DSG and not council resources.</p> <p>What can be paid for out of DSG is very prescriptive and relates back to 2002/03 when the initial idea of splitting and ringfencing school grant related funding was legislated.</p> <p>The DSG is paid by the government on the basis of pupil numbers. As part of the budgeting process and subject to various stipulations set by the government budgets are prepared as part of the normal budget setting process.</p> <p>Draft budgets are sent to the PDS and the Schools Forum for comment. Final versions are then supported by the Schools Forum and then approved by the Portfolio Holder. The Schools Forum cannot approve the budget as the responsibility lies with the LA. However if the LA do not meet certain criteria and/or the Schools Forum do not support the budget then the Secretary of State would have to get involved to agree the budget</p>
Supporting Documents Provided
PDS 20 th March 2012 – Report number DCYP12046

Question 9
What is the local market in alternative services purchased by schools, ie where do non-participating schools buy their services?
Officer Response
<p>This varies from school to school and service to service. Detailed intelligence on the alternative local market will be held by each individual service.</p> <p>For some services, such as Education Welfare, there are companies available (often staffed by ex-LA personnel) offering services to schools and academies. Similarly, there are alternative agencies for Human Resources service. There are also sold services offered by neighbouring boroughs who may be marketing their services to Bromley schools.</p> <p>Frequently however, schools opt to deliver services in-house.</p>
Supporting Documents Provided
None.

Question 10
Do we have any information as to the basis on which schools select their service provider?
Officer Response
<p>There is no detailed evidence based information available. The perception is that the majority of schools have selected Bromley LA as their service provider, based not only on competitive prices (no school has ever sought to negotiate price on the basis that cheaper alternative are available elsewhere) but primarily on the relationships built over time with Bromley staff. They are familiar with, and trust, Bromley staff.</p> <p>For some chain schools, such as the Harris schools and Kemnal, their decisions are based on the availability of corporate services and contracts. Other schools may consider alternative suppliers based on price. Many schools opt to deliver in house.</p>
Supporting Documents Provided
None.

Question 11
Explanation of One Council approach to sold services (Page 3 of Appendix F), what non Education services are being sold in a similar way and are there any read across lessons to be learnt from them?
Officer Response
<p>The One Council approach already encompasses non-education services, e.g. Finance, Audit, Property, Legal, Environmental. A Sold Service Officer Group with representatives from all services across the Council meets regularly to share information and practice. The Sold Service Brochure includes all Council services.</p>

Some services, such as Waste Disposal and Environment, do not form part of the main Sold Services agreement with schools, largely because they operate separate contracts of which schools are one of many commercial customers. However, these services do input into the Sold Service Officer Group.

Supporting Documents Provided

None.

Question 12

What proposals does the council have to create stand alone business units for these services?

Officer Response

As part of the suggested options for exploration in considering services to schools, the option of creating stand alone business units for these services was put forward, either as arms length trading companies or wholly separate social or community enterprises.

All sold services have been placed on separate trading accounts for 2012/13 and are therefore operating as stand alone business units at a financial level. However, no substantive work to explore the development of arms length trading companies or wholly separate social enterprises has been taken forward to date.

Supporting Documents Provided

None.

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SOLD SERVICES STAFFING

Data Source:

In January 2012, a Full Cost Recovery exercise was completed for the main Sold Services to Schools. The exercise identified the staff involved in the delivery of Sold Services, their costs (including Departmental and Corporate Overheads) and an assessment of the percentage of their time spent on Sold Service activity. This data is summarised below. The data has not been updated and so it is likely that there will have been changes to staffing numbers for several services, e.g. the EDC has had significant changes to staffing.

Service	DSG/RSG?	Number of Staff Identified (Jan 2012)	Total FTE Equivalent	% of Time Assessed as Linked to Sold Services	Sold Service FTE Equivalent
Behaviour Support Primary	DSG	13	9.4	14%	1.3
Behaviour Support Secondary	DSG	13	11.1	60%	6.7
Education Development Centre (1)	DSG	37	24.6	88%	21.7
Free School Meals Eligibility	DSG	2	1.0	30%	0.3
Education Development Centre (2)	RSG	43	23.4	43%	10.1
Education Welfare	RSG	17	9.9	16%	1.6
Education Psychology	RSG	12	11.2	15%	1.7
Research & Statistics	RSG	6	2.4	35%	0.8
Audit Services	RSG	12	10.7	3%	0.3
Financial Services	RSG	6	5.4	46%	2.5
Human Resources	RSG	15	10.4	63%	6.5
NQT Assessment	RSG	3	0.5	12%	0.1
Occupational Health/Health & Safety	RSG	4	3.1	22%	0.7
Property Facilities Management	RSG	6	6.0	71%	4.3
Property Reactive Maintenance	RSG	3	2.8	88%	2.5

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FULL COST CALCULATIONS

Data Source:

In January 2012, a Full Cost Recovery exercise was completed for the main Sold Services to Schools. The exercise identified the staff involved in the delivery of Sold Services, their costs (including Departmental and Corporate Overheads) and an assessment of the percentage of their time spent on Sold Service activity. This data is summarised below. The data has not been updated and so it is likely that there will have been changes to staffing numbers and the proportion of time spent on Sold Services for several services, e.g. the EDC has had significant changes to staffing.

Service	DSG / RSG?	Direct Costs (Staffing Costs & Departmental Overheads)	Corporate Overheads	Full Cost of Service	% of Time Assessed as Statutory	% of Time Assessed as LA Interest	% of Time Assessed as Sold Services	Full Cost of Sold Services (rounded)
Behaviour Support Primary	DSG	£536,000	£51,000	£587,000	6%	80%	14%	£82,000
Behaviour Support Secondary	DSG	£537,000	£83,000	£620,000	0%	40%	60%	£372,000
Education Development Centre (1)	DSG	£1,552,000	£158,000	£1,710,000	1%	11%	88%	£1,508,000
Free School Meals Eligibility	DSG	£27,000	£6,000	£33,000	70%	0%	30%	£10,000
Education Development Centre (2)	RSG	£1,338,000	£220,000	£1,558,000	46%	11%	43%	£670,000
Education Welfare	RSG	£364,000	£73,000	£437,000	42%	42%	16%	£70,000
Education Psychology	RSG	£686,000	£71,000	£757,000	50%	35%	15%	£113,000
Research & Statistics	RSG	£112,000	£22,000	£134,000	57%	8%	35%	£47,000
Audit Services	RSG	£15,000	£4,000	£19,000	0%	0%	100%	£19,000
Financial Services	RSG	£203,000	£100,000	£303,000	52%	2%	46%	£141,000
Human Resources	RSG	£348,000	£103,000	£451,000	31%	6%	63%	£284,000
NQT Assessment	RSG	£9,000	£2,000	£11,000	82%	0%	12%	£2,000
Occupational Health/Health & Safety	RSG	£173,000	£42,000	£215,000	66%	0%	34%	£73,000
Property Facilities Management	RSG	£340,000	£79,000	£419,000	10%	19%	71%	£297,000
Property Reactive Maintenance	RSG	£157,000	£45,000	£202,000	12%	0%	88%	£178,000

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Building on excellence



THE LONDON BOROUGH
www.bromley.gov.uk



Sold Services for Schools 2011/12

About This Brochure

Dear Chair of Governors and Head Teacher

I am delighted to present **Version 2** of 'Building on Excellence', the London Borough of Bromley's brochure of services available to schools. This brochure updates the range of services available for all schools, including Academies, for 2011/12.

The **What's New?** page details new services that have been added in this version of the brochure. I encourage Chairs of Governors and Head Teachers to spend a moment to check these additions.

I am very pleased that the brochure is now **available online**, allowing you easy access to details and contacts whenever required. This document, together with other supporting information such as price lists and order forms, can be viewed and downloaded from www.bromley.gov.uk/soldservicesforschools



I am proud to showcase the wide range and the quality of services that we offer to schools, supported by our experienced and qualified staff. I am hugely encouraged that there continues to be high demand from schools for the majority of our services. I feel that this demonstrates the shared commitment to successful partnership working between the Local Authority and schools to support our shared aim of sustaining high standards of education for children and young people who live or study in the borough.

I hope you find this brochure a useful resource. We value any feedback and suggestions for improvement for our services to schools and this will be reflected in future versions of the brochure. We look forward to continuing to work closely with all schools in Bromley and schools outside the borough.

Yours sincerely

Gillian Pearson
 Director of Children and Young People Services

How to order services

To obtain a detailed pricing list and order form for all services, please contact the named individuals detailed below. For some services, such as Professional Development opportunities, course details, prices and ordering are available from their dedicated website - details are provided in this brochure.









Alternatively, we are happy to come out to see you to discuss your requirements and to make arrangements to take forward the supply of services for you. Please contact any of the named individuals below to arrange a meeting, or to discuss your requirements over the phone. In addition, you can discuss your requirements directly with any of the Heads of Service using the contact details provided in the brochure.

All services purchased by a school will be collated into a single contract for services where possible.

Contacts

Laurence Downes Tel: 020 8313 4805		Strategic Planning & Commissioning Manager Email: laurence.downes@bromley.gov.uk
Michael Watts Tel: 020 8461 7608		Partnerships & Planning Officer Email: michael.watts@bromley.gov.uk

What's New?

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 available in a dedicated
 service website or
 brochure?

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17	Educational Psychology Service	
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* Core statutory service for maintained schools. Available to buy for Academies

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* Core statutory service for maintained schools. Available to buy for Academies

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Building on excellence



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Key Contacts



Laurence Downes
Tel: 020 8313 4805

Strategic Planning & Commissioning Manager
Email: laurence.downes@bromley.gov.uk

Michael Watts
Tel: 020 8461 7608

Partnerships & Planning Officer
Email: michael.watts@bromley.gov.uk

Please contact Laurence or Michael to find out more about purchasing London Borough of Bromley services. Alternatively, you can contact Service Managers direct using the contact details within this brochure.



Children and Young People Services

Sold Services for Schools 2011/12

Financial Services

Summary of service

The Schools' Finance Team provide a whole range of budgeting and accounting matters, including:

- Budgetary control
- VAT
- Financial Regulations
- Insurance
- Voluntary Funds
- End of Year Procedures
- Budget Adjustments
- Consistent Financial Reporting (CFR)
- Advice on recruiting and training finance staff and operational support for SIMS FMS (SIMS: School Information Management System; FMS: Financial Management System)
- Budget Planning Software (SchoolsBPS)

If Academies do not buy Financial Services from the London Borough of Bromley, they should ensure that they have Financial IT cover provided from an alternative source. Academies will not be eligible to benefit from the licensing purchase scheme, and will not have access to the Academy version of the Schools BPS (Budget Planning Software).

Price range



A range of services are available through package deals, with other services charged individually.

Packages start from as little as £430



Key Contacts

Amanda Russell	Head of Schools' Finance Support
Tel: 020 8313 4806	Email: amanda.russell@bromley.gov.uk

Financial Services

Financial Advice and Support

BASIC Package

This is only for schools not using SIMS FMS or Schools BPS.

Telephone helpline giving advice and support on non-IT related financial procedures to schools buying their Finance IT support from 3rd party suppliers such as Wauton Samuel or HCSS. For Academies, this provides a basic entitlement which allows them to take advantage of the LA licence purchase scheme.

BRONZE Package

Telephone helpline giving advice and support on all financial procedures including SIMS, FMS, SchoolsBPS.

SILVER Package

As BRONZE, plus annual half day visit to suit needs plus additional support as required.

GOLD Package

As BRONZE, plus assistance with preparing budgets, salary projections, budget monitoring, plus termly visits with Head Teacher if required.

It is expected that schools in deficit will be required to sign up to the GOLD Package as a minimum in view of the amount of additional support that is required.

PLATINUM Package

As GOLD but to include two visits per term to provide higher level of support.

Monthly Management Support

The Schools Finance Team can be engaged to provide support to existing finance officers, helping with monthly procedures such as producing cashflow reports, carrying out bank reconciliation, processing salaries/school budget share transaction, processing VAT claims, producing budget monitoring reports and reports to governors. Attendance at Governors meetings can also be provided at an additional cost.

Bespoke Bursary Service

This support can be provided to schools to schools with existing finance officers, or to provide long or short term cover for schools where the finance officer is absent, due to sickness or leaving.



Financial Services

Finance Officer Training (including use of FMS)

Finance Officer Training for New Employees
(eight half day sessions)

FMS Training for Other Users
tailored to individual requirements.

FMS Guidance Notes
are provided to all new users as part of training packages but are also available to purchase. Includes annual updates and revisions.

Other Services

Finance Overview for Governing Bodies
tailored to requirements.

Voluntary Fund Audit Service

Set Up of Printed Cheques (half day)

FMS System Clean Up (half day)

Set Up Budgeted Cash Flow (half day)

Accounts Receivable Training (half day)

Cash Flow Service

Understanding and Monitoring the Budget for Finance Officers
classroom based training.

New Head Teacher Finance Introduction
One-to-one information session, free of charge.

Deputy Head Teacher Introduction to Finance
half day rate.

Short Term Finance Officer Cover
this is available at an hourly or daily rate and is subject to availability.

Recruitment Support
to provide support and advice on advertising, shortlisting and interviewing.

Professional Development Training Courses
the rate is per person per half day of training. Training is classroom based or 1-1 tailored to support individual needs.

Budget Planning Software

Schools BPS – Annual Licence fee, Set up, Support and Hosting
Training and support on the new financial planning software. This is a half day visit to transfer information from existing budget planning software package and to enter budget information for current and future financial years.

Full Training for New Finance Officers including full use of FMS. FMS is the accounting module of the SIMS database and interacts with other SIMS modules. The software is used by most schools, and is a very effective tool when properly employed. It enables schools to comply with Ofsted financial management and accounting standards, particularly in relation to commitment accounting and reporting to Governors.



Behaviour Support & Outreach - Secondary

*Core service for maintained schools. Available to buy for Academies

Summary of service

The Behaviour Service has staff with a range of skills to support vulnerable young people and provide advice and support to schools – as well as access to multi-agency professionals.

In-School Support

- one day 'in school' support each week from the Behaviour Service Outreach team;
- advice and support in considering exclusions and in providing alternatives to permanent exclusion;
- access to respite centre on a charged basis.

Behaviour Service Manager Consultancy

Access to advice and consultancy from the Behaviour Service Manager to Head Teacher and Senior Staff regarding individual students or incidents as required. Includes out of hours service, subject to availability.

Respite Provision

- 12 week placement at Respite Provision with full time curriculum provision appropriate to needs of young person;
- access for young person to appropriate multi-agency professionals and assessments;
- weekly feedback to named school staff on progress of young person;
- planned re-integration back to school at end of placement.

The Behaviour Service is a core service provided free of charge to Bromley maintained schools. It is available to buy for Academies.

We welcome the chance to discuss tailor-made packages to best suit circumstances.

Key Contacts

Mark Jordan | Head of Inclusion and Respite
Tel: 020 8313 4882 | Email: mark.jordan@bromley.gov.uk



Price range

Behaviour Services are provided as an entitlement to all schools other than Academies.

Indicative prices for in-school support packages start from £8000, but are agreed based on requirements.

Behaviour Support & Outreach - Primary

*Core service for maintained schools. Available to buy for Academies

Summary of service

Supporting children, preventing exclusion and raising achievement!

The Primary Behaviour Service provides specialist assessment, support and advice to schools and pre-school settings to help them manage children who present challenging behaviour. We work with staff, children and their families to promote inclusion and raise educational achievement. We are based at Grovelands and work closely with other agencies.

Team members are experienced, qualified practitioners who have extensive knowledge and skills in behaviour management. Between us we have taught across the entire age range in a wide variety of educational settings, including both mainstream and specialist provisions.

We have an excellent knowledge of the borough and its structure and procedures. We have strong links with other relevant Local Authority professionals including the Special Educational Needs Team, the Educational Psychology Service, CAHMS and the Common Assessment Framework (CAF) Team.

We are able to respond swiftly to urgent situations and provide strategic, procedural and operational guidance as well as direct pupil support.

Price range



Core entitlement for maintained schools.

For Academies, bespoke packages of support are available priced on requirements.

Hourly costs start at £25 for Behaviour Support Assistants.

Example packages start from £1000.



Key Contacts

Sue Byron

Tel: 020 8308 9620

| Primary Behaviour Manager

| Email: sue.byron@bromley.gov.uk

Behaviour Service - Primary

Services

- Casework around individual pupils:
 - . classroom observation and written advice to teachers;
 - . setting up of Pastoral Support Programmes;
 - . attendance at meetings;
 - . work with parents or carers;
 - . onward referrals; etc.
- Telephone helpline for strategic advice and guidance
- On-site strategic support
- Advice and coaching around classroom behaviour management
- Support for NQTs
- Behaviour Surgeries
- School Behaviour Audit and Policy Review
- Training for teachers, teaching assistants and Midday Supervisors
- Blocks of one-to-one support from a Behaviour Support Assistants (BSA)
- Group work around targeted pupils facilitated by a BSA
- Transition support between pre-school setting and reception class from an outreach teacher and/or BSA
- Support for managed moves or transfers between schools or provisions
- Short-term or part-time placement at Grovelands Primary provision (subject to availability)



Support packages can be tailored to meet your individual school requirements. Please contact the Service Manager to discuss the possibilities.

Example packages

SILVER Package

Primary Behaviour Service telephone helpline
(consultation, advice, guidance and referral)

12 hours of Outreach Teacher support
(pupil support via Core Panel includes observation, report writing, advice to staff, attendance at Pastoral Support Plan meetings and liaison with partner agencies.)

GOLD Package

As per Silver Package but with 30 hours of Outreach Teacher support

Education Welfare Service

*Core service for maintained schools. Available to buy for Academies

Summary of service

The Education Welfare Service (EWS) works to achieve optimum school attendance for children and young people. We have extensive experience with Bromley schools, and now offer a traded service for Academies in and outside the borough of Bromley.

Academies buying EWS packages receive expert advice to support them proactively combat truancy. All officers within the Service have qualifications within the National Programme for Specialist Leaders of Behaviour and Attendance (NPSLBA) and have experience of school based work systems. Officers provide specialist advice on addressing attendance issues and referral to appropriate support agencies.

An EWS package will also provide your school with guidance on safeguarding and appropriate intervention strategies, as well as advice on issues of child employment, children in entertainment and chaperone licensing, and children educated out of school.

Educational Welfare services are available to primary as well as secondary Academies.

The EWS is located centrally within the Civic Centre offices and officers work peripatetically.

Overleaf are some suggested packages, but we can discuss packages of support which can be tailored to meet the individual school's requirements. Hourly and daily rates are also available.

Price range



EWS are provided as an entitlement to all schools other than Academies.

For Academies, packages of support are available priced on requirements.

Packages for secondary Academies start from £1000



Key Contacts

Education Welfare Service

education.welfare@bromley.gov.uk

Colin Green

Tel: 020 8313 4160

| Education Welfare Officer

| Email: colin.green@bromley.gov.uk

Jenny MacDonald

Tel: 020 8313 4151

| Education Welfare Officer

| Email: jenny.macdonald@bromley.gov.uk

Education Welfare Service

Secondary Academies

The Education Welfare Service (EWS) works to support schools in developing and implementing attendance strategies to suit the individual needs of their institution. These may include:

- advice and guidance to pupil and parents to encourage good attendance;
- the production of leaflets to support guidance;
- individual work with parents and/or pupils;
- group work with parents and/or pupils;
- good/improved attendance assemblies;
- certificates to recognise good/improved attendance;
- support for pupils at transition;
- attendance at meetings for new parents to promote the benefits of good school attendance;
- support for the development and implementation of "Peer Listening Project";
- lateness monitoring;
- In Service Training (INSET) for:
 - register keeping
 - Newly Qualified Teachers (NQT)
 - whole school safeguarding
 - effective referral to EWS
- attending school based meetings where there is a perceived need i.e. Pastoral Support Programmes (PSP) where attendance is an issue; reinstatement meetings following fixed-term exclusions;
- general/individual pupil/parents meeting to address attendance and related matters;
- surgeries for pupils identified as needing EWO support – these may take the form of an allotted time when the EWO will be available to see pupils on an individual basis; in small groups; with their parents or with a member of staff.

Suggested Packages for Secondary Academies

Basic Level Intervention Package

- Bi-yearly register check (coding checks; guidance on legal requirements; Ofsted preparation);
- EWS telephone helpline (advice, guidance and referral);
- EWO Consultation (in depth advice via telephone helpline).

Basic Level Intervention Plus

- As per Basic Level Intervention Package;
- Fortnightly one day visit from allocated EWO (including consultation on individual cases; in school surgeries; casework; interventions; referrals. Limitations apply);
- Legal intervention advice;
- Court representation.

Standard Level Intervention

- As per Basic Level Intervention Plus Package;
- Weekly one day visit from allocated EWO (as above, with increased consultation/surgery/casework/intervention capacity);
- Preparation of Court papers and representation;
- Representation at Social Care conferences;
- Holiday cover for child protection cases.

Standard Level Intervention Plus

- As per Standard Level Intervention Package;
- Two days per week visits from allocated EWO (as above, with increased consultation/surgery/casework/intervention capacity);
- 'Fast Track' termly process;
- Yearly Operation 'IN';
- Advice on guidance on child employment, child protection, children in entertainment, children

Education Welfare Service

Primary Academies

EWS Support

We believe that packages of services are not appropriate for primary Academies and instead we prefer tailor-made individual interventions. Therefore please contact the Service so we can identify and discuss the needs of your particular school.

The basic requirement of all support packages would include liaison with the schools designated attendance lead and access to the EWS helpline. Additionally support could include any of the following strategies:-

- In school meetings with parents together with school staff or without staff
- Home visits
- Liaison with other support Agencies (incl. Police, Social Care, Housing etc)
- Liaison with local GPs and other NHS provision
- Attendance at CAF/CIN meetings
- Late desks
- All formal communication with parents
- Use of the 'Fast Track' system
- Preparation for legal action and the issuing of Penalty Notices
- Register checks to ensure appropriate use of coding
- Strategic support for attendance policy planning
- Preparation for Ofsted attendance inspection
- Liaison with the SPIKE project (see below)

SPIKE Project

Package

- 3 assemblies with SPIKE
- Publicity materials
- Certificates and incentives
- 3 'meet and greet' playground sessions before and after school
- Access to annual celebration event for all 100% pupils + 1 adult
- Limited loan of the SPIKE costume
- Loan of publicity banners for parent events
- Additional resources, e.g. SPIKE workbooks
- Entry into all SPIKE incentive competitions

At additional cost

- Meetings with parents to introduce attendance issues.
- Attendance Strategy meetings
- Lateness targeting initiatives
- Year 6: reinforcement and reassurance work on attendance and moving to secondary school
- Nursery Programme: SPIKE dressing up costume for children, specific attendance-related reading books, stickers etc.



Educational Psychology Service

*Core minimum service for all schools. Additional support available to buy

Summary of service

The Educational Psychology Service will continue to provide a core statutory service to Academies which will remain centrally funded.

The core service will be calculated according to set criteria which will include numbers of young people at school action plus, numbers with statements of special need and indices of social deprivation.

Schools and Academies will be informed of the number of visits related to the core service in September. As this service is to cover areas of statutory responsibility it will focus on children and young people who are being put forward for statutory assessment. Attendance at annual reviews will also form part of the core offer if required.

For those Schools and Academies who wish to access additional support over and above the core service, the Educational Psychology Service can provide assessment, counselling and consultation services on a charged basis at an hourly rate.

Key Contacts

Julia Cavalli | Acting Principal Educational Psychologist
Tel: 020 8313 4168 | Email: julia.cavalli@bromley.gov.uk



Price range

This is provided as a core statutory service to all Schools and Academies.

The service can provide additional assessment, counselling and consultation work on a charged basis. Rates start from £75 per hour.

School Improvement Services

Summary of service



The School Improvement Service, based at the Education Development Centre (EDC), offers consultancy, subject support and in-school one to one pupil support to all schools.

Bromley's skilled team of advisers have extensive experience of working with local schools which means they suggest suitable solutions specifically tailored to your school and its environment.

Consultancy support can be provided by the Head of Service, Senior Advisers and Advisers, based on requirements.

In addition, in-school training support in administration and ICT support (e.g. SIMS - Schools Information Management System) is available.

Bespoke support packages are also available. We are more than happy to meet with you to discuss your requirements. Please contact us via the details

Price range



Prices vary based on level of support and time of delivery.

Detailed prices is available from individual service brochures.

Prices are set on an academic year basis. Autumn Term 2011 prices are available on the EDC website



Key Contacts

Sue Mordecai | Head of Learning
 Tel: 020 8461 6236 | Email: sue.mordecai@bromley.gov.uk

Elaine Wood
 Tel: 020 8461 6489 | Email: elaine.wood@bromley.gov.uk

Bromley Education Development Centre | 020 8462 8911
www.bromleyedc.org.uk

Professional Development

Summary of service



The Education Development Centre provides a range of professional development courses to schools (including Academies) and early years providers. This includes Leadership and Governor training.

All courses are delivered in modern and comfortable facilities at the Education Development Centre, Princes Plain, Bromley.

Because of the range of courses available, the Education Development Centre provides detail on all courses and prices in its own brochures. These brochures can be accessed through the website detailed below.

Prices have been updated for the 2011-12 academic year.

Key Contacts

Beverley Johnston | Head of Education Commissioning and Business Services
Tel: 020 8461 6260 | Email: beverley.johnston@bromley.gov.uk
www.bromley.gov.uk/info/200099/training_and_development

Bromley Education Development Centre | 020 8462 8911
www.bromleyedc.org.uk



Price range

Prices vary from course to course, starting from £65 for a typical twilight course.

Subscription packages are available.

Detailed prices are available from the Education Development Centre brochures.

Bromley Education Business Partnership

Summary of service

Bromley Education Business Partnership provides a wide range of activities for both primary and secondary phases to help all schools and colleges, including academies and independent schools to deliver and enrich work related learning across the curriculum.

We have an experienced, informed and effective team with a proven track record of delivering high quality and rewarding enterprise and employability activities.

Bromley EBP holds the Institute for Education Business Excellence quality award which recognises our success in partnering schools and businesses. We uniquely bring together employers and representatives from industry to support the school curriculum and help young people find out more about the workplace. This is achieved through placements, sector-focused taster sessions, and workplace visits, as well as working with pupils on a one-to-one basis.

We also offer professional development and training for school/college staff to update their knowledge and skills in a business environment.

Bromley EBP provides more detail in its own brochure, updated for 2011-12, which can be accessed on the Bromley EBP website.



**Bromley Education
Business Partnership**



Award for Education Business Excellence

Price range



Prices vary from service to service.

Prices are set on an academic year basis.

A new brochure for 2011/12 is available on the Bromley EBP website, giving up to date details and prices.



Key Contacts

Jean Norton		Work Related Learning and Education Business Partnership Manager
		jean.norton@bromley.gov.uk
Lesley Holland		Operations Manager
		lesley.holland@bromley.gov.uk

Bromley Education Business Partnership | 020 8462 5046
www.bromleyebp.org.uk | ebp.admin@bromley.gov.uk

Bromley Governor Services

Summary of service

Bromley Governor Services support and advise school governors in carrying out their crucial leadership role in ensuring effectiveness, improvement and high achievement in their schools.

We provide a wide range of centrally based courses and brokered training opportunities on request. Modern Governor e-learning modules are also available at a greatly discounted rate through our service. Whole governing body training is also available in self-evaluation and other key areas of the governing body's work to help governors fulfil their duty to be critically supportive friends to the school.

Through regular forums and briefings, governors and clerks are kept fully up-to-date with new legislation, emerging education initiatives and given valuable opportunities to network and exchange good practice.

We have an experienced team which can offer reliable and confidential advice on governance matters by telephone or email. Our service also helps with the recruitment of new governors, the recruitment and training of clerks, and an emergency clerking service.

Our 2011-12 programme, including prices, is available on the Education Development Centre website detailed below, or by contacting the Governor Services Team.

Key Contacts

Ann Short Tel: 020 8461 6246	Acting Governor Services Manager ann.short@bromley.gov.uk
Helen Fiorini Tel: 020 8461 6244	Governor Services Officer - Training & Support helen.fiorini@bromley.gov.uk
Janet Heathcote Tel: 020 8461 6243	Governor Services Officer - Constitution & Recruitment janet.heathcote@bromley.gov.uk
Tel: 020 8461 6246	governor.services@bromley.gov.uk www.bromley.gov.uk/info/29/school_governors



Price range

Prices vary from course to course, starting from £60 for a briefing session.

Subscription packages are available.

Detailed prices are available from the brochures available on the Education Development Centre website.

Bromley Education Development Centre | 020 8462 8911
www.bromleyedc.org.uk

14-16 Flexible Learning

Summary of service

The 14-16 Flexible Learning Programme is a programme of learning opportunities for young people in Bromley usually aged between 14 and 16. Courses are available at Bromley College and other Training Providers.

Provision, including Internships and Work Experience, is also available for post-16 students.

There is a wide choice of courses from which to choose including Animal Care, Beauty Therapy, Childcare, Construction, Motor Vehicle Servicing, Hairdressing, Music and accredited extended work experience in a range of industry sectors.

The 14-16 Flexible Learning programme plays a role in the development of 'personalised learning' by giving schools the option to refer students to a wide range of vocational courses designed to both motivate and engage them. The Programme is an important part of the strategy to drive up standards of achievement across the Borough and increase student participation in education post 16. In addition, the courses provide valuable opportunities for students who are vulnerable or at risk of becoming NEET (Not in Education, Employment, or Training).

The course duration and days of attendance are arranged to allow schools the flexibility to choose the course best suited to the individual student's overall programme of learning.

Because of the range of courses available, Bromley EBP provides details of all courses and prices in a separate brochure. Brochures can be obtained via the website and contact details below.

Price range



Prices vary from course to course.

Prices are available from the Bromley EBP website, or the 14-19 website.

www.bromleyebp.org.uk
www.bromley14-19.org.uk



Key Contacts

Jean Norton		Work Related Learning and Education Business Partnership Manager
		jean.norton@bromley.gov.uk
Sarah Sutherland		Programme Leader - Work Experience & Flexible Learning

Bromley Education Business Partnership | 020 8462 5046
www.bromleyebp.org.uk | ebp.admin@bromley.gov.uk

Educational Visits

Summary of service

“

We believe that every young person should experience the world outside the classroom as an essential part of learning and development, whatever their age, ability or circumstance

”

There can be little doubt that the Learning Outside the Classroom Manifesto overarching aim is shared by governors, education staff and youth workers.

Children and young people secure a wealth of experience and positive benefits from a well managed educational visits programme and, with the help of advice from the Educational Visits Training and Support Service, Bromley schools now organise some of the best!

We believe that our teachers, support staff and youth workers should have benefits too – be well trained, supported and able to access shared resources for educational visits. Therefore we offer:

- a “package” price for the core service – one fixed price depending on the size of your organisation, school, college or unit;
- additional training courses and opportunities priced on a not-for-profit basis with discount for partners who purchase the core service package;
- access to high quality professional educational visits and outdoor education practitioners for your bespoke training needs and leadership for pupil events/activities.

The Educational Visits Training and Support Service is provided through Bromley EBP. Please see the EBP website for a brochure with full details and prices.

Key Contacts

Jean Norton		Work Related Learning and Education Business Partnership Manager
		jean.norton@bromley.gov.uk
Julie Davis		Project Co-ordinator



Price range

Prices vary from service to service.

Packages are available from £200. Individual training courses are available from £175.

Detailed prices are available on the Bromley EBP website.

Bromley Education Business Partnership | 020 8462 5046
www.bromleyebp.org.uk | ebp.admin@bromley.gov.uk

Educational Visits

The Educational Visits Training and Support Service is guided by the Educational Visits Forum which consists of school representatives and professionals from relevant specialisms such as insurance and health and safety. This has ensured the service provides safe support targeted to the needs of schools.

Over the last 10 years we have been providing a training service and advice line to help staff feel more confident about planning and leading educational visits.

Educational Visits package:

This inclusive package will cover the core on-going training and support requirements of any school, college, training provider or centre wishing to organise Educational Visits for children and young people.

- initial training for your Educational Visits Administrators;
- procedures that meet local and national best practice, giving you peace of mind and time to get on with the real job;
- updates on a regular basis;
- emergency support if you need it;
- shared educational visits resources to help save your time;
- details of quality assured venues, opportunities and training materials;
- information on grants and other funding streams;
- user training for EVOLVE (software for visit registration and management);
- guidance for Educational Visits through an advice line and drop-in sessions;
- production and publication of 'partnership' exemplars, guidance notes and generic risk assessments;
- brokered taster sessions and central vetting for local adventure activity providers;
- facilitated inspection visits and specialised professional development at regional and national training centres;
- exemption from requirement to evidence Educational Visit quality standards for grant funded "Learning Outside the Classroom" (LOtC) or Educational Visit projects that are managed by LBB;
- discount on additional training courses that are beyond the scope of the Service Package.



Additional services:

Training is available for Educational Visits Co-ordinators, Visit Leaders and Educational Visits Administrators. Courses range from basic or refresher training and annual updates to more specialised options covering outdoor learning, adventure activities and associated aspects of risk management or "journey" planning.

Bespoke training, in-school sessions, support with management systems or educational visit planning are also available.

Please see the Bromley Education Business Partnership website for full details and prices.

Venue Service Education Development Centre

Summary of service

The Education Development Centre is a year round dedicated meeting and conference centre that can provide economical meeting and conference facilities tailored to meet your needs.

Ten rooms, including an IT suite, are available to accommodate large or small meetings.

All rooms are equipped with internet enabled PCs, interactive white boards and full electronic presentation facilities. All equipment is included in the room hire charge.

Refreshments and lunches can be arranged with our in-house caterers.

There is free car parking on site (subject to availability).

There is disabled access to the site and facilities, and most rooms are located on the ground floor.



By Bus

Buses to the EDC from Bromley town centre include; 261, 61, 358, 320. You will need to get off the bus at the second stop after the roundabout by The Crown at Bromley Common.

By Train

It takes just 15 minutes to get to from London Victoria from Bromley South Station, whilst Bromley North offers services to London Bridge, with connecting services to all London stations. Regular Kent services include trains to Sevenoaks, Tunbridge Wells, Maidstone, Canterbury and Hastings.

Key Contacts

Sue Boss | Venue Services- Education Development Service
Tel: 020 8461 6276 | Email: sue.boss@bromley.gov.uk

Bromley Education Development Centre,
Church Lane, Princes Plain,
Bromley. BR2 8LD

Bromley Education Development Centre | 020 8462 8911
www.bromleyedc.org.uk



Price range

Prices are per hour based on the room required.

Separate charges apply for catering requirements.

Bromley Youth Support Programme

Summary of service



The Bromley Youth Support Programme supports young people through a Targeted and Universal Support Programme ensuring young people receive the right support and intervention.

The Bromley Youth Support Programme offers a range of services to schools and academies both in and out of school settings including:

- Duke of Edinburgh Award Scheme support
- Detached and Mobile Youth Service
- Pre-Foundation Learning Support
- Satellite Youth Centre and After School Clubs
- Youth Support Training
- Youth Support Consultancy

Our drive is to meet the needs of all young people, providing them with opportunities that will inspire, inform, motivate and generally support their personal development.

Price range

Services are priced according to choice of programme and learner requirements.

Duke of Edinburgh support is available from £225.

Youth Support packages are available from £2800.



Key Contacts

Paul King		Head of Bromley Youth Support Programme
Tel: 020 8461 7572		Email: paul.king@bromley.gov.uk
Jan Smith		Targeted Support Programme Manager
Tel: 01689 827 601		Email: jan.smith@bromley.gov.uk
Linda King		Universal Support Programme Manager
Tel: 01689 827 601		Email: linda.king@bromley.gov.uk

Bromley Youth Support Programme



Duke of Edinburgh Award Scheme Gold and Silver Development

For schools unable to meet the additional time and staffing requirements to enable pupils to undertake the Silver and Gold elements of the DoE programme, we will provide a service to support your pupils

Detached and Mobile Youth Service

The mobile bus has computers and music mixing equipment to provide a range of activities in an informal environment during lunchtime or after school. This work has been developed at secondary school in the borough and has proved successful in engaging pupils in a diverse range of activities.

Youth Support Programme - Pre Foundation Learning Support

This support programme is aimed at young people struggling to stay in school or failing to attend school. The programme builds the confidence of the young person and seeks to support them in finding solutions to some of the issues that are preventing them from actively engaging in education or training. This programme will generally be based in a youth centre as this provides a more informal environment for tackling specific issues. This programme works best when it is delivered full time but could also be part of mixed timetable.

Youth Support Programme - In School Youth Provision

Lunch time or after school provision within the school. These services can be effective in providing a space for young people to undertake constructive activities during or after school.

Youth Support Programme - Satellite Youth Centre/After School Clubs

With schools we can develop after school clubs or particular support for a geographical area where we will provide services for young people in conjunction with the school.

Training

The Bromley Youth Support Programme has developed bespoke training packages for other professionals, volunteers, young people, elected members or community groups on a wide range of subjects. These can include conflict resolution, working with groups and effective youth involvement and participative approaches to working with young people.

Youth Involvement Consultancy

Through our experience of delivering participation services to young people across the borough and supporting schools in developing the local democratic processes, our Youth Involvement Team is able to support local democracy, PHSE lessons and school council election processes.



Child Protection & Safeguarding

Summary of service

Child Protection and Safeguarding services offer training and audit services to schools and Academies.

Training

Single Agency Child Protection / Safeguarding Training covers the criteria laid down in 'Working Together to Safeguard Children'. It covers Groups 1 and 2. Child Protection training is also available via the Education Development Centre.

Audit

Safeguarding Audits delivered in schools provides an in-depth audit of a school's safeguarding practices and protocols, with findings and recommendations provided by an audit report.



Price range



Prices are per hour based on the room required, starting from £150 for both Training and Audit.

Separate charges apply for catering requirements.



Key Contacts

Denise Partridge		Education Safeguarding Lead Officer
Tel: 020 8461 7669		Email: denise.partridge@bromley.gov.uk

Research and Statistics Service

*Core minimum Bronze service for maintained schools. Additional support available to buy

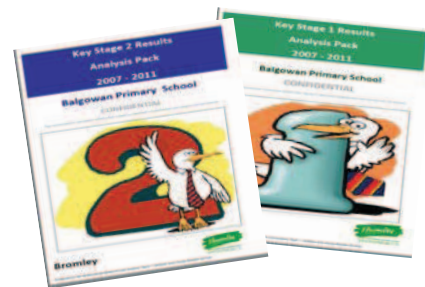
Summary of service

The Performance Research and Systems (formerly the Research and Statistics) team can provide a wide range of services to support Schools and Academies including:

- advice, technical support and guidance on completion of statutory returns such as the School Census and School Workforce Census;
- guidance on National Curriculum assessment arrangements;
- in-depth analysis on attainment data including the new Primary and Secondary Data Packs;
- training and briefing sessions relating to school attainment performance data and submission of returns;
- technical advice and support via phone and email for data returns and attainment queries;
- provision of educational attainment software such as Fischer Family Trust (FFT), Raise Online;
- bespoke work with schools to look at individual information and data requirements.

The team has a rich mix of skills and experience that can help your school to target its efforts to deliver the best results for children.

We are always looking to support schools in new and innovative ways. Our recent introduction of key stage analysis packs has been commended by Ofsted.



Key Contacts

Ailsa Reid-Crawford | Performance Research and Systems Manager
Tel: 020 8313 4043 | Email: ailsa.reid-crawford@bromley.gov.uk



Price range

A range of pay-as-you-go services is available.

Schools can also choose service packages starting from £600, saving money compared with buying services individually.

Research and Statistics Service

Research and Statistics Support

BRONZE Package

- Guidance and support for key statutory returns such as School Census and School Workforce Census via phone and email;
- Data checking and error validation service for statutory returns;
- Briefing sessions for Census and School Workforce Census;
- Briefing session and guidance on national curriculum assessment arrangements;
- Basic pupil attainment analysis using KEYPAS and EPAS reports.

SILVER Package

As BRONZE, plus:

- Telephone support from the Research and Statistics team on attainment, performance analysis, data management;
- School Data Analysis Packs – EYFSP, KS1, KS2;
- School Data Analysis Pack – KS4 (new product for 2011);
- Half day training on the Data Analysis Pack;
- Licence to use Fischer Family Trust software including technical support;
- Half Day Training - an introduction to Fischer Family Trust software;
- Half day workshop – Making sense of data. Looking at Raise Online, FFT and other sources of information.

GOLD Package

As SILVER, plus:

- ACORN deprivation analysis - pupil level analysis looking at demographics of school population and comparison with neighbouring schools with commentary;
- EPAS software to be made available for secondary schools (new for 2011). EPAS software contains pupil level KS4 and KS5 fully calculated results analysis and will include a half day training session;
- Half day training session – Intermediate level Fischer Family Trust analysis;
- One day consultancy to use as required (bespoke analysis, issues with data and information systems);
- One briefing session with schools governing body on performance data

All our packages are offered to all schools at a discount. Each of the items listed above can also be provided as an individual services as required. The saving for example, to a primary school who would purchase the silver package would save over £200 on the individual cost of services listed.

Free School Meals Eligibility Check

*Core service for maintained schools. Available to buy for Academies

Summary of service



We offer a quick and simple service for Schools and parents to check Free School Meals eligibility.

Parents complete an application form that is sent to Bromley Council. We then check eligibility quickly and efficiently online. This means that the vast majority of parents will not have to produce documentary evidence. We inform both the Academy and the parent of the outcome of the application.

We can also deal with renewal claims for future years for as long as you continue to use the Bromley service.

Our processes are subject to regular audit.

Key Contacts

Mike Barnes | Head of Access and Admissions
Tel: 020 8313 4865 | Email: mike.barnes@bromley.gov.uk



£ Price range

Price bands are based upon numbers eligible in the previous year.

For schools with fewer than 15 eligible pupils in the previous year an individual price can be negotiated.

Road Safety

Summary of service

The Road Safety Unit works in partnership with schools and colleges to reduce the risks of children being killed or injured in road traffic accidents, and also to increase the numbers of people walking and cycling. Free bespoke training and events include:

Cycle Training

Bikeability National Standards Levels 1, 2, and 3
 The Complete Cycle Course

Road Safety Education

Yr 12/13 Traffic Education Pre Driver Training
 Yr 11 Mopeds
 Yr 10 Your Streets
 Yr 6 and 7 Transition to Senior School
 Yr 2
 Pre School



School Travel Plans

We provide strategic support and innovative resources designed to encourage children to change their mode of travel. We present at assemblies alongside the "WOW bear!"

- Assistance with maintaining your School Travel Plan
- Assistance with your School Travel Plan rewrite
- "WOW" (Walk on Wednesday)
- "Walk the World"
- "Poetry in Motion"
- "Transportal"

Price range



Road Safety services are currently provided free to schools.

This is subject to continued funding from Transport for London.



Key Contacts

Elaine Beadle

Tel: 020 8313 4499

Email: elaine.beadle@bromley.gov.uk

Sarah Baker

020 8313 4362

Cycle Training Team Leader

Email: sarah.baker@bromley.gov.uk

Jo Luff

020 8313 4579

Cycle Training Team Leader

Email: jo.luff@bromley.gov.uk

Val Currie

020 8313 4975

Road Safety Education Team Leader

Email: val.currie@bromley.gov.uk

Dan Beckett

020 8461 7461

School Travel Plans

Email: dan.beckett@bromley.gov.uk

Exclusion Review Panel

*Core service for maintained schools. Available to buy for Academies

Summary of service

Charges for Academy Schools wishing to use our Exclusion Review Panel Service are based on three elements as follows:

(1) Administration

The charge for administering an exclusion review covers –

- negotiating and confirming a hearing date with all parties, including Legal Services and Support Services (as below);
- appointing Panel Members and covering any travel expenses;
- coordinating and distributing papers;
- arranging the hearing room.

If a review has to be re-arranged at the request of the school once a date has been fixed we would need to make an additional charge, starting at 50% of the total cost.

(2) Legal Advisor

The charge for legal advice for a school covers the cost of a typical hearing. On average this is likely to be in the region of 5 hours to cover preparation, the review itself and the drafting of the decision. If a review is likely to take significantly longer or be more complex then we may need to revert to an hourly rate charge which will be between £80-120 per hour. However, we will advise you of this and an estimated time cost within 24 hours of receipt of instructions and will meet the cost of this initial appraisal whether you use us or not.

(3) Rooms

Use of a committee room and waiting room at the Civic Centre
(if a committee room is not available, an alternative suitable venue will be provided.)

Key Contacts

Helen Long Tel: 020 8313 4595		Democratic Services Officer Email: helen.long@bromley.gov.uk
Graham Walton Tel: 020 8461 7743		Democratic Services Manager Email: graham.walton@bromley.gov.uk



Price range

Schools can choose to buy any of the three elements individually. Alternatively, an all inclusive package is available that will cater for most hearing requirements.

Please use the Key Contacts for full details

Independent Admission Appeals

*Core service for maintained schools. Available to buy for Academies

Summary of service

Charges for Academy Primary Schools wishing to use our Independent Admission Appeal Service are based on two elements as follows:

(1) Administration

The charge for administering an independent admission appeal covers –

- negotiating and confirming a hearing date with all parties;
- appointing Panel Members and covering any travel expenses;
- coordinating and distributing papers;
- arranging the hearing room;
- clerking the meeting;
- issuing decision letters.

If an appeal has to be re-arranged at the request of the school once a date has been fixed we would need to make an additional charge, starting at 50% of the total cost.

(2) Rooms

Use of a committee room and waiting room at the Civic Centre

(if a committee room is not available, an alternative suitable venue will be provided.)

Price range



Schools can choose to buy either of the elements individually. Alternatively, an all inclusive package is available that will cater for most requirements.

Please use the Key Contacts for full details.



Key Contacts

Helen Long

Tel: 020 8313 4595

Democratic Services Officer

Email: helen.long@bromley.gov.uk

Graham Walton

Tel: 020 8461 7743

Democratic Services Manager

Email: graham.walton@bromley.gov.uk

Building on excellence



Key Contacts



Laurence Downes
Tel: 020 8313 4805

Strategic Planning & Commissioning Manager
Email: laurence.downes@bromley.gov.uk

Michael Watts
Tel: 020 8461 7608

Partnerships & Planning Officer
Email: michael.watts@bromley.gov.uk

Please contact Laurence or Michael to find out more about purchasing London Borough of Bromley services. Alternatively, you can contact Service Managers direct using the contact details within this brochure.

Corporate Services

Sold Services for Schools 2011/12

Audit Services

*Core service for maintained schools. Available to buy for Academies

Summary of service

The London Borough of Bromley has for many years had a strong and reliable Audit Service. We can help your school to minimise risks, maintain high standards and continuously improve performance. We aspire to three objectives:

- Providing our clients with the **highest quality** independent appraisal and reporting service;
- Giving clients **confidence** in the efficiency and effectiveness of their systems and the management of their risks;
- Providing **imaginative** and **practical advice** to remedy any system weaknesses identified.

The Audit Service will:

- support schools to appraise and improve the operation of financial and other control systems by undertaking an independent appraisal and review of current systems, and by offering practical advice on improvements;
- advise schools on how to incorporate suitable controls into a new system prior to implementation;
- work with Head Teachers to develop clear and specific Terms of Reference for all reviews;
- subject all files to quality assurance checks by audit management;
- issue the final report to the Head Teacher and the Chair of Governors.

These services are provided free of charge to all maintained schools and on a charged basis to Academies.

Price range



All services are available free for maintained schools.

Services for Academies and Free Schools are competitively priced.

Services can be bought at a daily rate or in a package consisting of 6 days per year.



Key Contacts

Mark Gibson Tel: 020 8313 4295		Chief Internal Auditor Email: mark.gibson@bromley.gov.uk
Luis Remedios Tel: 020 8313 4886		Deputy Chief Internal Auditor Email: luis.remedios@bromley.gov.uk
Diane Bex Tel: 020 8313 4336		Principal Auditor: Children and Young People Email: diane.bex@bromley.gov.uk
Sue Lee Tel: 020 8313 4876		Senior Auditor: Children and Young People Email: sue.lee@bromley.gov.uk

Audit Services

Process for Full Audit (Independent Appraisal and Review)

Full Internal Audit: Independent Appraisal and Review (core service for maintained schools)

Terms of Reference drawn up

Identification of relevant documents

Programme of testing made

School visited

Draft report

Final report

The London Borough of Bromley retains responsibilities for auditing maintained schools as part of the duty of the Section 151 Officer to sign a statement of internal financial controls for the whole Authority which includes all schools (not Academies). Audit work in schools is undertaken to assist in this process. We will issue the school an audit certificate after the report is finalised giving an opinion on the system of internal controls. All maintained schools are subject to a risk assessment and the results govern the regularity of each audit.

Responsible Officer Service (for Academy schools)

Academy schools are required to have a responsible officer. Our Responsible Officer service follows the guidance provided by the Department for Education and consists of undertaking a quarterly programme of reviews and checks of payroll, purchases, income and accounting systems. A report is provided following each visit. We can agree the timing of a visit to coincide with Governor meetings as required.

Academy schools can 'top up' the Responsible Officer Service by purchasing additional Independent Appraisal and Review services, such as appraising the operation of financial and other control systems, or advising you on how to incorporate suitable controls into a new system prior to implementation. Please contact the Audit team to discuss your particular requirements.

We suggest a package of 4 visits each year. A visit and writing of a report requires at least 1.5 days' time, so our package is priced on the basis of 6 days' support for the year. Alternative arrangements can be made, priced at a daily rate.

Additional services available from Audit

- **Irregularity Investigations** - our audit teams will sensitively help and advise you on the investigation of suspected irregularities and advise you on the appropriate action;
- **Computer Audit** - through our specialist computer audit services, we can provide detailed advice on your computer system controls and provide specialist interrogation reports;
- **Contract Audit** - we appraise all aspects of contracts from project appraisal to post-completion reviews;
- **Consultancy** - we offer confidential advice and objective opinions on your systems and procedures and help you to resolve any problems.

These services also are chargeable for academies at a daily rate.

The Design Studio

Summary of service

The Design Studio can support schools with:

- design of all printed publications
- web design
- multi-media short films
- exhibition design
- banners and signage
- promotional gifts
- Digital Photography

The Design Studio's clients include the Health Service, Primary Care Trusts, Bromley Adult Education College, various charitable organisations and, of course, local schools.



The section can produce rough ideas, to confirm that you are happy before the work progresses too far. Should you require photography, cartoons, maps or printing, the Design Studio can organise the complete project for you. With a commercial background, the Design Studio has a great ability to create a style to meet your individual marketing needs.

The section is Apple-Mac based with the latest machines and high spec PCs for enhanced graphic design.

We call on several freelance designers and illustrators when necessary.

Price range



The Design Studio charge all schools an hourly rate - £60 - for design services including drafting, photography, cartoons, maps and printing.

Artwork is charged as an extra.

Work is invoiced after completion.



Key Contacts

Andy Durham Tel: 020 8313 4755	Design Studio Manager Email: andy.durham@bromley.gov.uk
Lorraine Davies Tel: 020 8313 4759	Graphic Designer Email: lorraine.davies@bromley.gov.uk
Tracey Francis Tel: 020 8313 4756	Graphic Designer Email: tracey.francis@bromley.gov.uk
Nicky Coulton Tel: 020 8313 4779	Graphic Designer Email: nicky.coulton@bromley.gov.uk
Jackie Isard Tel: 020 8313 4527	Graphic Designer Email: jackie.isard@bromley.gov.uk

Print Services

Summary of service



We can provide a comprehensive in-house printing service. Please see the Price Lists for detailed costs for printing, copying, binding and laminating, or contact the team for a quotation.

Photocopying – full colour or black & white photocopying onto 80 or 100gsm paper. White or coloured paper available.

Printing – full colour or black & white on to various media types including 160 and 250gsm card. 115, 130, 150 & 220gsm coated paper/card in a silk, glossy or matt finish.

Production through digital colour and black & white imagePRESS units.

Production of promotional leaflets, booklets and forms. Samples and proofs available.

Spiral binding up to 450 sheets, sure binding up to 90 sheets or fastback thermal binding up to 40 sheets.

Laminating in paper sizes A5, A4, A3 & A2.

Hole punching, stapling and booklet finishing available.

We are able to provide advice and guidance on cost and production of high volume print and copying services, including specialist printing.

Submission of jobs through Helix – our dedicated online web submission portal which affords customers the ability to receive emails on job status including completion and delivery/collection. Training and advice available.

Customer support via our dedicated email address – lbb.printbureau@bromley.gov.uk

Delivery/Collection options available. Please ring for details.

Key Contacts

Samantha King		Support Officer
Tel: 020 8313 4732		Email: samantha.king@bromley.gov.uk
Jane Hobin		Centralised Support Services Team Leader
Tel: 020 8313 4741		Email: jane.hobin@bromley.gov.uk

lbb.printbureau@bromley.gov.uk

Chris Bond		Print Bureau
Tel: 020 8313 4223		Email: chris.bond@bromley.gov.uk
Chris Barker		Print Bureau
Tel: 020 8461 7659		Email: chris.barker@bromley.gov.uk



Price range

A wide variety of prices apply depending on the type of print finish.

Please refer to the Price Lists for full details.

Or simply contact us to ask for a quotation.

Human Resources Service

Summary of service

The Children and Young People Human Resources Team specialises in providing responsive human resources and personnel services to a range of clients in the education sector. We provide specialist advice to Head Teachers, Senior Managers and Governing Bodies to help them achieve strategic goals and fulfil their operational responsibilities as employers.

Our Human Resources Team is well established with considerable relevant experience in education personnel matters. As part of our commitment to our clients, we seek to provide continuous professional development for all our staff. This ensures we can provide confidential advice and guidance specific to your circumstances, which takes account of both the practical and legal aspects of an area of school and Academy management with a constantly changing framework. Feedback from our customers to enhance our in-house mechanisms for continuous improvement is always positively welcomed.

One of our key strengths is our close working links with other services available to schools such as Liberata Payroll and Pensions, Legal and Financial services. This enables us to work seamlessly together to meet our customers' needs.

We offer a range of services to all schools including Academies which can be purchased as part of an annual package or individually. Additionally, we are always looking to extend the range of services we offer, and we would be happy to discuss your requirements with you if these specifications do not meet your needs.

Please see our specific online brochures for full service details.



Price range



HR Services are available as packages or as pay-as-you-go services.

A wide range of prices exists, allowing you to choose the right level of support for your school.

Prices may vary depending upon pupil volume.



Key Contacts

Angela Huggett | Human Resources Manager—CYP
 Tel: 020 8313 4029 | Email: angela.huggett@bromley.gov.uk

Elaine Pilkington | Health and Safety Manager
 Tel: 020 8313 4386 | Email: elaine.pilkington@bromley.gov.uk

Please see specific Human Resources brochures on the Bromley website for full details of all services.

www.bromley.gov.uk/soldservicesforschools

Human Resources Service

Service Packages

Full Human Resources Service

This service comprises a combined professional, advisory and business support service for an annual fee. It is our aim to ensure clients receive maximum benefit from the full service and we will be happy to discuss with you how this can be tailored to suit your individual requirements.

Advisory Service

This service aims to provide advice and guidance across the range of responsibilities falling within the remit of the Human Resources function. Advice covers general matters as well as specific casework, with particular reference to employment legislation, terms and conditions of employment (including pay), procedural considerations and all aspects of Human Resources and industrial relations generally.

Business Support Services

The Business Support Service consists of a comprehensive support service which ensures legislative compliance in the operation of Human Resources policies and procedures. This can be tailored to individual needs as required by the Client.

Telephone/Fax Helpline Service

This service provides access to telephone advice on specific and general matters with particular reference to employment legislation, terms and conditions of employment (including pay), procedural considerations and all aspects of personnel and employee relations generally.

Telephone/Fax Helpline and Update Service

As detailed above, together with access to and updates for the Bromley Human Resources Manual.

Combined Health & Safety / Occupational Health Service:

(Provided as part of the Full Package for Community and Voluntary Controlled schools; optional charged service for Voluntary Aided, Foundation, and Academy schools.)

Health & Safety

The LBB Central Safety Unit is based at the Civic Centre and is manned between 8.30 - 5pm. Emergency advice can be made available outside of these core hours via a mobile number. The team comprises health and safety professionals with administrative support. This service is included as part of the full HR package.

Occupational Health

This service is offered in conjunction with the London Borough of Bromley's Occupational Health Unit based at the Civic Centre. The Service includes the provision of Occupational Health advice by a qualified OH Nurse and Physician, with associated administrative support.

Please note that these services are now offered combined in a package and cannot be bought separately, or as 'Pay As You Go'. The combined package costs less if a school also buys another HR package.

Human Resources Service

Bespoke Consultancy Services Available at Additional Charge

Clients who do not wish to purchase a package of services may wish to take advantage of a range of service options which can be bought in as required and tailored to your specific needs. These are also available to existing clients at an additional cost where not already purchased as part of a package.

Consultancy charges are normally negotiated once a specification of the work to be undertaken has been discussed. The following are examples of consultancy work undertaken by Bromley Human Resources:

Headship Recruitment Service

Professional advice and administrative support in recruitment and selection processes associated with Head Teacher posts with the objective of maintaining good practice at economic cost with due regard for equality considerations. The service includes an Advisory and Administrative Support Service which can be purchased as a full package or as individual components.

Advisory Service

Professional advice and guidance across a range of employee relations issues according to your needs. For example, this service could include assistance with the preparation of documentation (reports and individual letters), attendance at pre and post-consultation meetings, access to appropriate model procedures and guidance notes, attendance at relevant committee meetings and appeal hearings and unlimited telephone advice from a Human Resources Consultant.

Job Analysis

Preparation of job descriptions, person specifications, organisation charts, etc.

Grading and evaluation of support staff posts (Local Government schemes) as required, for example as part of management initiatives such as organisational reviews or the reassessment of vacant/occupied posts on an individual basis.

Strategic Planning

The research, identification and provision of management information to facilitate the formulation of school-based employment strategies.

Briefing Seminars

Tailor-made briefing sessions for staff and/or Governing Bodies in general and more specialised areas of personnel management (e.g. disciplinary and capability issues, employment law updates, recruitment and selection).

Mediation Service

Mediation Services can play a key role in resolving conflict in the work place. This service is tailored according to requirements.

Recruitment and Retention Consultancy Services

Support and initiatives to improve the diversity of the workforce.

Academy Conversion

For those schools intending to convert to Academies we offer advice and support in relation to the HR implications arising from the conversion process. Please contact Angela Huggett, HR Manager CYP Services for more details including the fee payable for this service.

NQT Assessment Service

*Core service for maintained schools. Available to buy for Academies

Summary of service

We can help your school by acting as the **Appropriate Body** for the purposes of the induction of NQTs (Newly Qualified Teachers).

This consists of a variety of **administrative tasks**, such as registering the NQT, maintaining records and assessment reports.

The service also offers **advice** on Human Resources issues related to inductions.

We **communicate** with schools, NQTs and government agencies to update on completion / extensions of the induction period.

Please do not hesitate to contact us for a full discussion of the service and how we can meet your needs.



NQT induction support is available from the Education Development Centre. This offers specific Continuing Professional Development support for NQTs.

Bromley Education Development Centre | 020 8462 8911
www.bromleyedc.org.uk

Key Contacts

Cathy Stroemer | Human Resources Strategy
Tel: 020 8461 7469 | Email: cathy.stroemer@bromley.gov.uk

Val Jenkins | Human Resources Strategy - Manager
Tel: 020 8313 4029 | Email: val.jenkins@bromley.gov.uk



Price range

A small annual charge is made for this service.

Please see the Key Contacts to ask for further details.

Legal Services

Summary of service

The London Borough of Bromley Legal Services Team can provide legal consultancy support to Schools and Academies in areas such as:

- Education law
- Employment law
- Contracts
- Freedom of Information and Data Protection
- Property & Planning

Our Legal Team have been accredited with the Lexcel Practice Management Standard by the Law Society. Lexcel combines some elements of Investors in People, some elements of ISO 9000, and is a readily-translated quality standard for the legal profession.



Price range



Services are available at an hourly rate from £50 to £150 per hour.



Key Contacts

Joy Connor
 Tel: 020 8313 4760

Assistant Director: Legal & Support Services
 Email: joy.connor@bromley.gov.uk

Liberata Payroll Services

Summary of service

Liberata Payroll Services will support schools with a range of payroll services, including:

- Interpretation, calculation and input of a wide variety of claim forms.
- Correct interpretation and application of all statutory payments and deductions including SSP, SMP, SAP, SPP, Tax and National Insurance.
- Timely input of ad hoc payments and voluntary deductions.
- Prompt input of bank changes and tax code changes.
- Complete overpayment recovery process.
- Liaison with Pension Schemes including TP and LGPS.
- Immediate access to key payroll data for the Liberata Pension Administration Team resulting in accurate and timely pension information.
- All legislative requirements for new starters and leavers.
- Application of pay awards and related allowances.

Liberata provides the Council's payroll services. The contract includes payroll services to schools as part of the overall service level agreement with the London Borough of Bromley.

This service may not be available to some schools that do not buy certain Bromley Human Resources packages, but please contact Angela Huggett for further details.

LIBERATA

Key Contacts

Diane Allen Tel: 020 8315 1592		Payroll Manager
Martin Simpson Tel: 020 8315 1561		Deputy Payroll Manager
Valerie Shingleton-Thorne Tel: 020 8315 1425		Senior Payroll Officer
Angela Huggett Tel: 020 8313 4029		Human Resources Manager—CYP angela.huggett@bromley.gov.uk



Price range

The net cost for Bromley schools for a fully managed integrated service is £5.88 per payslip.

Bromley schools are charged £8.60 per payslip, but this is offset via a budget payment, meaning the net *real* cost is £5.88 per payslip.

Liberata Payroll Services

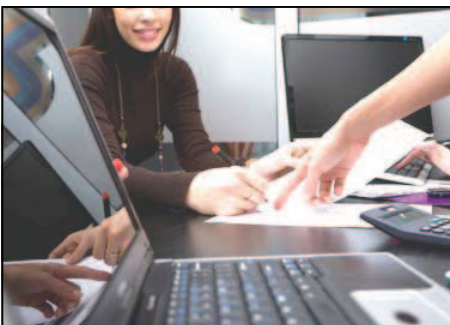
The Liberata service will process and hold information on:

- Basic pay
- Additional Allowances
- Claim Forms
- Sickness and Maternity Details
- Income Tax Changes
- National Insurance changes
- Statutory deductions from salary
- Voluntary deductions from salary
- Bank changes
- Pension scheme changes

LIBERATA

In addition, the service will provide a range of other functions, such as:

- Produce payslips in location school order, at least two days before pay day. Those payslips, flagged by HR, which are to be posted to home addresses, will be identified separately.
- Send payslips to each employee's home address during the summer holidays using the address held on the integrated HR and Payroll system.
- Complete third party accident claims forms and allied solicitor's correspondence where the employee's authority is attached.
- Complete all other payroll related correspondence for both departments and individuals in accordance with the London Borough of Bromley answering procedures.
- Direct contact for queries with a named individual.
- Fully inclusive year end service including all statutory requirements for HMRC and Pension Schemes.



Issues to Consider before deciding not to buy the Payroll Service

When considering the purchase of a Payroll contract from an alternative payroll provider, we would ask you to consider whether all processes currently included in the service purchased through the Council are included in the price quoted for the new contract.

The service purchased through the Council is fully inclusive and, unlike some contracts from other payroll providers, there are no additional charges for the completion of HMRC documents P9D, P11D, P35, P45, P46, P60's, and completion of all Pension related documentation including end of year.

Insurance Services

Summary of service

The London Borough of Bromley Insurance Service can provide a range of insurance packages for Schools and Academies.

- Material damage
- Additional expenses insurance
- Combined liabilities
- "Cash in Transit"
- Fidelity guarantee
- Personal accident
- School journey



OPERATIONAL RISK

Key Contacts

Andrew Rooke		Insurance and Risk Manager
Tel: 020 8313 4298		Email: andrew.rooke@bromley.gov.uk
Colin Chandler		Senior Insurance Officer
Tel: 020 8313 4289		Email: colin.chandler@bromley.gov.uk
Lorraine Delo		Senior Insurance Officer
Tel: 020 8313 4289		Email: lorraine.deol@bromley.gov.uk



Price range

All services are priced on application, based on requirements.

Insurance Services

Services

Material Damage

This covers the building, including walls, gates and fences, outbuildings and all landlords' plant, fixtures and fittings and all contents. The policy also covers any items belonging to the school or for which it is responsible anywhere in Europe, so long as the belongings are in the custody of a teacher or other employee of the school. It does not cover items left unattended, even if locked in motor vehicles. Cover is for all forms of accidental damage and cover is for reinstatement; that means in the event of loss or damage to buildings and contents, the full cost of replacement is new without deduction for age, wear and tear. Certain exclusions and excesses apply.

Additional Expenses Insurance

In addition to the material damage insurance detailed above, if a building is so damaged as to be unusable, there is an extension to the policy which covers the cost of hiring or installing temporary buildings for use while the original building is being reinstated.

Combined Liabilities

These cover areas such as public and products liability, officials' indemnity, employers' liability, and libel and slander. A special extension to this policy extends to third party lettings of schools which provide cover for the benefit of persons or organisations hiring halls or other parts of school premises for a fee. The insurance covers the hirer for general public liability, damage by fire or explosion to the school itself caused by the hirer and any other form of damage to the school. Certain limits apply.

"Cash in Transit" Insurance

This covers money, stamps belonging to the school, either in transit in the custody of the member of staff or in safes or locked receptacles overnight or elsewhere on the premises during normal hours. Certain limits apply.

Fidelity Guarantee Insurance

This insurance covers fraud or dishonesty on the part of any member of staff which results in financial loss to the school. Certain limits apply.

Personal Accident

Personal accident (assault) insurance is available as is teachers "all duties" personal accident insurance. "All duties" is equivalent to out of school activities, certain limits apply.

School Journey Insurance

This provides full travel insurance on a worldwide basis for any journey undertaken by a school and includes cover for loss of deposits through cancellation, medical expenses, medical existence, personal accident, personal effects and money, personal liability to third party.

Schools requiring more information on these issues and full details of the insurance cover are requested to contact Andrew Rooke. The statements above are only intended to give an overview of Borough insurance arrangements. If schools wish to request delegation of funds for insurance then full details of required cover can be obtained from Borough Insurance Section.

Length of Agreement

For schools with a delegated insurance budget, a decision can be made in February to buy into the Borough's insurance arrangements or make their own arrangements. For schools opting for their own insurance, the cover must be at least an equivalent level to that operated by the Borough Council.

Property Services

Summary of service

Property Services provides a range of core corporate services to all educational establishments at no cost, which cover issues that are either strategic or where the London Borough of Bromley has a legal or landlord responsibility. A range of additional services are available to be purchased at cost from the following teams:

- **The Maintenance Bureau** - responsible for emergency, day-to-day and cyclical maintenance.
- **Projects** - responsible for LBB and client funded planned schemes.
- **Facilities Management** - responsible for the professional management and support of catering, cleaning and caretaking services and an operational relief caretaking 24/7 emergency out of hours service.
- **Capital Team** - responsible for major London Borough of Bromley funded projects and furniture and equipment provision where appropriate.
- **CYP Strategic Property Advice** – assistance to schools and family and childcare facilities developing capital schemes.
- **Energy Management** - responsible for advice and guidance on the efficient use of energy.



Key Contacts

Jan McWhinnie
Tel: 020 8461 7616

John Davies
Tel: 020 8461 7607
07958 959131

Andrew Brook
Tel: 020 8461 7739
07944 012842

Karen Stephen
Tel: 020 8313 4053

Sarah Hudson
Tel: 020 8313 4875

Robert Bollen
Tel: 020 8313 4697

Gerry Kelly
Tel: 020 8313 4570
07949 166660

Administration Manager
Email: jan.mcwhinnie@bromley.gov.uk

Maintenance Bureau: Team Leader
Email: john.davies@bromley.gov.uk

Projects Team: Team Leader
Email: andrew.brook@bromley.gov.uk

Facilities Management Team: Team Leader
Email: karen.stephen@bromley.gov.uk

Capital Team: Team Leader
Email: sarah.hudson@bromley.gov.uk

Strategic Property Advice: Team Leader
Email: robert.bollen@bromley.gov.uk

Energy Management Team: Team Leader
Email: gerry.kelly@bromley.gov.uk



£ Price range

Services are available at a range of prices including:

- hourly and day rates
- per pupil charge
- fixed price
- % of project costs

Property Services

Core Entitlement Services

There is a range of core corporate services that are provided by Property Division to all educational establishments at no cost. They cover issues that are either strategic or where the Council has a legal or landlord responsibility. The services described below are those that are available in 2011/2012.

- A regular inspection by a surveyor/engineer to carry out an Asset Management Plan (AMP) condition survey of all building components and mechanical and electrical plant
- The management of Council funded planned maintenance building projects*
- The management of Council funded external decorations**
- Asbestos surveys
- The management of Council funded and led catering and cleaning contracts*
- School Food Strategy and Council Policy
- A regular inspection by a member of the Facilities Team in respect of caretaking, catering and cleaning standards*
- The management of the keyholder database* and emergency response services**
- Suitability and Sufficiency surveys in accordance with DCSF AMP guidelines
- Advice on strategic property issues that have significant funding implications

* Funding is devolved to Foundation Schools and they have the choice to manage the work themselves or to use Property Division.

** Funding is devolved to all schools and they have the choice to manage the work themselves or to use Property Division.

Sold Services

Property Division offers an Independent Service Level Agreement that has been designed to be as flexible as possible. Clients can choose the range of services they require from each team to best meet their individual needs. The Agreement is circulated separately and includes a charging schedule that allows schools to calculate the cost of services they require.

Additional Information

The Council's property professionals work together as one Division to provide a single point of contact for all buildings and facilities-management issues.

Property Services

Property Division—Teams and Personnel

The teams are professionally led and managed by John Turner, an experienced Chartered Surveyor. Each Team Leader is able to contribute his or her own knowledge and expertise to the Division so that it can provide to its client base an unequalled level of support and guidance on all building related issues.

The Maintenance Bureau

Team Leader: John Davies

This multi-disciplinary team provides a cyclical, reactive and emergency maintenance service for all building, mechanical and electrical components and plant. The Team's first point of contact is the Help Desk. Clients are able to contact experienced front-line staff who will assess their service request. They will arrange for either a contractor to visit or identify a team surveyor or engineer to call back or visit. Clients can expect their service requests to be professionally managed from the time they are reported to the successful completion of any necessary remedial works.

Cyclical maintenance and annual servicing of predominantly mechanical and electrical installations are arranged via experienced and suitably qualified contractors. Clients will benefit from competitively tendered rates and the security that the many legislative requirements and statutory responsibilities that cover this area of work will have been addressed.

The team is also responsible for the identification, assessment and, if necessary, the removal of asbestos from the Council's building stock.

In addition, the team is also able to offer practical advice on managing the consequences of serious damage following fire, storm or a break-in.

The Projects Team

Team Leader: Andrew Brook

The Projects Team is responsible for the management of the Council's Planned Maintenance Programme. The programme included repair, replacement and refurbishment projects across the Council's entire portfolio of operational properties. The team ensures that each project meets quality assurance standards.

The team is also able to provide a comprehensive service for client funded schemes. This includes all aspects of project management from the initial concept, through the planning process, design and specification, tendering, contractor appointment, on site management through to completion and settlement of the final account. Throughout the entire process, the project manager will continuously assess the development of the scheme to ensure that the necessary financial and legislative criteria are met.

Capital Team

Team Leader: Sarah Hudson

The team manages a range of council and partner funded capital projects and provides a corporate management service on all aspects of the Council's capital programme of refurbishment, extension and rebuild. The team charges a 1% Property fee to clients for planning and delivery of their projects.

Property Services

The Facilities Management Team

Team Leader: Karen Stephen

The Facilities Management Team is responsible for providing comprehensive professional management advice, guidance and support covering all aspects of catering, cleaning, caretaking and site management. The team offers a comprehensive range of professional management and technical support services to all types of premises including schools. The team also provides a unique Relief Caretaking Service and an out of hours Support Service.

The team is also responsible for the management and development of the School Food Strategy and Applicable Council Policy for School Lunches and all aspects working in partnership with the Primary Care Trust and all stakeholders to raise and maintain standards of school food.

The Facilities Team is multi-disciplined and committed to providing hands on practical advice and support within a range of complex and specialist service requirements. The team is also responsible for the lead on continuing development of benchmarks, standards and specifications in caretaking, cleaning and site management.

CYP Strategic Property Advice

Team Leader: Robert Bollen

The team supports schools, families and childcare establishments to develop capital proposals that meet client strategic objectives. The team charges a 1% Property fee to clients for managing the delivery of projects in partnership with the capital team.

Energy Management Team

Team Leader: Gerry Kelly

The Team is able to offer to clients advice and guidance on fuel contract tariffs, energy management initiatives, energy grants and funding availability and carbon reduction initiatives. It is also able to monitor and report on energy consumption and assist schools to better manage their use of energy and water. Proven cost savings are evidence that the advice provided by the team produces real benefit.



Grounds Maintenance

Summary of service

The Parks and Greenspace Team provides a comprehensive and professional landscape management service. We can help your school or Academy maintain grass areas, flower beds, trees, water bodies and ditches, amongst many others, ensuring that your pupils have a safe and attractive learning environment.

- General grass areas
- Specialist grass areas
- Sports fields maintenance
- Specialist ecological or sensitive areas
- Water bodies and ditches
- Shrub borders
- Floral bedding
- Naturalised bulbs
- Pesticides
- Litter removal
- Dumped or hazardous material removal
- Arboricultural work

Schools buying this service benefit from the Team's capable management of its sub-contractors, engaging the right contractor for each situation and effectively monitoring their quality of delivery.

Offering schools value for money through provision of high quality reliable services is the key objective for the Parks and Greenspace Team.

Please contact the Team to discuss your requirements and how we can best help you.



Key Contacts

Robert Schembri		Contracts Manager
Tel: 020 8313 4426		Email: robert.schembri@bromley.gov.uk
Nick Babb		Greenspace Officer
Tel: 020 8313 4437		Email: nicholas.babb@bromley.gov.uk
Andrew Wright		Parks Projects Officer (Trees & Woodlands)
Tel: 020 8313 4200		Email: andrew.wright@bromley.gov.uk



Price range

Price for grounds maintenance and estate management services (for a calendar year) varies between schools and is therefore available on request.

Tree Maintenance

Summary of service

The Parks and Greenspace Team provides arboricultural management services on an ad-hoc or comprehensive basis. Schools and Academies can choose either option 1 or 2 below, or enter into a service level agreement with us through option 3. Suggested services include:

- 1 Arboricultural surveys: Information from a survey will be stored on a database, and the school will have access to stored information as and when required. Following the inspection a survey report will be provided detailing:
 - A cover letter explaining the report contents;
 - A list of all trees surveyed with measurements;
 - Condition of all trees surveyed with attributable defects;
 - Works required as necessary on a priority basis to each tree surveyed;
 - Prices against all works required using tendered rates by the Borough's arboricultural term contractor;
 - A map showing the location of each tree surveyed.

- 2 The Borough can also provide a professional arboricultural officer to undertake ad-hoc tree inspections; give advice on tree maintenance; selection of trees for new developments; assist with grant applications to apply for external funding; or any other tree related issue that the school feels that it requires professional advice on.

- 3 **Service Level Agreements:**
The Borough can provide a comprehensive package of surveying and professional arboricultural advice and management for your school over a term of one to three years. This will include annually surveying school trees and professional support to meet the school's requirements.

Price range



Prices for tree services depend on individual school situations and are therefore available on request.



Key Contacts

Andrew Wright		Principal Trees and Woodlands Officer
Tel: 020 8313 3224		Email: andrew.wright@bromley.gov.uk
 Julian Fowgies		Arboricultural Officer
		Email: julian.fowgies@bromley.gov.uk

Waste and Recycling Services

Summary of service

Trade Waste Service

London Borough of Bromley Waste Services operates a competitively priced and reliable Trade Waste collection service. We have a team of trained officers who can develop the best management solution for your school while also giving impartial advice on other waste related issues. We can also offer you a choice of containers to suit your needs. Collections can be as frequently as needed, and, by using our service, you can rest assured that arrangements comply with all legislation. Contact us to find out more.

The cost of the service includes container hire, collection and disposal of materials and administration. Customers are billed annually in advance and are subject to variances in tonnage.

Paper Recycling Service

London Borough of Bromley Waste Services also provides a cost effective collection and recycling service for paper with a choice of containers to suit your needs.

Collections are based on a fortnightly collection frequency delivered over a 42 week school period. Extra collections can be scheduled at an additional cost.

If participants require more than 1 container, there will be an additional charge.

Please note the annual charge for collection is subject to participation.



Key Contacts

Bromley Waste Advisor

Tel: 020 8315 1424

Email: wasteadvisor@bromley.gov.uk



Price range

Costs are per 42 week period.

Trade Waste:
Container (litres)
1100 : £450.32
660 : £312.63
240 : £221.76

Paper Recycling:
Container (litres)
1100 : £210+VAT

Bromley Waste Services

www.bromley.gov.uk/businesswaste

Pest Control Services

Summary of service

Our pest control contractors respond to enquiries and requests, helping to identify the particular animal or insect and either arrange for a treatment to be carried out or, where no service is available, advise on what steps can be taken to resolve the problem.

The service offered for cockroaches or ant species, which require specialist treatment, would require a survey and separate quote.



www.bromley.gov.uk/info/200040/environmental_health/343

- Ants
- Bed Bugs
- Bees
- Biscuit beetle
- Carpet beetle
- Case-bearing moth
- Cluster flies
- Cockroach (German)
- Cockroach (Oriental)
- Dermestid beetles
- Earwigs
- Fleas
- Foxes
- Harlequin ladybirds
- Mealworm beetles
- Mice
- Moles
- Pharaoh's ant
- Pigeons
- Psocids (booklice)
- Rats
- Squirrels
- Wasps

Price range



Prices are available upon application.



Key Contacts

Pest Control Section

Tel: 020 8313 4830

Email: pest.control@bromley.gov.uk

SDK Environmental

Tel: 08444 828351

www.sdke.co.uk

Vehicle Maintenance Service

Summary of service

Undertaken both on a mobile basis and at workshops in Aylesford, our service covers all aspects of motor vehicle and plant repairs, services and scheduled safety Inspections. MOT testing is available at the Aylesford workshop.

Our service (contracted to Kent County Council) also includes the maintenance of a wide range of minibuses and various types of tractors, mowers and other grounds maintenance equipment as well as other aspects of transport services including minibus driver training, vehicle accident repairs and cleaning.

We arrange all scheduling for all of the above services, including the monitoring of roadworthiness of vehicles as well as maintain all individual vehicle records.

Based on the level of service required and the specification of the vehicle, costs can be charged as a monthly rate throughout the year.

We are members of the following bodies:

TfL Freight Operators Recognition Scheme
The Freight Transport Association
The Association of London Transport Officers
The Institute of Road Transport Engineers

The Society of Operations Engineers
The Engineering Council
The Chartered Institute of Logistics & Transport
The Community Transport Association

Key Contacts

Transport Operations

Tel: 020 8461 7684

Email: transportfleet@bromley.gov.uk

Paul Chilton

Tel: 020 8313 4849

| Transport Operations Manager

| Email: paul.chilton@bromley.gov.uk



Price range

Prices vary depending upon vehicle and requirements.

Prices are available upon application.

Transport and Delivery Service

Summary of service

Transport Operations provide a timely and efficient collection and delivery service across the borough.

Our team of experienced drivers (complete with CRB check) provide scheduled and ad hoc services, collecting and delivering goods and mail bags, to and from the Civic Centre post room. GPS technology is used to track items at point of collection and delivery.

Our vans are equipped to carry a variety of parcels and consignments ranging from mail pouches, cartons, sacks and palletised loads. Document trays and crates and sack trolleys can be accommodated, within the maximum payload of 1000 kgs per vehicle.

Added value

Our experienced team of trained operatives are also equipped to provide hire of specialist plant equipment, notably: water pumps, trailed flood lights, elevated work platform, fork lift truck and a range of trailers for haulage of equipment.



Price range



Scheduled delivery services are recharged annually

Ad hoc deliveries are costed hourly/daily and charged by invoice.



Key Contacts

Transport Operations

Tel: 020 8461 7684

Email: transportfleet@bromley.gov.uk

Paul Chilton

Tel: 020 8313 4849

| Transport Operations Manager

| Email: paul.chilton@bromley.gov.uk

Winter Service

Summary of service

Procurement of salt and snow clearance equipment

The procurement of salt and snow equipment (such as snow scoops) through the local authority is available at market cost with additional delivery cost to school premises.

A maximum of ten 25kg bags or multiples of one tonne 'jumbo' bags are available to order, prior to 1st October. Delivery can not be guaranteed past this date. Please note, one tonne jumbo bags require dry storage.



Mechanical snow clearance

Mechanical support for snow clearance is available to help schools clear entrances, car parks and other access points. Pre-ordering of this service is not possible, please email education.planning@bromley.gov.uk during the snow event.

Key Contacts

Procurement

Mike Dudley | Highways Contract Manager
Tel: 020 8313 4903 | Email: mike.dudley@bromley.gov.uk

For mechanical snow clearance

Email: education.planning@bromley.gov.uk



Price range

Prices are available on application.

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Health Services

Sold Services for Schools 2011/12

Bromley Healthcare

*Core minimum service for Bromley schools

Summary of service

Bromley Healthcare is the main provider of community health services in Bromley, providing a wide range of services to people of all ages. Please see our website www.bromleyhealthcare.org.uk for further details and how referrals can be made.

Our services for children support their access to the curriculum, by addressing their physical and emotional health needs, and by providing specific advice to their schools and preschool settings on how to maintain their safety and develop their skills.

Core services are already provided to schools funded by NHS Bromley. Every secondary school in Bromley has a school Nurse drop-in session at least once a week. In addition there are a number of tailor-made approaches and programmes that can be commissioned by you to support your staff and pupils, either on an individual or group basis. These cover a wide range of services, such as:

- Group work by school nurses using TAMHs model
- Health and Wellbeing, including emotional wellbeing support
- Speech and language therapy
- Occupational Therapy

We can offer accredited, value for money, local training that will meet the needs of your staff, as well as providing follow up support on how best to implement this learning.

We also provide specialist services ranging from support for co-ordination difficulties, to group work for emotional support such as relaxation before exams and body image.

For more information about current services and how we can provide you with relevant additional services, contact us to discuss what will suit your needs best and quotations .

Price range



Some services are available free of charge to Bromley schools.

Additional top up services may be charged.

Please use the relevant Health contacts for more information.



Key Contacts

Write to us:	Bromley Healthcare Beckenham Beacon Hospital 379 Croydon Rd Beckenham Kent BR3 3QL
Email us:	contact@bromleyhealthcare-cic.nhs.uk www.bromleyhealthcare.org.uk
Call us:	01689 866554

Bromley Healthcare

www.bromleyhealthcare.org.uk

Here is just a selection of some of the services that we offer:

- Contraception and reproductive health
- Diabetes
- Health Improvement
- School Nursing
- Specialist HIV Nursing
- Stop Smoking Service
- Bladder and Bowel management
- Community Paediatrics
- Dietetics
- Health Visiting
- Paediatric audiology
- Podiatry
- Occupational Therapy for children
- Special Care Dental Services
- Speech and language therapy for children
- Integrated children's community nursing team
- Wheelchair and special seating
- Physiotherapy for children
- Hollybank

To find out what we can offer you as core services as well as what we can offer you on top, contact us to discuss your options.

**Bromley
Healthcare**
better together





Emotional health support to schools

*Core minimum service for Bromley schools

Summary of service

Support for emotional health

Supporting the emotional health of children and young people is recognised as essential. As well as supporting children in difficult circumstances, these services are essential to help identify and manage more serious mental health problems which may appear from the age of 14.

Services for **mild to moderate** problems are provided by **Bromley Y**.

Services for **moderate to severe** problems are provided by the **Child and Adolescent Mental Health Service (CAMHS)** from Oxleas NHS Foundation Trust.

Please contact the relevant organisation to discuss the options for provision.



The London Borough of Bromley and NHS Bromley jointly fund a core level of service to Bromley schools.



Price range



A core level of service is provided to Bromley schools funded by the London Borough of Bromley.



Key Contacts

Bromley Y

Tel: 020 8464 9033 | Email: info@bromley-y.org.uk
www.bromley-y.org.uk

Oxleas CAMHs

Tel: 020 8315 4430 | Email: camhscares@oxleas.nhs.uk
Mick Russell | Email: mick.russell@oxleas.nhs.uk
Sonia Appleby | Email: sonia.appleby@oxleas.nhs.uk
www.camhscares.nhs.uk/v/bromley



Emotional Health Support

Bromley Y

Supporting the emotional health of children and young people is recognised as essential. As well as supporting children in difficult circumstances, these services are essential to help identify and manage more serious mental health problems which may appear from the age of 14.



Most young people attending counselling report an improvement after just 6 sessions. It can help with:

- behaviour in the classroom;
- removing barriers to learning;
- self-esteem;
- depression and suicidal thoughts;
- bullying;
- parental separation and step-family conflict;
- loss and bereavement;
- smoking, alcohol and drug use; and
- sexuality.

Bromley Y offer:

- 1 to 1 counselling, small group work, or drop-ins;
- Continuity of support through the school holidays;
- Support to staff (this may include staff supervision and training);
- Support to parents.

Bromley Child and Adolescent Mental Health Service (CAMHS)



CAMHS provides a wide range of 0 – 18 mental health services for children, young people and their families and carers. These services are provided under contract with Bromley PCT and the London Borough of Bromley. CAMHS works in close partnership with Bromley Y.

CAMHS deals with a wide range of presenting problems, including depression, severe self harm, ADHD and ASD, eating disorders and major mental illness. As a multi-disciplinary and multi-agency service, CAMHS is expected to focus particularly on moderate to severe mental health difficulties, but the service also has extensive and highly rated experience in providing community and school-based early intervention, and is in a strong position to build on this work as opportunities allow. Enquiries regarding potential school-based early intervention services are welcomed.

CAMHS provides individual, multi-disciplinary and multi-agency assessment and treatment as required by client need. It also offers support to families and carers, and advice and consultation to referring agencies including schools, hospitals, GPs, paediatricians and social care. Interventions available include psychological, family, nursing and psychodynamic therapies, intensive outreach, social work and psychiatric monitoring and medication.

Waiting times are in line with and in many cases below NHS national standards. A wide and expanding range of quality standards is in place, and CAMHS was an early member of CORC, the national consortium for outcome measure within child and adolescent mental health.



Sold Services Business Unit
London Borough of Bromley
Civic Centre
Stockwell Close
Bromley
BR1 3UH

020 8313 4805



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Sold Services for Schools 2011/12 Price List : Academies

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About This Brochure

About this brochure

Welcome to the London Borough of Bromley Sold Services Price List for Academies for 2011/12. This brochure outlines the range of services available to Academies and the prices for each service. Full details on each service are available from the London Borough of Bromley Sold Services Brochure for 2011/2012.

A full version of the brochure is available online at www.bromley.gov.uk/servicesforschools. An electronic version of this price list is also available from the Fronter website,

The brochure and price list will be updated on an ongoing basis as new services become available or as existing services are reviewed in response to customer feedback. This is **Version 2**.

How to order services

To obtain a detailed brochure and order form for all services, please contact the named individuals detailed below. For some services, such as the Education Development Centre, course details, prices and ordering are available from their dedicated website - details are provided in this brochure.

Alternatively, we are happy to come out to see you to discuss your requirements and to make arrangements to take forward the supply of services for you. Please contact any of the named individuals below to arrange a meeting, or to discuss your requirements over the phone. In addition, you can discuss your requirements directly with any of the Heads of Service using the contact details provided in the main brochure.

All services purchased by a school will be collated into a single contract for services where possible.

VAT

Most services to Academies are subject to VAT. The appropriate VAT rate will be applied to all purchases at the point of invoice.

Contacts

To obtain a full brochure and order form or to make arrangements to discuss your requirements, please contact:

Laurence Downes | Strategic Planning & Commissioning Manager
Tel: 020 8313 4805 | Email: laurence.downes@bromley.gov.uk

Chris Curran | Strategic Planning Project Officer
Tel: 020 8313 4757 | Email: chris.curran@bromley.gov.uk

Michael Watts | Partnerships & Planning Officer
Tel: 020 8461 7608 | Email: michael.watts@bromley.gov.uk



Financial Services

Service	Code	Price	Notes
Financial Advice and Support			
BASIC Package	FIN001	£475.00	
BRONZE Package	FIN002	£880.00	
SILVER Package	FIN003	£1,130.00	
GOLD Package	FIN004	£1,450.00	
PLATINUM Package	FIN005	£2,050.00	
Monthly Management Support	FIN006	£3,960.00	
Bespoke Bursary Service	FIN007	£ -	Price on application
Finance Officer Training			
Full Training for New Finance Officers	FIN008	£2,200.00	
FMS Training for Other Users	FIN009	£415.00	
FMS Guidance Notes	FIN010	£110.00	
Other Services			
Recruitment Support	FIN011	£275.00	
Voluntary Fund Audit Service	FIN012	From £250.00	Based on 4 hours' work
FMS System Clean Up	FIN013	£215.00	
Set Up Budgeted Cash Flow	FIN014	£215.00	
Accounts Receivable Training	FIN015	£215.00	
Short Term Finance Officer Cover	FIN016	£425.00	Daily Rate
Finance Overview for Governing Bodies	FIN017	£100.00	Hourly Rate
New Head Teacher Finance (1-1)	FIN018	-	To be Advised
Deputy Head Teacher Introduction to Finance	FIN019	£215.00	

Financial Services



Service	Code	Price	Notes
Other Services (continued)			
Understanding and Monitoring the Budget for Finance Officers	FIN020	£60.00	
Professional Development Training Courses	FIN021	£60.00	Per person per half day
Financial Planning Software			
Schools BPS	FIN022	£360.00	
Training	FIN023	£60.00	Classroom Based
Training	FIN024	£215.00	1-1



Behaviour Support & Outreach

Service	Code	Price	Notes
SECONDARY			
In-School Support			
Standard Package	BEH001	£8,000.00	Indicative price based on fortnightly support. Price per annum.
Standard Plus Package	BEH002	£15,000.00	Indicative price based on weekly support. Price per annum.
An hourly rate for In-School Support is available upon request. Package prices are indicative with price to be agreed based on requirements.			
Behaviour Service Manager Consultancy			
Consultancy	BEH003	£5,000.00	Indicative price per annum. An hourly rate can also be agreed.
Respite Provision			
12 Week Placement	BEH004	£4,000.00	
Daily Rate	BEH005	£100.00	
PRIMARY			
Packages			
Silver Package	BEH006	£1,000.00	
Gold Package	BEH007	£2,000.00	
Pay As You Go / Indicative Prices			
On-site consultancy (Service Manager)	BEH008	£75.00	Per hour
Training	BEH009	£75.00	Per hour
Outreach Teacher Support	BEH010	£60.00	Per hour
Behaviour Support Assistant	BEH011	£25.00	Per hour

Education Welfare Service



Service	Code	Price	Notes
Secondary Academies			
Basic Level Intervention	EWO001	£1,000.00	
Basic Level Intervention Plus	EWO002	£5,850.00	Indicative price based on daily rate - all packages will be individually priced based on requirements.
Standard Level Intervention	EWO003	£11,700.00	Indicative price based on daily rate - all packages will be individually priced based on requirements.
Standard Level Intervention Plus	EWO004	£23,400.00	Indicative price based on daily rate - all packages will be individually priced based on requirements.
Education Welfare Officer	EWO005	£300.00	Daily Rate
Education Welfare Officer	EWO006	£50.00	Hourly Rate
Primary Academies			
Bespoke Intervention	EWO007	£-	Price on application, depending on the level of support desired.
SPIKE Project	EWO008a	£800.00	Price if ordered alongside a Bespoke Intervention package. Stand alone price
	EWO008b	£1000.00	
Additional Services	EWO009	£-	Price on application



Educational Psychology

Service	Code	Price	Notes
Educational Psychology Services			
Individual Assessment	EP001	£350.00	Per 3 hour session (inclusive of travel, administration and a written report).
Consultation	EP002	£75.00	Per hour
Counselling	EP003	£75.00	Per hour

School Improvement Services



Service	Code	Price	Notes
School Improvement Services - Consultancy Rates			
Head of Service / Senior Adviser	SIS001	£495.00	Daily Rate
	SIS002	£265.00	Half Day Rate
	SIS003	£215.00	Twilight Rate
Adviser	SIS004	£410.00	Daily Rate
	SIS005	£220.00	Half Day Rate
	SIS006	£180.00	Twilight Rate
Trainer (Admin / ICT)	SIS007	£300.00	Daily Rate
	SIS008	£160.00	Half Day Rate
	SIS009	£130.00	Twilight Rate
One to One Pupil Support	SIS010	£65.00	Per Hour
Other time options and packages are available with price on application.			

Continuing Professional Development Programmes

Prices for CPD programmes are for the academic year 2011/12 as published in the current specific service brochures. Pay-as-you-go rates will apply unless a subscription has already been purchased.



Educational Visits

Service	Code	Price	Notes
Service Package 2011-2012 Financial Year (price per school/centre per year)	EV001	£200	Infant Schools up to 180 pupils
	EV002	£265	Infant Schools more than 180 pupils
	EV003	£200	Junior or Primary Schools up to 180 pupils
	EV004	£265	Junior or Primary Schools between 180 and 310 pupils
	EV005	£335	Junior or Primary Schools between 311 and 500 pupils
	EV006	£400	Junior or Primary Schools more than 500 pupils
	EV007	£595	Secondary Schools and Colleges (including Academies and Independents)
	EV008	£265	Special Schools
Training Courses 2011-2012 Financial Year	EV009	£175 per person	Educational Visits Co-ordinator (EVC) – New Co-ordinator Basic Training / Refresher Training (1 Day)
	EV010	£175 per person	Group Leader Training (1 Day)
	EV011	£175 per person	Outdoor Group Leader Training (1 Day)
	EV012	£225 per person	“Outdoor Learning Cards” Training (1 Day) (includes resource pack)
	EV013	£175 per person	Educational Visits Administrator (EVA) Training (1 Day) (free to Service Package subscribers)
Other Educational Visits bespoke training, in-school sessions and consultancy by negotiation	EV014	(negotiable)	On application

Venue - Education Development Centre



Service	Code	Price	Notes
Hall Hire			
Hall Hire	EDC001	£40.00	Per Hour
Seminar or Meeting Rooms			
Rooms 1 to 3	EDC002	£25.00	Per Hour
Rooms 4, 5 and 7	EDC003	£20.00	Per Hour
Rooms 1A and 10	EDC004	£15.00	Per Hour
Room 6 (IT Suite)	EDC005	£35.00	Per Hour
Surplus Charge for Evening Lettings		£25.00	Fixed Price
Refreshments			
Tea / Coffee / Biscuits	EDC006	£1.00	Per Person
Lunch	EDC007	£4.50	Per Person
Tea / Coffee / Biscuits / Lunch	EDC008	£8.00	Per Person



Bromley Youth Support Programme

Service	Code	Price	Notes
Duke of Edinburgh Award Scheme			
Gold Development	YS001	£450.00	Per pupil, with a minimum of 7 pupils to form a group.
Silver Development	YS002	£225.00	Per pupil, with a minimum of 7 pupils to form a group.
Detached and Mobile Youth Service			
Detached and Mobile Youth Service	YS003	£1,867.00	For a 10 week term, for 1.5 hours per week
Youth Support Programme			
Pre-Foundation Learning Support	YS004	£2,800.00	Per pupil, for one term of delivery with an assumed group size of 10.
In-School Youth Provision	YS007	£3,656.00	Based on two members of staff for a one hour lunchtime or after school session per week for 38 weeks.
Satellite Youth Centre / After School Clubs	YS008	£10,856.00	Based on 3 members of staff for a 2.5 hour session per week for 48 weeks.
Training	YS009	£265.00	Dependent upon requirements.
Consultancy	YS010	£30.00	Per hour, dependent upon requirements.

Child Protection Services



Service	Code	Price	Notes
Training and Audit			
Single Agency Child Protection / Safeguarding Training	CP001	£200.00	Per Session
Safeguarding Audit	CP002	£200.00	
Safer Recruitment in Education Training (CWDC) is also available via the Professional Development Centre brochure.			



Research and Statistics

Service	Code	Price	Notes
Performance Analysis, Advice and Support			
BRONZE Package	RAS01	£600.00	
SILVER Package	RAS02	£1,400.00	
GOLD Package	RAS03	£2,000.00	
Training			
Full Day Session - on site	RAS04	£240.00	Individual session - customised to requirements
Half Day Session - on site	RAS05	£120.00	Individual session – customised to requirements
Workshops / Briefing Sessions (usually 1.5 hours)	RAS06	£40.00	Price per school, maximum of 2 delegates
Twilight Training Session (usually 1.5 hours)	RAS07	£40.00	Price per school, maximum of 2 delegates
Twilight Training Session (usually 1.5 hours)	RAS08	£90.00	Individual Session
Governor Briefing on School Data Packs	RAS09	£90.00	At Governing Body meeting
Other Services			
Cover for Census and School Workforce Census Returns	RAS10	£300.00	Per day
Consultancy / bespoke analysis	RAS11	£300.00	Per day
Data Analysis Pack EYFSP	RAS12	£200.00	If not purchased as part of package
Data Analysis Pack KS1	RAS13	£250.00	If not purchased as part of package
Data Analysis Pack KS2	RAS14	£300.00	If not purchased as part of package
Data Analysis Pack KS4 (new for 2011)	RAS15	£350.00	If not purchased as part of package
Fischer Family Trust (FFT) software licence	RAS16	£50.00	

Research and Statistics



Service	Code	Price	Notes
Other Services (cont.)			
School Census - guidance and support	RAS17	£200.00	Annual price covering all three census periods
School Workforce Census - guidance and support	RAS18	£150.00	
UPN (Unique Pupil Number) look up service - Tracking and identifying lost UPNs for schools	RAS19	£50.00	For up to 30 pupils. (Larger numbers of pupils will incur an additional cost. Please contact Research & Statistics directly)
Acorn Deprivation Analysis - Basic	RAS20	£50.00	Basic school level analysis with comparison against neighbours
Acorn Deprivation Analysis - Advanced	RAS21	£100.00	Pupil level in depth analysis with commentary and comparison against neighbours.
EPAS (Education Planning and Assessment System) - KS4 and KS5 exam software.	RAS22	£250.00	Secondary schools only. Annual fee

Free School Meal Eligibility Checks



Service	Code	Price	Notes
Free School Meal Eligibility Checks			
Gold Package	FSM001	£850.00	For schools with 100 or more eligible pupils in the previous year.
Silver Package	FSM002	£500.00	For schools with 50-99 eligible pupils in the previous year.
Bronze Package	FSM003	£300.00	For schools with 15-49 eligible pupils in the previous year.
Basic Package	FSM004	£-	Price upon application for schools with fewer than 15 eligible pupils in the previous year.



Exclusion Review Panel

Service	Code	Price	Notes
Exclusion Review Panel			
All-Inclusive Package			
All-Inclusive Package	IEA001	£583.00	To include administrative support, legal advice and room hire, as individually set out below.*
Administrative Support			
Administration from Democratic Services	IEA002	£158.00	To cover staff costs, Panel Member expenses, and documentation costs.
Legal Advisor			
Legal advice (per hearing)	IEA003	£375.00	Indicative for a standard hearing, representing 5 hours of support.
Additional legal advice (per hour)	IEA004	£80.00 - £120.00	Hourly rate. Applicable for longer and more complex appeals.
Rooms			
Committee Room Hire	IEA005	£25.00	Hourly Rate*

*VAT is exempt for room hire costs but will be added at standard rate for administrative and legal elements

Independent Admission Appeals



Service	Code	Price	Notes
Independent Admission Appeals			
All-Inclusive Package			
All-Inclusive Package	IAA001	£183.00	To include administrative support and room hire, as individually set out below.*
Administrative Support			
Administration from Democratic Services	IAA002	£158.00	To cover staff costs, Panel Member expenses, and documentation costs.
Rooms			
Committee Room Hire	IAA003	£25.00	Hourly Rate*

*VAT is exempt for room hire costs but will be added at standard rate for the administrative element



Audit Services

Service	Code	Price	Notes
Audit Services			
Responsible Officer Role			
Responsible Officer Role (daily)	AUD001a	£290.00	Daily Rate
Responsible Officer Role (package)	AUD001b	£1740.00	4 Visits per year, minimum 6 days' staff time per year
Independent Appraisal and Review	AUD002	£-	Audit service for maintained schools only
Pay As You Go Services			
Irregularity Investigation	AUD003	£310.00	Daily Rate
Computer Audit	AUD004	£310.00	Daily Rate
Contract Audit	AUD005	£310.00	Daily Rate
Consultancy	AUD006	£310.00	Daily Rate

The Design Studio



Service	Code	Price	Notes
The Design Studio			
Complete design service including drafting, photography, cartoons, maps and printing.	DES001	£60.00	Per hour, (not including artwork)



Print Services

Service	Code	Price	Notes
PRINTING AND COPYING			
Black and White copies			
A4, 80 gsm	PRI001	£0.03	Per side
A3, 80 gsm	PRI002	£0.05	Per side
A4, 100 gsm	PRI003	£0.04	Per side
A3, 100 gsm	PRI004	£0.06	Per side
Colour copies			
A4, 80 gsm	PRI005	£0.07	Per side
A3, 80 gsm	PRI006	£0.09	Per side
A4, 100 gsm	PRI007	£0.08	Per side
A3, 100 gsm	PRI008	£0.10	Per side
Please phone for advice for heavier weight paper or card, or for specialist coated papers			

FINISHING					
Spiral Binding					
Number of sheets	Without Front Cover and Back Cover		With Front Cover and Back Cover		Notes
Up to 25	PRI009	£0.48	PRI018	£0.60	Per bind
45	PRI010	£0.49	PRI019	£0.61	Per bind
65	PRI011	£0.70	PRI020	£0.82	Per bind
95	PRI012	£0.72	PRI021	£0.84	Per bind
125	PRI013	£0.73	PRI022	£0.84	Per bind
145	PRI014	£0.75	PRI023	£0.87	Per bind
165	PRI015	£0.98	PRI024	£1.10	Per bind
225	PRI016	£1.15	PRI025	£1.27	Per bind
450	PRI017	£1.34	PRI026	£1.46	Per bind
Surebinding					
Up to 60	PRI027	£0.61	PRI029	£0.73	Per strip
90	PRI028	£0.85	PRI030	£0.97	Per strip



Print Services

Service	Code	Price	Notes
FINISHING (continued)			
Thermal Binding			
One size, up to 40 sheets	PRI031	£0.67	Per bind
Laminating			
A5	PRI032	£0.23	Per page
A4	PRI033	£0.42	Per page
A3	PRI034	£0.45	Per page
A2	PRI035	£1.32	Per page



Human Resources

Service	Code	Price	Notes
PACKAGES - INCLUDING HEALTH & SAFETY / OCCUPATIONAL HEALTH SERVICE			
Full Human Resources Service*			
Secondary Academies	HR001	£8,652.00	
Primary Academies	HR002	£1,195.00	Plus £4.12 per pupil
Special School Academies	HR003	£1,195.00	Plus £5.25 per pupil
Occupational Health Service / H&S Combined Package		£25.00	Per employee, annual charge
Advisory Service*			
Secondary Academies	HR004	£5,820.00	
Primary Academies	HR005	£876.00	Plus £2.66 per pupil
Special School Academies	HR006	£876.00	Plus £3.40 per pupil
Business Services*			
Secondary Academies	HR007	£5,047.00	
Primary Academies	HR008	£834.00	Plus £2.31 per pupil
Special School Academies	HR009	£834.00	Plus £2.99 per pupil
PACKAGES - <u>EXCLUDING</u> HEALTH & SAFETY / OCCUPATIONAL HEALTH SERVICE			
Full Human Resources Service*			
Secondary Academies	HR010	£8,858.00	
Primary Academies	HR011	£1,401.00	Plus £4.12 per pupil
Special School Academies	HR012	£1,401.00	Plus £5.25 per pupil
Advisory Service*			
Secondary Academies	HR013	£6,026.00	
Primary Academies	HR014	£1,082.00	Plus £2.66 per pupil
Special School Academies	HR015	£1,082.00	Plus £3.40 per pupil

Human Resources



Service	Code	Price	Notes
PACKAGES - <u>EXCLUDING</u> HEALTH & SAFETY / OCCUPATIONAL HEALTH SERVICE (cont.)			
Business Services*			
Secondary Academies	HR016	£5047.00	
Primary Academies	HR017	£834.00	Plus £2.31 per pupil
Special School Academies	HR018	£834.00	Plus £2.99 per pupil
<p>* For these services there will be an additional charge in the first year for new customers assessed by reference to the work to be undertaken during this period (minimum £1,133 Full Service; £824 Advisory or Administrative Support Service).</p> <p>Extended Services/Extended Academies Those schools providing extended services, i.e. breakfast clubs/after school clubs, will be subject to an additional £400 charge on top of the package rates quoted above plus a charge of £30 will apply to each individual employment contract required.</p> <p>For services which occur outside of term time, i.e. holiday play schemes/nurseries etc a separate fee will apply subject to negotiation.</p>			
Health & Safety / Occupational Health Service as a standalone service			
H&S / Occupational Health Combined Package**	HR019	£30.00	Per employee, annual charge
Other Packages			
Telephone/Fax Helpline Service	HR020	£1,391.00	Per annum
Telephone/Fax Helpline, Handbook and Update Service	HR021	£1,751.00	In the first year
	HR022	£1,597.00	Per annum thereafter
CRB Checks (including re-checks) when purchased <u>with</u> any HR Package			
Enhanced	HR023	£36.00	
Standard	HR024	£34.00	
Volunteer	HR025	£9.00	

** Please note: there is no H&S/ Occupational Health pay as you go product. You cannot purchase individual health screenings or referrals



Human Resources

Service	Code	Price	Notes
CRB Checks (including re-checks) when purchased <u>without</u> a HR Package			
Enhanced	HR026	£45.00	Live CRB returns will incur £56 charge for consultancy advice.
Standard	HR027	£43.00	
Volunteer	HR028	£9.00	
<p>Please note that CRB costs quoted reflect the current costs applied by the CRB as at March 2007. In the event that these costs are increased by the CRB at any time during the contract period, this increased amount will be applied and charged to clients accordingly. The implementation of the Vetting and Barring Scheme is currently on hold. Any additional charges associated with the scheme will be charged separately. Further information will be provided as it becomes available.</p>			
BESPOKE ADDITIONAL SERVICES - AVAILABLE AT ADDITIONAL COST IF NOT BOUGHT AS PART OF A PACKAGE			
Consultancy Services			
Consultancy	HR029	£77.00	Per hour (minimum)
Placement of advertisement on LBB website	HR030	£72.00	Per advertisement
Bespoke training on personnel procedures, e.g. disciplinary, grievance, capability.	HR031	£77.00	Per hour (minimum)
Attendance at Employment Briefing Sessions			
One delegate	HR032	£93.00	
Two delegates	HR033	£155.00	
Concessionary Rate (available where a HR Package has been purchased).	HR034	£67.00	Per delegate.
Headship Recruitment Service			
Full Service (including consultancy advisory and administrative support)	HR035	£896.00	
Consultancy Advisory Support only	HR036	£484.00	
Administrative Support only	HR037	£412.00	

Human Resources



Service	Code	Price	Notes
BESPOKE ADDITIONAL SERVICES - AVAILABLE AT ADDITIONAL COST IF NOT BOUGHT AS PART OF A PACKAGE (cont.)			
Personnel Handbook			
Personnel Handbook	HR038	£433.00	
Personnel Handbook and Updates	HR039	£561.00	In the first year
	HR040	£278.00	For updates thereafter
Health & Safety / Occupational Health Service Consultancy			
H&S / Occupational Health Consultancy services including bespoke training and full site inspections.	HR041	£75.00	Per hour
Single Status / Workforce Remodelling			
Academies purchasing either a Full or Advisory service will receive advice and support on Academy staffing reviews required in relation to the implementation of the outcome of single status negotiations and ongoing implementation of Workforce Remodelling. Academies that do not purchase any form of Advisory service will be charged separately at the consultancy rate. Whole Academy evaluations associated with Single Status will be subject to a separate negotiable fee.			



NQT Assessment Service

Service	Code	Price	Notes
NQT Assessment Service			
NQT Assessment Service (HR support)	NQT001	£250.00	Annual cost for HR service. Possible additional costs at School Improvement Head of Service / Senior Advisor rate
Professional Development The Education Development Centre offers NQT induction support, including Continuing Professional Development courses specifically designed for the NQT induction period.			



Legal Services

Service	Code	Price	Notes
Legal Services			
Trainee Lawyer	LEG001	£50.00	Hourly Rate
Lawyer / Senior Lawyer	LEG002	£110.00	Hourly Rate
Team Leader	LEG003	£150.00	Hourly Rate

Liberata Payroll



Service	Code	Price	Notes
Payroll			
Payroll	LIB001	£8.60	Price per payslip issued



Property Services

Service	Code	Price	Notes
Maintenance Bureau			
Maintenance Services, including access to Help Desk	PRO001	£300.00 to £1,000.00	Fixed price, dependent on size of school
		10%	% of Project Costs
Building Surveyor / Engineer On Site Management for Maintenance or Minor Project	PRO002	£60.00	Hourly Rate
	PRO003	£400.00	Daily Rate
Project Management and Capital Project Management			
Schemes < £50K	PRO004	10%, (+2% for CDM)*	% of Project Costs
Schemes > £50K	PRO005	£5000.00; or 8%, (+2% for CDM)*	% of Project Costs
Consultancy	PRO006	£60.00	Hourly Rate
	PRO007	£400.00	Daily Rate
Major Capital Scheme Project Management	PRO008	1%*	% of Project Costs

*CDM = Construction Design and Management Regulations 2007. A 2% additional charge is levied where this management role is applicable, or is discussed upon application for Major Capital Scheme Project Management.

Property Services



Service	Code	Price	Notes
Energy Management			
Energy Service	PRO09	£200.00	Primary and Special Schools, and Other Establishments; Fixed Price
	PRO010	£300.00	Secondary Schools Fixed Price
Energy Consultancy	PRO011a	£60.00	Hourly Rate
	PRO011b	£400.00	Daily Rate
Facilities Management			
Catering Support Package*	PRO012	£750.00	Core price, not including per pupil charge
		£1.35	Per Pupil Charge
Cleaning Support Package*	PRO013	£750.00	Core price, not including per square metre charge
		£0.35	Per Square Metre Charge
Caretakers, Cleaners and Site Managers Support Service	PRO014	£500.00	Fixed Price
Professional Facilities Management Advice Telephone Line	PRO015	£250.00	Fixed Price
Consultancy	PRO016	£40.00-£70.00	Hourly Rate
Relief Caretaking	PRO017	£1750.00	30 sessions, fixed price

*Buy both Catering and Cleaning Support Packages and save £550.



Property Services

Service	Code	Price	Notes
Estates and Valuations			
Easements	PRO028	£60.00	Hourly Rate
	PRO029	£400.00	Daily Rate
Land and Title Advice	PRO030	£60.00	Hourly Rate
	PRO031	£400.00	Daily Rate

Waste and Recycling Services



Service	Code	Price	Notes
Trade Waste			
1100 litre container	-	£450.32 (VAT not applicable)	Price covers a 42 week period, based upon weekly collections
660 litre container	-	£312.63 (VAT not applicable)	Price covers a 42 week period, based upon weekly collections
240 litre container	-	£221.76 (VAT not applicable)	Price covers a 42 week period, based upon weekly collections
Paper Recycling			
1100 litre container	-	£210.00 + VAT	Price covers a 42 week period. Inclusive of fortnightly collections

Prices are indicative of one suggested service level. Please contact the service for further details and discussion of alternative levels of service that might suit your school better. Containers and collections can be tailored to your needs.

Other Services



Service	Information
<p>The following services do not have prices included in this brochure. Prices are either on application; of full price details can be obtained from their individual brochures.</p>	
Education Development Centre	www.bromleyedc.org.uk
Bromley Education Business Partnership	http://www.bromleyebp.org.uk
14-16 Flexible Learning	www.bromley14-19.org.uk
Grounds Maintenance	Price on application
Insurance	Price on application
Governor Services	www.bromley.gov.uk/school_governors
Pest Control	Price on application
Vehicle Maintenance Services	Price on application
Transport and Delivery Services	Price on application
Winter Service	Price on application



Sold Services Business Unit
London Borough of Bromley
Civic Centre
Stockwell Close
Bromley
BR1 3UH

020 8313 4805



THE LONDON BOROUGH
www.bromley.gov.uk

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SOLD SERVICES SCHOOL TAKE UP

The following tables indicate schools which have bought packages from Bromley Sold Services. In addition, schools may buy 'pay as you go' services on an as and when basis. The exception is School Improvement which is wholly on a 'pay as you go' basis.

TABLE 1: ACADEMIES

SCHOOL NAME	SCHOOL PHASE	SCHOOL TYPE	AUDIT		BEHAVIOUR SERVICE PRIMARY		BEHAVIOUR SERVICE SECONDARY		EDUCATIONAL VISITS		EDUCATIONAL WELFARE		FINANCE		FREE SCHOOL MEALS		HUMAN RESOURCES		INSURANCE		LIBERATA PAYROLL		NQT ASSESSMENT		OCCUPATIONAL HEALTH		PROPERTY (FACILITIES)		PROPERTY (REACTIVE MAINTENANCE)		RESEARCH AND STATISTICS		SCHOOL IMPROVEMENT	
			2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13		
Baigowan	Primary	Academy	✓	✓	✓	✓			✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Bigg In Hill	Primary	Academy	✓	✓					✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Crofton Junior	Primary	Academy			✓	✓			✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Dartick Wood Infant	Primary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Green St Green	Primary	Academy			✓	✓			✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Hayes Primary	Primary	Academy	✓	✓	✓	✓			✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Pickhurst Infants	Primary	Academy	✓	✓					✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Pickhurst Junior	Primary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
St James RC Primary	Primary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Stewart Fleming	Primary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Tubenden Primary	Primary	Academy			✓	✓			✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Valley	Primary	Academy	✓	✓					✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Warren Road	Primary	Academy			✓	✓			✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Beaverwood	Secondary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Bishop Justus	Secondary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Bullers Wood	Secondary	Academy	✓	✓					✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Cator Park (Harris Bromley)	Secondary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Charles Darwin	Secondary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Coopers	Secondary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Dartick Wood	Secondary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Hayes Secondary	Secondary	Academy			✓	✓			✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Kelsey Park (Harris Beckenham)	Secondary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Kennal Technology College	Secondary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Langley Park School for Boys	Secondary	Academy	✓	✓					✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Langley Park School for Girls	Secondary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Newstead Wood	Secondary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Ravens Wood	Secondary	Academy			✓	✓			✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
The Priory	Secondary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
The Ravensbourne	Secondary	Academy							✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓	✓		
Total Local Market			28	29	13	13	15	18	29	29	28	29	29	29	28	29	29	29	29	29	29	29	28	29	29	29	29	29	29	29	29	29		
Total Take Up			7	9	7	7	11	11	27	27	10	11	25	23	21	21	22	18	25	24	11	9	16	16	15	9	4					20	27	
% Take Up			25%	31%	54%	54%	73%	61%	93%	93%	36%	38%	86%	79%	75%	72%	76%	62%	86%	83%	38%	31%	57%	55%	52%	31%	14%			0%	89%	89%	93%	

TABLE 3: OTHERS

SCHOOL NAME	SCHOOL PHASE	SCHOOL TYPE	AUDIT		BEHAVIOUR SERVICE PRIMARY		BEHAVIOUR SERVICE SECONDARY		EDUCATIONAL VISITS		EDUCATIONAL WELFARE		FINANCE		FREE SCHOOL MEALS		HUMAN RESOURCES		INSURANCE		LIBERATA PAYROLL		NQT ASSESSMENT		OCCUPATIONAL HEALTH		PROPERTY (FACILITIES)		PROPERTY (REACTIVE MAINTENANCE)		RESEARCH AND STATISTICS		SCHOOL IMPROVEMENT				
			2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13	2011/12	2012/13					
St Anthony's RC Dulwich																																					
Bromley Youth Music Trust																																					
Grovetlands																																					
Horrington School for Boys																																					
Baston House																																					
Bromley Respite																																					
Kingswood PRS																																					
The Learning Centre																																					
Phoenix																																					
Youth Offending Team																																					
Barini Primary School																																					
Belmont Primary School																																					
LB Bexley																																					
Bexleyhealth School																																					
Bishop Chaboner School																																					
Blackheath High Junior School																																					
Blenheim Children's Centre Nursery																																					
Breaside Preparatory School																																					
Bromley Adult Education Centre																																					
Bromley Children Project																																					
Bromley College																																					
Bromley High School																																					
Browns School																																					
Cabrini Society																																					
Caroline Davies - Improvement Officer																																					
Christ Church C of E Primary (SE23)																																					
Conisborough College																																					
Crown Lane Primary School																																					
Earl Years Team																																					
Eltham College																																					
Farringtons Junior School																																					
Farringtons Nursery																																					
Hatcham Temple Grove																																					
Hill Close																																					
Holy Trinity C of E Primary School (SE23)																																					
Horniman Primary School																																					
Kingsley Primary School																																					
Laura Turner																																					
LB Tower Hamlets																																					
Moorcroft Manor Ltd																																					
Phoenix Centre																																					
Prendergast - Vale College																																					
Princess Royal University Hospital																																					
Ravensh Primary School																																					
Rainey Close																																					
SLHT																																					
Sarah Buckley Therapies Ltd																																					
St Augustine's RC Primary School																																					
St Saviour's Catholic Primary School																																					
Temple Hill Community Primary and Nursery School																																					
The Hayesbrook School																																					
Townley Grammar School for Girls																																					
Wickham Court School																																					
Wolsey Infant & Nursery School																																					
Wren Academy																																					
Bromley PCT																																					
Bromley Schools Colleague																																					
Cope Consultants																																					
Mathematics Specialist Teacher Programme																																					
NLT																																					
Oakwood Park Grammar School																																					
Maldstone																																					
Our Lady of Grace RC																																					
PXL Club Ltd																																					

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REPORT TO CABINET

Subject:	Executive Summary: <i>Future of Local Authority Support and Sold Services to Schools</i>
Contact Officer:	Doug Patterson, Chief Executive
Chief Officer:	Gillian Pearson, Director Children and Young People Services Pete Turner, Director of Finance
Date:	25 January 2012

SUMMARY

This paper provides a briefing for Cabinet on the outcomes from the officer workstream undertaken during autumn 2011 to assess the future direction of support and sold services to schools.

RECOMMENDATIONS

It is recommended that Cabinet :

- note the overview of the viability for sold services and its outcomes detailed in the report;
- note the suggested criteria, outlined in paragraph 5.1, as part of the evaluation of sold services to determine whether the sold services should cease or continue;
- consider which sold services should continue, reduce or cease (See **Appendix 1**);
- subject to the outcome of above, officers to report back on the transitional costs, including redundancy costs, of reducing or ceasing various services;
- that officers report back on the future viability of continuing to use the EDC site.

1. Historic Position

- 1.1 The Council's Executive considered reports at their meetings on 29 September 2010 and 6 April 2011 which focused on a 'One Council' approach to Sold Services to Schools within the context of the Government's Reform Agenda for education, the Academy Act and related local programme of academy conversions, the Council's statutory duties for local authority maintained schools, together with the Education Bill which redefined the future roles and responsibilities of schools and local authorities.
- 1.2 The reports set out potential options for the Council in relation to its future role with schools which were summarised as follows:

Option A

Maintain the role as a direct **provider** of support and intervention services to Local Authority maintained primary and special schools only, and fulfil the Council's statutory duties through service provision from within CYP, Schools' Finance, Human Resources, Legal and Property. Retain the capacity to fulfil the residual statutory duties for all children (LA maintained schools and academies) in relation to sufficiency duties (place planning, Admissions) and Fair Access for vulnerable children (SEN, Behaviour, Education Welfare, Safeguarding and Child Protection) and intervention with underperforming/failing schools).

Option B

Position the Council as a **commissioner** of services from external providers to undertake the Council's statutory duties in relation to LA maintained schools, thereby withdrawing entirely from the direct delivery of support services to schools (ie CYP and other Council support services).

Option C

Develop the LA role as a commissioner of services through retaining support and intervention services and sold services delivery through a phased arms-length delivery model:

- (a) Transition Year 2011/2012 – developing the sold services offer and structure.
- (b) Arms-length 'Trading Account' basis – provider to maintained schools and sold services to academies. (2012/13)
- (c) Commissioner – in-house delivery transitioning to a social enterprise model, or other models, with the Council commissioning services to deliver statutory functions and in-demand services to LA maintained schools and academies market. (2013/14).

- 1.3 Executive resolved that the current position within Bromley regarding the rate of schools converting to academy status, progress in the development of a One Council sold service strategy, the emerging picture of demand and the developing strategic options be noted, and the Executive be kept updated on the situation. Subsequently, updates have been provided to Cabinet regarding the changing landscape of education and schools within the Borough, informed by changes to national policy, Royal Assent given to the Schools' Act (December 2011).

2. **Changing Context: LA Statutory Responsibilities**

- 2.1 Since those initial reports and briefing papers, Government policy in relation to LAs and the future relationship and responsibility for schools, is becoming clearer. The current statutory responsibilities of the LA under the Academy Act (2010) and Schools' Act 2011 include but are not confined to the following:

- § Secure sufficient school places for Bromley resident children who require a place;
- § Provision of a co-ordinated admissions service;
- § School improvement - support for school self-evaluation including monitoring of performance and provide challenge and support in inverse proportion to success;
- § Intervention in schools causing concern;
- § Appointment of LA Governors;
- § Ensure excluded pupils have access to full-time education
- § Facilitates managed transfers between schools
- § Take action on attendance, through panels, penalty notices, prosecutions and referrals to other agencies;
- § Provide home-to-school transport for all eligible Bromley pupils;
- § Process Free School Meals applications for all eligible Bromley pupils;
- § Early years commissioning of places and outcomes;
- § Ensure access to affordable, flexible childcare, sufficiency assessment in terms of capacity to meet need, Family Information Service.

2.2 To use the duty of School Improvement as an example; whilst the LA continues to have a duty for challenge, support and intervention with a particular focus on Key Stage and whole school performance, the task of school improvement will increasingly be shared with a range of agencies including DfE accredited Teaching Schools for which Bromley currently has two teaching schools (Kemnal and Ravens Wood) and one associate (Valley Primary) with two more applications in the pipeline (Darrick Wood Infant and Warren Road primary).

2.3 Further work will need to be undertaken to determine the future resource levels and associated costs to deliver the Council's statutory functions as detailed in 2.1 above. This will be informed by the DfE ministerial working groups currently considering future guidance on this framework of statutory obligations, particularly in the context of the changing local landscape of schools – local authority, individual academies and academy clusters.

3. Sold Services 2011/2012

3.1 The current One Council approach involves a limited amount of central operational co-ordination of the sold services offer. This relates to the production of a Sold Services Brochure, providing a central contact point for school queries and orders, co-ordination and updating of the Sold Services Agreements with schools, internal and external communication and regular meetings of an Officer Group to discuss common issues. The central co-ordination of sold services is currently resourced in 2011/12 through an interim Project Officer post within the CYP Department (in place since October 2011), held by a graduate from the corporate management trainee programme, at a cost of £30K per annum. To date, the Bromley Sold Service offer has been targeted at the local market only (i.e. Bromley schools) – there has been no infrastructure or resource in place to support the development of the market outside Bromley.

3.2 The Sold Service strategy has taken account of the academy conversion programme within Bromley, given the differential pricing policy for services that has been introduced through a phased approach. As at December 2011, of the 95 schools in Bromley, **26 schools have converted to academy status** (15 secondary and 11 primary), with a further five schools actively pursuing conversion. The majority of schools (65%) continue to be maintained, and continue to receive a range of support services from CYP, HR, Legal, Finance, Property as part of the Council's statutory duties. Bromley has the highest number of academy conversions in the London region and is in the top ten nationally; it is one of only 4 LAs where 80% or more of secondary schools are academies. The future academy conversion rate in Bromley will be influenced by a range of national and local variables including: future funding levels, Bromley's future policy regarding the support framework and relationships with schools and the impending changes to Ofsted inspection criteria in which schools deemed 'Satisfactory' will be given one year to improve performance and if they do not achieve this they will be at risk of Secretary of State determined academy conversion. Members should note that there will be significant changes impacting on local government, as reported in the 2012/13 Council Tax report. There is still uncertainty on the pace of conversion of schools to academy status and whether the Government will further accelerate the transfer of schools in the future reducing central LA resources available to Councils.

3.3 Any discussion on the future strategy for Sold Services to Schools needs to be considered within the context of the Council's financial strategy 2012/13 to 2014/15 and the significant variables associated with the Academies Act 2010 and the Schools Act 2011. Cabinet will also be aware of the significant implications flowing from the DfE consultation and proposals for the Local Authority Central Spend Equivalent Grant (LACSEG) which will impact both on the Council's capacity for delivery of support and sold services together with schools' purchasing capacity. The proposed future funding arrangements will affect the recoupment of Dedicated Schools Grant (DSG) and Revenue Support Grant (RSG) funding from the Local Authority so that it can be passed on directly to academies. The Government plan to remove the funding for LACSEG services from local authorities by administering the grant, and funding LAs and academies in proportion to the number of

pupils for which they are responsible based on a national rate – there will be consultation on these proposals in the spring 2012. The financial forecast assumes a further loss of funding of £3m per annum from 2013/14 in addition to the loss of funding of £1.4m per annum to date. This will result in further risks to the ongoing viability of sold services and the resources available to retain key functions of an LA authority.

4. **Full Cost Recovery Outcomes**

4.1 A summary of the Full Cost Recovery outcomes are shown **Appendix 1**. All data is subject to a number of key variables, which include:

- Academy conversions, which will lead to in-year adjustments to both funding and the apportionment of time spent on statutory/LA interest/discretionary duties;
- clarification of the statutory responsibilities of Local Authorities in relation to the Schools Act December 2011;
- confirmation in December 2011 of RSG and DSG funding levels for 2012/2013;
- the Council's financial strategy 2012/2013 and the implementation of potential budget options;
- the level of buy back of sold services by schools and academies in-year for 2011/2012 together with likely buy back levels for 2012/2013 (which will be coloured by DSG funding levels to schools).

4.2 For each service, the full cost of the service has been apportioned to the categories of statutory duties, activities in the LA's interest and discretionary activities.

4.3 A summary of the overall costs of the services detailed in Appendix 1 is provided below:

General Fund	£'000
Statutory	1,869
LA Interest	752
Discretionary / chargeable	1,886
<i>Sub total full cost of service</i>	<i>4,506</i>
Net Cost	-1,807
Above(-) /below full cost recovery (+)	79
DSG	
	£'000
Statutory	82
LA Interest	896
Discretionary / chargeable	1972
<i>Sub total full cost of service</i>	<i>2,950</i>
Net Cost	-724
Above (-) /below full cost recovery (+)	1,248

5. Future Direction of Sold Services

- 5.1 In considering whether sold services should continue, it is proposed that the following criteria could be applied:
- (a) individual robust business case (reflecting the true cost) has been produced and approved with no residual cost to the Council;
 - (b) the Council achieves the best return for its investment e.g. use of properties;
 - (c) it takes into account the impact of further reductions in LACSEG funding which reflect reductions in duties for local authorities;
 - (d) the income is expected to be generated for at least 2 years with guarantees required beyond a one year period;
 - (e) savings are realisable (proportionately) if there is a reduction in schools purchasing the services;
 - (f) there are no opportunities for shared services which would mitigate, in part, the risk;
 - (g) the service is able to adapt (flexibility) to reflect the changing shape and size of the LA as the Government agenda continues (impact of more academies, review of capital funding etc.);
 - (h) the proposal is consistent with the Council's Corporate Operating Principles which includes the ongoing direction of a commissioning organisation/ operate corporately/best use of assets/member led/delivering VFM/efficient and non bureaucratic;
 - (i) the statutory and LA duties identified have been subjected to robust challenge to ensure investment in resources remains at an appropriate level;
 - (j) the council maximises income through charging for the services;
 - (k) that continuing sold services can be successfully moved to a 'trading account' basis.
- 5.2 As part of (i) above it is recommended that the review of statutory and "LA interest" functions continue to be reviewed, taking into account future LACSEG funding reductions.
- 5.3 The estimated capital value of the Education Development Centre (EDC) is estimated at £4.8m. The EDC is primarily used to accommodate the services delivered to schools and early year providers; it is highly valued as a corporate venue for LA/school and partnership meetings and events and represents a focal point underpinning the unity of the Bromley family of schools. Any assessment of services will not only need to consider the opportunity cost for this site but also its intrinsic value as part of the framework of support for Education in the borough. It is recommended that officers report back on the future viability of continuing to use the EDC site.
- 5.4 An overview of each service follows which takes into account the summary of costs and whether the service meets the criteria identified in 5.1.
- 5.4.1 **Behaviour Support Primary (DSG)**: This reflects the mainly non-statutory provision of out-reach and early intervention work funded through DSG. It does not include statutory provision for exclusions provided through the PRU. Expenditure is intended to prevent and reduce the need for high cost statutory provision for exclusions. The apportionment of time for discretionary activity reflects the schools that have converted to academy status.

This service is below Full Cost Recovery (FCR) by £76k. The service only commenced on a sold service basis from September and so has not had a full year trading. At current take up, prices and costs, this service is not viable. Cessation of this service will lead to an estimated annual saving of £69k (not including severance costs).

- 5.4.2 **Behaviour Support Secondary (DSG)**: This reflects the non-statutory provision of out-reach and early intervention work funded through the DSG. It does not include statutory provision for exclusions provided through the PRU. The majority of this service will be discretionary in 2012/2013, reflecting the number of secondary schools that have now converted to academy status.

This service is below FCR by £57k despite a high take up from the local market. Cessation of this service would lead to an estimated annual saving of £7k (not including severance costs). At current take up, the service is not viable within the local market although full cost recovery can be achieved with take up from out of borough schools. A price increase to meet full cost recovery (without cost reduction and/or increased take up) is not viable.

- 5.4.3 **Education Development Centre (DSG funded)**: The EDC delivers a range of services to schools, which share common facilities and support costs. These are funded through a combination of DSG and RSG funding. Services funded through DSG are principally aspects of the School Improvement services and Pupil Support services.

This service is currently substantially below FCR by £1.1m despite a high take up from the local market. At current take up, price and costs, this service is not viable.

The Director CYP and Interim Assistant Director (Education) are in the process of reviewing the DSG funded services which are demonstrating poor levels of buy back from schools as the basis for reducing or ceasing these services, given their un-sustainability. Given the nature and high percentage of staff contracts on teachers' terms and conditions, the lead in time for restructuring and related severance arrangements, together with the need to sustain services to schools for the remaining months of the 2011/12 school year - final implementation of these cost reduction proposals will be achieved by end August 2012, delivering part-year savings.

Cessation of the sold service at its current cost would lead to an estimated annual saving of £973k (not including severance costs).

- 5.4.4 **Free School Meals Eligibility (DSG)**: This service is provided to all schools on a statutory basis with the exception of academies where it is available as a sold service.

It is currently cost neutral. The sold service is delivered at no additional cost to the statutory service provided.

- 5.4.5 **Educational Development Centre (RSG funded)**: The EDC delivers a range of services to schools, which share common facilities and support costs. These services are funded through a combination of DSG and RSG funding. The RSG funded elements (principally Commissioning & Business Services, the Education Business Partnership and aspects of School Improvement) demonstrate full cost recovery, and have high take-up from both maintained schools and academies.

The service is currently above FCR with a surplus of £17k – however, a small reduction in take up will affect this margin. Cessation of this service will incur the loss of £105k (not including severance costs).

It is proposed that the EDC is retained for the year 2012/13 as a minimum and its future should be reviewed prior to decisions for the 2013/14 budget. This approach will enable decisions to be made in full knowledge of the operation and financial stability of services following the cost reductions planned for 2012/2013.

- 5.4.6 **Education Welfare Service (RSG):** This service provides a range of intervention and support primarily to maintained schools to improve attendance and reduce absences and exclusions.

The service is currently below FCR by £15k. An increase in price to meet full cost recovery is not viable (assuming no other action taken to reduce costs and/or increase take up). Action has already been taken to address the high cost of activities that are either statutory or in the interests of the LA, together with a downsizing of the EWO service to reflect academy conversions which will reduce costs by £170k.

Cessation of the sold service would lead to an estimated annual saving of £4k (not including severance costs).

- 5.4.7 **Education Psychology (RSG):** Bromley was successful in its joint bid with Bexley to secure DfE Pathfinder status to pilot the proposals in the Government's Special Educational Needs (SEN) & Disabilities Green Paper. This has secured new funding of £75k in 2011/12 and £150k for 2012/13 to trial and inform local implementation of the major statutory changes to policy and provision for children with SEN and disabilities in advance of national implementation by 2013. This pilot will enable Bromley to review SEN services including Educational Psychology, to get clarification of the new statutory requirements and to ensure an efficient and appropriate framework to comply with this national agenda. Cost reductions will also be considered given the low level of buy back for discretionary services provided by this team.

This service is currently below FCR by £88k. There is no evidence of additional demand from schools to receive more than is provided on a statutory basis and therefore it is not considered a viable sold service. Cessation of the sold service will lead to an estimated annual saving of £78k (not including severance costs).

- 5.4.8 **Performance, Research, Systems (RSG):** This service provides a range of performance monitoring and management information resources to maintained schools and academies.

This service is currently above FCR with a surplus of £11k. The service is at low risk in terms of reduced take up. Cessation of the sold service will incur an estimated annual loss to the Council of £19k, not including severance costs.

Some support is provided at no cost to maintained schools only, but these activities ensure that both the schools and LA are able to meet their statutory duties and to maintain the reputation of the LA. The majority of activities in the category of LA interest are internal support services. In the context of the central commissioning unit of the new department (which requires client data, market intelligence gathering, benchmarking, demand forecasts, research and analysis) and the potential strategy of the LA acting as a commissioning body, it is not expected that internal demand for this support will decrease.

- 5.4.9 **Audit Services (RSG)**: This is a statutory service which also provides sold services to academies on a pay as you go basis. The majority of non-statutory activity is linked to an agreement with Greenwich LA to provide audit services. Schools purchase audit services on an ad hoc basis, provided by the team within existing resources (i.e. there is no resource dedicated to sold services).

The service is currently above FCR with a loss of £11k. Cessation of the sold service will incur an estimated annual saving to the Council of £7k, not including severance costs. The service is vulnerable to any reduction in take up as this will lead to a loss of a full cost recovery position. A number of schools will be taking this service from April 2012 which is expected to lead to full cost recovery.

- 5.4.10 **Financial Services (RSG)**: This reflects the delivery of a range of statutory and sold services to schools delivered by the discrete Schools Finance Team. Take up from schools and academies is consistently high.

This service is currently above FCR with a surplus of £14k. The service is at risk of reduced take up – a loss of eight or more schools will lead to loss of full cost recovery position. Cessation of the sold service will incur an estimated annual loss to the Council of £61k, not including severance costs.

- 5.4.11 **Human Resources (RSG)**: This reflects the delivery of a range of statutory and sold services to schools delivered by the discrete Schools Human Resources Team. Take up from schools and academies is consistently high.

This service is currently below FCR with a deficit of £44k. To meet full cost recovery from increased take up will require service delivery to out of borough schools (the service already delivers to one out of borough school). The potential to increase prices is also a risk. Cessation of the sold service will incur an estimated annual loss to the Council of £21k, not including severance costs.

- 5.4.12 **NQT Assessment (RSG)**: This service provides NQT assessment on a statutory basis to maintained schools and on a sold service basis to academies.

This service is currently above FCR with a surplus of £2k. A reduction in take up of 9 or more schools will lead to loss of the full cost recovery position. Cessation of the sold service will incur an estimated annual loss to the Council of £3k, not including severance costs.

- 5.4.13 **Occupational Health / Health and Safety (RSG)**: This service is offered to non-community schools on a sold service basis as part of the Human Resources sold service packages. It is provided on a statutory basis to community schools.

This service is currently below FCR with a deficit of £20k. Similar to the Human Resources service, the service will need to deliver to out of borough schools to meet Full Cost Recovery through increased take up. A price increase is also a risk to the service due to the percentage increase required (assuming no other action taken to reduce costs and/or increase take up). Cessation of the sold service will lead to an estimated annual saving to the Council of £6k, not including severance costs.

- 5.4.14 **Property - Facilities (RSG)**: This service offers a range of cleaning, catering and general facilities management services to all schools, as well as delivering similar support to services across the LA.

This service is currently above FCR with a surplus of £93k, and is cushioned from minor reduction in take up. Cessation of the sold service will incur an estimated annual loss to the Council of £149k, not including severance costs.

5.4.15 **Property – Reactive Services (RSG)**: This service offers a range of reactive services in maintenance, capital and energy services to all schools.

This service is currently below FCR with a deficit of £38k. Although increased take up is possible within the local market, a price increase to meet full cost recovery is a risk. Cessation of the sold service will lead to an estimated annual saving to the Council of £2k, not including severance costs.

6. **Conclusions**

- 6.1 Local Authorities will continue to undertake a significant role in relation to the strategic education agenda and relationship with schools. Bromley will therefore retain a range of statutory functions together with support functions which are in the LA's interest in order to support schools in the local community and to secure the best interests for children. This has to be considered against an uncertain future landscape associated with the rate of local academy conversions and the inevitable further reductions in government funding in relation to RSG and DSG.
- 6.2 This report provides information on financial and service implications related to the framework of services that Bromley Council sustains for primary, secondary and special schools. There will be a presentation by senior officers on the more detailed implications when this report is considered at the next scheduled meeting of Cabinet.
- 6.3 Members will need to form a view on two key aspects:
- **Sold Services.** Given the analysis of Bromley's current sold service offer to schools (LA maintained and academies), the levels of take-up during 2011/12 and related income, a short term/immediate action needs to be taken to reduce or cease specific areas of sold service in advance of the new 2012/13 financial year. The medium term decision will be whether to completely pull out of sold services to schools, either by timing this to coincide this with the end of the current 2011/12 academic year (end of July 2012), or, by deferring this action to coincide with the end of the 2012/13 financial year.
 - **Statutory services and support services which are in the Council's interest.** Members will continue to have a statutory duty in relation to the functions outlined in 1.5 of the report – those functions will apply for all children 0-19 irrespective of the status of individual schools. In addition, the LA will continue to have a range of support functions associated with local authority maintained schools. Therefore, the Council will need to retain sufficient financial resource, both in relation to RSG and DSG funding streams to fulfil these duties. However, the Council has the option of using this funding to sustain central support services *or* to discharge its statutory duties by commissioning an appropriate external provider to undertake these functions on the Council's behalf, thereby shedding the staffing resource associated with central services.

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A	B	C			D			E			F			G			H			I		J		K	L		M
		Full Cost of Service			Apportionment of Costs			Full Cost Recovery			Staff FTE		Notional Cost per FTE (not including Corporate Overheads)														
Service Area	Funding Source	Direct Costs	Corporate Overheads	Total	Statutory	LA Interest	Discretionary	Forecast Income (2011/2012)	Profit/Loss Against Discretionary Costs (profit shows as a minus figure)	Total FTE	Sold Services FTE (equivalent)																
1	Behaviour Support Primary	DSG	£536,000	£51,000	£587,000	£35,000 6%	£470,000 80%	£82,000 14%	£6,000	£76,000	9.4	1.3	£57,021														
2	Behaviour Support Secondary	DSG	£537,000	£83,000	£620,000	£0 0%	£248,000 40%	£372,000 60%	£315,000	£57,000	11.1	6.7	£48,378														
3	Education Development Centre	DSG	£1,552,000	£158,000	£1,710,000	£24,000 1%	£178,000 11%	£1,508,000 88%	£393,000	£1,115,000	24.6	21.6	£63,089														
4	Free School Meals Eligibility	DSG	£27,000	£6,000	£33,000	£23,000 70%	£0 0%	£10,000 30%	£10,000	£0	1	0.3	£27,000														
SUB TOTAL DSG:			£2,652,000	£298,000	£2,950,000	£82,000	£896,000	£1,972,000	£724,000	£1,248,000																	
5	Education Development Centre Included Budget option £560K 2012/2013	RSG	£1,338,000	£220,000	£1,558,000	£715,000 46%	£180,000 11%	£663,000 43%	£680,000	£-17,000	23.4	10.1	£57,179														
6	Education Welfare Included Budget option £170K 2012/2013	RSG	£364,000	£73,000	£437,000	£184,000 42%	£184,000 42%	£69,000 16%	£54,000	£15,000	9.9	1.6	£36,768														
7	Education Psychology	RSG	£686,000	£71,000	£757,000	£379,000 50%	£265,000 35%	£113,000 15%	£25,000	£88,000	11.2	1.7	£61,250														
8	Performance, Research, Systems	RSG	£112,000	£22,000	£134,000	£76,000 57%	£11,000 8%	£47,000 35%	£58,000	£-11,000	2.4	0.8	£46,667														
9	Audit Services	RSG	£15,000	£4,000	£19,000	£0 0%	£0 0%	£19,000 100%	£8,000	£11,000	10.7	10.7	£1,402														
10	Financial Services	RSG	£203,000	£100,000	£303,000	£156,000 52%	£6,000 2%	£141,000 46%	£155,000	£-14,000	5.4	2.5	£37,593														
11	Human Resources	RSG	£348,000	£103,000	£451,000	£141,000 31%	£27,000 6%	£284,000 63%	£240,000	£44,000	10.4	6.6	£33,462														
12	NQT Assessment	RSG	£9,000	£2,000	£11,000	£9,000 82%	£0 0%	£2,000 12%	£4,000	£-2,000	0.3	0.0	£30,000														
13	Occupational Health / H&S	RSG	£173,000	£42,000	£215,000	£142,000 66%	£0 0%	£73,000 34%	£53,000	£20,000	2	0.7	£86,500														
14	Property: Facilities Management	RSG	£340,000	£79,000	£419,000	£43,000 10%	£79,000 19%	£297,000 71%	£390,000	£-93,000	6	4.3	£56,667														
15	Property: Reactive Maintenance Included Budget option £18K 2012/2013	RSG	£157,000	£45,000	£202,000	£24,000 12%	£0 0%	£178,000 88%	£140,000	£38,000	2.8	2.5	£56,071														
SUB TOTAL RSG			£3,745,000	£761,000	£4,506,000	£1,869,000	£752,000	£1,886,000	£1,807,000	£79,000																	
OVERALL TOTAL			£6,397,000	£1,059,000	£7,456,000	£1,951,000	£1,648,000	£3,858,000	£2,531,000	£1,327,000																	

Equals H minus I. A loss is shown as a positive figure in red; profit is shown as a minus figure in black

Equals a % of K, based on the % in H. This is an equivalent FTE across the whole service; it does not relate to specific individuals.

Equals C divided by K

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THE LONDON BOROUGH OF BROMLEY

**CHILDREN AND YOUNG PEOPLE'S
DEPARTMENT**

Contract between

The London Borough of Bromley

And

X School

For the Provision of Services to Schools

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General Terms and Conditions

This Contract is made this 1st day of April 2011 between:

Hereinafter called THE SCHOOL

and

The London Borough of Bromley
Bromley Civic Centre
Stockwell Close
Bromley
BR1 3UH

Hereinafter called THE COUNCIL

It is agreed as follows:

- 1 This Agreement sets out the terms under which the Council has offered to provide specified services to the School as set out in the relevant Schedules to this Contract.
- 2 The Council will provide the required Services for a period of one year commencing on 1st April 2011 unless it is terminated early in accordance with the provisions of this Agreement.
- 3 This Agreement shall continue on an annual basis thereafter subject to:-
 - (i) the Council notifying the School of any variation to the extent of the Services provided or the fees or rates charged in respect therefore not later than three months prior to implementation of any such change, unless otherwise specified in the relevant Service Schedule(s) annexed hereto. Such variation may include cessation of some or all of the Services. As far as possible the Council will seek to align its notification of charges at such time as will allow the School to make appropriate adjustments to its budgets and/or review the Services it requires;

- (ii) the School notifying the Council of its wish to cease procurement of some or all of the Services within 14 days of receipt of any variation notice given by the Council pursuant to clause 4(i) above or
 - (iii) the School notifying the Council of its wish to cease procurement of some or all of the Services. Such notice shall be given not later than six months, unless otherwise specified in the relevant Service Schedule(s) annexed hereto, prior to the date the School wishes to cease purchase of the relevant Services.

- 4 Any notice of variation to the Services provided by the Council (or to the rates and prices charged in respect thereof) or required by the School shall be evidenced by a suitable dated letter signed by the authorised officers of the parties and annexed to this agreement at Schedule 2.

- 5 The Council will invoice the School as specified in the relevant Service Schedule(s) annexed hereto, and will:-
 - (i) provide a breakdown of the Services provided during the relevant term period and the charges for such Services
 - (ii) provide any relevant VAT invoice in respect of the Services .

- 6 The School shall pay such invoice within 30 days of receipt.

- 7 The Council seeks to provide the Services to the highest possible standard but in the event of any failure to do so or if the School are dissatisfied with any charge the matter may be raised with the nominated Council service officers whose contact details are set out in Schedule One in respect of the relevant service. If the School is dissatisfied with the handling of their complaint the matter may be raised further with the Strategic Planning & Commissioning Manager.

- 8 The Council is committed to providing equality and diversity in all its dealings with clients, third parties and employees. Copies of the Council's Equality and Diversity Policies are available on request.
- 9 The School is not entitled to assign or sub-contract the benefit of or its obligations under the terms of the Agreement.
- 10 The Council shall be entitled to sub-contract all or any part of the Services subject to:-
- (i) notifying the School of the identity of any such sub-contractor
 - (ii) the Council remaining liable for the acts and omissions of such sub-contractor as if they were its own.
- 11 In order to deliver the Services the Council may require certain actions to be carried out by the School and the Council accepts no liability for its inability to deliver the Services to the standard required (or at all) in the event of the School's failure to perform their obligations under this Agreement when required or at all. Details of the actions required of the School (if any) will be specified by the Council in writing from time to time or as part of this Agreement.
- 12 Where either party wishes to serve written notice upon the other this will be effected by sending a letter (by hand, post, registered post or recorded delivery) by fax or email (confirmed in either case by letter) address to the other party at the address set out at the head of this Agreement. It should be addressed in the case of the School to the Head Teacher and in the case of the Council to the Strategic Planning & Commissioning Manager. Such communication will be deemed to have been received during the academic term(s) two working days after the date it was posted or four hours in the case of electronic mail, or fax save where there is any contrary evidence of non delivery.
- 13 If Council employees agents and sub-contractors are required to attend at the School premises they will observe all rules relating to health safety and security as are brought to

the Council's attention beforehand in writing. The School will be deemed to grant a Licence to such employees agents or sub-contractors solely for the purpose of the performance of the Services.

14 Neither party excludes or omits liability to the other for death or personal injury caused by its negligence or for any breach of any statutory obligation.

15 The Council shall indemnify the School against all claims proceedings and liabilities arising out of or in connection with the negligent performance of the Services save for any consequential or indirect loss or damage or where such loss damage claims proceedings or liabilities arise wholly or in part as a result of the negligent acts or omissions of the School its employees agents or contractors.

16 Whilst it is expected that the parties will attempt in good faith to negotiate settlement of any dispute pursuant to the procedure set out at clause 7 above if such attempts fail then either party may after the expiry of twenty working days be entitled either:-

- (i) to terminate this Agreement
- (ii) refer the matter to an independent mediator to be chosen by agreement or if the parties are unable to agree a mediator within ten working days of a request by one party to the other to agree in a nomination then either party may apply to the Centre for Effective Dispute Resolutions to appoint a mediator. The negotiations conducted with the mediator shall be in confidence and without prejudice to the rights of the parties in any future proceedings. If the parties reach agreement with the assistance of the mediator it will be reduced to writing and become binding once signed by the parties' duly authorised representatives. Failing agreement the dispute may be referred to the Courts.

17 This Agreement may be terminated by either party where the other

- (i) commits an irremediable breach of this Agreement or

- (ii) breaches this agreement and fails to remedy the breach within such reasonable period as may be specified by the aggrieved party in a notice served on the defaulting party specifying the nature of the breach and the steps to be taken to remedy the same

18 No person who is not a party to this Agreement shall be entitled to enforce any right or term of the Agreement.

19 If any provision of this Agreement is held invalid, illegal or unenforceable for any reason by any court of competent jurisdiction such provision shall be severed and the remaining provisions of this Agreement shall continue in full force and effect. In the event that the invalidity is so fundamental as to prevent the accomplishment of the purpose of the Agreement the parties shall immediately negotiate in good faith to remedy the invalidity.

20 The Council and the School shall observe their respective liabilities under the Data Protection Act 1988 and without prejudice to the generality of the foregoing to ensure that they have in place appropriate technical and contractual measures to ensure the security of personal data processed as part of the operation of this Agreement. The parties agree to co-operate in the event of any breach or suspected breach of the Data Protection Act 1988 as a result of the operation of this Agreement.

21 The nature of the Services means that certain confidential information may be passed between the parties. For the purposes of this Agreement “confidential information” means information designated as confidential by either party in writing or that ought to be considered as confidential including information relating to the business affairs property assets intellectual property rights, personnel customers and suppliers of the relevant party. Each party shall treat all confidential information belonging to the other as confidential and safeguard it accordingly and shall not disclose it to any other person without the prior consent of the other party except such persons and to such extent as

may be necessary for the performance of this Agreement or where confidential information received by one party from the other:-

- (i) is or becomes public knowledge (other than by virtue of breach of this provision)
- (ii) was in the possession of the receiving party, without restriction as to its disclosure, before receiving it from the disclosing party
- (iii) is received from a third party who lawfully acquired it and who is under no obligation restricting its disclosure
- (iv) is independently developed without access to the confidential information or
- (v) must be disclosed pursuant to any statutory legal or parliamentary obligation placed upon the party making the disclosure.

22 The parties acknowledge that each is subject to the provisions of the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 and whenever a party hereto is in receipt of a request under the forgoing legislation and considers there may be potential disclosure of the other party's confidential information shall discuss the same with that party with a view to determining whether any exemptions under the said legislation should be applied in withholding disclosure. However the final decision upon disclosure will rest with the party receiving the request.

23 The failure of either party to insist upon strict performance of any provision of this Agreement or the failure of either party to exercise any right or remedy shall not constitute or waiver of that right or remedy and shall not cause a diminution of the obligations established by this Agreement.

24 In carrying out the Services the Council shall not act or hold itself out as acting as an agent of the School.

25 In the event that the School changes its status pursuant to the Schools Standard and Framework Act 1998 or the Academies Act 2010 this Agreement and the obligations and

rights of the School under this Agreement will be deemed transferred to the successor organisation carrying on the functions of the School and shall be enforceable by and against the Council as if the successor body had entered into the Agreement.

26 For the duration of this Agreement the School shall not employ or offer employment to any of the Council's staff who have been associated with the delivery, procurement and/or contract management of the Services pursuant to this Agreement without the Council's approval.

27 The Contract shall comprise the following:

The General Terms and Conditions

Schedule 1 Service and Price Summary

Schedule 1a Service Specification for Finance

Schedule 1b Service Specification for Educational Visits

Schedule 1c Service Specification for Research and Statistics

Schedule 1d Service Specification for Human Resources

Schedule 1e Service Specification for Liberata Payroll

Schedule 1f Service Specification for Insurance

Schedule 1g Service Specification for Responsible Officer Role (Audit)

Schedule 1h Service Specification for Free School Meals Eligibility Checks

Schedule 1i Service Specification for Behaviour Support and Outreach – Primary

Schedule 1j Service Specification for Behaviour Support and Outreach – Secondary

Schedule 1k Service Specification for Education Welfare

Schedule 1l Service Specification for NQT Assessment

Schedule 2 Variations

The Bromley Sold Services Brochure and Price List, which may be updated from time to time.

Any other documents which are specified in the Schedules as forming part of the Contract.

28 In the event of conflict between the aforesaid documents, the General Terms and Conditions shall prevail.

IN WITNESS WHEREOF the authorised representatives of the parties hereto signed this Agreement as a Deed the day and year first before written

Authorised signatory for and on behalf of the Council

.....
Signature Position

Name (Print)

Date:

Authorised signatory for and on behalf of the School

.....
Signature Position

Name (Print)

Date:

SCHEDULE 1

Service and Price Summary

<u>Service</u>	<u>Product</u>	<u>Price</u>	<u>Notes</u>
Finance			
	Pay As You Go Services	Variable	As required
Educational Visits			
	Pay As You Go Services	Variable	As required
Research and Statistics			
	Pay As You Go Services	Variable	As required
Human Resources			
	Pay As You Go Services	Variable	As required
Liberata Payroll			
Insurance			
Audit			
	Pay As You Go Services	Variable	As required
Free School Meals	Eligibility Checking Service	£	
Behaviour Service			
	Pay As You Go Services	Variable	As required
Pay As You Go Services	<p>Pay As You Go Services, for all services as required, as detailed in the Bromley Sold Services Brochure and Price List, which may be updated from time to time.</p> <p>This includes Pay As You Go Services for those services detailed above as well the following:</p> <ul style="list-style-type: none"> • Educational Psychology; • School Improvement Services; • EDC Room Hire; • Child Protection Services; • Design Studio Services; • Legal / Print Services 	Variable	As required

NB: Should a school convert to academy status, the prices quoted for academies in the latest version of the Bromley Sold Service Brochure and Price List will apply. Academy rates will be charged pro rata from the date of conversion and a variation will be issued to this effect. All charges to Academies will be subject to VAT. Rates quoted in this Schedule are not inclusive of VAT - the appropriate VAT rate will be applied to all charges at the point of invoice.

SCHEDULE 1a

Service Specification for Finance

1. Contact Information

- 1.1 Amanda Russell, Head of Schools' Finance Support
Tel: 020 8313 4806
Email: amanda.russell@bromley.gov.uk

2. Introduction

- 2.1 The main aim of the Schools' Finance Team is to ensure that financial help and advice is available to all schools. The services provided cover a whole range of budgeting and accounting matters as detailed in the Bromley Sold Services Brochure.
- 2.2 Advice can be sought and provided by telephone, letter or email, or by asking for a visit to your school.
- 2.3 Schools may also benefit from the bulk purchases of those licenses necessary to ensure that schools are legally covered (the cost of the licenses themselves are not included in this Agreement).
- 2.4 The Financial Advice and Support Service is in the main intended to solve one-off problems. If a training need is identified by the Head Teacher and/or the Schools' Finance Team, additional resources can be purchased through Finance 'pay as you go' services to resolve this problem.

3. Services

- 3.1 Full service details are provided in the Bromley Sold Services Brochure and Price List, which may be updated from time to time.

4. What If I Decide Not To Buy Back Any Services?

- 4.1 The following items are required to be provided by all schools:

- Annual budget to be submitted by end May.
- Monthly Bank reconciliations.
- Financial monitoring reports to be submitted quarterly.
- Year End return to be submitted on time.

If schools do not buy a Finance Services package, they should ensure that they have Financial IT cover provided from an alternative source.

Schools will not be eligible to benefit from the licensing purchase scheme.

5. Payment and Invoicing

- 5.1 Invoices for Financial Services packages will be invoiced on an annual basis in September.
- 5.2 Invoices for 'pay as you go' services will be raised separately, as appropriate.
- 5.3 The following items are required to be provided by all schools:

- Annual budget to be submitted by end May.
- Monthly Bank reconciliations.
- Financial monitoring reports to be submitted quarterly.

SCHEDULE 1b

Service Specification for Educational Visits

1. Contact Information

- 1.1 Jean Norton, Work Related Learning and Education Business Partnership Manager
Tel: 020 8462 5046
Email: jean.norton@bromley.gov.uk

2. Services

- 2.1 Full service details are provided in the Bromley Sold Services Brochure and Price List, which may be updated from time to time.
- 2.2 Bromley EBP will deliver a diverse range of activities, training and consultancy connected with the following programmes:
- Educational Visits and Learning Outside the Classroom
 - Enterprise and Employability Events - for Young People or Adults
 - Flexible Learning
 - Mentoring and Volunteering
 - Work Experience
- 2.3 Invoices relating to purchase of these activities and programmes will be issued by Bromley EBP in accordance with the booking terms and conditions published on Bromley EBP website www.bromleyebp.org.uk and in course/service brochures or fliers.
- 2.4 Many of our services are supported by a statement of 'roles and responsibilities' relating to the particular activity. We will ensure that clients and Partners understand this statement and the actions that need to be taken to ensure the activity runs smoothly – it is a condition of our service that these actions are completed in a timely manner and Bromley EBP will accept no liability for its inability to deliver the Services to the standard required (or at all) in the event of the School's failure to perform their obligations.
- 2.5 Bromley EBP may engage the services of external consultants, providers or trainers to support or deliver events or courses. The identity of these Partners will be clear from course programmes or agreed with clients during planning of bespoke services.
- 2.6 Schools and Partners will be informed of the project/programme leader or trainer for each activity. Bromley EBP is committed to delivering a first class service to clients and Partners but in the event that Schools or Partners need to express concerns or are dissatisfied with any aspect of Bromley EBP service they should call us as soon as possible so issues can be resolved. First point of contact would normally be the nominated project/programme leader - but the Bromley EBP Manager will also welcome calls if issues are not resolved or the client feels this is the best course of action.
- 2.7 Bromley EBP will sustain appropriate data protection for all parties but clients should be aware that certain confidential information may be passed between the parties in enable services to be provided.

SCHEDULE 1c

Service Specification for Research and Statistics

1. Our Commitment to Schools

- 1.1 The Research and Statistics team will support all maintained schools (irrespective of their buy in to our service) in making statutory returns to the DFE and with telephone and email support, briefings and guidance materials. Research and Statistics will also perform data validations and check all statutory returns on schools behalf before submitting to the DFE. This level of support is also available to Academy schools as a sold service.
- 1.2 Through our sold services, both the packages and ad-hoc services, we will provide schools with services which will benefit them by:
- Assisting with self evaluation, improve planning and target setting
 - Informing strategic decisions based on accurate performance and demographic information
 - Offering a range of training and development in understanding data and pulling together information from local and national sources including FFT, Raise online, so that schools will be proficient in the use of such software.
- 1.3 The range of products and training will be delivered at timely points in the year. A timetable outlining a schedule of when items will be delivered will be sent to schools in May of each year.
- 1.4 All analysis, guidance and other materials will be made available to schools electronically and delivered through the Fronter website.

2 Requirements of the School

- 2.1 The School will:
- 2.1.1 agree to provide their information on pupils, attainment, staffing in a timely way so that Research and Statistics can deliver the products purchased and act on the schools behalf;
- 2.1.2 sign any third party data sharing agreements, such as those from the Fischer Family Trust (FFT) and EPAS;
- 2.1.3 ensure that their data in their MIS is kept up to date and accurate and inform Research and Statistics at the earliest stage if the school is experiencing difficulties (this includes backlogs of records, staffing issues or serious errors in the system);
- 2.1.4 commit to attend any training and/or briefing sessions that the school has booked on to and to inform the Research and Statistics team at the earliest opportunity if they are unable to attend a training or briefing session.
- 2.2 Failure to do so may result in an administration charge, covering the proportion of room booking fee, refreshment and charges, being made. If customised training is cancelled less than 7 working days before the scheduled training date and not re-booked then the full charge will be made to cover development time and materials.

3 Service Contacts

Contact Name	Service Area	Direct line/email
Ailsa Reid-Crawford	Service Manager of R&S (all aspects)	020 8313 4043 Ailsa.reid-crawford@bromley.gov.uk
Georgina Sanger	Curriculum arrangements/performance analysis/data collections	020 8461 7839 Georgina.sanger@bromley.gov.uk
Max Winters	School Census/School workforce census Data management	020 8313 4041 Max.winters@bromley.gov.uk

4 Billing and Payment

4.1 The subscription will be payable annually in April or May. The method of payment will be journal transfer for which an invoice will be issued by Research and Statistics. All invoices should be paid within 30 days of receipt.

4.2 Additional support and other ad hoc work undertaken with schools that is not included in a package will be invoiced separately as appropriate.

5 Service Evaluation

5.1 The service provided to you by Research and Statistics will undergo evaluation and quality monitoring. This will be done by customer feedback, evaluation forms at training events and through annual review of operations and services as part of our corporate business planning processes.

5.2 Any queries, concerns or complaints about our products and services should be addressed to:

Ailsa Reid-Crawford
Head of Performance and Statistics
020 8313 4043
Ailsa.reid-crawford@bromley.gov.uk

6 Services

6.1 Details of the service are included in the Bromley Sold Services Brochure and Price List, which may be updated from time to time.

6.2 The range of services the team has to offer has been grouped for convenience and value for money into three main packages. All services however are available to purchase as individual items

BRONZE Package

This includes:

- Guidance and support for key statutory returns such as School Census and School Workforce Census via phone and email
- Data checking and error validation service for statutory returns
- Briefing sessions for Census and School Workforce Census
- Briefing session and guidance on national curriculum assessment arrangements
- Basic pupil attainment analysis using Keypas and Epas reports

SILVER Package

As BRONZE, plus:

- Telephone support from the Research and Statistics team on attainment, performance analysis, data management

- School Data Analysis Packs – EYFSP, KS1, KS2
- School Data Analysis Pack – KS4 (new product for 2011)
- Half day training on the Data Analysis Pack
- Licence to use Fischer Family Trust software. Including technical support, password resets etc
- Half day workshop – Making sense of data. Looking at Raise Online, FFT and other sources of information

GOLD Package

As SILVER, plus:

- ACORN deprivation analysis - pupil level analysis looking at demographics of school population and comparison with neighbouring schools with commentary
- EPAS software to be made available for secondary schools (new for 2011). EPAS software contains pupil level KS4 and KS5 fully calculated results analysis and will include a half day training session
- Half day training session using Fischer Family Trust – intermediate level
- One day consultancy to use as required (bespoke analysis, issues with data and information systems)
- One briefing session with schools governing body on performance data

6.3 In addition to the above packages additional products such as training, bespoke consultancy, emergency cover for data collections, may also be purchased.

7 Ordering Additional Services

7.1 The agreed services to be delivered and their associated charges are itemised in Schedule 1 to this Agreement.

7.2 To order additional services, please contact the Head of Performance and Statistics using the details provided in paragraph 5.2 of this Schedule.

7.3 Agreed additional services will either be included in this Schedule via a variation to this Agreement; or will be invoiced separately as appropriate.

8 Charges

Maintained Schools

Performance Analysis, Advice and Support		
Service	Price	Notes
BRONZE Package	FREE	Part of statutory requirement to support maintained schools
SILVER Package	£800	
GOLD Package	£1,400	

Academies and Free Schools

Performance Analysis, Advice and Support		
Service	Price	Notes
BRONZE Package	£600	Chargeable service, as the authority does not have to provide as statutory requirement
SILVER Package	£1,400	
GOLD Package	£2,000	

All services can be individually purchased with the individual purchase prices set out below:

Individual prices per service		
Service	Price	Notes
<i>Pupil Attainment</i>		
EYFSP Data analysis pack	£200	
KS1 Data analysis pack	£250	
KS2 Data analysis pack	£300	
KS4 Data analysis pack	£350	
Fischer Family Trust – licence, access and support from R&S	£50	Annual fee
Acorn Deprivation analysis - Basic	£50	Basic school level analysis with comparison against neighbours
Acorn Deprivation analysis - Advanced	£100	Pupil level in depth analysis with commentary and comparison against neighbours
EPAS - KS4 and KS5 exam software	£250	Secondary schools only. Annual fee for usage, support and training
<i>Statutory returns</i>		
School Census – guidance and support	£200	Academies only. Annual price covering all three census periods
School Workforce Census – guidance and support	£150	Academies only.
Cover for Census and School Workforce Census returns	£300	Per day
UPN look up service – Tracking and identifying lost UPN's for schools.	£50	For up to 30 pupils (larger numbers of pupils will incur an additional cost please contact Research and Statistics directly)
<i>Training and bespoke services</i>		
Workshops/Briefing sessions (usually 1.5 hours)	£40	Price per school, per session (max 2 delegates) These sessions will be run for the census, school workforce census and attainment issues
Full Day Training session	£240	Individual on site session
Half Day Training session	£120	Individual on site session
Twilight training session – group session (usually 1.5 hours)	£40	Price per school (max 2 delegates)
Twilight training session – Individual school session (usually 1.5 hours)	£90	On site school visit
Governor briefing on School Data Packs	£90	Visit to Governing body meeting
Consultancy/bespoke analysis	£350	Per day

SCHEDULE 1d

Service Specification for Human Resources

1. Contact Information

1.1 Angela Huggett, Human Resources Manager Children & Young People

Tel: 020 8313 4029

Email: angela.huggett@bromley.gov.uk

1.2 Wendy Croft, Senior HR Consultant Children & Young People

Tel: 020 8313 4123

Email: wendy.croft@bromley.gov.uk

2. Introduction

- 2.1 The Children and Young People Human Resources Team specialises in providing responsive human resources and personnel services to a range of clients in the Education Sector.
- 2.2 The LA Human Resources CYP teams provide specialist HR advice and support to Head Teachers, Senior Managers and Governing Bodies to help them achieve strategic goals and fulfil their operational responsibilities as employers.
- 2.3 We aim to make available appropriate and timely professional advice and support to underpin effective personnel management which contributes to the practical achievement of our customers' aims and objectives.
- 2.4 Our Human Resources Team is well-established with considerable relevant experience in education personnel matters. As part of our commitment to our clients, we seek to provide continuous professional development for all our staff. This ensures we can provide confidential advice and guidance specific to your circumstances, which takes account of both the practical and legal aspects of an area of school and academy management with a constantly changing framework.
- 2.5 Feedback from our customers to enhance our in-house mechanisms for continuous improvement is always positively welcomed.

3. Services

- 3.1 Full details of Human Resources services are provided in the Bromley Sold Services Brochure and Price List, which may be updated from time to time.
- 3.2 We offer a range of services to all schools including academies which can be purchased as part of a package or individually, including a full Human Resource Service, a Human Resource Advisory Service, Human Resources Business Services, Human Resources Strategic Services, an Occupational Health and Safety Service and bespoke Consultancy Services. Additionally, we are always looking to extend the range of services we offer, and we would be happy to discuss your requirements with you if these specifications do not meet your needs.
- 3.3 For those schools/academies intending to convert to Academy Status we offer advice and support in relation to the HR implications arising from the conversion process. Please

contact Angela Huggett, HR Manager CYP Services on 020 8313 4029 for more details including the fee payable for this service.

4. Availability

4.1 The Human Resources Team is staffed by experienced Human Resources practitioners. They are located in the East Wing of the Bromley Civic Centre and are available for contact between 8.30 am and 5.00 pm, Monday to Friday. Due to staggered working patterns, there are often staff available outside these hours. However, if your particular named officer is not available, another member of the team will provide assistance. These hours are flexible in relation to planned evening meetings, given sufficient prior notice.

5. Quality Assurance

5.1 We will at all times endeavour to deliver a high quality service, but should we at any time fall short of these standards then we will do our utmost to put things right. Any concerns or complaints about the level or quality of service should firstly be made to Angela Huggett – HR Manager, Children and Young People.

5.2 Bromley HR Services undertakes to continually review and improve service quality and will specifically undertake to:

- operate at the specified standards of professional competency, conduct and confidentiality;
- ensure that the content of the employment contracts are in line with client's instructions and legal requirements and reflect national, regional and local terms and conditions;
- provide timely notification to the school's/academy's contracted payroll provider, where applicable;
- provide proactive and effective support to schools/academies and CYP Managers in HR management;
- provide high standards of customer care.

6. Arbitration

6.1 In the event of any dispute arising from the SLA being unresolved, it will be referred initially to the Head of HR Operational Services. In the event that the matter still remains unsettled, it may be referred by either party for arbitration to the Assistant Chief Executive (Human Resources).

6.2 If mutual confidence in the continuation of this service level agreement cannot be restored, it can be terminated by either party by giving six months' notice in writing.

7. Performance Standards

Task	Time
Response to telephone calls:	Within 3 rings
Response to email:	Within 2 working days. Where a full response cannot be given in this timescale, an interim reply estimating anticipated timescale will be provided.
Response to written correspondence:	Within 5 working days of receipt. Where a full

Task	Time
	response cannot be given in this timescale, an interim reply estimating anticipated timescale will be provided.
Timescales for larger pieces of project/ consultancy work or advice on matters that require research:	Will be agreed individually in discussion with the commissioning officer.
Job evaluation requests:	Within 15 working days of receiving job description and person specification. Where appropriate, a job evaluation questionnaire may also need to be completed. Please note that in instances of whole school/academy restructuring requiring numerous job evaluations, a separate timescale will be negotiated for completion of task.
Contract issue:	Within 6 weeks of commencement of employment (if qualification checks are still outstanding the contract will be subject to confirmation), subject to receipt of complete instructions from the school/academy.
On site visits (general):	One visit per annum.
On site visits (subject specific):	Within 7 working days of request.
On site visits (hearings):	Within 7 working days of request.

8. Links With Other Services

8.1 The Human Resources Service has close working relations with the Borough's Legal Services, Finance, Health and Safety, the Learning and Achievement Advisers and Governor Support. We also have direct access to an IT system (Resource Link) integrated with the Council's contracted payroll provider Liberata. The link allows information received from schools/academies in the SLA who choose to use the Liberata Payroll Service to be shared for the purposes of pay and also for data collection for statistics and statutory returns. The link does not apply to schools/academies contracted to use any other payroll provider including those buying into Liberata under their own contract separate from the main LBB contract.

9. Conditions of Agreement

9.1 The school/academy is responsible for ensuring that clear and accurate instructions are given together with all the necessary back-up information papers and documents, to enable the service to be provided.

9.2 Requests to appoint staff are to be made using the specified proforma issued by HR Business Services to ensure all relevant information is provided and the necessary documents enclosed; (provision of incomplete information may lead to late processing of appointment and late salary payment, and any costs incurred in arranging manual payment as a result of incomplete information or late receipt of notification to HR Business Services will be borne by the school/academy). **Please note that staff should not commence employment without the school/academy first having carried out sufficient checks to:**

- **confirm their identify;**

- **confirm that they are able legally to work in the UK;**
- **confirm their fitness for work and**
- **ensure effective safeguarding in recruitment.**

(Please note: Where insufficient evidence is provided with regard to the above checks, HR reserve the right not to progress the appointment including payment of salary until such time as satisfactory evidence is received.)

- 9.3 CRB Disclosure application forms should be checked with all relevant sections completed in **black** ink and identification information verified, before sending to HR Business Services for countersignature.
- 9.4 Contractual changes/variations to contract requests, e.g. hours of work, rates of pay etc. to include effective date and end date (if temporary change) to be confirmed in writing for each employee separately (one person per instruction) in line with the Data Protection Act.
- 9.5 Where instructions have payroll implications, the school/academy shall have regard to deadlines that are the subject of a separate Agreement between their Payroll Agent and the school. The same conditions also apply whenever a third party is involved, e.g. school meals and cleaning.
- 9.6 Where we are requested to provide written advice that request shall be in writing and shall include the name(s) of the school's/academy's contact points available for consultation purposes.
- 9.7 Wherever necessary, specific response times will be agreed with the school/academy according to the nature of individual cases/matters requiring attention. Where a matter is stated by a school/academy to be urgent, the school/academy will also give reasons for the urgency and indicate deadlines. We will use all reasonable means to meet such deadlines, particularly those with a legal or procedural significance. We will not accept responsibility for meeting any unrealistic deadlines arising out of a school's/academy's failure to give adequate notice of instructions, or insufficient accompanying information.

10. Notice Period

- 10.1 Six months' written notice is required if the school/academy wishes to terminate this agreement at any time during the 12 month period.
- 10.2 If the school/academy does not wish to renew the SLA as at 1 April, the notice should be given by the preceding 30 September.

11. Payment and Invoicing

- 11.1 Invoices for Human Resources packages will be invoiced on an annual basis in the Summer Term.
- 11.2 Invoices for 'pay as you go' services will be raised separately, as appropriate.

SCHEDULE 1e

Service Specification for Liberata Payroll

1. Contact Information

1.1 Each school has a dedicated Payroll Officer who should be the first point of contact in all cases.

1.2 All other issues or escalation of queries should be made to:

Lesley Donington, Assistant Payroll Manager
Tel: 020 8315 1424

Linda Mosley, Deputy Payroll Manager
Tel: 020 8315 1561

1.3 Any further escalation should be made directly to:

Diane Allen, Payroll Manager
Tel: 020 8315 1592

2. Service Agreement

2.1 Liberata provides the Council's payroll services. The contract includes payroll services to schools as part of the overall service level agreement with the London Borough of Bromley.

2.2 It is recognised that schools can choose whether or not to use the Council's payroll service. However, the terms of the Council's contract with its service provider are such that, in the absence of the failure to perform the service to the correct standard, schools may only exercise the right to opt out by giving not less than 6 months' written notice to the Council, such notice to expire on or before 31 March 2011, 30 September 2011 or 31 March 2012. In the event of failure to observe these requirements, any request to opt out will be at the discretion of the Council, which may involve the payment of compensation in the event that the Council's Service Provider claim damages as a result of failure to observe the notice provisions.

3. Services - Payroll Processing

3.1 New Starters

3.1.1 On confirmation from HR of a new starter being set up on the payroll system, Liberata will attach all pay and deduction elements associated with employment, including the following:

- Basic Salary
- London Rate (for Voluntary Aided and Foundation Schools only)
- Allowances
- Pension Contributions, including AVC's
- Voluntary Deductions
- National Insurance Categories
- Income Tax Codes

3.2 Claim Forms

- 3.2.1 On receipt of a claim form, Liberata will interpret and process the claim in accordance with the correct terms and conditions of service. Part of the process will be to ensure the correct allocation of temporary costing. If an invalid cost code is provided and entered into the system, Resource Link will automatically default the entry to a suspense code for schools. If the cost code is rejected by the system, the entry will default to the home cost centre.
- 3.2.2 The onus will be on the school to ensure that all claim forms are completed correctly and authorised as such.
- 3.2.3 Unauthorised claims will be returned to the school for signature.
- 3.2.4 There may be a delay in paying claims submitted without a valid payroll number or post number.

3.3 Sickness Claims

- 3.3.1 On receipt of a correctly completed weekly sickness absence return, Liberata will process the number of days absent for each individual and determine the correct amount of Occupational and/or Statutory Sick Pay to be paid to the individual employee. Any obvious anomalies on the sickness return will be referred back to the school.
- 3.3.2 The onus will be on the school to ensure that staff provide self-certification or medical certification evidence for audit and statutory/contractual purposes.
- 3.3.3 For those employees who are not entitled to Statutory Sick Pay an SSP1 will be completed where appropriate and returned to the individual to enable benefit claims to be processed quickly.

3.4 Maternity, Paternity or Adoption Leave Claims

- 3.4.1 On receipt of the MATB1 or other relevant approved form, Liberata will correctly process both the occupational and statutory entitlements for the employee.
- 3.4.2 In those cases where no entitlement exists, Liberata will supply the necessary forms to the individual employee to enable benefit claims to be processed quickly.

3.5 Income Tax Code Changes

- 3.5.1 On receipt of a tax code from HMRC via Electronic Data Interchange (EDI) or hard copy, or on receipt of a P45, P46 or P46 substitute, from an individual employee, Liberata will correctly process the Income Tax Code change in accordance with the legislation in force at the time.

3.6 Pension Scheme Membership and National Insurance Changes

- 3.6.1 On receipt of a request from an individual to either opt in or opt out of either the Local Government Pension Scheme or the Teachers' Pension Scheme, the necessary changes will be processed in accordance with current legislation.

3.7 Teachers' Pension Scheme

- 3.7.1 With effect from 1 January 2007, all eligible full-time, part-time or supply teaching staff will automatically be opted into the Teachers' Pension Scheme unless evidence of opting out of the Scheme is provided when employment commences. If a teacher wishes to subsequently opt out of the Scheme, he/she must complete an opt-out form which is available on the Teachers' Pensions website (www.teacherspensions.co.uk) and send this form to the Payroll Department.

3.8 Local Government Pension Scheme

- 3.8.1 If opting out of the Local Government Pension Scheme, the relevant information will be forwarded to the Pensions Department and any refund due will come direct from that Department.
- 3.8.2 With effect from 1 April 2008 and with the exception of casual posts held by an employee and contracts of less than 3 months duration,, Local Government Pension contributions will be deducted automatically from the salary or wages for each individual post held by the employee. If an employee wishes to opt out of the scheme for all or some of the posts held, he/she must do so for each post individually. To opt out of the Scheme, an employee can either email Pensions (pensions@bromley.gov.uk) to request an opting out form or alternatively send a letter to the Pensions Department.

3.9 Voluntary Deductions

- 3.9.1 On receipt of the appropriate authority from either the individual employee, or from the third party, commencement or cessation of deductions will be correctly processed. This includes all increases of union deductions, as notified by each third party.

3.10 Bank or Building Society Changes

- 3.10.1 On receipt of the appropriate authority from either the individual or bank, both the sorting code and bank/building society account number will be changed on an employee's pay record. If the information is received after the last day for data submission, Liberata will endeavour to process the change to prevent any hardship to the employee. Where bank details cannot be applied due to the incorrect format of data supplied, the individual will be advised in writing.

3.11 Leavers

- 3.11.1 On receipt of the notification from HR that an employee has left a school's service, Liberata will produce a P45 and send it to the individual either within 10 working days of either the last day of service or the date on which their last payment is calculated, whichever is later.

4. Additional Information

4.1 Operational Procedures

- 4.1.1 The operational procedures set out in this document reflect the Service Level Agreement that has been entered into between the Council and Liberata and will be updated as and when any changes to the Service Level Agreement are agreed in the future.
- 4.1.2 With the introduction of an integrated HR/payroll system between the two organisations, HR took on the responsibility of processing all personal and grade related information for all employees of the Council including School employees.
- 4.1.3 Payroll continues to process the following types of information:
- Basic pay
 - Additional Allowances
 - Claim Forms
 - Sickness and Maternity Details
 - Income Tax Changes
 - National Insurance changes
 - Statutory deductions from salary

- Voluntary deductions from salary
- Bank changes
- Pension Changes

4.1.4 Information that is received in the Payroll Department, which needs to be processed by HR, will be sent directly to the HR Department.

4.1.5 There is one payroll, which is paid on the 27th of the month. There is a supplementary payroll attached to this, which is paid on the 5th of the following month. If either of these dates falls on a bank holiday or over a weekend, payday will be the nearest working day prior to the 27th or the 5th of the month.

4.2 Main Payroll

4.2.1 This payroll is for all employees, whether they are salaried or whether they have to submit a timesheet to be paid.

4.2.2 This payroll is normally paid on the 27th of the month, and includes payment from the first to the last calendar day of that month for salaried employees and claims up to the last day of the previous month for claims based employees.

4.2.3 The deadline for all non-claimed data is 14th of the month or the last working day prior to the 14th if the 14th falls at a weekend. However, there is an obligation on HR to have 80% of all data input by the 10th of the month.

4.2.4 Therefore, instructions from schools regarding new appointments, post changes, other changes to existing staff and terminations must reach HR by the 6th of the month or the last working day prior to the 6th if the 6th falls at a weekend.

4.2.5 All claims for employees must be with the Payroll Department by the 10th of each month or the last working day prior to the 10th if the 10th falls at a weekend, for payment in the current month's payroll.

4.2.6 Deadlines may change due to bank holidays and religious holidays. A timetable will be issued setting out deadlines for the forthcoming year.

4.3 Supplementary Payrolls

4.3.1 There are occasional late starters, corrections at the request of schools and HR, or due to incorrect input that require an emergency payment. Where time permits, they will be accounted for on the Main payroll. If the request is received after the Main run, they will be processed on the supplementary payroll, which allows for the correct aggregation for Tax, National Insurance and Pension.

4.3.2 The supplementary payroll for the Main payroll is normally paid on the 5th of the following month.

4.4 Contractual Obligations

4.4.1 There are contractual obligations within the Payroll contract between Liberata and the London Borough of Bromley. These obligations are detailed below and show the nature of the service provided to the schools on behalf of the LA.

4.4.2 Liberata will provide the following:

4.4.2.1 Monthly payments by BACS for all staff employed at a school, in accordance with the contractual information provided by HR, conditions of service and in accordance with all applicable current and future legislation concerning:

§ PAYE

- § National Insurance
- § SSP, SMP
- § Attachment of Earnings Orders
- § Data Protection

4.4.2.2 Payment by cheque will normally only be available for the first payday to allow for timing differences between the commencement of employment and payroll deadlines. Further payments may be delayed if bank details are not submitted.

4.4.2.3 The net pay files produced will be transferred into the London Borough of Bromley's accounts payable system for the production of payments and for the transfer of the payroll costing file into the Council's General Ledger. This information will be extrapolated by CYP Finance to form part of the School's Monthly Budget Reports.

4.4.2.4 As part of this process, Liberata will:

- § reconcile payment files, authorise their transfer into the London Borough of Bromley Accounts Payable system, and approve files for payment;
- § give final approval of the BACS transmission data, prior to the transfer to BACS;
- § Liberata will complete the entire maintenance, reconciliation and payment over of all statutory and voluntary deductions from employee's monthly pay to the outside agencies.

4.4.2.5 Liberata will provide a superannuation contribution and remuneration database for Pension administration purposes to enable the proper calculation of any benefits payable under the Local Government Pension Scheme Regulations and the London Borough of Bromley severance arrangements.

4.4.2.6 Liberata will maintain all information required for provision of returns as required by Teachers' Pensions.

4.5 Additional Contract Processes

4.5.1 There are additional contractual requirements within the Payroll contract with the London Borough of Bromley. Liberata will perform the following functions:

- Produce payslips in location school order, at least two days before pay day. Those payslips, flagged by HR, which are to be posted to home addresses, will be identified separately.
- Send payslips to each employee's home address during the summer holidays using the address held on the integrated HR and Payroll system.
- Complete third party accident claims forms and allied solicitor's correspondence where the employees authority is attached..
- Complete all other payroll related correspondence for both departments and individuals in accordance with the London Borough of Bromley answering procedures.
- Complete all forms in connection with Income Tax, National Insurance, Department of Work and Pensions, Employment Centres/Job centres.
- Correspond with banks re returned and cancelled payments.
- Maintain and complete the Teachers' Service returns annually and all contribution and service enquiry forms.

4.6 Pay Awards and Incrementing

4.6.1 As part of the normal payroll processing. Liberata will:

- implement all national and local pay awards, with retrospection if required, for all negotiating bodies on receipt of data from HR.

- 4.6.2 It should be noted that implementation of pay awards, including retrospection, will be in the first available payroll after agreement/award, or as agreed with the Client Unit within the London Borough of Bromley, and will be dependent on the following factors:
- Proximity to closedown.
 - Structure and the complexity of the award.
 - Length of retrospection.
 - Whether additional approval is required from the London Borough of Bromley or Governing Body.
- 4.6.3 Liberata will provide for salary incrementation (1 April to 1 September) for National Agreement on Pay and Conditions for Local Government services (maintaining APT&C and manual worker) and allied staff.
- 4.6.4 It should be noted that teachers' incrementation is dependent on the completion of salary assessment forms. Schools should submit the assessment forms to HR for processing.
- 4.6.5 Liberata will arrange payment of any non-standard increments when HR has processed the information.

4.7 Year End Procedures

- 4.7.1 As part of the normal processing cycle, Liberata will:
- provide for the production and balancing of all year end data in accordance with HMRC and the Department of Work and Pensions regulations including:
 - P60 for all employees employed as at the 5th of April
 - P35
 - P11D's or equivalent
 - Teachers' End of Year Certificate
 - TR17a
 - Superannuation Contribution returns, contracted out earnings and pensionable remuneration, to be supplied by 30 April each year, by magnetic tape, or as specified by the London Borough of Bromley, compatible with the computerised pension administration system in use
 - an annual reconciliation statement for all payroll control accounts by mid-May each year, as required by the London Borough of Bromley.

4.8 School Budget/Payroll Reports

- 4.8.1 The Children and Young People Finance Department produces these reports from information extrapolated from the integrated HR and Payroll system.
- 4.8.2 All queries relating to these reports should be referred to Children and Young People Finance Department in the first instance.

4.9 Notice Period

- 4.9.1 Schools may only exercise the right to opt out by giving not less than 6 months' notice to the Council, such notice to expire on or before the 31 March 2011, 30 September 2011 or 31 March 2012.
- 4.9.2 In the event of a school withdrawing from the Council's payroll service, the appropriate information will be provided to the alternative payroll provider and other bodies, as directed by the London Borough of Bromley's Client Unit.

4.10 Issues to Consider before deciding not to buy the Payroll Service

- 4.10.1 When considering the purchase of a Payroll contract from an alternative payroll provider, we would ask you to consider whether all processes currently included in the service purchased through the Council are included in the price quoted for the new contract.
- 4.10.2 The service purchased through the Council is fully inclusive and, unlike some contracts from other payroll providers, there are no additional charges for the completion of HMRC documents P9D, P11D, P35, P45, P46, P60's.
- 4.10.3 The school will also need to ensure that the requirement to give teachers' salary and service return information annually to the LA is dealt with. The data can only be submitted by the LA and therefore alternative payroll providers cannot submit the information to Teachers Pensions on behalf of the school. It should be noted that, whilst alternative payroll providers should be able to produce the information in the right format, it will still need to be supplied by the School to the LA using the spreadsheet template currently distributed annually by the LBB HR Strategy team.
- 4.10.4 The Service currently provided is supported by Payroll Officers with in-depth knowledge of Local Government and Teachers' Terms and Conditions of employment and a solid understanding of the Payroll process.
- 4.10.5 The Department for Education (DfE) and the Audit Commission require the LA to provide statistics for all maintained schools and you will need to ensure you have a system for collecting data, e.g. the Personnel Module of your SIMS system or similar. The information will be required by the LA for monitoring purposes and statutory returns, i.e. ethnicity, grade details, next of kin, NI number, sickness absence, etc. To minimise the requirement for having to seek access to files, the school is required to provide the LA with a termly list of new starters and leavers for statistic and core support.
- 4.10.6 In addition, if the school does not use the Council's contracted payroll service, the school will be responsible for either inputting the details required for the Teachers' Pensions Annual Service return on the spreadsheet supplied by the LBB HR Strategy team or commissioning this service from Liberata directly.
- 4.10.7 If a school chooses to use non-standard systems instead of the LA's overall IT software and, as a result, the LA incurs additional costs in collecting or collating information, the LA reserves the right to charge the school for the additional time taken to collate and collect the information.

4.11 Cost

- 4.11.1 The charges for the Schools' Payroll Service are recharged by the London Borough of Bromley, who in turn pays a single charge to Liberata.
- 4.11.2 The calculation of the charges for the service is based on the number of payslips issued to school staff during the previous financial year. Charges are invoiced to schools in the Autumn of the relevant financial year. Schools are reminded that additional funding to support these costs is included in the School Budget Share.

SCHEDULE 1f

Service Specification for Insurance

1. Introduction

- 1.1 This schedule provides a summary of the insurance cover which is maintained by the Council for all schools, including Foundation Schools and Academies, as standard, and the staff who deal with all claims and other insurance matters in the Borough Treasurer's Department.
- 1.2 Academies and Foundation Schools enjoy a different status, particularly as employers in their own right, and in the context of the summary of insurance covers which follows, all policies should be taken to apply in equal force for the benefit of the Governing bodies of Foundation and Academy schools and any person employed by them as for any non-Foundation or Academy school insured under the same policies.

2. Contact Details

- 2.1 The London Borough of Bromley's Insurance Section is responsible for providing all information and assistance, and is based at the Civic Centre, Room S209, Stockwell Close, Bromley, Kent, BR1 3UH. All enquires should be directed to:-

Andrew Rooke, Insurance and Risk Manager
Andrew.rooke@bromley.gov.uk
0208 313 4298

Colin Chandler, Senior Insurance Officer
Colin.chandler@bromley.gov.uk
0208 313 4289

Lorraine Delo, Senior Insurance Officer
Lorraine.delo@bromley.gov.uk
0208 313 4289

Tracey Waller, Insurance Officer
Tracey.waller@bromley.gov.uk
0208 313 4287

3. Current Insurance Policies

3.1 Material Damage Insurance

- 3.1.1 Policy Number: QLA-01E205-0173
Insurers: Zurich Municipal Insurance, Farnborough, Hants.
Renewal Date: 1st April 2012
- 3.1.2 This covers the buildings, including walls, gates and fences, outbuildings and all landlord's plant, fixtures and fittings, and all contents. This is extended to include works in progress for alterations and extensions to school buildings, as required under the usual forms of contract, with a limit of £1.5 million any one contract, and property not otherwise insured belonging to employees or members of the public up to a maximum of £100.
- 3.1.3 The policy also covers any items belonging to the School or for which it is responsible anywhere in Europe, so long as it is in the custody of a teacher or other employee. It does not cover items left unattended, even if locked in motor vehicles.

- 3.1.4 As regards damage to buildings, the insurance includes architects and surveyors fees and the cost of site clearance and removal of debris.
- 3.1.5 Cover is for all forms of Accidental Damage, including all the usual risks, such as fire, lightning, explosion, impact by aircraft, malicious damage, theft, storm, flood and burst water pipes.
- 3.1.6 The cover is for what is called Reinstatement, and this means that in the event of loss or damage to buildings or items of contents, the full cost of replacement as new without deduction for age, wear and tear, if no repair is possible.
- 3.1.7 Exclusions
- 3.1.7.1 The normal exclusions of wear and tear, moth and vermin and so forth apply, and in addition there is no cover for;
- Damage to fences and gates by storm or flood.
 - Theft not accompanied by forcible entry to or exit from a building.
 - Subsidence, landslip and heave.
- 3.1.8 Excesses
- 3.1.8.1 The first £500 in respect of any property related claim is not covered. As far as schools are concerned, this is the only excess which they would pay themselves.

3.2 Additional Expenses Insurance

- 3.2.1 In addition to the Material Damage insurance detailed above, if a building is so damaged as to be unusable, there is an extension to the policy which covers the cost of hiring and installing temporary buildings for use while the original building is being reinstated.
- 3.2.2 It also covers any other form of increased cost of working, such as the cost of clerical assistance in reconstituting or reconstructing records and so forth, including computer records.

3.3 Combined Liabilities

- 3.3.1 Policy Number: UCPOP1009353
 Insurers: St Paul International Insurance Co. Ltd
 Renewal Date: 1st May 2012
- 3.3.2 This policy is in several parts, as applying to schools. Brief details are as follows;
- 3.3.3 Public and Products Liability
- 3.3.3.1 This covers liability at law for death of or bodily injury to any person other than an employee of the school or the Council, (see 3 below), which results from an accident which is alleged to be the fault of anyone for whom the school is responsible or damage to their property. This includes accidents through defects in the premises to members of the public or pupils and illnesses caused by food and drink supplied.
- 3.3.3.2 The policy provides a personal indemnity to teachers, school governors, and other employees at the school, against whom any claim may be made.
- 3.3.3.3 The policy also, at the request of the Headteacher, will indemnify anyone acting in a voluntary capacity on behalf of the school. An example of this would be a parent who volunteers to take a club after school.
- 3.3.4 Officials Indemnity

3.3.4.1 This section is really an extension of the public liability section of the policy, covering all the same people except the volunteers, but the liability it covers is for financial or economic loss caused by accidents, errors or omissions instead of death, bodily injury or damage to property.

3.3.5 Employers Liability

3.3.5.1 This section of the policy covers legal liability in respect of the death or bodily injury only of any employee of the school or the Council, including any member of the school staff. Once again, all the same people are indemnified personally in the event of a claim being directed against them.

3.3.6 Libel and Slander

3.3.6.1 Defamation by any officer, governor or employee of the Council or the school is covered under this section.

3.3.6.2 All legal costs and expenses are covered under the policy in addition to any damages, and the limit of liability any one claim or series of claims arising from one event is £30 million for Employers and Public Liability, £2 million for Officials Indemnity and £1,000,000 for Libel and Slander.

3.3.7 Special Extension: Third Party (Lettings)

3.3.7.1 This insurance is a special form of cover for the benefit of persons or organisations who hire halls or other parts of school premises for a fee. This is usually done by means of a standard form of licence issued by the school, and the standard conditions attaching to this licence import the insurance to cover the hirer for the following:-

- a) General Public Liability cover for death or bodily injury to any person arising out of the hiring, or damage to their property – Limit £5 million any one claim.
- b) Damage by fire or explosion to the school itself caused by the hirer – Limit £5 million any one claim
- c) Any other form of damage to the school – Limit £10,000 any one claim.

3.4 Money

3.4.1 This is also known as “Cash in Transit” insurance, but covers money, stamps and so forth belonging to the school, either in transit in the custody of a member of staff, or in safes or locked receptacles overnight, or elsewhere on the premises during normal hours.

3.4.2 The limits of cover are well in excess of the amount any school would have at any one time, as the policy is a corporate one with application throughout the Council, but the limit for amounts held in safes overnight are governed by the type and location of the safe.

3.4.3 This risk is underwritten entirely within the Council’s own internal Insurance Fund.

3.5 Fidelity Guarantee

3.5.1 Policy Number: 24029120 CGF
Insurers: Aviva
Renewal Date: 1st April 2012

3.5.2 This insurance covers fraud or dishonesty on the part of any member of staff of the school or the Council which results in financial loss to the school. The general limit of indemnity is £250,000, but there is a limit of £10,000 in respect of any one teacher.

3.5.3 The cover is subject to a policy excess of £5,000, which in turn is met from the Council's own Insurance Fund so individual schools are fully covered.

3.6 Personal Accident

3.6.1 There are three sections to this category, as follows:-

3.6.2 Personal Accident (Assault)

3.6.2.1 Policy Number: 0010562258
Insurers: Chartis
Renewal Date: 1st April 2012

3.6.2.2 For employees, this provides capital sums on death, permanent disablement or loss of eyes or limbs which results from violent criminal assault, dog attack or bombs. The capital sum on death is calculated at the rate of 8 times the employee's gross annual salary, and this is payable in addition to any other form of benefit under the superannuation scheme or other scheme benefit. For School Governors, the basic cover is the same, but with a fixed capital benefit of £100,000.

3.6.3 Teachers' All Duties Personal Accident

3.6.3.1 This policy is covered under the umbrella of the Council's own Insurance Fund and provides capital and other benefits for death or serious injury to any teacher whilst engaged on any teaching or associated activity on behalf of the school. The current level of benefits is based on a capital sum of £27,950 on death, with corresponding benefits.

3.6.4 Governors' All Duties Personal Accident

3.6.4.1 This provides cover for death, loss of eyes and limbs and disablement for all School Governors, with capital benefits of up to £100,000.

3.7 School Journey

3.7.1 Policy Number: R01258AZZ
Insurers: Canopus Underwriting Ltd
Renewal Date: 1st April 2012

3.7.2 This policy provides full "Travel" Insurance on a worldwide basis for any journey undertaken by a school, and it includes cover for:

- Loss of Deposits through Cancellation
- Medical Expenses (Including Medical Repatriation if required and Worldwide Medical Assistance via UK Telephone Station)
- Personal Accident (Excluding Teachers who are covered elsewhere)
- Personal Effects and Money
- Personal Liability to Third Parties

3.7.3 The policy includes all Winter Sports automatically, and also extends to include pupils travelling as part of formal exchange visit arrangements.

3.7.4 Please note that to qualify as a "school journey" the trip must be either to a destination outside the United Kingdom, or of more than one day's duration and including at least one night's pre booked accommodation within the United Kingdom.

3.7.5 A full copy of the benefits under this policy will be supplied on request.

4. Charges and Payment

4.1 Schools will be invoiced on an annual basis in the Autumn Term following final confirmation of the annual charge.

SCHEDULE 1g

Service Specification for Responsible Officer Role (Audit)

1. Contact Information

1.1 Diane Bex, Principal Auditor
Tel: 020 8313 4336
Email: diane.bex@bromley.gov.uk

Sue Lee, Senior Auditor
Tel: 0208 313 4876
Email: sue.lee@bromley.gov.uk

2. Introduction

- 2.1 Our programme for Responsible officer follows the guidance provided by the DfE and consists of undertaking a quarterly programme of reviews and providing a report following each visit.
- 2.2 The quarterly programme includes system checks on the payroll, purchases, income and accounting systems.
- 2.3 We will agree the timing of the visit with the Academy to coincide with Governor meetings as required.
- 2.4 A report is prepared which will provide details of all the checks carried out and highlights any system control weaknesses. The report will be issued to the Chair of Governors and copied to the Head of the Academy. The auditor can present the report to the Governing Body if required.
- 2.5 The draft report is prepared and agreed with the Academy prior to issue as a final.
- 2.6 The final report is issued to the Head Teacher and the Chair of Governors. An Audit Satisfaction Questionnaire is sent with the Head Teacher's copy. We hope you return it, as it is important for us to receive feedback on whether the audit was useful to you, and on how we can improve. We also issue an audit certificate to all schools, with the final report.

3. Services

- 3.1 Full service details are provided in the Bromley Sold Services Brochure and Price List, which may be updated from time to time.
- 3.2 We will make 4 visits per year, one per quarter. The minimum time per visit to carry out testing as detailed in 2.2 above and prepare a report is one and a half days. Therefore the total minimum days per annum is 6 days.
- 3.3 If you require the report to be presented to Governors at a meeting of the Governing Body we will agree the additional cost with you.

4. Payment and Invoicing

- 4.1 Invoices for Financial Services packages will be invoiced on completion of each Responsible Officer review.
- 4.2 Invoices for 'pay as you go' services will be raised separately, as appropriate.

SCHEDULE 1h

Service Specification for Free School Meals Eligibility Checking Service

1. Contact details

- 1.1 For any queries relating to the service contact
Mike Barnes
Head of Access and Admissions
020 8313 4865
mike.barnes@bromley.gov.uk

2. Introduction

- 2.1 The Admissions Team are able to undertake Free School Meal eligibility checking for parents of pupils attending Bromley Schools. This service is provided free of charge to all maintained schools and as a charged service for Academies.

3. Service

- 3.1 The Admissions Team will provide this service when an application form is received from a parent of a child enrolled at a Bromley Academy school buying this service.
- 3.2 The Admissions Team will check the application using the Department for Education's online service available to Local Authorities.
- 3.3 The Admissions Team will notify the parent of the outcome of the application.
- 3.4 The Admissions Team will notify the school of the outcome of the application.
- 3.5 Copies of the application form are available for parents to download from the Bromley website:
http://www.bromley.gov.uk/downloads/file/96/free_school_meals_application_form_201112
- 3.6 A reasonable number of paper copies can be made available to schools for distribution to parents. Please contact the Service to arrange this facility.

4. Additional advantages of the service

- 4.1 Using this service means that the vast majority of parents will not have to produce documentary evidence. The form simply requires basic information about the parent and children, including the parent's date of birth and national insurance number.
- 4.2 Parents are able to complete just one form for multiple children as long as all the children are attending Bromley maintained schools or Academies that have purchased the service.
- 4.3 The Admissions Team will process renewal claims in future years for as long as the Academy continues to contract with the London Borough of Bromley to provide this service.
- 4.4 The Service's process are subject to regular audit.
- 4.5 The Admissions Team aims to clear applications within two weeks of receiving the necessary information from the parent.

5. Responsibilities of the school and parent

- 5.1 The school shall be responsible for informing parents of the Free School Meals Eligibility process and where application forms are available.
- 5.2 The parent(s) is responsible for completing and submitting the application form to the London Borough of Bromley Admissions Team (currently by post: Admissions Team, Bromley Civic Centre, Stockwell Close, Bromley, BR1 3UH.)

6. Definition of eligibility

- 6.1 For information, the eligibility for free school meals at the time of writing is as set out under 6.2.
- 6.2 Parents must have one or more children aged four and over attending a school; be receiving child benefit for the child/children and one or more of the following:
- Income Support; or
 - Income Based Job Seeker's Allowance; or
 - Child Tax Credit only with a gross annual income not exceeding £16,190; or
 - guarantee element of State Pension Credit; or
 - support from the National Asylum Support Service; or
 - support from a local authority Social Services Asylum Team
- 6.3 The eligibility criteria are set by legislation.

7. Payment and invoicing

- 7.1 The charge to Academies for this service is based on the number of eligible pupils on the school roll in the previous year. (Source: school census data)
- 7.2 Prices will be charged according to the Sold Services Price Lists and may be updated from time to time. At the time of writing, there are three bands of charges:

100 or more pupils:	£850
50 – 99 pupils:	£500
15 – 49 pupils:	£300

For schools with less than 15 eligible pupils, an individual price can be considered.

- 7.3 Academies will be invoiced once a year in advance in the Autumn Term.

SCHEDULE 1i

Service Specification for Behaviour Support and Outreach - Primary

1. Key Contacts

For any queries relating to the Service or this Schedule, please contact:

Sue Byron
Behaviour Service – Primary Manager
020 8308 9620
sue.byron@grovelandscentre.org.uk

2. Introduction

- 2.1 The Behaviour Service – Primary (BSP) can provide a range of services to schools and pre-school settings including specialist assessment, support and advice and training.
- 2.2 The core services the team have to offer have been grouped into two packages however bespoke packages can be put together to meet the needs of individual schools.
- 2.3 **SILVER Package**
This includes:
Telephone helpline for consultation, advice, guidance and referral
Twelve hours Outreach Teacher support (including pupil support via Core Panel, observation report writing, advice to staff, attendance at Pastoral Support Plan meetings, liaison with partner agencies)
- 2.4 **GOLD Package**
As SILVER, but with:
Thirty hours Outreach Teacher support.
- 2.5 In addition to the above packages, services such as training, bespoke consultancy, and Behaviour Support Assistant intervention may also be purchased.
- 2.6 Full details of the service are included in the Bromley Sold Services Brochure and Price List, which may be updated from time to time.

3. Behaviour Service – Primary (BSP)

- 3.1 The BSP will supply a named Outreach Teacher whose working time will include the following:-
 - Classroom observation;
 - In school liaison time;
 - Attendance at meetings;
 - All communication (both oral and written) and travelling time other than travel from the BSP base to school and return.
- 3.2 The School will provide the names of personnel responsible for overseeing individual pupil cases and with whom regular meetings will be conducted.
- 3.3 Both the School and the BSP will ensure meeting times are adhered to and that if there is any need to amend meeting arrangements, reasonable notice will be provided.

4. Functions

- 4.1 All aspects of BSP service delivery will be provided via an ongoing dialogue between the named Outreach Teacher and the School Lead Behaviour Professional, as appropriate to the schools needs within the agreed hours.
- 4.2 The BSP service provision will include the following:-
- 4.2.1 Behaviour Service telephone helpline:-
- consultation
 - advice
 - guidance and referral
- 4.2.2 Outreach Teacher support;
Pupil support via Core Panel includes observation, report writing, advice to staff, attendance at Pastoral Support Plan meetings, and liaison with partner agencies

5. Facilities

- 5.1 The School will provide appropriate accommodation for in school meetings.
- 5.2 The BSP will provide a case management system.

6. Outcomes

- 6.1 The desired outcome will be to improve behaviour, promote inclusion and raise educational achievement in the school.
- 6.2 The BSP will make all reasonable efforts to support the achievement of the behaviour/inclusion outcome, notwithstanding any external factors over which neither the BSP nor the School can be expected to have any influence.

7. Contingency Arrangements

- 7.1 Where the meeting with the named Outreach Teacher is unable to take place either because of school factors (e.g. INSET, enforced closure) or due to illness or other unavoidable issues on the part of the named Outreach Teacher, every effort will be made to accommodate an alternative meeting in that same week. Where a meeting in the same week is not possible the Outreach Teacher will undertake to ensure the missed hours are reinstated as soon as practically possible.
- 7.2 In the case of any long term absence of the named Outreach Teacher an agreed replacement qualified Outreach Teacher will be made. Any replacement Outreach Teacher will have access to the existing case work of the named Outreach Teacher and would be in a position to ensure a continuity of service with as little impact on service delivery possible.

8. Payment

- 8.1 The BSP will invoice the School as soon a package is purchased.
- 8.2 Additional services requested by the School over and above the minimum service delivery detailed in this Schedule will be charged at the rate of £60.00 per hour. Any such charges will be included in the relevant following invoice.
- 8.3 The following additional services are available, charged on a 'pay-as-you-go-basis' as requested by the School and will be invoiced separately as appropriate. Prices will be

according to the Sold Services Price Lists and may be updated from time to time. At the time of writing, the prices are as outlined below.

8.3.1 In Service Training (INSET) at **£75 per hour**, covering:

- Planning for positive behaviour – early years;
- Attachment in the classroom;
- Managing Challenging Behaviour;
- Strategies for Newly Qualified Teachers (NQT);
- Strategies for Teaching Assistants;
- Strategies for Midday Supervisors
- bespoke training upon request

8.3.2 Whole School Behaviour Audit – **price on application**

8.3.3 Behaviour surgeries at **£75 per hour**, covering:

On-site consultation around behaviour management policy and practice

8.3.4 Behaviour Support Assistant intervention for individual pupils identified by an Outreach Teacher at **£25 per hour**, covering:

- Blocks of one-to-one support;
- Group work around targeted pupils;
- Transition support between pre-school setting and reception class;
- School to school moves.

9. Service Reviews

9.1 For the purpose of service review, a meeting, or meetings, will be arranged in liaison with the school in order for both parties to examine the existing service and to assess the demonstrable success of the interventions.

SCHEDULE 1j

Service Specification for Behaviour Support and Outreach - Secondary

Service Specification for the Behaviour Support Service

5. Contact Information

- 1.1 Mark Jordan, Head of Inclusion and Respite
Tel: 020 8313 4882
Email: mark.jordan@bromley.gov.uk

2. Services

- 2.1 Full service details are provided in the Bromley Sold Services Brochure and Price List, which may be updated from time to time.
- 2.2 The Respite centre offers a range of interventions from a behaviour modification programme, assessment placements and alternative provision for KS3 & 4 students. Throughout the programme a range of academic assessments and additional tests such as clinical psychology can be provided if appropriate. The programme can provide full time or partial placements to support other interventions. The places can be bought in over specific time periods if requested to suit the individual's or school's needs.
- 2.3 The provision has capacity to support 40 full time students, but can also take students on a part time basis to support other courses or interventions.
- 2.4 The typical 12 week place costs £4000 but bespoke packages can be created dependent upon the type of placement requested as partial placements can also be provided.
- 2.5 The provision aims at providing immediate support for students who are at risk of exclusion or that are having difficulty accessing mainstream education for a variety of reasons. The service provides a behaviour modification programme whilst also delivering the core curriculum to students. In addition the programme for each student is tailor made with outcomes agreed between the referrer and the Behaviour Service upon referral. Outcomes can range from improving behaviour, improving attendance, self esteem, successful re-integration to mainstream, a range of key assessments in various fields such as academic, clinical psychology and educational psychology. An individual education plan is created at the end of the programme to inform referrers what support and interventions have been used, the specific strategies and the impact of these.
- 2.6 The Respite centre is often used as a diagnostic centre to ascertain exactly what type of support a student would benefit from. It effectively liaises with a range of LA services and partner agencies to qualify the holistic needs of a young person.
- 2.7 The typical time period is 12 weeks but shorter, longer and specific time periods can be negotiated to meet any situation. The placements can start at any point of the year. The provision can also be used to take students on long fixed term exclusion or as an alternative to exclusion.
- 2.8 The Respite centre will receive any type of student including students that have a statement, LAC or out of borough. Students that are permanently excluded will attend a different centre which is also line managed by Mark Jordan and is part of the Behaviour Service.
- 2.9 Mark Jordan is the key contact and all enquiries should come to him directly.

2.10 Referrals are made by contacting Mark Jordan, there is a short referral form that is used. This is emailed out upon request.

2.11 The programme can be tailored to meet almost any requirements. Variables that can be altered include, time, programme content, specific assessments, venue, type of support, length and level of intervention. Some previous referrers have requested additional support in the mainstream setting to assist re-integration after the programme - this can also be delivered.

3. Payment and Invoicing

3.1 Invoices for Behaviour Service packages will be invoiced on an annual basis in September.

3.2 Invoices for 'pay as you go' services will be raised separately, as appropriate.

SCHEDULE 1k

Service Specification for Education Welfare Support

1. Key Contacts

For any queries relating to the Service or Schedule, please contact:

Jennie Clark
Education Welfare Service Manager
020 8313 4152
jennie.clark@bromley.gov.uk

2. Education Welfare Service

- 2.1 The EWS will supply a named Education Welfare Officer (EWO) whose working time will include the following:-
- In school liaison time;
 - In school surgery time;
 - Home visits;
 - Attendance at fast track meetings;
 - All communication (both oral and written) and travelling time other than travel from the EWS base to school and return.
- 2.2 The School will provide the names of personnel responsible for overseeing attendance issues with whom regular meetings will be conducted.
- 2.3 Both the School and the EWS will ensure meeting times are adhered to and that if there is any need to amend meeting arrangements, reasonable notice will be provided.

3. Functions

- 3.1 All aspects of EWS service delivery will be provided via an ongoing dialogue between the named EWO and the School Attendance Lead, as appropriate to the schools needs within the agreed hours. Intervention techniques will be agreed on a weekly basis.
- 3.2 The EWS service provision will include the following:-
- 3.2.1 Bi yearly register check:-
- for appropriate use of coding to ensure schools make effective use of all available registration options;
 - guidance on registration legalities to ensure schools systems adhere to requirements;
 - provide guidance in preparation for Ofsted inspections;
- 3.2.2 Support for attendance policy review;
- 3.2.3 Discussion on attendance improvement plan;
- 3.2.4 Target setting exercise for Governors report;
- 3.2.5 Support for transition from Key Stage 2 – Key Stage 3;
- To include liaison with Primary links;
 - Interrogations of existing EWS pupil case management system to establish pupils in need of additional support;
- 3.2.6 EWS contact via the duty system;

- Advice, guidance and referral options by telephone at designated Duty Officer times (Duty Officer is provided by experienced EWO's when the named EWO is not available);
- 3.2.7 Consultation on individual cases with the named EWO with outcomes to include agreed strategies:-
- In school Surgeries
 - Casework for suitably referred individual cases (*case referral inline with existing EWS stepped procedures*)
 - Intervention methodology (on referred cases) to include:-
- 3.2.8 In school meetings;
- 3.2.9 Visits to the pupils' homes (to include home addresses both within Bromley and outside of the borough 's geographical boundaries);
- 3.2.10 Liaison with other support Services;
- 3.2.11 Advice and guidance on case management;
- 3.2.12 Legal intervention advice (Penalty Notice and Sect 444. 1996 Ed Act);
- 3.2.13 Representation in Court from named EWO where appropriate;
- 3.2.14 Standard casework for appropriately referred individual cases;
- 3.2.15 Advice and support for further referral opportunity;
- 3.2.16 Fast Track process for named pupils;
- 3.2.17 Good/improved attendance assemblies;
- 3.2.18 Certificates to recognise good/improved attendance.

4. Facilities

- 4.1 The School will provide appropriate accommodation for in school meetings, including Fast Track meetings.
- 4.2 The EWS will provide a case management system and provide appropriate accommodation for Fast Track review meetings.

5. Outcomes

- 5.1 Current attendance data (as at February 2011) demonstrates an attendance rate of 93.4% (as supplied by school). The desired outcome will be to increase attendance at the School to a level of 94% by September 2012 (in order to achieve the base line for Ofsted 'outstanding school status').
- 5.2 The EWS will make all reasonable efforts to support the achievement of the attendance outcome, notwithstanding any external factors over which neither the EWS or the School can be expected to have any influence.

6. Contingency Arrangements

- 6.1 Where the meeting with the named EWO is unable to take place either because of school factors (e.g. INSET, enforced closure) or due to illness or other unavoidable issues on the part of the named EWO, every effort will be made to accommodate an alternative meeting in that same week. Where a meeting in the same week is not possible the EWS will undertake to ensure the missed hours are reinstated as soon as practically possible.

6.2 In the case of any long term absence of the named EWO an agreed replacement qualified EWO will be made. Any replacement EWO will have access to the existing case work of the named EWO and would be in a position to ensure a continuity of service with as little impact on service delivery possible.

7. Payment

7.1 The EWS Service will invoice the School each term in arrears.

7.2 Additional services requested by the School over and above the minimum service delivery detailed in this Schedule will be charged at the rate of £50.00 per hour. Any such charges will be included in the relevant following invoice.

7.3 The following additional services are available, charged on a 'pay-as-you-go-basis' as requested by the School.

7.3.1 In Service Training (INSET) at **£200** each session, covering:

- Register keeping;
- Newly Qualified Teachers (NQT);
- Whole school safeguarding;
- Effective referral to EWS;
- New parent/pupil Assemblies or school open events.

7.3.2 In School pupil PHSE presentations at **£200** each session, covering:

- Child Employment (legislation and procedures);
- Children in Entertainment.

7.4 Whole school Attendance focused process 'Operation In' - price to be agreed per individual case.

8. Service Reviews

8.1 For the purpose of service review, a meeting, or meetings, will be arranged in liaison with the school in order for both parties to examine the existing service and to assess the demonstrable success of the interventions.

SCHEDULE 1I

Service Specification for NQT Assessment

1 Contact Information

- 1.1 Cathy Stroemer, Human Resources Strategy
Tel: 020 8416 7469
Email: cathy.stroemer@bromley.gov.uk

2 Introduction

- 2.1 The London Borough of Bromley will act as the Appropriate Body for the purpose of the induction of Newly Qualified Teachers (NQTs), assisting schools and colleges to administer their NQT induction programmes. This specification sets out the terms of such an engagement.
- 2.6 This service is primarily a Human Resources Support Service for Newly Qualified Teachers. Any additional support required from School Improvement Senior Advisors / Head of Service will be subject to an additional charge, as detailed in Section 4.
- 2.7 Please note that the Government is intending to consult during the Autumn term 2011 on introducing new regulations and revised Teacher standards which will impact on NQTs. The target date for implementation of the new standards is 2012. This schedule may therefore need to be revised in order to comply with any new legislative requirements. Any such variation will be deemed to be in compliance with national regulations and standards and will not be considered to be a variation of service as referred to in clause 3 of the General Terms and Conditions of this Agreement.

3. Services

- 3.2 NQTs employed by the Academy will be given a compact disc of information about the induction year.
- 3.3 Subject to the other clauses of this specification, The London Borough of Bromley will act as the Appropriate Body, carrying out the function as stated in 6.11 of the Statutory Guidance on Induction for Newly Qualified Teachers in England, as following:
- 3.3.1 Confirm that the headteacher/principal has checked the NQT has Qualified Teacher Status (QTS) (including the relevant skills tests);
- 3.3.2 Register the NQT;
- 3.3.3 Provide the NQT with a named contact(s) within the Appropriate Body with whom the NQT may raise concerns about their induction programme, where the institution does not resolve them;
- 3.3.4 Confirm and monitor that the NQT (in a maintained school) is working to a 90% timetable and has Planning, Preparation and Assessment (PPA) time, or in a further education institution, or independent school, has a reduced timetable on a comparable basis to that required in maintained schools;
- 3.3.5 Offer advice and where practical and possible, direct help, to Further Education (FE) institutions (including sixth form colleges) to assist them in finding schools for NQTs to spend their mandatory ten days teaching children of compulsory school age in a school;

- 3.3.6 Maintain records and assessment reports for each NQT undertaking induction for whom it acts as Appropriate Body;
- 3.3.7 Monitor/write to notify relevant NQTs about pre-completion extensions;
- 3.3.8 Approve cases where shortening an induction period in exceptional circumstances is required and record the decision on the relevant assessment form;
- 3.3.9 Decide whether to extend a teacher's entitlement to short-term supply work once the initial 16 month time limit has been reached;
- 3.3.10 At the end of the period decide whether the NQT has met the core standards and notify the relevant parties within the agreed timelines;
- 3.3.11 Decide whether to extend an induction period post-completion and notify the relevant parties within the agreed timelines;
- 3.3.12 Provide the General Teaching Council for England (GTCE), via the termly GTCE email, with electronic lists of NQTs who have commenced an induction period; completed an induction period and met the standards; and those who leave a school partway through an induction period;
- 3.3.13 Notify the GTCE within three days of reaching a decision, of those NQTs whom the Body judges to have failed induction, or of those whose period the Body decides should be extended; and
- 3.3.14 In relation to independent schools and Further Education institutions as appropriate, reach agreement with head teachers and principals to act as the Appropriate Body, including agreeing the scale and scope of any charges to be made.

4. Duties falling upon the Local Authority by acting as the Appropriate Body

- 4.1 By acting as the Appropriate Body, the Local Authority is also required to fulfil several additional duties, as detailed in paragraphs 4.1.1 to 4.1.4:
 - 4.1.1 Assure itself that headteachers/principals, induction tutors and governing bodies are aware of, and are capable of meeting their responsibilities;
 - 4.1.2 Act early in cases where an NQT may be experiencing difficulties, to ensure the assessments are fair and provide support as appropriate;
 - 4.1.3 Where an institution appears not to be providing an appropriate programme or support, contact the institution to raise its concerns immediately (in writing, as appropriate) well before the end of the NQT's induction period or part period;
 - 4.1.4 As appropriate and as agreed, provide institutions with guidance, support and assistance in relation to NQT induction programmes, and training for teachers e.g. for induction tutors.
- 4.2 Fulfilment of these duties in some cases may require the attention of a School Improvement Senior Advisor / Head of Service. In pursuance of these duties as the Appropriate Body, should the London Borough of Bromley have any reason to believe that NQTs are not receiving appropriate induction support or if it appears there are issues with the induction process in the school (for example, but not exhaustively, incomplete or late assessments, NQTs without mentors, concerns raised about NQTs, concerns raised by NQTs), the London Borough of Bromley will send a Senior Advisor / Head of Service to visit the Academy to discuss the situation. In these circumstances, an additional charge will be made at the quoted rate for a Senior Advisor / Head of Service in the Bromley Sold Services Brochure and Price List, at an hourly or daily rate as appropriate.

5. Payment and Invoicing

- 5.1 The cost of the Human Resources Support Service per school for the period 1 April 2011 until 31 March 2012 will be £250.
- 5.2 Subsequent annual prices will be set out in the Bromley Sold Services Price List.
- 5.3 Invoices for this service will be issued annually in the Autumn Term, payment ensuring provision of the Service for the remainder of the school year.

6. NQT Responsibilities

- 6.1 NQTs will be required to complete an annual survey for the London Borough of Bromley to confirm they are receiving their entitlements during the induction.

7. Information Gathering Requirements

- 7.1 When first buying this service and thereafter as appropriate, former Community, Foundation, Voluntary Controlled or Voluntary Aided schools in the borough of Bromley will be required to complete a questionnaire about induction procedures at the school.
- 7.2 When first buying this service, out of borough schools will be required to have an inspection by a London Borough of Bromley Senior Advisor / Head of Service on their NQT procedures. In these circumstances, an additional charge will be made at the quoted rate for a Senior Advisor / Head of Service in the Bromley Sold Services Brochure and Price List, at an hourly or daily rate as appropriate.
- 7.3 Thereafter as appropriate the school may be required by the London Borough of Bromley to complete a questionnaire about induction procedures at the school.

SCHEDULE 2

Variation Letter(s) signed by both parties

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London Borough of Bromley

PART 1 - PUBLIC

Briefing for Education Portfolio Holder 12 June 2012

ACADEMY PROGRAMME IN BROMLEY: UPDATE

Contact Officer: Michael Watts, Senior Partnerships and Planning Officer
Tel: 020 8461 7608 E-mail: michael.watts@bromley.gov.uk

Chief Officer: Bob Garnett, Interim Assistant Director (Education)

1. Summary

1.1 This is the twelfth report produced since July 2010 to ensure Members are kept up to date on the Academies Programme in Bromley.

1.2 The Government's Academy Programme is underpinned by the Academy Act 2010.

2. THE BRIEFING

2.1 At the start of the 2010/11 Academic Year, there were 95 maintained schools in Bromley which included: 17 secondary, 74 primary phase and 4 special schools. This broad spectrum of schools included Foundation, Trust, Community, Voluntary Aided and Voluntary Controlled. In addition, Bromley maintains a Pupil Referral Service (PRS). The overall pupil population across our school and PRS provision is currently 46,539 pupils (including post-16). Educational standards in Bromley and the outcomes achieved by children and young people across our schools, places the borough in the top quartile of overall performance nationally.

2.2 Below is the position in Bromley regarding academy conversion as at 10 May 2012:

Type	Converted		Conversion in Progress		Potential Conversion		Maintained		Total	
Secondary	16	94%	1	6%	0	0%	0	0%	17	100%
Primary	13	18%	2	3%	1	1%	58	78%	74	100%
Special	0	0%	0	0%	0	0%	4	100%	4	100%
Total	29	31%	3	3%	1	1%	62	65%	95	100%

2.3 Appendix 1 provides an overview of individual schools that have converted to academy status, those in the process of conversion and those schools which have withdrawn from conversion.

- 2.4 Since the last report to the PDS Committee and the CYP Portfolio Holder on 20 March 2012, there have been a number of developments:
- **Tubbenden Primary School** has converted to academy status on 1 March 2012;
 - **St James' RC Primary School** has converted to academy status on 1 April 2012;
 - **The Priory School** has converted to academy status on 1 May 2012;
 - **Hillside Primary School** will be converting to academy status under a sponsored conversion route, with The Priory acting as the sponsor partner following formal discussion including the DfE, Local Authority and governors; with the conversion target date of 1 September 2012. Given the projected deficit for the school at the point of conversion as a sponsored Academy, the Council will be liable for the deficit on conversion;
 - **Crofton Infant School** has formally notified the local authority on 5 January 2012 of its decision to consult on possible conversion to academy status, with consultation documents published on the school website on 7 February 2012, with decision expected early in summer term.
- 2.5 Bromley has the highest number of academy conversions in the London region and is in the top ten nationally. The conversions in Bromley reflect a number of factors: the overall high performance of schools in Bromley and the percentage that are graded by Ofsted as 'Outstanding' or 'Good with Outstanding Features' and where there is strong leadership and governance; Bromley has a relatively high proportion of Foundation status schools (formerly Grant Maintained); the number of Head Teachers who are accredited National Leaders in Education (NLE) or Local Leaders in Education (LLE) (a total of 20); and the autonomy and additional funding offered by academy status.

ACADEMY DEVELOPMENTS IN BROMLEY (AS AT 10 MAY 2012)

TABLE A: Overall Summary

Type	Converted		Conversion in Progress		Potential Conversion		Maintained		Total	
Secondary	16	94%	1	6%	0	0%	0	0%	17	100%
Primary	13	18%	2	3%	1	1%	58	78%	74	100%
Special	0	0%	0	0%	0	0%	4	100%	4	100%
Total	29	31%	3	3%	1	1%	62	65%	95	100%

TABLE B: Secondary Schools that have Converted

	SECONDARY SCHOOLS	POSITION	TIMESCALE
1	Kemnal Technology College	Conversion	1 September 2010
2	Darrick Wood Secondary School	Conversion	1 December 2010
3	Beaverwood School for Girls	Conversion	1 March 2011
4	Bishop Justus CE Secondary School	Conversion	1 March 2011
5	Coopers Technology College	Conversion	1 March 2011
6	Charles Darwin School	Conversion	1 April 2011
7	Hayes School (Secondary)	Conversion	1 April 2011
8	Langley Park School for Boys	Conversion	1 April 2011
9	Newstead Wood School for Girls	Conversion	1 April 2011
10	Ravens Wood School	Conversion	1 April 2011
11	The Ravensbourne School	Conversion	1 April 2011
12	Bullers Wood School	Conversion	1 May 2011
13	Langley Park School for Girls	Conversion	1 August 2011
14	Kelsey Park Sports College (Harris Academy Beckenham)	Conversion	1 September 2011
15	Cator Park Schools (Harris Academy Bromley)	Conversion	1 September 2011
16	The Priory	Conversion	1 May 2012

TABLE C: Primary Schools that have Converted

	PRIMARY SCHOOLS	POSITION	TIMESCALE
1	Hayes Primary School	Conversion	1 July 2011
2	Warren Road Primary School	Conversion	1 July 2011
3	Balgowan Primary School	Conversion	1 August 2011
4	Biggin Hill Primary School	Conversion	1 August 2011
5	Darrick Wood Infant School and Nursery	Conversion	1 August 2011
6	Green Street Green Primary School	Conversion	1 August 2011
7	Pickhurst Infant School	Conversion	1 August 2011
8	Pickhurst Junior School	Conversion	1 August 2011
9	Stewart Fleming Primary School	Conversion	1 August 2011
10	Valley Primary School	Conversion	1 August 2011
11	Crofton Junior School	Conversion	1 December 2011
12	Tubbenden Primary School	Conversion	1 March 2012
13	St James' RC Primary School	Conversion	1 April 2012

TABLE D: Secondary Schools Seeking Conversion

	SECONDARY SCHOOLS	POSITION	TIMESCALE
1	St Olave's Grammar School	Notification to Local Authority (October 2010). Conversion approval 'on hold' pending resolution of governance composition between the Diocese of Rochester, the School and the Department for Education.	TBC

TABLE E: Primary Schools Seeking Conversion

	PRIMARY SCHOOLS	POSITION	TIMESCALE
1	Hillside Primary School	Governing Body resolution to convert in a trust relationship with The Priory – 7 December 2011 Confirmation from DfE that Hillside will convert to academy status under a sponsored conversion, with The Priory acting as the sponsor partner. Request to Priory and LA to complete Expression of Interest to support the sponsored conversion – 30 January 2012	1 September 2012
2	Crofton Infant School	Formal notification to Director CYP on 5 January 2012 that the Governing Body has agreed to commence consultation on possible conversion to academy status. Academy Order received – 2 May 2012	1 September 2012
3	Highfield Junior School	Confirmation of Registering Interest with DfE – 20 May 2011	TBC

TABLE F: Schools that have notified the LA of withdrawal from Pursuit of Academy Conversion

	PRIMARY SCHOOLS	POSITION	TIMESCALE
1	Darrick Wood Junior School	Application to DfE – 24 May 2011. Confirmation withdrawal of application – 12 July 2011	N/A
2	Parish CE Primary School	Application to DfE – May 2011. Confirmation withdrawal of application – 7 September 2011	N/A
3	Keston CE Primary School	Application to DfE – 9 May 2011. Confirmation withdrawal of application – 18 November 2011	N/A
4	Raglan Primary School	Application to DfE – 20 May 2011. Confirmation withdrawal of application – 18 January 2012	N/A

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The Future of Support Services for Schools

A Discussion Paper by Dr. Bob Garnett

1.0 Introduction

- 1.1 A number of factors have combined to lead many local authorities to give fresh consideration to the ways in which they set about the tasks of supporting and challenging schools. The policies of successive national governments have changed the relationship between local authorities and schools: the increase in the number of academies, the establishment of teaching schools, the role of the National College in brokering support to schools, the transfer of considerable grant funding from LAs to schools and the reduction in resources available to LAs have brought about a transformation in the relative status of the various players. The reforms of the Thatcher administration with a degree of autonomy for schools introduced by LMS and the Grant Maintained experiment were in reality accompanied by a dramatic centralisation of powers in the hands of the Secretary of State for Education and a commensurate dilution of the role of the LA - and the direction of travel has continued through the Major, Blair and now Coalition administrations, albeit with varying emphases and nuances.
- 1.2 Moreover, the current Government appears to be taking the centralisation agenda considerably further than its predecessors, in that the Department of Education (DfE) is pursuing a very active academy programme in which primary schools rated as “satisfactory” for two consecutive inspections are being pressed to become academies under the leadership of an outstanding school that already has academy status. In practice, the existing academy chains are being primed to take over increasing numbers of primary schools. At a recent internal DfE staff briefing the slow growth in numbers of primary academies was criticised and the term “forced conversions” was used to describe the intensified efforts required of staff members. Given the administrative and support structures being developed by the DfE, academy chains and the National College, it should be noted that one effect of this approach is to create a new “middle tier” of administration and governance that excludes local authorities.
- 1.3 Whilst the Government clearly believes this development is necessary in order to raise standards in schools, there are consequences – intended or otherwise - that merit consideration. For example, whilst a school may well become an academy and wish to retain its links to neighbouring schools and to the local authority (and many do), the inclusion of many more primary schools within academy chains that eschew such links may place further strain on the concept of a local “family of schools” serving a community.
- 1.4 The accountability of a school to its local community historically has rested upon a number of factors. These have included the parents and families of pupils attending the school, the use by the community of the premises and the links of democratic accountability through local councillors. The latter have had a much diminished role in recent years, as a result of some of the policy developments outlined above. Nevertheless, the idea of “Bromley schools” still has a meaning that goes beyond mere geographical location. If this concept is considered important, then urgent attention should be given to

questions about the organisation and networks of schools locally, as well as to the ways in which they might be supported through local services.

2.0 School Organisation

2.1 At the time of writing there are 20 primary schools in Bromley rated “satisfactory” by Ofsted. A further 1 has a Notice to Improve. This means that there is a significant number of primary schools that are vulnerable to take-over by an academy chain. Given that 13 primary schools have already opted for academy status and a local solution has been negotiated for a primary school in special measures, there is the potential for over 20 out of a total of 74 primary schools to be academies within the next year or so. In such circumstances many of the remaining community schools rated good or outstanding would come under pressure to convert to academy status as a “domino effect” begins to take over.

2.2 Preliminary discussions with head teachers have already taken place to attempt to reach early agreement between schools to enable vulnerable primary schools to become academies under the sponsorship of other local academies, rather than waiting for takeovers by cross boundary chains. If all goes well, potential sponsorships will be identified and partners will be consulted over the deployment of National and Local Leaders of Education (the Government’s designated school improvement workforce consisting of accredited head teachers of outstanding schools).

2.3 Faced with this situation, the LA leadership could, understandably, opt to take a minimalist view of its role in schools support. Nevertheless, as legislation stands, some 200 responsibilities and statutory duties remain for the LA either to perform or to commission – in addition to the more general role of providing political and professional leadership for the public services in the LA area. These residual duties include, but are not confined to:

- Safeguarding
- Secure sufficient school places for all children in the LA’s area who require a place
- Ensure excluded pupils are placed as soon as possible
- Facilitate managed transfers between schools
- Take action on attendance through panels, penalty notices, prosecutions and referrals to other agencies
- SEN assessments and statements, including monitoring and provision of support (ages 0-25)
- SEN placements and residential provision as required
- SEN transport
- Provide home to school transport for all eligible pupils
- Support for school self evaluation and monitoring of performance
- Provide challenge and support in inverse proportion to success
- Intervention in schools causing concern
- To appoint LA governors and to ensure governing bodies of LA maintained schools are correctly constituted and provided with the information necessary to carry out their duties
- Co-ordinated admissions service
- Process free school meals applications for all eligible pupils
- Attend relevant multi-agency meetings

- Early Years outcomes duty
- Moderation of EYFS, KS1, KS2
- Ensuring EYFS in all settings
- Affordable, flexible childcare, sufficiency assessment
- Provide family information service
- 16-19 Commissioning
- Raising Participation Age
- SACRE

2.4 Not all of these functions will be reflected in specific posts or structural titles, but any LA will need to ensure sufficient capacity to enable the responsibilities to be fulfilled, together with any additional policy objectives and activities that its Members might wish to support by way of local initiatives.

2.5 The following sections of this paper consider alternative ways of addressing these responsibilities and policy objectives.

3.0 Alternative A: The Current Approach for Support Services

3.1 The restructuring undertaken this spring and summer in the Education Division of ECS is intended to provide sufficient capacity to fulfil both the statutory duties described in paragraph above and to enable the LA to carry out its desired discretionary activities – and it will do so for as long as resources and the statutory framework permit.

3.2 There are, however, some built-in disadvantages to the continuation of a traditional style of organisational architecture and its associated activity.

In the first place, the annual budget round presents a threat and distraction to the work programme agreed with schools on an annual (school year) basis.

Secondly, annual debates about whether or not the LA wishes to be involved in running sold services undermine market confidence and threaten the maintenance of market share in a context where schools are beset by myriad siren voices offering alternative sources of support.

3.3 Thirdly, the continuation of a hegemonic model in which the LA is the source of both challenge and support to the local family of schools does not reflect the changing balance of the relative roles of the LA and schools.

3.4 A fourth consideration lies in the question as to whether the resources available to the LA will continue year on year to be sufficient to enable the fulfilment of its leadership and strategic function as well as provide a financial underpinning to a role as supplier of services.

3.5 Fifthly and finally, the reliance on DSG as a continuing source of finance for the LA's activities is a very vulnerable hostage to fortune. There is a growing expectation that the current DfE consultation on schools' funding will presage an end to the LA's ability to "top slice" a significant tranche of DSG and use it to fund LA functions. This will mean the allocation of money becomes even more explicitly dependent upon the consent of the schools for whom it has been supplied in the first place, with schools themselves becoming

commissioners of services – either singly or by acting together in groups or federations.

4.0 Alternative B: A Minimalist Approach

- 4.1 As noted earlier, some LAs have addressed the changing situation by opting for a minimalist approach in which they have simply outsourced their support functions or else left it to the market place to provide as schools choose their own suppliers. Whilst this approach might be attractive in terms of the free market, it does involve a *de facto* scaling back of political and professional leadership.
- 4.2 A danger with this model is that it reduces very seriously the linkages between the LA and schools which are the lines of communication through which influence flows. The strategic leadership of children's services can be made more difficult when the number of personal contacts and transactions are minimalised and the fund of goodwill on which influence depends is replaced by a statutory functionalism. Whatever the challenges of maintaining sold services, the contact with schools that forms part of the service provision is an invaluable source of intelligence enabling early dialogue and intervention when things go wrong, both in terms of performance and safeguarding. The absence of such contact and the relationships that accompany it can prove costly in terms of delays and mutual suspicion when timely action could prevent escalation of difficulties into crises.
- 4.3 A further concern might arise within a "minimalist" approach for elected Members. The loosening of links to the point of minimum statutory requirements would put the relationship with schools on the same level as that which exists with any private provider of services commissioned by the Council in fulfilment of its obligations. Members could no longer regard the schools as "our schools" in any meaningful sense and whilst the significance of this factor is for Members to consider, it seems undeniable that there is a possibility of a creeping "democratic deficit" inherent within this model.
- 4.4 For the schools, reliance on the commercial market place for all their support services carries the very obvious risk that highly specialised expert support may not easily be available. It is clearly the case that the large commercial suppliers of support services tend to concentrate on services for which demand is constant. The recent consultation on the restructuring of the School Improvement Service drew a number of comments from schools highlighting their interest in maintaining certain specialist support that they could then buy from the LA and which was not readily available in the market place.

5.0 Alternative “C” – A Shared Endeavour

5.1 Rather than attempt to keep things as they are, or to quit the field altogether, an alternative approach is to adopt one of several forms of partnership model, in which schools and the LA work together in a mutual commitment to a shared enterprise. This can take the form of a trust, a social enterprise or a ‘soft’ partnership where ownership and leadership rests with the schools themselves, accompanied by the LA as a partner in its strategic and statutory roles. In this way the LA can fulfil both its residual role in regard to the statutory duties outlined above, and its local democratic role in terms of community and strategic leadership whilst recognising the changing landscape and sharing responsibilities with schools.

The remainder of this paper is concerned with considering versions of “A Shared Endeavour” as representing a creative and sustainable way forward for the LA and schools.

5.2 There are already several models in existence or being developed in various parts of the country. For example, head teachers in Southend have formed themselves into a trust, employing its own staff, with a Board that latterly includes the LA. In Hertfordshire and in the London Borough of Richmond upon Thames shared partnerships are being developed with the LA playing a full role from the outset. Derby City is in the fairly early stages of a trust model. In some LA areas, the support services have been “floated off” into a social enterprise or a wholly separate company. The original “4S” company in Surrey is the prime example of this, but others have since followed.

5.3 Whilst relatively new as an approach to what previously have been LA run school support services, the arms length or separate company models are fairly common in the provision of social housing and leisure services where there is a strong track record of successful working. In the event of a decision to explore this option further, it might be useful to consider the experience of a number of LAs across a range of services, whilst taking account of the unique funding arrangements that apply to education.

5.4 A possible way forward could take the form of a DSG funded trust led by head teachers with officer and Member representation on the Board, although some level of LA contribution might need to be agreed in recognition of the somewhat reversed principle: “no representation without taxation”. Put more colloquially, those who would expect a vote in the club would need to pay their subscriptions.

5.5 A different model is being developed in Hertfordshire where schools and the LA are collaborating in setting up a separate company in which the schools will hold 80% of shares and the LA 20% and administration will be vested in a chief executive employed by the company. All relevant staff will transfer to the company although pensions will continue to be held by the LA.. Negotiations are currently taking place to determine exactly what services the company will run and consideration is being given to the question as to whether or not the LA will pass the conduct of its statutory duties to the new company. Issues of accountability and scrutiny loom large in these discussions. Whilst the very large county benefits from economies of scale, the business model may be replicable in a smaller context.

- 5.6 In Richmond, the preferred model is based on a structured but 'soft' partnership with schools, where pooled resources are match funded in cash and in kind by the local authority, thus rationalising the need for a large centrally employed team of school improvement officers.
- 5.7 If these models or others are to be explored, then it might be helpful to set up a working group consisting of senior officers and representative headteachers in order to consider the most appropriate approach for Bromley and to make some initial proposals as to what is to be included in the scope of the venture.
- 5.8 In the meantime, current discussions on school action plans, academy partnerships and deployment of NLEs and LLEs should continue – and be used as a further basis for development.

6.0 Next Steps

- 6.1 Given a positive response to the general direction of this paper, a Working Group of officers and head teachers could be established to set out a developmental path that would lead to the establishment of a partnership approach to the provision of services for the start of the financial year 2013/2014.
- 6.2 Consideration should be given also as to whether there is the in house capacity to lead this work or whether it would be advisable to engage additional, dedicated support with the experience of leading successful developments elsewhere.

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