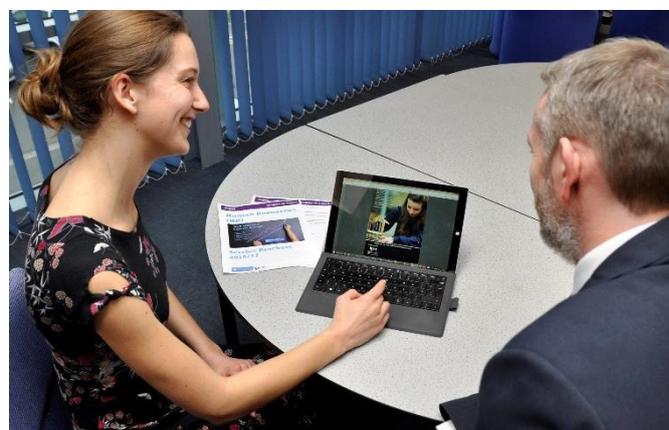
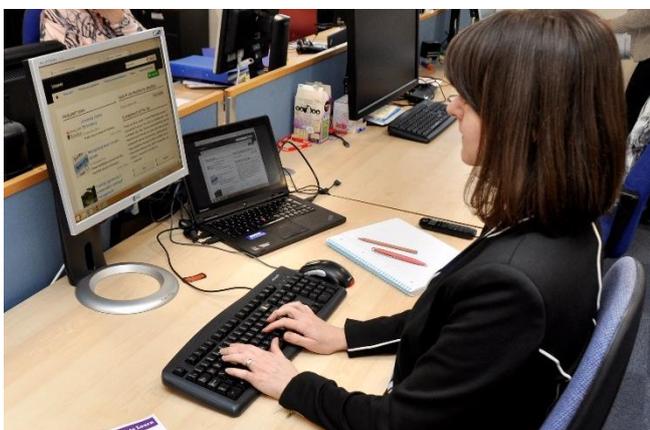


HR Advice and Development (Academies)



Service Level Agreement 2017/18

Introduction from Service Lead

Dear Headteacher, Chair of Governors and School Business Manager

Welcome to the Service Schedule for HR Advice and Development, which contains all of the information you will need about our service.

Our comprehensive HR package covers all of your service needs, whether this is strategic support through organisational change, face to face support with all of your employee relation matters or management of your HR Administration.

With the provision of allocated Business Partners & Officers for casework support and termly visits, we are committed to working collaboratively with you to meet the needs of your school.

We look forward to working with you.

Lorraine Edwards

HR Senior Business Partner

Description of our service

The Schools HR Advice and Development Team exist to support schools to achieve their goals. All our Schools HR professionals have in-depth knowledge of employment law and terms and conditions as they apply to schools and our overall goal is to ensure we build the capacity and capability of your workforce to meet the needs of your school. You'll have strong procedures, policies and the confidence you're taking the advice from an experienced team of schools HR professionals. We believe that preventing employment relation issues early can allow you to do what you do best – run your school. Our team of HR professionals can advise on implementing policies and procedures in place to prevent employment issues arising saving you time and money. Our aim is to support you in managing employment and related issues through a comprehensive service which:

- Delivers best HR practice in relation to all staff.
- Advises on putting policies and procedures in place that can help prevent employment issues arising saving you time and money.
- Provides management information to enable Principal/Headteachers and managers to apply correctly the various terms and conditions of service for all staff.
- Supports Principal/Headteachers and managers in achieving the aims and objectives of the school.

Individual responsibilities of our staff

Roles	Responsibilities
Named HR Business Partner	<ul style="list-style-type: none"> • Contact the school termly to discuss medium and long term plans. • Work with the school to identify and develop strategies to manage HR issues, including school restructures, redundancies, TUPE etc. • Represent the interests of the school and negotiate on the school's behalf with trades unions. • Provide timely, accurate and legally sound advice in response to queries from the school. • Ensure that policy development work reflects the requirements of schools. • Participate in employee relations casework and provide support to governing bodies. • Participate in Principal/Headteacher recruitment and other recruitment activity according to the needs of the school.
Named HR Officer	<ul style="list-style-type: none"> • Provide timely, accurate and legally sound advice in response to queries from the school. • Represent the interests of the school and negotiate on the school's behalf with trades unions • Manage employee relations casework and provide advice and guidance • Create and update policies, ensuring that best practice and legal requirements are met • Advise on terms and conditions for all school staff. • Undertake the School Workforce Census.
Named HR Administrator	<ul style="list-style-type: none"> • Provide timely, accurate and legally sound advice in response to queries from the school • Participate in the collation of data for statutory returns and reports.

Our obligations and requirements

What we will do for you:

Ref.	
P1.0	Relationship Management
P1.1	Provide a named HR Business Partner, HR Officer and HR Administrator.
P1.2	HR Business Partner to hold termly meetings to assess HR requirements and create appropriate strategies to support the school's Development Plan and address any 'people' issues.
P1.3*	Queries answered at first point of contact (via telephone/email) closed with agreed timescales with customer.
P2.0	Policy Support
P2.1	<p>Practical advice and guidance by phone, email and in person on the implementation of relevant HR policies and procedures inclusive of but not limited to:</p> <ul style="list-style-type: none"> • Disciplinary Policy/Procedure • Grievance Policy/Procedure • Capability Policy/Procedure • Appraisal Policy/Procedure • Managing Allegations Policy/Procedure • Anti-Harassment Policy/Procedure • Managing Absence Policy/Procedure • Flexible Working Policy/Procedure • Redundancy Policy • Remodelling the workforce (e.g. workforce planning) • Workforce planning/skills audits • Pay policies <p>All other relevant employment policies.</p>
P2.2	Provide regular updates in relation to changes in legislation and best practice through the termly 'Talking Point bulletins.
P2.3	Regular review of policies and procedures to ensure that they meet requirements and all relevant legal standards.
P2.4	Provide access to Shropshire Council's suite of 'model' policies that have been agreed with the relevant trades unions and notification when these policies are updated. (The Trust needs to buy in to the Trade Union Facilities Agreement to have access to agreed policies. please contact your HR Business Partner for further details and costs.)

P2.5	Facilitate working parties involving Principal/Headteachers and unions to influence and scope future policy development for both maintained schools and academies.
P3.0	HR Advice
P3.1	Support/advice on casework management including: <ul style="list-style-type: none"> • Absence management protocols in accordance with the relevant Absence Management Policies / Procedures, including statutory regulations relating to maternity, paternity, flexible working and all other related absences. • Support in the referral of staff to an Occupational Safety and Health Service to promote the proactive management of attendance (this is dependent on the customer having a contract with an occupational health provider). • Advice on managing staff attendance and support with casework. • Advice to managers and staff on procedures for ill-health retirement. • Support with investigations and hearings (including appeals).
P3.2	Attend meetings at schools on request with reasonable notice.
P3.3	Provide advice and guidance on safer recruitment including involvement in Principal/Headteacher appointments.
P3.4	Provide advice and guidance on drafting job descriptions and person specifications including where relevant evaluating posts against Shropshire's Job Evaluation Scheme.
P3.5	Provide advice and support in relation to the interpretation of the Teachers Pay and Conditions Document, support staff terms and conditions and other general conditions of service including maternity leave and pay and all other contractual pay elements.
P3.6	Notification of nationally/locally negotiated changes to conditions of service.
P3.7	Support in the development and delivery of training and staff development programmes, including access to on-line training modules (see Additional Services).
P3.8	Invite a representative of your school to all briefing and update events offered by the Schools HR Advice and Development Team.
P3.9	Keep the information on the Shropshire Learning Gateway up-to-date and accurate.
P3.10	Provide advice on the requirements for pre-employment checks for all new starters and re-joiners in line with 'Keeping Children Safe in Education Guidance'.
P3.11	Give advice on contracts of employment and written statement of particulars, contract changes and leavers.
P4.0	Management Information

P4.1	Provide regular management information reports with associated advice and guidance to Schools including but not limited to monthly establishment lists, sickness trigger reports, Casual staff holiday reports, and provide advice and guidance associated with these reports.
P4.2	Access to toolkits and materials in relation to HR casework, including model letter templates and forms.
P4.3	Compile data and complete the annual Schools Workforce Census. Note: This appears in both the Recruitment Payroll and Contracts SLA and the HR Advice and Development SLA. If both services are purchased, this element of the service fee will only be charged once.
P4.4	Collection and maintenance of information for service specific performance indicators as required by the customer.
P5.0	Support Services
P5.1	Provide support with change projects, e.g. school reorganisations, TUPE transfers. In conjunction with the HR Business Partner supporting the consultation and implementation of change.
P5.2	Access to toolkits and materials in relation to HR casework, including model letter templates and forms.
P5.3	Provide access to HR advice, information and FAQs through the Shropshire Learning Gateway.
P5.4	Archive records in a secure and safe environment.
P5.5	Commit to continuous improvement through the collation of customer feedback via annual surveys and analysis of findings.
P5.6	Offer membership of a customer user group.

What we require from you...

Ref.		Date required (if applicable)
C1	Be open and honest with us about your ambitions and plans so that we can make sure that the right interventions are put into place.	
C2	Involve us at the earliest possible stage of your thinking processes so that we can work with you to identify potential pitfalls and opportunities.	
C3	When seeking advice provide all background details so that we can give accurate and complete advice.	
C4	If adopting our model Policies and Procedures do so in a timely manner in the way that is required by the school's constitution.	
C5	Respond to any requests from us for further information in a timely manner so that we can resolve issues quickly.	
C6	Feed back to the Business Relationship Manager if you have any thoughts about how our service could better meet your needs and requirements.	
C7	Send all relevant information and paperwork relating to starters, leavers, contract changes and absence management to the team.	
C8	Immediate contact where suspension is being considered.	

Key Performance Indicators (KPIs)

Ref	Description of KPI	Target	Tolerances
1.0	SERVICE DELIVERY TIME		
1.1	Queries answered at first point of contact (by telephone/email) closed within agreed timescales with customer	100%	R = < 85% A = 85% - <89% G = >= 90%

Days/times during which Services are to be available

Monday – Friday	9.00am - 5.00pm
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Contact information

For more information	
Contact name	Lorraine Edwards
Role	HR Senior Business Partner
Telephone	01743 254412
Email	lorraine.edwards@shropshire.gov.uk

Charging and enquiries

For details on the various packages available for this service, including pay-as-you use options, or if you have any queries or issues regarding your service arrangements please contact us on the above contact details.

Additional Services

Additional services will be billed at point of delivery. The following services will be available on request:

Ref.	Service	Cost per hour (unless otherwise stated)
A1	Senior Management (other than Principal/Headteacher) Recruitment	To be 'quoted' once requirements scoped
A2	On-site Visits and Attendance at hearings / meetings / case conferences / investigations etc. not covered by the office hours:	POA (hourly rate excludes travelling time)
A3	Support at an Employment Tribunal	POA (hourly rate excludes travelling time)
A4	DBS certificate cost The current charge that the DBS apply for an Enhanced check.	POA per check.
A5	Mediation Service Resolving workplace conflict between members of staff/management. A member of the team is a trained mediator and this is offered on an hourly rate basis	POA (hourly rate excludes travelling time)
A6	Psychometric Service Offering pre-employment testing and development assessment service, this will support your organisation with business development and talent management. This is offered on an hourly rate basis	POA (hourly rate excludes travelling time)
A7	My Skills' Portrait Access to an online self-assessment toolkit of skills/behaviours and experience for the personal development of employees. This can be done individually or as a team exercise and analysis provided of the workforce data that is provided.	Price will be calculated upon request
A8	My Leadership Skills' Portrait Access to an online self-assessment toolkit of leadership confidence and resilience. As with the My Skills' Portrait, this can be done individually or as a team exercise and analysis provided of the workforce data that is provided. In addition, an online resource can also be accessible to assist with action planning	Price will be calculated upon request

Ref.	Service	Cost per hour (unless otherwise stated)
A9	<p>360 degree Feedback</p> <p>Access to an online assessment tool to gain feedback on individual performance. This collates information on individuals from line managers, peers and subordinates and creates an overall assessment of performance. Analysis and support can be provided on interpreting the results and action planning</p>	Price will be calculated upon request
A10	<p>Talent Management Toolkit</p> <p>Access to this toolkit which provides managers with practical tools and guidance to help support staff at each stage of their career, whilst helping to get the best from employees</p>	POA (per toolkit)
A11	<p>Performance Management Toolkit</p> <p>Access to this toolkit provides managers and employees with the framework that encourages the continuous improvement of business processes and of an individual's skills, behaviour and contribution.</p>	POA (per toolkit)
A12	<p>Rewarding People</p> <p>Access to the Rewarding People Staff Voluntary Benefits Scheme which offers discounts at high street and local independent retailers for staff, and can be a powerful tool for employee retention</p>	Price will be calculated upon request
A13	<p>Outplacement Support</p> <p>Access to the outplacement support toolkit for those employees who are at risk of redundancy, applying for jobs either internally or externally or looking for the next career move.</p>	POA (hourly rate excludes travelling time)
A14	<p>Policy Development</p> <p>Comprehensive employment policies, whether statutory minimum or occupational, can be created and refreshed in line with legislation changes; provided in various formats depending on need, for example in the form of an employee handbook, manager handbook, terms and conditions documents in hard and electronic</p>	POA (depending on type of policy)

Ref.	Service	Cost per hour (unless otherwise stated)
	copies. Communication materials of the new/refreshed policy would also be included, i.e. briefing paper or training (dependant on development/refresh)	
A15	Provision of Data/Reports This could include analysis of workforce data i.e. sickness absence trend analysis, establishment costing for re-structures as well as statutory survey responses. The creation and maintenance of interactive Balanced Scorecards are also offered as a service.	POA
A16	CPD/Training Course	Please refer to CPD brochure