Royal Borough of Greenwich

Direct Services to Schools and Children’s Centres
**INTRODUCTION**

Welcome to the 2019-20 Direct Services to Schools brochure. We are really pleased to continue to provide schools with a range of services that support in the provision of high quality learning experiences for children and young people.

We are committed to work alongside schools to make sure that as a local authority, we provide the services you require.

This year we are introducing the following 2 new services:

- Safeguarding Review/Audit toolkit – a service that support schools in developing safeguarding procedures that are effective and fully up-to-date.
- Communications and Digital Service – offering a range of marketing and communications services

Following on-going consultation with schools, the renewal process has been streamlined even further to allow schools/academies to submit their renewal form and sign off their SLA in one process. Additionally a school/academy can opt for a 1, 2 or 3 year agreement.

To enable us to support you in meeting your financial deadlines, we have also introduced the below key dates:

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<tr>
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<th>Maintained Schools</th>
<th>Academies</th>
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<tr>
<td>Brochure published</td>
<td>February 2019</td>
<td></td>
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<tr>
<td>SLA start date</td>
<td>1st April 2019</td>
<td>1st September 2019</td>
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<tr>
<td>Deadline for renewals</td>
<td>31st April 2019</td>
<td>31st September 2019</td>
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I hope you enjoy looking through this year’s brochure. Please contact Caroline Banin-Taylor, Head of Direct Services to Schools for general enquiries or if you have any feedback regarding services we provide or services you require.

Thank you for your continued support and we look forward to working with you over the coming year.

Tracy Russell
Senior Assistant Director - Inclusion, Learning and Achievement
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**Our Services**

To enable ease of access, we continue to group teams according to areas of expertise, with the addition of a new group that advertises our HR, Payroll and HSWS Services.

These are:

- SCHOOL IMPROVEMENT SERVICE INCLUDING GOVERNOR SERVICES
- PERFORMANCE ANALYSIS SERVICE
- CURRICULUM
- VIRTUAL SCHOOL FOR LOOKED AFTER CHILDREN
- BEHAVIOUR AND ATTENDANCE
- APPRENTICESHIP PROGRAMME
- SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) SERVICE
- DIRECT SERVICES - SUPPORT SERVICES
- SAFEGUARDING AUDIT/REVIEW

- NEWLY QUALIFIED TEACHERS (NQTs)
- SCHOOLS ACCOUNTING BURSARIAL SERVICE
- HUMAN RESOURCES (HR), PAYROLL, OCCUPATIONAL HEALTH, SAFETY AND WELLBEING (HSWS)
- LEGAL SERVICE
- RESPONSIVE AND CYCLICAL MAINTENANCE SERVICE
- PROPERTY CONSULTANCY SERVICE
- ENERGY PROCUREMENT SERVICE
- COMMUNICATIONS AND DIGITAL SERVICE

All services provided by Royal Borough of Greenwich Direct Services can also be found and accessed via our website: http://servicestoschools.royalgreenwich.gov.uk

**Our Charges**

This brochure provides a clear outline of our charges. These have been approved by school representatives attending focus groups within the local authority. Further details can be found within each service description contained in this brochure, or by contacting the named individual for bespoke packages.

**Our Pledge**

Royal Borough of Greenwich Direct Services realise the importance of working with stakeholders to ensure that we maintain and improve on the effective and good quality services we offer. To achieve this we have embedded in all packages mechanisms that support both on-going evaluation and the implementation of stakeholder feedback. Additionally, please contact Caroline Banin-Taylor, Head of Direct Services to Schools on caroline.banin-taylor@royalgreenwich.gov.uk or 020 8921 5560.
Core Services Available to Royal Borough of Greenwich Schools

SCHOOL IMPROVEMENT SERVICE INCLUDING GOVERNOR SERVICES

Early Years Foundation Stage, Primary and Secondary
- The provision of key information, advice and guidance: EYFS – KS5
- Brokering of school-to-school support to build capacity and make a bigger difference
- Support for schools to ensure that Ofsted judgements of good or better are achieved or maintained
- Effective school self-evaluation to accelerate improvement in all schools
- Early, swift and decisive intervention in schools causing concern
- Local authority School Monitoring Meetings (LASMMs) for maintained providers, whose results indicate underperformance and limited progress in closing the gap with national, and where appropriate, London performance
- Ensuring all schools have systems in place to enable them to submit reliable and accurate data
- Provision of training and advice in EYFS, KS1 and KS2 assessment and reporting arrangements
- Facilitation of moderation EYFS – KS5 in order to provide external challenge and validation of school results, enabling leaders to be confident, robust and accurate
- Local authority networks which help leaders and managers to keep up-to-date on live issues, explore the implications and share exemplary practice
- Advice and guidance on monitoring vulnerable groups, including the impact of pupil premium funding
- Leadership and facilitation of the Learning Improvement Partnerships (LIP) to accelerate achievement and raise standards
- Advice, support and guidance on 14-19 statutory responsibilities and accountabilities
- Challenge meetings for providers where there is underperformance in 14-19 outcomes
- Monitoring the delivery of 14-19 priorities and outcomes for young people
- Monitoring and evaluation of the Information Advice and Guidance contract and sharing best practice
- Guidance on changes to 16-19 funding arrangements and checking accuracy of outcomes
- Post-16 progress meetings with providers which identify strengths and areas for development and which help leaders to rehearse the narrative for their self-evaluation

GOVERNOR SERVICES
- Advice and guidance on all legal aspects of governance
- Completion of Instrument of Government as required
- Support for Governing Boards of schools causing concern or requiring intervention
- Director’s Briefing to Chairs and Vice Chairs of Governors - 3 times a year

PERFORMANCE ANALYSIS SERVICE
- Advice and support to schools for the termly school census and onward submission to the DfE on behalf of non academy/free schools
- Advice and support for submission of statutory assessment data during the summer term

CURRICULUM
- Personal, Social, Health and Economic Education (PSHE) Service
  - Advice and support for curriculum development, including specific PSHE topics and Spiritual, Moral, Social and Cultural development (SMSC)
  - Delivery of Sex and Relationships Education (SRE)
  - Delivery of Drug Education

VIRTUAL SCHOOL FOR LOOKED AFTER CHILDREN
- All looked after children education services outlined within the brochure are considered as Royal Borough of Greenwich core services

BEHAVIOUR AND ATTENDANCE
- Attendance Advisory Service
  - Child Missing Education (CME) advice, guidance and support
  - Child Employment and Entertainment (CEE) advice and guidance; issuing of child performance chaperones and employment licences, in agreement with schools
  - Prosecution of parents/carers who fail to ensure regular attendance at school through Magistrates’ Courts
- Advice for parents and schools on issues relating to Elective Home Education
- Penalty notices issued to parents who fail to ensure regular attendance for their children
- School Attendance Orders for children and young people who have no designated school or where parents do not engage with their child’s identified school
- All maintained schools will have a named Attendance Advisory Officer
Core Services

School Improvement Service

Early Years Foundation Stage, Primary, Secondary (11-19) and Governor Services

The School Improvement Service in the Royal Borough of Greenwich consists of highly skilled and qualified advisors who are totally committed to ensuring the best possible outcomes for children and young people.

We have a history of strong partnership work with schools and settings which has contributed to the transformation of outcomes for children and young people in the Royal Borough of Greenwich.

We will work in partnership to provide well matched, bespoke programmes which will challenge all schools and settings to improve. Leadership and curriculum support can be provided by specific advisors, who have had considerable success in raising standards and improving teaching and learning. They will work with you to provide effective subject support, specific to the needs of your school. Governor Services provide high quality professional clerking, crucial to the effective functioning of governing boards. The Governor Services team help governing boards to understand their role, function and the legal duties of school leadership and management.

These packages are focused on building capacity so that you can continue your journey towards outstanding. In addition, the Performance Analysis Service (PAS) can provide in-depth data analysis to support this work.

Our services are available to any individual or organisation involved in the education and care of ALL children and young people.

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Behaviour Support Service

- Access to Primary and Secondary Fair Access Panel (FAP), supporting educational needs of pupils with a history of challenging behaviour and/or deemed as being vulnerable.
- Support for schools with exclusion: information, advice and guidance regarding procedures and legal framework when need arises; Attendance at disciplinary committee hearings and support with setting up exclusion review panels.

Educational Psychology Service

- Named Education Psychologist to provide 4 visits per academic year, per school.
- Provision of statutory assessment-related advice and support.

SEN

- All SEN services outlined within the brochure are considered as Royal Borough of Greenwich core services.

HUMAN RESOURCES PROFESSIONAL SERVICES

- National/Local Conditions of Service - Notification of national pay awards and new conditions of service arising from the national negotiating machinery, and of any local agreements, for both teaching and support staff.
- Dismissal of Staff - The Director of Children’s Services (DCS) has the right to attend any hearing that could end in dismissal of staff employed by the Local Authority.
- Pre-Employment Safeguarding Checks – Basic checks to support safer recruitment of staff, i.e. Enhanced DBS Checks and The Children’s Barred List, administered by Payroll.
- School Workforce Census - Royal Greenwich will submit the return on behalf of schools. The Schools’ HR Professional Services Team reserves the right to levy an additional charge for those schools generating substantial errors and queries. £10 per error/query may be charged.
- Industrial Action - Written information will be provided on statutory advice. We will collate and provide information to corporate and external regional bodies on the effects of industrial action.

CHILDREN’S CENTRES

- Joint monitoring of Children’s Centre services and performance by a specialist, multi – disciplinary local authority team.
- Ensuring a named local authority representative attends Children’s Centre Advisory Board meetings to provide key updates and identify development needs.

Please note: core services are only offered to Royal Borough of Greenwich Schools.
How can we support you?

THE ACHIEVEMENT OF CHILDREN AND YOUNG PEOPLE

- Ensuring that tracking systems are robust and that appropriate strategies are in place to enable all children and young people to make expected or better progress
- Supporting settings, schools and colleges to make secure judgements about pupil progress through quality assurance and moderation
- Ensuring effective use of resources, including the Pupil Premium, to secure the best outcomes for vulnerable and disadvantaged groups

IMPROVING THE QUALITY OF TEACHING

- Tailoring support for practitioners, teachers and leaders to enable them to meet the rigour of the Teaching Standards so that their practice is typically good or better
- Supporting schools in understanding and developing innovative and appropriate curricula
- Ensuring that assessment data, including high quality feedback, is used effectively to inform learning

BEHAVIOUR FOR LEARNING

- Understanding how well-being and involvement improve outcomes for learners
- Ensuring that pupils are effectively engaged in their learning in order to maximise the impact in lessons

QUALITY OF LEADERSHIP AND MANAGEMENT

- Building leadership capacity, at all levels, to identify precisely areas of strength and areas requiring further improvement
- Challenging leaders at all levels to evaluate their impact on standards and outcomes for children and young people

Any of our services can be tailored to suit your individual needs.

A suite of discrete packages is detailed on our website.

STATUTORY ASSESSMENT: ACADEMIES AND FREE SCHOOLS

The Royal Borough is able to act as the named local authority for academies and free schools and provide services to support statutory assessment requirements. Please contact us for further details.

COSTS

- Daily cost per service provider £550 per Advisor (note all charges are inclusive of administration costs)

IMPROVEMENT PARTNER PROGRAMME (IP)

(SEPT 2019 - JULY 2020)

School Improvement Partners provide a single point of contact for the school. They work with school leaders to support, challenge and validate self-evaluation.

They are able to facilitate teaching and learning reviews and support the development of leadership at all levels. They can assist schools in preparation for Ofsted inspections, including desktop surveys of school websites, data and documentation.

Working across a multi-disciplinary School Improvement Service, they are also able to broker bespoke CPD and facilitate the sharing of best practice.

How can we support you?

Your Improvement Partner will provide three half day visits over the academic year, which are tailored to meet your school’s needs. You will receive a record of each visit, which can be part of your evidence of external challenge and validation.

The Improvement Partner will:

- Discuss and agree the required support for the year

COSTS

- Improvement Partner Programme £1750 per academic year
- Improvement Partner Programme plus Headteacher Performance Management £2300
- Headteacher performance management only £550

Bespoke options and costs can also be tailored for schools working in partnerships or academies, including MATs.

You can also commission additional bespoke support through the Direct Services website.

For Royal Borough of Greenwich schools that are part of the local authority and School Monitoring Meeting (LASMM) process, the cost of the IP programme will be met by the local authority as part of the package of targeted support.
**Governor Services**

**CLERKING, ADVICE AND TRAINING**

- The clerking of full governing board meetings - involving planning and preparation of agendas, electronic distribution of papers, production of minutes and follow up action
- Updates for the governing board on national and local updates through the production and circulation of the twice-termly information paper
- Support and preparation for Ofsted inspections
- Advice on governors’ attendance/continued membership of the governing board
- Attendance of one delegate at the biennial Governors’ Conference
- Support with the development of the governing board’s strategic plan including a meeting with the Headteacher and Chair of Governors at the end of the summer term
- Advice and support on all legal aspects of governance, including pupil discipline committees, staff discipline committees and complaint hearings
- Termly targeted briefing provided by the clerk at the start of each full governing board meeting
- Supply and analyse the governing board skills audit
- Trained assessor who can provide support to governing boards who wish to either pursue the Governor Mark accreditation or use the materials as a toolkit for self-evaluation
- Advice and guidance on all legal aspects of governance
- Attendance at all training and development courses e.g. induction training for new governors and chairs’ training

**ADDITIONAL SERVICES**

Schools have the opportunity to buy additional services:

- Bespoke training, 2 hours - £250 (RBG schools) £275 (non-RBG schools)
- Clerking of extra meeting, including committee, complaints, disciplinary etc. (including preparing and post meeting follow up) - from £200 (RBG schools) £220 (non-RBG schools)
- Academy Trusts - advice and support for delivering the statutory role of the Trustees including clerking meetings

Where a school has an independent clerk, please contact Governor Services so a bespoke package of support can be tailored to your needs.

If a school doesn’t buy into the Standard Package and a governor would like to attend a training course the following charges would apply.

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<tr>
<th>Attendance for one governor at a:</th>
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<tr>
<td>2 hour training session</td>
<td>£50 (RBG schools) £70 (non-RBG schools)</td>
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<tr>
<td>Full day training session</td>
<td>£125 (RBG schools) £155 (non-RBG schools)</td>
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<tr>
<td>Attendance at conference</td>
<td>£125 (RBG schools) £155 (non-RBG schools)</td>
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**SERVICE STANDARDS AND BENEFITS**

Governor Services aim to secure school improvement through enhancing the quality of governance in schools. This will include provision of high quality support and advice services that incorporate the key values of self-evaluation and improvement.

We will provide:

- A high-quality service delivered by trained, experienced clerks with a strong understanding of governing bodies’ operational and strategic needs and enhanced DBS
- Agendas and minutes to all members of the governing body in an electronic format. Draft minutes from governing body meetings will be sent within a maximum of ten working days
- A rapid and effective response to all queries
- A flexible and responsive service which will meet the needs of your governing body with a dedicated support officer who has an understanding and knowledge of your school’s context
- Comprehensive and high quality Continuing Professional Development programme

**COSTS**

Standard package - Clerking, Advice and Training: £3,400 (RBG schools) £3,740 (non-RBG schools)

Advice and Guidance: £850 (RBG schools) £935 (non-RBG schools). This support can be purchased where the school has an independent clerk.

These services are offered in addition to core services listed on page 8

**CONTACT FOR ALL SCHOOL IMPROVEMENT SERVICES**

Julie Taylor
Head of School Improvement
Tel: 020 8921 2793
Email: julie.taylor@royalgreenwich.gov.uk
The Performance Analysis Service (PAS) are the central point of data analysis and performance reporting within Children’s Services. The service has a history of working in strong partnership with schools and other services within Greenwich to help support the continued raising of standards and achieving the very best outcomes for children and young people.

We are responsible for statutory data reporting in relation to the termly school census and submission of early years and primary assessment data. We undertake a range of detailed analysis of assessment data and offer a variety of analysis packs and services to schools.

We offer a core service to all schools with additional support and packages available as part of a service agreement.

How can we support you?

Our core offer:

School census - we provide advice to ALL schools, both in terms of written guidance and telephone support. Non academy/free schools submit their census via the local authority and PAS complete data validation checks and work with schools to clear any errors and queries. We do not have access to the returns of academy/free schools however please see our census checking service to see how we can support you further beyond the general advice offer.

Submission of statutory assessment - we provide guidance to ALL schools to support you in the submission of your EYFSP, Phonics, KS1 and KS2 data during the summer term.

In year/bespoke assessment advice - schools that purchase the PAS school analysis packs can contact the service at any time during the year to seek advice as to the best use and interpretation of their assessment data. This may be in terms of understanding how best to use their analysis packs or guidance as part of Ofsted preparation.

COSTS

Where schools buying into our analysis packs are part of a MAT and not all schools in the MAT are buying in, we ask that the contents of our analysis packs are not shared across the MAT as this would be unfair on schools that buy into our services.

PRIMARY SCHOOLS

Description

Analysis package consisting of:
- One page results summary*
- EYFSP analysis pack
- Phonics analysis pack
- Key Stage 1 analysis pack
- Key Stage 2 analysis pack
- Pupil Premium gap analysis*

Provisional versions of the one page summary and packs are released as data becomes available, followed by final versions once all data is confirmed.

- £850 for 1 - 1.5 form entry schools
- £1,100 for 2+ form entry schools

*The one page summary and the pupil premium gap analysis can be purchased as stand-alone items @ £150 each.

SECONDARY SCHOOLS

Description

- One page results summary
- Key Stage 4 analysis pack
- Key Stage 5 pack (as applicable)
- Bespoke performance analysis (up to one day)
- £1,500 for schools without a sixth form
- £1,800 for schools with a sixth form

SPECIAL SCHOOLS

Description

We are happy to provide analysis support to our special schools however there is no ‘standard’ product that would meet the needs of all. Schools can contact us to discuss their specific requirements and we will tailor a package to suit e.g. attendance/PA analysis.

Agreed on case by case, but daily rate of £350 is starting point e.g. package that takes a day to produce would be £350.

SCHOOL CENSUS CHECKING FOR ACADEMIES AND FREE SCHOOLS

Schools may have specific needs that they require support on or training requirements. Examples may include:

- ASP training in school
- Bespoke data analysis
- MAT level analysis

Cost

- Daily rate of £350 (pro rata’d as applicable)
SCHOOL CENSUS CHECKING FOR ACADEMIES AND FREE SCHOOLS

Description
The local authority does not have access to the school census data for these schools during the submission period so cannot support with data checking/validation.

Schools can grant access to the local authority if support is wanted; schools can opt for all terms or just specific terms.

Cost
- Primary and Special - £100 per term
- Secondary - £250 per term

Schools can buy just for the terms they want support e.g. October/Autumn.

AD HOC SERVICES AND SUPPORT

Description
Schools may have specific needs that they require support on or training requirements. Examples may include:
- ASP training in school
- Bespoke data analysis
- MAT level analysis

Please contact us to discuss any needs you may have.

Cost
- Daily rate of £350 (pro rata’d as applicable)

Please contact us to discuss any needs you may have.

CONTACT
Joanne Burgess
Head of Performance Analysis Service
Tel: 020 8921 3579
Email: joanne.burgess@royalgreenwich.gov.uk

Tiarnan Doherty
Performance Analysis Team Leader
Tel: 020 8921 6678
Email: tiarnan.doherty@royalgreenwich.gov.uk

CURRICULUM SUPPORT SERVICE

Curriculum support will focus on improving the quality of teaching, learning and leadership linked to the Ofsted criteria. Schools will be offered effective programmes targeting their specific needs with a particular focus on vulnerable groups of children and young people. Our specialist advice and support provides a major contribution to schools’ statutory responsibilities to promote pupils’ wellbeing, as well as the development of a positive school ethos.

This service will be delivered by experienced experts in the following subject areas: Music, Personal Social Health and Economic Education (PSHE) and Physical Education.

MUSIC HUB SERVICE

(Sept 2019 - July 2020)

How can we support you?
The Music Hub provides a range of services through a School Music Agreement (SMA). The offer has been extended and enriched this year and includes the following packages (available to schools at both primary and secondary level).
Programmes:

First Access
- A specialist whole class instrumental tuition programme for beginners targeted at years 3 and 4. Cost: £1600 or £2400 per term based on recommended 2 or 3 tutor model. A complete yearly course runs for 3 terms. A secondary school package aimed at year 7 students with no previous instrumental experience is also available.

Second Access
- Aimed at students in years 4, 5 and 6, who have completed a year of First Access and show musical promise. An in-school progression route focused on small group tuition and ensemble work designed to develop core instrumental skills. Cost: 1 tutor £40ph - minimum 2 hours.

Specialist Instrumental Music Tuition (SIMT)
- Stand-alone progression route catering for individual or small group instrumental tuition on the peripatetic model. Cost: 1 tutor £40ph - minimum 2 hours progression route for young musicians showing promise. Cost: Hub tutors £40 per hour.

Support

School Music Education Plan (SMEP)
- A fully subsidised visit by members of the Hub Management Team to discuss aspects of curriculum, planning and delivery. This meeting includes an opportunity to review current Ofsted requirements and developments in music education practice.

Progression support
- Schools can contact the Hub at any time to discuss or arrange a free meeting with members of the management team regarding out of school progression programmes. These activities include: The Royal Greenwich Music Centre (RGMC), Animate Orchestra, The Royal Greenwich Youth Orchestra, and additional partnership projects.

Performance Opportunities
- Access to large scale, high profile celebration and performance events. Cost: Typically £200 although cost can vary depending on event.

Instrumental Loan Service
- Instruments and instrument sets are available on loan from the Hub with prices varying according to value. Cost for a whole class set: £120 per term.

Singing support
- As part of the Hub’s singing strategy, schools can request a fully subsidised support visit from a member of the Hub Management Team to discuss and advise on aspects of curriculum, delivery and repertoire. Specialist singing tutors are also available upon request.

CONTACT

Sheryl Moss
Finance and Administrative Officer
Tel: 020 8921 4123
Email: sheryl.moss@royalgreenwich.gov.uk

or

Lindsay Evernden
Head of Music Hub Services
Tel: 020 8921 5622
Email: lindsay.evernden@royalgreenwich.gov.uk

Personal, Social, Health and Economic Education (PSHE) Service

How can we support you?

Development of whole school approaches to health and wellbeing
- Development of school ethos and learning climate
- Review of PSHE provision
- Advice and support for curriculum development, including specific PSHE topics, and for Spiritual, Moral, Social and Cultural (SMSC) development
- Curriculum planning and development on all aspects of PSHE education
- PSHE Education assessment for learning
- Support in achieving Healthy Schools London Awards

Curriculum planning
- Delivery of Relationships and Sex Education (RSE)
- Delivery of Drug Education
- Delivery of Lesbian, Gay, Bisexual and Transgender (LGBT) inclusion

CONTACT

Michele Holmes
Senior Public Health Manager (Schools Aged Health and Wellbeing)
Tel: 020 8921 6813
Email: michele.holmes@royalgreenwich.gov.uk

Pupil and parent voice
- Advice and support on school provision
- Advice and support on identifying the needs and impact of working with parents/carers to establish partnerships for learning

COSTS

PSHE, SMSC, RSE and Drug Education services are core services and FREE of charge to Royal Borough of Greenwich Schools.

Curriculum Support Service

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Direct Services to Schools - 2019-20
Physical Education Service

How can we support you?

The achievement of children and young people
- Guidance and support on Physical Education and School Sport (PESS) entitlement
- Guidance and support on inclusive practice

Improving the quality of teaching
- Lesson observations and feedback to improve quality to good or outstanding
- Provision of model lessons
- Supporting schools in understanding and developing innovative and appropriate pedagogy
- Ensuring that assessment data, including high quality feedback, is used effectively to improve learning

Behaviour and safety of children and young people
- Providing guidance on the safe practice of PESS
- Advice and guidance on health and safety and risk assessment of PE outdoor activity
- Guidance on quality assurance of external agencies

Leadership and management
- Supporting leadership of PESS activities in the school provision
- Access to inter and intra school competition through the School Games Competition Framework
- Advice on the strategic planning of the PE curriculum and the expenditure of the PE sport premium
- Linking schools with external agencies
- Keeping schools up-to-date with local and national developments

COSTS
Daily cost per Advisory Teacher (PE and Sport) £450
(note all charges are inclusive of administration costs)

CONTACT
Caroline Banin-Taylor
Head of Direct Services to Schools
Tel: 020 8921 4704
Email: caroline.banin-taylor@royalgreenwich.gov.uk

Virtual School for Looked After Children

“Providing leadership to those supporting educational outcomes of the looked after child.”

The Virtual School Team is committed to working in partnership with schools to narrow the outcome gap that is seen nationally for Looked After Children and Previously Looked After Children.

Our dedicated and experienced team work in partnership with schools and all those who affect the education of Looked After Children and Previously Looked After Children. We monitor and track individual children and provide guidance on appropriate strategies. We advise and guide on leadership issues, legislation and statutory areas. Our bespoke services support staff to both understand the issues that affect Looked After Children and Previously Looked After Children, and to develop strategies to support them achieve. Our services are available to any school or organisation that works with Looked After Children and Previously Looked After Children.

How can we support you?

Achievement of children and young people
- Supporting and attending Personal Education Planning meetings
- Using the data you provide to allocate extra tuition or support in the home
- Liaising with other boroughs and other agencies to ensure all Looked After Children achieve the best outcomes
- Working with your designated teacher to ensure Pupil Premium is used on the most effective strategies for individual Looked After Children
- Supporting young people in care to engage in extra-curricular activities
- Supporting young people in care to have post 16 and post 19 aspirations

Improving the quality of teaching
- Supporting the implementation of whole school teaching strategies for Looked After Children and Previously Looked After Children
- Providing strategies that assist social workers and foster carers in supporting young people with their education
- Providing training for designated teachers and sharing of practice opportunities for all staff working with Looked After Children and Previously Looked After Children, for example whole school teaching on attachment and learning

Behaviour and safety of young people
- Providing guidance on exclusions and attendance policies for Looked After Children and Previously Looked After Children
- Providing guidance on supporting individual young people who are struggling with school

Leadership and management
- Supporting strategic development of services for Looked After Children and Previously Looked After Children
- Ensuring governing boards, Headteachers and designated teachers have a clear understanding of how to meet their statutory responsibilities
- Linking schools with each other and with external agencies
- Keeping schools up-to-date with national developments
- Supporting the development of Attachment Aware schools

COSTS
Core services, FREE of charge to Royal Borough of Greenwich Schools

CONTACT
Sally Kelly
Head of Inclusion, Headteacher, Royal Borough of Greenwich Virtual School
Tel: 020 8921 5821
Email: sally.kelly@royalgreenwich.gov.uk
Behaviour and Attendance

Our Behaviour and Attendance specialists practice a holistic approach that is both responsive and flexible to the needs of service users.

Through early intervention our services contribute positively to improving school attendance and reducing persistent absence, in addition to investing in the social and emotional development of children and young people. It supports staff in promoting sustainable change and development that provides the very best outcomes for pupils.

Attendance Advisory Service

How can we support you?

- Strategic support, advice and guidance on DfE initiatives, statutory guidance, legislation, data analysis, whole school systems, code analysis and absence categorisation, reduction of absence (overall, unauthorised and persistent) in preparation for an Ofsted inspection
- Production of an attendance strategy and associated guidance documents
- Support for pastoral staff and attendance leads in schools
- Meeting with parents and pupils
- Case work with pupils and families
- Gathering evidence to demonstrate the correlation between good school attendance and high pupil attainment

COST

Attendance & Behaviour Support Services:

Daily cost per Behaviour and Attendance Advisor
Between £350-£450 per day, dependent on service required (note all charges are inclusive of administration costs)

These services are offered in addition to core services listed on page 9

CONTACTS

Suzanne Morgan
Team Manager/Court Officer Attendance Advisory Service
Tel: 020 8921 8510
Email: suzanne.morgan@royalgreenwich.gov.uk

Sally Kelly
Head of Inclusion, Headteacher, Royal Borough of Greenwich Virtual School
Tel: 020 8921 5821
Email: sally.kelly@royalgreenwich.gov.uk

Our Behaviour and Attendance specialists practice a holistic approach that is both responsive and flexible to the needs of service users.

Through early intervention our services contribute positively to improving school attendance and reducing persistent absence, in addition to investing in the social and emotional development of children and young people. It supports staff in promoting sustainable change and development that provides the very best outcomes for pupils.

Attendance Advisory Service

How can we support you?

- Strategic support, advice and guidance on DfE initiatives, statutory guidance, legislation, data analysis, whole school systems, code analysis and absence categorisation, reduction of absence (overall, unauthorised and persistent) in preparation for an Ofsted inspection
- Production of an attendance strategy and associated guidance documents
- Support for pastoral staff and attendance leads in schools
- Meeting with parents and pupils
- Case work with pupils and families
- Gathering evidence to demonstrate the correlation between good school attendance and high pupil attainment

COST

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Tel: 020 8921 8510
Email: suzanne.morgan@royalgreenwich.gov.uk

Sally Kelly
Head of Inclusion, Headteacher, Royal Borough of Greenwich Virtual School
Tel: 020 8921 5821
Email: sally.kelly@royalgreenwich.gov.uk
**Primary Behaviour Support Service**

**How can we support you?**

Planning, delivery and monitoring of support and intervention for pupils

- At risk of exclusions
- Via Early Intervention
- With SEMH (Social Emotional Mental Health) to ensure that they receive suitable and appropriate education

**Behaviour support**

- Early Intervention via Pastoral Support Programme (PSP) and Early Help Assessments (EHA)
- Management of the EHA process including organisation of meetings, and monitoring of plan, including Lead Professional role
- Committed work in partnership with families, a range of professionals and voluntary organisations
- Support with access to local authority Fair Access Panel (FAP) to facilitate managed moves, with allocated support according to need as discussed and agreed at FAP
- Dedicated team to work with primary pupils in their new setting and alongside class and school staff to support the reintegration
- Management of FAP placements and monitoring by review
- Attendance at Child Protection Conferences
- Advice and consultation on managing pupil exclusion and how to use statutory exclusion guidance

- Support for year 6 pupils with secondary school transition

**Whole School ‘Behaviour for Learning’**

As part of a quality assurance process, and for Ofsted inspection preparation, the review would include:

- Evaluation of the impact of systems and procedures to manage and improve behaviour
- Analysis of the school’s exclusion/inclusion data, including internal exclusion, with a focus on specific groups if appropriate
- Discussion with groups of representatives from key stakeholders: SLT, staff (teaching and non-teaching), pupils, parents/carers and governors
- Evaluation of behaviour for learning in lessons
- Evaluation of the behaviour and safety of pupils around school
- Senior leaders joining consultants in lesson observations, and behaviour and safety walks

**COST**

Core services, FREE of charge to Royal Borough of Greenwich Schools

**CONTACTS**

Sara Sparham  
Primary Behaviour Manager  
Tel: 020 8921 2133  
Email: sara.sparham@royalgreenwich.gov.uk

Sally Kelly  
Head of Inclusion, Headteacher, Royal Borough of Greenwich Virtual School  
Tel: 020 8921 5821  
Email: sally.kelly@royalgreenwich.gov.uk

**Secondary Behaviour Support Service**

**How can we support you?**

Planning, delivery and monitoring of appropriate support and intervention for pupils

- At risk of exclusions
- With additional needs to ensure that they receive suitable education provision
- Placed in education other than mainstream school
- With social, emotional and mental health needs to ensure that they receive suitable and appropriate education

**Behaviour support**

- Management of Early Help Assessment (EHA) process
- Support with access to the local authority Fair Access Panel to facilitate managed moves to participating schools
- Advice and consultation on managing pupil exclusions and how to use statutory exclusion guidance
- Advice and support on the quality assurance of alternative provisions
- Working with groups as well as individual pupils

**Behaviour Support**

- Management of Early Help Assessment (EHA) process
- Support with access to the local authority Fair Access Panel to facilitate managed moves to participating schools
- Advice and consultation on managing pupil exclusions and how to use statutory exclusion guidance
- Advice and support on the quality assurance of alternative provisions
- Working with groups as well as individual pupils
Whole-school ‘Behaviour for Learning’ review

As part of a quality assurance process, and for Ofsted inspection preparation, the review would include:

- Evaluation of the impact of systems and procedures to manage and improve behaviour
- Analysis of the school’s exclusion/inclusion data, including internal exclusion, with a focus on specific groups if appropriate
- Discussion with groups of representatives from key stakeholders: SLT, staff (teaching and non-teaching), pupils, parents/carers and governors
- Evaluation of behaviour for learning in lessons
- Evaluation of the behaviour and safety of pupils around the school corridors, meeting areas, school grounds, beyond the school perimeter
- Senior leaders joining consultants in lesson observations and behaviour and safety walks

COST

Daily cost per Behaviour and Attendance Advisor
Between £350 - £550 per day, dependent on service required (note all charges are inclusive of administration costs)

These services are offered in addition to core services listed on page 10

CONTACT

Rebekah Williams
Inclusion Deputy, Royal Borough of Greenwich
Tel: 020 8921 8912
Email: rebekah.williams@royalgreenwich.gov.uk

Sally Kelly
Head of Inclusion, Headteacher, Royal Borough of Greenwich Virtual School
Tel: 020 8921 5821
Email: sally.kelly@royalgreenwich.gov.uk

Outreach Services

How can we support you?

Outreach Learning Mentors

- The Outreach Learning Mentor team consists of qualified and experienced Learning Mentors who possess a wide range of specialist skills. Learning Mentors support children and young people with issues that affect their learning, attendance and punctuality, as well as children at risk of exclusion such as difficulties with behaviour, relationships, self-esteem, bullying, bereavement and loss

Outreach Bereavement support service for Children and Young People

In Conjunction with Child Bereavement UK (CBUK)

Children, young people and families may access a mix of the support approaches offered depending on their assessed bereavement needs.

- Family Support Sessions
- Individual Support Sessions

In addition CBUK can provide a range of models of group support.

- Group Support for Bereaved Children and their Families (4-11 year olds)
- Group Support for Young People (11-18 year olds)
- Bereavement Education, Skills and Advice to other Professionals

On-site supervision for Learning Mentors and other school based support staff

- We provide confidential supportive supervision sessions to help staff with managing their roles and responsibilities, personal well-being and work life balance

Our supervisors hold a Post Graduate Diploma in Supervision and are highly professional with exceptional experience in supervision, reflective practice and group dynamics. We support a range of staff such as those responsible for safeguarding, SENCO’s, Family Support Workers and Learning Mentors

COSTS

Outreach Learning Mentors support for children

Schools can purchase various fixed packages of support:

Package 1: £14,000 for 2 days per week, per academic year
Package 2: £7,400 for 1 day per week
Package 3: £750 for 1 session per week for 8 weeks (single referral)

On-site supervision

£65 per hour
£1200 per year (6 x half termly sessions - up to 2 staff)

Bereavement Support Practitioner

£165 per day
£750 for 1 session per week for 8 weeks (single referral)

CONTACT

Bridget Baptist
Outreach Services Supervisor
Tel: 020 8921 8979
Email: bridget.baptist@royalgreenwich.gov.uk

Sally Kelly
Head of Inclusion, Headteacher, Royal Borough of Greenwich Virtual School
Tel: 020 8921 5821
Email: sally.kelly@royalgreenwich.gov.uk
Schools Outreach Counselling Services

How can we support you?

Our Counselling Service supports the emotional and mental health of pupils. Counsellors have an understanding of key issues impacting on young people’s lives today and help to affect positive change in young people. Our counsellor can offer a young person a safe and supportive environment to talk about difficult issues in confidence. They will listen to a young person’s views, experiences and feelings without judgement, in an atmosphere of respect and empathy, based on a secure and trusting working relationship.

Sessions are person-centred one-to-one counselling and last for 50 minutes. They are confidential unless there is a disclosure which will be shared in line with the school’s safeguarding procedures.

The service is delivered by qualified counsellors and supervised final year trainees who are members and abide by BACP’s Ethical Framework.

We work closely with school nurses and CAMHS

COST

£3,805 for one term or £8,145 for the academic year (1 day per week, up to 3 counsellors)

CONTACT

Sukwinder Jandu
Schools Outreach Counselling Co-ordinator

Tel: 020 8921 5560
Email: sukwinder.jandu@royalgreenwich.gov.uk

Restoration and Resilience

How can we support you?

Restorative Approaches

- A Restorative Approach (RA) focuses on repairing the harm done to relationships, placing people at the heart of its response to conflict. We can support parties to repair the damage and move on after individual conflicts. Alternatively we can provide advice on how to use RA as a tool to develop and maintain healthy relationships within school communities – offering skills practice, mentoring and support and network groups for staff trained in RA

Anti-bullying initiatives

- Provision of a range of interventions including cyber-bullying workshops, secondary school transition programmes, conferences for children and young people and bespoke support and advice on all issues related to bullying and bullying prevention

Peer Mentoring Package

- Delivering a complete Peer Mentor package including strategic planning with school staff, training sessions and follow up support, which encourages the effective participation of pupils

Duke of Edinburgh’s Award

The Duke of Edinburgh’s Award aims to provide an enjoyable, challenging and rewarding programme of personal development for young people aged 14-19. We can provide services to fully support a school DoE Leader to provide a high quality, successful DoE programme at Bronze, Silver and Gold level in their school setting. Please note this service will only be available until the end of July 2019.

- Termly support meetings with the Award Leader in school
- Pre-expedition season Leaders meeting
- DoE sessions
- Advice, support and administration of the Expedition section in line with relevant Health and Safety legislation
- Award verification and certification

We can also provide a fully qualified and experienced Expedition Leader and Expedition Assessor to support with:

- Risk assessments for the expedition
- Pre-expedition meetings with Award Leader at school
- Bronze and Silver expeditions including residential stays during the week and at weekends
- Full responsibility for the supervision plan and for coordinating the other staff on the expedition days
- We work with the school expedition staff team to ensure the safety and welfare of the young people during the expedition

COST

Schools can purchase various fixed packages of support

CONTACT

Geraldine Turton
Training and Development Manager

Tel: 020 8921 6811
Email: geraldine.turton@royalgreenwich.gov.uk
Apprenticeship PLUS Programme

Apprenticeships can be transformational for learners, offering real work experience, alongside training to develop the right skills for their chosen field. Schools have told us they benefit from an injection of fresh ideas and the opportunity to nurture talented staff, familiar with their own school’s ethos and procedures. Our dedicated and experienced team are able to support apprenticeships in schools, from recruitment and induction, to achievement and progression. Apprenticeship PLUS Programmes are available at a range of levels and roles across schools.

How can we support you?

Apprenticeships PLUS for Schools

The Apprenticeships PLUS team work closely with school leaders to ensure learning opportunities are closely tailored to meet the needs of both learners and schools. Throughout our induction, work experience and apprenticeships, we provide fantastic wraparound support. We ensure additional needs are identified early and addressed so that learners progress well, achieve their potential and move on to higher education or employment.

The plus in Apprenticeships PLUS represents the additional support and enrichment opportunities provided for apprentices alongside their course, at no additional cost to schools. Every term we offer mentor network twilight meetings for students and their mentors. These facilitated sessions enable mentors and mentees to look together at different ways of working, that will enhance their relationship and further support the apprentice in their workplace and with their study.

Enrichment opportunities include speakers from across the local authority and 3rd sector partners, and are designed to meet the identified needs of learners. This term we have been able to offer an Art Therapy short course and a workshop from our SEND department, providing learners with specialist skills to support pupils in their learning at school.

COST

Training and support is fully funded via the Apprenticeship Levy

CONTACT

Geraldine Turton
Training and Development Manager
Tel: 020 8921 6811
Email: geraldine.turton@royalgreenwich.gov.uk

Programme Details:

<table>
<thead>
<tr>
<th>Role</th>
<th>Level 2 Certificate</th>
<th>Level 3 Diploma</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Administrator</td>
<td></td>
<td>Level 3 Diploma: 15 months</td>
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<tr>
<td>IT Support</td>
<td></td>
<td>Level 3 Diploma: 15 months</td>
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<tr>
<td>School Business Manager</td>
<td></td>
<td>Level 4 Diploma: 18 months</td>
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<tr>
<td>Facilities Manager</td>
<td></td>
<td>Level 3 Diploma: 15 months</td>
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<tr>
<td>Early Years</td>
<td>Supporting Teaching and Learning in schools</td>
<td>Level 3 Diploma: 15 months</td>
</tr>
<tr>
<td>PE and School Sport</td>
<td>Supporting Teaching and Learning in PE and School Sport</td>
<td>Level 3 Diploma: 15 months</td>
</tr>
<tr>
<td>Arts Teaching Assistants</td>
<td>Supporting Teaching and Learning with Arts Award</td>
<td>Level 3 Diploma: 15 months</td>
</tr>
</tbody>
</table>
SEND Assessment and Review Service

- Provide advice, support and direction to schools and colleges in respect of provision for pupils receiving SEND support or who have Educational Health Care (EHC) plans.
- Monitor the quality and outcomes of personalised plans in schools and provide direction for the improvement of plans in liaison with Educational Psychologists and other support service colleagues.
- Work collaboratively with other professionals in developing the capacity of mainstream schools in Royal Greenwich, to meet the needs of children with special educational needs.

- Support at key annual reviews e.g. transitions or where the review is considering if the school is able to meet the child or young person’s needs.
- Provision of training, workshops and surgeries around assessment and planning for children with special needs.

COST

Core services, FREE of charge to Royal Borough of Greenwich schools.

CONTACT

Di Osbourne
Head of SEND Assessment and Review Service
Tel: 020 8921 3350
Email: diane.osbourne@royalgreenwich.gov.uk

Special Educational Needs and Disability (SEND) Service

Special Educational Needs Services (SEND) is divided into four main service areas to meet the needs of SEND children and young people:

- SEND Assessment and Review Service
- SEND Partnership Support Service
- SEND Outreach Support Service
- Educational Psychology Service

These SEND services work together to empower school staff to improve the outcomes of children with complex learning needs that include Autism Spectrum Disorder (ASD), Dyslexia, Down Syndrome, Deafness and Vision Impairment.

Experienced and specialist staff will provide schools with a range of comprehensive programmes of assessment, training, support and resources that enable pupils to achieve the best possible educational outcomes.

SEND Partnership Support Service

How can we support you?

Disabled Children’s Social Work Team

This is a specialist social work team supporting children and young people with complex disabilities from 0-18. Referrals to this service are through the Multi Agency Safeguarding Hub (MASH) but there is a duty worker available everyday to provide advice on 020 8921 2599.

Disabled Children’s Occupational Therapy Team

The Occupational Therapy team work with children aged 0-18 years who have a permanent disability and difficulty completing day to day tasks at home and in the community.

Occupational Therapists will make recommendations about what changes can be made at home and what equipment may help. Aids and adaptations can be recommended to promote children’s independence and ensure their safety, as well as the safety of those providing care.
Referrals to this service are through the MASH team or direct to Occupational Therapy Duty on:
Tel: 020 8921 2982
or email: child-occupational-therapy@royalgreenwich.gov.uk

Disabled Children's Keyworking Team

This service is for children/youn people 0-18 years with severe or complex disabilities living in the Royal Borough of Greenwich.

We offer intensive, practical home based support for families who have a child with Complex Disabilities. We will allocate a keyworker to co-ordinate the complete package of multi-agency care that a family receives. Our focus is on early help and early intervention to prevent children & young people with additional needs hitting crisis points. The support from this service will be time limited and reviewed regularly with families to focus on identified outcomes.

Referrals can be made directly to the team by contacting on 020 8921 4939.

CONTACT

Jodi Mathers
Acting Head of SEND Partnership Support Service
Tel: 020 8921 2589
Email: jodi.mathers@royalgreenwich.gov.uk

For more information about services available for children and young people with Special Educational Needs and Disabilities, and their families and how they can access services and activities, please visit:
www.royalgreenwich.gov.uk/localoffer

SEND Outreach Support Services

How can we support you?

(A) Autistic Spectrum Disorder - ASD Outreach

Supporting the achievement of individual children with a diagnosis of Autism by:

- Providing specialist advice for schools from a range of professionals including: specialist teachers, speech and language therapists, outreach workers and an occupational therapist
- Providing individual children with consultative visits and on-going support as appropriate
- Providing schools with a range of training opportunities to develop understanding of autism and good educational practice
- Training and supporting staff in the implementation of specialist interventions in school
- Delivering group based interventions such as social skills and friendship groups
- Ensuring smooth transitions through the provision of a structured programme of support for pupils e.g. when children are moving from primary to secondary school

ASD support for families

- Following diagnosis, the child’s family is offered targeted training to assist their understanding and ability to support their child. ASD outreach staff are licenced trainers of the National Autistic Society Early Bird and Barnado’s Cygnet parent programmes
- The service also provides on-going support, advice and sign posting for individual families

Providing support to children pre-diagnosis with a confirmed social communication disorder

- Delivering targeted support to pupils awaiting a diagnostic assessment where required
- Buy-in-service available to purchase for on-going support for children pre-diagnosis

COST

Core services, FREE of charge to Royal Borough of Greenwich schools
Cost of buy-in-service available on request

CONTACT

Roz Weeks
Head of SEND Outreach Support Services
Tel: 020 8921 3311
Email: roz.weeks@royalgreenwich.gov.uk

(B) Early Years Inclusion Team

How can we support you?

We work with parents, carers and professionals to ensure an integrated approach to the planning and support of young children (under statutory school age) by:

- Ensuring non-school, early years foundation stage providers are inclusive and support the identification and development of children with special educational needs (SEND)
- Offering advice and support to providers for under 3s (including those in school settings)
- Providing early years consultation sessions in collaboration with the Royal Borough of Greenwich Education Psychology Services
Early Years Inclusion Team

The provision of training and support to childcare providers and early education providers in the private, voluntary and independent sector (including childminders), enabling children with disabilities and additional needs to receive appropriate and inclusive childcare and early learning when accessing their setting.

This includes:
- Development of staff skills in understanding and meeting the needs of young children with SEND in their setting
- Understanding and implementation of legislation/guidance related to SEND
- Direct support and training to setting based SENCOs in their role, including induction and on-going CPD

**COST**

Core services, FREE of charge to Royal Borough of Greenwich schools/settings

**CONTACT**

Anita Smith  
Team Leader: Early Years Inclusion Team  
Tel: 020 8921 3821  
Email: anita.smith@royalgreenwich.gov.uk

(C) Sensory Team for Deaf and Vision Impaired Children

We will work with:
- Pre-school children from birth, including attendance at hospital and clinic appointments
- Children attending local mainstream nurseries and schools up to the age of 16 with support in key social settings
- Children with additional needs and sensory loss who attend special schools up to the age of 25
- Young people who attend a range of post-16 provisions e.g. 6th form centres, Shooters Hill Post-16 Campus, FE colleges and HE provisions
- Home visits when children are not in school or nursery and when needed for older children
- Support for families regarding general concerns about vision impairment and deafness

**Support for nursery schools, FE and HE**

Advice on teaching strategies to support access e.g.
- Multi-sensory approaches
- Differentiation
- Access in examinations – particularly external examinations
- Managing the physical environment

**Support for learning for some pupils**

A block of 1:1 or small group work relating to agreed targets
- Language development
- Pre-braille and braille skills
- Sign language and note-taking support for deaf students at 16+
- Specific support dependent on assessed need and student communication preference
- Support within all teaching and learning sessions

**Language assessment**

Carried out by teachers of the deaf e.g. British Picture Vocabulary Scale (BPVS)

- Carried out by Speech and Language Therapists with specialism in deafness to cover phonological, grammatical, interactive and pragmatic skills
- Carried out by SALTs and the Deaf Instructors e.g. British Sign Language, expressive and receptive skills

**Functional vision and hearing assessments**

Carried out by Advisory Teachers to determine how well hearing and vision are used in a range of practical situations within the classroom

**Observations in class**

For information on the effectiveness of inclusion strategies and the functional ability of sensory impaired children in the classroom setting

**Provision of low vision aids/radio aids**

Specialist equipment to improve access to visual or spoken information; on basis of assessed need

**Liaison between families and schools**

- Reports on visits
- Home visits to discuss and agree strategies in the school setting for children needing substantial support
- Attendance at annual reviews

**COST**

Core services, FREE of charge to Royal Borough of Greenwich schools

**CONTACT**

Rory McDonnell  
Team Leader Sensory Service  
Tel: 020 8921 5215  
Email: rory.mcdonnell@royalgreenwich.gov.uk
**Behaviour and safety of pupils**
- Advice and support on creating safe and inclusive learning environments in classrooms
- Advice and support that ensure smooth transition pathways

**COST**
- Core services, FREE of charge to Royal Borough of Greenwich schools
- Additional buy-in services available:
  - dyslexia assessments at key stage 3/4
  - exam access arrangement assessments
- Cost of buy-in service available on request

**CONTACT**

Helene Agnew  
STEPS Service Leader  
Tel: 020 8921 3311  
Email: helene.agnew@royalgreenwich.gov.uk

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**SEND Service**

**How can we support you?**

- **Educational Psychology Service**
  - We offer the full range of educational psychology services with areas of specialism including:
    - Autistic Spectrum Disorders
    - Literacy including dyslexia
    - Learning difficulties
    - Behaviour
    - Social, emotional and mental health needs
    - Early Years
    - Supervision and Coaching
  - Organisational consultancy
  - Cognitive behavioural approaches
  - Video Interaction Guidance
  - Person Centred Planning
  - Pupils
    - Providing consultation, assessment and intervention, to help schools achieve the very best outcomes for pupils with special educational needs, those at risk of exclusion and those whose life chances are impaired as a result of social and emotional deprivation
  - Workforce Development
    - Providing coaching, supervision and a range of development programmes to work with staff on challenging aspects of their work roles to help improve performance

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**How we can support you?**

- Assessment of children’s needs
- Personalised learning programmes
- 1:1 specialist dyslexia assessment and teaching
- Support for children with complex needs, including Downs Syndrome.
- Makaton, story box and word-up training to raise the achievement of pupils

**Improving the quality of teaching**

- Outreach support, advice and supervision
- Providing schools with a range of training opportunities to develop understanding of high quality inclusive practice, including the ‘Dyslexia Friendly School’ quality mark
- Training and supporting staff in the implementation of specialist intervention in schools
**Safeguarding Review/Audit Service**

We will review all safeguarding procedures and paperwork to make sure you are compliant with Keeping Children Safe in Education, September 2018.

**How can we support you?**

A safeguarding review will:

- Ensure that your school’s systems are up-to-date and legally compliant
- Fine tune systems and procedures to protect your school’s most vulnerable students

A bespoke audit will evaluate your safeguarding procedures and practice to ensure that your school is:

- Providing the highest quality safeguarding for all your children
- Fully compliant with all your statutory duties and requirements
- Ready for OFSTED and have evidence of your safeguarding procedures
- Supported to provide, develop and maintain an ethos that promotes children’s safeguarding and wellbeing

This service is also able to produce a comprehensive Safeguarding Audit report.

Following audit findings additional support is available from specific teams across the local authority if required.

**COST**

Audit and feedback: £500

Safeguarding Audit Report: £250

**CONTACT**

Direct Services Team
Tel: 020 8921 5560
Email: services-to-schools@royalgreenwich.gov.uk

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**Educational Psychology Service**

- **Training**
  - Designing bespoke programmes that meet your needs, helping you to apply the learning to improve your practice and evaluate its impact

- **Whole School**
  - Working with Leadership teams to manage organisational change processes, to support staff through transition, in particular, managing the emotional dynamics that resist change

- **Parents & Carers**
  - Workshops, groups and drop-ins for parents and carers
  - Strengthening home-school relationships and parental engagement

- Video Interaction Guidance to promote positive parenting and children’s social and emotional development

**COST**

Costs are based on a half-day session on site (minimum 3 hours) inclusive of all necessary follow up work including liaison with other professionals, TAC meetings, CIN, CP and LAC reviews, administration, data analysis and interpretation, research and report writing. The cost for the 2019 financial year is currently under review.

**CONTACT**

Michael Sutoris
Principal Educational Psychologist
Tel: 020 8921 4818
Email: michael.sutoris@royalgreenwich.gov.uk

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**Royal Borough of Greenwich**

Direct Services to Schools - 2019-20
NQT Service (1st September 2019 - 31st August 2020)

We provide a local programme of professional support and guidance for schools and their NQTs, helping ensure NQTs are in receipt of a tailored programme which allows them to reach their potential. Through the NQT Induction Service we fulfil the statutory role of ‘appropriate body’, providing independent quality assurance of statutory induction to ensure that assessment is fair and consistent and that schools are providing effective support for their NQTs.

How can we support you?

Induction Service
- On-going support, guidance and advice (by phone and email) from experienced professionals
- Access to an online monitoring tool which records all statutory registration and assessment details and includes a bank of resources
- Procedures for schools to follow, ensuring compliance with statutory requirements
- Quality assurance activities
- Support for NQTs where concerns are raised
- Validation of registrations and assessments
- Updating Teaching Regulation Agency records in response to NQT outcomes

Recruitment Service
We have developed an online “NQT Vacancies” page as part of our Direct Services website. This service is only available to Royal Borough of Greenwich maintained schools and academies. You can add an unlimited number of vacancies to the site, where you can upload logos and information about your school, too. You will also be able to select the key stage and subject for which you have a vacancy, which will trigger a notification being sent to any trainee teachers looking for a job matching those criteria.

COST
NQT Induction Service: The above listed Appropriate Body Service Level Agreement (SLA) between £230 and £350 per NQT per academic year
Or: Daily cost per NQT Induction Advisor £450 (note: all charges are inclusive of administrative costs).

NQT Recruitment Service:
Primary schools £350
Secondary schools £550

CONTACT
Claire Ramadan
School Recruitment Manager
Tel: 020 8921 5586
Email: claire.ramadan@royalgreenwich.gov.uk

Direct Services - Support Services

Our newly refurbished Professional Development Centre comes fully equipped to accommodate a range of training needs. As part of our conference and training package, we offer a variety of on-site administrative and technical services, including delegate registration, badge distribution, room direction and printing to compliment both large and small events.

Training/Meeting Rooms
- Rooms available accommodating from 2-180 delegates for training, meetings and events
- On-site Cafeteria serving freshly made hot & cold food, snacks, refreshments and hot & cold drinks
- Facilitation of events and conferences including the following support:
  - Administration support
  - Technical support
  - USB data key resources
  - Conference packs, resources and programmes

For room bookings queries please visit the Direct Services Website:
http://servicestoschools.royalgreenwich.gov.uk/rooms

COST
Available via the Direct Services website

CONTACT
Theresa Riches
Finance and Facilities Manager
Tel: 020 8921 5645
Email: theresa.riches@royalgreenwich.gov.uk
SCHOOLS ACCOUNTING BURSARIAL SERVICE

The Schools Accounting Bursarial Service provides a flexible package designed to meet the specific needs of your school (a bespoke service can also be considered). Our specialist team of officers maintains an up-to-date knowledge of both DfE and local authority financial requirements and regulations that enables the provision of detailed, high quality financial management reports, promotes effective management of resources and reduces risk of budget deficits.

How can we support you?

Schools may buy into a level of support that is appropriate to their needs on a ‘tiered’ basis. There are 2 main aspects of the service:
- Financial Management
- Financial Admin Support

Financial Management

Financial Administration

- On-site visits (maximum of 3 hours), to provide support for school finance staff. Including:
  - Completion of monthly finance tasks
  - Updating and maintaining finance data held on the school financial system

Supporting schools in:
- Three year salary forecasts
- Three year budget build/preparation
- Termly detailed monitoring reports (presented to the Finance Committee if required)

Consultancy/ad-hoc services

The Schools Accounting team are continuing to evolve new product lines which schools may wish to purchase on an adhoc basis.

Examples:
- Introduction for new SAOs/ SBMs – half day session
- Pre Audit – half day session

COSTS

The service is offered on a tiered basis to reflect the degree of support required and therefore the price payable.

<table>
<thead>
<tr>
<th>Level of Service</th>
<th>Financial Management</th>
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<td>1/2 FE</td>
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<td>1 Star</td>
<td>3 Year Salary Costs</td>
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<td>1 Outturn Summary</td>
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Consultancy/Ad-hoc services support

- 1 to 2 FE - £350 per day
- 3 plus FE - £390 per day

CONTACTS

Janet Davis
Principal Accountant – Schools

Tel: 020 8921 8294
Email: janet.davis@royalgreenwich.gov.uk
Human Resources · Payroll · Occupational Health, Safety and Wellbeing

The Royal Borough of Greenwich’s HR Professional Services provide a comprehensive package of support for Schools and Children’s Centres to meet their statutory duties towards their staff.

Available as three separate services – Payroll, Human Resources and Occupational Health, Safety and Wellbeing – offer Schools a high quality service embedded within the local authority, with teams experienced in working with Greenwich’s Schools and Children’s Centres.

All three services provide practical advice on best practice and will ensure you are compliant with relevant legislation.

Payroll will ensure your staff are paid correctly and on time, and will deal quickly and professionally with any pay queries from staff.

The specialist Schools HR team will provide practical HR advice, consultancy and support.

The Occupational Health, Safety & Wellbeing team support and assist your accident reporting, use of CoSHH platform, audits and compliance needs along with support in maintaining a safe environment to protect your staff, pupils and visitors.

By purchasing the services together, your School or Children’s Centre will be able to benefit from an integrated service tailored to your needs. For example, if an employee is on sick leave, Payroll will amend their pay as appropriate, whilst HR will provide expert casework advice to management and the Occupational Health, Safety and Wellbeing Service will provide access to Occupational Health Practitioners and an Employee Assistance Programme.

Each service uses the same HR and Payroll Management System, meaning your employee data is conveniently stored in one place.

Human Resources Service - Maintained Schools

Royal Greenwich Schools’ Human Resources team are equipped to meet all the HR advice and support needs of your school. We provide the core service in line with statutory requirements, and also offer through a traded service a comprehensive, responsive, high quality HR consultancy and advisory service within a framework of confidentiality, professionalism and pragmatism.

Providing a dedicated service to schools, we support the focus of ensuring resources are appropriately deployed in order to facilitate school improvement and the delivery of teaching and learning to pupils, whilst understanding the specific range of demands faced by schools. We work closely with the Royal Greenwich Children’s Services to support you, giving you a seamless HR service. Choosing our specialist HR services will enable Headteachers, Governors and School Business Managers to carry out all their statutory responsibilities and be safe in the knowledge that they are using good employment practices and have access to supportive and practical HR advice.

How can we support you?

Traded Service - Level 1

- Provision of a comprehensive, annual HR Health Check of your school that identifies areas of best practice and risk and provides clear recommendations
- Provision of model procedures relating to recruitment and selection, capability, disciplinary, grievance, redundancy and sickness absence management
- Provision of advice and guidance relating to pay and conditions of employment for all categories of staff, including implementation of national and local government regulations and formation of contracts of employment

- Telephone advice and support on the implementation of the school’s capability, disciplinary, grievance and attendance management procedures including investigation and attendance at formal hearings/meetings
- Provision of statutory and procedural advice and support in relation to redundancy processes
- Telephone advice and support on all issues relating to employment tribunals, including access to specialist legal advisors and national/regional employer advisory bodies

Traded Service - Level 2

- Headteacher recruitment: A comprehensive package that supports the attraction and selection for Headteacher recruitment
- Workplace mediation: A voluntary and confidential process for resolving workplace differences and disputes between colleagues through the assistance of trained and accredited mediators
- Bespoke training: Provision of training to suit specific school needs i.e. policy workshops for Senior Leaders and Governing Bodies and access to half day workshops on model procedures and provision of tailored consultancy

COSTS

Level 1

Charges are based on the number of staff working at each school at a fixed rate of £55.00 per head. Note there is a 7.5% fee reduction for Special Schools and Nurseries.
Level 2
This includes all Level 1 services plus additional Headteacher recruitment, training, consultancy and mediation tailored to suit your needs.

- Headteacher recruitment: Attraction and selection campaign from £4,500 or £6,500 for an all-inclusive campaign
- Half-day workshops on model procedures: £40 per delegate
- Mediation: charged at a daily rate of £500
- Bespoke training on HR issues: charged at £100 per hour or £300 for a half day
- Consultancy charged at an hourly rate of £70 or £350 for a full day
- Compilation of school specific data e.g. TUPE transfers (where the schools also buy into payroll): £50 per employee
- Contracts: Issuing of contracts is a school responsibility but we can provide this service at a cost of £50 per draft contract. Additional, specialist advice on the development of new or tailoring of existing employment contracts, will be charged at an additional cost of £50 per contract
- Settlement Agreements: payment of the legal fees and the processing of the special payment

COSTS FOR OPTED OUT SCHOOLS
These costs will be applied where schools do not opt for our traded service, or where there is a failure to comply with our advice and instructions, when buying into our traded service:

- £600 for the compilation of school specific data i.e. School Workforce Census
- £250 for the completion of a compromise settlement agreement, excluding payment of legal fees

Issuing of contracts is a school responsibility but we would charge £100 per contract to provide relevant support and drafting

£100 per delegate to attend half day workshops on model procedures

£70 for each post evaluated under The Greater London Provincial Local authority Scheme

Where the above do not apply, charges will be applied to schools for any obligatory work undertaken at a standard consultancy rate of £100 per hour

CONTACTS
Stacy Bailey
Head of HR (Interim)
Tel: 020 8921 8894
Email: stacy.bailey@royalgreenwich.gov.uk

Louise Richardson
HR Manager
Tel: 020 8921 8259
Email: louise.richardson@royalgreenwich.gov.uk

Human Resources Service - Academies
Royal Greenwich Schools’ Human Resources team are equipped to meet all the HR advice and support needs of your school. We provide a traded service in line with statutory requirements that offers a comprehensive, responsive, high quality HR consultancy and advisory service within a framework of confidentiality, professionalism and pragmatism.

Providing a dedicated service to schools, we support the focus of ensuring resources are appropriately deployed in order to facilitate school improvement and the delivery of teaching and learning to pupils, whilst understanding the specific range of demands faced by schools. Choosing our specialist HR services will enable Headteachers, Governors and School Business Managers to carry out all their statutory responsibilities and be safe in the knowledge that they are using good employment practices and have access to supportive and practical HR advice.

How can we support you?
Traded Service - Level 1
- Provision of pre-employment safeguarding checks to support safer recruitment, i.e. DBS and The Children’s Barred List checks. The academy will be responsible for costs
- Provision of a comprehensive, annual HR Health Check of your school that identifies areas of best practice and risk, and provides clear recommendations
- Provision of model procedures, relating to recruitment and selection, capability, grievance, redundancy and sickness absence management
Human Resources - Academies

- Provision of advice and guidance relating to pay and conditions of employment for all categories of staff, including implementation of national and local government regulations and formation of contracts of employment
- Telephone advice and support on the implementation of the school's capability, disciplinary, grievance and attendance management procedures, including investigation and attendance at formal hearings/meetings
- Provision of statutory and procedural advice and support in relation to redundancy processes
- Telephone advice and support on all issues relating to employment tribunals

Traded Service - Level 2

- Headteacher recruitment: A comprehensive package that supports the attraction and selection for Headteacher recruitment
- Workplace mediation: A voluntary and confidential process for resolving workplace differences and disputes between colleagues through the assistance of trained and accredited mediators
- Bespoke training: Provision of training to suit specific school needs i.e. policy workshops for Senior Leaders and Governing Bodies and access to half day workshops on model procedures and provision of tailored consultancy

COSTS

Level 1

Charges are based on the number of staff working at each school at a fixed rate of £55.00 per head.

Level 2

Includes all Level 1 services plus additional

Human Resources Service - Children’s Centres

Royal Greenwich HR Traded Services team are equipped to meet all the HR advice and support needs of your centre. We provide a traded service in line with statutory requirements that offers a responsive, high quality HR consultancy and advisory service within a framework of confidentiality, professionalism and pragmatism.

Providing a dedicated service to children's centres, we support the focus of ensuring resources are appropriately deployed in order to facilitate the improvement of the effective delivery of services to children and families, whilst understanding the specific range of demands faced by children's centres. Choosing our specialist HR services will enable Service Leaders to carry out all their statutory responsibilities and be safe in the knowledge that they are using good employment practices and have access to supportive and practical HR advice.

CONTACTS

Stacy Bailey
Head of HR (Interim)
Tel: 020 8921 8894
Email: stacy.bailey@royalgreenwich.gov.uk

Louise Richardson
HR Manager
Tel: 020 8921 8259
Email: louise.richardson@royalgreenwich.gov.uk

How can we support you?

Traded Service - Level 1

- Provision of pre-employment safeguarding checks to support safer recruitment, i.e. DBS and The Children's Barred List checks. The centre will be responsible for costs
- Provision of a comprehensive annual HR Health Check of your centre that identifies areas of best practice and risk, and provides clear recommendations
- Provision of model procedures, relating to recruitment and selection, capability, disciplinary, grievance, redundancy and sickness absence management
- Provision of advice and guidance relating to pay and conditions of employment for all categories of staff, including implementation of national and local government regulations and formation of contracts of employment
### Payroll Services - Maintained Schools and Academies

The Payroll team is able to meet all the payroll service needs of your school. This includes a full systems back up and close links to other local authority directorates which ensures staff are paid on time, that pay awards are implemented, and statutory and voluntary deductions are made when required. The Payroll team will deal with any pay queries from staff and will ensure that these are dealt with quickly and professionally. Our aim is to make sure that you do not have to worry about any aspect of payroll delivery and that schools have confidence in a professional service that will provide all the support you require.

### How can we support you?

- Calculation and payment of pay arrears/awards, occupational/statutory sick pay, occupational/statutory maternity and paternity pay, bonus payments, overtime and expenses
- Arranging the transfer, via the BACS system, of net pay to each employee’s bank account
- Organising end of year proceedings in accordance with government legislation and local government policy and procedures
- Administering the correct application of all government benefit payments
- Calculation and payments made to the appropriate bodies HMRC, Court Order payments, CSA, Union subs, Child Care vouchers and all other deductions made from payroll
- The facility of having rent/local authority tax (for properties managed by the Royal Borough of Greenwich), trades unions/credit union fees deducted from employees’ pay
- Ensuring that payslips are accessible to all employees on a monthly basis detailing a breakdown of their salary

### COSTS

**Level 1**

Charges are based on the number of staff working at each centre at a fixed rate of £55.00 per head.

**Level 2**

Includes all Level 1 services plus additional training, consultancy and mediation tailored to suit your needs.

- Half-day workshops on model procedures: £40 per delegate
- Mediation: charged at a daily rate of £500
- Bespoke training on HR Issues: charged at £100 per hour or £300 for a half-day

Consultancy charged at an hourly rate of £70 or £350 for a full day

### CONTACTS

**Stacy Bailey**  
Head of HR (Interim)  
Tel: 020 8921 8894  
Email: stacy.bailey@royalgreenwich.gov.uk

**Louise Richardson**  
HR Manager  
Tel: 020 8921 8259  
Email: louise.richardson@royalgreenwich.gov.uk
Payroll Service

- Ensuring accurate payments are made to all employees on a monthly basis on the agreed payment date
- Processing of the school’s master file, plus amendments provided by each school
- Dealing with written and telephone enquiries, and liaising with external and government bodies in relation to payroll queries
- Changing employee records and pay as appropriately notified
- Making monthly/annual returns for employees (Inland Revenue P60, P45, P11Ds, FPS, EPS)
- Maintaining accurate and auditable records and taxation codes
- Providing training for new users and refresher training for existing users in the form of group training and small workshops
- Advising schools of enhancements made to the HRMS
- Undertaking data quality checks to identify any anomalies and advising schools on appropriate action
- Providing a range of financial information including standard pay reports, monthly payments of PAYE, NI and pension contributions
- Administration of the LGPS and Teachers pension schemes
- System support for users of the People Manager and Employee Self Service modules, including help with logging in, creating new users and removing access to leavers

Use of Line Manager Self Service to have:
- Access to a range of staff data based at the school including emergency contacts and key dates
- Ability to input absence information and run simple reports to access absence data
- Receipt of monthly summary absence reports for the purpose of monitoring trends
- Use of the Employee Self Service module to have:
  - Ability to view personal data
  - Ability to edit address, contacts and sensitive information
  - Access to payslip

COSTS

For a detailed breakdown of payroll costs please contact any of the below:

**CONTACTS**

**Kelly Scotford**
Assistant Director – Financial Operations
Tel: 020 8921 6949
Email: kelly.scotford@royalgreenwich.gov.uk

**Sandra Brown**
Payroll and Organisation Maintenance Manager
Tel: 020 8921 4955
Email: sandra.brown@royalgreenwich.gov.uk

HSWS - Maintained Schools

The Royal Borough of Greenwich (RBG) Occupational Health, Safety and Wellbeing Service (HSWS) will deliver all the necessary services to help you maintain a safe environment to protect your staff and pupils, as well as providing Occupational Health and Employee Assistance Services to your staff throughout the year.

We offer a high quality level of service that is tailored to the needs of schools and which will ensure that you are kept up to date, and compliant with current legislation and best practice. It is important you feel confident in the knowledge that you have a professional and dedicated team who are available to provide the support and advice that you need and who will take a robust approach to ensuring Health, Safety and Wellbeing is being managed proactively in your school.

The HSWS is also perfectly placed to manage the relationship with other local authority departments which may be required during the course of the year. The team also provides direct support for your staff throughout the year with comprehensive wellbeing services that ranges from broad occupational health management through to a more focused employee assistance programme.

**How can we support you?**

- Access to high quality advice from professional Health, Safety & Wellbeing Officers, provided by telephone, email or visit as appropriate
- Provision of a Health, Safety & Wellbeing Management system that includes health, safety and wellbeing procedures, guidance notes and example risk assessments. The provision also ensures that annual audits are undertaken to support further and assist within legal statutory compliances that ware required by law to manage your workplace and building
- Access to a dedicated Health, Safety & Wellbeing website. The site can be accessed at www.royalgreenwich.gov.uk/schoolshealthandsafety. The website contains information about the Occupational Health Service Provider (Health Management Ltd) and access to the online user guide, reference manual and associated referral forms
- There is also information about how to access the confidential Employee Assistance Programme provided by Workplace Options
Occupational Health, Safety & Wellbeing Service - Academies, Colleges & Other Non-Maintained Establishments

The Royal Borough of Greenwich (RBG) Occupational Health, Safety and Wellbeing Service (HSWS) will deliver all the necessary services to help you maintain a safe environment to protect your staff and students as well as providing Occupational Health and Employee Assistance Services to your staff throughout the year.

We offer a high-quality level of service that is well equipped to meet the needs of your teaching establishment and which will ensure that you are kept up-to-date and compliant with current legislation and best practice. We offer an experienced and professional team who are able to provide the support and advice that you need, and who will assist with ensuring Health, Safety and Wellbeing is being managed proactively in your establishment. The team also provides direct support for your staff throughout the year with comprehensive wellbeing services that ranges from broad occupational health management through to a more focused employee assistance programme.

How can we support you?

- Access to high quality advice from professional Health, Safety & Wellbeing Officers, provided by telephone, email or visits as appropriate
- Provision of a template Health, Safety & Wellbeing Management system that includes health, safety and wellbeing procedures, guidance notes and example risk assessments which may be adopted by your establishment. The provision also ensures that annual audits are undertaken to support further and assist within legal statutory compliance requirements that are required by law to manage your workplace and building

COSTS

Level 1

Includes the services described above. Charges are based on the number of staff working at each school at a fixed rate of £58.00 for each member of staff. Note there is a 7.5% fee reduction for Special Schools and Nurseries.

Level 2

Includes all Level 1 services plus H&S consultancy tailored to suit your needs

Fire safety:

- A School Fire Risk Assessment £550 - £1200 dependant on size and complexity of school
- Completion of Personal Emergency Evacuation Plan (PEEPs) - £75 each

Other risk assessments:

Risk assessment can be provided to cover the following common requirements:

- Manual Handling - £75 per assessment
- Display Screen Equipment - £75 per assessment
- New and Expectant Mothers - £75 per assessment

General consultancy:

For general consultancy the hourly rate is £70 capped at £425 per day

CONTACTS

Diana Howlett
Health Safety and Wellbeing Manager
Tel: 020 8921 5502
Email: diana.howlett@royalgreenwich.gov.uk

Louise Richardson
HR Manager
Tel: 020 8921 8259
Email: louise.richardson@royalgreenwich.gov.uk

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HSWS - Maintained Schools

- Provision of annual audit to assess all aspects of the establishments statutory legal compliance requirements under current health and safety law. Giving opportunities to discuss recommendations further and allows continuous feedback for further development
- Arrangements which allow accidents to be reported electronically via our dedicated website
- Indication of the key trends and issues affecting the school from HSWS management information data
- Access to the RBG corporate training programme* at competitive rates
- Liaison with enforcing officers from the HSE and LFEPA
- Guidance during construction work or other activities taking place on school premises
- Access to clinical support from Occupational Health Physicians and OH Nurses including OH referrals/appointments, GP reports, physiotherapy, new starter work health assessment and ill health retirement reports at competitive rates*
- Access to the Local authority’s Employee Assistance Service which offers both telephone and face-to-face counselling*
- Priority access to additional consultancy as required e.g. risk assessments, policy reviews or events

* Itemised prices available on request

COSTS

Level 1

Includes the services described above. Charges are based on the number of staff working at each school at a fixed rate of £58.00 for each member of staff. Note there is a 7.5% fee reduction for Special Schools and Nurseries.

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HR Manager
Tel: 020 8921 8259
Email: louise.richardson@royalgreenwich.gov.uk

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HSWS - Academies, Colleges & Non-Maintained Establishments

The Royal Borough of Greenwich (RBG) Occupational Health, Safety and Wellbeing Service (HSWS) will deliver all the necessary services to help you maintain a safe environment to protect your staff and students as well as providing Occupational Health and Employee Assistance Services to your staff throughout the year.

We offer a high-quality level of service that is well equipped to meet the needs of your teaching establishment and which will ensure that you are kept up-to-date and compliant with current legislation and best practice. We offer an experienced and professional team who are able to provide the support and advice that you need, and who will assist with ensuring Health, Safety and Wellbeing is being managed proactively in your establishment. The team also provides direct support for your staff throughout the year with comprehensive wellbeing services that ranges from broad occupational health management through to a more focused employee assistance programme.

How can we support you?

- Access to high quality advice from professional Health, Safety & Wellbeing Officers, provided by telephone, email or visits as appropriate
- Provision of a template Health, Safety & Wellbeing Management system that includes health, safety and wellbeing procedures, guidance notes and example risk assessments which may be adopted by your establishment. The provision also ensures that annual audits are undertaken to support further and assist within legal statutory compliance requirements that are required by law to manage your workplace and building

COSTS

Level 1

Includes the services described above. Charges are based on the number of staff working at each school at a fixed rate of £58.00 for each member of staff. Note there is a 7.5% fee reduction for Special Schools and Nurseries.

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Tel: 020 8921 5502
Email: diana.howlett@royalgreenwich.gov.uk

Louise Richardson
HR Manager
Tel: 020 8921 8259
Email: louise.richardson@royalgreenwich.gov.uk
Access to dedicated Health, Safety & Wellbeing website. The site can be accessed at www.royalgreenwich.gov.uk/schoolshealthandsafety. The website contains information about the Occupational Health Service Provider (Health Management Ltd) and access to the online user guide, reference manual and associated referral forms.

There is also information about how to access the confidential Employee Assistance Programme provided by Workplace Options.

Provision of an annual audit to assess all aspects of the establishment’s health, safety & wellbeing management systems and provision of recommendations with opportunities to discuss successes and areas for development.

Assistance with accident investigation and support where litigation is probable.

Arrangements which allow accidents to be reported electronically via our dedicated website.

Access to the RBG corporate training programme* at competitive rates.

Liaison with enforcing officers from the HSE and LFEPA.

Guidance during construction work or other activities taking place on your premises.

Access to clinical support from Occupational Health Physicians and OH Nurses including OH referrals/appointments, GP reports, physiotherapy, new starter work health assessment and ill health retirement reports at competitive rates*.

Access to the Workplace options an Assistance Service which offers both telephone support and face-to-face counselling*.

Priority access to additional consultancy as required e.g. risk assessments, policy reviews or events.

* Invoices will be raised separately to cover costs of training courses, OH services used and EAP face to face counselling sessions provided.

COSTS

Level 1

Includes the services described above. Charges are based on the number of staff working at each establishment at a fixed rate of £58.00 for each member of staff.

Level 2

Includes all Level 1 services plus H&S consultancy tailored to suit your needs.

Fire safety:

- A site Fire Risk Assessment £550 - £1200 dependant on size and complexity of the building
- Completion of Personal Emergency Evacuation Plan (PEEPs) - £75 each

Other risk assessments:

Risk assessment can be provided to cover the following common requirements:

- Manual Handling - £75 per assessment
- Display Screen Equipment - £75 per assessment
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GENERAL CONSULTANCY:

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Health Safety and Wellbeing Manager
Tel: 020 8921 5502
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HR Manager
Tel: 020 8921 8259
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Access to the RBG corporate training programme* at competitive rates.

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Guidance during construction work or other activities taking place on your premises.

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Priority access to additional consultancy as required e.g. risk assessments, policy reviews or events.

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COSTS

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Level 2

Includes all Level 1 services plus H&S consultancy tailored to suit your needs.

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GENERAL CONSULTANCY:

For general consultancy the hourly rate is £70 capped at £425 per day.

CONTACTS

Diana Howlett
Health Safety and Wellbeing Manager
Tel: 020 8921 5502
Email: diana.howlett@royalgreenwich.gov.uk

Louise Richardson
HR Manager
Tel: 020 8921 8259
Email: louise.richardson@royalgreenwich.gov.uk
The service is provided by qualified Lawyers, some of whom have many years of experience in advising schools on a wide range of matters, and have a track record of achieving good outcomes for schools. We are committed to providing an excellent legal service to support Head Teachers and Governors.

How can we support you?

We provide a comprehensive, professional and cost effective legal service whether an individual piece of advice to support a Head Teacher, or a major piece of litigation such as a High Court Judicial Review. We can advise on the following matters:

- Contract advice and disputes
- Issues to do with parental responsibility
- School complaints and appeals
- Disputes with parents where courts and other solicitors are involved
- Advice on criminal proceedings and contact with the police
- Applications for reports from schools and access to documents (sometimes in the context of criminal proceedings and requests from the police)
- Advice on allegations that a child has been falsely imprisoned through a wrongful detention
- Requests for information under the Freedom of Information Act 2000
- Dealing with intruders on school premises
- Revoking a parent’s implied licence to enter the school premises

What is not included in our service?

- We are not currently offering GDPR advice. This may be available separately upon request however this will be chargeable separately at the above rate

Service Standards

We aim to respond to requests for telephone advice the same day and to provide written advice within 5 days. Where a School is involved in litigation, we will keep to the Court and Tribunal time limits and keep you regularly informed of the progression of the case. In some cases it may be necessary to instruct a Barrister to advise or appear on behalf of the School. This decision would always be taken in consultation and agreement with the School and would only be taken where there is a reasonable prospect of success if that course if taken, or where the Council believe there are exceptional circumstances so that instructing a Barrister is necessary. Any dispute as to whether a Barrister should be instructed will be determined by the Director of Children’s Services.

COSTS

Apart from the above exceptions this service is offered on an “all inclusive” basis. All you pay is a standard annual fee, no matter how much the School needs the service. The fee is based on the number of pupils on roll and averages out at £1.20 per pupil for the year. All Barristers and Court fees will be charged to the School. An invoice will be issued in October and payment should be made within 28 days of the date of the invoice.

CONTACTS

Ingrid Brown
Assistant Head of Legal Services
Tel: 020 8921 5111
Email: ingrid.brown@royalgreenwich.gov.uk

Cynthia Erove
Contracts Lawyer
Tel: 020 921 6271
Email: cynthia.erove@royalgreenwich.gov.uk

Andre DeFreitas
Senior Employment Lawyer
Tel: 020 8921 6096
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Ronica Best
Senior Employment Lawyer
Tel: 020 8921 5167
Email: ronica.best@royalgreenwich.gov.uk
Property Services is the Local authority’s in-house property consultancy for the maintenance of buildings. We take instructions for repairs, give advice and make site inspections to check on works carried out. We monitor our contractors closely to ensure that schools get the best value.

Property Services has teams of building surveyors and service engineers (mechanical and electrical) and specialists who will assess your responsive and cyclical maintenance requirements and engage the most effective contractors to deal with them. We appoint and manage contractors on your behalf, agree invoices and deal with any disputes. We are independent of contractors and monitor their work closely to ensure you receive value for money.

Our contractors hold both local and responsive technical expertise and are available 24 hours a day, 365 days of the year to provide a cost effective, responsive day-to-day repairs, cyclical maintenance and servicing of plant.

How can we support you?

- Responsive maintenance including day-to-day repairs following breakdown, damage or vandalism
- Cyclical maintenance including regular servicing of heating, ventilation, air conditioning, alarms and CCTV systems
- Inspection and testing including inspection of fixed electrical installations and testing of water systems for Legionella
- 24/7 emergency breakdown and repair service
- Assessment of faults (conducting site visits where necessary) to identify problems and give advice
- Operation and administration of the term contracts, processing orders and payments for repairs and cyclical servicing
- Independent inspection and monitoring to ensure works are carried out correctly, on time and charged as agreed

**Heating and ventilation systems**

- Management of the servicing of boilers, burners, heating and hot water plant, ventilation, air conditioning, pressurising units, filters and controls operating this equipment

**Electrical installations**

- Management of the inspection and testing of lighting, power, wiring, plug sockets, switches, fuses and junction boxes

**Fabric**

- Repairs to ‘building fabric’ including roof, walls, windows, ceilings, insulation, floors and coverings. It also includes external cladding, water supply, sanitary fittings and elements outside the buildings such as playgrounds, safety surfaces, fence and shelters

**Alarm systems**

- Servicing of fire and intruder alarms including CCTV and access control systems

**Legionella assessment**

- Management of the treatment of water systems including tanks
- Comprehensive SLA available on request

**COST**

**Premier Service Level**

The service level cost (£125 per element) is a one-off cost for buying into the Premier Service Level

<table>
<thead>
<tr>
<th>Element 1</th>
<th>Element 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heating systems</td>
<td>Electrical installations</td>
</tr>
<tr>
<td>£125</td>
<td>£125</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Element 3</th>
<th>Element 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fabric</td>
<td>Alarms systems including CCTV and Fire extinguishers</td>
</tr>
<tr>
<td>£125</td>
<td>£125</td>
</tr>
</tbody>
</table>

**Element 5**

- Legionella assessment
- £125

**All Elements**

- £500 (inclusive of £125 discount)

In addition to the above one-off cost, you pay the cost of the works and 25% professional/administration fees on each order.

For those who decide not to buy in to our service, we can provide an emergency service. For this level there is a call-out charge of £100 per occasion, plus an hourly charge for our staff (minimum one hour). The hourly charge is £57 per hour.

**CONTACTS**

For general enquiries

Mark Roomes
Technical Support
Tel: 020 8921 4702
Email: mark.roomes@royalgreenwich.gov.uk

For technical enquiries

Jules Rutt
Maintenance Manager
Tel: 020 8921 5563
Email: jules.rutt@royalgreenwich.gov.uk
The local authority has a vested interest in school buildings and services. Our skilled and experienced team of surveyors and engineers with an accumulated wealth of experience and knowledge of Greenwich schools, is able to support your school with an efficient one-stop-shop service that provides access to a cost effective range of professional services.

Our service has a good customer service satisfaction rate and is noted for its consistency of professional technical advice to individual schools and across the portfolio.

With a flexible approach and understanding of issues and demands when working within education premises, we are able to provide full project management services from inception to implementation and completion.

We have a good understanding of the importance of utilisation of in-house professional staff and their technical expertise. We are also able to fully support schools to deliver projects to local authority standards, whilst following corporate guidelines in terms of procurement, legislation and health & safety.

How can we support you?

Maintenance, improvement projects and other building related professional services

- Major planned maintenance projects such as boiler renewals, re-wiring, re-roofing, window renewals and re-decorations
- Improvement or alteration projects (examples of specifically designed projects include extensions, refurbishment and space planning, heating and electrical improvements)

Project management

- We provide a complete project service agreeing requirements at the outset, managing the design work, obtaining tenders, supervising contractors and managing the payment processes

Costs

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Cost of works</th>
<th>Fee costs for maintenance, adaptations &amp; new construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to £5,000</td>
<td>17.50%</td>
<td></td>
</tr>
<tr>
<td>£5,001 - £15,000</td>
<td>15.00%</td>
<td></td>
</tr>
<tr>
<td>£15,001 - £50,000</td>
<td>12.00%</td>
<td></td>
</tr>
<tr>
<td>£50,001 - £100,000</td>
<td>11.00%</td>
<td></td>
</tr>
<tr>
<td>£100,001 - £500,000</td>
<td>9.50%</td>
<td></td>
</tr>
<tr>
<td>£500,001 - £1,000,000</td>
<td>8.50%</td>
<td></td>
</tr>
<tr>
<td>Over £1,000,000</td>
<td>8.00%</td>
<td></td>
</tr>
<tr>
<td>Project Management</td>
<td>3.00%</td>
<td></td>
</tr>
</tbody>
</table>

Level 2

This service is offered on demand and does not require schools to sign into an annual buy-back arrangement.

Description of work  | Cost per hour |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Studies/Scheme and Estimate reports</td>
<td>£56</td>
</tr>
<tr>
<td>Building and structural surveys</td>
<td>£52</td>
</tr>
<tr>
<td>Party wall duties</td>
<td>£44</td>
</tr>
<tr>
<td>Additional project works</td>
<td>£73</td>
</tr>
<tr>
<td>Planning advice/Application</td>
<td>£59</td>
</tr>
<tr>
<td>Space Planning</td>
<td>£47</td>
</tr>
<tr>
<td>Schedule of dilapidation</td>
<td>£42</td>
</tr>
</tbody>
</table>

Other professional services

We provide valuations, disposals, acquisitions, space-planning, party wall matters, insurance claim management, asbestos surveys and advice on structural and drainage issues

Contacts

Richard Martin
Schools’ Programme Manager
Tel: 020 8921 4902
Email: richard.martin@royalgreenwich.gov.uk
Sustainability and Renewal (S&R) offer a service that is designed to meet the needs of schools and children's centres for both energy management and procurement.

How can we support you?

Energy Monitoring and Reporting (Mandatory Service)

- Collating schools energy consumption data to comply with Greenhouse Gas reporting requirements
- Arranging Display Energy Certificates (a legal requirement), through an external contract and providing the required consumption data
- Providing advice and support to improve energy efficiency and renewable technologies; generating cost savings and reducing CO2 emissions
- Access to the RE:FIT programme, including management & Co-ordination support; Identifying funding opportunities and assisting with preparation of bid submissions

The cost for the mandatory energy monitoring and reporting service is **£412 per school**. This charge applies to all schools and children's centres, regardless of whether a school has opted into the Local authority's energy contract procurement arrangement. These charges are issued automatically on an annual basis.

Energy Procurement and Invoicing

The Royal Borough procures its energy through the Central Purchasing Body LASER, whose flexible procurement approach offers an advanced means with which to control the risk inherent in the energy market, whilst also achieving greater leverage with suppliers and more competitive unit rates by aggregating energy volume requirements.

The current LASER energy contract runs until 30 September 2020, and has invited all schools to opt in to this arrangement.

Supplies procured by LASER are either placed into a Fully Managed (FM) or Procurement Only Service Option (POSO) arrangement. The decision on which procurement arrangement to place a supply in to is based on consumption – with larger consuming supplies benefitting from the additional invoice validation that the Fully Managed service provides. The additional fee charged for this service is offset against the savings generated from the identification and resolution of billing errors. Both options provide:

- The arrangement of energy contracts
- Assistance in establishing new sites, meters, disconnections & supply transfers
- Liaison with suppliers including dispute and query resolution

Schools that have opted into the Local authority’s contract arrangement with LASER also benefit from:

- Arrangement of Automatic Meter Reading (AMR) devices to all eligible gas and electricity supplies to ensure accurate billing and monitoring for electricity, gas and water consumption
- Meter reading reminders for procurement only customers, to ensure that schools only pay for the energy they use and are not billed on estimated readings. Meter readings should be sent to: meter.reading@laserenergy.org.uk
- Access to the local authority’s Energy Management Software for active consumption monitoring and forecasting
- The initiation and resolution of queries and disputes with energy suppliers, where required

All schools have already been contacted about whether they wish to continue with LASER for their energy procurement. Unless you have not yet returned your confirmation form you do not need to do anything.

RE:FIT Energy performance programme

RE:FIT London is the award-winning and tried and tested programme to help make London’s non-domestic public buildings and assets more energy efficient. Established in 2009, the programme not only reduces carbon emissions, but also results in large guaranteed cost savings for the public sector.

RBG and RE:FIT can help your school:

- Identify and guarantee cost savings
- Acquire interest free loans to fund measures
- Improve comfort and enhance the learning environment
- Reduce GHG emissions and improve air quality

Energy conservation measures implemented:

- Lighting replacement and upgrade, including LED lights and automatic occupancy controls
- Electronic descaling of hot water system
- Optimisation of the building management system
- Insulation of valves and pipes in the plant room
- Refrigeration motor control
Energy Procurement Service

- Programmable electronic thermostatic radiator valves throughout the school
- Temperature and time controls for heaters

CONTACTS

Energy Procurement Contact:
Tharinda Jagathsiri
Resources Team Leader
Tel: 020 8921 5389
Email: energy.management@royalgreenwich.gov.uk

Energy Efficiency/REFIT Contact:
Steven Fleiss
Sustainability Team Leader
Tel: 020 8921 4707
Email: sustainability@royalgreenwich.gov.uk

For more information on RE:FIT visit:
https://www.london.gov.uk/what-we-do/environment/energy/energy-buildings/refit/refit-london-story-so-far

Project: Colville Primary School: Retrofit of Victorian Grade II listed school building
- Guaranteed energy and cost saving: 29% annual energy saving, £9,500 annual cost saving
- Value: £65,283 capital investment, funded by interest free Salix loan, Seven year payback period
- CO2 reduction: 50 tonnes per year

Communcations and Digital Service

Our team leads on the strategic planning and delivery of effective marketing and communications for the Royal Borough of Greenwich. We advise staff and councillors and work with them to devise and implement fully integrated communications strategies to support service delivery, manage reputation and increase engagement. We work on public affairs and lobbying campaigns and provide advice to staff, members, and external partners on a range of communications issues. We take a strategic view of communications work to ensure it links effectively with the borough’s programmes and objectives, and the wider public an news narrative.

How can we help you?

We offer a range of marketing and communications services. Our team of experienced professionals can provide expert advice or deliver communications activities on your behalf, including:

- Media relations
- Crisis communications
- Proactive and reactive social media
- Targeted digital advertising
- Email newsletters
- Copywriting
- Proofreading

COST

We offer an extremely cost effective service – contact us to discuss your needs.

CONTACT

Tel: 020 8921 6262
Email: media.desk@royalgreenwich.gov.uk
**Contracting Our Services**

To commission or renew services from Direct Services to Schools, please log on to:

http://servicestoschools.royalgreenwich.gov.uk/ and complete the online forms.

Schools can also download 2019/20 service specifications from:

http://servicestoschools.royalgreenwich.gov.uk/

Unless otherwise identified, independent schools or schools outside Royal Borough of Greenwich local authority will be subject to a surcharge (approx. 10% +VAT).

If you have any additional requirements regarding bespoke support packages, please state this on the request form or contact us for further information.

Please return form to:

**Caroline Banin-Taylor**  
*Head of Direct Services to Schools*

Royal Borough of Greenwich  
Professional Development Centre  
1 Waterdale Road  
London SE2 0XT

Email: caroline.banin-taylor@royalgreenwich.gov.uk  
or  
services-to-schools@royalgreenwich.gov.uk  
Tel: 020 8921 5560

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**Renewal and Request Form**

Please complete this form online via the Direct Services website:  
http://servicestoschools.royalgreenwich.gov.uk

<table>
<thead>
<tr>
<th>Number of Students on roll as of 1st April 2019</th>
<th>Number of Staff on roll as of 1st April 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

**Name**  
______________________________  
**Position**  
______________________________

The Governing board of ___________________ school/establishment

<table>
<thead>
<tr>
<th>SLA length (Please tick)</th>
<th>1 year</th>
<th>2 years</th>
<th>3 years</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

Wishes to purchase/renew the levels of support shown below for 2018/19

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>PURCHASE</th>
<th>RENEW</th>
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<tbody>
<tr>
<td></td>
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</table>

**School Improvement Service**

- Improvement Partner Programme  
- Headteacher performance management  
- Improvement Partner Programme & Headteacher performance management  
- Governor Services clerking, advice and training  
- Governor Services advice and guidance only

**Statutory Assessment: Academies and Free Schools**

- KS1 and KS2 statutory moderation and monitoring  
- Statutory Assessment updates and support (EYFS, KS1 and KS2)

**Performance Analysis Service (PAS)**

- Primary analysis pack (all)  
- Primary one page summary  
- Primary disadvantaged gaps  
- Secondary Analysis pack  
- Special school bespoke  
- Academy census checking  
  - All terms  
  - Spring  
  - Summer  
  - Autumn

**Curriculum Service**

- Music Hub Service  
- Physical Education Support Service  
- PSHE - LGBT Support

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Royal Borough of Greenwich  
Direct Services to Schools - 2019-20
Wishes to purchase/renew the levels of support as shown below for 2019/20

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>PURCHASE</th>
<th>RENEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behaviour and Attendance Service</td>
<td></td>
<td></td>
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<tr>
<td>Attendance Advisory Service</td>
<td></td>
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<tr>
<td>Primary Behaviour Support Service</td>
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<td></td>
</tr>
<tr>
<td>Secondary Behaviour Support Service</td>
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<td></td>
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<tr>
<td>Educational Psychology Service</td>
<td></td>
<td></td>
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<tr>
<td>Safeguarding Review/Audit</td>
<td></td>
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<tr>
<td>Outreach Services</td>
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<tr>
<td>Outreach Learning Mentors and Bereavement Support</td>
<td></td>
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<tr>
<td>Counselling in Schools</td>
<td></td>
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<tr>
<td>Restoration and Resilience</td>
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<tr>
<td>Restorative Approaches and Anti-Bullying</td>
<td></td>
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<tr>
<td>Peer Mentoring</td>
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<tr>
<td>Duke of Edinburgh Award</td>
<td></td>
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<tr>
<td>Apprenticeship Programme</td>
<td></td>
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<tr>
<td>Direct Services - Support Service</td>
<td></td>
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<tr>
<td>NQT</td>
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<tr>
<td>NQT Induction Service</td>
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<tr>
<td>NQT Recruitment Service</td>
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</tbody>
</table>

(Please register all NQTs via RBG NQT Manager website)

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>PURCHASE</th>
<th>RENEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schools Accounting and Bursarial Service</td>
<td></td>
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<tr>
<td>Human Resources Professional Services</td>
<td></td>
<td></td>
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<tr>
<td>Payroll</td>
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<tr>
<td>Occupational Health, Safety and Wellbeing Service</td>
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<tr>
<td>Legal Service</td>
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<tr>
<td>Property Consultancy Service</td>
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<tr>
<td>Responsive and Cyclical Maintenance Service</td>
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<tr>
<td>Energy Procurement Service</td>
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<tr>
<td>Communications and Digital Service</td>
<td></td>
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<tr>
<td>Other (please specify)</td>
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<td></td>
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</tbody>
</table>