

SCHOOLS HR ADVISORY SERVICE SERVICE LEVEL AGREEMENT 2026 - 27 ALL EDUCATIONAL ESTABLISHMENTS

Summary of Service Level Agreement (SLA)

Our Aim

To provide the Schools Leadership Team with exceptional HR services, allowing them to focus on effectively running their school. Our commitment to service standards includes:

- Telephone helpline during office hours.
- Fully trained and qualified HR staff providing professional advice.
- Courteous and practical advice, both in person (by appointment) or by telephone.
- Acknowledgements to written and email correspondence within 2 working days.
- Response to telephone calls within 1 working day or sooner.
- Quality assurance assessed by use of evaluation feedback forms following casework, training courses and business as usual services.
- Formal complaints' procedure in place which can be escalated to a Senior HR Manager

HR advice will be provided by qualified HR professionals across all key areas of the discipline, including trade union matters and industrial action, case management, sickness absence, people management, and disciplinary processes and appeals. HR policies will also be made available for schools to adopt as required.

Why Choose RBG Human Resources & Organisational Development Services?

With over 85% of the school budget allocated to your workforce, ensuring that the right structures, people, policies and procedures are in place is crucial to achieving your priorities. By selecting to be an SLA partner with us, Governors, Headteachers, Leadership Teams, and School Business Managers can be confident of receiving professional support in delivering on their compliance, legislative and people management responsibilities.

Following the recent reorganisation of RBG's Human Resources & Organisational Development (HR&OD) function, partnering with us provides a wider and improved range of additional support benefits. These include, HR support for staff retention, recruitment and selection; industrial relations (e.g., strike action); complex restructures; pay and conditions of employment; and investigations. Schools also have the opportunity to influence policies and procedures by participating in the Schools Policy Group (SPG) and the SLA working groups.

Regular monthly HR Drop-In sessions for schools' leadership teams to raise any matters of concern with immediate response - as well as professional expertise / knowledge on teachers' pay and conditions of service and Royal Greenwich pay and grading structure. Schools also have a single escalation route for schools' leadership team to escalate any matters of concerns or complaints directly to a more senior HR&OD manager.

Key Performance Standards / Schools HR Satisfaction Survey

Our HR Service is built around clear Key Performance Standards, ensuring that timely delivery and support remain at the heart of the service we provide to the School Leadership Team. In addition, we monitor our performance against these standards, including through the Schools HR Satisfaction Survey, to ensure consistency and continuous improvement.

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A full outline of our Key Performance Standards and a template of the Schools HR Satisfaction Survey are included in Appendix 1 and Appendix 2 of this document.

Experienced Senior HR Advisors

Our HR Advisors provide specialist expertise in casework, up-to-date employment law, and the statutory DfE staffing guidelines under which educational establishments operate. Each school's leadership team will have a dedicated HR Adviser, supported by the wider RBG HR&OD Division to ensure consistent and high-quality advice.

HR Advisors will seek to work in partnership with the leadership team to identify areas of concern and to recommend actions that resolve matters quickly, effectively, and in a positive way.

Training and Organisational Development

Schools will be able to attend or send delegates to a range of RBG learning events, at **costs determined by the nature of each event**, but reduced for those buying-in to our SLA.

These events will be designed around recent legislative developments in employment and organisational responsibilities - for example, case law updates, staff absence management, policy and procedural changes, and employment investigations.

Bespoke Services

Schools may also request bespoke services, including tailored training sessions on topics such as equality, equity and diversity, wellbeing, governors' HR training, employment law, and people management (including conflict resolution strategies). **Costs will be determined by the nature and scope of the requirement.**

Schools' HR Auditing Service

Advisers will carry out two termly visits per year and conduct an annual HR audit, agreed in advance with the school. The audit will focus on best practice, areas of risk, and compliance requirements, including DBS checks, the Single Central Record, staff absence data, casework patterns and trends and employment contracts.

The audit report will include recommendations where appropriate and will be provided to the Headteacher for review ahead of the next year's audit.

HR Engagement with National Bodies, External Organisations and Council Services

HR professionals will engage with relevant government initiatives, national training programmes, and consultations to represent and influence on behalf of the schools in RBG.

Well-established links are also maintained with national, regional, and local employer associations, trade unions and professional bodies, education networks, school leaders, governing bodies, dioceses, and other relevant agencies (including the LGA, DBS alongside the DfE).

These partnerships support the delivery of high-quality services and drive efficiencies for the educational establishments we serve.

In delivering our HR services, we work closely with the following:

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- LADO (Local Authority Designated Officer) – *providing advice and support in matters relating to safeguarding allegations against staff, including referrals to the LADO, as well as advice and support in safeguarding and whistleblowing matters.*
- Payroll - *professional expertise / knowledge of teachers' pay and conditions of service, Royal Greenwich pay and grading structure and relevant pensions information*
- Occupational Health – *including absence management, health surveillance, physiotherapy (first six sessions of referral). Further provisions are available as part of our additional offers. See: additional services section.*
- Employee Assistance Programme – *supporting staff in accessing the Employee Assistance Program; available 24 hours a day, 7 days a week*
- Health & Safety
- Resourcing Team
- Workforce Development
- Children's Services - includes working with Governor Services and Schools Improvement.

Opening Hours

Monday to Friday, 9:00am to 5pm. We are contactable by telephone, email, virtual meeting or in person as appropriate.

Core SLA Includes Policies, Advice and Guidance On:

Recruitment, onboarding, HR and statutory compliance	Employee Relations and Performance Management	Employee Support	Pay and Conditions	Change Management and Workforce Planning
Model Job Descriptions for support roles.	Absence Management	Employee Assistance Provision	Model Pay Policy	Staffing Structures
Safer Recruitment	Performance management and capability	Occupational Health Services	Support Staff Pay	Reorganisations
Contracts of Employment	Work-related stress	Family Friendly Provisions	Teachers' Pay	Service Closures and Transfers (TUPE)
Single Central Record	Disciplinary and Code of Conduct	Special and Compassionate Leave	Working hours, breaks and leave entitlements	School Size and Pay Group changes
HR Audit (Annual)	Grievance	Workplace adjustments		Resignations Notice Periods
Equality, Diversity and Inclusion	Managing Allegations against Staff	Staff Health and wellbeing support/ signposting including, smoking, drugs and alcohol.		
	Industrial Action			
	Respect at Work			
	Suspension of employees			
	Whistleblowing			

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Details of Services:

PAY AND CONDITIONS OF SERVICE	CAPABILITY DISCIPLINARY GRIEVANCE CASEWORK	ATTENDANCE MANAGEMENT CASEWORK
<p>Advice and guidance on the interpretation and implementation of national and local government decisions and regulations.</p> <p>Provision of local and national information on employment issues e.g. salaries/benefits.</p> <p>Advice on other matters relating to pay and conditions of employment for all categories of staff.</p> <p>Advice on the interpretation and writing of statements of terms and conditions of service.</p> <p>Contracts of employment. <i>available at additional cost – see Bolt On</i></p>	<p>Telephone advice and support on the implementation of the school’s capability, discipline and grievance procedures.</p> <p>Attendance by a member of the HR team to advise and support Governors, Headteachers/Leadership at all hearings/meetings, including hearings where dismissal is a potential outcome, subject to availability by prior agreement.</p> <p>Advice and support throughout the process of investigation by prior agreement.</p>	<p>Telephone advice and support on the implementation of the school’s attendance management procedures.</p> <p>Access to Royal Greenwich Occupational Health Provider and EAP.</p> <p>Advice on OH referral and guidance on how to proceed following receipt of OH reports.</p> <p>Attendance at formal review meetings from stage 2 onwards, subject to availability by prior agreement.</p> <p>Obtaining ill-health retirement benefit calculations from the Pensions service.</p> <p>Ill health retirement assessment/certificate accessed via Occupational Health at additional cost.</p> <p>Advice and support on implementing robust and effective absence monitoring systems.</p>
EMPLOYEE RELATIONS	SCHOOLS’ HR WEBSITE	EMPLOYEE DATA <i>(conditional on buying into RBG Payroll SLA)</i>
<p>Telephone advice and support on all employee relations issues.</p> <p>Advice and support on consultation processes e.g. when redundancy is appropriate together with attendance at meetings as required.</p> <p>Advice on timescales, statutory and procedural requirements and preparation of documentation.</p> <p>Attendance at other hearings as appropriate and subject to availability by prior agreement.</p> <p>Where required, liaison and negotiations with employee representatives around settlement agreements, including drafting of agreements (see Bolt On for non-SLA schools)</p>	<p>Access includes:</p> <ul style="list-style-type: none"> ➤ HR service updates and bulletins ➤ employment updates ➤ RBG model policies and procedures and associated letters ➤ forms and guidance notes ➤ information relating to national and local terms and conditions. 	<p>Detailed employee data provided on request and monthly absence reports (see Bolt On in relation to TUPE)</p>

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NATIONAL/LOCAL CONDITIONS OF SERVICE	DISMISSAL OF STAFF	PRE-EMPLOYMENT SAFEGUARDING CHECKS
<p>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.</p>	<p>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.</p>	<p>Basic checks to support safer recruitment of staff i.e. Enhanced DBS Checks, Barred List. <i>Administered via HR&OD Resourcing Service – additional charges apply.</i></p> <p>Pre-employment health checks. <i>Administered via Occupational Health</i></p>
SCHOOL WORKFORCE CENSUS		INDUSTRIAL ACTION
<p>Royal Greenwich submits the statutory return on behalf of maintained schools.</p> <p>Workshops/Training delivered for new SBMs/Office Managers.</p> <p><i>The schools HR service reserves the right to levy an additional charge for those schools generating substantial errors and queries.</i></p> <p><i>£10 per error/query may be charged</i></p>		<p>Written information will be provided on statutory advice.</p> <p>Where data is available, we will collate and provide information to corporate and external regional bodies on the effects of industrial action.</p>

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Services Available from RBG for Purchase

In addition to our core HR support, schools have the opportunity to select from a suite of optional services that enhance and tailor the support they receive. Each of these services is structured to offer added value at competitive cost. This includes, subject to availability:

SERVICE	SLA EDUCATIONAL ESTABLISHMENTS	NON-SLA EDUCATIONAL ESTABLISHMENTS
Headteacher/ Leadership Recruitment	Resourcing Service offers a comprehensive package that supports the attraction and selection campaigns for Headteacher/Leadership recruitment. <i>Further information is available via your Senior HR Adviser or the Resourcing Team.</i> Cost: £7,000 + VAT <i>Excluding cost of advert placement</i>	£9,000 + VAT <i>Excluding cost of advert placement</i>
Investigations for school Disciplinary and Grievance procedures.	Full investigation process and attendance at hearings conducted by a trained and experienced RBG investigation officer. Cost: £306 per day (based on a 7-hour day)	£337 per day.
Workshops	Half day workshop on model procedures. Cost: £90 per delegate	£120 per delegate
Bespoke training or workshops Virtually or in person.	Schools can request for Leaders and Governing Bodies Cost: £110 per hour or £330 per half day	£121 per hour or £363 per half day
Occupational Health	Ill Health Retirement referrals* Cost: £465 Dyslexia Assessment* - Cost: £611.80 Neurodiversity Workplace Assessment* - Cost: £750 Remote Workstation Assessment* - Cost: £115 Late cancellations and 'Did Not Attend' (DNAs) – Costs: £88 (OH Adviser), £302.50 (OH Physician) Physiotherapy - beyond the initial six sessions Vaccinations Incomplete online Health Assessment Questionnaires (HAQs) or Paper Health Assessment Questionnaires may be recharged Appointments requiring a home visit Local targeted health promotion events. *costs quoted correct as at 16/02/2023. Please obtain current costs for all of the above from the OH provider when booking.	

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Workplace Mediation	Process for resolving workplace disputes between colleagues through the assistance of trained and accredited mediators. Costs: £1,000	<i>£1,100</i>
HR Consultancy	Cost: £300 per day	<i>£300 per day</i>
Contracts	<ul style="list-style-type: none"> ➤ Issuing employment contracts is the school's responsibility. To draft contracts. Cost: £65 per contract ➤ specialist advice on the development of new or tailoring of existing employment contracts. Cost: £65 per contract 	<i>Cost to be determined following request.</i>
Drafting of Settlement Agreements	This is included as part of the SLA. The school has sole responsibility for payment of legal fees and processing any special payments to be made.	<i>£325 for the drafting of a settlement agreement. The school/educational establishment has sole responsibility for the payment of legal fees and processing of the special payment.</i>
Schools Workforce Census	Included in SLA with exception for errors/queries Cost: £10 per error/ query is charged	Only available to maintained schools. Cost: £10 per error/ query is charged
Job Evaluation for Support staff roles	Job evaluation conducted under The Greater London Provincial Council Scheme by panel of three trained HR Professionals. Costs: £200 per post	£250 (each post)
E-Learning via Workforce Development	Access to the full learning hub platform, which hosts suite of HR related e-learning modules in personal development and leadership and management. Annual licence: £20 per person	

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COSTS FOR OPTED OUT EDUCATIONAL ESTABLISHMENTS

Where the above do not apply charges will be applied to educational establishments for any statutory work undertaken at a standard consultancy rate of **£50** per hour.

We will redirect costs to educational establishments where we are required to undertake work on behalf of an educational establishment not using our traded service as directed by the Children's Services Directorate i.e. school being placed in special measures.

RBG SLA Terms

The traded service is charged annually on 1st April.

Calculations of Charges

Charges are based on the number of staff in your establishment for each year of this agreement determined by the headcount recorded on iTrent as at the most recent workforce census (November 2025). Calculations are not based on FTE.

This will be:

- *Determined by the headcount recorded on iTrent*
- *Based on the most recent workforce census (November 2025).*
- *Headcount will be taken from iTrent on Workforce Census Day to calculate charges.*
- ***Schools that have Not Purchased RBG Payroll Services will be required to provide a copy/screenshot of the latest Schools Workforce Census (November 2025)***

Minimum Charge of £2,797 Applies Per School

Fees are non-refundable

Fixed Rate Of £94 Per Staff Member

For example, a school with 30 members of staff will be charged £2,460 (30 x £94 = £2,820)

Ending SLA Agreement (Contractual Arrangements)

If a School has decided to end their SLA *prior* to 12-month agreement period they should notify RBG with 3 months' written notice.

HR Advisory Service

By purchasing RBG's SLA the school is agreeing to seek advice from RBG HR Services and no other HR agencies relating to individual casework. Schools that require external HR support e.g. from Diocesan or external HR provider agree to notify RBG Schools HR of their involvement whereupon a joint decision will be made on which HR service will act as main or only advisor in relation to the matter.

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Serving Notice

Contact details for serving notice: As set out in agreement issued by Direct Services copying in Schools' HR at schools-hr@royalgreenwich.gov.uk

Failure to Service

Services will still be charged for the full 12-month term of the agreement.

Automatic Renewal

Automatic Renewal will apply to schools who bought into the SLA for the previous year, namely 2025 / 2026.

Schools Direct Services sets out the process to complete your review before 30th June 2026.

The SLA will automatically be triggered for schools seeking advice from the Council's HR&OD Schools Team from 1st April 2026.

Termination Clause HR Services

Schools HR Services reserve the right to terminate the SLA in the event that there is a breakdown in professional relationship due to the school's failure to accept/adhere to advice given, professional boundaries are not observed or where the actions of school leaders place the service and/or school at risk of reputational damage. Services will be terminated with immediate effect, and a three-month pro rata charge will be applied from the date of termination.

Schools Responsibilities to Provide / Disclose Documents

To ensure legal compliance, commitment and adherence to statutory and service standards are met it is the specific responsibility of the school to undertake the following:

- Provide all relevant documents/information and data to HR upon request and at the set deadline date.
- Disclose and provide all relevant information and documents in relation staffing matters.
- Reach agreement to vary any constraints or reasonable deadlines that cannot be met
- Provide a timely update of any change in circumstances that may affect/impact on the advice or work HR colleagues are undertaking on the school's behalf.
- Avoid withholding or misrepresenting any relevant information which would hinder the HR support/advice provided.
- Provide 5 working days' notice when requesting the attendance of a HR representative at any formal hearing, governing body meeting – including consultation with HR to agree a mutually convenient date/time and provision of all documents required for the meeting at least **one week** in advance.
- Provide as much notice as possible for 'one off' consultancy that may be required.

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- Provision of any other information requested to enable Royal Greenwich to exercise its duty as an employer or to comply with statutory requirements or its strategic functions defined by current or future regulations.

Escalation and Complaints

Where it is considered that the standard of service received is less than satisfactory, it is the responsibility of the educational establishment to evidence and report to management without delay.

Schools HR Manager

Samantha Dyer
Telephone: 020 8921 5358
Email: samantha.dyer@royalgreenwich.gov.uk

Senior HR Manager

Cynthia Scott
Telephone: 020 8921 5036
Email: Cynthia.scott@royalgreenwich.gov.uk

POSTAL ADDRESS
Schools' HR Advisory Service Directorate of Resources, Floor 3, The Woolwich Centre, 35 Wellington Street, London SE18 6HQ

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Appendix 1 - Key Performance Standards

Area	KPS (Key Performance Standard)	Purpose
Response Time to HR Queries	Respond to general HR queries within 2 working days (SLA agreement) or sooner where possible.	Ensures timely support for school staff and leadership.
Staff Absence Management Reporting	Schools to engage in absence monitoring by providing data for analysis to the Senior HR Advisor.	Supports proactive workforce planning and attendance monitoring.
Training and Development Access	Participate in RBG's revised HR Policy update/implementation training between September and December.	Encourages professional growth, retention, and compliance with employment law; reduces employee relations issues.
Policy Update Communication	Communicate all revised HR policy updates to the Schools Policy Group (SPG) as drafted for comments/feedback.	Keeps schools informed and compliant with current HR best practices.
Employee Wellbeing Support	Provide access to wellbeing resources and support services for SLA schools, with quarterly usage reports.	Promotes mental health and staff resilience in schools.
Grievance Resolution Timeliness	Resolve formal grievances within policy timelines and carry out investigations within a reasonable timescale.	Ensures fair and timely handling of staff concerns.
Performance Management Support	RBG to provide a revised Capability Policy and guidance for performance reviews.	Supports consistent and constructive staff evaluation.
HR Compliance Audits	Conduct annual HR compliance audits for 100% of schools, with reports delivered within 20 working days of completion.	Ensures adherence to employment law and school policies.

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Appendix 2 - Survey

Purpose:

To gather feedback from Headteachers and Business Managers on the quality, responsiveness, and effectiveness of the HR service provided under the SLA. Your insights will help us improve and tailor our support to better meet your needs and will remain confidential.

Section 1: About You

1. School Name:
2. Role: Headteacher Business Manager Other (please specify):

Section 2: HR Advisor & HR Manager Performance

Please rate the following statements based on your experience over the past 6 months:

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Our HR Advisor is responsive and accessible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our HR Advisor provides clear and accurate advice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our HR Advisor understands the context and challenges of our school.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The HR Manager provides strategic support when needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The HR Advisor is visible and engaged with our school.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have confidence in advice received from the HR Manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you wish to add any examples and/or the reason for any of your responses above please include it here:

Section 3: Overall HR Service Delivery

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Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The HR service meets the expectations set out in the SLA.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication from the HR team is timely and effective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The HR service adds value to our school operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We feel confident in the HR advice and support we receive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The service is good value for money.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If you wish to add any examples and/or the reason for any of your responses above please include it here:					

Section 4: Open Feedback

1. What aspects of the HR service have worked well for your school?

2. What areas could be improved?

3. Any suggestions or ideas for future service development?

Any other Comments: