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## Introduction

The first few weeks of the Autumn Term have already gone by, and hopefully by now new pupils and new members of staff are starting to feel settled in your schools.

Hopefully too, the summer holidays are not too distant a memory and that you were able to enjoy some well deserved rest during them!

This new academic year brings a new Ofsted framework which is significantly different from the previous one. In terms of HR work, there is a difference in tone, and various areas are being highlighted which I am sure are already part of thinking in schools.

It is encouraging to see the emphasis Ofsted is placing on staff well being. This fits with the broader agenda in our society around mental health – and the recognition of the contribution that work, and a positive experience of work, makes to mental health.

The DfE has been focussing on workload and in particular on the generation of data in schools. Workload does impact on wellbeing and we can see the thread of workload and data being woven into both the Ofsted framework and DfE guidance across many aspects of school life.

We are looking forward to working with you in the coming year, and please feel free to speak to your HR provider about any of the matters highlighted in this term's HR newsletter.

*The Schools HR team*

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## Teacher Pay and Conditions

The draft version of the School Teachers Pay and Conditions document was issued just before the start of the summer holiday on 22 July 2019, and this was followed by consultation with the statutory consultees.

This has delayed final confirmation of the pay ranges for teachers which should come into effect from 1 September 2019, and consequently any associated pay rises will need to be backdated.

In the draft document, a 2.75% uplift to the statutory minima and maxima of all pay ranges and allowances has been applied. There was less clarity about where any additional funding for the pay rise would come from and how it would be distributed.

In addition, the unique political situation is having a further impact on the final publication date. The following is the timeline as we understand it:

- The consultation on the Draft STPCD closed on 13 September
- The Department for Education (DfE) will produce the final document shortly afterwards, to take into account changes as a result of the consultation. Last year this was done a week after the closing date of the consultation.
- The final document requires a Statutory Instrument to be produced to bring the document into law. This needs to be laid before Parliament for 21 days before it is a legal document.
- DfE have confirmed to the Local Government Association that they are able to lay the Statutory Instrument during prorogation.
- We will update our schools on the timescales as we are made aware of them and will publish the final document on our website, once it is confirmed. We are currently being advised that we will probably have the final version by 23 September (as this can be issued prior to the completion of the Parliamentary processes).

Once the final document is published, it will be for governing boards to agree any payscales that will be used in their own schools, although we will continue to provide locally agreed pay scales in appendix 5 of the pay policy. These will not be available until after the final version of the STPCD is published. Teachers should all receive an annual salary statement which provides the detail of their pay and any allowances they receive. Model template pay statements will be available from your HR Provider.

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## We need to talk about wellbeing

The new Ofsted framework highlights the importance of staff well being, with one of the grade descriptors for outstanding leadership and management being 'staff consistently report high levels of support for well being issues'. In the criteria for good leadership and management we find the criteria 'Leaders protect staff from bullying and harassment'.

The way staff are treated in school and the impact it is having on them is clearly moving up the national agenda. Often it is small changes that have the most benefit when creating a positive environment. Managers need to know both when to be empathetic and when to be firm with staff. Developing effective soft skills enables managers to respond both appropriately and confidently in different situations. Our leadership development programmes are designed with the aim of equipping managers with these skills.

Schools will also need to understand more about the well being of their staff so that they can develop appropriate plans. Staff surveys can be a useful way of doing this, and below is information about a toolkit that can enable conversations to take place.

### Managing Wellbeing of staff: Talking Toolkit - Preventing work-related stress in Schools

Stress can affect us all at different times and in different ways.

Often just talking about issues openly and honestly can help prevent problems or stop them getting worse. The 'Talking Toolkit' for schools can be used as a framework to help line managers, heads of department or supervisors to have simple, practical conversations with their employees. We all know that prevention is better than cure and by taking action in your school, you can help create a more productive, healthy workforce.

Based on the HSE document, Schools that purchase the Employee Relations service from Octavo can obtain a version of the Talking Toolkit from their Octavo HR consultant.

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## Leadership development

As members of staff grow in their careers and become leaders, they increasingly find that they are taking on responsibilities for managing people. Staff who are wanting to develop as leaders or move into leadership roles will benefit from appropriate development opportunities to enable them to be effective in their role.

In HR we are working with our Improvement and Development Service (IDS) to offer a comprehensive management development programme. This incorporates our 'Essential People Management' training modules. The modules can also be accessed independently of the IDS programme, as well as offered as bespoke training on an individual school basis.

The training aims to give managers confidence to both handle staff development and staff concerns in a supportive way, including with well-being issues, and to provide appropriate challenge when necessary.

## Recruitment event

As in previous years we will be working with Croydon schools to run a local recruitment event. This will take place in February and the date will be confirmed shortly.

The recruitment fair is a chance for local schools to work together to promote Croydon as place to teach both in the short and the long term.

If you would like to participate, and find out more about other ways we can support you with recruitment, contact Christine Lonsdale – [Christine.lonsdale@octavopartnership.org](mailto:Christine.lonsdale@octavopartnership.org)

## NQTs

All NQTs must sign up with an Appropriate Body to ensure proper supervision of and successful complete of their induction year. If you have NQTs who are not yet registered, contact Christine Lonsdale who will be able to help you.

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## Erasmus

A number of schools participated in our European CPD learning programme, Erasmus, last year (with even greater numbers signed up for the coming academic year!).

All participants found the opportunity helped develop their professionalism, and they have been sharing their learning since they came back. A summary of the impact the courses had can be found at <http://croydonerasmusplus2018ey.edublogs.org/>

## Brexit and EU, EEA and Swiss Nationals

The government has set up a settlement scheme that will allow certain EU, EEA and Swiss citizens to live and work in the UK following Brexit. The precise details of the scheme will depend on whether or not a Brexit withdrawal agreement is reached. Further information can be found at <https://www.gov.uk/settled-status-eu-citizens-families>.

## New policies

During the summer term, we have reviewed and agreed the following policies with the unions which are now available in the resources section of the Octavo website.

- Reorganisations, restructuring and redundancies (paragraph numbering added)
- Maternity/paternity for teachers and support staff (clarification of scheme)
- Pay policy (amendment following decision that in community schools increments for support staff will be decoupled from pay)

The governing board will need to adopt the policies before they become the policy of the school. The pay policy has various options within it, and boards should consider which to adopt before agreeing the policy.

## Role Profiles

Over the summer we have updated the template generic role profiles that were reviewed and evaluated under Single Status. The changes take into account the new pay spinal points for the various grades, and also legislative changes (for example, new data protection legislation, the public sector English language requirement\*).

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The duties described in the templates have not been altered, but if schools wish to amend them or use different role profiles, they should contact their HR provider who will be able to advise on content and the job evaluation process.

\*For further information see <https://www.gov.uk/government/publications/english-language-requirement-for-public-sector-workers-code-of-practice>.

## Appraisal

The government drive to ensure that schools make better use of their data has an impact for the appraisal process. In July 2019, the then secretary of state wrote to schools about data, and this highlighted the recommendation that the data used in the appraisal process should be data that is generated for other purposes, and not solely for the purposes of appraisal. In particular objectives and performance management discussions should not be based on teacher generated data and predictions, or solely on the assessment data for a single group of pupils. Schools should be mindful of this when holding appraisal meetings and discussing the data that will be used to assess performance.

## Training

We run a number of training courses through our central programme. We can also deliver training sessions in your school on the full range of HR topics – for example, we have found that performance management/appraisal training runs well when a leadership team come together to look at how they manage this process in their school. If you would like to book some in house training, then please contact your HR consultant or Cathy Brearley, [Catherine.brearley@octavopartnership.org](mailto:Catherine.brearley@octavopartnership.org) to discuss your learning objectives.

Over the Autumn Term, we have the following training events taking place, all of which can be booked via the Octavo website:

### **Disciplinary Procedure and Effective Investigations**

Having to deal with a disciplinary matter or carry out an investigation are the sort of things that no one ever wants to do, but the sad reality is that you never know what is awaiting you around the next corner.

**Outline:** Increased confidence in your ability to investigate or manage a disciplinary case successfully. Knowledge of the legal framework within which to carry out investigations and disciplinaries to enable you to be compliant.

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## **Description**

Senior managers are increasingly involved in disciplinary cases and as a result more and more schools are calling upon middle managers to carry out investigations and present their findings at a disciplinary hearing.

It is for this reason that we are offering training on the disciplinary processes and investigation skills. The training is a half-day session, designed specifically for schools.

**Audience:** All levels of manager within a school setting, from line managers to members of the Extended Leadership Team

**Date:** Friday **27<sup>th</sup> September 2019** (9.30am to 12.30pm)

**Venue:** This training event will take place in the Octavo Training Room.

**Cost:** £136 per person

## **Recruitment and Selection - The skills and techniques for successful recruitment (or ... How to recruit safely and compliantly in schools)**

This event is the perfect complement training to the Safer Recruitment training.

**Outline :** Appointing a new member of staff is one of the most important things a school will do. This 3- hour training session, delivered by an experienced HR professional, aims to guide you through the process and look at the skills needed in order to minimise the risks.

### **Description**

- Clarify the correct procedures for staff recruitment
- Help you to develop the skills and techniques required for successful recruitment outcomes
- Develop confidence in the decisions you make when appointing staff

**Audience:** All those involved in recruitment of staff in schools

**Date:** Thursday **10<sup>th</sup> October 2019** (9.45am to 12.45pm)

**Venue:** This training event will take place in the Octavo Training Room.

**Cost:** £136 per person

## **Essential People Management Skills For Line Managers**

Managing People well is an integral part of effective leadership. At times, it can be challenging.

**Audience:** This course is designed to build up the confidence and knowledge of Employee Relations matters that new or aspiring line managers in schools will find helpful.

**Outline:** The training consists of two separate modules, each of which is different and, whilst it is not a requirement, it is strongly recommended that you attend both sessions and that you attend Module one before attending Module Two. The times and dates for the Modules are as follows:

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## **Module One**

**Date:** Friday **22<sup>nd</sup> November 2019** (9.30am – 12.30pm)

**Venue:** This training event will take place in the Octavo Training Room.

**Cost:** £136 per person

## **Module Two**

**Date:** Friday **22<sup>nd</sup> November 2019** (1.00pm - 4.00pm)

**Venue:** This training event will take place in the Octavo Training Room.

**Cost:** £136 per person

## **Safer Recruitment**

There is a **statutory requirement** for one person on every recruitment panel for school staff to have completed safer recruitment training.

**Outline:** Our day long Safer Recruitment Course is the nationally recognised Safer Recruitment Consortium training and is delivered by accredited trainers.

**Description:** This training is designed to:

- Identify the key features of staff recruitment that help deter or prevent the appointment of unsuitable people
- Consider policies and practice that minimise opportunities for abuse or ensure its prompt reporting
- Help participants begin to review their policies and practice in recruitment with a view to creating a safer culture

**Audience:** All those involved in recruitment in schools

**Date:** Thursday **28<sup>th</sup> November 2019** (9.45am to 16.45pm)

**Venue:** This training event will take place in the Octavo Training Room.

**Cost:** £220 per person

Please note there is recommended pre-course reading for this event that can be accessed by logging into the portal once you have confirmed your booking.

## **How to Book for a training event**

Places can be booked via our website at <http://www.octavopartnership.org/courses>

## **Bespoke training**

A little reminder - If you would one of these, or any other training to be delivered in your school (perhaps to a wider audience such as all staff) then we would be happy to work with you to understand your needs and then provide you with a quote of this customised training. All you need to do is email [hrservices@octavopartnership.org](mailto:hrservices@octavopartnership.org).

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## Access to Work

Employers have a duty to make reasonable adjustments for staff with disabilities and this is enshrined in legislation in the Equalities Act.

Access to Work is a national scheme that can provide practical and financial support for people who have a disability or long term physical or mental health condition.

Like all schemes there are various criteria, but Access to Work will consider paying 100% of the costs of special aids and adaptations during the first 6 weeks of someone's employment. Thereafter the expectation is that costs will be shared. When schools are employing new staff, it is in any case important that they ascertain whether individuals require reasonable adjustments because of a disability. The possibility of obtaining a higher level of financial support in the early weeks of employment should act as a further encouragement to consider this very early in someone's employment.

In the first place, it is the employee who has to contact Access to Work and apply for support. Schools should however make their staff aware of the scheme and encourage them to apply when appropriate.

The quickest and easiest way to apply is online at <https://www.gov.uk/access-to-work/apply> but contact can also be made by phoning Jobcentre Plus on 0800 121 7479 or Textphone 0800 121 7579.

More details about Access to Work can be found at <https://www.gov.uk/access-to-work>.

## Conducting investigations: getting it right

From time to time the conduct of employees falls below the standard that is expected of them, and as a result it is necessary to manage their behaviour under the disciplinary process.

The first step in this process is the need to undertake a thorough and fair investigation. The importance of getting this right is fundamental to the decisions that are taken at later stages in the process, and if the investigation is not undertaken properly there is the risk of a successful employment tribunal claim.

Investigations have to be undertaken in line with the disciplinary procedure adopted by the school, and under the Croydon model procedure individuals have the right to be accompanied at all meetings in the investigation as well as at disciplinary hearings. Investigators need to ensure that they have interviewed witnesses and

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considered all available evidence, including evidence that supports differing viewpoints. Having gathered the evidence, the investigator will need to reach a conclusion, based on the balance of probabilities about what happened. It is not the investigator's job to decide how serious any potential misconduct may have been nor any sanction as this will be a matter for the disciplinary hearing.

Your HR provider can provide you with advice about an investigation, and will be able to support the investigating officer in their work, ensuring that all the various elements of an investigation are covered.

## Covert Surveillance

When employers suspect there is misconduct, for example theft, it can be tempting to consider the use of covert surveillance in order to gather the evidence. This is a difficult matter and needs to be approached with extreme care and caution, as the law provides considerable protections in this area in terms of the right to privacy under the Human Rights Act and the ICO's employment practices code.

The ICO guidance states that covert surveillance should only be undertaken in exceptional circumstances such as where there are grounds for suspecting criminal activity or equivalent malpractice and notifying the employees about the monitoring would prejudice its prevention or detention.

The law does not prohibit covert surveillance but it should only be used in exceptional circumstances where it is necessary to detect wrongdoing by employees. The central question the employer has to consider is whether the intrusion into the employees' private lives is no more than what is absolutely necessary and a clearly recorded analysis is essential. Covert surveillance needs to be undertaken carefully - it should be strictly targeted at obtaining evidence within a set timeframe and cease once the investigation has been completed.

What about overt surveillance?

Care must also be taken with the use made of footage from CCTV cameras that are in general use in schools. The use made of CCTV footage should be made clear in privacy statements, including whether or not it could be used as evidence in disciplinary hearings or police action.

If you are considering using information from CCTV cameras, or the use of covert surveillance, speak to your HR Provider for further guidance.

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## Contact Details

### Octavo HR: Contact Details

Advice Line: 020 8241 5483 [hrrservices@octavopartnership.org](mailto:hrrservices@octavopartnership.org)

Cathy Brearley – Head of HR - [catherine.brearley@octavopartnership.org](mailto:catherine.brearley@octavopartnership.org)  
Office: 020 8241 5482                      Mobile: 07920657772

Mark Langston – HR Consultant - [mark.langston@octavopartnership.org](mailto:mark.langston@octavopartnership.org)  
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Gordon Mackenzie – HR Consultant - [gordon.mackenzie@octavopartnership.org](mailto:gordon.mackenzie@octavopartnership.org)  
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Fiona Evans – HR Consultant – [fiona.evans@octavopartnership.org](mailto:fiona.evans@octavopartnership.org)  
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Christine Lonsdale – Recruitment and Development Consultant –  
[christine.lonsdale@octavopartnership.org](mailto:christine.lonsdale@octavopartnership.org)  
Mobile: 07920657797

### Croydon Council Services: Contact Details

David Wiggs – HR & Finance Service Centre Support Officer -  
[croydonschools@croydon.gov.uk](mailto:croydonschools@croydon.gov.uk) or; [david.wiggs@croydon.gov.uk](mailto:david.wiggs@croydon.gov.uk) 020 8604 7251

Recruitment Queries:

Teach in Croydon website: [www.croydoneducationjobs.org](http://www.croydoneducationjobs.org).

Adverts on Croydon Council website: 020 8667 8337; [vacancies@croydon.gov.uk](mailto:vacancies@croydon.gov.uk)

DBS Queries: 020 8667 8337; [schoolsdb@croydon.gov.uk](mailto:schoolsdb@croydon.gov.uk)

Occupational Health: Ritika Singh - [Ritika.Singh@croydon.gov.uk](mailto:Ritika.Singh@croydon.gov.uk)

Teachers Pensions: Vicki Langston – 020 8604 7190; Julia McDougall – 0208 604 7383;  
[teacherspensionsteam@croydon.gov.uk](mailto:teacherspensionsteam@croydon.gov.uk)

Local Government Pension Scheme: 020 8760 5768 x 62892; [pensions@croydon.gov.uk](mailto:pensions@croydon.gov.uk)

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## Liberata Payroll

All payroll data should be sent to: [liberataschoolspayroll@liberata.com](mailto:liberataschoolspayroll@liberata.com)

Technical support: [LiberataSchoolsTechnicalSupport@liberata.com](mailto:LiberataSchoolsTechnicalSupport@liberata.com)

### Team:

Richard Heywood - 0208 603 3340

Mary Rides - 0208 603 3343

Ann Smith - 0208 603 3352

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