



## Services delivered as part of the core contract

Contracted by HCC, delivered by HFL



Direct school support	Underpinning strategic activity
<b>Business Services support for maintained schools</b>	
Complaints Toolkit (with access to Governance helpdesk to support queries)	Support for school leadership with complex complaints e.g. 80 hours+ spent on one complaint which overwhelmed school leadership structures
Finance bulletins and guides regularly issued throughout the year and published on the Grid	Mediation and resolution of governing Board disputes
Financial Service helpline (an average of 14 calls each school day)	Securing high-quality intensive support for GBs in crisis
Governance helpdesk and follow-up, including complaints advice (an average of 18 calls or emails each school day)	Behind the scenes / sounding board conversations with school leaders
Governorhub subscription (£30 contribution for maintained schools)	Ongoing monitoring and support offered through Keys to Success and Early Alert programmes
New Governor Induction Training	Annual Budget Guidance drafted and shared enabling 361 schools to set budgets
Provision of model policies to address statutory HR requirements	Ongoing liaison with HCC in support of schools
Safeguarding updates for Governors	Consultation with Unions regarding HR policies to ensure ease of adoption
Statutory HR policies	Data returns submitted to DfE (1047 clean school census returns submitted in last year, census x 3)
Support around legislative changes and contractual changes to terms and conditions	Support with pension queries from LPPA and HCC
Support for End of Key Stage submissions (349 maintained schools supported in the last year)	Support for Whistleblowing complaints
Support for School Workforce Census returns (349 clean returns submitted in the last year)	Helpline support for School Census and School Workforce Census statutory returns (average 1534 support calls per year)



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<b>Direct school support</b>	<b>Underpinning strategic activity</b>
Supported at 29 hearings considering dismissal (excluding redundancy meetings)	Support with TUPE process for schools becoming academies
Update from all Business Services at termly HCC headteacher briefings	Completion of statutory reporting for Trade Union Facilities time
<b>Early Years and Primary support for maintained schools</b>	
Access to a range of expertise to support leaders and governors (e.g. brokering interim leadership support or school to school support)	Behind the scenes sounding board/informal conversations with governors
Access to an extensive menu of high quality CPD through funded places on courses/projects and bespoke training in schools from subject specialists	Dialogue with relevant agencies, including CPSLOs, during inspections as necessary to reassure inspectors about school practice where concerns identified
Analysis of pupils' outcome data and targeted follow up support	HFL adviser involvement in Ofsted training and inspection so Hertfordshire schools benefit from a thorough understanding of Ofsted frameworks
Bespoke, expert advice in subject specific pedagogy and curriculum design	Infrastructure in place to ensure schools access support from well-trained and quality-assured advisers
Comprehensive data collection and analysis including provision of assessment profile on The Grid	Internal HFL training to ensure schools receive up-to-date information from the STA, DfE and Ofsted
Crisis management support	Liaison with Ofsted about school complaints
D/SEA support in the headteacher recruitment process - guidance to governors during the interview and shortlisting process	Liaison with school leaders/governors and application of local intelligence to secure interim leadership when required
English and mathematics subject leader clusters/newsletters and emails providing insight into emerging national trends and the latest subject specific examples of good practice	Liaison with STA and HCC about moderation including allegations of maladministration



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Focused SEA, TLA and/or EYA support for senior and subject leaders, Early Years leaders and teachers from advisers, many of whom are nationally renowned subject specific experts in their field	No statements of action following inadequate Ofsted judgements have been needed since Jan 22 due to (i) quality and timeliness of support for all schools to prevent decline, and (ii) effective targeted support for schools in challenging circumstances
Funded safeguarding checks where necessary	Ongoing liaison with colleagues in relevant HFL and HCC teams to ensure cohesive support for vulnerable schools
Funded support to improve quality of education and pupil outcomes in vulnerable schools	Ongoing monitoring - Keys to Success and Early Alert programmes
Half-termly Early Years communications to leaders with national and local updates	Ongoing review of information and publications from Ofsted, DfE and other sources to ensure leaders receive up-to-date information in a rapidly changing environment
Leadership and co-ordination of moderation of Key Stage 2 writing	Ongoing liaison with HCC, DfE, Ofsted and dioceses
Leadership of Action Groups to deliver a coordinated package of support for vulnerable schools	Organisation of school-to-school support through formal and informal means
Monitoring visits including review of access arrangements, for Key Stage 2 and phonics screening tests	Recruitment, training and quality assurance of moderators
Ofsted update at termly HCC headteacher updates to inform leaders of current Ofsted focus, policy and training	Regular and school-specific dialogue with relevant personnel including HCC staff
Ongoing liaison with senior and subject leaders to provide targeted and school specific action planning	Supporting schools with complaints about Ofsted
Proportionate support for schools pre-, mid- and post-Ofsted inspection - including on-site presence as necessary, meeting the inspector(s), coaching and support for subsequent complaints against Ofsted where necessary	



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Direct school support	Underpinning strategic activity
Review of Ofsted complaints	
SEA liaison with consortia to understand issues facing schools	
Signposting and updating schools regarding news in education and changes nationally and locally	
Statutory Early Years assessment updates and submission support, including quality assurance of submissions	
Subject leader clusters/newsletters and emails	
Support with moderation queries	
Tailored support and induction for newly appointed nursery headteachers	
Termly district Early Years clinics for leaders	
Trained Ofsted inspectors in primary SEA team	
Universal and targeted funded support for raising the GLD	
Unlimited access to DSEAs (including out of hours and non-term time) for support with a range of issues including headteachers' wellbeing	
<b>Secondary support for maintained schools</b>	
Analysis of GCSE and A level results and post exam results support for schools	Behind the scenes sounding board/informal conversations with governors



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<b>Direct school support</b>	<b>Underpinning strategic activity</b>
Analysis of GCSE and A level results and post exam results support for schools	HFL adviser involvement in Ofsted training and inspection so Hertfordshire schools benefit from a thorough understanding of Ofsted frameworks
Analysis of school data and support at Performance Checking Exercise	Infrastructure in place to ensure schools access support from well-trained and quality-assured advisers
Communications regarding significant policy change	Internal HFL training to ensure schools receive up-to-date information from the DfE and Ofsted
Compliance checks around school websites and safeguarding policies	Liaison with Ofsted about school complaints
Crisis management support for Governors/ Headteachers for example individual contact and bereavement pack	Liaison with school leaders/governors and application of local intelligence to secure interim leadership when required
Curriculum analysis to support efficient timetabling and staff modelling	Ongoing liaison with HCC, DfE, Ofsted and dioceses
HCC HT briefings	Ongoing monitoring of all Herts schools through secondary review meetings
Head-teacher recruitment: educational leadership guidance and attendance at shortlisting and interviews	Ongoing review of information and publications from Ofsted, DfE and other sources to ensure leaders receive up-to-date information in a rapidly changing environment
Intensive intervention work in schools in an Ofsted category	Ongoing training for HFL and consultant SEAs
Ofsted update at termly HCC headteacher updates to inform leaders of current Ofsted focus, policy and training	Support for schools engaged in complaints about Ofsted
Proportionate support for schools pre-, mid- and post-Ofsted inspection - including on-site presence as necessary, meeting the inspector(s), coaching and support for subsequent complaints against Ofsted where necessary	Supporting schools with complaints about Ofsted



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Direct school support	Underpinning strategic activity
Providing the infrastructure that ensures schools have access to a range of qualified and experienced School Effectiveness Advisers (SEAs) for timely advice on a range of ad hoc queries	Termly meetings with DfE and HCC to discuss and be updated on national policy drivers regarding school improvement and system change
Reviews following Ofsted complaints	Termly meetings with SHMI (Ofsted) to discuss and be updated on inspection policy, patterns and emerging challenges
Subject leader clusters, newsletters and emails	
Support and intervention work with schools which have a Requires Improvement judgement, or that are otherwise causing concern to the Local Authority	
Support toolkits regarding reducing complaints / working with parents /sexual harassment	
Trained Ofsted inspectors in secondary / special teams	
Unlimited access to SEAs for support with a range of issues including headteachers' wellbeing	
Up to 2 days of consultancy from SEND advisers	
Up to 2days of timetabling support	
Up to 3 days each of Maths, English and Science subject specific advice and support	
Up to 3 days of support around post-16 funding and census completion	
Up to 5 days of SEA support (including inspection support)	



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Direct school support	Underpinning strategic activity
<b>Special School and ESC support for maintained schools</b>	
A full one day “Keeping in Touch” (KIT) visit from the school’s SEA and another half day to provide a written report	Behind the scenes sounding board/informal conversations with governors
Ad hoc phone and email support for school leaders on safeguarding and wellbeing issues	HFL adviser involvement in Ofsted training and inspection so Hertfordshire schools benefit from a thorough understanding of Ofsted frameworks
Communications regarding significant policy change	Infrastructure in place to ensure schools access support from well-trained and quality-assured advisers
Crisis management support for Govs/ HTs e.g. individual contact and bereavement pack	Internal HFL training to ensure schools receive up-to-date information from the STA, DfE and Ofsted
Focused SEA, TLA and/or EYA support - for senior and subject leaders, Early Years leaders, and teachers	Liaison with Ofsted about school complaints
HCC HT briefings	Liaison with school leaders/governors and application of local intelligence to secure interim leadership when required
Head-teacher recruitment: educational leadership guidance and attendance at shortlisting and interviews	Ongoing liaison with HCC, DfE and Ofsted
Intensive intervention work in schools in an Ofsted category	Ongoing monitoring of all Herts schools through review meetings
Ofsted update at termly HCC headteacher updates to inform leaders of current Ofsted focus, policy and training	Ongoing review of information/publications from Ofsted, DfE and other sources to ensure leaders receive up-to-date information in a rapidly changing environment
Proportionate support for schools pre-, mid- and post-Ofsted inspection - including on-site presence as necessary, meeting the inspector(s), coaching and support for subsequent complaints against Ofsted where necessary	Ongoing training for HFL and consultant SEAs
Providing the infrastructure that ensures schools have access to a range of qualified and experienced school effectiveness advisers for timely advice on a range of ad hoc queries	Participation in Hertfordshire SEND Partnership & Assurance Board and SEND Executive meetings, plus any required follow-up tasks and finish groups



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Direct school support	Underpinning strategic activity
Reviews following Ofsted complaints	Sharing intelligence via the Keys to Success programme to support effective monitoring
Support and guidance to schools during an Ofsted inspection	Subsidising the SAP Heads annual conference
Support and intervention work with schools which have a Requires Improvement judgement, or that are otherwise causing concern to the Local Authority	Supporting schools with complaints about Ofsted
Support toolkits regarding reducing complaints, working with parents and sexual harassment	Termly meetings with DfE and HCC to discuss and be updated on national policy drivers regarding school improvement and system change
Termly newsletters for staff and parents on online safety	Termly meetings with SHMI (Ofsted) to discuss and be updated on inspection policy, patterns and emerging challenges
Trained Ofsted inspectors in special & ESC teams	
Unlimited access to SEAs for support with a range of issues including headteachers' wellbeing	
Updates and briefings for schools when significant statutory changes occur	
Inclusive Practice: Cross-phase SEND and Wellbeing support for maintained settings	
Ad hoc phone/email support for school leaders regarding SEND, inclusion, wellbeing, behaviour and safeguarding-related concerns	Analysis of annual SEND school self-evaluation, benchmarking and feedback information to identify strengths, emerging themes and priorities
Co-producing and maintaining essential tools and resources, including the SEND Toolkit and wider inclusion guidance	Attendance at Hertfordshire SEND Partnership and Assurance Board
Guidance and support relating to anti-bullying, discrimination, prejudice-related incidents, racism, protected characteristics and equalities duties	Collaboration with public health, mental health, attendance, behaviour and inclusion partners across Hertfordshire



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Direct school support	Underpinning strategic activity
Guidance, resources and practical support to help schools develop inclusive approaches that support pupils with SEND and promote belonging for all	Contributing school intelligence and practice examples to support local authority strategic planning and service development
Guidance, resources and practical support to help schools develop positive approaches to behaviour, relationships, emotional wellbeing, self-regulation and RSHE	Development and maintenance of guidance, toolkits, resources and training materials that support inclusive practice
Induction programme to equip new SENCOs with practical skills and understanding of their strategic role	Information sharing via the Keys to Success programme to support effective monitoring and early identification of emerging needs
Ordinarily Available Provision guidance, supporting schools to create inclusive environments via implementation of evidence-informed approaches	Internal professional development and quality assurance processes to ensure schools receive support from well-trained, evidence-informed advisers
Providing leaders with access to practical resources, guidance and signposting relating to SEND, inclusion, wellbeing, RSHE, equalities and online safety	Maintaining the infrastructure and quality assurance arrangements that enable schools to access timely specialist advice and support
SEND Benchmarking and Planning Tool, enabling schools to review the effectiveness of provision, celebrate strengths and identify areas for development	Ongoing review of information and publications from Ofsted, DfE and wider research sources to ensure schools receive up-to-date guidance
Supporting leaders to understand/respond to statutory responsibilities, policy developments and best practice relating to SEND, RSHE, behaviour, equalities and inclusion	Participation in countywide work relating to wellbeing, safeguarding, anti-bullying, equalities, attendance and inclusion
Supporting schools to strengthen the quality of teaching through evidence-informed adaptations and inclusive classroom practice resources	Participation in Hertfordshire SEND strategy workstreams and inclusion-related county developments
Supporting schools with the effective deployment of teaching assistants through training and resources	Regular collaboration with DSPLs, HCC teams and external partners to align support and improve outcomes for children and young people
Targeted SEND, inclusion and behaviour consultancy for schools	



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Direct school support	Underpinning strategic activity
Termly SEND and Wellbeing briefings to ensure SENCOs and leaders are informed about national policy changes and local developments	
<b>Early Years support for PVI (Private, voluntary and independent) settings</b>	
Access to telephone and email advice and proportionate support from an adviser	Annually review and update of Transition toolkit materials based on recent research
group settings and schools' practitioners to use the transition toolkit & understand the transition level of need criterion	Liaise with Herts Safeguarding Children Board (HSCB) and HCC personnel to support providers through safeguarding incidents
Provide access to Designated Safeguarding Person training for settings judged good or better	Liaise with Ofsted regulatory personnel and HCC Early Years Service regarding compliance issues within early years settings
Provide access to Level 2 safeguarding child protection training	Monitor, review and report on the activity and impact of the work implemented
Provide fully funded access to Designated Safeguarding Person training: for settings judged by Ofsted as inadequate and where necessary for those judged RI or causing concern with safeguarding issues	Ongoing training for HFL Early Years Consultants
Provide fully funded Level 1 safeguarding training for settings judged by Ofsted as inadequate and where necessary for those judged RI or causing concern with safeguarding issues	Provide termly reports to relevant stakeholders as advised
Provide subsidised Level 1 safeguarding training to meet demand	Report non-compliance to Ofsted and undertake meetings proportionate to need
PVI group settings receive an annual quality visit, which includes a RAYG rating	Safeguarding Lead to attend relevant meetings with LADO, HCC safe staffing and HSCB to address pertinent concerns for individual PVI group settings
Respond to PVI settings through critical incidences	Termly district review meetings with the HCC Early Years Service to review settings needing additional support to improve outcomes for children
Support for those good and outstanding settings identified as a setting causing concern (SCC) (up to 4 days)	Termly meetings with SHMI (Ofsted) to discuss and be updated on inspection policy, patterns and emerging challenges



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<b>Direct school support</b>	<b>Underpinning strategic activity</b>
Support for those newly registered settings not yet inspected - follow up visits as required (up to 3 days)	
Termly bespoke newsletters and workshops in all 10 districts	
Trained Early Years Ofsted inspectors in EY team	
Visit all early education and childcare providers who are graded inadequate or requires improvement and set a clear action plan for improvement	
<b>Early Years support for Childminders</b>	
Childminders to access webinar, ready for Ofsted sessions and continuous professional development	Liaise with Herts Safeguarding Children Board (HSCB) and HCC personnel to support providers through safeguarding incidents
Communication and Language – Terrific talkers' resource and training for Childminders (Yr1 for all CMs, Yr. 2 for new CMs)	Liaise with Ofsted regulatory personnel and HCC Early Years Service regarding compliance issues
Meet with all childminders who are graded inadequate and set a clear action plan for improvement	Liaise with HCC Early Years Service
New childminders to access Childminder EYFS Induction programme	Monitor, review and report on the activity and impact of the work implemented
New childminders to access introduction to Ofsted training	Termly district review meetings with HCC Early Years Service to review settings needing additional support to improve outcomes for children
Subsidised Level 1 safeguarding training to meet demand	
Support for RI Childminders through remote support: Ofsted report debrief, action plan, follow up and reinspection support	



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Up to date safeguarding updates for childminder providers that reflects local and national policy and practice	