

**Meeting of Hounslow Education Partnership Board**  
**19<sup>th</sup> Sept 2019**  
**1.00 – 15.00, The Boardroom, Logic (TW13 7EF)**  
**Agenda**

<p><b>Directors:</b>  Cormac Bourne (Partnership Director)  Victoria Eadie (Chair)  Clare Longhurst  Caroline McKay  John Norton  Helen Willis  Ed Vainker</p>	<p><b>In Attendance:</b>  Rebecca Wilson (Clerk)</p> <p><b>Apologies:</b></p>
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No	AGENDA ITEM	Lead
	<b>Business Matters – Timings 10 minutes</b>	
1	To receive apologies and approve absences	Chair
2	To declare any conflict of interest that may arise during the meeting	Chair
3	To receive notification of any other business as agreed by the Chair	Chair
4	Minutes and action point updates from meeting 13 <sup>th</sup> June 2019	Chair
	<b>Matters for Strategic Consideration – Timings 95 minutes</b>	
5	<p>Finances – 20 minutes</p> <ul style="list-style-type: none"> <li>• A review of the year end accounts for 2018/19</li> <li>• A preview of the 2019/2020 budget</li> <li>• A preview of the 2019/2020 cash flow</li> <li>• ESFA related party transaction rules</li> </ul> <p>Papers prepared by NS</p>	<p>ALL</p> <p>NS</p>
6	<p>HEP Annual Report and AGM – 10 minutes</p> <ul style="list-style-type: none"> <li>• AGM - to agree format, responsibilities</li> <li>• Agree theme for keynote speech (Christine Gilbert)</li> <li>• Update on numbers attending</li> </ul> <p>Papers prepared by CB</p>	ALL
7	<p>HEP Business Plan – 40 minutes</p> <ul style="list-style-type: none"> <li>• Review of business plan document</li> <li>• Discussion on process to identify best practise in schools</li> <li>• Review of CV's for Non – exec director roles</li> <li>• Planning for Dec commercial development day</li> </ul> <p>Papers prepared by CB</p>	<p>ALL</p> <p>CB</p>
		ALL



8	<p>HEP workstreams – 10 minutes</p> <ul style="list-style-type: none"> <li>• Think Ninja</li> <li>• Develop your A level teaching</li> <li>• Student wellbeing network</li> <li>• Secondary subject networks</li> <li>• Primary subject networks</li> <li>• Approval to distribute Early Help commitment document</li> </ul> <p>Papers prepared by CB/EP</p>	All									
9	<p>Marketing and Comms – 10 minutes</p> <ul style="list-style-type: none"> <li>• HEP sub brands</li> <li>• New look HEP newsletter</li> </ul> <p>Papers prepared by CB</p>	ALL									
10	To receive any other business: As notified										
11	<p>Future Meeting:</p> <table border="1" data-bbox="288 1077 1300 1346"> <thead> <tr> <th data-bbox="288 1077 647 1115">Autumn 2019</th> <th data-bbox="647 1077 991 1115">Spring 2020</th> <th data-bbox="991 1077 1300 1115">Summer 2020</th> </tr> </thead> <tbody> <tr> <td data-bbox="288 1115 647 1227">Autumn 1 - 19 Sep (1-3pm)</td> <td data-bbox="647 1115 991 1227">Spring 1 - 6 Feb (1-3:30pm)</td> <td data-bbox="991 1115 1300 1227">Summer 2 - 18 Jun (1-3pm)</td> </tr> <tr> <td data-bbox="288 1227 647 1346">Autumn 2 - 12 Dec (half day, all afternoon)</td> <td data-bbox="647 1227 991 1346">Spring 2 - 18 Mar (1-4pm)</td> <td data-bbox="991 1227 1300 1346"></td> </tr> </tbody> </table>	Autumn 2019	Spring 2020	Summer 2020	Autumn 1 - 19 Sep (1-3pm)	Spring 1 - 6 Feb (1-3:30pm)	Summer 2 - 18 Jun (1-3pm)	Autumn 2 - 12 Dec (half day, all afternoon)	Spring 2 - 18 Mar (1-4pm)		Chair
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Meeting of Hounslow Education Partnership Board

Thursday 13th Jun 2019

1.00pm - 3.00pm, Logic Studio School

**MINUTES**

Directors: Victoria Eadie (Chair) Cormac Bourne (Partnership Director) Clare Longhurst Caroline McKay John Norton Ed Vanker Helen Willis		In Attendance: Gillian Cawley Rebecca Wilson (Clerk)	
No.		Lead	
<b>Business Matters</b>			
1	To receive apologies and approve absences - All Directors were present	Chair	
2	To declare any conflict of interest that may arise during the meeting Standard meeting declarations: - Lead Headteacher: JN - Bridge Management Board: CM, HW & JN - SLA agreement with TPET: VE	Chair	
3	To receive notification of Any Other Business as agreed by the Chair - Curriculum proposal, to be covered at Item 7.2 - Vulnerable pupils, to be covered at Item 8.4	Chair	
4	Minutes and action point updates from meeting 17 <sup>th</sup> October 2018 - The main minutes and confidential minutes were agreed; they were signed by the Chair - VE explained that further engagement with the lawyers was required regarding the decision to change the Articles of Association - CB confirmed that he had yet to confirm with Christine Gilbert regarding the possibility of attending AGM as keynote speaker; he will see her at the London Partnership in July if he cannot contact her before then	Chair	
<b>Matters for Strategic Consideration</b>			
5	Finances: 5.1 May accounts: - CB confirmed that there was no significant change to report to the Board - Corporation tax has been removed, as discussed at the last meeting - Currently forecasting a net income of £59k - Expecting savings of about £17k against total expenses - Currently expecting a year end surplus of about £77k, which is effectively about 12% of turnover - The Financial Reserves Policy that has been circulated recommends a reserve of about 12% of turnover	All	

	<ul style="list-style-type: none"> <li>- NST also advised that reserves should be able to cover three months' worth of base costs for the business, which is about £20k/month</li> <li>- NST also recommended that reserves sit in a central fund and do not accumulate year on year, noting that next years forecast for net income is not so high</li> </ul> <p>5.2 Cash flow forecast:</p> <ul style="list-style-type: none"> <li>- The Board considered the cash flow forecast and noted membership fees for 2019-20 against the Jun-Aug line</li> <li>- CB confirmed that invoices totalling £78k have been issued, with £58k received</li> <li>- The next set of invoices will be issued in September</li> <li>- CB highlighted that School Improvement Partnership Grant was expected to be about £95k, although it was showing just under £150k; the impact is not significant because this is an in/out line</li> <li>- CB outlined the March/April invoicing for 2020</li> </ul> <p>5.3 Draft budget 2019-20:</p> <ul style="list-style-type: none"> <li>- CB confirmed that he has assumed full membership</li> <li>- CB highlighted: <ul style="list-style-type: none"> <li>- Joint practice development Primary</li> <li>- Secondary 14-19 facilitation fees</li> </ul> </li> <li>- CB confirmed that the School Improvement Partnership Grant has been forecast at £95k by Schools Forum</li> <li>- A net income of about £18k is being forecast. This is a buffer of the reserve and will inform risk management planning</li> <li>- The Reserves Policy will be updated to ensure it is reflective of HEP</li> <li>- VE referred to staffing costs and questioned if HEP had enough staff to take on potential business; this needs to be considered against risk going forward</li> </ul>	
6	<p>HEP Annual Report and 2019-20 action planning:</p> <ul style="list-style-type: none"> <li>- GC confirmed that she had asked Members to complete an online survey and had also conducted an in-depth telephone interview with a sample group of Members and the Local Authority as a key partner. She presented her findings to the Board; the presentation has been circulated with the minutes.</li> <li>- The online survey was outlined in detail.</li> <li>- GC outlined key achievements and what is going well.</li> <li>- GC outlined the issues that have been raised and the Board discussed the possibility of HEP developing its role as a school led system, which may be discussed further at the AGM.</li> <li>- The Board discussed the scope to formalise an induction process for new Headteachers that outlines how HEP works.</li> <li>- The Board recognised the value of completing a cross partnership review with the Local Authority which can be used to inform a cross partnership action plan. It was agreed that the Board would meet for a full day on 12 Dec 19 to facilitate this and discussed the possibility of engaging an external facilitator; Members also need to be aware of this engagement.</li> <li>- GC questioned what HEP should consider doing going forward.</li> </ul>	



	<ul style="list-style-type: none"> <li>- CB confirmed that procurement management will be considered at the next School Business Manager meeting.</li> <li>- GC raised the possibility of growing a school led system, and the Board discussed the scope to evidence the impact of this on students and outcomes.</li> <li>- VE confirmed that she and CB needed to review the structure of the communications map.</li> <li>- The Board also discussed where the leadership of HEP sat and recognised that ultimate responsibility sits with the Members; it was suggested that a one-page document detailing roles and responsibilities be circulated.</li> <li>- GC also covered recruitment and retention as a potential HEP value-added business priority. Financial sustainability and commercial viability were also discussed, as well as communications</li> <li>- GC confirmed that she was now working towards the Annual Report and confirmed that overall feedback has been positive; the initial text for the Annual Report will be circulated for the next Board meeting in July.</li> </ul>	
7	<p>HEP future workstream</p> <p>7.1 Teaching school</p> <ul style="list-style-type: none"> <li>- An offer has been agreed that is specific to either primary, secondary or special schools.</li> <li>- HEP Members will receive a 15% discount on the total cost.</li> <li>- Schools need to decide if they want to buy in to this service.</li> <li>- The aspiration is to build a HEP offer over the next 12 months for 2021 launch.</li> </ul> <p>7.2 Curriculum proposal</p> <p>EV explained that having received a curriculum grant Reach Academy has developed a curriculum offer for Key Stage 2 (Geography and History) and Key Stage 3 (Geography), with the intent of expanding this offer.</p> <ul style="list-style-type: none"> <li>- This is being offered to schools for £600, with HEP schools able to access at a discount.</li> <li>- The Board recognised that there was scope for HEP to broker further deals and recognised that schools should be encouraged to share best practice.</li> </ul>	
8	<p>HEP group updates:</p> <p>8.1 SLIPS:</p> <p>Peer challenge</p> <ul style="list-style-type: none"> <li>- HEP to develop the marketing of PC to schools for 2019/2020</li> <li>- Current cycle near completion – outcomes to be discussed with LA 6<sup>th</sup> July</li> </ul> <p>Current joint practice developments</p> <ul style="list-style-type: none"> <li>- School attendance officer – successful first meeting, appetite for continuing network in 2019/2020</li> <li>- More able PPG – little appetite from schools to engage with this</li> <li>- Moving teachers from good to outstanding, poor response from schools to training offer so reconsider for start of 2019/2020</li> </ul>	CB

	<ul style="list-style-type: none"> <li>- Reception Children transition – workstream to be developed following area meeting survey 20<sup>th</sup> June supported by LA early help team</li> </ul> <p>Curriculum survey</p> <ul style="list-style-type: none"> <li>- Distributed to schools</li> <li>- 25 responses</li> <li>- Results to be used to scope out specific training needs and offer, developed in association with LA as potentially joint practice development for 2019/2020 and possible funding</li> </ul> <p>Lead HT replace</p> <ul style="list-style-type: none"> <li>- Invitation for applications sent out</li> <li>- JN to update on current applications</li> </ul> <p>Head teacher mentors</p> <ul style="list-style-type: none"> <li>- Agenda item for 20<sup>th</sup> June Primary partnership area meetings</li> <li>- HEP looking at mentor training for those HT's who would like to be mentor's</li> </ul> <p>8.2 SLIGS:</p> <p>Post 16 project</p> <ul style="list-style-type: none"> <li>- Feedback from final subgroup meeting</li> <li>- Identified areas of improvement in the quality of the sessions, communication of expectations/setting agendas/meeting schedules, attendance</li> <li>- New offer discussed - one offer across all subjects with specific subject area breakouts</li> <li>- Three events a year</li> <li>- Hosted at logic</li> <li>- Keynote speaker to open the whole session followed by well supported/planned/QA sessions by subject</li> <li>- Next steps SLTL review of proposal and final approval at conference</li> </ul> <p>Think Ninja</p> <ul style="list-style-type: none"> <li>- Pilot currently running in Springwest</li> <li>- Positively received by most year groups</li> <li>- Training set up in July for all HEP secondary schools</li> <li>- Downloads and usage from pilot to be reports in next meeting</li> </ul> <p>HEP/LWA training programme</p> <ul style="list-style-type: none"> <li>- Some good aspects to the offer from the teaching school but many areas of improvement</li> <li>- Too generic and not focusing on Hounslow school needs</li> <li>- Agreed to offer current programme to HEP schools to purchase if they wish</li> <li>- Action: we build out a HEP offer for members – workstream for 2019/2020</li> <li>- Action: Initial HEP school offer to be developed for next year – HEP to fund supporting schools to share outstanding practice with members</li> </ul> <p>Secondary conference</p> <ul style="list-style-type: none"> <li>- Review and agreement of conference schedule and content streams</li> </ul> <p>Student wellbeing network</p>	
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	<ul style="list-style-type: none"> <li>- Workshop set for 19<sup>th</sup> June, likely project will move to VSSG as it is cross phase</li> </ul> <p>8.3 VSSG:</p> <p>SEN</p> <ul style="list-style-type: none"> <li>- Detailed update from Sandra Morrison on the ongoing work with the SEN team</li> <li>- New team structure in place supported with training and performance management</li> <li>- Response times improving but still a lot of work to do</li> <li>- ASD - Working group set up to develop training off</li> <li>- Approval of SEN consultation still in progress through the council</li> </ul> <p>Woodbridge Park</p> <ul style="list-style-type: none"> <li>- Quality assurance process for Alternative Providers up and running</li> <li>- Trading Places and Fresh Start @WTC reviewed</li> <li>- Gateway at WPES also completed</li> <li>- HEP to create in members area on website to share QA reports and results</li> </ul> <p>Think Ninja</p> <ul style="list-style-type: none"> <li>- Pilot currently running in Springwest</li> <li>- Positively received by most year groups</li> <li>- Training set up in July for all HEP secondary schools</li> <li>- Downloads and usage from pilot to be reports in next meeting</li> </ul> <p>FAP</p> <ul style="list-style-type: none"> <li>- Ongoing discussions to ensure all changes eg WPES/HEP SLA are reflected in Operational Guide</li> <li>- LA currently updating guide for next meeting</li> <li>- 2 schools for Yr 11 late arrivals agreed (Logic/Kingsley)</li> </ul> <p>Off-rolling</p> <ul style="list-style-type: none"> <li>- Group discussion on LGiU report and Timpson report</li> <li>- LA acknowledged the recent work of secondary schools but warned that schools would be named in next Government report</li> <li>- Agreed to remain a fixed agenda item</li> </ul> <p>8.4 Vulnerable pupils, primary pathways</p> <ul style="list-style-type: none"> <li>- CM raised concerns that The Bridge was full and there were no places for vulnerable pupils</li> <li>- She also highlighted that primary schools were subscribing to The Bridge for pathways but are unable to access this service; she questioned where this money has gone</li> <li>- The Board acknowledged this concern and discussed the issue in detail</li> <li>- They recognised that secondaries access this package through HEP, however primary schools commission this service direct from The Bridge, and will be reluctant to pay for pathways next year</li> <li>- VE confirmed that she and CB will represent Members concerns and will clarify what has gone wrong, and then establish the best way to manage this issue going forward.</li> </ul>	
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	<ul style="list-style-type: none"> <li>- This point will remain on the agenda and will also be considered by VSSG</li> </ul>										
9	<p>Marketing and Communications:</p> <p>9.1 AGM</p> <ul style="list-style-type: none"> <li>- The Board confirmed the format of the AGM:             <ul style="list-style-type: none"> <li>- Keynote speaker</li> <li>- Present report, which will have been distributed in advance</li> <li>- Small piece covering table discussion</li> <li>- Follow up with secondary and primary meetings</li> </ul> </li> </ul> <p>9.2 Board membership</p> <ul style="list-style-type: none"> <li>- CB confirmed that he had contacted Trustees Unlimited and outlined the proposed recruitment package to the Board:             <ul style="list-style-type: none"> <li>- £1,800 introduction fee</li> <li>- £2,000 for first appointment, £1,200 for second</li> <li>- The Board agreed to this package</li> </ul> </li> <li>- Noting that Directors Terms of Office lasted for three year, VE highlighted that the Founding Members Terms of Office were due to finish in April 2020. She proposed that this be extended to 31 August 2020 and highlighted the requirement to outline this to Members. The Board recognised the requirement to recruit replacements for VE, JN and CM.</li> </ul>	CB									
10	<p>To receive any other business: As notified</p> <ul style="list-style-type: none"> <li>- CM highlighted the value in big group membership and suggested approaching The Key and the NGA</li> </ul>	Chair									
11	<p>Key dates:</p> <p>Meeting forecast 2018-19 (All meetings start at 1pm at Logic Studio School):</p> <ul style="list-style-type: none"> <li>- 11 Jul 19</li> </ul> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><b>Autumn 2019</b></th> <th style="text-align: left;"><b>Spring 2020</b></th> <th style="text-align: left;"><b>Summer 2020</b></th> </tr> </thead> <tbody> <tr> <td>19 Sep 19, 1-3pm</td> <td>6 Feb 20, 1-3:30pm</td> <td>18 Jun 20, 1-3pm</td> </tr> <tr> <td>12 Dec 19, all day</td> <td>18 Mar 20, 1-4pm</td> <td></td> </tr> </tbody> </table>	<b>Autumn 2019</b>	<b>Spring 2020</b>	<b>Summer 2020</b>	19 Sep 19, 1-3pm	6 Feb 20, 1-3:30pm	18 Jun 20, 1-3pm	12 Dec 19, all day	18 Mar 20, 1-4pm		Chair
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Presentation from Gillian Cawley (see Item 6)

Signature: \_\_\_\_\_

Name of  
Chair: \_\_\_\_\_

Date: \_\_\_\_\_

<b>HEP Action Points (13 Jun 19)</b>		
<b>Task</b>	<b>Lead</b>	<b>Date and notes</b>
Further engagement with the lawyers is required regarding the decision to change the Articles of Association	VE	Ongoing
Confirm with Christine Gilbert regarding the possibility of attending the AGM as keynote speaker.	CB	Confirmed
Update the Reserves Policy to ensure it is reflective of HEP	CB	Confirmed
Consider staffing costs against the ability to take on additional business as a risk going forward	CB	See business plan
Formalise an induction process for new Headteachers that outlines how HEP works.	CB	In discussions with LA – and use Annual review content
Arrange a cross partnership review with the Local Authority for 12 Dec 19 and consider engaging an external facilitator; Members also need to be aware of this.	CB	Confirmed with LA – do we make members aware at AGM?
Consider procurement management at the next School Business Manager meeting.	CB	On agenda for 27 <sup>th</sup> Nov meeting
Initial text for the Annual Report will be circulated for the next Board meeting in July.	GC & CB	completed
Schools should be encouraged to share best practice.	CB	See business plan
Represent Members concerns and will clarify what has gone wrong regarding primary pathways through The Bridge; establish the best way to manage this issue going forward. This point will remain on the agenda and will also be considered by VSSG.	VE & CB	One pager following meeting, WPES also presenting at Oct partnership meetings
Outline to Members that Founding Members Terms of Office be extended to 31 Aug 2020.	CB	do we make members aware at AGM?
Recruit replacements for VE, JN and CM.	All	Ongoing
Investigate savings against large group membership for The Key and the NGA.	CB	To do

**Hounslow Education Partnership  
Budget vs. Actuals: 2018/19 Budget - FY19 P&L  
Aug-19**

	Aug 2019				YTD				Total Mar 18 - Aug 19				Forecast	Variance	%	
	Actual	Budget	Variance	%	Actual	Budget	Variance	%	Actual	Budget	Variance	%				
<b>Income</b>																
Children Affected By Domestic Abuse Project					8,542.00	0.00	8,542.00		8,542.00	0.00	8,542.00		8,542.00	8,542.00	#DIV/0!	7% management fee. Balance to c/wfd.
EIP Funding	0.00	0.00			10,452.00	10,452.00	0.00	100.00%	10,452.00	10,452.00	0.00	100.00%	10,452.00	0.00	100.00%	
Income from HEP membership fees	0.00	0.00			135,337.63	142,373.00	-7,035.37	95.06%	135,337.63	142,373.00	-7,035.37	95.06%	135,337.63	-7,035.37	95.1%	
Income from LA for commissioned services																
Commissioned Communities of Interest					103,778.00	50,000.00	53,778.00	207.56%	103,778.00	50,000.00	53,778.00	207.56%	103,778.00	53,778.00	207.6%	£80k historic funds plus early help/primary networks set-up and primary priming grant
Support for vulnerable schools		5,833.33	-5,833.33	0.00%	0.00	70,000.00	-70,000.00	0.00%	0.00	70,000.00	-70,000.00	0.00%	0.00	-70,000.00		
<b>Total Income from LA for commissioned services</b>	<b>£ 0.00</b>	<b>£ 5,833.33</b>	<b>-£ 5,833.33</b>	<b>0.00%</b>	<b>£ 103,778.00</b>	<b>£120,000.00</b>	<b>-£16,222.00</b>	<b>86.48%</b>	<b>£ 103,778.00</b>	<b>£120,000.00</b>	<b>-£ 16,222.00</b>	<b>86.48%</b>	<b>£103,778.00</b>	<b>-£16,222.00</b>	<b>86.5%</b>	
Income from schools for HEP directly delivered services																
Primary school led improvement activities (Peer Review)					58,200.00	55,000.00	3,200.00	105.82%	58,200.00	55,000.00	3,200.00	105.82%	58,200.00	3,200.00	105.8%	
<b>Total Income from schools for HEP directly delivered services</b>	<b>£ 0.00</b>	<b>£ 0.00</b>	<b>£ 0.00</b>	<b>0.00%</b>	<b>£ 58,200.00</b>	<b>£ 55,000.00</b>	<b>£ 3,200.00</b>	<b>105.82%</b>	<b>£ 58,200.00</b>	<b>£ 55,000.00</b>	<b>£ 3,200.00</b>	<b>105.82%</b>	<b>£ 58,200.00</b>	<b>£ 3,200.00</b>	<b>105.8%</b>	
Income from Schools for Services to be brokered by HEP																
Fair access for vulnerable secondary school pupils	14,714.66	8,194.41	6,520.25	179.57%	120,284.96	98,333.00	21,951.96	122.32%	120,284.96	98,333.00	21,951.96	122.32%	115,000.00	16,667.00	116.9%	20% management fee
John Yates admin			0.00		53,395.46	58,080.00	-4,684.54	91.93%	53,395.46	58,080.00	-4,684.54	91.93%	53,395.46	-4,684.54	91.9%	
<b>Total Income from Schools for Services to be brokered by HEP</b>	<b>£ 14,714.66</b>	<b>£ 8,194.41</b>	<b>£ 6,520.25</b>	<b>179.57%</b>	<b>£ 173,680.42</b>	<b>£ 156,413.00</b>	<b>£ 17,267.42</b>	<b>111.04%</b>	<b>£ 173,680.42</b>	<b>£ 156,413.00</b>	<b>£ 17,267.42</b>	<b>111.04%</b>	<b>£ 168,395.46</b>	<b>£ 11,982.46</b>	<b>107.7%</b>	
Schools Improvement Partnership Grant		12,727.58	-12,727.58	0.00%	152,576.86	152,731.00	-154.14	99.90%	152,576.86	152,731.00	-154.14	99.90%	152,576.86	-154.14	99.9%	
<b>Total Income</b>	<b>£ 14,714.66</b>	<b>£ 26,755.32</b>	<b>-£ 12,040.66</b>	<b>55.00%</b>	<b>£ 642,566.91</b>	<b>£ 636,969.00</b>	<b>£ 5,597.91</b>	<b>100.88%</b>	<b>£ 642,566.91</b>	<b>£ 636,969.00</b>	<b>£ 5,597.91</b>	<b>100.88%</b>	<b>£ 637,281.95</b>	<b>£ 312.95</b>	<b>100.0%</b>	
<b>Cost of Sales</b>																
Commissioned fair access services for vulnerable students secondary	20,833.12	8,194.41	12,638.71	254.24%	100,237.47	98,333.00	1,904.47	101.94%	100,237.47	98,333.00	1,904.47	101.94%	95,833.33	-2,499.67	97.5%	
Contracted staff commissioned school improvement activities / projects		5,833.33	-5,833.33	0.00%	0.00	70,000.00	-70,000.00	0.00%	0.00	70,000.00	-70,000.00	0.00%	0.00	-70,000.00		
Children Affected By Domestic Abuse Project Training	1,962.00	5,833.33	-3,871.33	33.63%	1,962.00	64,166.67	-62,204.67	3.06%	1,962.00	64,166.67	-62,204.67	3.06%	1,962.00	1,962.00	#DIV/0!	
<b>HEP Employees</b>																
Basic Salary - Administrator / Company Sec	395.89	2,791.66	-2,395.77	14.18%	10,452.47	33,500.00	-23,047.53	31.20%	10,452.47	33,500.00	-23,047.53	31.20%	11,966.36	-21,533.64	35.7%	
Basic Salary - Project Manager	1,218.00				6,090.00	0.00	6,090.00		6,090.00	0.00	6,090.00		6,090.00	6,090.00	#DIV/0!	
Basic Salary - Partnership Director	7,975.00	7,975.00	0.00	100.00%	93,246.15	95,700.00	-2,453.85	97.44%	93,246.15	95,700.00	-2,453.85	97.44%	93,246.15	-2,453.85	97.4%	
Ni - Administrator / Company Sec		335.00	-335.00	0.00%	301.34	4,020.00	-3,718.66	7.50%	301.34	4,020.00	-3,718.66	7.50%	343.39	-3,676.61	8.5%	
Ni - Project Manager	68.86				344.30	0.00	344.30		344.30	0.00	344.30		344.31	344.31	#DIV/0!	
Ni - Partnership Director	1,001.32	967.66	33.66	103.48%	5,693.72	11,612.00	-5,918.28	49.03%	5,693.72	11,612.00	-5,918.28	49.03%	5,693.72	-5,918.28	49.0%	
Pension Costs - Administrator		111.66	-111.66	0.00%	56.31	1,340.00	-1,283.69	4.20%	56.31	1,340.00	-1,283.69	4.20%	56.31	-1,283.69	4.2%	
Pension Costs - Project Manager	48.72				243.60	0.00	243.60		243.60	0.00	243.60		280.14	280.14	#DIV/0!	
Pension Costs - Partnership Director	797.50	797.50	0.00	100.00%	9,324.62	9,570.00	-245.38	97.44%	9,324.62	9,570.00	-245.38	97.44%	9,324.62	-245.38	97.4%	
<b>Total HEP Employees</b>	<b>£ 11,505.29</b>	<b>£ 12,978.48</b>	<b>-£ 1,473.19</b>	<b>88.65%</b>	<b>£ 125,752.51</b>	<b>£ 155,742.00</b>	<b>-£ 29,989.49</b>	<b>80.74%</b>	<b>£ 125,752.51</b>	<b>£ 155,742.00</b>	<b>-£ 29,989.49</b>	<b>80.74%</b>	<b>£ 127,345.00</b>	<b>-£ 28,397.00</b>	<b>81.8%</b>	
HEP partnership meeting costs	-2,769.50	3,500.00	-6,269.50	-79.13%	28,900.96	42,000.00	-13,099.04	68.81%	28,900.96	42,000.00	-13,099.04	68.81%	37,000.00	-5,000.00	88.1%	
John Yates Cost	14,012.00	4,400.00	9,612.00	318.45%	41,466.00	52,800.00	-11,334.00	78.53%	41,466.00	52,800.00	-11,334.00	78.53%	48,129.60	-4,670.40	91.2%	
Resources / Materials for service delivery		83.33	-83.33	0.00%	0.00	1,000.00	-1,000.00	0.00%	0.00	1,000.00	-1,000.00	0.00%	1,000.00	0.00	100.0%	See photocopying/printing
School led improvement activities - primary	2,000.00	8,333.33	-6,333.33	24.00%	102,995.00	100,000.00	2,995.00	103.00%	102,995.00	100,000.00	2,995.00	103.00%	120,209.09	20,209.09	120.2%	10% management fee on Peer Challenge and commissioned communities of interest
PSHE Association					1,937.50	0.00	1,937.50		1,937.50	0.00	1,937.50		1,937.50	1,937.50	#DIV/0!	£5625 annual membership cost prepaid July 19-June 20
<b>Total Cost of Sales</b>	<b>£ 47,542.91</b>	<b>£ 49,156.21</b>	<b>-£ 1,613.30</b>	<b>96.72%</b>	<b>£ 403,251.44</b>	<b>£ 584,041.67</b>	<b>-£ 180,790.23</b>	<b>69.04%</b>	<b>£ 403,251.44</b>	<b>£ 519,875.00</b>	<b>-£ 116,623.56</b>	<b>77.57%</b>	<b>£ 433,416.52</b>	<b>-£ 86,458.48</b>	<b>83.4%</b>	
<b>Gross Profit</b>	<b>-£ 32,828.25</b>	<b>-£ 22,400.89</b>	<b>-£ 10,427.36</b>	<b>146.55%</b>	<b>£ 239,315.47</b>	<b>£ 52,927.33</b>	<b>£ 186,388.14</b>	<b>452.16%</b>	<b>£ 239,315.47</b>	<b>£ 117,094.00</b>	<b>£ 122,221.47</b>	<b>204.38%</b>	<b>£ 203,865.43</b>	<b>£ 86,771.43</b>	<b>174.1%</b>	
<b>Expenses</b>																
Bank Account Fees		25.00	-25.00	0.00%	150.00	300.00	-150.00	50.00%	150.00	300.00	-150.00	50.00%	300.00	0.00	100.0%	
Catering		416.66	-416.66	0.00%	0.00	5,000.00	-5,000.00	0.00%	0.00	5,000.00	-5,000.00	0.00%	0.00	-5,000.00		
Consultancy support to company		1,250.00	-1,250.00	0.00%	11,215.97	15,000.00	-3,784.03	74.77%	11,215.97	15,000.00	-3,784.03	74.77%	11,500.00	-3,500.00	76.7%	
ICT Software and Licenses Website Emails	63.80	166.66	-102.86	38.28%	2,704.80	2,000.00	704.80	135.24%	2,704.80	2,000.00	704.80	135.24%	2,706.00	706.00	135.3%	
Insurance	102.87	625.00	-522.13	16.46%	1,234.36	7,500.00	-6,265.64	16.46%	1,234.36	7,500.00	-6,265.64	16.46%	1,234.36	-6,265.64	16.5%	
Legal Fees		166.66	-166.66	0.00%	384.00	2,000.00	-1,616.00	19.20%	384.00	2,000.00	-1,616.00	19.20%	3,284.00	1,284.00	164.2%	
Marketing	3,950.00	833.33	3,116.67	474.00%	13,521.75	10,000.00	3,521.75	135.22%	13,521.75	10,000.00	3,521.75	135.22%	14,000.00	4,000.00	140.0%	
Misc / contingency	1,800.00	1,250.00	550.00	144.00%	1,800.00	15,000.00	-13,200.00	12.00%	1,800.00	15,000.00	-13,200.00	12.00%	5,000.00	-10,000.00	33.3%	Recruitment of non-exec directors
Photocopying / printing marketing materials	1,500.00	208.33	1,291.67	720.01%	1,500.00	2,500.00	-1,000.00	60.00%	1,500.00	2,500.00	-1,000.00	60.00%	500.00	-2,000.00	20.0%	Overspend nets off v surplus on resources for service delivery
Recruitment Fees		1,827.25	-1,827.25	0.00%	22,643.49	21,927.00	716.49	103.27%	22,643.49	21,927.00	716.49	103.27%	22,643.49	716.49	103.3%	
Serviced Accommodations	1,950.00	800.00	1,150.00	300.00%	7,800.00	7,800.00	0.00	100.00%	7,800.00	7,800.00	0.00	100.00%	7,800.00	0.00	100.0%	
Stationery / Office Supplies		25.00	-25.00	0.00%	36.16	300.00	-263.84	12.05%	36.16	300.00	-263.84	12.05%	300.00	0.00	100.0%	
Subscriptions / Professional Development		41.66	-41.66	0.00%	0.00	500.00	-500.00	0.00%	0.00	500.00	-500.00	0.00%	500.00	0.00	100.0%	
Support Service cost ICT, HR, Payroll, Accounting & Audit	8,858.11	1,250.00	7,608.11	708.65%	18,182.30	15,000.00	3,182.30	121.22%	18,182.30	15,000.00	3,182.30	121.22%	15,000.00	0.00	100.0%	Includes £2.9k fees for specialist tax advice
Telephony		83.33	-83.33	0.00%	337.62	1,000.00	-662.38	33.76%	337.62	1,000.00	-662.38	33.76%	1,000.00	0.00	100.0%	
Transportation		416.66	-416.66	0.00%	675.21	5,000.00	-4,324.79	13.50%	675.21	5,000.00	-4,324.79	13.50%	1,000.00	-4,000.00	20.0%	
Venue hire		416.66	-416.66	0.00%	0.00	5,000.00	-5,000.00	0.00%	0.00	5,000.00	-5,000.00	0.00%	0.00	-5,000.00		
<b>Total Expenses</b>	<b>£ 18,224.78</b>	<b>£ 9,652.20</b>	<b>£ 8,572.58</b>	<b>188.81%</b>	<b>£ 82,185.66</b>	<b>£ 115,827.00</b>	<b>-£ 33,641.34</b>	<b>70.96%</b>	<b>£ 82,185.66</b>	<b>£ 115,827.00</b>	<b>-£ 33,641.34</b>	<b>70.96%</b>	<b>£ 86,767.85</b>	<b>-£ 29,059.15</b>	<b>74.9%</b>	
<b>Net Operating Income</b>	<b>-£ 51,053.03</b>	<b>-£ 32,053.09&lt;/</b>														

**Hounslow Education Partnership  
Cash Flow Forecast Aug 19**

	Forecast Sep-19 £	Forecast Oct-19 £	Forecast Nov-19 £	Forecast Dec-19 £	Forecast Jan-20 £	Forecast Feb-20 £	Forecast Mar-20 £	Forecast Apr-20 £	Forecast May-20 £	Forecast Jun-20 £	Forecast Jul-20 £	Forecast Aug-20 £
<b>Receipts</b>												
HEP training and CPD	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Secondary 16-19 Facilitation Fees	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
<b>Children Affected By Domestic Abuse Project</b>												
<b>EIP Funding</b>												
Income from HEP membership fees		21,708	21,708	21,708					32,920	32,920	32,920	
<b>Commissioned Communities of Interest</b>												
Joint Practice Development Primary	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Primary Peer Challenge			23,280	23,280	23,280							
Fair access secondary schools			60,000	60,000	60,000							
John Yates admin					22,000	22,000	22,000					
Schools Improvement Partnership Grant				38,000	38,000	38,000						
Debtor payments	22,695											
Undeposited funds	12,119											
	<b>45,914</b>	<b>32,808</b>	<b>116,088</b>	<b>154,088</b>	<b>154,380</b>	<b>71,100</b>	<b>33,100</b>	<b>11,100</b>	<b>44,020</b>	<b>44,020</b>	<b>44,020</b>	<b>11,100</b>
<b>Payments</b>												
Fair access secondary schools	15,742	15,742	15,742	15,742	15,742	15,742	15,742	15,742	15,742	15,742	15,742	15,742
Joint Practice Development Primary	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545
Domestic Abuse Project Costs	798	798	798	798	798	798	798	798	798	798	798	798
HEP training and CPD	3,636	3,636	3,636	3,636	3,636	3,636	3,636	3,636	3,636	3,636	3,636	3,636
Secondary 16-19 Facilitation Fees	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
LA Priming	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253	1,253
John Yates cost	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Commissioned Communities of Interest	1,573	1,573	1,573	1,573	1,573	1,573	1,573	1,573	1,573	1,573	1,573	1,573
Primary Peer Challenge	5,291	5,291	5,291	5,291	5,291	5,291	5,291	5,291	5,291	5,291	5,291	5,291
PSHE Association membership and training									6,750			
Other expenses	11,400	11,400	11,400	11,400	11,400	11,400	11,400	11,400	11,400	11,400	11,400	11,400
Staff costs	12,076	12,076	12,076	12,076	14,925	14,925	14,925	14,925	14,925	14,925	14,925	14,925
Supplier payments	10,595											
Corporation Tax												
VAT payable/(receivable)	- 7,790			997			37,592		-	12,091		
	<b>66,220</b>	<b>63,415</b>	<b>63,415</b>	<b>64,412</b>	<b>66,263</b>	<b>66,263</b>	<b>103,855</b>	<b>66,263</b>	<b>73,013</b>	<b>54,172</b>	<b>66,263</b>	<b>66,263</b>
<b>Net cash flow</b>	<b>- 20,306</b>	<b>- 30,607</b>	<b>52,673</b>	<b>89,677</b>	<b>88,117</b>	<b>4,837</b>	<b>- 70,755</b>	<b>- 55,163</b>	<b>- 28,994</b>	<b>- 10,153</b>	<b>- 22,244</b>	<b>- 55,163</b>
<b>Cash at bank and in hand b/f</b>	<b>218,122</b>	<b>197,817</b>	<b>167,210</b>	<b>219,883</b>	<b>309,560</b>	<b>397,677</b>	<b>402,514</b>	<b>331,758</b>	<b>276,595</b>	<b>247,601</b>	<b>237,449</b>	<b>215,205</b>
<b>Cash at bank and in hand c/f</b>	<b>197,817</b>	<b>167,210</b>	<b>219,883</b>	<b>309,560</b>	<b>397,677</b>	<b>402,514</b>	<b>331,758</b>	<b>276,595</b>	<b>247,601</b>	<b>237,449</b>	<b>215,205</b>	<b>160,042</b>

Hounslow Education Partnership  
Draft Budget 2019/2020

	Budget 19/20	Actual 18/19	Variance to 18/19	Domestic Abuse Project	HEP Training and CPD	Secondary 16-19 Facilitation	Commissioned Communities of Interest	LA Priming Funding	Joint Practice Development Primary	Primary Peer Challenge	Fair Access	John Yates Admin	HEP Membership Fees & Schools Improvement Partnership Grant	Total	
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
<b>Income</b>															
HEP membership fees	137,000.00	135,337.63	1,662.37										137,000.00	137,000.00	Assumes we lose no members and rev based on Jan 18 census
Schools Improvement Partnership Grant	95,000.00	152,576.86	- 57,576.86										95,000.00	95,000.00	£95,000 as per schools forum
Fair access secondary schools	150,000.00	120,284.96	29,715.04								150,000.00		150,000.00	150,000.00	Billed in Sept @ 100% to schools and refunded at end of year
Domestic Abuse Project	-	8,542.00	- 8,542.00											-	
Joint practice development Primary	50,000.00	-	50,000.00						50,000.00					50,000.00	Assumes we get £50k of the £70k from LA for JPD projects
HEP training and CPD	40,000.00	-	40,000.00		40,000.00									40,000.00	New revenue streams eg training and other rev shares
LA priming funding	-	23,778.00	- 23,778.00											-	
Commissioned Communities of Interest	-	80,000.00	- 80,000.00											-	
Primary Peer Challenge	58,200.00	-	58,200.00							58,200.00				58,200.00	Assumes same numbers as 2018/19
Secondary 16-19 facilitation fees	21,000.00	-	21,000.00			21,000.00								21,000.00	In and out cost
John Yates admin	55,000.00	53,395.46	1,604.54									55,000.00		55,000.00	
EIP Funding	-	10,452.00	- 10,452.00											-	
<b>Total Income</b>	<b>606,200.00</b>	<b>642,566.91</b>	<b>- 36,366.91</b>		40,000.00	21,000.00			50,000.00	58,200.00	150,000.00	55,000.00	232,000.00	<b>606,200.00</b>	
<b>Cost of Sales</b>															
Fair access secondary schools	125,000.00	100,237.47	24,762.53								125,000.00			125,000.00	management fee 20% as agreed by HEP board
Domestic Abuse Project	6,021.18	1,962.00	4,059.18	6,021.18										6,021.18	management fee of 7%
Joint practice development Primary	45,454.55	-	45,454.55						45,454.55					45,454.55	management fee of 10%
HEP training and CPD	36,363.64	-	36,363.64		36,363.64									36,363.64	management fee of 10%
LA priming funding	12,525.45	-	12,525.45					12,525.45						12,525.45	management fee of 10%
Commissioned Communities of Interest	15,727.27	49,400.00	- 33,672.73				15,727.27							15,727.27	management fee of 10%
Primary Peer Challenge	52,909.09	53,595.00	- 685.91							52,909.09				52,909.09	management fee of 10%
Secondary 16-19 facilitation fees	21,000.00	-	21,000.00			21,000.00								21,000.00	no management fee - in and out cost
John Yates Cost	50,000.00	41,466.00	8,534.00									50,000.00		50,000.00	management fee of 10%
PSHE Association membership and training	5,625.00	1,937.50	3,687.50										5,625.00	5,625.00	
HEP partnership meeting costs	42,000.00	28,900.96	13,099.04										42,000.00	42,000.00	
<b>Staff Costs</b>															
Basic Salary - Administrator / Company Sec	11,996.68	10,452.47	1,544.21										11,996.68	11,996.68	Includes maternity
Basic Salary - Project Manager	14,908.32	6,090.00	8,818.32										14,908.32	14,908.32	
Basic Salary - Partnership Director	97,614.00	93,246.15	4,367.85										97,614.00	97,614.00	
Basic Salary - NEW	20,000.00	-	20,000.00										20,000.00	20,000.00	New employee from Jan 20
NI - Administrator / Company Sec	328.93	301.34	27.59										328.93	328.93	
NI - Project Manager	907.83	344.30	563.53										907.83	907.83	
NI - Partnership Director	9,549.48	5,693.72	3,855.76										9,549.48	9,549.48	
NI - NEW	2,187.58	-	2,187.58										2,187.58	2,187.58	
Pension Costs - Administrator	-	56.31	- 56.31											-	
Pension Costs - Project Manager	447.25	243.60	203.65										447.25	447.25	
Pension Costs - Partnership Director	9,761.40	9,324.62	436.78										9,761.40	9,761.40	
Pension Costs - NEW	600.00	-	600.00										600.00	600.00	
<b>Total Staff Costs</b>	<b>167,701.47</b>	<b>125,752.51</b>	<b>41,948.96</b>										167,701.47	167,701.47	
<b>Total Cost of Sales</b>	<b>580,327.64</b>	<b>403,251.44</b>	<b>177,076.20</b>	6,021.18	36,363.64	21,000.00	15,727.27	12,525.45	45,454.55	52,909.09	125,000.00	50,000.00	215,326.47	<b>580,327.64</b>	
<b>Gross Profit</b>	<b>25,872.36</b>	<b>239,315.47</b>	<b>- 213,443.11</b>	6,021.18	3,636.36	-	15,727.27	12,525.45	4,545.45	5,290.91	25,000.00	5,000.00	16,673.53	<b>25,872.36</b>	
<b>Expenses</b>															
Bank Account Fees	300.00	150.00	150.00											300.00	
Consultancy support to company	10,000.00	11,215.97	- 1,215.97										10,000.00	10,000.00	Still need access to consultants
ICT Software and Licenses Website Emails	3,000.00	2,704.80	295.20										3,000.00	3,000.00	
Insurance	1,500.00	1,234.36	265.64										1,500.00	1,500.00	
Legal Fees	2,000.00	384.00	1,616.00										2,000.00	2,000.00	
Marketing	10,000.00	13,521.75	- 3,521.75										10,000.00	10,000.00	Would like to invest in wider HEP marketing and continue to dev website
Misc / contingency	10,000.00	1,800.00	8,200.00										10,000.00	10,000.00	
Photocopying / printing marketing materials	1,500.00	1,500.00	-										1,500.00	1,500.00	
Recruitment Fees	3,200.00	22,643.49	- 19,443.49										3,200.00	3,200.00	Fees for recruitment of non-execs. Consider including a contingency
Serviced Accommodations	7,800.00	7,800.00	-										7,800.00	7,800.00	
Stationery / Office Supplies	300.00	36.16	263.84										300.00	300.00	
Subscriptions / Professional Development	500.00	-	500.00										500.00	500.00	
Support Service cost ICT, HR, Payroll, Accounting & Audit	15,000.00	18,182.30	- 3,182.30										15,000.00	15,000.00	CB to set up service review with NS
Telephony	1,000.00	337.62	662.38										1,000.00	1,000.00	
Transportation	1,000.00	675.21	324.79										1,000.00	1,000.00	
<b>Total Expenses</b>	<b>67,100.00</b>	<b>82,185.66</b>	<b>- 15,085.66</b>										67,100.00	<b>67,100.00</b>	
<b>Net Operating Income</b>	<b>- 41,227.64</b>	<b>157,129.81</b>	<b>- 198,357.45</b>	6,021.18	3,636.36	-	15,727.27	12,525.45	4,545.45	5,290.91	25,000.00	5,000.00	50,426.47	<b>- 41,227.64</b>	
<b>Other Expenses</b>															
Corporation Tax	-	-	-											-	
Depreciation	492.00	492.00	-										492.00	492.00	
<b>Total Other Expenses</b>	<b>492.00</b>	<b>492.00</b>	<b>-</b>										492.00	<b>492.00</b>	
<b>Net Other Income</b>	<b>- 492.00</b>	<b>- 492.00</b>	<b>-</b>										- 492.00	<b>- 492.00</b>	
<b>Net Income</b>	<b>- 41,719.64</b>	<b>156,637.81</b>	<b>- 198,357.45</b>	6,021.18	3,636.36	-	15,727.27	12,525.45	4,545.45	5,290.91	25,000.00	5,000.00	50,918.47	<b>- 41,719.64</b>	
Brought forward reserves	156,637.81	-	156,637.81				17,300.00	13,778.00					119,117.15	156,637.81	
Carried forward reserves	114,918.17	156,637.81	- 41,719.64	421.48	3,636.36	-	1,572.73	1,252.55	4,545.45	5,290.91	25,000.00	5,000.00	68,198.68	114,918.17	
				7% mgt fee	10% mgt fee	No fee	10% mgt fee	10% mgt fee	10% mgt fee	10% mgt fee	20% mgt fee	10% mgt fee			





## **Executive Summary HEP Business Plan 2019 -2020**

### **Plan Objective**

To build a best practice training and CPD offer for HEP schools to aid the recruitment and retention of the best teachers in order to provide the best outcomes for all children and young people in Hounslow.

To continue to develop as a leading school to school support company by:

1. Championing Hounslow as a great place to teach and learn
2. Providing the best training and CPD to support teaching across HEP member schools
3. Providing best practice quality assurance across everything we do
4. Providing the best sales, account management and member services

### **HEP Strategic Priorities for 2019/2020 – Building Capacity in the System**

The Board has identified 3 key Strategic Priorities – which are additional **new** areas of development for the coming year:

#### **Bring together the best in training and CPD as the HEP offer**

- Facilitate and promote the sharing of local expertise
- To build a strong and mutually beneficial relationship with LWA on behalf of schools
- Broker the best external third party providers at best value prices for members

#### **Quality Assurance of all HEP products and Services**

- Develop and implement robust quality assurance processes for all aspects of the HEP Offer; internal and external

#### **Support Recruitment and Retention in HEP schools**

Articulate and promote the unique benefits of HEP membership to support the recruitment and retention of staff in Hounslow

- Established culture of schools working together
- Access to strong and supportive professional networks at all levels
- Professional development opportunities across local schools
- High quality local training opportunities
- “Build a career in Hounslow” – a HEP offer to new and early stage teachers

### **Methodology**

1. Continuous market engagement
2. Marketing, alliances and partnerships
3. Product development
4. Retaining existing membership
5. Generating new business from existing clients
6. Employing and developing the best people
7. Providing an appropriate working structure and environment
8. Code of working practice to maximise quality and effectiveness of operation

## **HEP Vision**

The vision for Hounslow Education Partnership (HEP) is:

Our school-led school improvement partnership enables us to deliver the best possible educational experiences and outcomes for all the children and young people of Hounslow and drives our collective responsibility and ambition for their achievements.

Our approach is collaborative and inclusive of all Hounslow schools and promotes a rigorous culture of review, reflection, challenge and support drawing on the skills and expertise in our schools and beyond.

## **Our promise**

*'By schools, for schools'*

Our promise is to work with great energy to encourage our members' shared responsibility, collective moral purpose and vision. We will build on deep and trusted relationships across our supportive, thinking and learning community to deliver excellence in all we do.

HEP schools will always be stronger together.

## Progress

As with any new company it was important in the first year of HEP to get the basics right. We have focussed on ensuring an effective and coherent infrastructure; creating a new website and newsletter for member communications and establishing an efficient meetings' cycle. Most importantly, and key to the success of the Partnership has been the building of new relationships and new ways of working with members and external stakeholders such as the Local Authority and Teaching Schools.

The real strength of HEP is in its ownership by schools and the commitment of members to engage fully in shaping its direction and making things happen. HEP has benefitted from the excellent work of the chairs and members of groups and networks who drive and facilitate HEP's activities.

Looking ahead to the coming year, we will be consolidating our progress so far and based on Member feedback, will be focussing our efforts on three major priorities which will continue to build towards a strong school led system in Hounslow - – Quality Assurance, Training and CDP plus Recruitment and Retention.

Our total income for 2018/19 was £643k, £6k higher than our original budget. In addition to membership fees and School Improvement Grant totalling £288k, HEP received income from schools including £120k for Fair Access, £58k for Peer Challenge and £53k for Leadership Programme training. In addition, HEP received £80k from the LA for commissioned communities of interest projects, £24k LA priming grant, £10k EIP funding and £9k to support children affected by domestic abuse projects.

Our expenditure was broken down into cost of sales of £403k and general overheads of £82k. Cost of sales includes staff costs of £126k, £103k for primary school led improvement activities (peer challenge and communities of interest), £100k Fair Access cost, £41k Leadership Programme cost, £29k HEP partnership meeting venue hire and conferencing, £2k for children affected by domestic abuse project training and £2k PSHE Association membership.

Carried forward reserves of £157k include ring-fenced balances of £17k for communities of interest, £14k LA priming grant and £6k for children affected by domestic abuse projects. The remaining balance of £119k is largely the result of prudent budget underspend against staffing costs and overheads, and

management fees charged on various income streams. The funds will be re-invested into HEP projects (NEED TO EXPAND). The majority of HEP income streams are exempt from corporation tax and we do not expect to incur a tax liability for 2018/19.

A summary of our income and expenditure for 2018/9 is presented in the charts opposite. These figures are based on those to be included in the full, audited accounts for the period ended 31 August 2019.

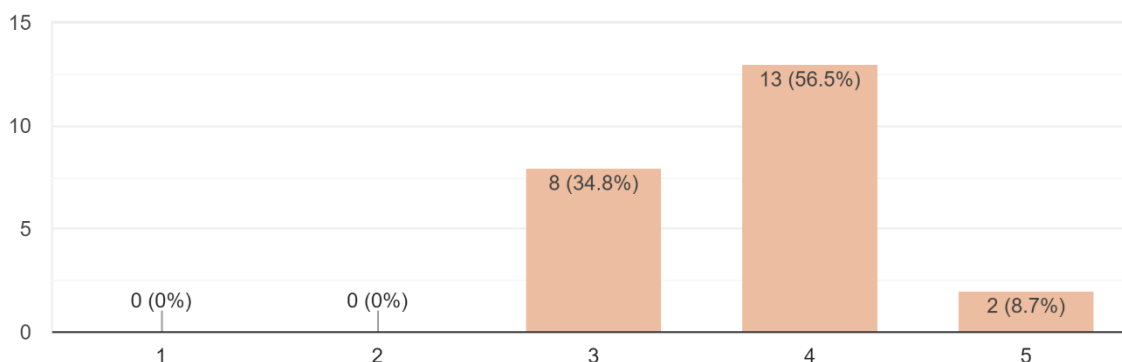
## Feedback from Members

HEP is owned by its members and so regular feedback informs everything we do. In May, all members were able to access an online survey reviewing HEP's first year. The results were very positive.

*Key showing 1 = poor and 5 = good*

In its first year of operation, how far do you feel HEP is achieving its vision and partnership promise?

23 responses



This was followed by a more in depth sample telephone survey across Members to identify more specifically both what is going well and what areas HEP should focus on for the future.

The findings were overall **very positive** showing overwhelming goodwill for HEP to succeed.

Those interviewed recognised and highlighted:

- *Coherent **transition** from previous arrangements*
- ***continuity** and **stability** maintained through complex change processes*
- *the importance of stablishing an **infrastructure** – efficient management of meetings, new website, succinct newsletter, recruiting chairs of groups*

- *strong sense and appreciation that “**Hounslow Heads are working together**”, HEP is “**listening**” and beginning to develop opportunities to increase capacity in the system e.g. links with Teaching Schools*
- ***Vulnerable Learners’ group** –a recognition of the time needed to establish this complex and important area of work*
- ***New added value offers** responding to school needs – support for student Mental Health, Supply Agency preferred providers, PSHE subscription, Ofsted briefings*

## Challenges?

- *Some things have taken **longer than expected to establish** this year because of the need to set up new ways of working*
- ***Meeting the needs of all phases and sectors** given differing expectations and needs across members*
- ***Communications** –clarity of roles and responsibilities both across HEP structure and in relation to the LA, particularly in primary.*

## What should HEP’s future priorities be?

*“Consolidate and cement what we already have – don’t go off on lots of new enterprises”*

*“Drive the school led system”*

*“Be explicit about success criteria for the coming years. Resources are limited so be clear about what can actually be done”.*

*“Make the priorities big and bold.”*

## Maximise opportunities for schools to address their biggest concerns:

- *Support Recruitment and Retention in HEP schools*
- *Identify and bring in additional, external resources and opportunities e.g. charities, government funded pilots*
- *Facilitate collaborative working and the sharing of quality assured good practice*
- *Focus on providing **value added products** for HEP members*

## Products, Programmes and Services

HEP is funded through membership fees, the school improvement grant as well as the trading of services. Maintaining the HEP membership and increasing sales of products, programmes and services ensures commercial success for HEP, maintains the lowest possible fees for members and builds capacity in the school led system.

To achieve this, HEP products, programmes and services must be the best available, schools need to be aware of their quality and be willing to pay for them.

Whilst we have the majority of Hounslow schools, 74 across Primary, Secondary and Special, as HEP members until September 2021 our focus on renewals must be built on value and trust in the HEP brand, products, programmes and services both paid and as part of membership to maximise renewals in 2021.

It is clear from our member research and current sales revenues (less than 5% of 2018/19 turnover from direct sales) that Schools need a better understanding of the HEP commercial business model, this will be achieved by having a suite of well-priced products, programmes and services supported by strong marketing to drive sales.

The products, programmes and services for 2019/2020 fall into three categories: HEP's Core offer, Ongoing School Improvement and Strategic Priorities.

### Hounslow Education Partnership Offer:

1. Core Offer – what is **expected** as a minimum when you pay for membership
2. Ongoing School Improvement – **ongoing** projects in year that move into Core Offer over time
3. Strategic Priorities – **new** identified areas of development that happen in year that element then move into Ongoing School Improvement



## **Core Offer**

Partnership meetings are the driving force of HEP's work. Led by headteachers, the Primary, Secondary and Special school headteacher termly meetings set the strategic direction for HEP activity. The School Led Improvement Groups, across phases identify and develop the HEP programmes of work. HEP also facilitates LA liaison meetings to ensure effective partnership working.

It is therefore crucial that we strive to deliver the best agendas, content, review/analysis and action to maximise the value of each meeting (see appendix for Terms of Reference for each key meeting).

- School Led Improvement Secondary - SLIGS
- School led Improvement Primary - SLIPS
- Vulnerable Students and SEND - VSSG
- LA Liaisons
- Primary, Secondary and Special School Headteachers
- Fair Access Panel

## **Ongoing School Improvement – continued development in 2019/2020**

Predominantly derived from the HEP Core offer meetings, Ongoing School Improvement Programmes are the indicator to members of progress and the building of value for HEP membership. The main workstreams for 2019/2020 are (see appendix for further details):

- Develop your A level Teaching programme - Secondary
- Student Wellbeing Network – Cross Phase
- Senior Business Manager Network – Cross Phase
- Attendance Officer Network – Primary
- Joint Practice Development – New Primary priorities each year from Peer Challenge

## **Strategic Priorities for 2019/2020**

In the recent Timpson review it was viewed that 'Teaching schools, school-to-school collaboration and sharing ideas and best practice on managing behaviour as part of a self-improving school system could yield results at limited cost. This is where multi academy trusts and school federations can pave the way, particularly those that operate mainstream, special and AP provision'.

This is very much aligned with our objectives to work with our schools to develop HEP products, programme and services. In 2019/2020 we plan to initiate three strategic priorities: HEP training and CDP, HEP QA as well as HEP recruitment and retention.

The HEP Training and CDP offer will be built in collaboration with identified good practice in our schools, the LWA Teaching School and third party providers. HEP will use data from Peer Challenge and other sources to invite schools who offer best practice, for example Feltham Hill in Early Years, to become HEP Approved Providers to deliver training to HEP members. The ambition is to identify six areas of best practice by Dec 2019, made available to HEP members to pilot free of charge from the Spring term (supported by HEP/LA funding). The six identified schools will then form part of the commercial offer HEP Training and CDP to members in 2020/2021 which will also include content identified from our discussions with LWA Training School and third party providers. Our target is to generate £40,000 of turnover for 2020/2021. A full offer will be available for members in late Spring term 2020 supported by a comprehensive marketing and communications roll out.

- HEP Training and CDP offer -
  1. HEP schools offer – build our own expertise offer
  2. LWA relationship – build what HEP members want
  3. Third party – offer best brokered alternatives
  4. Further development of Post 16 programmes
  5. SEN training in association with the LA
  6. Curriculum

This year HEP will develop and implement robust quality assurance processes for all aspects of the HEP Offer both internal and external. HEP Quality Assurance (QA) establishes and maintains set requirements for developing or delivering reliable products, programmes and services.

Currently HEP holds a Service Level Agreement (SLA) with Woodbridge Park Education Services (WPES) to QA Alternative Provision Providers such as Trading Places and Fresh Start from West Thames College, HEP QA's WPES provision of Gateway and Pathway on behalf of members and Peer Challenge QA is delivered by third party inspection experts – all QA provision will be reviewed in 2019/2020.

QA can also act as a support of both customer satisfaction and product marketing. A robust quality assurance system increases customer confidence and a company's credibility, while also improving work processes and efficiency, hence why it is a key strategic priority for HEP in 2019/2020.

- HEP QA – develop an internal and external QA process
  1. Subject Networks – cross phase internal
  2. Peer Review – Secondary internal
  3. Peer Challenge – Primary internal
  4. Alternative Provision – Cross phase internal
  5. Post 16 – Secondary internal
  6. Third Party eg Think Ninja – Secondary external

One of HEP's major successes in 2018/2019 was the creation of the HEP Preferred Supplier List (PSL) of Recruitment Agencies giving members transparency of rates and fees across 15 selected agencies. As a minimum, we needed to review how HEP members can work collaboratively with an agreed process, SLA and list of preferred suppliers to start to regain some control of the costs of recruitment. This was achieved by centralising the buying power of HEP's 74 member schools and issuing a Request For Proposal (RFP) for the supply of Recruitment Services to HEP members.

However, this does not address the fundamental issue of a disjointed school to school approach to recruitment and a fragmented narrative as to why Hounslow is a great place to teach.

Therefore there is an opportunity to consider a cross phase approach to recruitment across the HEP membership. The long term strategy is to significantly reduce the need for agencies in the supply chain by building a clear narrative on working in Hounslow, addressing the issue of agency power in Universities, all underpinned by showcasing the benefits of working in a HEP school and using HEP school's to offer a clear route of progress for our teachers. Our aim is to boost Hounslow's ability to attract teaching staff across the whole borough. Make Hounslow a teaching destination of choice and to promote within our own membership to avoid losing teachers to other boroughs and/or paying fees to agencies for teachers who move within HEP schools.

A pilot scheme in 2019/2020 aimed at supporting Recruitment and Retention in HEP secondary schools will articulate and promote the unique benefits of HEP membership to support the recruitment and retention of staff in Hounslow through -

1. an established culture of schools working together
2. access to strong and supportive professional networks at all levels
3. professional development opportunities across local schools
4. high quality local training opportunities
5. **“Build a career in Hounslow”** – a HEP offer to new and early stage teachers

## **Marketing**

If marketing in 2018/2019 was all about establishing HEP as a brand, with the creation of the HEP website and HEP newsletter, then product, programmes and services will be at the forefront of 2019/2020 marketing.

Awareness will be driven by clear communications at membership meetings, schools visit and content marketing via the website and newsletter supported by a marketing plan coupled with a competitively priced suite of identified products and services ranging from brokered to direct sales.

A targeted marketing budget allows HEP to continue to communicate and build its brand trust and value with schools. A suite of sub brands will be launched in September 2019 to further support the business plan. Sub brands will include HEP primary, HEP secondary allowing us to target specific audiences with tailored messaging. Our core offer sub brands such as HEP meetings, HEP subject networks, HEP peer challenge will reinforce existing programmes with HEP training and CPD, HEP recruitment and retention, HEP Quality Assurance supporting our 2019/2020 strategic priorities – others will follow throughout the year as we build our commercial offer.

## **Strategic partnerships and alliances**

HEP is the gatekeeper to the majority of Hounslow schools and this puts us in a strong position to build partnerships and alliances with companies looking to gain access to our schools. In 2018/2019 HEP partnered with the local authority on two major funding bids, Careers Cluster and Young Londoners fund. In addition HEP has begun discussions with Harlequins rugby club and Brentford football club to strengthen relationships and to identify potential project funding in 2019/2020. As the future business plan develops, bidding for funding will become a key area of HEP revenue so strong partnerships and alliances provide us with capacity where we do not have specific skill sets. This is especially evident in bidding for government funding as it requires specialist knowledge and expertise.

## **Staffing of HEP**

We have achieved a great amount in our first year with a very small team. We are mindful of ensuring value for members and therefore must keep control of

our salary and overhead costs, however we do have an ambitious plan for 2019/2020 that will require additional staffing as well as ongoing support from the board and key HEP members.

Emma Pett, project manager, has been an excellent addition to the HEP team bringing her experience of secondary school teaching and understanding of the needs of both staff and pupils. Emma will focus exclusively on Secondary projects in 2019/20 and HEP will hire a similar role for Primary, initially 2 days a week, from Jan 2020 - this cost of circa £20k is allocated in the 2019/2020 budget

Jess Alici will continue as the HEP business administrator but will also add marketing to her remit, responsible for the newsletter and website content.

Client service is central to HEP's offer and as a team we must:

1. Keep generating new ideas
2. Follow and interpret members agendas not our own
3. Continue to understand our members better
4. Take responsibility for the business
5. Constantly communicate with members

## **The Board**

The Board plans to meet six times in 2019/2020 with a whole day in December dedicated to commercial planning for 2020/2021 and the development of a three year business plan, its key achievements this year have included:

- Preparation and delivery of the company launch in September 2018
- the recruitment of a Partnership Director
- setting up a robust business planning schedule for the company
- Board self-evaluation and identification of skills gaps
- agreeing decision making criteria for all HEP activity
- monthly financial monitoring and analysis
- project oversight and evaluating success and impact

In 2019/20, the Board will aim to recruit the two additional independent Directors to strengthen the skills and expertise available for governing the company.

## **Annual report and meeting**

Each year in October, the directors of the Company will call a general meeting (“**Annual Meeting**”) for Members to present the Annual Report and review of the activities of the Company in 2018/2019. The Annual Meeting is also where any other company business which requires the approval of Members is conducted and where Directors are formally approved in their roles.

## **Finance strategy**

The company is funded through income from:

- *Schools purchasing services provided by HEP*
- *Membership fees*
- *LA commissioned school improvement projects*

The LA has committed to commissioning HEP, over a five year period to deliver a range of school improvement projects to include, specifically, the coordination of a peer review programme for primary schools.

Future business planning will prioritise the securing of external funding and the generation of external traded income for future viability.

Membership fees for 2019/2020 will remain at £3.50 per pupil, chargeable per annum. Schools have signed up for a 3-year commitment with the HEP renewal campaign set for January 2021.

Each element of HEP provision is priced according to delivery costs and apportioned to those receiving the service. Some services are extended to non-member schools at a higher rate.

## **Financial forecasts**

Analysis of the 2018/2019 partnership costs has helped establish a baseline and anticipated costs for HEP going forward. Forecast financial statements including

income and expenditure, balance sheet and cashflow for the next 12 months of HEP operations are below.

**2019/2020 financials and COMMENTARY to go in here once budget is approved**



## 2019/2020 BUSINESS PLAN TARGETS

No.	Objective	2019/2020 Target	Measurement
1a	<i>Support schools to maintain continued high standards through provision of a range of agreed services</i>	<i>The % of 'good' and 'outstanding' schools is maintained or increased</i>	<i>Ofsted</i>
1b		<i>Review of service delivery concluded and strategy for the delivery of future school improvement activity is agreed</i>	<i>HEP school members and Board of directors approve new service packages</i>
2a	<i>Operate with transparent governance and robust financial and risk management</i>	<i>2 x Non-Exec HEP board Directors recruited by Dec 2019</i>	<i>Board directors appointed and registered with Companies House</i>
2b		<i>Internal risk management controls, processes, policies and procedures in place</i>	<i>Annual review by HEP board</i>
3	<i>Customer satisfaction with HEP services is high</i>	<i>Schools and local authority satisfied or highly satisfied with services provided</i>	<i>Survey/ customer feedback process</i>
4a	<i>Schools become active members of HEP and contribute to the co-design of school improvement services and support</i>	<i>6 HEP schools identified by Dec to provide HEP training and CPD</i>	<i>Register of company members</i>
4b		<i>75% of member schools participating in network groups</i>	<i>Attendance registers</i>
5	<i>HEP is financially viable and sustainable achieving financial targets in line with forecasts and generating surplus resource to invest in improving and developing services for the future</i>	<i>£70k ongoing net surplus at the end of 2019/2020</i>	<i>Audit of accounts</i>

## TIMETABLE AND KEY MILESTONES

Date	Milestone
September 2019	<ul style="list-style-type: none"> <li>• HEP Annual Report distributed to members</li> <li>• HEP board meeting</li> <li>• HEP 2019/2020 business plan approved by the Board</li> </ul>
October 2019	<ul style="list-style-type: none"> <li>• HEP Annual General Meeting</li> <li>• Interviews for the 2 x Non-Executive director roles on the HEP Board</li> </ul>
November 2019	<ul style="list-style-type: none"> <li>• Schools' Forum for the release of the 2019/2020 DSG funding for HEP</li> <li>• Announcement of 2 x Non Exec Directors to the HEP board</li> </ul>
December 2019	<ul style="list-style-type: none"> <li>• Commercial strategy workshop</li> <li>• Accounts submitted to Companies House</li> <li>• 6 HEP schools identified as best practice for HEP training and CPD programme development</li> </ul>
January 2020	<ul style="list-style-type: none"> <li>• Mid-year review of HEP 2019/202 service offer</li> </ul>
February 2020	<ul style="list-style-type: none"> <li>• Service offer developed and agreed for 2020/2021</li> <li>• Service offer campaign developed</li> <li>• Set HEP 2020/2021 meeting dates</li> <li>• HEP board meeting</li> </ul>
March 2020	<ul style="list-style-type: none"> <li>• HEP board meeting</li> <li>• Service offer launch for 2020/2021</li> <li>• Company statement to Companies House</li> </ul>
May 2020	<ul style="list-style-type: none"> <li>• Business plan start for 2020/2021</li> </ul>
June	<ul style="list-style-type: none"> <li>• HEP board meeting</li> <li>• Business plan draft for approval</li> </ul>
July	<ul style="list-style-type: none"> <li>• Annual report draft for approval</li> </ul>

### Risk register

Key risks to HEP include unexpected rapid changes to funding or income (notably membership fees) that could jeopardise resources and further increase the requirement for immediate income growth or cost cutting. A further risk is that schools may not engage fully with the commercial model – though this should be mitigated through the marketing and promotion of the new product, programmes and services.

Effective communications, branding and marketing of HEP will be essential to engage key stakeholders as ongoing customers for the services on offer and the

pricing structure to maximise revenues to continue to build a firm business base for the future.

## To be discuss and agreed

REF	Risk	Assessment			Mitigating Actions
		Likelihood	Impact	Score	
R1	Schools forum do not approve the £95k draw down from the DSG	3	5	15	HEP would access the current reserve and/or reduce some of the overhead costs in the budget
R2	Limited or no buy in from schools to the company's services leading to loss of forecast trading revenue	3	5	15	Market testing with schools to check the services they want to buy, ensuring regular communications with schools and working closely with the network groups. Action a marketing and communications strategy including the development of branding and a website
R3	Loss of skilled and experienced Lead Headteachers impacts on HEP's ability to deliver high quality services	3	4	12	Board to review resourcing for all services and to develop a succession plan to ensure consistent delivery of the agreed programme should key individuals no longer be available
R4	Inability to recruit suitably skilled Primary Project Manager delays the implementation of HEP and impacts on service delivery	3	3	9	Board to agree a recruitment strategy and a contingency plan (e.g. interim or short-term secondment arrangement) Develop appropriate and appealing job description and remuneration package
	Inability to recruit suitably skilled Non-exec's delays the development of HEP's future services	3	3	9	
R5	Failure to identify best practice in schools to develop HEP offer	3	5	15	Committed support from the board, Chairs and Lead Headteachers to the process

## ELIOT CHARLES HEILPERN A.C.I.M.

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### PERSONAL PROFILE:

Senior banking professional with strong experience of international corporate and institutional banking, global transaction services and payments, business development and relationship management; including governance, legal, regulatory, and compliance issues. Exceptionally well experienced and skilled in executive, managerial, operational and marketing functions, supported by a thorough financial discipline. Possesses excellent client relationship management and business development skills, together with motivational and highly tuned presentational capabilities. Will espouse and emphasize the detailed organisational needs, and uphold a strong social and moral code of conduct. Robust advocate of working with, and supportive of diverse cultures. Looks at the designated commercial environment and will: (1) Review, (2) Challenge and (3) Improve. Possesses a solid mix of mix of sales and marketing skills, financial discipline, business development and strategic capabilities, and fiduciary issues. This individual seeks to combine all his professional experience to date, and give back to the Public Domain in the role of Non-Executive Director.

### MY PROFESSIONAL APPROACH IS TO:

- Concentrate on quality of service, client focus, and strategic partnerships
- Enable teamwork and collaboration
- Provide an ethical and transparent working environment; and demonstrate empathy, passion, and patience
- Be creative and have the courage of one's convictions
- Be professional in all aspects of one's role and responsibilities; and deploy "Best Business Practice"

### CAREER HISTORY:

**PARTHENON COMMUNICATIONS LIMITED** <https://www.parthenoncommunications.com> **2019**

The Consultancy provides:

- Advisory, business, and interim management services to the corporate/commercial, banking, financial, and not for profit sectors; Review, Challenge, and Improve (processes, functionality, responsibilities, and "Bottom Line")
- Public speaking and presentations to industry conferences, "Thought Leadership" forums, selected audiences, and various professional networking groups on business issues of the day. This activity includes presentations on behavioural attitudes, social etiquette, and adoption of an ethical code of conduct within the Personal and Professional work place and Public Domain

**WIZO UK (part of World WIZO & U.N. Affiliated) Chief Executive Officer** **2016-2018**

- Appointed to the international Charity to identify ways to enhance operational management, resulting in a clearer internal communication of objectives, a heightened strategic approach, and better focus from a re-motivated team
- Reached agreed target of £1.6m in donor revenue by year end 2017. Successful introduction of WIZO UK's new business model. Restructured management through a "Direct Business Line Reporting Structure" in accordance with agreed strategic objectives
- Systematically 'audited' all compliance and risk needs, including GDPR, ensuring all processes are in place at no additional cost. Encouraged the next generation of donors and supporters through agreed strategic initiatives

**BANK OF NEW YORK MELLON VP & Global Client Relationship Manager; Country Officer, Ireland; EMEA Treasury Services. Portfolio \$200m** **2006-2016**

- Global Relationship Key Management Account Planning, RFPs, Panel Tenders, Client Partnership Relationships
- Global Relationship Management with a geographical responsibility of UK and Ireland of a key portfolio of accounts (banks, financial institutions, and corporates) within the international payments, cash management, trade, USD, and Multicurrency Clearing areas
- Grew revenue on the UK and Irish portfolios by \$15m
- Initiated "Partnership Strategy" and implemented "Cross-Sell" initiative for foreign institutional clients based in the UK producing \$5m
- Management of "KYC", due diligence, and compliance procedures for all bank customers within the region including SEPA and PSD offerings, with adherence to required compliance for client solutions

- VISA EUROPE VP Country (Relationship) Management 2005-2006**
- The promotion of strategic payment initiatives to member banks in accession countries to EU (Hungary, Czech Republic, Slovakia and Slovenia)
  - Managed Repetitive Payments initiative as revenue “interchange” driver for SEPA compliant banks. Assisted member banks grow local market share, obtain new revenue streams, and new interchange opportunities

- VISA UK VP Head of Group Major Account Relationships 2004-2005**
- Managed the Visa UK relationship team for the UK’s largest clearing bank relationship
  - Aim to broaden the Visa-Key Member Bank relationship, and increase revenue through use of Visa payment products for enhanced bank branded “front end” consumer and corporate commercial card offering
  - Participated in Visa’s contribution to UK Faster Payments Scheme for the industry (2005/6); and represented Visa Europe on UK Government Cross-Border Remittance Project under DFID

- BURNS e-COMMERCE SOLUTIONS Dir Sales and Business Development 2001-2004**
- Appointed by the Venture Capitalist Group Hg Capital to set up the Payment Solutions Division and establish relationships with Pan-European and US Banking Groups, FIs, the corporate market, and strategic partners
  - Key objective: to initiate a payment sales and strategy campaign for the Company’s global payments and cash management offering, and grow revenues
  - Grew revenue from £200k to £5m

- S.W.I.F.T. Senior Regional Relationship Manager; Northern Europe 1998-2001**
- Responsible for SWIFT’s global bank relationships in Northern Europe, US, and Continental Europe
  - Represented SWIFT at conferences, key industry initiatives, and in senior level negotiations with Member Banks including Central Banks; and banks’ use of domestic and cross-border payment infrastructures
  - Chaired the Global SwiftNet Real-Time Cash Management Nostro initiative
  - Member of the SWIFT UK Product Payments Group

- BANK BOSTON VP Sales and Relationship European Cash Management 1996-1998**
- Management of the European Cash Management Sales team (portfolio \$35M)
  - Responsible for business development with U.S. and European multinational corporations through relationships with the bank’s U.S., London, Paris, and Frankfurt offices; leveraging off Multinational Coordination Centres, Regional Treasury Centres, and Payment Factories
  - Responsible for management and sales of: international cash management, treasury, loan syndications, and liquidity management offerings; “Optimizer” multi-currency pooling, single-currency pooling, netting, and concentration products, Connector Club Network of Partner Banks, “Bostonet” Electronic Banking Platform, HV/LV domestic clearing, cross-border payments, and FX

## **PREVIOUS ROLES**

**IBOS (INTERNATIONAL BANKING CONSORTIUM) CASH MANAGEMENT GROUP 1995-1996**  
**Director for Sales and Business Development; Northern/Central Europe**

**ALLIANCE & LEICESTER BANKING GROUP (now Santander Group plc), 1984-1995**  
**Key Accounts Manager, UK Corporate Banking BREMAR TRUST PLC, 1981-1984**  
**UK Banking Relationship Officer**

**BANK HAPOALIM B.M (European Head Office), 1977-1981**  
**Banking Officer**

## **EDUCATION AND PROFESSIONAL ASSOCIATIONS**

Education: Thames Valley University: Diploma in Business Studies, Economics and Marketing

Professional: Member of the UK Chartered Institute of Marketing (A.C.I.M.) & UK Chartered Institute of Bankers

**ELIOT CHARLES HEILPERN**  
**SUPPORTING STATEMENT VERSION TWO (V.2.)**

**NON-EXECUTIVE DIRECTORS; HOUNSLOW EDUCATION PARTNERSHIP**

Dear Mr. Ian Joseph.

Further to our recent discussion, I write to be considered a candidate for the above post and submit this “Supporting Statement” together with my CV for you to view.

My recent role has been as interim Chief Executive Officer (CEO) of WIZO UK; part of World WIZO. The Charity holds Non-Governmental Organisation (NGO) status through its United Nations affiliation; and has consultative status at the Economic and Social Council (ECOSOC) and with the United Nations Children’s Emergency Fund (UNICEF). The Charity supports over 50,000 disadvantaged children through 800 Day Care and Vocational Centres; including Women’s Shelters, Youth Centres, Schools and Villages; and has in excess of 250,000 members in 50 countries based in Latin America, US, UK, Ireland, Continental Europe, Israel, South Africa, and Australia. The key focus is the provision of social care to the individual, the family and wider community through vocational support, education, and rehabilitation.

Responsibilities:

As CEO, I reported directly into a Board of Trustees, and was responsible for six key Business Lines. These were; (1) Philanthropy and Fundraising (2) Marketing, Communications and PR encompassing Strategy and Leadership (3) IT, Governance and Compliance (4) Membership and Membership Services (5) Finance and Risk Management and (6) Personnel. My external liaison was with the Group Membership across the UK, our Auditors, Legal Advisors, Advertising and PR Agencies, the Media and external partners and stakeholders, together with the relevant UK Regulatory Institutions.

The CEO role involved the direct day to day operational management of the following business areas:

- Strategy and Leadership
- Philanthropy and Fundraising
- Finance and Risk
- Marketing and Communications
- Membership and Staffing
- I.T., Governance, Operations and Regulatory

Challenges:

These were a combination of; fiduciary, finance and regulatory, operations and processing, staffing structure, governance and regulatory, and strategic. Ultimately the aim was to ensure that the charity worked in a more efficient, focused manner, with a strong commercial approach, emanating from a re-motivated and re-invigorated team, in order to meet the agreed objectives.

How the challenges were addressed:

I established six key Business Lines (as outlined above), and introduced a more streamlined financial, risk, and operational structure supported by the appointment of a new Head of Finance, a re-organised Marketing department, a greater strategic focus on Philanthropy and Trusts, and a more disciplined approach and greater accountability from staff members. This latter activity was supported by the introduction of an appraisal system with set KPIs. I further implemented closer working relationships with the UK Regulatory bodies, various stakeholders, and inculcated an overall change in the mind-set across the UK organisation. This approach was presented to the Board of Trustees in my initial “First 100 Days Report” and I was given the Board’s full support and approval to proceed as I advocated in my report.

Results:

The results of this strategic change were a more efficient working environment, and less time spent on out-dated processes and procedures. Staff activity now centred more on daily activities that produced real added value; and ultimately ensured that targets and objectives were achieved within a shorter timescale, and within a more dedicated and enjoyable professional environment.

At the end of 2018 the UK Board of Trustees decided to re-organise the UK Group Structure; consequently, my CEO contract has now concluded. During my term of office, I achieved all the operational and business objectives set by the Board. Since then I have established my own Business Consultancy entitled Parthenon Communications Limited (<https://www.parthenoncommunications.com>) where I act as Business Advisor for two City “financial start-ups.”

The Consultancy offers:

1. Advisory, business, and interim management services to the corporate/commercial, banking, financial, and not-for-profit sectors encompassing:
  - Business Development, Relationship Management and Revenue Generation
  - Financial and Operations
  - Regulatory and Governance
  - Marketing and Communications
  - Change Management and Strategy
2. Public speaking and presentations to relevant banking and business conferences, “Thought Leadership” forums, selected audiences; and to various professional networking groups on commercial issues of the day, and professional etiquette

My professional aim currently is to add value to an interested organisation through my Consultancy by combining the not-for-profit experience, together with my significant financial services’ experience. I wish to offer my unique and combined set of skills and knowledge gained in both the aforementioned sectors as a Non-Executive Director.

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I came originally into the Charitable sector from International Banking; having held a number of senior roles in the City of London, the US, Continental Europe, the Nordics, the Middle East and Far East.

My key areas of responsibilities covered:

Business Development, Global Relationship Management, Governance/Compliance and Revenue Generation activity concentrating on:

- Corporate and Institutional (Global) Account Relationship Management
- International Cash Management and Liquidity
- International Trade
- Operations, Risk Management, and Credit
- Regulatory

My career to date has provided me with excellent experience and a strong background in Sales and Marketing, Finance, Audit and Accounting, Business Development, Strategy and Fiduciary issues.

My core professional competencies are:

- Excellent written and communication skills with strong public speaking experience
- A proven track record of working at Board Level with Executives and Non-Executive Trustees, both in the commercial and “not-for-profit” sectors
- Excellent interpersonal, relationship management, and presentation skills; comfortable working at a senior level both internally and externally; able to liaise with all levels of staff and volunteers including senior management
- Sound ability to develop and build effective partnerships and business relationships (internally and externally); and inspire, motivate, and manage colleagues/employees/teams
- Strong experience in operations, contractual relationships, and regulatory requirements (GDPR and Data Protection)
- Solid financial discipline and risk management experience, combined with governance and compliance procedures



- Well versed in staffing and HR issues together with management appraisal processes
- Adopts a proactive and innovative approach, and constantly aims to adopt “best business practice”

Why this role:

- I am particularly interested in the role of education in today’s society. I believe it is the right of all citizens irrespective of background, race, or culture to have the chances of a good education, and strong employment opportunities. True and meaningful policies and practices that promote equality and justice, supported by a strong educational framework should be enjoyed by all. Consequently, communities should not be marginalised; but given the opportunity to learn, and prosper. For example; if we consider the less fortunate and those of a mental and physical disability and/or those who reside in poverty, such individuals must be brought back into the “centre” of the wider Community, in order to be active and full participants in society. This applies to all citizens, irrespective of age, perceived social status and/or economic status
- In addition; honesty and absolute integrity, respect, trust, and assistance in times of crisis, are key to supporting the less fortunate. Where possible, there should be a defining line between the strong, healthy, positive and constructive elements of society through a process of core educational values (i.e. subject content and behavioural attitudes), which will lead to a better, more enriched and fulfilled society
- Every child given the right opportunity can be anything they wish; national leaders, business leaders, professional leaders, and industry giants. Each individual can be the brightest mind in many of the leading professional, cultural and business fields. Each person has the power and skill to change hearts, transform lives, and shape a country’s destiny, given the right tools; and one of these tools is Education. This, coupled with good teachers and genuinely supportive and caring parents, whom are willing to take their responsibilities seriously in the role of “parenthood” and family structure, will provide a sound mind-set for our future generations
- However, with “education and knowledge” comes an obligation; a duty of loyalty and reciprocity back to society by those whom have had the good fortune to be educated
- To achieve this aim, I believe that we should invest more in education, employment opportunities, and lifting those out of poverty; given the provision of good mental and physical health are essential educational areas on which to focus. When the less fortunate are forgotten, then societies become fractured. Only by hearing and responding to the voices of the forgotten can we create a brighter future that is truly shared by all. A nation’s greatness is more than the sum of its commercial output. A nation’s greatness is the sum of all its citizens, its values, pride and love for itself; together with its devotion, character, culture and history of the people who call that nation, their home. The greatest intellectual property and asset of a nation is its citizens. Invest in them (the younger generation), educate them, demonstrate their nascent learning capabilities and talent, and imbue them with knowledge. The more productive our young and future generations, the more productive the country is economically, socially and culturally. Education is the key to this approach; and the approach must start at an early age
- I trust the above is clear, given the importance of the topic (i.e. Education)

I conclude as follows:

I am confident that I will be able to provide a strong contribution as Non-Executive Director to the Hounslow Education Partnership, given my professional experience to date, and my personal passion for education. I would be delighted to contribute accordingly by “giving back” to the Community and the Public Domain in the said role. I hope the above detail together with my accompanying CV are clear; and I look forward to progressing matters.

Thank you

Eliot Charles Heilpern  
[ehelpern@ntlworld.com](mailto:ehelpern@ntlworld.com)  
 07944 547 707

4th August 2019

End of Supporting Statement



## Jeff Sutherland-Kay MA (Oxon)

**Address:** Glebe Cottage, High Street, Guilsborough, Northamptonshire NN6 8PU, UK

**Contact:** jeff@sutherland-kay.com | 07885 431966

**Testimonials:** [www.linkedin.com/in/jeffsutherlandkay](http://www.linkedin.com/in/jeffsutherlandkay)

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### Profile

- **Independent company director with deep and wide experience of both the retail banking/financial services industry and the charity/not-for-profit sector**
  - **Executive and non-executive directorships**
  - **Key skills in strategy, business planning and change**
- 

### Directorships and roles

#### **From Mar19 Music of Life Foundation: Non-Exec Director/Trustee**

Music of Life is a charity focused on enhancing the life skills, well-being and confidence of young people with disabilities through tailored individual music tuition, group workshops and performance opportunities

Board role: Leadership in business planning and risk management

#### **Apr03-Jul19 Sutherland Strategy Limited: CEO/Exec Director**

Provider of customer-centred interim management, business transformation and business consultancy services to the retail banking/financial services industry and the charity/not-for profit sector

#### **Jul12-Sep16 Northamptonshire Music & Performing Arts Trust: Non-Exec Director/Trustee**

NMPAT is the Northampton-based music education hub that provides music education and performing arts services to schools and students throughout Northamptonshire and Rutland

Board role: As a member of the finance committee to focus on financial planning, budget management, financial reporting and the management of financial risk; as chair of the development committee to focus on fund-raising and donor management; led the interview process and appointment panel for a new commercial manager

#### **Jan10-Feb13 The ReUse Centre Limited: Non-Exec Director/Trustee**

The ReUse Centre is a small Bedford-based registered charity, social enterprise and social firm with a significant reliance on volunteers. TRC trades through a warehouse and a town-centre shop and is focused on relieving those in need and hardship through re-usable goods and materials, in particular furniture and white goods

Board role: Leadership in corporate strategy, general management, business and financial planning, scorecard reporting, transition planning, customer management, colleague engagement; corporate design; coached the chairman in good board practice and general management; chair of sales and marketing committee. Stood down from the board Nov11-Mar12 to fulfil the role of Interim CEO (see below)

#### **Sep09-Oct11 Orbiter Distribution Limited: Non-Exec Director**

Orbiter was a start-up technology company providing a front-end product sourcing, application and customer management platform to the financial services intermediary market

Board role: Leadership in corporate strategy, business planning, marketing and PR strategy; delivery of PR programme; consultancy in new business partners

#### **Nov98-Dec07 Ex Cathedra Ltd: Non-Exec Director/Trustee**

Ex Cathedra is a Birmingham-based arts charitable trust with several vocal performance groups, including an internationally acclaimed chamber choir, and a UK-leading education and outreach division

Board role: Leadership in business strategy and business planning; coaching in marketing, business development and strategic planning; corporate risks matrix; corporate sponsor development; chair of marketing committee

#### **Sep05-Sep07 Spectrum Lending Limited: Exec Director**

Spectrum was a specialist lender start-up owned by 3 major UK financial services aggregators/distributors and mortgage packagers (Solent Mortgage Services, em-financial (UK) limited and The Finance Centre) in conjunction with specialist lender Mortgages plc and Merrill Lynch International

Board role: Leadership in the development of corporate strategy. Deliverables: Identify and research strategic partner options; business flows and projections; communications and PR strategy; regulatory business plan (parts); management of interface between Spectrum's owners and its business partners and legal advisers

#### **Apr05-Jul06 Glow Group Limited: Exec Director**

Glow Group was a B2C broker group start-up in London and Warrington for financial services aggregator/distributor The Finance Centre. Board role: Leadership in the development of corporate strategy

Deliverables: Business flows and projections; cost/income forecasts; business partners; management of partner interfaces; communications strategy. Also exec director of 2 subsidiary companies

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## **Interim management, transformation and consultancy roles and deliverables**

### **Jun12-Jul19 Consulting role at not-for-profit consultancy Eastside Primetimers: Associate Consultant**

Particular interest in the Arts and Heritage sectors; focus on strategy, business and development planning, customer and marketing management, risk management

Deliverables: (1) Review of generic advice for not-for-profit organisations on how to approach strategic planning. (2) Local Sustainability Fund programme at The ReUse Centre (see below)

### **Feb16-Dec17 Business transformation role at HSBC: Workstream Delivery Lead (Global Risk/Regulatory Compliance Change)**

Deliverables: (1) Cross-functional policy and controls framework to establish global standards in managing regulatory reporting risk in all countries and jurisdictions, engaging at a senior level with e.g. Group Finance, Group Strategy, Group HR, Global CoSec, Group Risk Strategy and implementing through cross-functional teams in UK and Europe, Middle East and North Africa, Far East and Australasia, Latin and South America, United States, and Canada. (2) System and process changes to improve the identification and notification of potential regulatory events, with a suite of internal communications to launch and support implementation

### **Sep15-Jul17 Consulting role at The ReUse Centre Limited: Business Consultant (supplied through EP)**

Deliverables: Business and op model review; identification of opportunities to develop the company's proposition and to enhance sustainability; writing a successful grant application to the Cabinet Office's Local Sustainability Fund (LSF); oversight of the LSF-funded programme of work; governance review and proposals

### **Jan15-Apr15 Business transformation role at Police Mutual Assurance Society: Workstream Lead (mortgage transition)**

Deliverables: Plan and lead the delivery of the mortgage transition programme; create and maintain project plans and sub plans; manage internal and external stakeholders; manage project board and project team meetings; analyse and chart process flows; provide mentoring services

### **Aug14-Jan15 Consulting role at APAC Systems Ltd: Strategy and Planning Lead**

### **Nov13-Aug14 Consulting role at Capital Funding Ltd: Strategy Lead**

### **Mar12-Aug14 Consulting role at Capital Advances (UK) Ltd: Strategy Lead**

These 3 companies were all owned by the same group and had a degree of vertical integration as well as providing B2B products and services. The roles required intermittent engagement

**APAC Systems** (APACS) was a start-up technology company focused on providing a leading-edge, compliant, future-proof and integrated search, sales and administration platform to the mortgages and loans industry.

Deliverables: Following the beta launch in August 2014, the initial deliverable was a 3-year business plan

**Capital Funding** was a start-up London-based peer-to-peer bridging finance lender with Capital Advances as a principal introducer

Deliverables: Provide leadership in corporate strategy and in structures for fit-for-purpose business and operating models, as well as input to corporate risk management

**Capital Advances** was a relatively new London-based B2B specialist in the distribution and packaging of bridging and commercial loans. It had a central role to play in user testing of the APACS beta platform

Deliverables: Corporate strategy options; and, prior to the appointment of a permanent marketing communications manager, PR planning and delivery including news releases, articles, blogs and market commentary for trade titles

### **Aug14-Nov14 Consulting role at Coventry Building Society: Strategy Lead**

Deliverables: Lead the executive leadership team through a 5-year strategic planning cycle; design and facilitate two 2-day offsite strategic thinking events; summarise the strategic plan in a one-page format; lead the development of a stratplan document for Board approval; design a 2-day engagement event for the senior management cadre

### **Oct12-Sep13 Business transformation roles at Co-operative Banking Group**

1) Oct12-Apr13 Integrated Business Planning Lead (Retail Banking)

2) May13-Jul13 Strategy Planning Lead (Group Banking)

3) Aug13-Sep13 Change Planning Lead (Retail Banking)

Deliverables (1): Business planning methodology; planning risks and opportunities; liquidity stress planning methodology and stressed flow analysis; customer insight planning; team charter; Board and ExCo reports

Deliverables (2): Group corporate strategic business planning methodology; design authority secretariat

Deliverables (3): Mortgage regulatory footprint assessment; Mortgage Market Review gap analysis

### **Nov11-Mar12 Interim role at The ReUse Centre Limited: CEO**

Deliverables: Strategic options and business strategy agenda; business and budget planning; risk analysis; transition planning; colleague engagement and skills development; review of charitable objectives; member engagement programme; income development programme; marketing activity planning; grant funding development; senior manager coaching programme

**Feb05-Dec11 Consulting roles at NMG Financial Services Consulting Ltd: Associate Consultant, London and Milan offices**

UK deliverables: Research-based projects to identify client strategic options; modules for the monthly Mortgage Intermediary Census research tracker programme; interview discussion guides; debrief reports

Italy deliverables: Corporate strategy workshops for Italian financial services intermediary companies Italfin, House & Money, Gabetti, Barclays Italy; speech on UK mortgage market to RealForum (Naples Oct07), a conference for Italian mortgage brokers and estate agents

**May10-Nov10 Interim role at Northern Rock plc: Head of Planning**

**Jan10-Apr10 Business transformation role at Northern Rock plc: Business Architect**

Planning deliverables: Medium term (5 year) corporate plan; 1-year business plan; accountable for monthly scorecard reports, quarterly business reviews, monthly economic and housing reports and other regular and ad hoc reports

Business architecture deliverables: Business architecture for customer experience intervention projects, including appointment booking system, selling skills and customer value culture; ad hoc reports

**Dec07-Jan08 Consulting role at Quantum Mortgage Brokers Limited: Strategy Consultant**

Quantum was a London-based mortgage and insurance broking group

Deliverables: Strategic options for expansion into the Italian mortgage market; report and debrief presentation

**Jan07-Dec07 Interim role at em-financial (UK) limited: Head of Marketing & Customer Strategy**

em-financial was a Chester-based financial services aggregator/distributor and mortgage packager with 3 operational sites in England, Wales and Scotland

Deliverables: 3-year corporate strategic plan; marketing & PR strategy; brand & company values; staff performance management programme; structured board meetings; job descriptions for all roles

**Dec04-May07 Consulting role at The Finance Centre: Strategy Consultant**

**Dec03-Nov04 Interim role at The Finance Centre: Head of Business Development**

The Finance Centre was a Warrington-based financial services aggregator/distributor and mortgage packager

Deliverables: Business development strategy; customer-centred operational structure options; job descriptions for all roles; key account control; chair of the partners' board meetings

**Jan06-Mar06 Consulting role at ING Direct UK: Strategy Consultant**

ING Direct was the Reading-based UK subsidiary of ING Group, the global retail and investment bank

Deliverables: Business strategy for a new B2B mortgage intermediary channel, including business flow plan, communications strategy, strategic sales management options, market diffusion strategy; report and debrief to UK customer services director

**Nov05-Jan06 Consulting role at First Advice (part of AIG Inc): Management Consultant**

Deliverables: Customer process re-engineering, including chart of existing processes, areas for improvement, potential technology suppliers, RFP, supplier workshop and decision-making process

**May03-Oct03 Interim role at Sainsbury's Bank plc: Head of Mortgage Strategy**

Deliverables: Strategic options; customer acquisition and retention strategy; customer management programme

**Nov99-Apr02 Establishment role at Alliance & Leicester plc: Head of Intermediary Sales Development**

Leadership and management of divisional staff of 55; record sales performance; sales and distribution strategy; divisional re-structure; e-trading strategy and implementation; liP accreditation

**Feb96-Oct99 Establishment role at Alliance & Leicester plc: Head of Marketing**

Control of departmental staff of 15 and budget of up to £40m; member of managing director's board; member of group Assets and Liabilities Committee

**Education and professional memberships**

- Christ Church, University of Oxford – Award: Academical clerkship (1971); BA in Music (1975); MA (1978)
- Elected Member of the Chartered Management Institute in May 1989
- Elected Member of the Institute of Direct and Digital Marketing in July 1994 and Fellow in April 2008
- Volunteer fund-raiser and branch committee member for over 35 years for the Royal National Lifeboat Institution, including chair of the Northampton branch Apr04-Apr17. RNLI awards: Silver Badge (1995), Gold Badge (2008), Bar to Gold Badge (2013), Excellence in Volunteering (2017)

**Jeff Sutherland-Kay** MA (Oxon)  
Glebe Cottage, High Street, Guilsborough, Northamptonshire, NN6 8PU  
Tel: 01604 740346 Mob: 07885 431966 E-mail: jeff@sutherland-kay.com

Marsha Isilar-Gosling  
Russam GMS  
One Pancras Square  
London  
N1C 4AG

2<sup>nd</sup> August 2019

Dear Marsha

Hounslow Education Partnership

I am a business strategist with significant experience both as a director (executive and non-executive), senior manager, consultant and change agent in the retail banking/financial services industry (40 years) and as a non-exec director/trustee and business consultant in the not-for-profit sector (20 years).

As an experienced independent director, I am conversant with the core responsibilities of a NED, namely governance, strategy, leadership, finance and risk. I am comfortable challenging and holding executives to account, always remembering when working in the not-for-profit sector that one should be a critical friend. I am also an experienced chair, having chaired board meetings, board committees and project groups. I have been commended on my ability to engage with stakeholders and with both senior and junior staff.

I have a wide and deep range of skills and experience. My CV is attached and I would draw your attention to the following:

- Three of the organisations where I was a NED/trustee were involved in education, specifically music education. The board of Northamptonshire Music and Performing Arts Trust (NMPAT), which I joined shortly after the Trust was established, included head teachers from schools in Northamptonshire and as a NED I engaged with senior teaching staff at the Trust.
- I have a good understanding of financial planning and financial management, including setting up a finance committee as a NED/trustee of NMPAT and re-setting how the monthly management accounts were presented as a NED/trustee of The ReUse Centre (Bedford). I also developed a risk framework for the NMPAT executive to build their risk management on.
- My business development background ranges from leading the intermediaries division at Alliance & Leicester plc, which included being accountable for new and existing services and business-to-business partnerships, to setting up and chairing a board development committee at the NMPAT.

- I have worked as a strategic consultant across a range of organisations, including in 2014 leading the executive leadership team of the Coventry Building Society through a 5-year strategic plan. As NED/trustee of Music of Life Foundation, I am currently leading the development of a medium-term strategic growth plan.
- I have a strong background in marketing, from a senior role at Alliance & Leicester plc which included the development of new products and services and budget management, through consulting on marketing and customer strategies in SMEs to setting up and chairing a marketing committee as a NED/trustee at Birmingham-based vocal performance and education organisation Ex Cathedra.

I look forward to hearing from you.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jeff'.

Jeff Sutherland-Kay

# Prit Hanspal BSC, FIA

Fellow of *Institute and Faculty of Actuaries* (Qualified 2008)

naiterprit@gmail.com

07825 604899

## KEY SKILLS AND RESPONSIBILITIES

<u>Actuarial</u>	<u>Risk Management</u>	<u>Governance</u>	<u>Other</u>
✓ Chief actuary (non-Life without Lloyd's)	✓ Underwriting guidelines and deal approval	✓ Chair, Data Forum	✓ Leadership; ExCom member
✓ M&A due diligence	✓ Pricing assumptions and model validation	✓ Chair, Portfolio Risk Committee	✓ Board exposure
✓ Capital modelling	✓ Profitability review	✓ Member of the following governance committees:	✓ Regulatory engagement
✓ Actuarial reserves	✓ Risk appetite	- Reserve Committee	✓ Project manager
✓ Part VII	✓ Stress and scenario modelling (ORSA)	- Risk Committee (Secretary)	✓ Collaboration
✓ Strategic planning	✓ Product design	- Assumptions Council	✓ Report writing and presentations
✓ IFRS17	✓ 2 <sup>nd</sup> opinion on actuarial reserves	- Capital Management Forum	✓ Software; Igloo, Python, ReMetrica, R, SAS, VBA
✓ Capital management			
✓ ALM			

## EMPLOYMENT

### AXA Partners / Genworth (acquired July 2015)

#### Head of Risk Governance

May'19 – present



#### Risk Management (May 2019 – present)

- Recently appointed Head of Risk Governance, with overall responsibility for governance and validation aspects of the Risk Function, including: Assumptions and pricing model validation, Deal approval, E-AXA 2<sup>nd</sup> opinion, Effectiveness of risk framework, Risk appetite, Profitability review, Risk reporting & dashboards and Underwriting guidelines & policy.

#### Head of Actuarial Services

Sept'14 – May'19

#### Actuarial (October 2011 – May 2019)

- Responsible for providing 1<sup>st</sup> line Actuarial services to the AXA Partners Insurance entities (including Chief Actuary for two entities) and 2<sup>nd</sup> line Technical Risk Management services for the MGA.
- Reporting to the CRO, CFO and the Audit Risk & Compliance Committee the role involves significant C-Level and Board exposure as well as providing a unique challenge of communicating at all levels of the firm.
- I collaborate with a number of functions including Commercial, Finance, IT, Internal Audit, Legal, Operations and Treasury.
- Recognised in the business for my effective management style, team building and improving the quality of the actuarial function's deliverables.
- Key player in strategic decision-making including defining scope of the Solvency II programme (IMAP and USP), internal due diligence of the insurance entities for sale to AXA and subsequent portfolio transfer (Part VII) of the two entities.
- Governance responsibilities include chair of the Data Forum, core member of the Reserve Committee, Risk Committee, Portfolio Risk Committee and the Assumptions Setting Council.

#### Chief Actuary

Nov'16 – Dec'18

#### Capital &

#### Forecast Actuary

Oct'11 – Sept'14

### Liberty Mutual Insurance Europe

#### ERM Manager

Dec'10 – Oct'11



- Senior capital modelling actuary.
- A key responsibility of the role was to lead the internal model design work stream. Deliverables included design and build the internal model, providing regular progress updates to the board and working with other business departments to ensure the model outputs satisfy their use requirements.
- I was also responsible for designing the risk metrics dashboard, IMAP process and review of the Internal Model Standards requirements.
- Managerial responsibilities included resource allocation, team leader responsibilities, objective setting for newly & newly qualified actuaries and recruitment.



## AIG

**Capital Manager**  
Jan'10 – Nov'10



- My role at AIG involved working as part of the Economic Capital team to build the Solvency II internal model. I had the lead role for designing and building the Reinsurance and Reserve risk modules.
- This role included defining the Solvency II requirements, review and edit the actuarial methodology and test robustness of the designed model.
- Other responsibilities included co-ordinating and managing the calculation kernel testing team and manage the data acquisition process.

## Milliman

**Consultant**  
Feb'08 – Dec'09



- My experience with Milliman includes carrying out reserve reviews for Lloyd's syndicates, personal lines insurers, commercial lines (re)insurers, P&I clubs, captives and local authorities.
- Major London Market lines for which I have carried out reserving include engineering, motor, liability, marine, energy, property cat/risk, PI, D&O, E&O, PA and satellite.
- Non-client responsibilities included provide in-house technical training & mentoring to junior staff and recruitment.

## Gen Re. / Faraday

**Assistant Actuary**  
Jun'05 – Feb'08



- As the assistant actuary, I gained exposure in Reserving, ICA modelling and Pricing for both commercial reinsurance segment and Lloyd's syndicate of the business.
- My main responsibility was to calculate and monitor IBNR reserves, and report these to senior management and chief actuary on a monthly basis.
- I gained pricing experience by carrying out risk transfer analysis using the internal pricing models, rate monitoring and producing benchmark statistics.

## Mercer

**Actuarial Trainee**  
Sept'00 – Jun'05



- My experience as actuarial trainee with Mercer includes asset liability modelling, attend client meetings, calculate accounting figures, data validation, DB and DC scheme funding valuations, design and test actuarial software and draft actuarial valuation reports.

## EDUCATION

### City University

1997 – 2000

- BSc Actuarial Science (2:1 Hons)

### Ealing Tertiary College

1995 – 1997

- A-Levels: Chemistry (A), Mathematics (A), Physics (B)

### Featherstone High School

1991 – 1995

- GCSEs: Science Double award (A\*, A\*), Mathematics (A), Punjabi (A), French (B), Geography (B), History (B), English Language (C), English Literature (C), Music (C)
- Additional Mathematics (C)

## REFEREES

**Santiago Mora**  
Head of International A&H  
Starr Companies  
[samoras@gmail.com](mailto:samoras@gmail.com)

**Paul Caprez**  
Chief Risk Officer  
AXA Partners  
[Paul.caprez@partners.axa](mailto:Paul.caprez@partners.axa)

Dear Marsha

### **Non-Exec Director Opportunity – Hounslow Education Partnership (HEP)**

I refer to the above opportunity (reference 5849) advertised on your website. I am interested in this role and I would therefore be grateful if you would consider my application for it.

I currently work for AXA Partners as Head of Risk Governance – an executive level role. AXA Partners is a global insurance organisation with 9,000 employees writing insurance business across the globe with direct distributors and intermediaries. The ultimate parent of AXA Partners is AXA SA – a multinational insurance firm.

My key responsibilities are to define the risk management strategy and framework for AXA Partners and work with key functions to implement this; for effective risk-taking and maximise profitability while managing operational, conduct and reputation risks. The role involves significant engagement with the Board, the Audit Committee and senior executives. I also manage a team of 7 individuals to deliver regulatory, technical and advisory responsibilities of the risk management function. Overall, I have 19 years of experience in the financial industry working in a number of regulatory and commercial roles – further details of this experience are set out in my CV.

I feel that I will be a good fit for the role as I have over 7 years of Board level engagement as both subject matter expert and through my reporting line to the Audit Risk and Compliance Committee. I therefore have a proven track record of delivery at this level. Indeed, in my current role I chair the Portfolio Risk Committee and am the secretary for (1) the Risk Committee and (2) the Reserve Committee, so I continue to further develop my Board and Executive level experience. I am also member of the Executive Committee for a major business unit within AXA Partners; responsible for its strategic, operational and commercial direction.

I am very excited with this opportunity to work with HEP since:

- a) It is a local organisation (I work in Hounslow borough and live in the neighbouring Ealing borough)
- b) Being a parent and married to a teacher, the role provides an opportunity to making a difference in an area of society that I have a keen interest and active engagement in
- c) The track record of HEP is clear given the academic ranking of schools in Hounslow
- d) I feel I have the right skill-set to join the team and make a difference

With reference to the specific requirements highlighted in the vacancy information, I believe I am a strong fit as follows:

#### **Background**

- **Audit/Accountancy/Finance;** I am not an accountant by profession. However, in my previous role as the Chief actuary and VP Finance actuary, I have gained significant experience due to my responsibility for actuarial aspects of the company's financial statements. This involved preparation of financial and regulatory statements, working closely with my finance colleagues, as well as with external and internal auditors.
- **Business Development/Entrepreneurial;** in my current role I am responsible for approval for any business deals that are outside of the delegate guidelines. This requires a balance between business growth, entrepreneurial initiatives and corporate governance.
- **Strategic Consultancy;** I have significant exposure in this area:
  - I was part of the core team for preparation, managing and carrying out the due diligence for sale of our previous business to AXA.
  - Post the financial crisis and during the consolidation of the Genworth business, I made a number of process improvements that led to synergies across the actuarial/technical functions. A key outcome of this efficiency was a significant saving in workforce

- More recently, I have been involved in developing the organisation model for AXA Partners risk management function, keeping in mind the business needs and industry best practices. This is particularly challenging given there are almost 9,000 employees working across the globe – so a delicate balance between local and central responsibilities is required.
- **Sales and Marketing;** no direct experience

### Experience

- **Knowledge/awareness of the education sector sufficient to have credibility with headteacher directors and customers;** I have three children at various stages of their education (aged 11, 10 and 6), so I am conscious of the pressure the education system faces, not just in terms of budget and expectations, but also the need for positive communication between the school and parents. Further, my wife is a primary teacher and through her experiences I have learned a lot about the school dynamics (e.g. funding for state schools vs. academies).
- **Non-executive director/chair experience;** I have significant experience in this area:
  - In my current role I currently serve as the chair for the Portfolio Risk Committee. The key responsibility of this committee is to understand the operational, IT, compliance and technical issues the organisation faces and then work with the various stakeholders to address these.
  - In my previous role (up until Mar'19) I was the chair of the Data forum. My responsibility was to ensure the organisation's data process adheres to an agreed standard, ensuring any compliance or technical issues are escalated and resolved in an appropriate manner.
  - As the Chief actuary (Nov'16 – Dec'18) I reported to the Audit Risk and Compliance Committee. Working with the NEDs to update them on the health of business I have developed good communication skills.
  - I am also the secretary for a number of other Committees – these roles require good organisation skills (preparing agenda, conduct of the meeting, preparation and distribution of meeting minutes etc.)
- **Commercial leadership experience in the SME sector;** in the last 9 years I have held a number of leadership roles covering functional leadership, regulatory responsibility and member of the executive committee.
- **Business development: experience of developing new propositions and services, and/or forging useful alliances with complementary organisations;** no direct experience
- **Professional expertise in a field relevant to HEP as a newly formed not-for-profit – legal, financial, sales and marketing, etc.;** I have significant financial, actuarial and risk management experience which I believe would be relevant for HEP. This includes;
  - Interpretation, review and challenge of financial statements
  - Sound risk management and corporate governance experience to manage conduct, reputational and operational risks
  - Technical actuarial experience for forecast and planning; for project appraisals and financial projections.

### Skills

Over my work experience I have gained a number of skills that are aligned to HEP's objectives. These are summarised in my CV.

I'm happy to answer any questions that you may have and thank you for considering my application. I look forward to hearing from you shortly.

Regards

Prit Hanspal

# YOGESH PATEL

## EXPERIENCE

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### Coutts & Company, Private Banking Services – Role Context

- July 2018 – onwards: Head of Private Banking Operations
  - April 2016 – June 2018: Head of PB Change (role overlap with Head of PB Operations for 9 months until December 2016)
  - April 2016 - December 2016: Head of PB Operations
- 

### Coutts & Company, Private Banking Services Managing Director, Head of Private Banking Operations,

London, UK  
Apr 14 onwards

#### Business as usual

- Provide strategic, operational and people leadership to the Operations function for client centric delivery of exceptional banking, investment and credit operations to Coutts & Company, Adam & Company and investment operations to NatWest / RBS Private Banking Clients
- Responsible for £36.5m budget, led a team of c. 660 fte (c. 600 fte under direct control and 60 fte under matrix management) over multiple sites and geographies (London, Bristol, Delhi, Chennai) to deliver banking, investment, and credit operations (including on-boarding) services to clients
- Improved the client experience of key client journeys, e.g. on-boarding, mortgage to raise first time yields.
- Managed significant people agenda with a focus on cultural change through implementation of bank-wide and Operations specific programmes to embed values and improve behaviours
- Strong risk and control focus, good risk culture 'Control Environment Certificate' rated 2

#### Transformation experience

- Sponsored and executed the delivery of a three-year Operations Transformation programme to reduce costs by 40% and improve Client Service by focusing on
  - Elimination of non-value adding activities
  - Automation of processes
  - Movement of activities to lower cost locations.
- The Operations Transformation is delivered 2 quarters faster than the plan, delivering greater benefits ahead of schedule
  - Headcount reductions from baseline of 600 fte to ~250 fte
  - Annual savings of £15m
  - Complete exit of all staff in London (approx. 300 fte in baseline)
  - In parallel, grew Bristol operations by 60% from 250 - trained and ensured staff were competent, and have since shrunk to 250 fte
- Executed a management restructure to re-align the mgt team to the function which had reduced from 400 to 250 fte

#### Remediation experience

- Driving significant remediation programmes requiring extensive second line engagement (operational risk, compliance, financial crime, tax etc.)
  - Kick-started the 2018 AML remediation for PEPs, High Risk clients (including commercial clients) and clients with £10+ in AUM with significant progress achieved by Project Dynamo.
  - Credit remediation: Managed process to remediation credit facilities following IT incidents, approx. 25% of total credit facilities have been impacted.
  - Transaction reporting remediation

**Delivery experience**

- Lead the Change function to deliver transformational change for Private Banking covering mandatory change and four key pillars of discretionary Change: Banking, Credit, Investments and Infrastructure
- Managed a Change team of c. 120 fte (all under direct control) across London and Bristol, 60% contractors and responsible for a budget of £30m (£40m + including mandatory).
- As of 1H 2018, headcount has reduced to 85 fte without any material impact on project delivery
- Delivered three substantial IT functional releases in 2016, two in 2017 and one in 1H 2018
- Responsible for progressing the culture
- Worked with the PB ExCo around the Change roadmap and agreed the high-level business outcomes for 2017 the first year Private Banking had a portfolio of change agreed as a team rather than 'first come, first served for funding'

**Transformation experience**

- Aside from delivering the Change agenda managed a number of issues in Change. Five key outcomes that were progressed include
  - Fit for purpose governance
  - Appropriate capabilities: 1) missing capabilities / many individuals not up to standard, 2) right-sizing and footprint optimisation, 3) role mix optimisation (e.g. PM's vs BAs) 4) internal/external mix optimisation 5) some capabilities aligned to other parts of the Private Bank
  - Improved delivery model with IT including trying to deliver a 'One Bank' mindset
  - Better financial control –financials lacked integrity
- Results achieved
  - Reduction in team size from 120 fte to 85 fte (by June 2018) with no material impact to the Change delivery approach; regional footprint materially quadrupled(increase in Bristol headcount from 7 fte to 30 fte) and reliance on contractors reduced.
  - Restructure of the team well underway with significant focus on right-sizing, capability enhancement, footprint optimisation etc.
  - Significant improvement in the RBS staff feedback survey (Our View survey, significant positive movement in 12 of 14 categories)
  - Improved relationships with the IT function
  - Improved financial control – better forecasting approach in the process of deployment

- Proactively managed the agenda and office of the COO / Head of Operations to prepare the Business head for key meetings and act as a second set of eyes and ears to push the strategic agenda forward
- Managed team of 80 fte (60 fte in Switzerland and 20 fte in the UK) covering Strategic Projects, Business Mgt, Risk & Controls, CASS, Corporate Services (property / facilities management, procurement etc.) with an associated budget of £25m
- Implemented a programme to reduce Operations costs by 8% through automation and right-shoring
- Designed and delivered a programme of work to exit a warehouse and outsource records to a third party
- Designed and implemented multiple reorganisations of Operations, IT and Change teams. This included social partner consultations (Unite, EEC) and associated communications by managing matrix teams for delivery
- Provided standard BAU business management support (client service, budgets / headcount tracking, risk/controls monitoring and driving the people agenda)

**Summary**

- Booz & Company is a global general management consultancy targeting FTSE 100 clients (equivalent in other geographies)
- 11 years consulting experience, with a focus on Financial Services (Wealth Management & Investment Banking) advising C-level executives, Business Unit / Functional heads on Operations / IT problems
- Led project teams of up to 15 people, with delivery requiring oversight of multiple projects across countries
- In addition to project delivery, responsible for revenue generation led business development events
- Project experience has covered
  - Business Strategy
  - Business Model / Operating Model Design
  - Operational Excellence including Business Process Improvement / Lean
  - Cost reduction / Restructuring / Organisational redesign

**Selected Client Projects (examples)**

- Restructured the European Operations of a US based global custody player. Identified savings of approximately 20% by managing a global team of 16 to identify and capture opportunities from process improvements
- Created plans to restructure a leading global European investment bank, including identifying cost savings of 10% in the Corporate Functions and back offices areas
- Developed a proposition for a 'premier type' mass affluent offering for a UK retail bank, including assessing the high level financial impact of the initiative
- Defined the growth strategy of a private banking business by creating a financial plan and business case. Assessed the competitive environment and identified areas of growth
- Led a team to develop strategy for a technology company which was launching a series of new products as well as reviewing the overall product portfolio and pricing strategy

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**JP MORGAN**  
**Summer Intern, Debt Capital Markets**

**London, UK**  
**Summer 05**

- Coordinated ~€200m trade receivables securitization transaction for leveraged packaging company (including document management, liaising with corporate client, co-purchasers, legal counsel and auditors)
- Created pitches for many clients across numerous industries for various asset classes (including trade receivables, credit cards, mortgages) and jurisdictions
- Developed securitization cash-flow model to determine critical transaction components e.g. advance rates and reserve levels

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**EDUCATION**

**THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA**  
**MBA**

**Philadelphia,**  
**USA**  
**May 06**

- Two Scholarships: Fulbright Scholar and recipient of Joseph Wharton Fellowship
- Additional sponsorship provided by Booz & Company
- Triple Major (achieved by less than 1% of class): Marketing & Operations Management; Entrepreneurial Management; Finance

**UNIVERSITY OF OXFORD**  
**Master of Philosophy in Economics, Graduated with Honours**

**Oxford, UK**  
**June 00**

- Thesis: 'The Economics of Corporate Bond Yield Spreads and the Yield Spread Puzzle of Recent Years'
- Electives: Econometrics, Economics of Industry, and Money, Banking & Finance
- Awarded college scholarship: Justinian Bracegirdle Exhibition

**LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE**  
**Bachelor of Science in Economics, Graduated with First Class Honors**

**London, UK**  
**June 98**

- Electives: Finance, International Economics, Operational Research Methods and Economic Analysis of the European Union

My parents were both immigrants who arrived to the UK in the 1960's and on arrival worked in factories as laborers their whole lives. Throughout my childhood, they continued to reiterate the power and benefit of education, dreaming that my life would be different to theirs, and that I could take any office job to work 9-5 and avoid the harsh conditions of manual work. Today, I am the Managing Director and Head of Operations for Coutts & Company, the private bank with a long list of influential and wealthy families. My career progress is beyond their imagination and if they were alive today, they would be proud of the impact of their influence on my professional life. I have personally experienced that transformation effect of education and would like to support others in the same way.

My way of background, I have over a decade of consulting experience at a leading strategy consulting firm, where my focus was to create a business strategy and then help clients implement that strategy to transform business. For the most part, it was either helping companies make the right and most appropriate investments to grow or in more difficult situations, how to take the limited resources they had and make the best of to reduce costs in a manner that didn't destroy the business.

More recently, I have held the post of Head of Operations at Coutts and I have led a team of 600. One of my most memorable achievements was improving client service, but at the same time, reducing the number of people required to provide that service to less than 250, while at the same time, launching new products and services for the benefit of clients.

Throughout my professional career, I have had to bring a commercial mindset to clients and colleagues alike, in pursuit if trying to deliver more with less – this required creating a culture of extensive but healthy challenge.

I also possess relevant Board experience, having been an attendee on the Coutts & Company legal entity Board from 2014 to 2016, we well as presenting on a monthly level to Board / Executive level stakeholders.

In summary, I am passionate about the transformation effects of education and want to make an impact on others lives who can benefit in the same way.

## HEP workstream updates – September 2019

### Think Ninja

ThinkNinja was launched at Springwest and Logic Studio School in the second half of the summer term. Data provided from Healios showed 150 downloads and the app being most used by those in keystage 3. Ten of these students participated in a focus group and completed a questionnaire. They articulately provided a great insight into how the app was working for them and what additions/improvements they felt the developers could make. This combined with feedback from teachers at Springwest and Logic shaped the training delivered jointly by HEP and Healios to ThinkNinja champions from the remaining HEP secondary schools in July. These schools were contacted at the beginning of this year to ascertain how they were intending to roll out the app. Their feedback and requests for support from HEP are currently being collated. Four schools were unable to attend the July training, HEP are visiting these schools to help plan their launch. The Green School for Girls is intending to roll out with year 8 after October half term, based on initial conversations it is likely others start with a small pilot before launching school wide.

### Develop your a level teaching

'Develop your A level teaching' a program of 3 meetings have been calendared and 11 HEP secondary schools have committed to sending over 85 teachers across 10 A level subjects, and Business Studies BTEC. The first meeting is being held on Wednesday 16th October, 2.30-4.30pm at Logic Studio School. The keynote speech will begin by setting the scene, delving into historic exam results data and identifying pockets of underperformance. This will then lead onto input from SLT members passionate about post 16 education, across HEP schools to address the issues. They will present on specific aspects of teaching A level, such as academic literacy, which will provide 'take home' ideas and strategies for teachers to use in their classroom the next day. Subject breakout groups will discuss these in greater depth, applying to their specific needs. Teachers can begin to plan where they will use the strategies and the second meeting provides the opportunity to regroup and evaluate the efficacy. The second meeting is on November 27th, the venue and also the Keynote speaker are confirmed. Rachel MacFarlane spoke recently at the HEP Secondary Heads conference and was very well received.

### Student wellbeing network

The network structure will run the same format as 'Develop you're a level teaching' programme. Each meeting will begin with a keynote address to pique interest, delivered by a recognised External Expert with a passion for Student Wellbeing – HEP are currently in discussions with Charlie Waller memorial trust to provide speakers. The keynote will then be followed by Area (East/Central/West) specific break out groups facilitated by Co Chairs drawn from Primary (to be nominated) and Secondary (Springwest, Green School, Lampton) in each area – the Co-Chairs will be responsible for agenda setting. Meetings will be held Nov, Feb, April. The network proposal was presented to schools at the early Help Hub launch on Fri 13<sup>th</sup> Sept.



## Primary subject network

We have had a mixed response to setting up subject networks for Primary. West launched with Maths and English, East failed to arrange any subject and Central met with English, Maths, Humanities, Arts, PSHE, ICT. It would appear however from feedback that some felt that it was not clear what the objectives were or how the meetings were to be structured. HEP will discuss as a main topic at the partnership meeting on 3<sup>rd</sup> Oct.



**London Borough  
of Hounslow**

**Information Sharing Agreement**

**between**

**Members of the Hounslow Early Help Partnership**

**2019-2021**

The following Information Sharing Agreement is between members of the Hounslow Early Help Partnership, which include:

1) **London Borough of Hounslow (Partnership host), title of job role**

2) **Agency 1**

3) **Agency 2**

**Etc.**

Under this agreement, all parties are Data Controllers as defined under the Data Protection Act and GDPR.

This agreement should be read in conjunction with:

- Hounslow Early Help Partnership Strategy 2019-2021
- Hounslow Early Help Partnership Performance & Impact Framework
- Data Privacy Impact Assessment - roll-out of Liquidlogic Early Help Module to partners external to the Council

## **1. Purpose of the agreement**

1.1 London Borough of Hounslow (LBH) and partners have committed to the development of a new Early Help Partnership Commitment 2019-2021 as a Hounslow Early Help Partnership (HEHP). To deliver the aims and activities outlined in the Commitment sharing information will be required, both between members of the HEHP in their work with families and between members of the HEHP and LBH specifically in its role as co-ordinator/host of the Partnership and the Early Help Hub.

1.2 While some of this information may be shared anonymously, in other scenarios personal information will need to be shared. This will either be in order to support direct intervention with a specific family or in order that clients may be matched across databases to monitor and evaluate progress/outcomes. The risks of not sharing personal information include inability to deliver the strategy and ultimately poorer outcomes and increased risk to safety or wellbeing of children, young people and families.

1.3 The purpose of this Commitment is to provide governance and a common understanding of the parameters the Partnership has agreed for sharing information to deliver the strategy. It does not give license for unrestricted access to information that services may hold, and each member of the HEHP will take responsibility for its own decisions in relation to the information it shares or does not share.

1.4 HEHP members agree by signing this Agreement to share the information necessary to

London Borough of Hounslow's Information Sharing Agreement version 2

**Author:** Information Governance

Approved by IMFB – August 2018

support the specific activities outlined below. Additional activities requiring the sharing of information within the Partnership may also be necessary from time to time during the life of the Strategy and will be agreed with the HEHP at the Early Help Strategy Group.

#### **Activity 1: Development of a Partnership Early Help Performance & Impact Framework.**

- 1.5 A partnership Early Help Performance & Impact Framework will be developed to enable the HEHP to monitor and evaluate collective early help performance and impact of the Early Help Strategy. This will require the sharing of data from HEHP members to LBH Children's Performance & Data team to enable reporting against the Framework.
- 1.6 The framework will be reported to the Early Help Strategy Group quarterly for the purpose of monitoring and evaluation, and for taking collective action to ensure robust performance. Elements will be reported to LBH Corporate Leadership Team and Members for the same purpose and these are indicated within the Framework. Services and organisations within the Early Help Partnership may wish to share reporting of the Framework within their own services and organisations to inform their own work.
- 1.7 The format of the Framework and the data required from services to compile it will be as agreed by members of the HEHP at the Early Help Strategy Group and may change from time to time throughout the life of this Agreement. However, the Framework will at the time of writing this Agreement require the following information:
- **Caseload activity** – numbers open, numbers closed, number on waiting lists
  - **Throughput** – entry routes of clients into the early help system (e.g. through MASH, through Early Help Panel, step-down from social care)
  - **Characteristics of families receiving early help** – gender, age, disability, ethnicity, locality, presenting needs
  - **Outcomes of Early Help Plans and Team Around the Family** – defined in terms of 'needs met/outcomes achieved', 'escalated to specialist services', 'participation of the family withdrawn', 'moved out of borough'
  - **Service performance against selected national and local indicators**
  - **Case studies**

This data will be published in the Framework in non-client identifiable format.

- 1.8 The information in 1.7 will be obtained by the LBH Children's Performance & Data team either:
- from the electronic inter-agency case management system Early Help Module (EHM) which will be hosted on behalf of the Partnership by LBH,
  - from other electronic case management systems owned by LBH, for example EMS
  - or via submission using secure e-mail to the LBH Children's Performance & Data team on agreed dates quarterly.

#### **Activity 2: Embedding of the principles of Lead Professional, Team Around the Family and whole family working across all services in the partnership, underpinned by a new inter-agency Early Help Family Assessment and Early Help Family Plan format and electronic inter-agency case management system.**

- 1.9 Statutory guidance [Working Together to Safeguard Children 2018](#) recommends that 'where a child and family would benefit from co-ordinated support from more than one organisation or agency (e.g. education, health, housing, police) there should be an inter-agency assessment...a lead practitioner should undertake the assessment...and co-

ordinate the delivery of support services’.

- 1.10 To support this aim, where more than one practitioner within the Partnership is working with a family through early help, the Lead Professional will share the full information contained within the family’s CFAN document with all practitioners in the Team Around the Family (TAF). Leaflets and a privacy notice for the HEHP will be available to ensure families are informed about the sharing and use of information which will occur if they receive early help. It will be the responsibility of individual practitioners to discuss this with the family at the earliest opportunity to allow them to make a choice as to whether they wish to receive early help or not as there is not statutory requirement by law for the family to engage.
- 1.11 The overarching purpose of sharing information in this way will be to prevent the family from having to repeat their information to different practitioners, to deliver an effectively co-ordinated support plan for the family, and to improve inter-agency communication and safe practice through the use of a single family record of early help work.
- 1.12 Where the family has had the privacy notice and information sharing explained to them and would like to receive early help but without information being shared with one or more specific agencies, the reasons for this should be fully explored by the practitioner. The Lead Professional will need to consider whether the Early Help CFAN/TAF process is viable without sharing information with the named agency/agencies. If viable, the CFAN and TAF process should continue and the family’s request should be accommodated for certain details not to be shared with specific agencies. If the Lead Professional considers that the Early Help CFAN/TAF process is not viable without full sharing of information, alternative routes to support for the family will be considered including consultation with the LBH Early Help Hub and LBH Children’s front door as appropriate to threshold/risk.
- 1.13 Where a multi-agency TAF is in progress, the full details of the Early Help Plan, family progress, and minutes of TAF meetings will be shared with all practitioners in the TAF under the same principles outlined above.
- 1.14 In the majority of instances practitioners in the Partnership will record and share CFAN, Early Help Plan and TAF information on the Early Help Module (EHM), an inter-agency electronic case management system via web-link, though from time to time it may also be shared securely via email as a Word document, or potentially as an e-form - for example if there is no access to EHM or there is an EHM malfunction.
- 1.15 All information within CFANs, Early Help Plans and minutes of TAF meetings will also be shared by HEHP members with LBH in their specific role as host of the Partnership via EHM, under the same conditions outlined previously. The purpose of sharing this information will be to allow LBH to host an electronic inter-agency case management system and single family early help record on behalf of the Partnership, and to allow LBH to draw information from the system for reporting and analysis purposes on behalf of the Partnership (for example compilation of the Performance & Impact Framework, or for Quality Assurance). A Data Privacy Impact Assessment has been undertaken in respect of inter-agency use of EHM.
- 1.16 As host of EHM LBH will make available via the Early Help Hub and LBH Children’s Data, ICT and Systems Operation Teams:
  - Training to practitioners in use of the system
  - User guidance documents online
  - Practical assistance with use of the system

- Access to individual family records granted on a manual basis on request from an authorised practitioner, and access removed when work with the family has completed.
- Maintenance of data quality in accordance with LBH policy
- Maintenance of user accounts, e.g. passwords and creating/deleting accounts
- Liaison with the supplier, Liquidlogic
- Production of Management Information reports

1.17 Information stored and shared via EHM by partners will be protected by the following security measures:

- Username, password and secure 1xToken Access multifactor authentication (through work email)
- Access granted only to users confirmed to have the valid DBS clearance in place
- Access granted to individual family records only where an early help episode is open and the practitioner is actively working with the family
- Access granted only where practitioners are confirmed to have completed data and security training and their organisations are confirmed to have valid policies and processes to ensure staff are aware of their responsibilities. Evidence of such may be requested and would need to be shown to the Council's as and when requested.
- Disabling of account where the user has not had an open episode for 6 months or where there is suspicion that the user's account has been compromised or found to be carrying out activity that may be deemed as suspicious or malicious by ICT Security.
- Data retention in accordance with the LBH policy:  
[http://intranet.hounslow.gov.uk/chas\\_retention\\_schedule\\_electronic\\_paper\\_records\\_oct18.pdf](http://intranet.hounslow.gov.uk/chas_retention_schedule_electronic_paper_records_oct18.pdf)
- Encryption of data stored on EHM and daily back-up, facilitated by Liquidlogic
- Lock-down of user accounts by LBH in the event that LBH is nominated of possible unauthorised access, e.g. if a partner device used to access EHM or login details are lost
- Security levels to ensure that the access and recording rights of users are tightly controlled

1.18 There is no interfacing functionality between EHM and other LBH systems other than with Liquidlogic LCS/LAS which store children's and adults' social care records. Early help information stored on EHM family records will only be transferred to these systems where there is a justified need to do so, i.e. a safeguarding risk which requires attention from social care services has been identified. In this scenario appropriate information must be manually selected and instructed for transfer, as EHM is a standalone system separate from LCS/LAS. Likewise, social care information held on LCS will only be transferred to EHM in the case that the family has closed to social care intervention and has indicated they wish to receive early help as step-down support.

1.19 Members of the HEHP agree to provide to LBH the following in respect of use of EHM by their practitioners before access is granted to the system:

- Confirmation from an appropriate senior manager that practitioners have a valid enhanced DBS clearance
- Confirmation that practitioners have completed data protection and security training
- Confirmation that the organisation has valid processes and policies in place to ensure staff are aware of their responsibilities in relation to data protection and security
- Confirmation of ICO registration number

### **Activity 3: Operation of multi-agency Community Action Partnership Panels**

1.20 The purpose of a Community Action Partnership Panel, or other form of Early Help

London Borough of Hounslow's Information Sharing Agreement version 2

**Author:** Information Governance

Approved by IMFB – August 2018

Panel, is to discuss a family's situation with a range of multi-agency partners in a single forum. This may take place where the Lead Professional (who may be from any HEHP service) requires guidance from others to support the family effectively, or where the family would benefit from securing additional multi-agency resources to support them.

1.21 The family may be nominated for discussion at the Panel only on condition of a prior discussion with them, which will have taken place either:

- **with the Lead Professional working with them** – via conversation and recording in writing on the CFAN/EHM.
- **by the LBH Children's Services front door/MASH** as a result of a contact made for the family, where the best outcome is agreed to be discussion at Panel –via conversation with the family and recorded in writing on LCS.
- **by the FFISS Early Help Co-ordinator** when having screened the family's CFAN for the LBH Access to Interventions Panel the best outcome is agreed to be discussion at an Early Help Panel –via conversation with the family and recorded in writing on EHM.
- **By the Early Help Hub** where the family's situation has been referred to them, the best outcome is agreed to be discussion at Panel, and no other practitioner is placed to speak with the family –via conversation with the family and recorded in writing on EHM.

Family leaflets and the HEHP Privacy Notice will be available to practitioners to help explain the Panel purpose, process and use of information, in order that families may choose whether they wish to take up this particular service.

1.22 Where a family's situation is shared at an Early Help Panel, full information contained within the CFAN, Early Help Plan and TAF meetings will be shared with members of the Panel in advance of the meeting. These documents will be shared by granting access to the relevant practitioners to the family's file on EHM, or may from time to time be shared by secure email (e.g. in instance of EHM malfunction).

1.23 Should the family not agree to share with one or more specific agencies on the panel, the reasons for this should be fully explored by the Lead Professional and the family encouraged to share information fully. If the family wish to take up the service of the Panel but without sharing information with all agencies present this should be discussed with the Early Help Hub and an alternative course of action agreed to support the practitioner in their work with the family.

1.24 If however the Early Help Hub considers that the panel discussion is still viable without full sharing of information with all agencies, the family will be discussed and their request not to share information will be accommodated. This will be achieved by asking certain practitioners to leave the room during the discussion or not granting access to certain practitioners to the family's record on EHM. If the Early Help Hub considers that the panel discussion is not viable without full sharing of information with all agencies, then the family will not be discussed at panel but an alternative route to offering support will be explored together with the Lead Professional.

1.25 Agendas will be co-ordinated by the Early Help Hub and circulated in advance via secure email. These will where possible use EHM reference numbers rather than client-identifiable details. Minutes will be circulated via secure email after the meeting to all members of the Panel by the Early Help Hub and will use where possible EHM reference numbers rather than client-identifiable details.

1.26 Discussion within the meeting will be bound by a confidentiality agreement signed at each meeting by all practitioners attending confirming that details will not be shared

outside of the meeting. Meetings will be structured in such a way as to ensure the practitioners most relevant to the information shared are in the room, e.g. meetings may begin with discussion of children aged 0-5 and the agencies which support this age group.

- 1.27 Practitioners attending the Panel should not store information regarding the discussion on their own organisation's electronic or paper-based recording systems unless this is directly relevant in order for them to carry out their work with a family. In this scenario, they should record only details which are proportionate to their work and adhere to their own organisation's procedures.

**Activity 4: Sharing of information regarding individual families by practitioners to/from the Early Help Hub for the purposes of advice, guidance and consultation.**

- 1.28 The Early Help Hub will offer an advisory service to practitioners within HEHP organisations to support them in finding the most effective early help approaches for families. The aim of the Hub will be to drive a high quality of early help delivery to families in the borough.
- 1.29 The Children Act 2004, section 11, places a duty on all practitioners working with children to share information to promote the wellbeing and safeguarding of children. Where practitioners have concerns about the wellbeing of children and young people within a family, they may under this provision share information regarding the family's situation with the Early Help Hub in order to secure advice, guidance and consultation regarding appropriate action. Practitioners will be expected to follow the [seven golden rules of information sharing](#) when sharing information with the Hub for consultation purposes.
- 1.30 The practitioner contacting the Hub will have ideally discussed this and the HEHP privacy notice with the family. The family may already have an open CFAN and Early Help Plan on EHM, which will have recorded agreement to receive early help services and will be accessible by the Hub. However, there may also be scenarios from time to time where the practitioner is justified in contacting the Hub in the interests of the welfare of the child but discussing the service and the privacy notice beforehand is not possible – for example where the practitioner is not yet actively working with a family and wishes to seek guidance on how to engage a family in conversations and/or support which would benefit the child. The practitioner may also consult with the Hub without giving client-identifiable details for the family should they wish.
- 1.31 Practitioners in the Early Help Hub will have access to the Local Authority LCS and EHM (and EMS?) case management systems. This will be to support joint working and in order that sufficient information is available to the Hub regarding individual children and families to allow safe and accurate guidance to be given in relation to intervention approaches and level of risk. The Hub will screen a family across systems as part of a consultation. Where the Hub is aware of contextual information which must be taken into account by the consulting practitioner in order to work safely and effectively with the family, the Hub will share this proportionately under the [seven golden rules of information sharing](#). The Hub will share appropriate information provided to them during a consultation with Children's Safeguarding & Specialist Services if they have cause to believe that a child may be at risk of significant harm.
- 1.32 Where the Hub has been given client-identifiable details during a consultation, they will record the conversation on the family's record on EHM for the purposes of record-keeping, audit trail, and context to support any future conversations. The practitioner contacting the Hub may also record the consultation within their own organisation

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**Author:** Information Governance

Approved by IMFB – August 2018



according to their own internal procedures.

**Activity 5: Sharing of information by HEHP members with the Early Help Hub to support strategic and operational development of early help in the borough.**

- 1.33 The Early Help Hub will be responsible for compiling intelligence regarding early help trends and themes in the borough and coordinating multi-agency responses on behalf of the HEHP. Work will be undertaken as directed by the Early Help Strategy Group and the specific information required to be shared by members of the HEHP with LBH, or between members of the HEHP, to support individual pieces of work will be discussed and agreed on a task-by-task basis at the Group.
- 1.34 Data will likely be shared in this scenario via EHM, other Local Authority owned systems, or by secure e-mail to the Early Help Hub and LBH Children’s Performance & Data team.
- 1.35 The purpose of sharing information will be either to respond to need presenting within the borough or to inform planning and development of services for families.

**The Partners’ Data Protection Officers:**

**Agency 1:**

**Name:**  
**Telephone Number:**  
**Email Address:**

**Agency 2**

**Name:**  
**Telephone Number:**  
**Email Address:**

**Etc.**

**2. Information Sharing**

<b>Please state the types of information that needs to be shared.</b>	<b><u>Personal Data</u></b> Name Age Gender Date of birth Address Contact details NHS number Unique Pupil Number
	<b><u>Special Categories of Personal Data</u></b> Ethnicity Religion Language spoken Communication needs

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	<p>Disability or special needs  Named health conditions where relevant to early help support needs  Named convictions where relevant to early help support needs</p> <p><b><u>Other (e.g. business sensitive data)</u></b></p> <p>Details of employment status  Educational setting where applicable  GP  Early help support needs and strengths in the family, including details of current and historical family situation  Early help assessment and plan information – including details of actions being worked towards and progress being made  Details of Team Around the Family meetings, including minutes and outcome of the meeting  Details of agencies working with the family and services being offered to and/or accessed by the family  Details of safeguarding concerns  Details of educational attendance and exclusion where relevant to support needs  Details of health conditions where relevant to support needs  Details of convictions where relevant to support needs</p>	
<p><b>How will the information be shared/transferred?</b></p> <p><b>Please include how the information will be kept secure during the transfer.</b></p>	<p><b>Physical Transfer</b></p>	<p>Information may be shared verbally with LBH by members of HEHP organisations, for example when phoning the Early Help Hub to seek consultation, advice or guidance regarding a family’s situation. This will be a 1:1 sharing situation with the Early Help Hub working to professional confidentiality standards – i.e. the information will not be shared further verbally with other agencies unless there is a safeguarding concern which warrants this. Members of the Early Help Hub will record details of the consultation on a secure case management system EHM which will be hosted by LBH and dedicated to recording early help work.</p>
	<p><b>Electronic Transfer</b>  <b>e.g. secure email (Egress)</b></p>	<p>Information may be shared by email between any HEHP member and between HEHP members and LBH. This will be done via secure email.</p>
	<p><b>Shared access to systems</b></p>	<p><b>Early help family assessment, plan and referrals:</b></p> <p>Named staff within HEHP services will be granted access to EHM, hosted by LBH, to record, store and share early help information relating to the specific families they are actively working with.</p>

		<p>This will be to support direct interventions with families.</p> <p>A username and password and Secure 1x Token Access (through work email) will be required to access EHM.</p> <p>LBH will use the information stored on EHM to monitor, evaluate and report on activity, performance and quality.</p> <p>See information in 1.14-1.19 above.</p>
<p><b>How often will the information be shared?</b></p>	<p>Frequency of sharing will depend on the activity, for example:</p> <ul style="list-style-type: none"> <li>• <b>Sharing for compilation of reporting framework</b> – quarterly</li> <li>• <b>Sharing with other practitioners within the Team Around the Family</b> – may be as frequently as daily at some times</li> <li>• <b>Sharing with the Early Help Hub for consultation</b> – daily</li> <li>• <b>Sharing as part of Early Help Panels</b> – monthly to six-weekly</li> <li>• <b>Sharing to support strategic/operational development work</b> – as required on a task-by-task basis</li> </ul>	
<p><b>Who will have access to the information?</b></p> <p><b>Please include how access will be managed and:</b></p> <ul style="list-style-type: none"> <li>- <b>confirmation that the Partners' staff members have completed Data Protection training.</b></li> <li>- <b>confirmation that the Partners' staff members hold a valid DBS / Disclosure Scotland (if appropriate)</b></li> </ul>	<p>Access to EHM:</p> <p>Named staff from HEHP organisations will have access. Access will be granted under the following conditions:</p> <ul style="list-style-type: none"> <li>• Named staff have been confirmed by an appropriate senior manager within the HEHP organisation to have been DBS checked.</li> <li>• The HEHP organisation has provided evidence to LBH of valid processes and protocols within their own organisation to ensure that their staff are aware of roles and responsibilities with regard to information sharing</li> <li>• There has been evidence provided to LBH that the named staff member has completed data protection and security training appropriate to the work being undertaken</li> <li>• Access to individual family files will be granted manually by the Early Help Hub within LBH on receipt of a valid request for access. Access will be withdrawn manually when no longer required.</li> <li>• Access will only be granted to a family's record on EHM where an Early Help episode is open and the staff member is actively working with the family. Their access to the family's record will be removed once the episode has been completed.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Where a named staff member has no episode open in EHM for 6 months their access will be suspended.</li> </ul>
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### 3. Legal Basis

#### Legal basis for sharing this information

Delivery of early help to families is not a statutory requirement by law and therefore families will always have a choice whether they wish to receive early help. Practitioners should discuss this choice, and the HEHP privacy notice, with families transparently from the outset to inform their decision as to whether to receive early help services. Leaflets will be available to support the conversation. Families should understand explicitly what information practitioners will request from them, why, and how and with whom it will be shared and stored. Agreement to receive early help services and understanding of the privacy notice will be recorded explicitly in writing within the HEHP member's own organisation and again explicitly on the CFAN within EHM or equivalent template Word documents/e-forms.

Families should be aware that if they choose to receive early help, their personal information will be collected and stored. The lawful basis for this is to comply with legal obligations and to carry out tasks in the public interest. They should also be aware that their information will be shared with LBH Children's Safeguarding and Specialist Services if a child is believed to be at risk of significant harm, in order to safeguard the child.

There is additional lawful basis for processing information for families who receive early help under:

The Children Act 2004, section 11, which places a duty on all members of the HEHP to share information to promote the wellbeing and safeguarding of children.

Statutory guidance Working Together to Safeguard Children 2018, points 23-27, which applies to all members of the HEHP and recommends that:

- Effective sharing of information between practitioners (see [Information sharing advice for safeguarding practitioners](#)) and local organisations and agencies is essential for early identification of need, assessment and service provision to keep children safe.
- Practitioners should be proactive in sharing information as early as possible to help identify, assess and respond to risks or concerns about the safety and welfare of children [including] when problems are first emerging
- All organisations and agencies should have arrangements in place that set out clearly the processes and the principles for sharing information

### 4. Storage of Information

<b>Please state, in detail, where the information will be stored (paper and electronic)</b>	In the vast majority of instances information will not be stored on paper by practitioners. Where it is, this would need to be stored in a secure cabinet facility and destroyed immediately after use via confidential waste arrangements within the organisation. Where paper copies of CFANs, plans and TAF information are given to
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<p><b>Please include whether the data will be taken off site (outside the Council's and Partner's premises). If so, what controls are in place to protect the data.</b></p>	<p>families it will become the responsibility of the family to store their information securely.</p> <p>Electronic information will be stored securely in EHM or on LBH individual user/service shared drives. Please see 1.14-1.19 above re controls in place to protect EHM data. Information stored on LBH drives will be subject to LBH security controls.</p> <p>The only instances where data might be taken off-site are:</p> <p>a) when a practitioner hands paper copies to a family for their records and the family takes these off-site. In this case protection of the data becomes the responsibility of the family.</p> <p>b) when a practitioner prints a paper copy to take with them to a meeting with the family or with the Team Around the Family. In this case, practitioners will need to take responsibility according to their own organisation's procedures for transporting the information appropriately and disposing securely of the paper copy when no longer required.</p> <p>All users will be required to undertake EHM training delivered by LBH and this (together with user guidance documents) will make users aware of the responsibilities and hazards of printing paper copies. Practitioners will be encouraged to avoid doing this wherever possible.</p>
<p><b>Please state how long the information will be kept for (pass and electronic)</b></p>	<p>Information will be stored in accordance with the LBH retention schedule:  <a href="http://intranet.hounslow.gov.uk/chas_retention_schedule_electronic_paper_records_oct18.pdf">http://intranet.hounslow.gov.uk/chas_retention_schedule_electronic_paper_records_oct18.pdf</a></p>
<p><b>Please state, in detail, how the information will be returned and/or destroyed securely (paper and electronic)</b></p>	<p>The LBH retention policy will be followed:  <a href="http://intranet.hounslow.gov.uk/chas_retention_schedule_electronic_paper_records_oct18.pdf">http://intranet.hounslow.gov.uk/chas_retention_schedule_electronic_paper_records_oct18.pdf</a>. LBH will liaise with the supplier in relation to destruction of data.</p> <p>Where data has been printed onto paper, partners will need to shred this and/or dispose of under confidential waste procedures within their own organisation.</p>
<p><b>Please state the protective marking and classification of the data [e.g. official sensitive]</b></p>	<p>Official sensitive</p>
<p><b>Please state what controls will be in place if the agreement is terminated.</b></p>	<p>If the agreement is terminated the information collated will be stored in accordance with the LBH retention schedule and then securely destroyed.</p>

## 5. Security

<b>Data management and security</b>	<b>Encryption</b>	All data should be encrypted to AES-128 standard and must be password protected using a minimum of 12 characters, a mixture of alphanumeric characters and special characters.
	<b>Formats used</b>	All data should be submitted in an approved format. The Information Commissioner's Office data sharing code recommends a template to be used for the sharing of information. Please see <u>Annex 1</u> as an example.
	<b>Security</b>	All data will be held securely in accordance with the requirements of the new Data Protection laws. Data will be loaded into the relevant secure applications (as stated in section 4) and access will be granted to only those members of staff with authorised access.
	<b>Outputs</b>	All data will be held securely in a secure location on the Council's Network and Partner's network.
	<b>Data Breaches and Risk Management</b>	The new Data Protection laws place a requirement on organisations to notify the Information Commissioner's Office of a data breach (if appropriate) within 72 hours. Any breach in security must be reported immediately to the parties: The Council - <a href="mailto:informationgovernance@hounslow.gov.uk">informationgovernance@hounslow.gov.uk</a> The Parties Data Protection Officers details can be found in section 1.
<b>Security clearance and ID pass required</b>	No	

### Terms and Conditions

The Partner hereby agrees to the following terms and conditions:

1. The Partner is fully committed to and is familiar with the new Data Protection laws (General Data Protection Regulations and Data Protection Act 2018).
2. All information will be used, processed and stored in accordance with the new Data Protection laws and any other relevant legal requirements
3. The Partner will ensure that access to the information is restricted to authorised personnel.
4. The information will be stored in accordance with section 2.

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5. Following the completion of the project, the files are securely destroyed in line with section 4 and confirmed with the parties to the agreement.
6. The data is fully compliant with the methods of transfer and security noted above.
7. Information that is disclosed to the Partner must not be further disclosed to another supplier/agency without the prior written consent from the Council (whereby this Information Sharing Agreement will be amended to reflect the changes).
8. The information disclosed must only be processed in accordance with this agreement. If there are any changes to the purpose of processing, the agreement will be revisited.
9. Any information that has been lost, stolen, disclosed, misused or mishandled in any way must be reported to the Council's and Partner's contract manager / Data Protection officer immediately. The Partner will work with the Council to investigate the incident and work with the Council to report the matter to the data subject, the Information Commissioner's Office and any other regulatory bodies (if necessary).
10. The Partner will not report any matters to the data subjects, Information Commissioner's Office or any other bodies without reporting it to the Council.
11. The Partner will assist the Council in responding to any Information Rights made under the new Data Protection Laws within the statutory time frame
12. The Partner will assist the Council in responding to any Freedom of information and / or Environmental Information Regulations requests

If there are any changes to the way information is being processed and / or who will have access to the information, this agreement will be amended to reflect the changes.

This agreement will be reviewed on an annual basis.

### **Declaration**

Signed on behalf of the London Borough of Hounslow

<b><u>Name</u></b>	<b><u>Position</u></b>	<b><u>Signature</u></b>	<b><u>Date</u></b>

Signed on behalf of **Agency 1**

<b><u>Name</u></b>	<b><u>Position</u></b>	<b><u>Signature</u></b>	<b><u>Date</u></b>

Signed on behalf of **Agency 2**

<b><u>Name</u></b>	<b><u>Position</u></b>	<b><u>Signature</u></b>	<b><u>Date</u></b>

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Signed on behalf of etc.

<u>Name</u>	<u>Position</u>	<u>Signature</u>	<u>Date</u>



## **Hounslow Education Partnership**

Sub branding / Newsletter / Stage 2

17.07.19

*glassup & stoski*

# Task 1.

**Core version**



Hounslow Education Partnership  
**Peer Challenge**

**Narrow version**  
(where width  
is limited)



Hounslow  
Education  
Partnership  
**Peer Challenge**

**Simple version**  
(when following  
HEP branding)



**Peer  
Challenge**

**Core version**



Hounslow Education Partnership  
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is limited)



Hounslow  
Education  
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**Simple version**  
(when following  
HEP branding)



**Peer  
Challenge**





# Peer Challenge





**Core version**



Hounslow Education Partnership  
**Surveys**

**Narrow version**  
(where width  
is limited)



Hounslow  
Education  
Partnership  
**Surveys**

**Simple version**  
(when following  
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**Surveys**

**Core version**



Hounslow Education Partnership  
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**Narrow version**  
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Hounslow  
Education  
Partnership  
**Surveys**

**Simple version**  
(when following  
HEP branding)



**Surveys**



Surveys



**Task 1** / Suggested colour samples

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Peer Challenge



Primary



Meetings



Training



Surveys



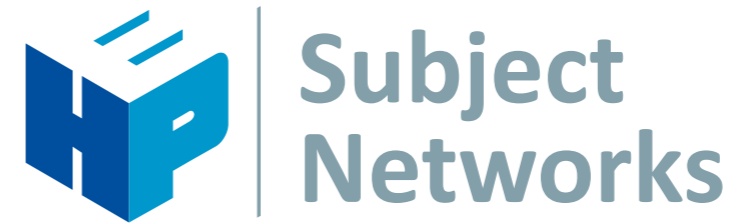
Subject Networks



Secondary



Website



# Task 2.

## Task 2 / Mailchimp template

Template based on the Drag 'n Drop Sophisticated theme

[View this in your browser](#)



We would like to bring to your attention FREE programmes for all members - Digital Healthy Secondary Schools, the Heathrow Primary School Challenge 2019 plus FREE Domestic Abuse Training for Hounslow Teachers. Full details below.

The next Primary Partnership Meeting will be held at The Lensbury on **20th June**. A full agenda will be distributed later on this week - please register now by clicking the button below.

[REGISTER HERE](#)

## Training

### FREE Domestic Abuse Training for Hounslow Teachers

#### Course Description

This one day course, held on the 26th June at Hounslow House, will look at the impact of domestic and sexual abuse on children and young people. We will explore how abuse can affect the relationships between the non-abusive parent and the child and also the impact of trauma on the brain and on relationships. Practical activities and resources for supporting and working with families will be shared as well as up to date information on risk assessment and safety planning.

#### Learning Objectives

- To increase participants knowledge of domestic and sexual abuse and the impacts on children, young people and families.
- To increase participants confidence of working with children, young people and families affected by abuse.
- To learn about how brain development and function are impacted by early exposure to domestic abuse.
- To understand domestic and sexual abuse as a form of trauma.
- To increase knowledge about the impacts of abuse on parents, children and the parent-child relationship.
- To build skills, knowledge and strategies to use with families.

#### Who should attend

This course is for front-line professionals working with children, young people and families who have experienced domestic and/ or sexual abuse. The course equates to 5 CPD points.

If you wish to attend the training please contact, Keryn Jalli [[keryn.jalli@hounslow.gov.uk](mailto:keryn.jalli@hounslow.gov.uk)] by 19th June 2019

## Surveys

#### Member Survey - have your say

The more members feedback to us, the stronger the HEP offer will be - so please take a couple of minutes to complete this survey

[REGISTER HERE](#)

#### Primary Curriculum Survey

We still need a lot of schools to respond to the survey - your feedback will shape the training developed for next year to support your school so please take 3 minutes to complete the survey

[REGISTER HERE](#)

### Heathrow Primary School Challenge 2019

Heathrow would like to invite you to participate in the Heathrow Primary School Challenge, which will take place from 4 September to 18 October 2019.

The Challenge is a FREE, half day experience for all of Year 6 which is delivered in your school. Students will receive a presentation about Heathrow and how coding is utilised at the airport. They will work in small groups to map a journey of their chosen freight. Students will use 'Scratch' to code different routes; helping them to understand the journey of cargo from warehouse to Heathrow and onto the hold of a plane.

The activity, which is delivered by education charity Spark! and Heathrow volunteers, provides an enjoyable way for young people to develop their coding and communication skills, and encourages teamworking.

We are also inviting teachers to express interest in attending an optional training

session in November or December, so teachers can deliver the Challenge activity in their school from 2020. We have been delivering the Primary School Challenge for a number of years now and the time is right to make this a teacher-led programme, whilst we develop a new and exciting suite of activities for schools which will be announced later in the year. Further details of the teacher training sessions will be sent in July.

#### What next?

The Challenge is for the whole of Year 6. We will aim to allocate a sufficient number of sessions to deliver the programme to your whole year group based on the class sizes you provide in your expression of interest.

Please complete and return the Expression of Interest form by 14th June. Places will be allocated on a first come basis and you will receive confirmation by 28th June.



### Digital Healthy Secondary Schools

FREE for your school, the Digital Healthy Schools package empowers young people to embrace and responsibly use Apps to support their own health and well-being.

#### Commissioned for your school - the digital healthy schools programme

Digital Healthy Schools is an exciting new initiative commissioned by North West London Collaboration of Clinical Commissioning Groups in partnership with ORCHA. ORCHA are world leaders in health App reviews and prescription services. ORCHA's mission is to get more people using great Digital Health products & services.

#### About digital healthy schools

With prolific use of mobile phones amongst children and young people, it's especially

important that they are armed with the knowledge and skills to avoid harm and embrace effective mobile tools to enhance their physical and mental health.

#### Included in this programme at no cost to your school

- Your School will have access to a customisable Digital Health Hub, lesson plans, assembly PowerPoint and downloadable resources.
- Your School Staff will be able to recommend health and care apps directly to students and see activation data.
- Your students will have access to a powerful App Finder that has thousands of stringently reviewed health apps to download safely.

[REGISTRATION INFORMATION](#)

### HEP Preferred Supplier List - Education Matters

A London based specialist Education Agency supporting Primary, Secondary and SEN schools in Hounslow with their day to day supply needs, long term cover and permanent vacancies for qualified Teachers, support staff and SLT. We are Recruiters, Educators, Parents, Governors, from 6 different countries all with different stories to tell but what we do share are the same values - a genuine passion for the industry where we believe we can add value to both our Schools and Candidates.

#### Why use Education Matters?

Personal Account Manager who can support your Primary, Secondary, SEN,

Supply Fixed term and Permanent recruitment needs. Bespoke Recruitment campaign to meet individual needs of the school.

We go above and beyond with service levels. All our consultants are Safer Recruitment trained, DfE level of compliance. Replacement and refund scheme on permanent placements. Knowledge of and track record of working with schools in Hounslow. Candidate pool in Hounslow - Qualified Teachers and Support Staff.

We hold regular recruitment days in Hounslow to ensure we recruit local candidates.

[DOWNLOAD HEP PSL](#)

## Meetings

### Meeting Dates:

#### Summer Term 2

**Primary Partnership Meeting**  
**Time:** 9am  
**Date:** 20th June 2019  
**Location:** The Lensbury Conference Centre, Teddington

**Primary Partnership Chairs/LA Liaison Meeting**  
**Time:** 8am  
**Date:** 9th July 2019  
**Location:** Ivybridge, Isleworth

**Secondary Headteachers Conference**  
**Date:** 26th - 28th June 2019

**Vulnerable Students and SEND Group Meeting**  
**Time:** 8am  
**Date:** 2nd July 2019  
**Location:** Lampton

**Fair Access Panel Meeting**  
Summer term 2 representatives, The Green School for Girls, Ivybridge, Isleworth Town

**Time:** 9am  
**Date:** Every Wednesday  
**Location:** Civic Centre, Hounslow

**John Yates Training Sessions**  
For those booked onto the course  
**Date:** 25th June 2019  
**Location:** The Lensbury Conference Centre, Teddington

[DOWNLOAD HEP 2019/2020 MEETING DATES](#)



#### Contact us

The success of the Hounslow Education Partnership depends, in part, on good communication so please do get in touch to give us your feedback on the newsletter or anything else you would like to discuss with us: [c.bourne@hounsloweducationpartnership.co.uk](mailto:c.bourne@hounsloweducationpartnership.co.uk)

## Task 2 / Mailchimp template - Specific survey template - version 1

Template based  
on the Drag 'n Drop  
Sophisticated theme

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Come together,  
Keep together,  
Work together.

[hounsloweducationpartnership.co.uk](https://hounsloweducationpartnership.co.uk)



Hounslow  
Education  
Partnership



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Hounslow  
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