



Brent and Harrow Education Business Service (BHEBS)

A joint review of service provision

Brent Council and Harrow Council

27th February to 26th March 2012

Please respond by Monday 26th March to:

Brent Local Authority Area

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A joint review of service provision

1 Purpose

- 1.1 Brent Council and Harrow Council are conducting this review of Brent and Harrow Education Business Service (BHEBS) to inform their planning of the work-related learning services it will provide from September 2012. The councils are seeking the views of: the leaders of local schools, academies, colleges, training providers and businesses; BHEBS' staff; elected members and officers with responsibilities for this area of work; young people; other local stakeholders.
- 1.2 From September 2012, BHEBS will have to be a full cost recovery service that exists without local council or central government grant funding. It is therefore essential that the two councils establish the level of demand from schools and other partners for BHEBS' services now to inform their planning of any changes that may be required to its current model of delivery and to allow time for their implementation.
- 1.3 This review paper sets out the:
 - Context and reasons that have led Brent Council and Harrow Council to seek the views of stakeholders
 - Review process
 - Current service model
 - Future funding arrangements
 - How to respond to the review.

2 Context

- 2.1 Brent and Harrow Education Business Service (BHEBS) was established as a cross borough service in order to effectively and efficiently meet the needs of schools and colleges in providing a wide range of work-related learning opportunities, including work experience. BHEBS has provided high quality services since it was established by Brent Council and Harrow Council, and it continues to be a well regarded broker of work-related learning activities, including work experience placements.
- 2.2 This review is taking place in the light of the rapidly changing national and local context. The thrust of national policy relating to work-related learning is evolving with some of the decisions about its statutory place in the 14-19 curriculum still to be confirmed by the Department for Education.

3 Reasons for the Review

3.1 Funding

On 28th March 2011, the Young People's Learning Agency wrote to all local authorities in England to inform them that the Department of Education (DfE) had decided to withdraw the Education Business Partnership Services Grant from 1st April 2011. In the financial year 2010/11 the grant had subsidised BHEBS' delivery by £109,310 for Brent and £103,103 for Harrow. The three day notice of the grant's withdrawal put substantial pressure on the service's planned budget for the current financial year. It led to immediate increases in the charges for BHEBS' services and, during the year, cost efficiencies through a reduction in staffing, by natural wastage, and by moving premises. However, the service is not yet self-sustaining financially and it is therefore necessary to

look at its viability and if necessary, make adjustments in its organisation, traded services and operating model to create a self-financing and effective traded service.

3.2 The school curriculum and the delivery of work-related learning

In November 2010, the DfE confirmed in its schools' white paper, *The Importance of Teaching* its intention to give schools greater autonomy in the design of their curriculum. Following the recommendations made in the Wolf Report in March 2011, the DfE launched a consultation in October 2011 on *Removing the statutory duty to deliver work-related learning at Key Stage 4*. The consultation closed on 4th January 2012. If the DfE goes ahead with this proposed change, it may affect the demand for BHEBS to provide work-related learning activities, including work experience, for pupils at Key Stage 4, and, consequently, its income from schools.

3.3 The role of local authorities

In October 2010, the Secretary of State for Communities and Local Government in a letter to the leaders of local authorities (LAs) stated the government's expectation of the fundamental re-examination of *"every aspect of the way that councils work"*. The expectation of central government has increasingly been that LAs become commissioners of services and act as champions for young people and their families. LAs, including Brent and Harrow, have been giving greater consideration to which services they provide and, in particular, to those which need to be financially self-sustaining.

3.4 Service opportunities

Despite these changes, there are opportunities to explore potential areas of growth in the services that BHEBS provides. In its consultation on work-related learning at Key Stage 4, the DfE stated:

"Local authorities are already under a duty to encourage work experience for students 16-19 and we have begun working with partners to promote this. A group of local areas and training providers are also developing Work Pairings models, which offer young people training and intensive work experience with local employers. These will help to inform thinking on future work experience models for all 16-19 year olds. The review of lower attaining pupils will consider how work experience and internships can support progression for these young people."

At the same time, the DfE ran a consultation on its proposals for *Study Programmes for 16-19 year olds*. This stated its intention that *"providers will be free to offer experience of the workplace as part of a programme of study where that will help the student progress"*. This greater emphasis by government on the importance of work experience post-16, including internships, and its emphasis on work-based learning, including pre-apprenticeships and apprenticeships, is a potential opportunity for BHEBS to grow its services.

4 Process

4.1 For this review, Brent Council and Harrow Council will treat Brent and Harrow Education Business Service (BHEBS) as one joint service, and will seek the views of stakeholders in both local authority areas in the same way.

4.2 The views of stakeholders, in particular the current customers, namely schools and colleges and the businesses that support the delivery of work-related learning, are essential in helping the councils to decide the future shape of the service.

4.3 The review period closes on 26th March. Brent Council and Harrow Council officers will summarise the review's responses for BHEBS' staff and other stakeholders, and will use

the responses to propose options for the future of the service from September 2012. This will include: the service vision and direction; its menu of services and charges; its organisational structure. A key factor that officers will consider is whether the financial sum of the services that stakeholders confirm that they will purchase, balances with the cost of the current service structure or a revised service structure.

- 4.4 The councils' officers will use the review to inform an options paper on the future of the service for each of Brent Council and Harrow Council's directorates of children's services. It is anticipated that the decision on the service's future will be made in May. If the option chosen requires changes that affect staffing, Harrow Council will implement its *Protocol for Managing Change* for its staff and Brent Council will implement its *Managing Change Policy* for its staff. In this event, both councils will, where possible, follow the same timetables for change and aim to complete the process by 31st August 2012. If the views of stakeholders indicate the need for significant changes to the service offer, the councils will carefully plan and manage a transition phase to ensure that the valued experience and expertise within the service is maintained over this period.

5. The Current Service

5.1 Governance

Brent and Harrow Education Business Service (BHEBS) is governed by the BHEBS Executive Steering Group. The membership of the group includes: Harrow Council's Head of Service (Education Strategy and School Organisation); both councils' managers of 14-19 education and training; BHEBS service manager. The responsibilities of the group are to:

- Oversee the delivery of the service, monitor its performance and assess its achievements
- Receive and discuss ideas and feedback generated by BHEBS Advisory Board (which includes representatives from stakeholder organisations) and agree actions as appropriate
- Receive progress reports on all projects
- Ensure development plans and planned actions and projects are consistent with and complement the aims of each council, Brent Council's and Harrow Council's children and young people's and 14-19 strategic plans, and address the needs of the service stakeholders
- Agree the service development plan and performance targets annually
- Receive a report on the service's progress towards its targets each term
- Receive an annual evaluation of the service's development plan
- Scrutinise the accounts
- Seek support from outside agencies if and when necessary to further the aims of the service
- Receive formal complaints about BHEBS and if necessary intervene to resolve disputes between the parties.
- Ensure that accurate minutes and/or any relevant paperwork is held by the manager

5.2 Current service delivery

BHEBS provides bespoke services for primary schools, secondary schools, academies, colleges, training providers and independent schools. It offers work-related learning activities that cover: work experience; teacher placements; employability; enterprise; Crest Science; other employer link projects.

5.3 Over the previous academic year BHEBS has project managed 38 employability skills and enterprise projects in schools. The activities delivered included: Eurogateau, a language trading activity; careers speed networking; Harrow Council's Construction Futures careers event. During the same period, the BHEBS' team placed 4,534 students on work experience placements covering: Key Stage 4; post-16; long-term assignments; work bursts. This year BHEBS has added to its service offer: a help desk; extended work experience preparation packages; health and safety awareness training; Teachers into Business; British Science Association Crest Investigators for primary schools. The full menu of services with prices is listed in Appendix B.

5.4 **Service quality**

In January 2011, the Institute of Education Business Excellence awarded BHEBS with the National Quality Standard grade of Outstanding. In October 2011, BHEBS received recognition from the Global Entrepreneurship Organisation for the enterprise and language projects that the service runs in Brent schools.

6. Future Funding Arrangements

6.1 Following the withdrawal of central government grants, BHEBS must be a full cost recovery service from September 2012. In essence it must generate enough income from its services to cover the full cost of its management, administration and delivery of activities.

6.2 This review asks stakeholders that are BHEBS' current customers or potential customers to confirm the services that they will purchase. Brent Council and Harrow Council require this commitment to decide whether the service will generate enough income to be a viable either in its current structure or in a revised structure.

7. How to Respond

7.1 Brent Council and Harrow Council would be grateful if all stakeholders make their responses to the review questions (Appendix A) on the attached feedback form. Stakeholders are advised to consult the current service menu (Appendix B) to inform their answers.

7.2 The feedback form should be returned by post or email, no later than **Monday 26th March 2012** to:

Brent	Harrow
John Galligan Strategic Lead for 14-19 Education and Training Services to Schools Brent Council Gwenneth Rickus Building 240-250 Brentfield Road London NW10 8HE	Patrick O'Dwyer Education Professional Lead Education Strategy and School Organisation Harrow Teachers' Centre Tudor Road Wealdstone Harrow London HA1 4JN
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Appendix A

Review Questions

Questions 1 to 3 are aimed at organisations that purchase work-related learning services. Questions 4 and 5 are for all stakeholders.

1. Does your organisation (school, college or other stakeholder) want to purchase services from Brent and Harrow Education Business Service (BHEBS) in the academic year 2012 to 2013? Please give your reasons.

The current service menu is listed in Appendix B.

If Yes please go to question 2. If No, please go to Question 3.

2. Which activities from BHEBS' current service menu will you purchase? Please highlight the activities listed in Appendix B which is attached to your feedback sheet and complete the volume and total cost column.
3. Are there any service activities that BHEBS does not currently provide that your organisation would purchase?
4. What do you think the vision and direction of BHEBS should be from September 2012? Please include areas of education business partnership work that Brent Council and Harrow Council should explore to decide the future of the service.
5. Do you have any other comments that would inform this review?

Brent Council and Harrow Council recommend that stakeholder organisations that commit to purchasing services make one response which is submitted by either their leader or budget holder.

Appendix B

Brent and Harrow Education Business Service Service offer for the academic year 2012-2013

Service Menu	Cost	Please state your purchase volume and the total cost
<p>Work Experience Service A Key Stage 4 Full project support offered for the duration of the programme. The project duration is usually nine months. This includes:</p> <ul style="list-style-type: none"> • Placements sourced and entered onto WebView • All supporting administration inclusive of paperwork for parents and students • Confirming the paperwork sent to employers • The license for access to WebView • Co-ordinator support throughout the programme • Health and safety visits for own found placements and evaluations. <i>Please note that out of borough charges are handed onto the school if they are more than £58 as well as second placements requested for students.</i> • Pre-programme planning and post-programme review • Work experience assembly or similar visit. 	£58 per placement	
<p>Work Experience Service B Key Stage 4 For schools that wish to have BHEBS' placement brokerage and health and safety support and will carry out their own project management, school internal administration and the sourcing of additional placements.</p> <p>Approved placements sourced by BHEBS and put onto WebView (number of placements by negotiation and in line with the number of schools going out at one time). The administration and support as mentioned in Service A for the places purchased at this price or a health and safety pre-placement visit to a location which is not in the Brent and Harrow area.</p> <p>Health and safety pre-placement visits in Brent and Harrow added to BHEBS data base and to WebView.</p> <p>A student own found placement and employer booking paperwork produced from a placement already sourced on the BHEBS WebView</p> <p>For the out of borough placements visited and details provided, charges will be passed on to school from the respective EBP (which can vary from £35 - £70). If an own found placement outside the Brent and Harrow area is visited by BHEBS the price will be £58 to finalise the health and safety information.</p>	<p>£58 per placement</p> <p>£37.50 per employer</p> <p>£30.25 per placement</p>	

<p>Work Experience Tailored Placements</p> <p>For vocational students at Key Stage 4 and Key Stage 5, young people with learning difficulties and/or disabilities, post-16 students, pre-apprenticeship assignments.</p> <p>Specific placements recruited for those that have specific requirements. Newly sourced or placements re-visited and negotiated. All paperwork support as described above for Service A will be given. The cost reflects the additional time that BHEBS will take to source and make all the health and safety arrangements.</p>	<p>£77 per placement</p>	
<p>Work Experience Long Term Tailored Placements</p> <p>Specific placements recruited for those that have specific requirements. Newly sourced or placements re-visited and negotiated. All paperwork support as described for Service A will be given. Monitored termly and employer feed back provided. CRB checks carried out on employers.</p>	<p>£98 per term (£294 per annum)</p>	
<p>Employability skills</p> <p>Fully supported by BHEBS staff with employers and materials, including project planning meetings and evaluations. Duration to suit a school or other education provider's timetable. Choose from:</p> <ul style="list-style-type: none"> • Mock interviews • Careers speed networking • CV writing and completing application forms • Employability skills for work experience • Work experience health and safety awareness for students • Form filling and FAQ sessions • Class sessions on WebView • Work experience debriefing • Work Wise/Wex Factor An extended programme of five preparation sessions and five day work placements leading to a qualification. <p><i>Each of the above activities can be purchased in conjunction with the services for work experience.</i></p>	<p>Short sessions £462</p> <p>Half days £1,050</p> <p>Whole days £2,100</p> <p>Dependent on group size (£180-£280)</p>	
<p>Enterprise</p> <p>The duration and focus is tailored to a school or other education provider's requirements. Fully supported by BHEBS' staff with employers and materials, including project planning meetings and evaluations. Choose from:</p> <ul style="list-style-type: none"> • Music Mania • Mobile Phones • Eurogateaux • Enterprising Houses • Roller Coaster • Event Planner • Fair Trade – Training Trainers • Snake Pit 	<p>Short Sessions £462</p> <p>Half days £1,100</p> <p>Whole days £2,200</p> <p>£2,250 for whole day</p>	

<p>British Science Association Crest Awards</p> <ul style="list-style-type: none"> • Bronze • Silver • Gold <p>BSA Crest Investigators Primary Programme</p>	<p>Per candidate £4 £8 £15</p> <p>£80 per scheme</p>	
<p>Employer brokerage work Specific project support and management by BHEBS.</p>	<p>£260 per day or six hour project allocation</p>	
<p>Veolia Water project Tailored to school needs. Options include a school water survey, water conservation activities and water resources games. The activities link with design technology, science and mathematics</p>	<p>£460</p>	
<p>Teachers into Public Services, Business and Industry Professional development visits to public services, business and industry settings for individual or groups of teachers.</p>	<p>Priced per package (minimum £100 per person)</p>	
<p>BHEBS Help Desk BHEBS charges for queries that are received from teachers (other than the work-related/enterprise co-ordinators) who request advice on links with employers or how to source specific materials to enrich the curriculum that are not covered in the school's SLA package.</p>	<p>£10 per telephone query or £45 per hour for longer queries and school visits</p>	
<p>STEM and British Science Association opportunities</p>	<p>Subject to external funding</p>	