

WORK EXPERIENCE & INTERNSHIPS  
BUSINESS LINKS | HOUNSLOW LEARNING

# Schools' Services Guide 2011/12

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# 1. Introduction

Hounslow Education Business Partnership's (HEBP) Schools' Services Guide provides details of our services available in 2011-12 from our three teams:

- **Work Experience and Internships Service** – Offering a core KS4/5 programme, as well as bespoke placements, work shadowing and internships
- **Business Links Service** – Offering creative and innovative activities that use the context of work related experiences to introduce young people to learning about business and working practices, as well as the skills for work
- **Hounslow Learning Service** – Offering accredited programmes and qualifications, such as WEX Factor and Apprenticeships, to deliver maximum value from Work Related Learning programmes

The aim is to enable schools and HEBP to agree an individual programme with each of our service areas for the year ahead. The Service Level Agreement (SLA) will help schools and HEBP plan, monitor and evaluate provision. To ensure continuity of service delivery the HEBP board, in consultation with all stakeholders, decided to transfer delivery of our services to our sister organisation Hounslow Education Business Charity. This will take effect during the summer of 2011.

Our Schools' Services Guide does not describe all HEBP activities, nor can it include projects which may develop during the year as HEBP responds to new funding opportunities or new Government initiatives. Schools will be further briefed about these activities and opportunities as they arise – but as we go to press we already know that there are a number of exciting new projects in the pipeline with considerable support from local employers!

We look forward to welcoming all contributing schools to the Annual Summer Celebration as well as The Partnership Challenge Celebration event, which is this year kindly being hosted by Eton College.

## 2. Our commitment

HEBP is committed to offering schools the highest possible quality of service, raising the achievement of young people and making the best use of school and HEBP resources through inspiring and creative programmes.

We will work with each school to ensure that all activities support the school's Work Related Learning (WRL), Work Based Learning (WBL) and vocational priorities, with clearly defined and assessed learning outcomes for young people. Our services support both the WRL statutory entitlement for KS4, vocational innovative curriculum and the Personal Development curriculum across all years.

Work Related Learning remains a statutory part of the KS4 curriculum until at least the end of the 2011/12 academic year. Following the Wolf Report the Government is consulting further on the future of WRL in Autumn 2011. Reflecting the recent 'Wolf Report', and requests from many schools in recent years, we are increasingly offering WRL and WBL at KS5.

## 3. Work Experience and Internships Service

### 3.1 Background

*“Work Experience is defined as placements in which pupils undertake a job or a range of tasks/duties as would regular employees, but with an emphasis on the learning aspect of the experience and the development needs of the individual.”*

Work Experience: A Guide for Secondary Schools DFES 2002

The Hounslow Work Experience and Internships Service and is made up of two elements:-

- Core KS4/5 Programme
- Additional services

HEBP believes KS4 and KS5 work experience, shadowing, sector specific placements and internships are vital both to young people's employment prospects as they seek to enter the work force in a competitive climate, as well as providing a differentiating factor as they progress through further and higher education. Our priority in the year ahead is continuing to develop our service to provide bespoke programmes and progression routes tailored the needs of individual students and schools.

### 3.2 Benefits

Hounslow EBP provides partner schools with a high-quality work experience package for students 14-19 (KS4 & 5), which meets all the current guidelines of the DfE, YPLA, QCA, and the HSE. Recognising the emerging need for services that meet the needs of individual students and schools we can beyond the traditional placement to provide bespoke placements including work shadowing in specialist skills areas and internships.

Working closely with schools, HEBP delivers a programme designed to contribute significantly to the work related learning experience of students. This is achieved through systems which draw together the resources of schools, HEBP and employers, to maximise student learning outcomes.

Key areas of benefit of the central service include:-

- **High quality placements** – the Service has robust systems in place to ensure that employers meet all national requirements for insurance cover, equal opportunities, Safeguarding and health and safety - so that all EBP placements provide an appropriate learning environment for pupils.

HEBP undertakes to visit (or in the case of out of borough placements arrange for an authorised agent from a partner organisation to visit) all employers new to the programme to ensure that they are fully briefed on the aims of the Work Experience programme and their responsibility to pupils.

Existing placements are also re-checked at appropriate intervals to ensure they continue to meet current criteria. This process helps schools to meet their legal requirements with respect to work experience.

- **Large pool of employers** – working directly with over 700 employers, the Hounslow Work Experience Service can offer schools and students a wide choice of placements. This pool is being developed continuously through an ongoing employer recruitment process.
- **Use of the latest ICT technology** – ICT is used extensively to support the programme, reducing time-consuming paperwork in schools to a minimum. Under a special licence charged to schools separately, the Service uses the specialist Veryann Work Experience database system which holds details of employers and students and matches and tracks all placements. The “WebView” software also allows students to view and select placements at home via the internet.
- **Support for schools** - the Service offers training/briefing sessions for teachers, students and parents on a range of areas linked to work experience – interview skills, placement selection, recording achievement, evaluation and feedback, etc.
- **Professional networking** – the Service maintains active links with other work experience services locally, regionally and nationally and all national Work Experience agencies to ensure that the Hounslow Service is in line with best practice nationally.

### 3.3 Service Offer

HEBP offers a range of work experience services for schools based on a core KS4/5 programme and a number of additional service options which have developed in the last 11 years in response to school needs:-

- **Core KS4/5 Programme**

The KS4/5 programme aims to provide at least a one week work experience placement for all KS4/5 students. At KS5 more sector specific placements may offer most benefit. This service is purchased by schools through a Service Level Agreement with HEBP and invoiced annually.

Maintaining 2010/11 core fees, but with the removal of the YPLA subsidy, in 2011/12 the Work Experience team will either:

- a) deliver full coverage for a KS4 year group as per the statutory entitlement; or
- b) transition your school immediately to the pilot 2012/13 'flexible menu' where we provide your school with the equivalent of a one week placement for 75% of a year group. You decide whether we focus on students from KS4, KS5 or indeed a mix in our annual planning discussions with your school. Our assumption is that typically 25% of a school's students' work experience and placement needs will be met through bespoke programmes such as pre-NEET, Young Apprenticeships or vocational programmes such as Diplomas.

We would typically expect this to be a balance of 65% HEBP booked placements to 35% student found placements with HEBP undertaking the Health and Safety check.

- **Additional services**

In addition to the core KS4/ KS5 programme, a number of other services have been developed in recent years in response to School needs, local and national priorities.

These are detailed in the Additional Services Menu. Other support required by schools, but not listed in this menu can be agreed with HEBP's Work Experience Service Lead.

### 3.4 Additional Services Menu

These services can be bought back by schools in addition to the KS4/5 Work Experience Service.

Other support required by schools, but not listed here, can be negotiated with the Work Experience Service Lead e.g. Work Experience co-ordinator training, H&S awareness sessions, etc.

Service	Description	Fee
Health and Safety Vetting	Additional H&S visits by HEBP staff to check placements which have been arranged by schools or students themselves outside the core KS4/KS5 service.	£75
Specialist or Extended Placements and Internships	<p>To support 6th Form (KS5) courses and GCSE/KS4 vocational programmes/Diploma students or pre-University Internships. If your students would benefit, we would also explore KS3 placements.</p> <p>Three levels of support are offered:-</p> <ol style="list-style-type: none"> <li>1. Sector specific placement find / matching service and quality checks (including H&amp;S, insurance, child protection, EO and course briefing for employers)</li> <li>2. Enhanced support to include advice on assignments, preparation sessions, handbook, etc.</li> <li>3. Accredited Work Experience - See <i>Hounslow Learning Service</i></li> </ol>	<ol style="list-style-type: none"> <li>1. Typically £60 - £75 per five day placement – extended placements and internships reduce the daily support costs</li> <li>2. Prices vary in line with support required</li> </ol>

### 3.5 Frequently asked questions

#### ***What length of placement is most appropriate?***

One week placements are often ideally suited at KS4 when your priority is giving these students an introduction to the workplace and a business environment. These placements can work particularly well in combination with the Wex Factor (see Hounslow Learning Service).

Schools extending placements to two weeks are often seeking deeper, more immersive experiences for students. These can be most valuable at KS5. For this same reason – as well as the time it may take employers to induct students to specialist work environments – some employers will only offer two week placements. As longer placements will demand additional support, and potentially two host employers, we deliver these either as an additional service, or by reducing the number of students we place through your core programme subscription.

***When should we schedule our work placement programme?***

Helping the EBP team spread partner schools' one or two weeks of placements throughout the year ensures:

- Better quality placements for your students
- Less pressure on employers supporting HEBP
- Lower cost service delivery, as HEBP does not have to increase our staffing levels to manage a peak summer season

Some schools find sending a Y10 group out on placements early in the Autumn term allows other students more chance to settle with staff able to concentrate resources on their needs. Other schools have discovered the Spring term can provide an ideal time to combine the delivery of Wex Factor for a week in school, followed by a one week placement.

**3.6 Team contact information**

For further details contact Patricia King on 020 8583 4625 or [patricia.king@hounslowebp.org.uk](mailto:patricia.king@hounslowebp.org.uk).

## 4. Business Links Service

### 4.1 Background

The core Business Links Service is available to all partner schools. Additional services may be bought back separately by agreement with the Business Links team.

The service description below sets out details of the service for 2011-12. It includes a menu of activities planned for the coming year.

Schools can select activities from this menu, negotiate a set of different activities or combine menu items with individually negotiated activities.

More activities will be added to the menu in the year ahead, as new opportunities emerge - sometimes these will be available for all schools but sometimes only for a few. When this happens colleagues in schools will be informed and consulted to ensure that we deliver the best fit for your school and your educational priorities in the year ahead.

### 4.2 Benefits

The direct experience of the world of work by young people, is at the heart of the work of the Business Links Team.

The Business Links Team works in partnership with schools to:

- organise activities for them that use the context of work to develop knowledge, skills and understanding useful in work, including learning through the experience of work, learning about work and working practices, and learning the skills for work
- support national developments including the statutory KS4 WRL entitlements, the KS4 Enterprise Entitlement and an increasing focus on KS5 WRL
- introduce them to a growing number of companies and community organisations to actively support initiatives in schools to raise the aspirations, motivation and achievements of young people
- develop opportunities for teachers to work with colleagues from other schools, for example, on the development of curriculum materials
- provide training opportunities for teachers in conjunction with local companies and other education industry agencies as well as organising major events
- ensure effective assessment of learning to recognise students' achievements in their interactions with business and community partners
- ensure quality outcomes through HEBP's 11-19 WRL Quality Framework/AEBE Award and other quality initiatives.



### 4.3 Service Offer

The service is made up of two elements:-

#### The core Business Links Service

All schools opting into the Business Links Service will receive the core level of service. This is made up of:-

- 7 credits for individual school entitlement – activities may be selected from the attached menu or negotiated individually
- development with school staff of an annual business links programme at the start of the year and review and evaluation at year-end
- curriculum activities and projects which the Business Links Team develops during the course of the year, some of which may be supported by external funding sources
- The Partnership Challenge with the Hounslow Chamber of Commerce which recognises, rewards and supports the business link activities schools deliver throughout the year

#### Additional services

Schools may wish to access more than 7 credits worth of support from the Business Links Team. In this case schools can agree additional support. This additional support can be selected from the Service Menu or agreed separately.

### 4.4 Service Menu

These services can be bought back by schools as required. Many are well established activities and events developed by The Business Links Team, schools and community partners over several years. Other support required by a school but not listed can be agreed with HEBP. Some of the activities which involve a whole year group may have to be divided and run over two days if the year group is large.

Activity / Associated Credits	Description	Number of students	Learning Outcomes and Curriculum Links
<b>Industry Days</b> 3 Credits	This activity can be for Year 9/10. It can support a range of curriculum objectives including the KS4 WRL requirement. Activities are organised with companies and community partners to enable groups of students to spend the day in practical activities in the community or in school.	For a whole year group – Year 9 or Year 10	<ul style="list-style-type: none"> <li>• WRL (KS4 elements 1/3/4/5/7/8/9)</li> <li>• Enterprise</li> <li>• Subject areas</li> <li>• Careers</li> </ul>
<b>Induction Days</b> 2 - 3 Credits	These can be for a whole year group, for example Year 7, a Sixth Form Induction for Year	For a whole year group or department	<ul style="list-style-type: none"> <li>• WRL (KS4 elements 1/3/4/5/7/9)</li> <li>• Subject areas</li> <li>• PHSE</li> </ul>

Activity / Associated Credits	Description	Number of students	Learning Outcomes and Curriculum Links
	12, for Business Studies students in Year 12 or Peer Mentoring Day. Activities take place at school.		
<b>Curriculum projects</b>  Variable Credits	These can be individually negotiated with schools and be of any duration from half a day to 5 days and cover any curriculum area - could include Financial Capability, Business Ethics, CSR and much more.	Any year group/any number of students	<ul style="list-style-type: none"> <li>• WRL (KS4 elements1/3/4/5/6/7/8 )</li> <li>• Subject areas</li> </ul>
<b>Enterprise Week</b>  Variable Credits	For one class of students, practical activities are organised in school and at community partners locations and can involve topics, which can be flexible, such as teamwork, marketing and finance.	One class	<ul style="list-style-type: none"> <li>• WRL (KS4 elements1/3/4/5/6/7/8 )</li> <li>• Subject areas</li> <li>• Enterprise</li> </ul>
<b>Reservoir to Tap</b>  0.5 Credits	The Network Challenge with Thames Water. This internationally recognised project inspires Year 9 Technology students. This project will involve a number of schools.	5 students from each school	<ul style="list-style-type: none"> <li>• WRL (KS4 elements1/3/4/7/8)</li> <li>• Subject areas</li> <li>• Careers</li> </ul>
<b>Professional Development Placements</b>  Variable Credits	These are sometimes organised in partnership with other HEBP service areas or other EBPs to achieve economies of scale or negotiated individually.	Any number of teachers	<ul style="list-style-type: none"> <li>• WRL (KS4 elements1/3/4/5/7)</li> <li>• Subject areas</li> </ul>
<b>Development of curriculum resources</b>  Variable Credits	The subject area and scope of this will vary and can be negotiated with individual schools or groups of schools.	Any year group/student numbers and possible PDPs	<ul style="list-style-type: none"> <li>• WRL (KS4 elements1/3/4/5/7)</li> <li>• Subject areas</li> </ul>
<b>Hospitality Challenge</b>	Practical activities for Year 10 students in	Variable number Y10 –	<ul style="list-style-type: none"> <li>• WRL (KS4 elements1/4/6/7/8/9)</li> </ul>

Activity / Associated Credits	Description	Number of students	Learning Outcomes and Curriculum Links
1 Credit	partnership with Springboard and the Sheraton Skyline and other hotel partners. This project will involve a number of schools.	a typical school group might be 15 students.	<ul style="list-style-type: none"> <li>• Curriculum areas</li> <li>• Careers</li> </ul>
<b>Construction Challenge</b>  0.5 Credits	Organised in partnership with Carillion and based on real company scenario this challenges enables the students to work with colleagues from the company. This project will involve a number of schools.	Year 10 variable numbers – a typical school group might be 15 students.	<ul style="list-style-type: none"> <li>• WRL (KS4 elements1/3/4/7/8/9)</li> <li>• Subject areas</li> <li>• Careers</li> </ul>
<b>Finance Enterprise Challenge</b>  1 Credit	Organised in partnership with HSBC. Real local scenarios presented to the students. This project will involve a number of schools.	Year 10 variable numbers- a typical school group might be 10 students.	<ul style="list-style-type: none"> <li>• WRL (KS4 elements1/4/5/7/8/9)</li> <li>• Enterprise</li> <li>• Subject areas</li> </ul>
<b>Future Chef</b>  0.5 Credits	Organised in partnership with Springboard, Sheraton Skyline and Hounslow Rotary. Students, plan, prepare and produce a meal which is then judged by professional chefs. Many schools have in-school heats in partnership with their link hotel and winning students are placed with mentor chefs. This project will involve a number of schools.	Year 9 to 11 - 2 students, but many more could be involved in a school heat	<ul style="list-style-type: none"> <li>• WRL (KS4 elements1/4/5/6/7/8/9 )</li> <li>• Subject areas</li> <li>• Careers</li> </ul>
<b>Science day</b>  1 Credit	Organised in partnership with Carillion and IBM with challenges set by the two organisations.	Year 10 number variable – typical group might be 10 students.	<ul style="list-style-type: none"> <li>• WRL (KS4 elements1/3/4/6/7/8/9 )</li> <li>• Subject areas</li> </ul>
<b>Subject Days</b>  Variable Credits	Focusing on one subject area, for example Maths, community	Whole year group	<ul style="list-style-type: none"> <li>• WRL KS4 elements1/4/6/9)</li> </ul>

Activity / Associated Credits	Description	Number of students	Learning Outcomes and Curriculum Links
	partners pose real scenarios based on their work.		<ul style="list-style-type: none"> <li>• Subject areas</li> <li>• Careers</li> </ul>
<b>Careers Fair</b> 3 Credits	Based in school, companies and community organisations give students career advice and information.	Yr 9 to 13 whole year group	<ul style="list-style-type: none"> <li>• WRL (KS4 elements 1/3/4/5/7/9)</li> <li>• Careers</li> <li>• Subject areas</li> </ul>
<b>Finance Conference</b> 1 Credit	For Sixth Form students in partnership with Hillingdon and Surrey EBPs with inputs from major international companies related to Year 12 Business Studies.	6 <sup>th</sup> form students numbers variable – can vary from 6-30 students.	<ul style="list-style-type: none"> <li>• WRL (KS4 elements 1/3/4/5/6/7/8/9)</li> <li>• Enterprise</li> <li>• Subject areas</li> <li>• Careers</li> </ul>
<b>Engineering Challenge</b> 0.5 Credits	For students from all key stages. Tasks set by the Army in partnership with Afga, Network Rail, Hounslow Chamber.	Number of students variable – typical group might be 30.	<ul style="list-style-type: none"> <li>• WRL (KS4 elements 1/3/4/6/7/8/9)</li> <li>• Subject areas</li> <li>• Careers</li> </ul>
<b>Eton College University Summer School</b> 1 Credit	For Year 12 students who will be applying for Oxford or Cambridge a 10 day challenging residential at Eton. Includes a preliminary visit for the students and their parents and carers.	Variable	<ul style="list-style-type: none"> <li>• Various subject areas</li> </ul>
<b>Engineering Challenge at Eton College</b> 1 Credit	In partnership with Army Careers for Year 10 students. The event takes place at Eton and the opportunity for students to work with boys from the College	Variable	<ul style="list-style-type: none"> <li>• WRL &lt; KS4 elements &gt; 1/3/4/6/7/8/9</li> <li>• Subject areas</li> <li>• Careers</li> </ul>
<b>Maths Days</b> 1 Credit	In partnership with the British Horseracing Trust these days will take place at venues such as Kempton Park	Year 8 or Year 9. Variable from 15 – 30 students	<ul style="list-style-type: none"> <li>• WRL &lt; KS4 elements &gt; 1/4/6/9</li> <li>• Subject areas</li> <li>• Careers</li> </ul>

There are a considerable number of other opportunities throughout the year for some or all schools. Recent and current examples include:-

- Environment projects with BP
- Sky Rainforest Rescue
- Sky Futures
- Sky Fast Forward
- Activities with Hotels
- Speakers into schools on a variety of subjects such as Business Studies
- Company visits for groups such as Leisure and Tourism
- Art projects
- Careers and Mentoring
- BP Science Challenge
- Sky Podium Leaders
- BAA Engineering
- Enterprise Days

#### **4.5 Team contact information**

For further details contact Garth Buckle on 020 8047 3350 / [garth.buckle@hounslowebp.org.uk](mailto:garth.buckle@hounslowebp.org.uk) or Andrew Dakers on 07788 116159 / [andrew.dakers@hounslowebp.org.uk](mailto:andrew.dakers@hounslowebp.org.uk) .

## 5. Hounslow Learning Service

### 5.1 Background

Hounslow Learning Service complements the already well-established Work Experience and Business Link programmes.

It offers schools additional flexibility in meeting individual needs, ranging from highly focused projects, through to delivery of qualifications to help schools and students achieve maximum value for the WRL programmes being undertaken.

The service will also support schools with the delivery of their Foundation Learning Pathway, aid in narrowing the gap for student attainment of the 5 GCSE benchmark through Wex Factor piloted in 2010/11, and provide progression for students onto Apprenticeships and into work.

The service will be individually tailored to school needs and can be delivered through a range of projects, services, qualifications and activities.

Hounslow Learning provides schools with a bespoke programme, which may be delivered by existing HEBP staff or other professionals brought in to provide particular specialist support. Working with our business partners Hounslow Learning Service also delivers and operates level 2 and 3 Apprenticeship programmes.

### 5.2 Objectives

The key objectives of this service are to:

- help raise standards through more flexible curriculum provision
- help schools respond to the statutory requirement at Key Stage 4 for WRL and Enterprise Education
- support the development of vocational and work-related qualifications including NVQ, ASDAN, OCR and other accredited courses
- support the development and delivery of work-based learning programmes, including apprenticeships, young apprenticeships and new NVQ programmes
- support the employer engagement requirements of the Diploma lines of learning in Hounslow
- support for the Foundation Learning Pathway
- support the development and effective use of extended work experience
- contribute to innovative WRL projects linking schools with local employers
- contribute to the development of high quality employer links with schools
- help schools liaise with a range of external organisations, including sub-regional, regional and national groups, enabling them to keep up to date with latest developments and to gain access to potential funding sources.

### 5.3 Service menu

Service	Description	Fee
Bespoke pre-NEET programmes	HEBP is working with a variety of partners to develop and deliver programmes to prevent young people finding themselves Not in Education Employment or Training (NEET).	Charges vary – sometimes free at the point of delivery
Health & Safety qualification	Based on a qualification from the British Safety Council (BSC) students can gain the equivalent of 0.25 GCSEs (6.5 performance points). Learners attend a full day course at our training rooms in the EMC Clock Tower, Brentford, where they are prepared to sit the 40 question multiple choice examination at the end of the day. The qualification is an ideal light touch preparation for the workplace and can complement in school or EBP work experience preparation.	£150 per pupil
Wex Factor – extending the value KS4/5 work experience	During 2010-11 HEBP piloted the pioneering Wex Factor programme with partner schools. The Wex Factor is an all inclusive fully planned and supported work experience package. It is especially designed to support young people as they take their very important journey from school into employment. The experience can awaken their thoughts, ideas and aspirations to where and what they want to be after leaving school and ensure that they get maximum value from their work experience. The level 2 programme is equivalent to 1 GCSE. <i>Based on demand will explore the development of a more stretching level 2 or 3 programme in 2011/12.</i>	Costs can vary – Delivery of WRL qualifications range from £150 (level 1) and £250 (level 2) per pupil
Work Experience preparation workshop	A whole day bespoke workshop delivered at HEBP or alternative premises to prepare learners for taking up work experience placements. The programme can be tailored to be sector or learner specific and cover interview and presentation skills, employer expectations etc.	£75 per pupil

## **5.4 Team contact information**

Please contact the Michelle Matty on 020 8583 4627 or [michelle.matty@hounslowebp.org.uk](mailto:michelle.matty@hounslowebp.org.uk)



## 6. Service Level Agreement (SLA)

As in previous years, partner schools subscribed to the core Work Experience and Business Links Services agree the service details for a full financial year (i.e. April 2011 – March 2012) in the first quarter of the year. These are set out in a short supplement to this Service Level Agreement and based on the following conditions:-

- **Service provided**
  - The Work Experience Service is based on the Core service description and menu (section 3). The annual core service subscription fee is: £14 per pupil X the number of KS4 pupils (Y10 and 11) in your school taken from the January 2011 count. The detail of activity is agreed between the HEBP Service Lead (Patricia King 020 8583 4625) and the nominated school link person.
  - The Business Links Service is based on the Core service description and menu (section 4). The annual core service subscription fee is £3154.86 plus £1 a pupil across the whole of the secondary based on the January 2011 count. Additional days of buyback are charged at £500 for 1 credit and £250 for 0.5 credits. The detailed programme of activity is agreed between the HEBP Service Lead (Garth Buckle 020 8047 3350) and the nominated school link person.
- **Monitoring/Evaluation** - The service is monitored by the school and HEBP's Chief Operating Officer on an on-going basis. School managers are invited to contact the HEBP Manager at any time during the year to discuss any aspect of the Service. Development of HEBP services is shaped by discussion with the 14-19 Strategic Partnership, as well as school/employer involvement in HEBP's board.
- **Payment** – Hounslow Education Business Charity will invoice schools for services delivered in 2011/12 at the end of March 2012 for payment within 30 days. Invoices for core subscription fees, Veryann WebView and charges for additional services will be separate.
- **Variation / Termination** - Once a school has opted into the service, it is assumed they will continue in subsequent years unless notice in writing is given by December 31<sup>st</sup>. Any changes in fees for the following financial year will be published by the end of November.
- **Complaints** - Complaints should be addressed in the first instance to Patricia King, HEBP's Chief Operating Officer. If a complaint cannot be resolved at this level, the matter should be raised in writing with the Philip Miller, Chair, Hounslow Education Business Partnership.

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