Local Members' Interest	
N/A	

Prosperous Staffordshire Select Committee – 22nd January 2016

Education Support Services – Commissioning and Contract Performance Report

Recommendations

1. That the Select Committee scrutinises the progress made in further developing the approach to commissioning and contract managing education support services.

2. That the Select Committee receives the update on performance of the contract.

Report of Cllr Ben Adams, Cabinet Member for Learning & Skills

Summary

3. In April 2013 services that had previously been provided to schools by the Local Authority were transferred to Entrust through a commissioned and contracted arrangement. These services, along with services provided by Entrust to the Local Authority, are included within the Entrust Service Delivery Agreement (SDA). The following is a list of the SDA services and the Lead Commissioner for each service:

	Service	Lead Commissioner
a.	School Support & Intervention	Anna Halliday: Commissioner for Education & Wellbeing
b.	Curriculum Development Support	Anna Halliday: Commissioner for Education & Wellbeing
c.	Governor Services	Anna Halliday: Commissioner for Education & Wellbeing
d.	Special Educational Needs Advisory	Anna Halliday: Commissioner for Education & Wellbeing
e.	Education Inclusion Partnerships	Anna Halliday: Commissioner for Education & Wellbeing
f.	Elective Home Education	Anna Halliday: Commissioner for Education & Wellbeing
g.	Minority Ethnic Achievement Service	Anna Halliday: Commissioner for Education & Wellbeing
h.	Behaviour, Health & Wellbeing	Anna Halliday: Commissioner for Education & Wellbeing

i.	Special Education Needs Support Service	Anna Halliday: Commissioner for Education & Wellbeing
j.	Early Years	Mick Harrison: Commissioner for Safety
k.	Information, Advice & Guidance	Tony Baines: County Commissioner for Skills & Employability
l.	Staffordshire Learning Technologies	Vic Falcus: Head of ICT Service Management
m.	Learning & Development Arm	Sarah Getley: Head of Organisational Development
n.	Catering	Jamie MacDonald: Head of Strategic Property
o.	Cleaning	Jamie MacDonald: Head of Strategic Property
p.	Grounds	Jamie MacDonald: Head of Strategic Property
q.	Property	Jamie MacDonald: Head of Strategic Property

4. The focus of this report is to provide a summary of strategic and contractual performance to date in relation to the above services.

Report

Background

5. At the Prosperous Staffordshire Select Committee meeting held on the 4th September 2015 it was requested that an update be reported back to the committee regarding the performance of the education support services commissioning arrangement and contract.
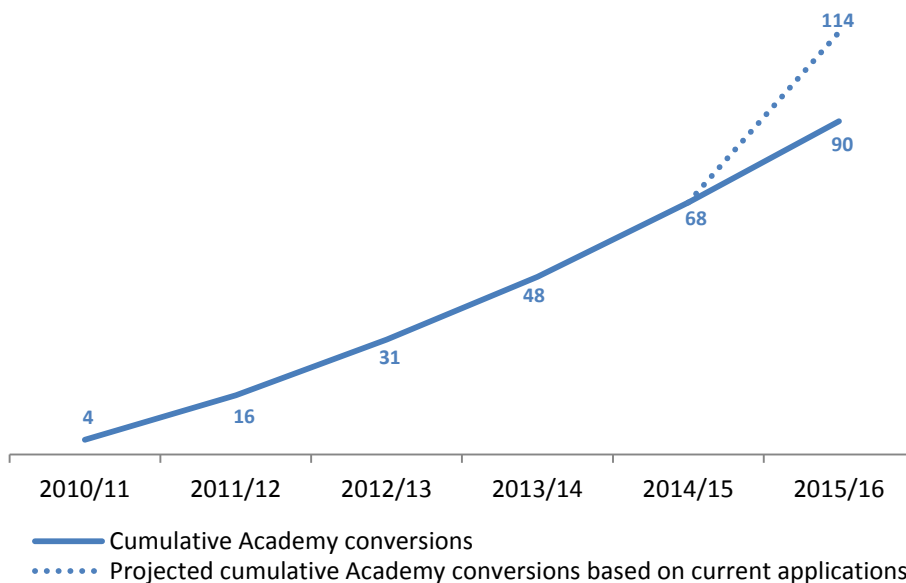
Entrust

6. The primary provider of SCC commissioned education support services is Entrust, which was established on 1st April 2013 as a joint venture between the County Council and Capita Plc. The County Council owns a 49% stake in Entrust and has two directors on the board (Ian Parry, the Cabinet Member for Strategy, Finance and Corporate Issues, and Darryl Eyers, Director for Economy, Infrastructure and Skills).

7. The rationale for the development of Entrust was to:

   a. Improve education across Staffordshire, improving educational outcomes for all
   b. Develop long term economic prosperity in Staffordshire

c. Provide a modern, responsive and consistently high level of service which is responsive to the needs of schools and local communities
d. Provide opportunities to develop skills in the existing and the future Staffordshire workforce
e. Provide long term economic and financial benefits to both Staffordshire County Council and the private sector partner (Capita)
f. Provide high quality services that demonstrate value for money for Staffordshire people
g. Enable the County Council to combine the best of the public sector (knowledge and expertise in delivering services to schools) with the commercial acumen of the private sector, so that the Council could compete robustly in the marketplace and safeguard jobs for the future.

Changing education landscape

8. The last point outlined above links to the current education landscape which has changed significantly since the introduction of the Academies Act 2010. This Act gave all maintained schools the option to convert to academies. This has given academies more autonomy in regards to their budgets and has reduced the funding retained centrally by Local Authorities which is used to commission or provide a number of services on behalf of / to maintained schools and academies.

9. In May 2015 the Government outlined its plans to tackle 'Coasting' schools which are schools that are failing to push every pupil to reach their potential. Coasting schools which do not have a credible plan to improve and make sure all pupils make the required progress will be forced to convert to academies.

10. The graph below outlines the growth in academies within Staffordshire:

Number of Academies as at December 2015

———	Cumulative Academy conversions
•••••	Projected cumulative Academy conversions based on current applications

The number of academies within Staffordshire (currently 90) is 23% of all schools.

The Service Delivery Agreement (SDA)

11. The SDA contains service specifications for each of the services outlined on pages 1 & 2. These specifications contain a number of key performance indicators (KPIs) and targets.

12. Individual governance meetings have been developed for each service, the majority of which meet on a monthly basis. These meetings include reviewing and discussing performance and identifying, capturing and managing risks.

Strategic Performance – Overview:

13. As outlined on page 2 one of the primary objectives of Entrust is to improve education across Staffordshire.

14. This section of the report includes key 'education' data which Entrust services are contributing towards.

   a. Increasing the percentage of Good and Outstanding *schools (as graded by Ofsted)

Month / Year	% of Schools Staffordshire	Direction of Travel	Number of Schools Staffordshire	% of Schools England
August 2015	81%	⬆	307	84%
August 2014	79%	⬆	305	81%
August 2013	74%	⬆	289	78%
August 2012	65%		254	70%

Table 1.1
Source: Aug 2012 - Aug 2015 Ofsted published data
Maintained schools and academies

   b. Increasing the percentage of children achieving 5+ A*-C GCSEs including English & Maths or Equivalent

Year	Staffordshire	Direction of Travel	England	Direction of Travel
2015	55.3%	⬆	52.8%	⬇
2014	54.9%		53.4%	
2013	59.9%	⬆	59.2%	⬇
2012	58.7%		59.4%	

Table 1.2

The above data is not comparable across all four years. The Secretary of State for Education announced that, with effect from 29th September 2013, only a student's First Entry to a GCSE examination would count in their school's performance tables (rather than the student's best entry as was the case for 2012 - 2013).

c. Reducing the percentage of young people (16-18) who are Not in Employment, Education or Training (NEET)

Year	Staffordshire	Direction of Travel	England	Direction of Travel
2014	4.5%	⬆	4.7%	⬆
2013	5.1%	⬆	5.3%	⬆
2012	5.4%		5.8%	

Table 1.3
Source: Department for Education

d. Improving the percentage of pupils achieving a Good Level of Development at the end of the Early Years Foundation Stage (EYFS)

All pupils				
Year	Staffordshire	Direction of Travel	England	Direction of Travel
2015	69.9%	⬆	66.3%	⬆
2014	63.8%	⬆	60.4%	⬆
2013	53.6%		51.7%	

Table 1.4

Source: NCER & 2015 National data from DfE SFR Underlying Data Tables

BME (Black & Minority Ethnic) pupils				
Year	Staffordshire	Direction of Travel	England	Direction of Travel
2015	66.6%	⬆	62.9%	/
2014	54.4%	⬆	/	/
2013	41.7%		/	/

Table 1.5
Source: NCER & 2015 National data from DfE SFR Underlying Data Tables

Pupils with SEN (Special Educational Needs)				
Year	Staffordshire	Direction of Travel	England	Direction of Travel
2015	19.0%	⬆	21.0%	/
2014	16.2%	⬆	/	/
2013	10.9%		/	/

Table 1.6
Source: NCER & 2015 National data from DfE SFR Underlying Data Tables
***The above data cannot be compared to previous years. Changes to the Early Years Foundation Stage (EYFS) took effect from September 2012. These changes reduced the 69 Early Learning Goals to 17 and refocussed the EYFS on three prime areas of learning: Communication and language; physical development; and personal, social and emotional development.*

e. Increasing the percentage of Good and Outstanding ***childcare settings

Year	% of settings	Direction of Travel	Number of settings
2015	86%	⬆	806
2014	83%	⬇	835
2013	84%	⬆	871
2012	80%		824

Table 1.7
***This data includes childminders and non-domestic childcare settings.*

Contractual Performance:

15. This section of the report includes information regarding the performance of SDA services from 1st April 2015 to 31st October 2015. These 'operational' KPIs have provided reassurance to both the County Council and Entrust of a safe transfer of staff and services during the early years of the joint venture company.

16. The information below provides a brief description of each of the services, progress against Key Performance Indicators (KPIs), and additional supporting narrative.

17. Appendix A contains information on additional achievements during 2015.

School Support & Intervention

18. This service aims to ensure that those schools in receipt of the service are better equipped to make the required improvements and to work towards becoming consistently Good and Outstanding schools.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
At least 95% of SCC commissioned work requests are delivered by Entrust no later than 10 working days beyond the agreed timescales as set out in the agreed commissioning request, or alternative dates as agreed between any/all of the Parties, including the Customer, Entrust and the school.	100%
25% of schools receiving intervention support of more than 5 days in one aspect will be sampled and the school and the Customer shall receive an impact assessment no later than the following term	100%
100% of schools receiving intervention support, which requires a school visit or	100%

other form of report (e.g. a governance report), along with the Customer, shall receive a copy of the report within 10 working days of the final day of intervention support	
At least 95% of commissioner requests will be responded to within 2 working days	100%
At least 95% of consultants will have 2 of their school visit reports quality assured per term	100%

Evidence of impact / achievements:

19. Schools that have received support via this service since December 2014 have had the opportunity to complete a survey in order to provide feedback on both the commissioning and delivery of the service. Those surveyed reported the following:
    a. 100% agreed / strongly agreed that the delivery was of a high quality.
    b. 100% agreed / strongly agreed that the commissioned activity achieved its objectives.
    c. 96% agreed / strongly agreed that the service had clear benefits to pupils / staff / governors.
    d. 98% agreed / strongly agreed that the service has put their school in a strong position to practically embed change.

20. The comments outlined below have been received from two Primary School Headteachers:
    a. 'I have shared how good it has been to work with you (Entrust) with other headteachers. It has provided us with a greater understanding of maths in the new curriculum and reinforced our in school actions to make improvements in the teaching of maths'.
    b. 'I would also like to express thanks for the way Entrust and the Local Authority has supported us in numerous ways, both evident and behind the scenes. Each contribution has been valuable and positive and has contributed to our ability to progress out of Special Measures without compromise to our ethos as a school. Each action has helped us make progress towards that final target'.

Curriculum Development & Support

21. This service aims to ensure that schools are better equipped to work towards becoming consistently Good and Outstanding schools.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
100% of new NQTs registered within a week of notification	100%
Annual reports provided to National College for Teaching and Leadership with details of NQTs who have started,	100%

completed (satisfactorily or not), those requiring an extension, or left school partway through induction period.	
Key Stage 1 / 2 moderation – 25% of schools will be moderated for Y1 phonics and Y6 writing	100%
Key Stage 1 / 2 moderation – 100% of SCC schools moderated receive report	100%
KS2 security – 10% of maintained schools receive monitoring visit before, during or after test periods	100%
KS2 security – 100% of breaches notified to SCC within 24 hours	100%
Health and safety science – 100% of dangerous incidents reported within 24 hours	100%
100% of maintained schools receive update from CLEAPSS *(Consortium of Local Education Authorities for the Provision of Science Services)*	100%
School sports equipment testing – 100% of maintained schools receive annual visit and report	95%
100% of maintained schools receive annual SACRE *(Standing Advisory Council for Religious Education)* report	100%
100% of curriculum consultation contributions requested from SCC meet agreed deadline	100%

Governor Services

22. This service aims to ensure that schools are better equipped to work towards becoming consistently Good and Outstanding schools.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
Governors database maintained by Entrust	The governors' database is updated annually (December / January) as a result of Entrust contacting all maintained schools. The governors' database is also updated as a result of schools buying into the clerking service from Entrust and when schools contact Entrust to provide up-to-date information.
95% of Local Authority governors recruitment processes will be	100%

completed within agreed timescales	
100% of newly appointed Local Authority governors receive induction pack	100%
95% of requests from SCC for advice responded to within two working days	100%
100% of School Forum supported elections run to agreed planned programme / timescale	100%
95% of funds are disbursed accurately (in accordance with client instruction)	This KPI is not relevant. Entrust have been commissioned to clerk the Education Endowment Fund meetings and are not responsible for the disbursement of funds.
95% of parent governor elections for scrutiny committee run to agreed timescales	n/a There have been no elections during 2015/16.
Reducing the number of governor vacancies in Staffordshire to be in line with or lower than National and statistical neighbours	Staffordshire governor vacancy rate: 25%. There is no accurate / national measure for governor vacancies in order to provide a benchmark. All governing bodies of maintained schools are required to be constituted under the School Governance (Constitution) (England) Regulations 2012 or the School Governance (Federations) (England) Regulations 2012, as appropriate, by 1 September 2015. The governors' database is in the process of being updated to reflect these changes and therefore a more up-to-date / accurate vacancy rate will be known by January 2016.

Special Education Needs Support Service

23. This service aims to work directly with children and young people aged 0-25, who have a wide range of special educational and additional learning needs, who may, at some time, experience difficulties in learning, or have their formal programme of learning interrupted, to raise their educational achievements and aspirations.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
Requests for support responded to within 5 working days	100%
Annual Service Questionnaire - 90% or	96.5%

better rate the support received as 'useful' or 'excellent'	
100% of 'entitlement' hours that are accessed by Schools are delivered by Entrust	100% *(1944 learner support entitlement hours delivered to date)*
100% of all Dyslexia Centre places (across the County) that are accessed by pupils are delivered by Entrust	100%

Evidence of impact / achievements:

24. Questionnaire / service evaluation results:

   a. 'We have received excellent advice and support from SEN services that support both individuals and whole school issues. This has greatly supported the provision within our school and staff training and skills'

   b. 'I have utilized the expertise of several members from the team this year. I was able to talk confidently about working with outside agencies etc with Ofsted last week and the impact back in school'

Education Inclusion Partnerships

25. This service aims to support SCCs requirement, under Section 19 (1) of the Education Act 1996, to make arrangements for the provision of suitable full time education for those children and young people who are unable to access school by reason of exclusions or illness. The Education Inclusion Partnership service supports the local authority in fulfilling these responsibilities.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
SCC requests for advice regarding permanent and fixed term exclusions are responded to within 2 days	100%
100% attendance at each District Inclusion Panel (DIP) meeting	100%
100% of permanent exclusions are checked by Entrust to ensure they are compliant with DfE regulations	100%

Evidence of impact / achievements:

26. Questionnaire / service evaluation results:

   a. 'We have been very well supported this year with challenging children and parents and for this we are very grateful. In addition we have had children observed and assessed to gain support strategies for their learning and development'.

b. '(the) Behaviour Support (team) have been of particular support this year, with training, supporting staff and 1-1 with children'.

Elective Home Education

27. This service aims to support the education provided by Staffordshire families that electively home educate. This support includes offering families an annual visit or acceptable alternative and providing advice and guidance to schools.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
100% of known EHE families (wanting to participate and accepting the offer of a visit or acceptable alternative) are provided an annual visit or acceptable alternative	100%
100% EHE visits have visit record	100%
Respond to requests for advice from the Customer within 2 working days	100%

28. The opportunity to participate in the Duke of Edinburgh Award scheme has been offered to EHE families via Entrust. Two workshop events have been held to date.

Minority Ethnic Achievement Service

29. This service aims to ensure that staff working with black and minority ethnic pupils and pupils learning English as an Additional Language are well trained and confident in the strategies they use to enable these children and young people to make progress in line with national expectations at whatever age and stage they are at on their educational journey.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
95% requests for support for newly arrived pupils including asylum seekers are responded to within 2 working days	100%
Respond to requests for advice from the Customer within 2 working days	100%

30. Extensive training has been delivered to schools and stakeholders e.g. inset days on supporting EAL (English as an Additional Language) pupils, Prevent (protecting children from radicalisation), and Fundamental British Values.

Behaviour, Health & Wellbeing

31. This service aims to provide professional development support for schools and their communities which contributes to the personal development and well-being of children and young people.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
Annual programme of PSHE (Personal, Social and Health Education) training events in place	Achieved
Termly newsletter produced for PSHE (Personal, Social and Health Education)	No longer produced. Relevant information is now included in the termly SEN (Special Educational Needs) / Inclusion magazine
Provide annual report on trends in attendance at a school, district and county level within agreed timeframe identifying areas causing concern	Entrust have contributed to the annual report produced / compiled by SCC attendance board.
Maintain database of Ofsted report findings regarding behaviour and safety	Database complete and up-to-date
Respond to requests from SCC for advice and support within 2 days	100%

Evidence of impact / achievements:

32. Anti Bullying Pledge:

33. Over 100 schools are involved in this scheme which provides a framework to ensure schools have an appropriate Anti Bullying Policy, have listened to all parts of their school community and have a dynamic plan for continuing to strive to reduce and tackle bullying. This work is frequently identified as good practice by Ofsted e.g. Abbot Beyne School, Staffordshire University Academy, and Penkridge Middle School.

34. A HMI monitoring inspection visit report for a Staffordshire primary school included the following comment linked to the Behaviour, Health & Wellbeing service:

    a. 'The deputy headteacher has provided training *(delivered by Entrust)* for lunchtime supervisors and, as a consequence, the number of minor accidents has reduced'

Special Education Needs Advisory

35. This service aims to provide advice and guidance about whole school SEND provision across schools and settings, in particular in relation to school improvement and SEND, including special schools (residential and non-residential) plus mainstream schools and settings.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
100% of residential special schools supported during announced and unannounced inspections	100% *(9 announced inspections, 11*

unannounced inspections)	
Respond within 2 days to requests from SCC for advice	100%

Evidence of impact / achievements:

36. The National Award for SENCo's (Special Educational Needs Coordinators) is delivered by Entrust and accredited by the University of Birmingham. 40 delegates have completed the award during 2015.

37. Comments from course evaluations:

    a. 'A better understanding of SENCO role which I can apply in school'
    b. 'It has enabled me to critically reflect throughout the course on what my school is providing for children with additional needs. Absolutely brilliant!'

Early Years

38. This service aims to provide support for early years settings to ensure that families have access to good quality childcare within Staffordshire.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
95% of settings that receive NEF (Nursery Education Fund) are part of a review and monitoring schedule	100%
95% of early years responses to DfE initiatives and consultations meet deadline	100%
95% responses to SCC requests for sufficiency information are within agreed timescale	100%
Respond within 2 days to requests from SCC for advice	100%
EYFSP (Early Years Foundation Stage Profile) moderation – 25% of schools and settings receive moderation visit	54% *(170 schools moderated)*

39. SCC and Entrust have reviewed and discussed the changes that are required in relation to the Early Years service specification and KPIs. It is anticipated that this will shortly progress through the formal change control process to ensure that the SDA reflects any agreed changes.

Evidence of impact / achievements:

40. Entrust and Ofsted jointly delivered 'Getting to Good' workshops for childcare providers within Staffordshire. 37 delegates attended and a sample of the feedback is outlined below:
    a. 97% of delegates stated that the workshop was 'appropriately challenging'.
    b. 97% of delegates stated that the delivery and presentation was 'Good / Excellent'

41. Below are comments from a HMI monitoring inspection report for a Staffordshire primary school and an Ofsted inspection report for East Staffordshire Children's Centre:

   a. 'The local authority also commissioned high-quality support *(from Entrust)* to improve provision in the Early Years Foundation Stage. This, along with changes in leadership and staffing, has led to significant improvements in this area'.

   b. 'Commissioned early years improvement partners *(Entrust)* provide bespoke packages of good quality training and support to meet the specific needs of individual early years settings and childminders. This is leading to improved outcomes for children'.

Information, Advice & Guidance

42. This service aims to ensure that:

   a. Young people at risk of entering the NEET (not in education, employment or training) group are identified and supported to go onto a positive post-16 destination,

   b. Young people not in education, employment or training are identified and supported to go onto a positive destination.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
100% of young people who are identified as vulnerable have an appropriate assessment of their needs to inform their personal plan	100%
100% of schools are monitored for compliance with the requirement to provide independent and impartial IAG	55% (of identified schools receive independent and impartial IAG from the Careers and Participation Service at Entrust)
A '*not known' target of 10% for 16 to 19 year olds *Post-16 destinations (e.g. learning, employment) not known.	October 2015: Academic age 16-18 = 24.7%
100% representation at Transition Reviews for those with SEN (Special Educational Needs) or LDA (Learning Disability Assessments) in Year 9 and final school year	100% (65 transition reviews)
100% of learners with a SEN (Special Educational Need) transferring out of school / special school receive appropriate levels of support	See information below.
To complete 100% section 139a	0%

Learning Disability Assessments, as required under statutory guidance, in a timely and accurate way, liaising with appropriate agencies and stakeholders no later than March 2013	Assessments are not conducted between 1st April and the end of the Summer term. September / October has been spent training / preparing Careers Advisors regarding the change in system / documentation.
Participation at 16 > 97%	October 2015 Academic Age 16 = 96.4%
The service will also contribute to:	
A NEET (Not in Employment Education & Training) target of 5.5 % for 16-19 year olds	October 2015 Academic Age 16-18 = 4%
Activity Survey 94% or above in structured learning, 3.1% or below NEET.	Structured Learning = 96.7% NEET = 1.8%

43. SCC and Entrust have reviewed and discussed the changes that are required in relation to the IAG service specification and KPIs. It is anticipated that this will shortly progress through the formal change control process to ensure that the SDA reflects any agreed changes.

Evidence of impact / achievements:

44. July 2015 data:

   a. 97.1% of 16/17 year olds have been made an offer of an education place under the September Guarantee - compared with the national figure of 93.2%.
   b. 11.3% of 16-18 year old NEETs re-engaging in employment education or training – compared with the national figure of 7.7%.

Staffordshire Learning Technologies Service

45. This service includes providing strategic support to Staffordshire County Council, the provision of relevant ICT advice and support for known establishments classified as under-performing or in special measures by OfSTED, strategic input and support for the Staffordshire Learning Network (SLN2) – Learning Platform, and a service desk facility providing 1st line support.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
95% good or excellent customer satisfaction rating following work undertaken	Not currently reported.
50% of incidents fixed at the time the customer first reports them	36%
90% of critical service incidents which severely impact a customer's business typically affecting more than 50% of users or a critical function are restored	Not currently reported.

within 1 working day.	
80% of non-critical service incidents directly related to SLT service delivery are restored within 5 working days.	69%
Annual evaluation of delivery of strategic support and development projects in line with individual requirements and relevant service standards	Not currently reported.
100% of Projects delivered under this agreement will be managed using the Prince 2 project management methodologies	Not currently reported.
100% of technical staff shall be Microsoft Accredited	Not currently reported.
100% of support calls shall be recorded by our service desk	Not currently reported.

46. SCC and Entrust have agreed a format for the monthly performance reports which does not contain information regarding all of the KPIs outlined above as they have not all been deemed to be relevant. This has not yet progressed through the formal change control process.

Learning & Development Arm

47. This service aims to:

a. Provide a high quality administration service to the County Council in relation to staff training and development.
b. Provide an end-to-end process supporting Apprenticeships and QCF (Qualifications and Credit Framework) including recruitment, funding, training and qualification attainment.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
Number of programmes designed within 28 days of the date of commissioning	The contractual KPIs are not relevant for this service. SCC and Entrust have developed and agreed a Quality Standards document and relevant KPIs for this service will now be extracted from this with a view to progressing these through the final change control process.
85% of commissioned programmes delivered	
<1% of formal complaints by delegates regarding design / delivery where JVCo provides this and / or managed service component	
100% of venues to be used for the delivery of learning solutions will meet minimum venue standards as determined by the Customer.	
95% of learners to not wait more than 3	

| months to have access to an identified development requirement. | |

48. The service aims to provide course administration for up to 12,600 delegate places during the financial year. To date course administration has been provided for 6,024 delegates (48%).

Catering

49. This service aims to provide a catering service to Staffordshire County Council on an individual premises basis.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
90% of quality audits are deemed to be good or better	This is not currently reported. Quality assurance is carried out by the operation manager and issues raised with SCC where appropriate. A recent Quality Audit completed on County Buildings resulted in an 89% score which is designated as good.
95% of the annual Customer Satisfaction surveys are deemed to be good or better	This is not currently reported. Customer satisfaction surveys are not undertaken; however regular site inspections are used to monitor performance and, in addition, 3 compliments have been received during the financial year.
95% of compliance with service levels as agreed in the individual Service Level Agreements	This is not currently reported. Individual Service Level agreements do not exist.
Less than 10 formal complaints annually	2
All formal complaints dealt with as SCC guidance or better	This is not currently reported – however this is guidance rather than a KPI. Entrust operate their own complaints procedure, details of which are publicised on their website.

50. SCC and Entrust have agreed a format for the monthly performance reports which does not contain information regarding all of the KPIs outlined above. This has not yet progressed through the formal change control process and additional work is required.

Cleaning

51. This service aims to provide a comprehensive and high quality cleaning service to Staffordshire County Council used premises.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
80% customer satisfaction (measured annually)	This is not currently reported. 1 compliment received during the financial year.
95% of sites inspected achieve 'Acceptable' BICSc (British Institute of Cleaning Science) service standards (inspection visit process, measured a minimum of 3 times a year)	This is not currently reported in this way. A 99% cleanliness score was recorded for April 2015.
Less than 10 formal complaints per year	1 formal complaint.
All formal complaints dealt with as SCC guidance or better	This is not currently reported – however this is guidance rather than a KPI. Entrust operate their own complaints procedure, details of which are publicised on their website.

52. SCC and Entrust have agreed a format for the monthly performance reports which does not contain information regarding all of the KPIs outlined above. This has not yet progressed through the formal change control process and additional work is required.

Grounds

53. This service aims to provide a comprehensive and high quality grounds service to Staffordshire County Council used premises.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
80% customer satisfaction (measured annually)	This is not currently reported – however a 'docket' system has been introduced where the client is required to sign off the work as satisfactory - 100% satisfaction achieved to date.
Less than 10 formal complaints annually	3 formal complaints.
All formal complaints dealt with as SCC guidance or better	This is not currently reported – however this is guidance rather than a KPI. Entrust operate their own complaints procedure, details of which are publicised on their website.

54. SCC and Entrust have agreed a format for the monthly performance reports which does not contain information regarding all of the KPIs outlined above. This has not yet progressed through the formal change control process and additional work is required.

Property

55. This service aims to provide an end-to-end service offer for construction, maintenance and the safe operation of the Customer and partner's buildings. Services principally consist of business support, maintenance and design services.

Key Performance Indicator (KPI):	Performance (1st April – 31st October 2015):
95% of clients after each project that are 'satisfied' or better with the service and the quality of the work undertaken.	100% *(41 compliments received)*
95% of emergency repairs (D1s) that are attended on site within 24 hours of being reported to the helpdesk.	No information available for this KPI
95% of projects that are delivered to within +/- 10% of the cost estimate of the scheme for projects over £250,000 excluding fees in value.	100%
95% of the Capital programme completed in money terms within the financial year.	100%
Number of health and safety occurrences by Consultancy staff that are notifiable under RIDDOR on schemes being managed.	0
95% of feasibility projects that are that are delivered within the agreed timeframe.	100%
Number of D1 repairs that are undertaken in a financial year.	578
95% of all required health and safety and best practice testing to be undertaken for *the financial year* within agreed timescales across the non-school estate.	92% (against profile)
95% of required asbestos reviews to be undertaken in the financial year across the non-school estate.	94%

Evidence of impact / achievements:

Two new / extended & modernised school building projects have been completed this financial year:

a. Veritas Primary Academy in Stafford. Veritas Academy is a two form entry school for children aged 4 to 11 years old and has 210 places from Reception to Year 6. The school opened in September 2015.
b. Five Spires Academy in Lichfield. Five Spires Academy is a one form entry primary school which opened in September 2015.

Developments during 2015/16:

56. Work has commenced this financial year to produce more detailed Performance Management Frameworks for each of the services within the SDA. The aim of this work is to ensure that both parties have an even clearer understanding of what needs to be reported, over and above the contractual KPIs, to demonstrate the outcomes being achieved. This work has also involved introducing more consistent reporting templates and reporting deadlines across all services. This work is being conducted in partnership with Entrust.

57. Although the existing operational KPIs have provided a useful way of monitoring the transfer of staff and services to Entrust during the early days of the new arrangements there may now be a need to further develop the contractual KPIs by introducing a number of relevant outcome based KPIs for each service. This would assist both parties in being able to more directly link the performance of contracted services to the overall outcomes that this partnership arrangement is aiming to achieve.

58. Improvements have been made to the Entrust SDA governance arrangements this financial year. This work has resulted in mapping the existing arrangements, producing & agreeing standard terms of reference for each of the governance groups, and communicating these arrangements and escalation routes within Staffordshire County Council and Entrust. A review of these arrangements is required in the early part of 2016.

Summary and Conclusion

59. Information within the report, regarding the increase in the number of academies and the improvements being made within education across Staffordshire, continue to support the overall rationale for the development of the joint venture company.

60. The key performance data outlined within tables 1.1 to 1.7 demonstrates that education is improving across Staffordshire and in the majority of cases Staffordshire is performing better than the England average.

61. There has been significant progress since the last Select Committee report (September 2014) to further develop and improve both the governance and performance management arrangements across the SDA and additional work in these areas will be completed in the early part of 2016.

62. Further improvements have been identified this year regarding the introduction of more outcome based KPIs and this needs to be a key focus for Staffordshire County Council and Entrust during 2016.

Contact Officer

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Appendices/Background papers:

Appendix A – Entrust Fast Facts; Spring, Summer and Autumn