

White Horse

EDUCATION
PARTNERSHIP LIMITED

Services Report 2005

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Services Report

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1. INTRODUCTION

Welcome to the White Horse Education Partnership (WHEP) Services Report for its third full year of service since completing the new schools at Abbeyfield, Malmesbury, and Wootton Bassett.

2005 has been a very stable year, with WHEP focusing on providing a comprehensive range of services including planned and reactive maintenance, portering, cleaning, security, grounds maintenance and janitorial services to support the educational services.

WHEP is committed to playing an active role in the schools' broader relationship with the local communities, and has sought actively to employ local residents wherever possible.

Good communications are at the heart of the WHEP partnership approach to this long-term project. WHEP recognises that it is part of a larger team providing key educational services to the children in the communities of Chippenham, Wootton Bassett and Malmesbury and, as such, endeavours to understand and support the County, Head Teachers and Teachers in their objectives.

2. ORGANISATION AND MANAGEMENT

2.1 Service Providers



The Service providers for the contract are GSL (UK) Limited, who employ directly the Service Delivery Managers, Cleaners and Schools Services Technicians.

Help Desk services are managed by GSL Integrated FM Services (IFMS), who provide general support and lettings management.

Pre-planned maintenance is also managed in-house by the GSL IFMS, who provide mobile technicians, and manage specialist sub-contracts such as water treatment, window cleaning and lift maintenance.

In addition, all activities are supported by GSL central functions, providing Health & Safety, Procurement, and Human Resource guidance and management.

Catering services are sub-contracted through GSL to Aramark.

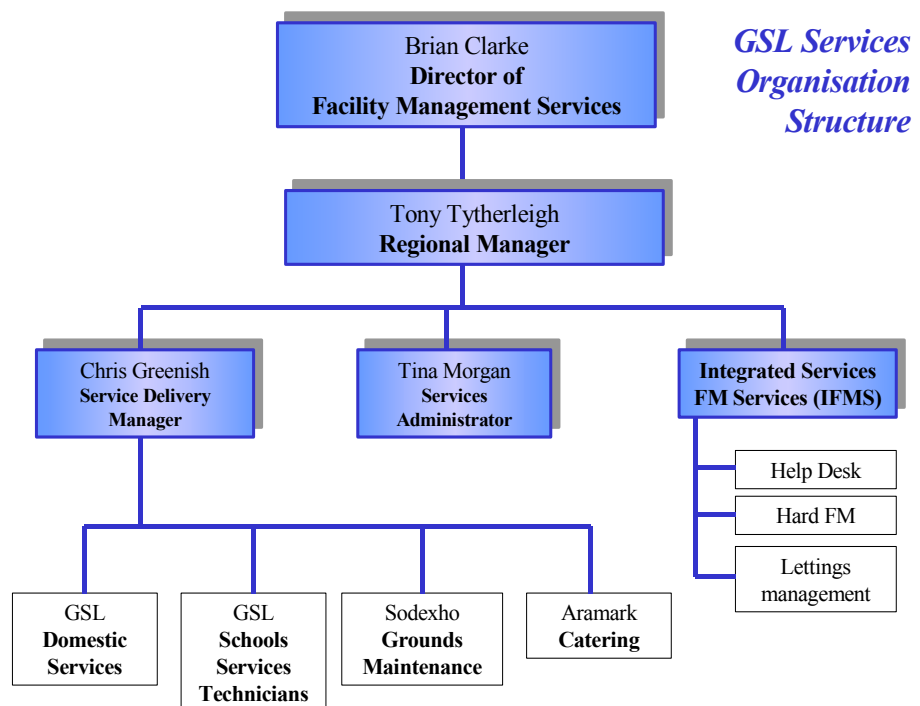


Grounds Maintenance is subcontracted to Sodexo Land Technology.

2.2 Organisation and Responsibilities

2.2.1 Organisational Structure

An outline of the GSL organisational structure, showing areas of responsibility, is shown in the chart below.



HEADCOUNT AS AT END OF JULY 2006					
	SST's	Cleaning Supervisor	Deputy Cleaning Supervisor	Cleaners	
Malmesbury	1	1	0	9	
Wootton Bassett	2	1	1	11	
Abbeyfield	2	1	0	8	
TOTAL	5	3	1	28	37
				<i>Total cleaners inclusive of Supervisors</i>	32
				Facility Services Co-ordinator	1
				Administrator	1
				TOTAL GSL HEADCOUNT	39
				Plus SST seconded from WCC at Malmesbury	1
TOTAL STAFF					40

2.2.2 Service Delivery Managers



Chris Greenish is the Service Delivery Manager for the contract. He is based at Abbeyfield School in Chippenham.

Chris co-ordinates all aspects of the services, and works closely with the staff at all three schools to ensure compliance with the service level agreement.

2.2.3 Services Administrator

Tina Morgan is the Services Administrator and is also based at Abbeyfield School in Chippenham. Tina looks after all areas of administration, including procurement and employee matters, and also acts as a vital link between the Help Desk and the operational team to ensure that all reported jobs are dealt with within the service level agreement of the contract.

2.2.4 Schools Services Technicians (SSTs)

There are two Schools Services Technicians (SSTs) employed at each of the schools.

Traditionally known as school caretakers, the Schools Services Technician role has been changed to include a level of handyman maintenance which involves routine pre-planned maintenance as well as traditional caretaking services such as:

- opening and securing of buildings
- routine inspection of plant rooms
- gritting and snow clearance
- distribution of parcels and mail throughout the schools
- planned testing of the fire and security systems
- portable appliance electrical testing



- quick response service to spillages and other incidents
- quick response to plumbing, electrical and fabric damage.

The Schools Services Technicians (SSTs) are also responsible for opening the schools and preparing rooms and areas of the schools for lettings.



2.3 Staff Retention

Services staff were transferred under TUPE at Wootton Bassett and Malmesbury schools. Staff at Abbeyfield were recruited for the new school. Turnover is now stable, and the retention % is better than the national average for similar services.

RETENTION OF TUPE STAFF FOR 2005 (Feb-Dec)					
	No of TUPE staff as at 01/02/05	No of TUPE staff as at 31/12/05	TUPE Leavers	Retention of TUPE Staff for 2005	
Malmesbury	5	2	3	40%	
Wootton Bassett	7	7	0	100%	
TOTAL	12	9	3	75%	

2.4 Meetings

WHEP regards good communication as a prerequisite to a successful partnership and, throughout the year, both the WHEP Employer's Agent and WHEP Board Directors have made regular visits to all the Schools.

The format of meetings has been reviewed and agreed in consultation with the Schools and Wiltshire County Council.

Six Project Review Meetings per year are scheduled, at half term intervals. These are attended by the Authority, GSL, Head Teachers, and WHEP, and are an opportunity to share progress and concerns and to innovate, under the chairmanship of the WHEP Provider's Agent.

In addition, we hold Facilities Management Meetings, where WCC representatives and Facilities Managers discuss day-to-day operational matters and overall supplied standards. These meetings are held on a monthly basis, as required.

Meetings are held with Wiltshire County Council on an annual basis to discuss and review particular aspects of the contract.

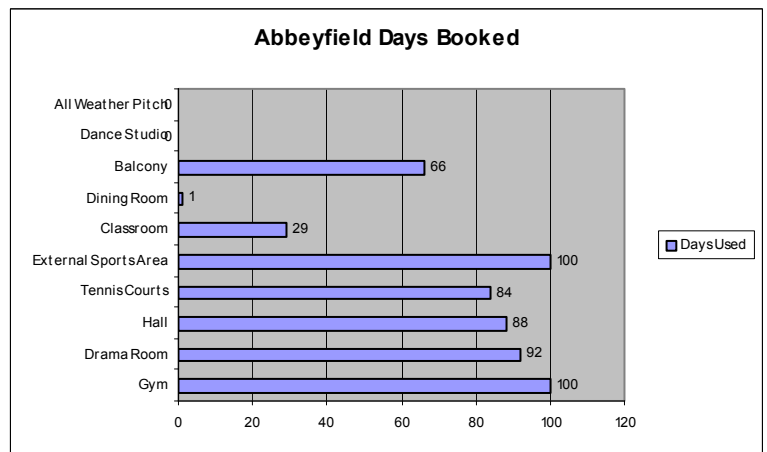
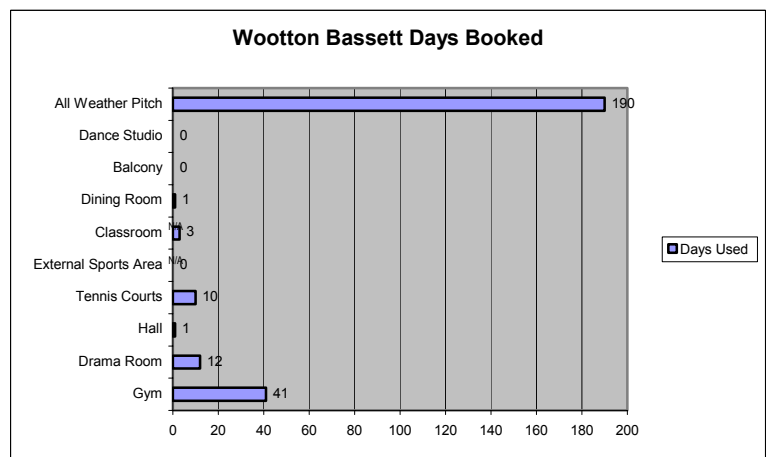
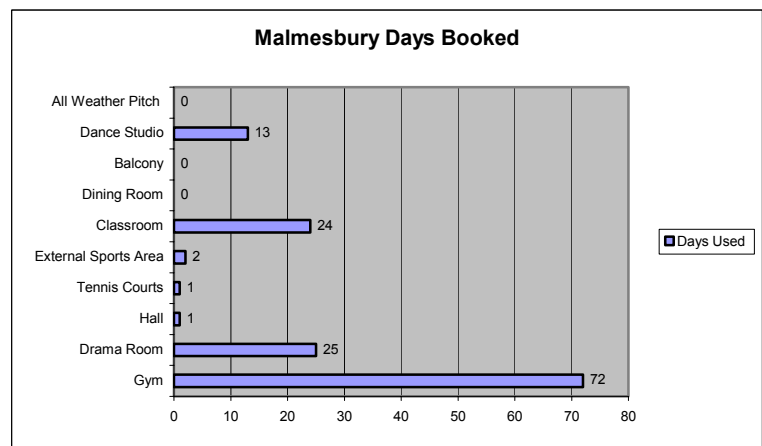
These are normally attended by the WHEP Provider's Agent, WHEP Directors, the Director of Environmental Services and the Strategy and Partnership Manager at Wiltshire County Council.

2.4 Commercial Issues

Facilities at the three schools are made available to both the school and the local community out of normal teaching times. Our Help Desk manages this facility.

Availability of the premises is affected by a number of things, and our main priority is always to ensure that the facilities are available to the Schools according to the service level agreement. Strict restrictions placed on us by the requirements of the Public Entertainments Licence, and specific restrictions of usage by our insurers mean that we have to be selective about lettings, but we do try to accommodate within these restrictions.

At each location the facilities used include the gymnasium, hall, tennis courts and classrooms, with the addition of the dance studio and drama room at Malmesbury, and the all weather pitch at Wootton Bassett.



All areas are available 6-10 p.m. during week days, and 10a.m. to 4 p.m. at weekends for external areas.

The facilities were also used by the schools for out of hours activities and meetings. Activities are very diverse, and the facilities serve all age groups.

They include: junior, youth and adult football; five a side football and hockey; tennis; netball; martial arts; aerobics; courses in dressmaking, needlework, languages and art; concerts and lectures.

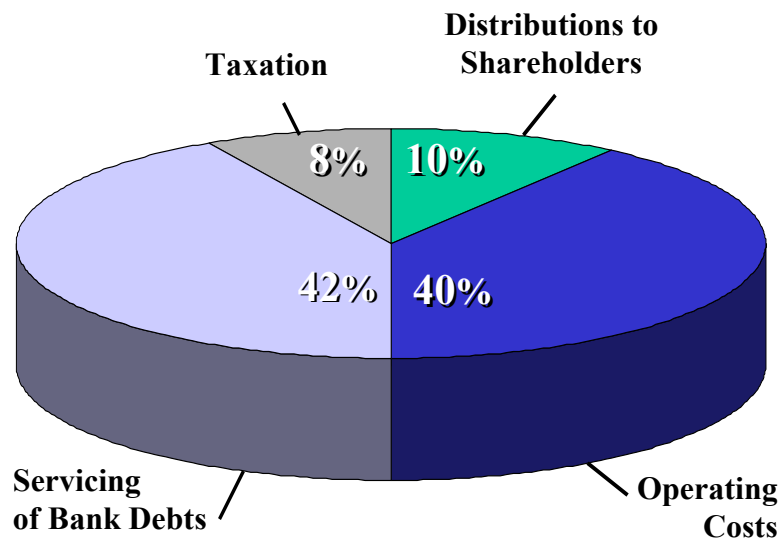
Most lettings go extremely well, with the facilities being well appreciated by users, but occasionally some members of the public have to be reminded to treat the facilities and the school with more respect.

2005 has been a challenging year in terms of keeping the cost of lettings at previous years' rates. Utility costs have increased in excess of 75% over the year, and it will therefore be impossible to maintain current charges throughout 2006. Increases in the region of the RPI should be expected by the end of this year.

Breakdown of Unitary Charge

The pie chart in **Figure 1**, illustrates the breakdown of the Unitary Charge over the life of the concession. The unitary charge is at risk under the performance regime of the contract.

- Over 40% of the annual unitary fee that WHEP charges goes to pay back the loan taken out to fund the building of the three schools.
- A similar amount is spent on the provision of Facilities Management and lifecycle maintenance services.
- Any surpluses after these costs are accounted for will be distributed between the shareholders.



3. SERVICE REPORTS

3.1 Help Desk



The Help Desk is the hub of information and response within our organisation.

Action requirements are relayed through the Help Desk to our service teams, and monitored to ensure they are addressed promptly and effectively.

Help Desk staff are given specific training in customer service and communications, and present a customer-focused front line response, whether by telephone, or email.

The Help Desk is the focal point of our interface with the schools, ensuring that matters arising receive attention, and providing and collating the statistical information essential for performance monitoring and continuous improvement.



Flexibility has been built into the service, allowing direct contact with the SSTs on site for quick response jobs. The information regarding the job is then passed on to the Help Desk for the purpose of record keeping.

3.2 Building Maintenance



This activity is managed directly by the GSL in-house building maintenance team (IFMS), who employ a team of mobile technicians, and manage a number of specialist sub-contractors from our operational headquarters in Worksop.



Where possible, we employ local suppliers in order to provide the quickest response times possible in the event of breakdown of equipment.

All pre-planned maintenance (PPM) is carried out during half term and holiday times, to avoid noise and disturbance to the schools.

In 2005 all PPM was completed on schedule, with no disruption to school activities.

3.3 Cleaning and Domestic Services



The contract employs 32 cleaning staff over the three schools, including 4 supervisory staff.

These employees are directly employed by GSL UK Limited and report through Cleaning Supervisors to a Service Delivery Manager, who is responsible for monitoring service levels.

Random daily audits are carried out to ensure that the highest levels of cleanliness are maintained.

Independent monthly audits are carried out, with reports sent directly to the Director of Facilities Management Services.

Turnover of cleaning staff has been addressed effectively, and following the initial settling in period is now stable and remains low. This has enabled high standards of cleaning.



TURNOVER FOR 2005	Feb-Jun 05	Jul-Dec 05	Feb-Dec 05
Malmesbury	17.6%	40.0%	60.0%
Wootton Bassett	7.7%	38.5%	50.0%
Abbeyfield	20.0%	21.1%	38.1%
TOTAL TURNOVER	15.0%	34.7%	50.7%

TURNOVER FOR 2006 TO DATE	Jan-Jun 06	Jul-06	Jan-Jul 06
Malmesbury	34.8%	0.0%	34.8%
Wootton Bassett	7.7%	7.4%	16.0%
Abbeyfield	21.1%	0.0%	21.1%
TOTAL TURNOVER	20.6%	3.1%	23.9%

Extremely high volumes of litter dropped by pupils, and chewing gum damage, continue to be an issue, and pressure is being put on the schools to address and reduce this problem.

3.4 Grounds and Playing Field Maintenance



A dedicated team from Sodexo Land Technology is responsible for the ongoing provision of grounds maintenance services over the three PFI schools in Wiltshire.

The day-to-day responsibility of making sure they meet the service specification and take on board feedback from GSL and the schools rests with the site management team. This team, headed by Tony Wootton, was strengthened last year with the appointment of Assistant Contracts Manager Alan Stevens, who brings a wealth of horticultural experience with him. Both Tony and Alan are directly supported by Sue Wyatt, the Contract Administrator, who continues to be the main contact for all enquiries relating to the grounds.

The service portfolio ranges from the normal day to day routines of grass cutting and shrub bed maintenance, through to more challenging work such as ongoing improvements to the sports field, and the monitoring and removal of dangerous notifiable weeds like ragwort in the conservation areas.

Now, as we enter the fourth season of the contract, we believe we are better placed than ever to offer professional grounds maintenance services to the sites. As we commence the summer program of grass cutting, sports marking, ornamental hedge cutting, pruning, select spraying, and summer shrub bed maintenance, we can assess the effectiveness of the past winter maintenance program of sports markings, spiking, harrowing, rolling, leaf collection, pruning winter shrubs, bed maintenance and field hedge cutting.



Each year we re-assess the sites and our programmes of works to ensure that we have the right balance, for example, of fertiliser for the pitches and the correct maintenance programme in place for what are still relatively immature sports fields.



We continue to work to improve and develop the level of service provision, bringing safe and professional grounds maintenance services to the relationship built on partnership and dependability in each of the schools.

Our commitment to the environment was again demonstrated last year when our Environmental Management System was audited, and again we were successfully re-accredited to ISO 14001. The Management System was specifically designed to assist us in protecting the environment on sites like these. It enables us to control the processes for delivering our service effectively, ensuring they have the least harmful effect on the environment at any stage in their life cycle, either by pollution or the depletion of natural resources.

Health & Safety continues to be one of our key strengths, and our commitment to the sites remains one of our top priorities. We continue to ensure we meet our health and safety obligations, with everyone taking an active role in preventing accidents to both the public we serve, and our own employees.

We have undertaken many projects to improve and enhance the local environment at the schools, for example:

- Repairing gates
- Repairs to chain link fences
- Top soiling vermin holes and rabbit scrapes on playing fields
- Top soiling & seeding wet or uneven surfaces on all fields
- Supplying and planting new shrubs in gaps in the shrub beds
- Planting replacement trees
- Repairing long jump pits
- Monitoring all sites for ragwort and removing as necessary.

In March 2006, SGS recommended re-certification of our ISO 9001:2000 Management System following another extensive audit. As part of our commitment to improving the overall service, we gave refresher training based on our training manuals to ensure that all our staff are fully re-inducted into the company systems, are aware of our company core values, receive foundation health and safety training, and are competent to operate any equipment they use.

Customer focus is reinforced by our re-certification to Investors In People. This standard sets out good practice for training and development within the organisation, in order to achieve the aims and objectives of the business.

Our proactive personnel training plan and staff appraisals for all staff help to identify individual improvement targets, some such as shrub pruning training has already been done.

3.5 Catering



Catering for the schools is provided by Aramark. The local team have a very positive, open relationship with both GSL and the Wiltshire Schools, and have learnt a great deal about the individual tastes and expectations of the children. They intend to continually develop their menus with new products and menus.

Food Choice: Each site continues to provide a range of hot, cold and soft drinks, confectionery, freshly baked hand-held snacks, cereals and fresh fruit at breakfast and morning break.

The lunch service includes a salad bar or takeaway salad box, selection of sandwiches / rolls / baguettes and a choice of freshly prepared hot entrées and hot and cold desserts.

Hospitality catering is also provided to each school upon request and this includes beverages, working breakfasts & lunches, buffets and canapés.



We continue to promote and advise on the benefits of Healthy Eating, and ensure a range of healthy options are always available across the range of food choices that are provided.

This Healthy Eating programme has been supported by a range of 'Intelligent Dining' brochures and posters that helps students to understand the balance between different food groups.

This year we have adopted a 'health by stealth' approach through restricting some food options, preparing meals with low fat, sugar & salt recipes, menu controls and tariff weighting (to ensure that healthier options are no more expensive than other menu choices).

Audits: All sites have regularly audited by Aramark, covering the key areas of health & safety, food safety, procurement and financial controls. In addition, GSL have conducted independent safety audits and the Local Authority has visited to undertake a review of food service provision and fire safety.

Events & Meetings: School Open Days and Parents Evenings have been attended by members of the service management team. This has allowed parents to ask any catering related questions, and for us to promote the catering services in support of maximising uptake.

Governors Meetings at both Abbeyfield and Malmesbury have been attended to discuss general catering matters and the new Government *Food for Schools* initiatives. Attendance at these meetings is beneficial to keep Governors informed of catering developments.

We have supported and sponsored prizes for food technology related activities and Celebration of Success evenings.

Staff Training & Development: All catering staff have been trained in the requirements of the new Food Safety Regulations which came into effect January 2006. On site food safety audit systems have also been updated to incorporate these requirements.



The three Catering Managers will be attending a Diet and Nutrition course later this year.

Financial Viability: The challenge of balancing healthy food provision with encouraging students to use the catering services continues to be difficult. External competition, sometimes parked at the school gates, is ready to provide students with the food options that we are encouraging them not to eat.

The viability of unsubsidised catering services in secondary schools may have to be addressed as Government policy begins to remove some of the more profitable drinks and confectionery items that historically have helped to subsidise the main meals.

Current Issues: Lunch service times continue to be reduced as academic pressures increase. These reductions, together with the already limited seating capacity on each site, is putting further pressure on student participation levels. These restrictions also contradict the evolving Government policy that students should be encouraged to eat a balanced healthy meal and not quick snack.

Discussion will be initiated with each School to agree an acceptable way forward that meets the needs of all interested parties.

Initiatives: GSL and Aramark presented the benefits of implementing a **Cashless Card System** across all sites. This would have provided parents with the opportunity to have more control over what students were purchasing with their dinner money and increased participation levels. This proposal was not accepted at the time. However, we are hoping to revisit and trial this initiative during the Autumn Term of 2006.

An **online packed lunch ordering system** will be trialled at Abbeyfield later this Summer Term to measure the level of parental interest in using such a service. The main benefits are that the packed lunch can be pre-ordered & pre-paid, thus avoiding cash being spent elsewhere. The packed lunch meal will also be prepared and stored hygienically in a temperature-controlled environment, and queuing will be reduced.

We are working with each school to ensure full implementation of the Government Food for Schools policies whilst also highlighting the effect that some of these policies may have on the financial viability of the catering service.

4. SUMMARY

WHEP is proud of its successes in 2005.

All the schools remain fully operational, and the overall levels of availability and service met the contractual requirements.

The schools and services provided by WHEP and its service partners are appreciated by both teachers and pupils.

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