



White Horse

EDUCATION PARTNERSHIP LIMITED

Annual Report 2007
For Wiltshire County Council

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Foreword

A word or two from WHEP

As ever it has been a busy time on the Buildings Management and Maintenance Front. It has been dominated by sixth Form Extensions at Abbeyfield and Wootton Bassett which as I write are being fitted with furniture and last minute detail for the September term. The finished products are much in keeping, have had massive input from the schools themselves and WHEP looks forward to these assets to maintain.

The year saw many improvements but it would be wrong to give an impression that everything works well all the time. The task is to minimise any downtime in availability and that has been achieved with marked success. Boilers fail, Power is lost, leaks occur, rain floods pitches, there is damage to repair as well as wear and tear to rectify and we follow a constant programme of updating, and replacement of items that have exceeded their life. New carpets, new fences, modifications to room layouts, provision of additional electrical power; interactive whiteboards, wall redecoration have all taken place – most without the smallest inconvenience to our customers.

WHEP meets each half term with the Head teachers and Bursars from all three schools together with G4S our Facilities Management Company to constantly review standards and to see where we can improve the service. These meetings are attended by Wiltshire County Council officers who monitor the performance of the buildings and together we plan the changes needed to meet a changing curriculum and a developing society. The challenges in the near future are to adapt for Extended Use of Schools and to invite greater Community Use to which we look forward.

Ian Bolden
General Manager
White Horse Education Partnership

1 Organisation and management – service providers



GSL are the service providers for the contract and directly employ the service delivery manager, administrator, mobile engineer, school service's technicians and cleaning operatives.

Help Desk Services are managed by GSL Integrated FM Services (IFMS) who, in conjunction with the local administrator, provide general support and monitor help desk activity ensuring reactive and planned maintenance tasks are completed in a timely manner, in line with the service level agreement. IFMS also manage a large proportion of specialist subcontractors i.e. lift servicing, boiler maintenance.

The local GSL activities are fully supported by IFMS, providing human resources guidance, health and safety information and procurement.

GSL partner two major sub-contract suppliers of services.

Grounds Maintenance



Grounds Maintenance is subcontracted to Sodexo.

Catering

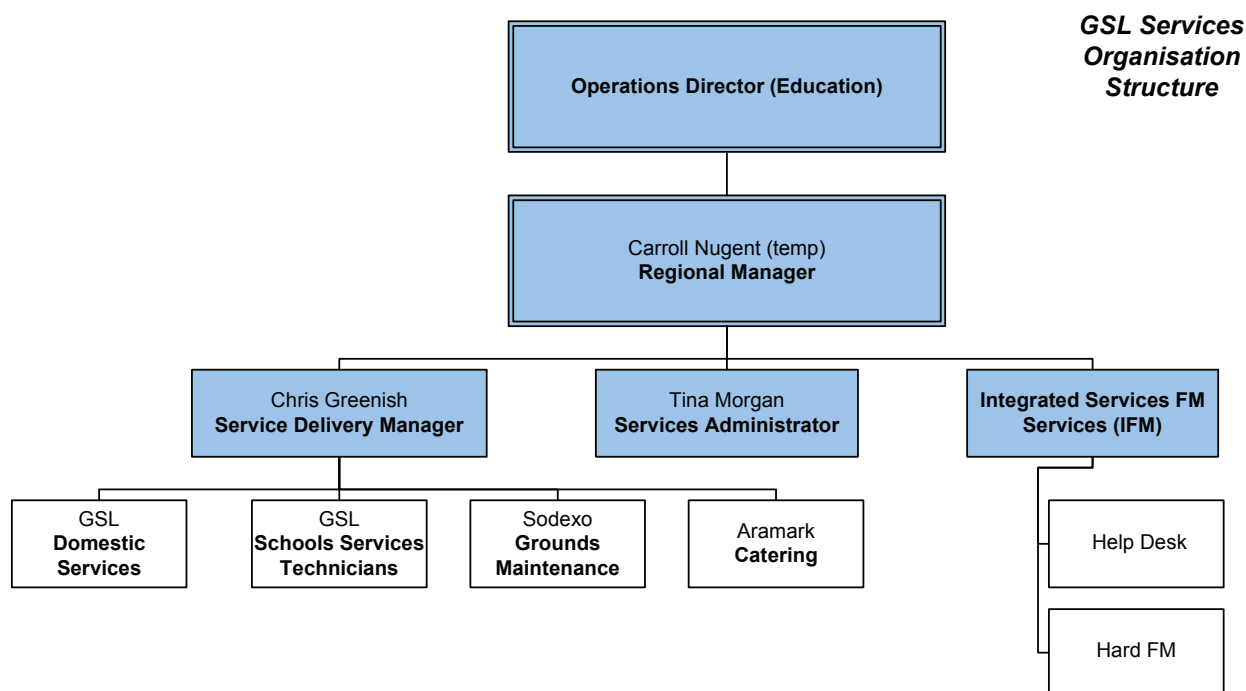


Catering services are subcontracted to Aramark.

1.1 Organisation and responsibilities

Organisational Structure

The chart below shows the organisational structure and areas of responsibility.



Headcount

Headcount as at the end of June 2008

	SST's	Cleaning Supervisor	Deputy Cleaning Supervisor	Cleaners	Total Headcount
Malmesbury	2	1	0	10	
Wootton Bassett	2	1	1	12	
Abbeyfield	2	1	1	10	
Totals	6	3	2	32	43
Total cleaners inclusive of Supervisors				37	
Service Delivery Manager					1
Mobile Engineer					1
Administrator					1
Total GSL Headcount					46
Total Staff					46



Service Delivery Manager

Chris Greenish is the Service Delivery Manager for the NWS contract. He is based in an office in Chippenham, along with the company administrator.

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

Service Administrator

Tina Morgan is the service administrator and is based in the Chippenham office along with Chris Greenish. Tina's duties include looking after human resources, all aspects of administration, invoicing and procurement. Tina is also responsible for supervising local helpdesk activity, ensuring reports are compiled and published in a timely manner.



School Services Technicians (SST's)

There are two School Services Technicians at each of the three schools.

The SST's carry out the traditional caretaking role but also have the ability to carry out the less specialist planned preventative maintenance tasks (PPM's), along with performing minor plumbing jobs, other handyperson tasks and ad hoc cleaning issues which occur during the day when no cleaners are in school. A sample of daily tasks involves

- Opening and securing the building
- Carrying out PPM's, including fire and intruder alarm testing and ensuring the integrity of plant rooms.



- Portage and distribution of incoming goods
- Daily availability audits to ensure the school is ready for occupation prior to staff arriving
- Gritting and snow clearance when weather dictates
- Setting up areas of the school for performances / meetings / lettings
- Responding to plumbing, electrical, fabric issues in a timely manner to ensure compliance with the service level agreement



1.2 Meetings

WHEP believe good communication is key to a successful partnership and regular visits to the schools are made by all parties throughout the year.

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

Six Project Review Meetings per year are scheduled. These are attended by the Authority, GSL, Head Teachers (inc Business Managers) and WHEP. They provide a forum for discussion about current issues.

GSL also have regular meetings with the Authority's representative to ensure compliance with the service level agreement is maintained and that service delivery remains acceptable. Currently held six times per year, these meetings will become monthly in the near future.

GSL also hold regular meetings with the Business Managers at the three schools to discuss any issues / requests.

Meetings are also held with Wiltshire County Council on an annual basis to review and discuss particular aspects of the contract. These are normally attended by WHEP, WHEP Directors, the Director of Environmental Services and the Strategy and Partnership Manager at Wiltshire County Council.

Meetings and staff training

Every GSL team member undergoes a thorough site induction when they commence employment with us. Training continues throughout their employment with regular monthly health and safety tool box talks and COSHH data updates to mention just a few. Customer service skills training is provided and specifically targeted to address individual needs. All employees are scheduled to go through the British Safety Council Level 1 training programme. This will give them a complete understanding of risk assessments, hazards and how to ensure safe working environments for all. Supervisors and SST's will advance to level 2 training which will give them greater insight into health and safety management.

1.3 Innovation

GSL work with their partners to introduce innovation into the contract.

Currently, we are looking at ways of introducing 'GREEN' systems into the day to day operation of the contract and are currently liaising with our energy suppliers on a number of opportunities for the schools and GSL to work together. These include a representative from the energy company attending meetings with staff and pupils at the school to answer questions on energy conservation. The school will then set pupils projects surrounding these issues.

We are also looking at using energy efficient light bulbs as replacements throughout the schools.

Our catering and grounds maintenance providers also encourage 'GREEN' systems and an example of this is that Sodexo are reducing their carbon footprint in the region by chipping all prunings and placing them in flowerbeds to act as a mulch. They also now source plants / shrubs / aggregates from local suppliers to reduce the emissions created by transporting these long distances.

1.4 Commercial issues

The facilities at all three schools are made available to both the school and the local community out of normal school times. This facility is managed through the Chippenham office.

Our first priority is to ensure the facilities are available for school events in line with the service level agreement. Strict restrictions placed on us by the requirements of the public entertainment licence, and specific restrictions of usage by our insurers mean that we have to be selective about lettings, but we do try to accommodate to the best of our ability within the set parameters.

Available facilities vary throughout the schools but commonly include use of the hall, gymnasium, drama rooms and classrooms. Other facilities include a dance studio at Malmesbury and the all weather pitch at Wootton Bassett.

All areas are available from 6-10 p.m. during week days and upon request at the weekends.

- Typical uses of the facilities include:
- Junior and adult hockey clubs
- Junior and adult football clubs
- Tennis
- Netball
- Martial arts
- Aerobics
- Courses in needlework, dressmaking, languages and art
- Concerts
- Yoga

The all weather pitch at Wootton Bassett is extremely popular and is booked up well in advance.

The cost of lettings has not increased since 2003 and it is no longer possible to adhere to these rates due to soaring energy costs. A review of rates will be taking place shortly and an increase should be expected.

2 Service reports

2.1 Help desk

The central help desk is the hub of information and response within the organisation.

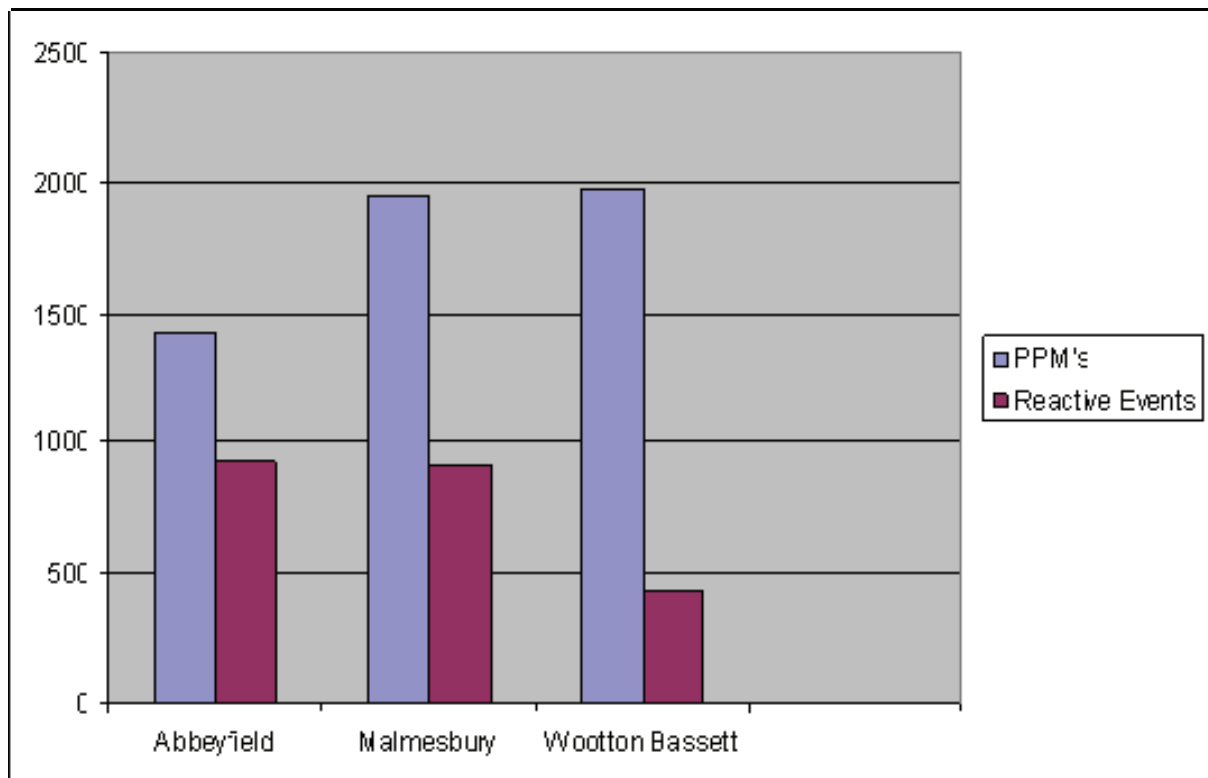
Action requests are processed by the help desk team and allocated to our SST's / engineers / subcontractors to ensure they are dealt with quickly. These requests may come via the schools, the authority or on site staff.

Help desk staff are trained in customer service and communication skills and present a customer focused front line response.

The helpdesk acts as the focal point of our interface with all parties and collates all statistical evidence for the production of weekly and monthly performance monitoring reports. These reports are very useful in monitoring the service and enable us to make continuous improvements.

As all three schools operate differently, we have built in a degree of flexibility to ensure all jobs and events are captured on the system. This allows the school staff to have direct contact with the SST's who can attend to the issues and report them to the helpdesk retrospectively.

A new helpdesk software package 'CONCEPT' will be replacing the existing package this year and will enable us to increase the flexibility and monitoring of the system.



2.2 Building maintenance



This activity is managed via the helpdesk system which automatically generates all pre-planned maintenance cards and issues them to the SST's, our mobile engineer and our specialist subcontractors. There were 5,360 of these events generated each year which ensure the integrity of the building fabric / building systems, plant and equipment.

Where possible, we employ local specialist subcontractors and suppliers to enable us to respond as quickly as possible.

The majority of pre-planned maintenance is performed during holiday periods in order to avoid causing disruption to the teaching day.

In conjunction with the helpdesk, monitoring of the pre-planned maintenance schedules takes place and in the last 12 months, all jobs were completed in time.

2.3 Cleaning and domestic services

Between the three schools, we employ 37 cleaners and this includes 4 supervisors, this is an increase of 5 on the previous year

As you would expect, ensuring a clean environment is paramount and our team strive to maintain the high standards across the schools.

Random daily audits, coupled with random inspections ensure service levels are maintained.

The local authority monitor carries out regular inspections and the results are sent to the Service Delivery Manager who ensures any items raised are addressed swiftly.

Extremely large volumes of litter dropped by pupils along with chewing gum damage on flooring continue to cause problems and it is important that we maintain pressure on the schools to help combat these issues.



3 Building and fabric updates

Both Abbeyfield and Wootton Bassett have had large 6th form extensions built this year. These will enable the schools to operate more effectively and provide much more overall space. Within the extensions are new classrooms, IT suites, conference facilities and dining room facilities. GSL are extending all the services we provide in the current, original buildings into the new areas. Through our subcontractor Aramark, we will provide café style service in the new servery areas, dedicated to staff and sixth formers. Additional external seating coupled with planters and pergolas adds to the ambience at Abbeyfield.



4 Key achievements

1. Throughout the year, all our staff have been committed to providing a first class service. We have offered flexibility and dependability to ensure that besides our regular service provision, all ad hoc school requirements have been met.
2. We are delighted to say that during the last 12 months, we have not incurred any KPI failures.
3. The vast majority of the 2226 reactive events and 5360 planned preventative maintenance tasks placed on the helpdesk have been completed in a timely manner.
4. All the NWS team are committed to Health and Safety awareness in the workplace and as a result, only 2 minor accidents in the last 12 months have occurred.
5. Working with the schools and contractors to reduce our carbon footprint in the Wiltshire area.

5 Catering



5.1 The government directive

By now you will probably be aware of the Governments Healthy eating Directive or Jamie Oliver syndrome as some like to call it. The Guidelines are compulsory for all State Schools. These have been set up to offer school children a healthy lunch by providing all the requirements of a balanced diet.

Within the Wiltshire Schools we offer a wide variety of foods to suit every taste. It's not about removing 'banned foods' but about providing nutritious alternatives.



5.2 A healthy approach

With our healthy approach, we actively encourage the students to eat healthily. We aim to:

- Raise the awareness of the need for healthy eating, balanced diet & lifestyle.
- Use locally sourced fresh ingredients where possible.
- Use Fresh ingredients for the vast majority of food which is produced on site.
- Plan menus to ensure that all pupils have the opportunity to eat healthily.

Produce food in healthy manner following best practice guidelines by baking instead of frying, seasoning in a variety of ways without added salt.

5.3 Financial viability

The Government Guidelines on Healthy School Meals has been challenging over the last year, but a great uptake to the service has been evident over the year.



External competition (from vending facilities in the adjacent Leisure Centres, to local shops and vendors sometimes parked at the school gates), ready to provide students with the food options that we are no longer allowed to serve, will always have some effect over the service offer we are able to provide.

ARAMARK'S group Catering Manager has had a great impact to the schools offer, encouraging students in with exciting and flexible food and drink offers.

Sales have been consistent over the last financial year allowing us to achieve budget in 2007.

In 2008 our budgets will be affected by the Global price increases on all products. Threatening to push prices up considerably over the coming year ARAMARK aims to minimise any fluctuation in price by seeking alternative items.

5.4 Daily services in the Wiltshire schools

We offer toasted morning goods including bagels, muffins, crumpets & toast. We also provide freshly made scones, bacon rolls & toasted Sandwiches. We provide a range of healthy cold drinks, hot drinks & mineral water, plus fresh fruit, chunky fruit pots, fruit salad pots & yoghurt pots.

During lunch service we have a wide variety of choice. At the grab and Go area, you can chose from freshly made sandwiches, in a variety of breads including rolls, wraps baguettes. A full range of freshly prepared salads with separate dressings daily – so you can chose what you like. A hot daily selection including panini, jacket potatoes, hot baguettes and hot daily special – e.g. chicken fajitas are on offer.

On the hot section, there is a choice of freshly prepared meals each day with a selection of potatoes or vegetables. Our daily hot pasta with a selection of 2/3 sauces is always a popular choice, or if you want something light, opt for our freshly made soup of the day with bread roll.

Throughout the schools you can always pick up, filled chunky fruit pots including grapes, duo of melon, oranges and fruit salad. Yoghurt pots layers of natural yoghurt with fruit puree fresh fruit, or a freshly baked selection of daily cakes.



5.5 Current issues

Pressure on Lunch service times together with the already limited seating capacity on each site, continues to put pressure on student participation levels. These restrictions also contradict Government policy that students should be encouraged to eat a balanced healthy meal and not a quick snack. Discussions continue with Abbeyfield and Malmesbury to agree an acceptable way forward that meets the needs of all interested parties. Wootton Bassett has invested in an extension to the seating area in their dining facility, which was completed in March 2007.

5.6 Initiatives

To help compensate the impact of implementing the School Food Trust guidelines we had introduced milk bars at Malmesbury and Wootton Bassett and a Juice Bar at Abbeyfield. The milk bars have worked well but the uptake of the juice bar at Abbeyfield has been disappointing.

ARAMARK have introduced a new branding throughout the schools "Zone" giving an identity to the areas and a clear and precise area to show our menus and promotions.

In conjunction with the zone we have introduced "Blog Boards" which allows the students to give feedback, ask questions via a comment card. A response to these questions will be posted back on the board the following day.



We continue to work with each School as additional 'New Standards for Food in Schools' which were implemented in September 2007 (food other than lunch) and September 2008 (nutrient based standards), to ensure full implementation of these Government policies whilst continuing to highlight the effect that some of these policies may have on the financial viability of the catering service.

ARAMARK are currently looking at systems to be able to offer nutrient values on all products sold.

5.7 Overview of services

Food choice

Each site continues to provide a range of hot, cold and soft drinks, 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.

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 year we have further developed our 'health by stealth' approach to ensure that our meals and snacks actively contribute towards the 'Five a Day' intake of fresh fruit and vegetables. Hospitality Catering continues to be provided to each school upon request and this includes beverages, working breakfasts & lunches, and buffets.

Audits

All sites have regularly been audited by ARAMARK covering the key areas of Health & Safety, Food Safety, Procurement and Financial Controls. In addition the Local Authority has visited to undertake a review of the Food Service provision in light of the changes required to meet the new Government guidelines, and to assess each Schools 'Healthy School' status, for which the catering operation is now a fundamental element.

Events and meetings

School Open Days and Parents Evenings have been attended by members of the ARAMARK 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.

ARAMARK continue to support and sponsor prizes for Food Technology related activities and Celebration of Success evenings.

Staff Training and development

All Catering staff has received refresher training covering Food Hygiene, Health & Safety and COSHH. With the introduction of new team members and managers we have spent considerable time ensuring all staff are well communicated to and periodically trained in key areas

6 Grounds and playing field maintenance



Sodexo Land Technology's devoted team is responsible for the ongoing provision of Grounds Maintenance services over the three PFI schools in Wiltshire. As always we can offer the best in service, value for money and flexibility. This is only possible as the result of the consistency, loyalty and motivation of key staff who have proved their absolute commitment to service delivery.

The day to day responsibility of ensuring we meet the specification whilst taking on board feedback from GSL and the schools themselves rests with the site management team. This team, managed by Tony Wootton ensures a wealth of horticultural experience is available to the sites. Tony is directly supported by Sue Wyatt, the Contract Administrator who continues to be the main contact for all enquiries relating to the grounds.



In addition to the site management team, the Wiltshire contract is fully supported by the divisional team and support services who can provide additional expertise in specialist fields.

As an integral part of the overall support service to the schools partnership with GSL, each year we re-assess the sites and our programs of works to ensure that we have the right balance.

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

6.1 Health, safety and the environment

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 train our staff and develop our relationship with GSL to ensure we all meet our obligations under Health & Safety. By working in partnership with our clients, we ensure we take an active role in preventing accidents to both the public we serve and our own employees. We bring safe and professional grounds maintenance services to a relationship built on partnership and dependability.

Sodexo Land Technology's 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 following an external audit.

Our Management System was specifically designed to assist us in protecting the environment on sites like these. It enables us to control the processes of delivering our service effectively, ensuring they have the least harmful effect on the environment at any stage in their life cycle, either by avoiding pollution or minimising the depletion of natural resources.

6.2 Initiatives



To further reduce our carbon footprint in North Wiltshire we have also started a program to identify where we can procure a greater volume of locally sourced products, such as trees and shrubs grown in Wiltshire rather than flown in from the continent or driven great distances. Wherever possible we now source bulk aggregates and general materials from local suppliers further helping to reduce haulage emissions and costs.

Together with GSL, Sodexo Land Technology has undertaken many projects to improve and enhance the local environment at the schools, for example:

- All prunings from shrubs were chipped and the resulting mulch was put back into environmental areas.
- Creating ponds in the environmental area at Malmesbury.
- Digging out ponds and scrapes in the environmental area at Malmesbury.
- Fencing off larger area around badger set.
- Repairs to wooden fence & wooden rails on bridge at Abbeyfield
- Tree works at Wootton Bassett