



Performance and Contract Management Committee

4th July 2017

Title	Key performance measures for the Barnet with Cambridge Education partnership 2016/17
Report of	Strategic Director of Children and Young People Commercial Director
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
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Summary

In April 2016, Barnet entered into a new seven year strategic partnership with Cambridge Education to provide the council's education services. This report provides key performance information for the first year of the strategic partnership.

Recommendations

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| <p>1. That the Performance and Contract Management Committee note the 2016/17 outcomes for the key performance measures of the strategic partnership with Cambridge Education.</p> |
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1. WHY THIS REPORT IS NEEDED

- 1.1 At its meeting on the 31st May 2016, the Performance and Contract Management Committee received a report setting out the arrangements for the seven year strategic partnership with Cambridge Education (CE) to provide the council's education services. The Committee noted that the overall performance of the partnership is measured against a set of agreed Key Performance Indicators (KPIs). The committee considered how some of the KPIs within the contract are focussed on outcomes, where services provided by Cambridge Education influence schools (Strategic KPIs) whereas other KPIs relate directly to the performance of Cambridge Education itself (Operational KPIs).
- 1.2 The Committee received a report at its meeting on the 5th January 2017 providing information on the progress and performance of the contract during its first six months, including how Cambridge Education were responding to the findings of the 100 day reviews of key education services.
- 1.3 The purpose of this report is to provide information on the performance of the partnership at the end of the first year, measured by the KPIs. As with all services, performance indicators that are contained in the council's corporate performance monitor are reported quarterly to PCM Committee. This report contains the contractual KPIs that are due to be reported at the end of the first year of the contract.
- 1.4 For each SKPI the contract sets out a baseline performance for the partnership to achieve. As set out to the Committee in May 2016, the performance regime provides for under-performance points to be awarded, which will result in deductions from charges. The maximum that can be deducted is equivalent to the partner fee (profit), as set out in the final tender. There is a differential approach between Strategic KPIs and Operational KPIs, to reflect the level of direct control that Cambridge Education has over outcomes. In order to incentivise good performance, over-performance against Strategic KPIs will generate credits against OKPI deductions, but not additional cash payments.

A. Strategic Key Performance Indicators

- 1.5 Most of the contractual SKPI's relate to school examination and test results. National data now available to the council reports on examination and test results for the academic year 2015/16. For the vast majority of the 2015/16 academic year, education services were provided directly by the council, with

the transfer of services to Cambridge Education commencing in April 2016. The first full year impact of the arrangement with Cambridge Education in relation to school results contractually therefore is for the academic year 2016/17 which will be reported in 2018. Therefore at the end of the first year of the contract, there are three SKPI's to be reported that do not relate to school examination and test results.

Strategic KPI	Baseline	Contractual baseline target for 2016/17*	Performance 2016/17
Young people not in education, employment or training (16 to 17 year olds)	2% (2015 data)	2015/16 school year level or London top quartile whichever is lower	1.8% (Jan 2017)
Combined percentage of 16 to 17 year olds who are NEET and those whose current activity is not known to the LA	7.1% (2015 data)	2015/16 school year level or London top quartile whichever is lower	3% (Jan 2017)
The percentage of children who applied on time for a Reception place made an offer on national offer day	100%	2016 level or national average whichever is lower	100%

**The contract is monitored against a contractual baseline target with aspirational targets set for 'over performance' see paragraph 1.4 above*

B. Operational Key Performance Indicators

- 1.6 During the first year of the partnership, Cambridge Education have successfully achieved the contractual baseline target for 2016/17 for Operational KPIs. On only one measure, responding to Members' enquiries, did performance fall slightly short, although by such a small margin that no contractual penalties apply.
- 1.7 In relation to the satisfaction survey with schools, Cambridge Education will compile and conduct baseline surveys during October and KPI performance against this baseline will be assessed each year from 2018-19.
- 1.8 The strategic partnership is governed by a series of boards, all of which have headteacher representation. Therefore throughout the year, headteacher representatives have been involved in developing and reviewing the

partnership, e.g. reviewing performance on school standards, SEND performance, school place planning and participating in the service reviews, as reported to the Performance and Contract Management Committee earlier this year.

- 1.9 During the year, Cambridge Education has taken action to rapidly improve performance in relation to the transfer of statements for special educational needs (SEN) to Education, Health and Care plans (EHCP) and for the completion of new ECHPs. The improvement is continuing and will need to be sustained to deliver the ambitious targets set for 2017/18.

Operational KPI	Baseline	Contractual baseline target for 2016/17*	Performance for 2016/17
Ensure the Schools Budget (DSG) does not overspend.	no overspend	no overspend	no overspend
Produce an action plan for each school causing concern and progress reports on each SCC at least once a term.	n/a	100%	Action plans and termly progress reports produced
Produce an action plan for monitoring and improving arrangements for safeguarding in the Education and Skills service and in all Barnet schools and regular progress reports.	n/a	100%	Plan produced along with quarterly updates 100%
Percentage of SEN statements converted to Education, Health and Care Plans in accordance with the council's Transition Plan (September 2015)	376 out of 1551 completed by March 2016	100%	Revised target of 553 transfers between 1.4.16 and 31.3.17. Total transferred was 615.
Percentage of final Education, Health and Care plans issued within 20 weeks a) including exceptions	16.85%	Better than 2015/16	53.5% (159/297) including exceptions
Percentage of final Education, Health and Care plans issued within 20 weeks b) excluding exceptions	23.37%	Better than 2015/16	57.8% (159/275) excluding exceptions

Operational KPI	Baseline	Contractual baseline target for 2016/17*	Performance for 2016/17
SEN transport: Number of full contractor audits per annum.	n/a	2 full audits completed per contractor in year	2 full audits completed per contractor in year
SEN transport: Number of school location (contractor's vehicle) spot checks per term and per year	n/a	100 school location spot checks per school year with a minimum of 25 per term.	100+ spot audits completed with min of 25 per term
SEN transport: Number of travel assistance requests dealt with within 2 weeks of eligibility determination.	n/a	100%	100% of requests dealt with within 2 weeks
SEN transport: Journey time compliance: % of in-borough routes more than 15 minutes over recommended times.		Below 23%.	Fewer than 23% of routes more than 15 mins over
Children missing from education - Execution of the School Attendance Order process 1) Within 6 school weeks of initial referral date, 95% of children are enrolled in school or a notice is issued to the parents and 2) Once the School Attendance Order process is triggered, either 100% of children will be enrolled in school or their parents will be issued with an Attendance Order.	100%, 100%	1. 95% 2. 100%	1. 100% 2: 100%
Home visits within one week to children missing from school for 10 days	100%	100%	100%

Operational KPI	Baseline	Contractual baseline target for 2016/17*	Performance for 2016/17
a) Guaranteed provision of catering service to all schools subscribing to the traded service* AND b) i) Compliance with the Silver Catering Mark standard (does not apply to Kosher meals or 'special meal days agreed with individual schools') b) ii) Compliance with DfE school food standards (does not apply to Kosher meals or 'special meal days agreed with individual schools')) b) iii) Resolving complaints from schools without escalation to the prime contractor and/or the council.	100%	100%	a) 100% provision bi) Compliance with Silver Catering Mark bii) Compliance with DfE school food standards biii) 100% of complaints resolved without escalation
Average satisfaction ratings for an agreed set of services	n/a	n/a	tbc
Complete admissions processes within timescales - publication of admission arrangements by required date, allocation of places by required date, processing of late and in-year applications within agreed timescales.	tbc	100%	(April 18th 2017)
Responses to complaints, members' enquiries and FOIs within target timescales:	Complaints: 77% Members: 97% FOI: 100%	Better than 2015/16	Complaints: 94% (49/52) Members: 95% (97/102) FOIs: 100% (156/156)

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Committee are asked to note the outcomes for the SKPIs and OKPIs and the performance of Cambridge Education in achieving the contractual targets set for 2016/17.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 This report has been prepared to advise Members of the performance of the strategic partnership with CE for 2016/17. No alternative methods of advising Members were considered.

4. POST DECISION IMPLEMENTATION

- 4.1 Cambridge Education will continue to deliver services as specified in the contract.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

The quality of the education offer is at the heart of Barnet's continuing success as a place where people want to live, work and study. It plays a crucial part in making Barnet family friendly, with many families attracted to the area by the good reputation of Barnet's schools. Excellent educational outcomes and ensuring children and young people are equipped to meet the needs of employers are key to deliver the Council's vision set out in its Corporate Plan 2015-20 for:

- Barnet's schools to be amongst the best in the country, with enough places for all, and with all children achieving the best they can
- Barnet's children and young people to receive a great start in life and
- For there to be a broad offer of skills and employment programmes for all ages

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

No resource implications arise as a result of the performance outcomes for 2016/17.

5.3 Legal and Constitutional References

The Council's Constitution, in Part 15 Annex A, Responsibility for Functions, states the functions of the Performance and Contract Management Committee include (amongst other responsibilities):

- a) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
- b) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re: The Barnet Group(Including Barnet Homes and Your Choice Barnet); HB Public Law; NSL (Parking Contractor); Adults and Communities; Family

Services; Education and Skills; Street Scene; Public Health; Commissioning Group; and Assurance.

- c) Receive and Scrutinise contract variations and change requests in respect of external delivery units.
- d) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.
- e) Specific responsibility for the following functions within the Council:
 - a. Risk Management
 - b. Treasury Management Performance
 - f. Note the Annual Report of the Barnet Group Ltd

5.4 Risk Management

CE maintain a risk register in relation to the delivery of the council's objectives of the strategic partnership which is reviewed by the Contract Monitoring Board, chaired by the council's Commercial Director.

5.5 Equalities and Diversity

5.5.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to: eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010; advance equality of opportunity between people from different groups; foster good relations between people from different groups.

5.5.2 The broad purpose of this duty is to integrate considerations of equality into day to day business and to keep them under review in decision making, the design of policies and the delivery of services.

5.5.3 School improvement monitoring, supporting and challenging arrangements ensure that the quality of education in Barnet is maintained and improved. Outcomes for all groups of children and young people are monitored including children with special educational need, children in receipt of free school meals and children looked after. Barnet's Children and Young People Plan and Barnet's Education Strategy both have a strong focus on improving outcomes for disadvantaged groups of children and young people.

5.5.4 The delays in completing new assessments and slow progress in transferring statements to ECH Plans will impact disproportionately on pupils with disabilities as defined under the Equality Act 2010. Steps have been taken to resolve these issues as set out in paragraphs 1.30 to 1.32 above.

5.6 Consultation and Engagement

None

6. BACKGROUND PAPERS

- 6.1 Children, Education, Libraries and Safeguarding Committee, Agenda Item 7, *Education and Skills, Future Delivery of Services*, 18th November 2015
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8259&Ver=4>
- 6.2 Council, *Education and Skills, Future Delivery of Services*, 8th December 2015
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8341&Ver=4>
- 6.3 Performance and Contract Monitoring Committee. Agenda item 14, *Education and Skills Contract*, 31st May 2016
<http://barnet.moderngov.co.uk/documents/s32103/PCM%20Committee%20report%20May%2016.pdf>
- 6.4 Performance and Contract Monitoring Committee, Agenda item 9, *Progress report on the Barnet with Cambridge Education partnership*, 5th January 2017
<http://barnet.moderngov.co.uk/documents/s37001/Progress%20report%20-%20Cambridge%20Education%20Partnership.pdf>