

APPENDIX 1.a — TUCA TRAINING KPIs

Ref	Performance Criteria	Measurement Process	Frequency	Criteria	Allowable Instances	Definitions	Remedy
KPI 1.1	Overall effectiveness	By audit Annual self assessment report and quality improvement plan relating solely to provision. CRL random health check. Crossrail provision is graded good or better in line with Ofsted Common Inspection Framework.	Annual SAR review and quarterly QIP review	Low	10	Minor inconsistencies found in the audited documentation	Corrective action
					0	No impact on the operation of TUCA	
				Med	5	Moderate inconsistencies found in the audited documentation	Corrective measures
					1	Minor corrective action plan not completed	
				High	1	Has moderate impact on the operation of TUCA Ofsted measures required	Termination option
					0	Significant inconsistencies found in the audited documentation	
0	Has significant impact on the operation of TUCA failure of Ofsted Inspection						
KPI 2	Capacity to Improve	By audit Annual self assessment report and quality improvement plan relating solely to provision. CRL random health check. Crossrail provision is judged to have good or better capacity to improve in line with Ofsted Common Inspection Framework. Quality framework in place with measurable and testing improvement targets informed by robust evaluation processes.	Annual SAR review and quarterly QIP review	Low	10	Minor inconsistencies found in the audited documentation	Corrective action
					10	Improvement targets not met which have a minor impact on delivery	
					10	Identified corrective actions not completed from the previous SAR	
				Med	5	Moderate inconsistencies found in the audited documentation	Corrective measures
					1	Minor corrective action plan not completed	
					1	Improvement targets not met which have an impact on delivery and require measures	
				High	1	Robust evaluation processes have not been fully followed.	Termination option
					0	Failure to put in place the quality framework	
					0	Failure to meet improvement targets	
0	Failure to follow robust evaluation processes						
KPI 3.1	Equality and Diversity 5% women starting on programmes	By quarterly inspection of data reports By quarterly review of contracts By quarterly review of quality improvement plan	Yearly	Low	2	Between 3% and 4% starting on programmes	Corrective action
				Med	1	Between 2% and 3% starting on programmes	Corrective measures
				High	0	Less than 2% women starting on programmes after corrective action and measures have been implemented	Termination option
KPI 3.2	Equality and Diversity 40% learners aged 16-25	By quarterly inspection of data reports By quarterly review of contracts By quarterly review of quality improvement plan	Yearly	Low	2	Between 30% and 39% of learners are aged 16-25	Corrective action
				Med	1	Between 20% and 30% of learners are aged 16-25	Corrective measures
				High	0	Less than 20% of learners are aged between 16-25 after corrective action and measures have been implemented	Termination option
KPI 3.3	Equality and Diversity 25% BME	By quarterly inspection of data reports By quarterly review of contracts By quarterly review of quality improvement plan	Yearly	Low	2	Between 20% and 24% of learners are BME	Corrective action

				Med	1	Between 10% and 20% of learners are BME	Corrective measures
				High	0	Less than 10% of learners are BME after corrective action and measures have been implemented	Termination option
KPI 4.1	Safeguarding TUCA staff CRB checked before starting work	By inspection of CRB checks (certified copies)	Annually	High	0	Less than 100% TUCA staff checked before starting work.	Termination option
KPI 4.2	Safeguarding CRB checks for existing staff maintained (3 yearly renewal).	By inspection of CRB checks (certified copies)	Annually	High	0	Less than 100% staff checks maintained every 3 years	Termination option
KPI 4.3	Safeguarding Learners inducted into Health and Safety and Target Zero before starting on the programme.	By inspection of registers	Quarterly	High	0	Less than 100% learners inducted before starting on the programme	Termination option
KPI 5.1a	Outcomes Number of TUCA starts, Year 1	By quarterly inspection of enrolment forms / data	Annually	Low	1	Less than 2100	Corrective action
				Med	1	Less than 1890	Corrective measures
				High	0	Less than 1785	Termination option
KPI 5.1b	Outcomes Number of TUCA starts, Year 2	By quarterly inspection of enrolment forms / data	Annually	Low	1	Less than 2300	Corrective action
				Med	1	Less than 2070	Corrective measures
				High	0	Less than 1955	Termination option
KPI 5.1c	Outcomes Number of TUCA starts, Year 3	By quarterly inspection of enrolment forms / data	Annually	Low	1	Less than 2500	Corrective action
				Med	1	Less than 2250	Corrective measures
				High	0	Less than 2125	Termination option
KPI 5.1d	Outcomes Number of TUCA starts, Year 4	By quarterly inspection of enrolment forms / data	Annually	Low	1	Less than 2700	Corrective action
				Med	1	Less than 2430	Corrective measures
				High	0	Less than 2295	Termination option
KPI 5.1e	Outcomes Number of TUCA starts, Year 5	By quarterly inspection of enrolment forms / data	Annually	Low	1	Less than 2700	Corrective action
				Med	1	Less than 2430	Corrective measures
				High	0	Less than 2295	Termination option
KPI 5.2a	Retention Rates Students on pre-employment programmes	By quarterly inspection of data reports and registers	Annually	Low	1	Between 75% and 85%	Corrective action
				Med	1	Between 65% and 75%	Corrective measures
				High	0	Less than 65% after corrective action and measures have been implemented	Termination option

KPI 5.2b	Retention Rates Students on Level 1 and 2 courses	By quarterly inspection of data reports and registers	Annually	Low	1	Between 85% and 90%	Corrective action
				Med	1	Between 75% and 85%	Corrective measures
				High	0	Less than 75% after corrective action and measures have been implemented	Termination option
KPI 5.2c	Retention Rates Students on Short courses	By quarterly inspection of data reports and registers	Annually	Low	1	Between 90% and 95%	Corrective action
				Med	1	Between 80% and 90%	Corrective measures
				High	0	Less than 80% after corrective action and measures have been implemented	Termination option
KPI 5.2d	Retention Rates Students on Apprenticeships	By quarterly inspection of data reports and registers	Annually	Low	1	Between 78% and 83%	Corrective action
				Med	1	Between 70% and 78%	Corrective measures
				High	0	Less than 70% after corrective action and measures have been implemented	Termination option
KPI 5.3a	Attendance Rates Students on pre-employment programmes	By quarterly inspection of data reports and registers	Annually	Low	1	Between 75% and 80%	Corrective action
				Med	1	Between 65% and 75%	Corrective measures
				High	0	Less than 65% after corrective action and measures have been implemented	Termination option
KPI 5.3b	Attendance Rates Students on Level 1 and 2 courses	By quarterly inspection of data reports and registers	Annually	Low	1	Between 90% and 96%	Corrective action
				Med	1	Between 80% and 90%	Corrective measures
				High	0	Less than 80%	Termination option
KPI 5.3c	Attendance Rates Students on full cost recovery courses	By quarterly inspection of data reports and registers	Annually	Low	1	Between 90% and 95%	Corrective action
				Med	1	Between 80% and 90%	Corrective measures
				High	0	Less than 80%	Termination option
KPI 5.3d	Attendance Rates Students on Apprenticeships	By quarterly inspection of data reports and registers	Annually	Low	1	Between 90% and 95%	Corrective action
				Med	1	Between 80% and 90%	Corrective measures
				High	0	Less than 80%	Termination option
KPI 5.4a	Success rates Pre-employment programmes	By quarterly inspection of data reports and registers	Annually	Low	1	Between 80% and 85%	Corrective action
				Med	1	Between 75% and 80%	Corrective measures
				High	0	Less than 75%	Termination option
KPI 5.4b	Success rates Level 1 and 2 courses	By quarterly inspection of data reports and registers	Annually	Low	1	Between 85% and 90%	Corrective action
				Med	1	Between 75% and 85%	Corrective measures
				High	0	Less than 75%	Termination option
KPI 5.4c	Success rates Full cost recovery courses	By quarterly inspection of data reports and registers	Annually	Low	1	Between 85% and 90%	Corrective action
				Med	1	Between 80% and 85%	Corrective measures
				High	0	Less than 80%	Termination option
KPI 5.4d	Success rates Apprenticeships	By quarterly inspection of data reports and registers	Annually	Low	1	Between 73% and 78%	Corrective action
				Med	1	Between 70% and 73%	Corrective measures
				High	0	Less than 70%	Termination option
KPI 5.5a	Timely success rate Apprenticeships, Year 1	By quarterly inspection of data reports and registers	Annually	Low	1	Between 67% and 72%	Corrective action
				Med	1	Between 65% and 67%	Corrective measures
				High	0	Less than 65%	Termination option
KPI 5.5a	Timely success rate Apprenticeships, Year 2	By quarterly inspection of data reports and registers	Annually	Low	1	Between 70% and 74%	Corrective action
				Med	1	Between 67% and 70%	Corrective measures

				High	0	Less than 67%	Termination option
KPI 5.5a	Timely success rate Apprenticeships, Year 3	By quarterly inspection of data reports and registers	Annually	Low	1	Between 72% and 76%	Corrective action
				Med	1	Between 69% and 72%	Corrective measures
				High	0	Less than 69%	Termination option
KPI 5.5a	Timely success rate Apprenticeships, Year 4	By quarterly inspection of data reports and registers	Annually	Low	1	Between 75% and 78%	Corrective action
				Med	1	Between 71% and 75%	Corrective measures
				High	0	Less than 71%	Termination option
KPI 5.5a	Timely success rate Apprenticeships, Year 5	By quarterly inspection of data reports and registers	Annually	Low	1	Between 75% and 78%	Corrective action
				Med	1	Between 71% and 75%	Corrective measures
				High	0	Less than 71%	Termination option
KPI 5.6a	Learner progression onto apprenticeships	By inspection of learner tracking data	Quarterly	Low	2	Between 10% and 12%	Corrective action
				Med	2	Between 8% and 10%	Corrective measures
				High	0	Less than 8%	Termination option
KPI 5.6b	Learner progression onto employment	By inspection of learner tracking data	Quarterly	Low	2	Between 30% and 35%	Corrective action
				Med	2	Between 25% and 30%	Corrective measures
				High	0	Less than 25%	Termination option
KPI 5.6c	Learner progression onto further education/ training	By inspection of learner tracking data	Quarterly	Low	2	Between 40% and 50%	Corrective action
				Med	2	Between 35% and 40%	Corrective measures
				High	0	Less than 35%	Termination option
KPI 6.1a	Quality of Provision Teaching and learning observations, Year 1	By quarterly audit of observation and moderation reports	Annually	Low	1	Between 75% and 80% graded good or better	Corrective action
				Med	1	Between 70% and 75% graded good or better	Corrective measures
				Med	0	Any graded unsatisfactory	Corrective measures
				High	0	Less than 70% graded good or better	Termination option
KPI 6.1b	Quality of Provision Teaching and learning observations, Year 2 to 3	By quarterly audit of observation and moderation reports	Annually	Low	1	Between 80% and 85% graded good or better	Corrective action
				Med	1	Between 75% and 80% graded good or better	Corrective measures
				High	0	Less than 75% graded good or better	Termination option
KPI 6.1c	Quality of Provision Teaching and learning observations, Year 4 to 5	By quarterly audit of observation and moderation reports	Annually	Low	1	Between 85% and 90% graded good or better	Corrective action
				Med	1	Between 80% and 85% graded good or better	Corrective measures
				High	0	Less than 80% graded good or better	Termination option
KPI 7.1	Leadership and Management Employer satisfaction, Year 1	By audit of twice yearly email survey	Twice Annual	Low	2	Net promoter score between 45% and 50%	Corrective action
		By inspection of yearly employer	Annual	Med	2	Net promoter score between 40% and 50%	Corrective measures
				High	0	Net promoter score less than 40%	Termination option
KPI 7.1b	Leadership and Management Employer satisfaction, Year 2 to 5	By audit of email survey	Twice Annual	Low	2	Net promoter score between 55% and 60%	Corrective action

		By inspection of yearly employer fora	Annual	Med	2	Net promoter score between 50% and 55%	Corrective measures
				High	0	Net promoter score less than 50%	Termination option
KPI 7.2a	Leadership and Management Learner satisfaction, Year 1	By audit of learner evaluation sheets By learner survey. By inspection of learner focus group.	Term Twice Annual Annual	Low	2	Between 75% and 80% good or better	Corrective action
				Med	2	Between 70% and 75% good or better	Corrective measures
				High	0	Less than 70% good or better	Termination option
KPI 7.2b	Leadership and Management Learner satisfaction, Year 2 and 3	By audit of learner evaluation sheets By learner survey. By inspection of learner focus group.	Term Twice Annual Annual	Low	2	Between 80% and 85% good or better	Corrective action
				Med	2	Between 75% and 80% good or better	Corrective measures
				High	0	Less than 75% good or better	Termination option
KPI 7.2c	Leadership and Management Learner satisfaction, Year 4 and 5	By audit of learner evaluation sheets By learner survey. By inspection of learner focus group.	Term Twice Annual Annual	Low	2	Between 85% and 90% good or better	Corrective action
				Med	2	Between 80% and 85% good or better	Corrective measures
				High	0	Less than 80% good or better	Termination option
KPI 7.3a	Leadership and Management Staff to hold IfL membership.	By inspection of IfL certificates.	Annually	High	0	Less than 100%	Termination option
KPI 7.3b	Leadership and Management Staff fully qualified with a minimum level 4 teaching qualification and relevant subject specialism OR have QTLS through accreditation of prior learning OR working towards achieving level 4 teaching qualification with appropriate subject specialism within 18 months of starting their role. Senior instructors to hold minimum level 5 (DTLLS).	By inspection of teaching certificates; statements confirming APEL; enrolment forms for teaching courses.	Annually	Low	2	less than 100 %	Corrective action
				Med	1	less than 90%	Corrective measures
				High	0	Less than 85%	Termination option
KPI 7.4	Leadership and Management Management and delivery staff recruited within three months of contract start date	By audit of job advertisements	Annually	High	0	Less than 100%	Termination option
KPI 7.5	Leadership and Management Matrix quality standard maintained throughout the contract period	By inspection of Matrix accreditation By audit of IAG records`	Annually	High	0	Matrix accreditation not maintained	Termination option
KPI 7.6	Leadership and Management BSI 9001 quality management system standard compliance implemented within first six months of operation and maintained	By inspection of certification	Annually	High	0	BSI 9001 not maintained once in place at TUCA.	Termination option

APPENDIX 1.b — TUCA FACILITIES MANAGEMENT KPIS

Performance Criteria	Measurement Process	Frequency	Criteria	Allowable Instances	Definitions	Remedy
Delivery of the Annual Maintenance Plan (AMP)	By Audit	Annual	Low	10	<ul style="list-style-type: none"> Minor inconsistencies found in the audited documentation 	Corrective Action
				10	<ul style="list-style-type: none"> Identified corrective actions not completed from previous AMP 	
				0	<ul style="list-style-type: none"> No impact on health and safety, 	
				4	<ul style="list-style-type: none"> Minimal impact on curriculum delivery (less than 1% of the courses not delivered) 	
				0	<ul style="list-style-type: none"> No impact on the operation of the facilities 	
			Med	1	<ul style="list-style-type: none"> The plan does not fully take account of the operations and maintenance manual, health and safety file, statutory duties, and recognised industry codes of practice for the building element 	Corrective Measures
				5	<ul style="list-style-type: none"> Moderate inconsistencies found in the audited documentation 	
				1	<ul style="list-style-type: none"> Minor corrective action plan not completed 	
				1	<ul style="list-style-type: none"> Has a moderate impact on health and safety 	
				0	<ul style="list-style-type: none"> Inconsistencies in the AMP which lead to health and safety infringements. 	
				2	<ul style="list-style-type: none"> Has a moderate impact on curriculum delivery (less than 20% of the courses not delivered) 	

				2	<ul style="list-style-type: none"> ●Has a moderate impact on the operation of the facilities (requirement for partial closures) 	
			High	0	<ul style="list-style-type: none"> ●Failure to deliver the plan in the time period 	Termination option
				0	<ul style="list-style-type: none"> ●Failure to deliver a plan that takes account of the operations and maintenance manual, health and safety file, statutory duties, and recognised industry codes of practice for the building element 	
				0	<ul style="list-style-type: none"> ●Significant inconsistencies found in the audited documentation 	
				0	<ul style="list-style-type: none"> ●Has a significant impact on health and safety 	
				0	<ul style="list-style-type: none"> ●Has a significant impact on curriculum delivery (greater than 20% of courses not delivered) 	
				0	<ul style="list-style-type: none"> ●Has a significant impact of the operation of the facilities (premises closure) 	
Maintenance of the premises	By inspection	Monthly	Low	20	<ul style="list-style-type: none"> ●Minor defects arising from a failure to maintain the premises in accordance with the operation and maintenance manuals, health and safety file, recognised industry codes of practice for the building element and the AMP 	Corrective Action
				20	<ul style="list-style-type: none"> ●Minor inspection and reporting failures 	
				1	<ul style="list-style-type: none"> ● Such defects and failures have a minor impact on the operation of the premises (less than 1% of the courses not delivered) 	
				20	<ul style="list-style-type: none"> ●Such defects and failures do not lead to the deterioration of the building fabric or health and safety. 	
			Med	10	<ul style="list-style-type: none"> ●Defects consistently arising from a failure to maintain the premises in accordance with the operation and maintenance manuals, health and safety file, recognised industry codes of practice for the building element and the AMP, over 3 consecutive months (rolled over) 	Corrective Measures
				10	<ul style="list-style-type: none"> ●Consistent inspection and reporting failures over 3 consecutive months (rolled over) 	
				1	<ul style="list-style-type: none"> ●Such defects and failures have a moderate impact on the operation of the premises (some disruption of training with partial closure of the facility - less than 20% of the courses not delivered) 	

				10	<ul style="list-style-type: none"> Such defects and failures lead to the deterioration of the building fabric in the short term 	
				0	<ul style="list-style-type: none"> Such defects and failures lead to health and safety infringements. 	
			High	0	<ul style="list-style-type: none"> Significant defects arising from the failure to maintain the premises in accordance with the operation and maintenance manuals, health and safety file, recognised industry codes of practice for the building element and the AMP, 	Termination option
				0	<ul style="list-style-type: none"> Significant inspection and reporting failures (e.g. failure to undertake statutory inspections and keep records) 	
				0	<ul style="list-style-type: none"> Persistent failure to implement corrective actions or measures in 3 consecutive months (rolled over) 	
				0	<ul style="list-style-type: none"> Such defects and failures have a major impact on the operation of the premises (major disruption to training or leading to closure or greater than 20% of courses not delivered) 	
				0	<ul style="list-style-type: none"> Such defect and failures lead to major deterioration of the building fabric in the short or long term 	
				0	<ul style="list-style-type: none"> Major threat to health and safety (potentially life threatening). 	
Day-to-day maintenance of CRL supplied equipment.	By inspection	Monthly	Low	10	<ul style="list-style-type: none"> Minor defects arising from a failure to maintain the equipment in accordance with the operation and maintenance manuals 	Corrective Action
				10	<ul style="list-style-type: none"> Minor inspection and reporting failures 	
				10	<ul style="list-style-type: none"> Such defects and failures have a minor impact on curriculum delivery (no interruption to training) 	
				0	<ul style="list-style-type: none"> Such defects and failures do not lead to deterioration of equipment or health and safety. 	
			Med	5	<ul style="list-style-type: none"> Defects consistently arising from a failure to maintain the equipment in accordance with the operation and maintenance manuals, over 3 consecutive months (rolled over) 	Corrective Measures
				5	<ul style="list-style-type: none"> Consistent inspection and reporting failures over 3 consecutive months (rolled over) 	

				1	<ul style="list-style-type: none"> Such defects and failures have a moderate impact on curriculum delivery some disruption to training or partial closure (less than 20% of the courses not delivered) 	
				10	<ul style="list-style-type: none"> Such defects and failures lead to the deterioration of the equipment in the short term and down time not exceeding 1 day per incident 	
				0	<ul style="list-style-type: none"> Such defects and failures lead to health and safety infringements. 	
			High	0	<ul style="list-style-type: none"> Significant defects arising from the failure to maintain the equipment in accordance with the operation and maintenance manuals 	Termination option
				0	<ul style="list-style-type: none"> Significant inspection and reporting failures (e.g. failure to undertake statutory inspections and keep records) 	
				0	<ul style="list-style-type: none"> Persistent failure to implement corrective actions or measures in 3 consecutive months (rolled over) 	
				0	<ul style="list-style-type: none"> Such defects and failures have a major impact on curriculum delivery (major disruption to training or leading to closure or greater than 20% of courses not delivered) 	
				0	<ul style="list-style-type: none"> Such defect and failures lead to major deterioration or damage to the equipment in the short or long term (including becoming unserviceable) 	
				0	<ul style="list-style-type: none"> Major threat to health and safety (potentially life threatening). 	

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APPENDIX 1.c — TUCA CATERING SERVICES KPIS

Performance Criteria	Measurement Process	Frequency	Criteria	Allowable Instances	Definitions	Remedy
Catering Service Delivery	By inspection	Monthly	Low	4	<ul style="list-style-type: none"> Minor service interruptions lasting no more than 4 hours 	Corrective Action
				0	<ul style="list-style-type: none"> Has no impact on health and safety or food hygiene 	
			Med	2	<ul style="list-style-type: none"> Service interruptions lasting more than 4 hours but less than 1 day 	Corrective Measures
				1	<ul style="list-style-type: none"> Persistent minor service interruptions over 3 consecutive months (rolled over) 	
				1	<ul style="list-style-type: none"> Has 1 minor food hygiene/health and safety incident in the month. 	
			High	0	<ul style="list-style-type: none"> Service interruptions lasting more than 1 week 	Termination option
				0	<ul style="list-style-type: none"> Failure to provide the service 	
				0	<ul style="list-style-type: none"> Persistent failure to implement corrective actions or measures in 3 consecutive months (rolled over) 	
				0	<ul style="list-style-type: none"> Significant health and safety hazards are found 	
				0	<ul style="list-style-type: none"> Failure to meet food and hygiene standards 	
				0	<ul style="list-style-type: none"> Failure to undertake statutory inspections and keep records. 	

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