



Education & Skills
Funding Agency

National Careers Service: Area Based Contracts

Generic - Once Only (OO) Questionnaire Template for completion.

NOTE: Organisations choosing to subcontract some or all of their delivery are accountable and responsible for the performance of each subcontractor. The ESFAs assessment of Prime Contractors' performance will also take into account the performance of any subcontractors and will be marked accordingly.

It is Mandatory to complete only once all of the questions listed, irrespective of your Bidding Area(s) selected and upload once in the relevant place in the online technical envelope.

Education Development Trust (EDT)

Question [OO-01]: Understanding of context

Please describe how the National Careers Service contributes to the Governments economic growth and social mobility agenda's.

In your response please provide evidence of:

- Sound knowledge of policy context such as DfE Careers Strategy, Fuller working lives, Industrial Strategy and other relevant policy documents, and how you will keep up to date with policy changes;
- How you will support both the strategic direction and the delivery priorities for the National Careers Service and explain how your business model will respond to changes in policy;
- How your strategic planning will be aligned to government policies and priorities;
- Sound knowledge of key National Careers Service principles such as:
 - Universal and impartial service;
 - Service is independent from learning provision;
 - Tailored to the needs of the individual;
 - Sound knowledge of advice and guidance that supports career management for individuals;
 - Focusing on priority groups customers; and
 - Encouraging customers to self-serve using the digital service.

Maximum score 150 points – weight = 1

Maximum 7500 characters (3 pages)

England experiences deep geographic/sectoral labour market inequality, compounded by macroeconomic pressure (automation/digitisation/Brexit) and social mobility challenges. To deliver the Governments ECONOMIC AND SOCIAL MOBILITY agenda this must be addressed. The National Careers Service (NCS) plays a vital role to do this by:

Inspiring a SKILLS-BASED CULTURE for those cut off from the labour market eg. in Opportunity Areas. The Industrial Strategy aims to make the UK a place with good, high paying jobs. Effective IAG underpinned by Labour Market Information (LMI) identifies future need, and inspires clients into training/apprenticeships, upskilling and contributing to economic upturn & social mobility. EDTs value-add investment in careers research shows how best to engage employers in developing client motivation for learning. We will use this approach to support the National Retraining Scheme.

ENABLING THOSE CUT OFF TO RE/ENGAGE SUCCESSFULLY, including the low skilled, out of work/changing career. Central to the Careers Strategy is research showing IAG increases the likelihood of re-engaging, essential given the challenge of the UK's ageing workforce recognised by the Fuller Working Lives Strategy (FWL). EDT adds additional value through research funded from the Behavioural Insight Team to effectively connect with disengaged long term unemployed, seeing attendance rates rise by 8%.

IMPROVING THE RESPONSIVENESS of the labour market to new sectoral priorities via both client and employer engagement eg. creative industries in Y&H/digital sector in London - key industries from Digital Strategy/Northern Powerhouse agendas. The Industrial Strategy demands agility to promote labour market new sectors; we add value to this by supporting integration of the 8 Gatsby Benchmarks to the NCS context through our pilot work with Matrix, hard-wiring employer engagement into the NCS; and raising the bar on the quality of LMI.

We keep UPDATED ON POLICY CHANGES by producing monthly horizon scan papers outlining all careers policy change, initiatives and research, reviewed by Senior/Ops Teams to shape activity eg. investing in iPads & CPD to support a digital by default approach. Adding value we also sit on the Careers England Board, used by DFE to engage with careers employers and our Director is President of the Career Development Institute, advising government on careers. Both allow us to INTERPRET POLICY MORE EFFECTIVELY. Locally we're members of relevant bodies eg. new Hampshire Careers Hub, and link with employer networks, training & learning stakeholders, LEPs, Strategic Skills Partnerships & Skills Advisory panels, Opportunity Area boards, so we are aware of LOCAL POLICY PRIORITIES eg. NELEPs 50+ focus.

Building on our in-depth policy understanding we ensure our delivery meets NCS STRATEGIC AND DELIVERY PRIORITIES through:

1. Finding the right people in the right places: We ensure Priority Group (PG) prioritisation through mapping of resource (area teams/co-locations) against demographics, selecting specialist subcontractors (subs) targeting PGs, and Career Adviser (CA) training eg. the 50+ PG, we: invested in over-50s CPD (halving their unemployment rate to match those in their 40s could add £18bn to GDP); chair the NELEP older workers group to drive action on FWL; hosted an employer's conference on retraining older workers; provided bespoke 50+ LMI. We helped those at risk of redundancy from Tata Steel, NE eg. 93% of 1200 into other jobs/work-related training.
2. Finding the right jobs/growth sectors: Our award-winning LMI team creates industry factsheets (eg the Tech Sector) to show local labour markets have buoyancy, combined with local vacancies (refined by postcode/town areas), local research – eg we found travel to work areas (TTWA) for the low skilled are smaller – and extensive employer links (3000+ on our database) to offer industry days, work experience and work shadowing. All shape our service, eg we supported Sunderland's Digital City programme on IT coding. "Advisers have particularly good access to local LMI... They use this well to promote opportunities to clients" (OFSTED 2017).
3. Supporting the NCS strategic role as a multiplier, we ensure engagement leads to client outcomes. Our wrap-around support and comprehensive performance process ensure we consistently hit outcomes; our NE contract is the best performing prime for customer engagement (106%) underpinning our Grade 1 Ofsted rating.

Our BUSINESS MODEL has proven to be RESPONSIVE TO SHIFTS IN STRATEGIC DIRECTION. A high % of direct delivery and locally flexible area teams mean: a) we easily adapt to priorities eg. investing in digital technology/training for CAs to aid client self-service in response to the digital strategy, or integrating claimant commitment content in CA workshops following Universal Credit; b) our subcontracting model can be flexed to include subs supporting new PGs eg. single parents.

We will continue to ensure our STRATEGIC PLANNING reflects government priorities. Intelligence from our research, membership of networks and local structures inform resource planning/allocation systems, enabling prompt focus on new priorities eg. to respond to “Unlocking Talent, Fulfilling Potential” and Jobs of the Future, we will offer support to employers for low skilled staff, especially tackling areas such as automation (23% of jobs automated by 2030) with new resources for exploring digital skills of the future.

We have sound KNOWLEDGE OF NCS PRINCIPLES and believe this is one reason why 91% of our clients said we had played a part in their progression (making us the top performing NCS Prime, 11% higher than the average), for example:

1. We ensure a UNIVERSAL AND IMPARTIAL service: in 2017 we referred to 1200+ partners; a recent client said, “The advice was tailored to me.”
2. We monitor INDEPENDENCE to avoid alignment to any one provision; our jobs and learning outcomes came from 4000+ sources in 2017.
3. TAILORED goal setting with clients and our effective use of our award-winning LMI ensures our clients can access the labour market; as an Ofsted “outstanding” area-based NCS service we “motivate [clients] who then commit wholeheartedly to their goals.” Ofsted 2017.
4. We funded leading careers expert Dr. Deidre Hughes to review/provide us a value-adding bespoke guidance model underpinned by NCS principles: Building Dynamic Guidance Services (BDGS) using the best techniques to impart client confidence to become independent in MANAGING THEIR OWN CAREER.
5. We FOCUS OUR RESOURCES ON PG clients; In 2014 when we became NCS prime in South Central and implemented our business model we increased PG support from 86% to 95%.
6. Our research shows when a customer has 10+ interventions (across channels: Skype, email, SMS, Digital & Social Media) an outcome is 75% more likely than face to face support alone. We encourage customers TO SELF-SERVE via several levers: all CAs must be digitally competent with CPD support so they can assess digital readiness; provision of iPad/smart phones/laptop to immediately support customers to explore digital tools; digital elements in all appropriate workshops eg. immediate apprenticeship website registrations. The CDI supports our digital strategy to ensure all our CAs use digital technology innovatively. The ESFA Mystery shopper report identifies EDT as the best performing Prime Contractor for ensuring customers understood tools being used (Q4 2017).

Question [OO-02]: Marketing, Social Media and Branding

Please explain how you will support a nationally co-ordinated marketing and social media strategy for the service as detailed in PART C - Marketing and Branding of the ITT.

In your response please provide evidence of:

- Your capability and experience of supporting media activities through radio and press interviews, and digital media activities such as on-line interviews, engagement through social media, webinars, etc. You should include details of how you have measured the impact of media activity;
- Your capability and experience of producing content which can be used across a range of media platforms including print, digital and social media;
- Your ability to use digital and social media to raise awareness of the value of careers advice through differentiated activities which address the needs of particular audiences;
- Your experience of managing co-ordinated marketing activity across different media (including digital and social media) in support of national campaigns and promotions, so that consistent messages reach local areas and venues.
- How you will ensure that all careers advisers use social media strategy to promote the service by generating and sharing local relevant content which exemplifies how the service benefits customers;
- What you will include in your marketing strategy for each of the geographical areas that you are bidding for and the impact measures that will be used;
- What investment you will make to achieve these requirements and in what timescale
- How you (and your subcontractors) will ensure you comply with the brand for the Service and any related brand values and guidelines as detailed the tender specification.

Maximum score 150 points – weight = 3

Maximum 7500 characters (3 pages)

EDT delivers the National Careers Service (NCS) [acronym used solely within text, not in marketing activity] to 80k+ clients pa. with a marketing reach of 3.45m people and 47k followers via Digital & Social Media (DSM), 5x larger than any other Prime. Ofsted noted: “Use of DSM to promote [NCS] and attract new clients is a key strength.” This has been achieved by:

1) Having a dedicated DSM and Marketing Team; comprised of marketing specialists, careers advisers (CAs) and support staff;

2) Using multiple DSM channels to:

> Focus on key themes eg. “changing lives” & “achieving potential”

> Promote one NCS number and use/adherence to NCS brand

> Back national campaigns & events eg. Skills Show

> Publish award-winning client centric LMI

> Promote our local presence to engage clients/partners

EDT has capability and extensive experience of NCS MEDIA ACTIVITY across its areas, in all channels including: 300 press/radio/TV interviews given by 20 Media trained leads; eg. our work with people hit by redundancy or about LMI focused career fairs. Our TV interview for a Hampshire careers fair is now used in a partner’s marketing video. We measure impact of media activity via key metrics: enquiries, post-event conversion, campaigns, website hits, #data and DSM Analytics, eg. how clients were made aware of the service data informs area based plans.

IMPACTFUL CONTENT is differentiated for audience and area need. We produce diverse collateral eg. LMI infographics, talking heads for YouTube, a commended Guide of Services for partners/stakeholders/clients, high quality case studies; all adapted to reflect localities/partner need (eg. printed content in Jobcentres for those who don’t/can’t get online). Area teams use their DSM

presence to promote local info eg. vacancies. Case studies promote an NCS element eg. use of skills health check. When SMS failed to spur clients to attend appts, we funded the Behavioural Insights Team to review language used/adapt our approach resulting in session attendances up 8% - showing value-add.

EDT RAISES AWARENESS by a segmented DSM strategy. We understand our audience eg. NEETs respond better to DSM, but allegiance is fluid; Facebook replaced by Instagram. Our strategy focuses on showcasing NCS value to precise audiences eg. videoed case study of a 50+ clients supported to gain life-changing employment in Saudi after redundancy (17k views). Our analysis shows 10% of clients made aware of NCS via DSM. We support a Digital First approach, advocate self-service and encourage "channel shift" to digital where possible. As an outstanding Prime, Ofsted noted "[EDT] have been proactive in developing and embedding their social media strategy across their service." Adding value, we also monitor new marketing trends eg. Quantcast AI to evolve our user insight across audiences.

National Campaign schedules are integrated into our area and local based MARKETING ACTIVITY PLANS to coordinate promotions and ensure a consistent message reflecting local priorities and key themes; eg. timed topical messaging (A-level results, Apprenticeship week etc). EDT fully supports every national campaign eg. EDT reached 417k people promoting National Careers Week. We localise national initiatives, eg. STEM: we promoted careers in engineering workshops with NE Automotive Alliance. Our area based Marketing Team meets monthly to construct messaging & alignment on national & area-based activity, eg. raising profile of apprenticeships via Meet the Apprentices 'Talking Heads' on YouTube – which feed into local marketing plans. Our local plans adapt activities to town level eg. 47% 16-64yrs in Hartlepool not at L2 led to our involvement in town's Skills Campaign.

Major value-add investment ensures all CAs have tools & skills to produce quality DSM output aided by the marketing team. Ongoing training is given and CAs have DSM KPIs eg. produce 8 DSM posts p/w, repost 90% official NCS posts. 80% of CAs currently achieve KPIs and via CPD we'll increase to 100% by Oct-18. CAs are required to use DSM for interventions and actively encourage client DSM engagement, clients specific DSM actions are captured on their action plan. All CAs promote NCS support via Twitter, produce local vacancy news and are provided with career spotlights such as #CareersInScience. CA Best practice is shared via CPD sessions/team meetings and WhatsApp groups.

Area Based Marketing Strategies have set processes to plan area based actions informed by local context, eg. LMI and growth sectors, Industrial Strategy and client demographics. Content/messaging focuses on client reach and sector highlights, eg. NE plan will include a rural push campaign; Yorkshire & Humber will exploit the Newbiz fair to showcase digital roles; In London we'll segment for the 50 non-indigenous communities; South East's plan will recognise the skills gaps including Business Expo to showcase self-employment. CAs will provide text/photo/video content, case studies (1 per month per team), sector-led LMI, employer spotlights etc.

Each area based Marketing Team will:

- >Target clients via separate approaches, based on audience segmentation
- >Position EDT as the "go to" for comment on careers eg. our regular NE radio appearances
- >Push national NCS content to area based and community websites
- >Engage with on-the-ground community, promoting NCS via careers fairs, branded shops and "pop-up" events eg. supermarket stands

We'll monitor area based impact measures against national metrics eg. trends across areas; client approval of "localised" messaging, appeal, eg. when we made marketing materials for Southampton JCP more localised it increased referrals by 400%. We analyse what engages clients, eg. a post about the opening of a new NE retail outlet was shared 400+ times on Facebook and reached an audience of 200k+.

To apply our Area Based Strategies we will INVEST at each phase: Mobilisation: to recruit/second Media Leads for new areas; evaluate previous marketing activities to identify best practice eg. use of integrated data to capture client insights; engage new media outlets. Months 1-6: CPD/training to ensure 100% of CAs produce quality DSM content; media/interview training for new Media Leads to enhance capability. By end year 1: schedule of promoted DSM advertising to widen reach (research shows EDT has widest SM reach of current Primes), test/rollout new approaches. Our anticipated value-add annual investment in marketing utilising all media is circa £100K. We have good infrastructure in place in incumbent areas (NE, South Central) to build on and continue to provide cost-effective/innovative approaches to MarComms/brand management in all areas.

EDT/subcontractor BRAND COMPLIANCE will be ensured via: induction for all staff; review of literature; CPD with Marketing Team; audits of promotion collateral in delivery locations. EDT produces all marketing materials including for subs, ensuring brand compliance. We promote brand values, eg. all CA laptops display the Customer Charter sticker identifying the reciprocal commitments we have with clients. NCS branding is displayed in all delivery centres and our high street shops and we ensure all organisations, including subs, remain anonymous to clients, so that we are advocates of the NCS brand. We undertake DSM quality assurance through content sampling and all new messaging is created using the playbook, then processed through ESFA channels for approval.

Question [OO-03]: Information Technology (IT) Systems

Please provide evidence of your capability to meet information technology requirements and the systems and resources you will have in place to deliver the service integration by the required timescale.

In your response please provide evidence of:

- Your current or proposed operational IT systems and the changes required to them to support the delivery of the service; ensuring the security measures are in place that reduce the risk of exposure of sensitive information from these systems;
- A plan that demonstrates how you will integrate with the Data Sharing Service from October 2018;
- Your approach to delivering the obligations set out on the Code of Connection;
- Your approach to delivering the data interfacing defined in the tender specification;
- Your approach to establishing/amending service management arrangements to ensure continuity of services and ability to develop/enhance services over time;
- Your planned 'end-to-end' service solution, clearly describing the key components including telephone capability;
- Your service integration plans, highlighting any bespoke aspects that need development and when they will be delivered;
- How the IT systems and the business processes will be tested;
- What criteria will be used to demonstrate readiness;
- How you will drive and support growth (scalability) through information technology;
- How you will cater for change and evolution of the service;
- Your track record of delivering projects for ICT integration to agreed deadlines; and
- How subcontractors will use IT systems;

Maximum score 150 points Weight = 3

Maximum 7500 characters (3 pages)

EDT has a proven TRACK RECORD developing and integrating large scale live systems. For DfE's 'Future Teaching Scholars' (2015) we set up a new website and Customer Management System (CRM) achieving all initial specifications within an agreed 1-month timescale. We also successfully delivered Tracking and Survey Services in Hammersmith & Fulham since 2006 (rated 1st nationally across all LAs-2018), our year-on-year in-learning increase reflects effective data capture from Pupil Learner systems.

Our PROPOSED OPERATIONAL SYSTEM is Genesis, a bespoke cloud-based CRM system hosted on ISO 27001 accredited Microsoft Azure platform, its design informed by our extensive experience of the CRM systems we successfully supported the National Careers Service (NCS) with since 2014. It is tailored to our IAG delivery requiring no significant changes and used to support our Dorset ESF-funded IAG Access to Work provision.

Genesis' SECURITY MEASURES comply with GDPR legislation and industry standards via access control, auditing and threat detection features. Customer identity will be verified beyond reasonable doubt before Customer File creation. User access is securely managed via Microsoft's Entity Framework. Data encryption is enabled on our Azure SQL Database. Hosted on two different UK datacentres; Backup & Restore feature creates application backups every 5-10mins, retained for 30 days. EDT holds Cyber Essential certification, in 06/18 Cyber Essential Plus certification will be obtained. Our Data Protection Policy fully aligns with GDPR requirements.

Our END-TO-END SOLUTION Genesis is a 'real time' data collection, MI and reporting system. Providing Action Plan production facilities, customer identification, duplicate prevention, automated SMS/email reminders for customers/delivery staff appointments and tasks; and links to our Call Centre Solution (CCS). It allows direct appointment bookings & will be tailored to accept online bookings from the NCS website. It validates/generates financial claims in line with ESFA Data Collection Guidance.

IMPLEMENTATION AND INTEGRATION PLANS will follow EDT's established IT processes, signoff required at each stage. TESTING will be key to the development process. Final development of database, user interface, reports, telephony integration by 04/05/18. 1 month testing on: usability/system integration/key business processes/promotion of test environment to live/user acceptance. Nominated Superusers undertake Alpha testing, training our NCS Digital Champions (DC) and support staff, who complete Beta training by 15/06/18. 19/06/18 – 17/07/18: training materials/User Manual developed, integration testing to ensure system ready for integration testing with ESFA Data Sharing System (DSS) prior to 17/08/18. DC training of staff and subs begins 27/08/18, user accounts created by 28/09/18, when system is live. Liaison with ESFA to ensure testing is complete before 14/09/18 with additional system integration work with ESFA DSS as required Oct onward.

BESPOKE SERVICE DEVELOPMENT PLANS include integration with the CCS, automatic recording of customer interactions from CCS, our SMS service, emails, being available via a mobile app & other "innovative and effective digital and social media routes to advice and guidance" (Ofsted 2017), eg. our web-based repository of real-time localised Labour Market Information. Our DSS INTEGRATION PLAN reflects standard systems integration methodology and is informed by our considerable experience: In 2015 our MI team supported the NCS Data Collection development/test pilot, were first Prime to submit an accurate file - meeting all integration deadlines for live operation of the initial transition, CDS service and MI Data Collection routines. Our approach to DATA INTERFACE with DSS and meeting CODE OF CONNECTION (CoC) OBLIGATIONS is via Genesis: connection and integration to DSS will be established using Azure WebJobs and API Management; system integration with DSS sharing data in real time using the ReST web service methods, Tolerant Readers and HATEOAS.

SERVICE MANAGEMENT arrangements are established post-testing, with requirements monitored via Application Performance Management (APM), automatically detecting anomalies and required amends. APM is designed to support continuous system improvement, increasing performance/usability. Required amends will be controlled via change control process, including testing cycles, in accordance with ITIL practices. Genesis is designed to adapt to accept changing service delivery and data collection requirements from the external Digital Service as it's developed. As an NCS Prime we successfully developed our CRM systems to integrate and DEVELOP with and ENHANCE delivery of the service, demonstrated by our ongoing compliance with annual ESFA Data Security Reviews and 100% compliant audits.

Corporate IT's daily IT health checks covering system/server backup, software, system security and access checks/testing, and disaster recovery plans alongside APM ensure CONTINUITY OF SERVICE. If a failure is identified same day remedial action is taken. Network and Azure environments are supported by failover services. Azure is replicated and backed up allowing IT to quickly restore, ensuring we maintain current 99.9% uptime operating level.

READINESS CRITERIA is demonstrated via Genesis ability to: record customer information and outcomes; produce customers Skills Action Plan; integrate with internal systems (eg. CCS, SMS); fully integrate with/able to exchange data in real-time with DSS; generate funding claims from ESFA system, determined via formal, documented sign-off with system, integration and Business Acceptance Testing.

EDT proactively use IT to DRIVE AND SUPPORT GROWTH, supported by a dedicated NCS MI team and Corporate IT, whose reviews identify improvement opportunities eg. introduction of dedicated NCS tele-digital team in 2014 and "very effective use of laptop and tablet computers in sessions" (Ofsted 2017). Advisers are equipped and trained to effectively use IT to engage and support customers, underpinning effective service delivery. Additionally, growth and resilience are ensured via latest cloud-based technology with no limits to scale: increasing capacity or users, geographical reach, ability to add or remove resources as required, increases in website traffic, or database size/complexity.

Designed using Tolerant Readers and HATEOAS methodologies, Genesis will CATER FOR CHANGE and evolution of the service with refinement of system functionality through monthly system reviews, obtaining user feedback, and via our planned participation in DSS and Digital Service pilots. Microsoft Power BI, integrated with Genesis, brings improved analytics to enable our Management Information (MI) team to identify and respond to ongoing service changes/developments. Our award-winning London Connected Learning Centre provides corporate digital value-add expertise to support implementation of all identified system functionality enhancements , inc. new NCS digital tools.

SUBCONTRACTORS (subs) use Genesis and will have the same training as our advisers on creation of/access to customer records, service history and use of bespoke reports. Subs won't be able to create new users or delete customers, with access only enabled after formal contracts/confidentiality agreements/security clauses signed, subject to ongoing monitoring/audit to ensure security.

Question [OO-04]: Subcontracting

Please explain how you intend to manage the risks associated with delivering the service through a network of subcontractors to meet ESFA requirements?

In your response please provide evidence of:

- The capacity in which you intend to use subcontractors in the delivery of the service, including:
 - o Information, Advice and Guidance services; and
 - o Supporting services including, but not limited to, technology, telephony, marketing, advertising, administration and finance.
- The processes you will put in place to:
 - o Select and appoint subcontractors; and
 - o Monitor, measure and manage the performance of all subcontractors including how you will deal with poor quality and under or over performance; and

o Manage risks and mitigation.

- How you will ensure they meet the mandatory requirements and the minimum service requirements as set out in the ITT;
- How you will ensure consistent quality in the delivery of the service;

Please **supply details on the Subcontractor pro forma** of all of the organisations (name and type of organisation) with whom you intend to subcontract with and how they will support your delivery model.

Maximum score 150 points Weight = 2
Maximum 5000 characters (2 pages)

As a global education services contractor EDT has decades of experience safely managing subcontractors (subs). In 8yrs managing over 30 subs in National Careers Service (NCS) we have enhanced our corporate approach. We mitigate risk by maintaining a short and well managed supply chain using the same accountability/wrap-around support internal teams receive and only using subs to add specific value eg. in our turnaround of South Central we reduced sub delivery (30>14%) and improved sub performance (60-100%).

Sub use: In our Grade 1 inspection, Ofsted (2017) highlighted our strategy “EDT... places a strong emphasis on targeting identified Priority Groups [PGs] by engaging with 'specialist' subcontractors who work closely with specific communities” eg. Hope Foundation in North East (NE) region. In addition, we use 'strategic' subs with strong NCS track records to achieve breadth eg. CXK (South East). In London we'll begin with 60% subs for breadth but over 3yrs reduce this to 40% to focus on subs with specific PG reach.

All support services are managed in-house, significantly lowering risk, except specialist customer follow up by Echo-U: assurance is via recorded calls and systematic quality control assessment processes; their use justified through above average JLO success rates.

Process: We have selected over 30 subs (see sub pro-forma) via robust area/PG gap analysis eg. Futures in Y&H to support 18-24 NEETS in Sheffield. To ensure CONTINUITY OF SERVICE* we require subs have capacity to upscale delivery, with subs on standby.

We run a rolling, open EOI on our website and advertise via partnership networks and LEPs to reflect changing needs eg. in NE we listed 6 subs (with 14 on standby). We use an OPEN AND COMPETITIVE TENDERING PROCESS adhering to Merlin Standard and the ESFA's SSQ process requiring SERVICE IMPARTIALITY demonstration with clear expectations/scoring criteria; we'll undertake Merlin assessment on 7/8 June 2018. Pre-emptive due diligence accelerates contract signing and limits delivery risk. Our in-house expert finance and legal teams use standardised scoring for financial/trading elements. Over 10 years as a Prime we lost no subs for due diligence issues. Our legal team ensures SUB CONTRACTS MIRROR OUR PRIME CONTRACT. Adherence to the contract is monitored in monthly meetings.

Performance management: Subcontractor Managers (SMs) monitor sub performance v/s service requirements (eg. customer charter branding, COMMUNICATION ABOUT SUB ROLE in NCS provision to clients) and KPIs. We evaluate and MONITOR PERFORMANCE at network, sub and adviser levels. Subs use OUR CRM to COLLECT AND STORE CUSTOMER DATA to our high standards allowing us to MONITOR AND MEASURE performance in REAL TIME and produce detailed ANALYTICS. This enables us to monitor sub client referrals (ie. not their own provision) ensuring IMPARTIAL IAG PROVISION.

We combine accountability and support to improve performance providing subs with CPD, resources and network meetings eg. used MI analysis to coach a sub with low JLOs and provided ongoing CPD (South Central), they SUCCESSFULLY IMPROVED PERFORMANCE (JLO33%>128%). Ofsted 2017: "Rigorous management of subs leads to support and sharing good practice and improved performance. When [subs] fail to meet EDT's exacting standards and performance does not improve, managers close contracts". Our robust support means sub turnover is low; WE LIAISE WITH ESFA if contracts change.

Service requirements: The combination of our stringent management processes and contractual 100% compliance checks - including certification (eg. CYBER ESSENTIALS PLUS/adviser qualifications - our MINIMUM IS IAG L4), intervention reports (eg. supporting clients to digitally self-serve, customer charter induction) & MANDATORY GDPR TRAINING - ensure all MANDATORY AND MINIMUM SERVICE REQUIREMENTS are met.

Risks: Our individual Sub Improvement Plans log risks & actions and is monitored monthly with our Director AS PART OF OUR RISK MANAGEMENT STRATEGY eg. we identified a lack of awareness of BRANDING GUIDELINES by subs so delivered awareness activities with no further breaches. Our quarterly contract reviews allow contract value flex across the sub network mitigating performance issues via contract variations.

Consistent Quality: Internal staff and subs are held to the same high standards and mandatory requirements eg. 25hrs annual CPD/use of digital technology (eg. CRM, iPad use). Robust QA is undertaken regularly by a specialist team benchmarking against consistent criteria eg. observation data/action plan assessment. Stringent processes identify and mitigate risks involved with consistent sub quality eg. MONITORING IMPARTIALITY via quality control checks/15 QA measures and BRANDING ADHERENCE. We include subs in customer satisfaction surveys, benchmarked against targets. This guarantees consistent quality of subs via a range of INTERNAL AND IMPARTIAL MECHANISMS.

*In Q4 caps reference specification criteria

Question [OO-05]: Performance Management

Please include details of your performance management processes that will ensure your performance (and that of any of your subcontractors) is maintained at the agreed level and explain how your performance management will result in an improved service and improved Outcomes for Customers.

In your response please provide evidence of:

- Your performance monitoring measures, the relationships between them and how they are used to get a holistic view of performance;
- How you use benchmarking to measure performance;
- How you utilise trends to measure improvements;
- How you use performance management to improve Outcomes for Customers;
- The intervention activities you will have in place and how are these will be implemented and monitored;
- How you will use accurate and timely data to provide a targeted, relevant personalised service offering;

Maximum score 150 points Weight =2

Maximum 7500 characters (3 pages)

Ofsted stated our "Performance Management is highly effective," and a PWC audit said it was an area of "good practice" based on how our approach, underpinned by the collection and management of highly accurate data, is centred on delivering positive outcomes for clients. We analyse and disseminate data in a format that allows us to allocate resources appropriately, utilising a profit & loss approach (P&L) on attaining outcomes, and monitor quality and support continuous improvement of the service. EDT has achieved set profile volumes for each of the last three years. We develop excellent, trusting relationships with Subcontractors (subs) with clear Service Level Agreements including data collection and data sharing protocols, reviewed annually. All subs are subject to the same levels of performance management, Careers Adviser (CA) observation and the same CPD as internal teams. Subs are monitored using real-time data, monthly monitoring, quarterly review meetings and area-wide sub meetings. These processes evaluate compliance, quality, service standards and enable informed needs-led decisions to address performance issues, and delivery practice to meet contract expectations. We continuously review our data to identify gaps that affect service access and client outcome achievement.

PERFORMANCE MEASURES: We assess performance against a range of KPIs at area, team and individual level that include ESFA reporting requirements (eg. client volumes, outcomes etc) alongside a range of extra gauges: Delivery data (81 CRM reports), Quality data (eg. adherence to 16 compliance measures, 14 independent client satisfaction questions for user feedback, annual observations measured against 12 elements, client journey quality checks gauged against 28 measures). These combine to give a holistic performance view in our balanced scorecard. This data enables us to make informed decisions and adjust service delivery to make a difference to clients. Eg. our analysis shows clients with 10+ interventions (via multiple service channels eg. email, phone,

SMS) are 75% more likely to achieve JLO outcomes; in response we: introduced CA CPD on effective client pathways; show pathways on CA dashboard; made '10+ interventions per client' a CA KPI.

Our dashboard of real-time data performance measures is available to all staff. The MI team provide real-time data across teams and to subs, MI is reviewed through our iPad app, allowing real time analysis to complement the recurrent monitoring activities. This gives an overall view of the service at area and individual level allowing us to adjust the service for better achievement of outcomes. For example, real-time data will inform a CA of clients who have not yet achieved a JLO, enabling them to offer further support to overcome barriers.

BENCHMARKING: Benchmarks are set and assessed against the sector (MATRIX, Ofsted) and externally for compliance, performance, quality and financial health; at area, team and CA level. Eg. we monitor client attendance against the sector and NHS rates to learn best practice. Measures are rated and monitored (eg. Client satisfaction: Green >95%; Amber 93-94%; Red <93). All CA teams (incl. subs) have the same benchmark measures. We use benchmarks to compare across priority groups. Eg. Fuller Working Lives agenda, we initiated an improved service offer to 50+, benchmarking JLOs for 50+ against the total client base and started improvement activities to narrow the gap. After these were made there are now no differences in the JLOs.

TRENDS: Our CRM system reports can be produced in real-time with trend data by month/day. It can be cut for a range of data elements eg. trend of attendance by location. Cumulative data shows performance to CA level. We identify where performance is not meeting benchmarks and introduce improvement plans, eg. data showed an increasing % of clients did not feel actively engaged in agreeing their Skills Action Plan (SAP); further training, observation of practice & team talks led to 100% of clients saying they felt engaged.

IMPROVE OUTCOMES: Our analysis shows that clients who took our award-winning LMI away with them were 3x more likely to complete the identified actions (which makes them 2x as likely to achieve JLOs), thus we have invested further in the LMI team and the resources they provide. We have in place a robust system for recording client satisfaction: IPSOS Mori surveys, our satisfaction surveys (built around our Quality Measures) and our own mystery shopping programmes evaluate client satisfaction, CA local area knowledge, ease of access, appropriateness of the support offered, usefulness of SAP, and monitor progression into positive outcomes. This is supported by regular tracking of individuals and recording of progress and is used to inform the area-based performance improvement process.

INTERVENTION ACTIVITIES: We proactively take action to (a) evaluate impact and effectiveness of evidence data and (b) intervene to optimise team and subs performance; reviewing processes, service delivery methods and desired outcomes (eg. timeliness and effectiveness of interventions). Internal performance monitoring using real-time data is supported by monthly meetings to monitor performance areas such as Priority Group outcomes, SAP quality checks, Quality Improvement Plans, subcontractor compliance and KPI's. These feed into the Regional Management Team which undertakes quarterly and annual monitoring reviews for compliance, performance, quality & financial health. Managers maintain a constant focus on data and service outcomes and all staff monitor their own performance using MI. CAs can view colleagues' data - where there is underperformance in an area peer support is used to apply best practice. For example, a CA recorded a JLO increase from 29% to 48% by adopting improved follow-up methods developed by a colleague.

DATA TO PROVIDE A PERSONALISED SERVICE: Analysis of all data at area, team and individual levels, with cross-sectional analysis of performance by priority groups enable us to compare both access to the service and achievement of KPIs by priority group and against the client base. Bespoke data

reports enable resource planning and ensure we provide a targeted service. Eg. we can increase resources in a location with a long appointment lead time so that clients access the service more quickly, or monitor the number of delivery locations used in an area to determine gaps and engage new partners. We take a holistic view of client journeys (eg. how successful were group interactions/1:1s; type of LMI requested) to ensure that the service is personalised for clients, based on evidence of what has worked for other clients in the past.

We use timely and accurate data to monitor interventions undertaken via a combination of channels over the required period: 1:1 and/or Group Face-to-Face sessions; Telephone: Our call centre solution monitors every call, capturing KPIs for waiting times, CA availability, call duration and routing; Digital/social media platforms: Our digital channel traffic analysis through CMS monitors how different client groups access the service, allowing us to determine the effectiveness of our differentiated marketing activity. We monitor spikes in activity looking for trends against campaigns and community marketing eg. we introduced Graduate Workshops in Co. Durham based on an increase in client social media comments related to graduate underemployment.

Question [OO-06]: Security Standards and Business Continuity

Please describe how your organisation is committed to ensuring that the confidentiality, integrity and availability of National Careers Service data will be protected.

In your response please provide evidence of:

- How your organisation, and any appointed sub-contractors or third parties, will meet all the National Careers Service security standards as set out in the relevant sections of the attached document set
- How you can provide sufficient guarantees that the requirements of the GDPR will be met and the rights of data subjects protected. GDPR data processors must only be appointed if they can provide sufficient guarantees that the requirements of the GDPR will be met and the rights of data subjects protected.

Please attach a copy of your organisations overall security policy and any other relevant documentation that demonstrates your organisations active commitment to security and how this policy is implemented. **Attach this policy to the appropriately marked section in the Technical envelope.**

Please attach a copy of your organisations business continuity and disaster recovery policies and plans to ensure continuity of service in the event of a business continuity incident. **Attach this policy to the appropriately marked section in the Technical envelope.**

Maximum score 150 points Weight =2

Maximum 7500 characters (3 pages)

EDT ensures the protection of National Careers Service (NCS) data confidentiality, integrity and availability thanks to our rigorous policies and practices, and our security-aware team. As an organisation with 1200+ staff at dozens of worldwide locations, we have extensive experience handling sensitive data per the exacting standards of clients eg. ESFA, DFID and USAID.

Our NCS provision benefits from data security, business continuity and disaster recovery policies/procedures developed by working groups from across the organisation to ensure current global best practice is met. This collaborative approach embeds security awareness in our working culture; our Information Security Statement makes clear that all staff have responsibility for data security. We work globally, including challenging locations (eg. Rwanda); a culture of security awareness and operational resilience is critical to achieving our charitable mission: we apply this philosophy to NCS contracts.

To ensure compliance our attached policies MEET ALL NCS SECURITY STANDARDS, and we will set up a Security Standards Action Group with senior managers/expert staff to ensure all policies are embedded. One of our Critical Action Groups, this will provide data security oversight for our leadership team and a data security practitioner CPD focal point.

All staff work in accordance with our Information Security Guidelines, which fully conform to ISO/IEC 27001. Training is provided to new staff on induction, with annual refresher CPD to maintain awareness as the Guidelines evolve. They cover all standards, eg. secure email usage (eg. virus/phishing awareness; prohibition against use of work email for personal purposes), password security (3-monthly change schedule) and document protection (encryption; archiving protocols).

They fully confirm to ISO/IEC 27002: eg. digital device security ('do not leave unattended' rule), physical access (security passes; data storage system access), clear/locked desk/screen policy, and safe handling/copying/printing/disposal of physical documents (shredding; secure paper bins).

Our IT policies set out how our IT service team ensure secure system usage eg. defining common standards for hardware (inc. removable storage), encryption standards (FIPS140-2), enforcing password security and user system/data access rights/logs, providing antivirus/firewall, software patching, and defining control systems for data classification and segregation of NCS data. The Security Incident Response Procedure in our policy ensures a rapid response to suspected security breaches; featuring detailed requirements on reporting, escalation, managerial oversight and required legal/communications responses to any incident.

EDT holds a current Cyber Essentials certificate (CE+ upgrade in June 2018), and our pre-engagement checklist and subcontract template requires any subcontractors (subs) being considered for appointment to hold their own CE+ certificate.

We will review and update our subs quality and compliance measures, which mirror our own working practices, including the latest security standards to ensure that subs are compliant. We give the same level of support and monitoring to our subs as we do to our own staff, including resources, CPD and regular network meetings - 'EDT manages [subs] very successfully, communication is very good and [subs] have excellent access to [CPD] activities' (Ofsted Jan '17).

GDPR COMPLIANCE has been identified as a mission critical project; we have formed an organisation-wide Working Group of Data Protection Leads (incl. Careers) as well as legal and IT functions, reporting to our Data Protection Officer. The terms of reference are to ensure that our Data Protection Policies and new processes (eg. rights of erasure, portability and subject access) are updated for compliance before 25 May 2018, and to monitor, review and coordinate GDPR activity, including annual reviews of data held and compliance audits. Each of our Data Protection Leads (1 per NCS Area) has been allocated 50 working days dedicated to GDPR compliance in 2018.

Our NCS teams have undertaken mandatory GDPR awareness training with internal staff and subs, covering the context for the new regulations, the rights of data subjects, our obligations as data processor, and the changes to systems and working practices required by all individuals. This training will be incorporated into the induction for all future hires.

A new supplemental data processing contract has been issued to all existing third-party data processors, with clauses ensuring GDPR compliance. This contract will be standard issue in future, including questions on technical/organisational measures in our contractor due diligence and appointment processes.

Our Business Continuity and Disaster Recovery (BCDR) plans are best-in-class; they have been tested with scheduled and unscheduled 'take down' drills every year, and ongoing version control and risk register alignment occur as part of our quarterly review process. Our IT systems sit at the corporate level, so IT disaster recovery is handled using the resources of the entire global organisation, providing an extra layer of resilience.

The BCDR plans provide a systematic guide from disaster recovery in 5 key areas – People, Premises, Technology, Information, and Suppliers/Partners. They are designed to be as risk-averse and threat-independent as possible and have dynamic modification protocols to ensure they remain functional regardless of the type of disaster that occurs and are flexible in response to events. The plans are organised around the Crisis Management Team concept. This identifies key individuals (Crisis

Management Group) responsible for the detection and identification of disasters, as well as the prioritisation and communication of our response (incl. immediately to ESFA), allowing us to take shared responsibility for business continuity but maintain a clear chain of command. The plans identify the contact details and responsibilities of all CMG members, who all receive in-depth BCDR training, with awareness training provided to all staff. Plans are accessible online (on staff portal) but also physically held at the homes of CMG members to ensure they can be accessed if the office/IT systems are affected by the disaster.

To inform our BCDR response we have a Risk Management Review which highlights operational risks (rated for High, Medium or Low impact) and prevention/mitigation countermeasures. A Venue Information and Safety Checklist is completed for each NCS delivery venue our advisers operate in, and a risk assessment for Delivering in Outreach Venues is in place for peripatetic staff.

Our BCDR plans have been tested in response to real world events. In 2015 our Middlesbrough NCS venue activated the plan when a bomb threat against the neighbouring Army venue required venue evacuation. We activated the plan in response to a hostage-taking at Byker JC+ colocation in 2017 to ensure our staff and customers were safe, and to ensure continuity of service in the area. These incidents showed that our BCDR response can coordinate with the emergency services and media to play our part in the local community response. The incidents and our response were recorded to contribute to external enquires, and inform our response to future incidents.

Attached: Security Statement, Guidelines, IRP; Data Protection Policy; GDPR ToR; BCDR Policy; HQ BCDR Plan; Careers BCDR Plan.
