[2.13.1] Performance Management

Please detail how you will manage the performance of this provision in line with your offer and Section 5 of the Specification.

Your response should:

- Clearly explain how you will accurately track participants within each cohort so that you can clearly articulate at any given time where these participants are in your participant journey towards achievement of short and sustained job outcomes
- Describe how you will proactively manage the achievement of performance levels including the frequency and level of detail of monitoring activity and trend analysis
- Identify how you will act on any findings including how you will develop and implement effective solutions to correct failures to meet performance levels in a timely manner and ensure that it does not re-occur
- Clearly describe how you will manage the performance of any subcontractors
- Explain how you will proactively engage with DWP to notify us of any issues and remedial actions rather than waiting for scheduled review meetings

Insert your response in the pre-set, shaded space on the following pages. Your response MUST be limited to 2 sides of A4.

Working Links (WL), as lead provider, will be responsible for managing the performance of this provision. Our performance management systems/processes are independently audited and accredited to ISO9001, ISO27001 and by DWP Provider Assurance Team, and have supported successful delivery of employment support to over REDACTED individuals since REDACTED. We will use a DWP-approved, secure customer relationship management (CRM) system, tailored to the contract. Our partners will be enabled to use the same system to ensure consistent compliance across provision.

Our CRM will record/report the **minimum performance levels**: REDACTED % of referrals either Start, Do not Start or Do not Attend, recorded in PRaP; min. REDACTED % of referrals, recorded by PRaP, start provision; number of provision starts will never be below REDACTED % of cumulative starts profile; cumulative referral backlogs will be below REDACTED %; and, no one will be in backlog for over 40 working days from the date of referral.

How we will track participants: All participant data will be uploaded through our CRM e.g. personal details, assessments, eligibility checks, Action Plans (AP), interventions and Jobs. This will be done through the following process:

1) Every participant record will be tagged with their cohort based on start date and other variables, enabling reporting by cohort, age, priority group, etc.;
2) Personal Mentors (PersM) will be trained to use CRM during mobilisation;
3) PersM will review their caseloads daily via CRM reports that show progress for participants against their AP. At each intervention or contact point, at least monthly, PersM will update the AP and CRM;
4) Performance Manager (PM) will review caseloads weekly for their team of PersM to ensure that participants are progressing towards and sustaining work;
5) Our In-Work Support (IWS) team will monitor participants in work weekly reducing to monthly to measure and evidence short and sustained job outcomes, updating CRM accordingly;
6) Claims team to check evidence of compliance at every stage of a claim via CRM, including scanned evidence of hard copy documents, before submission to DWP;
7) CRM reports on overall performance will be reviewed monthly by PM and Partnerships Manager (PartM) for partners, and will inform actions to improve performance where necessary.

All CRM data will be exported to PRaP daily. We will be able to send the most recent AP to a DWP Work Coach within 5 working days, by exporting the data from CRM.

Proactively Managing Performance Levels: Our Local Administrator (LA) will collate live CRM data into Weekly Performance Summaries (WPS) and Monthly Performance Reports (MPR) seen by the PM and PartM and used to inform our performance management activity. We will report on a broad set of data to enable trend analysis including: referral numbers, starts, PersM caseloads, performance against KPIs and targeted outcomes; demographic data (to ensure equality of outcomes); participant feedback/complaints; AP reviews; labour market data, including employer data/feedback. We will use the following process to act on any findings quickly and effectively, ensuring we meet our performance targets:

- The PM and PartM will run weekly calls with individual WL and partner teams respectively to review performance against KPIs and identify potential issues affecting performance early, informed by the WPSs;
- The PM and PartM will use WPS and MPR to: review caseloads and staff performance against targets; conduct REDACTED % sample checks; inform weekly one-to-one PersM (by PM) and subcontractor (by PartM) meetings to provide

support;

- The PM and PartM will use the MPR to inform monthly performance review meetings with PersM and subcontractor delivery managers, where overall contract performance, performance forecasts, issues affecting performance, development areas to improve performance and best practice are reviewed;
- PartM will review partner performance weekly to identify performance issues early;
- WL' *Chief Operating Officer,* will review MPRs to identify contracts/areas to target additional resources to investigate and improve performance;
- Our PM and PartM will review KPIs quarterly, updating them where necessary, via consultation with DWP, stakeholders and partners;
- Our PM and PartM will run quarterly site visits to WL and partner premises respectively, to conduct data checks, audits of participant records and structured observations of front line delivery staff, based on Ofsted requirements;
- Our England Country Manager (CM) will support PM/PartM to manage the service.

Acting on Findings: Where performance issues are identified we will hold a formal meeting between the party and their manager to develop a REDACTED month Performance Improvement Plan (PIP): *Staff PIP:* Between the PersM and PM/PartM, include revising individual performance targets with timescales and support given e.g. staff retraining; *Team PIP:* Between the PersM and PM or PartM and subcontractor delivery manager and includes revising team targets and timescales and/or reorganising the team e.g. adjusting caseloads. PIP actions/objectives will: be agreed; be specific, measurable, achievable, relevant, time-bound (SMART); and have a responsible owner allocated ensuring completion by the agreed time. We will hold monthly PIP reviews with the results included in MPRs. If PIPs are ineffective, we will adopt necessary disciplinary measures. To ensure no recurrence of any issues, we will monitor contributory factors, and review processes and procedures, including staff training.

Managing Subcontractor Performance: WL achieved an 'Excellent' score in our latest Merlin assessment (April 2016). We have been praised in our approach to managing partner performance including working collaboratively and sharing best practice e.g. *"the consultation process was superb…they listened and were interested in how things would impact on small organisations"*. We will build upon the above through our partner PersMs being trained in operating CRM and logging all customer data, which will be monitored and collated into the WPS and MPR created by our LA. These will be used by the PartM to manage partner performance through weekly calls with partner teams and monthly reviews with partner delivery managers. The PartM will also conduct quarterly site visits to verify performance, conduct audits, observe performance and identify performance risks. Where performance issues are identified a *Subcontractor PIP* will be agreed between the partner delivery managers and PartM. Support provided will include: retraining/mentoring of staff, shadowing high-performing staff; reviewing partner delivery models or management structures. To manage partner performance we may: **1)** Provide partners with SMART actions with identified owners to address issue: **2)** Reduce partner targets; **3)** Suspend the partner until issue/risk resolution; **4)** Terminate the sub-contract.

Engaging with DWP: The CM will be the named contact for the DWP Category Manager, Supplier Manager and Performance Manager. Where an issue is identified as urgent or one that will require DWP involvement, our PM will contact DWP immediately with a description of the issue and a description of the support required. Where a performance issue has been identified that can be resolved without the involvement of DWP, we will notify DWP within 5 working days providing: a summary

of the issue; the remedial action taken, or being taken; and a description of the steps to avoid repetition of the issue. This activity will be supported by the provision of MPRs to DWP as part of our on-going monitoring and reporting processes.