

[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.**

Reed has a proven Performance Management Framework (PMF) developed over REDACTED' delivery of successful employability contracts. This will be quickly adapted to reflect all DWP & ESF requirements & is underpinned by robust systems & processes. Our PMF supported us to exceed sustained job outcome targets in this CPA on our DWP ESF Families programme & will ensure Reed & our supply chain (SC) achieve REDACTED job starts, REDACTED short & REDACTED sustained jobs. **TRACKING:** All Reed & SC participant data will be recorded on REDACTED, our Participant Management System, which we have used on REDACTED DWP/ESF contracts. This includes all personal information & data relating to referral/start dates, assessments, distance from work/progression, action plans, interventions & job outcomes. Management Information (MI) can be produced from REDACTED at contract, Reed/SC office, Caseworker (CW), cohort & participant level. This enables our Operations Manager (OM) & Team Manager (TM) to monitor all DWP performance measures, e.g. ensuring caseloads do not exceed average/maximum caseloads of REDACTED respectively. REDACTED diagnostic tools record participants' job readiness on an REDACTED scale. It also records interventions (e.g. completed training) & tracks progress against Action Plans which detail SMART goals towards employment. These functions enable CWs & the TM/OM to identify where participants are in their journey & the distance travelled at any point. It also enables the TM/OM to produce real-time REDACTED reports on outcomes for specific cohorts covering any timeframe. The OM will produce weekly forecasting reports enabling any future underperformance to be identified & addressed, e.g. not enough participants starting work in a specific cohort impacting future job outcomes.

ACHIEVING PERFORMANCE: Our systems & processes allow us to track daily performance & analyse trends, ensuring we achieve & exceed minimum performance levels (MPLs). REDACTED measures contract MPLs, e.g. referral backlogs (not above REDACTED) & proportion of PRaP referrals starting provision (at least REDACTED in-month & cumulatively). We built a monthly cohort profile of outcome achievement to establish individual/team/contract KPIs to drive performance management as follows. *Team/Contract:* TM will monitor team performance & report to the OM weekly, who will report findings & forecasting reports to our Board Level Operations Director (OD), Finance Director & Managing Director at REDACTED meetings & formal REDACTED contract reviews. REDACTED/REDACTED meetings allow our Board to: have complete oversight of the contract; regularly analyse performance trends (e.g. job outcomes by cohort, participant group & team) to ensure outcome parity; & quickly put in place any remedial actions. DWP's Provider Assurance Team noted in our REDACTED inspection that REDACTED *Individual:* TMs will monitor & manage CW, Trainer & Recruitment Manager performance through: • daily team kick-off meetings to review participant activity & ensure CWs progress against targets; • real-time REDACTED REDACTED REDACTED (e.g. job entries, progression & job outcome achievement); • REDACTED observations to assess effectiveness of interactions. Our Quarterly Performance Review (QPR), supported by REDACTED reviews, provides dedicated TM time with staff to analyse quarterly target achievement (including quality measures such as Exit Interview feedback) & agree new expectations/actions (including development opportunities) for the next quarter to drive continuous performance improvement. TM will have QPRs & v reviews with our OM, & our OM with our OD.

CORRECTING UNDERPERFORMANCE: Our PMF ensures we quickly identify

where KPIs are not being met; understand the reasons; & improve performance at individual/team/contract level to prevent reoccurrence. As part of our Continuous Improvement Process all Teams & CWs will also be **monitored against SLAs agreed with LA TF Teams**, which will be reflected in KPIs & monitored as part of our standard processes as follows: Team/Contract: Performance issues (e.g. failure to report back to TF Teams via agreed process) will be identified at **REDACTED** & monthly meetings. Our OD will support the OM to identify underperformance reasons & develop Performance Improvement Plan (PIP) outlining: • improvement actions at team/contract level (e.g. re-training CWs on SLA requirements); • minimum improvement targets (within agreed timescales). Achievement against PIP actions/targets will be reviewed by the OD at **REDACTED** meetings. If underperformance continues, the Board will instigate a full contract review to identify solutions. Individual: If CWs are not achieving targets (identified via QPR), TMs will identify reasons & work with them to develop a PIP. The PIP will detail: targeted support to address reasons for poor performance (e.g. 1:1 coaching, mentoring from high performing CWs); & minimum performance improvements expected (within agreed timeframes). Performance will be reviewed **REDACTED** & **REDACTED** to monitor improvement & prevent reoccurrence. If after **REDACTED** weeks the CW continues to underperform, they will receive a warning outlining agreed support & expectations. Continued poor performance will result in their employment being terminated & their role filled via staff transfer or our rapid recruitment process.

SC PERFORMANCE: SC partners were selected based on their understanding of (& track record working with) TFs e.g. **REDACTED** achieved **REDACTED** into work on our ESF Families Contract. We have agreed performance levels & created cohort profiles for each SC partner. We have also ensured they have adequate staffing (with suitable skills/qualifications) in place to meet performance targets. Our Partnership & SC Manager (PSCM) will manage SC performance in line with Merlin, providing support to achieve performance via: weekly provider support calls; monthly Contract Performance Reviews (CPRs) to review KPI achievement; site visits; & observations. We will also hold a **REDACTED** Service Delivery Board, attended by Reed & SC leads, to share best practice & address any performance issues by agreeing corrective actions based on combined experience. Should a SC partner be at risk of underperformance, the PSCM will issue a **REDACTED** (max) Service Improvement Notice, with key actions to address reasons for underperformance, & support them to develop a Service Improvement Plan detailing how underperformance will be tackled. Actions will be reviewed at CPRs, with the PSCM providing support to help achieve required performance/ improvements. Where underperformance continues, Reed will ultimately issue a notice to terminate & trigger contingency plans, e.g. Reed delivery &/or alternative SC partners.

ENGAGING WITH DWP: Our OM will be DWP's single point of contact & will agree reporting procedures outside of scheduled review meetings so communication is clear & consistent. This will include sharing monthly profiles & pipeline information & processes for ad-hoc weekly & monthly **REDACTED** reports. In the event that delivery issues do occur (e.g. business continuity incident), the OM will immediately report it to DWP via the agreed process along with proposed remedial actions. Where required, the OM will seek agreement from DWP for the proposed actions before implementation. Once actions have been implemented, the OM will provide DWP with an update on the outcome, the impact on performance levels & detail the measures we will put in place to ensure the same issue does not re-occur, while also disseminating lessons learnt to all staff.

