[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.

KS is an outcome-driven organisation, and has over 20 years' experience of managing high performing employability contracts. Our experienced managers will drive performance using tried and tested management methodologies, informed by comprehensive monitoring information and a strong management structure. We will expect all end-to-end subcontractors to adopt the same processes and practices.

Accurately Tracking Participant Progress

On starting the provision, participants will undertake a comprehensive assessment and co-design an Action Plan (AP) with their Caseworker, which will act as a record of their time on programme. All key details from this AP will be recorded on REDACTED, our custom made and proven CRM, as **an accurate and auditable record**, including all SMART goals and activities in order to progress employment. All delivery staff will be trained to record information in a concise, informative manner. Signed by both parties, the AP will form a **'living document'**, guiding the participant through provision and providing a reference point for progression. Through the participant's journey, we will record: attendance of all appointments, including AP Progress reviews (at least monthly); failure to attend/reasons for non-attendance/follow-up actions taken by KS to re-engage the participant (responsibility of the Caseworker, with automatic reminders from the CRM); achievement of milestones and completion of SMART objectives; hours of support each week and month; expenditure to support the participant; and entry into employment and/or exit from the programme, including details of the job, employer and in-work support. For in-work participants, Caseworkers will track participant progress and log new information, including change of/end of employment. In addition, on the basis of behavioural assessments, participants on programme will be placed into four different Peer Support Groups (PSGs) reflecting their employability mindset. As participant mindset changes, they will move between groups.

Pre-contemplation	Those unable to imagine themselves in a workplace context.
Contemplation	Participants who are considering the workplace, but are not fully committed to this aim, lacking firm ideas for career goals, or an understanding of what work would mean for them in their lives.
Preparation	Participants who have committed to the idea of working, but lack the means, knowledge or understanding to find employment.
Candidate Pool	Those who want to work and have a clear idea of how to find realistic employment. This group will be very close to employment.

Progress through groups will be logged on REDACTED, with advancement through PSGs a KPI for Caseworkers, allowing us to manage performance based against a recordable insight into the Caseworker's job start pipeline rather than outcomes alone.

Proactively Monitoring and Managing Performance Levels

We have proven and established processes for proactively managing our performance. On a contract level, we will record progress against all KPIs (including referrals; starts; job starts; job outcomes; and sustained job outcomes) and issue 'scores on the doors' reports on a daily basis, and Weekly Management Reports. These will be scrutinised by the CM, who will discuss them with our Senior Management Team, and our Analysis Team, which will use the data collected to create quarterly trend analysis reports, including participant demographics, analysis of flows/referrals and outcome analysis. We will use this data to support service improvement innovation. It will also form the basis of monthly contract reviews with DWP, where the CM will review programme progression, answering any questions and supplying all appropriate data. These tables will be emailed daily to all staff members, to foster a competitive spirit. They also highlight underperformance or potential underperformance at an

early stage. At the outset, we will set clear expectations and standards which we will expect all staff and subcontractors to meet and exceed. These will form Key Performance Indicators (KPIs) against which they will be monitored and managed.

Engagement Officer	Participant starts; number of eligibility checks completed; % referrals accepted by DWP; quality of supporting evidence
Caseworkers	Job starts; outcomes; sustainments; compliance and record-keeping; complaints; customer satisfaction > REDACTED%; PSG progress
Employer Account Managers	Work tasters/placements/experience positions sourced; employer meetings; job starts; short job outcomes; sustained job outcomes; pre-employment sessions delivered.
Contract Managers (CM)	Referrals; job outcomes and sustained job outcomes; 100% compliance; complaints, and customer satisfaction
Subcontractors	For end-to-end suppliers: the same as above. For added value specialists: quality compliance; participant feedback.

All the above KPIs will be recorded on our CRM REDACTED

Highly effective Management Processes and Protocols

KS operates a 'Support First' management philosophy, which means that we pro-actively anticipate issues, and provide immediate, practical support to improve performance. Staff and subcontractors will attend monthly meetings with the CM. Using the monitoring information described above, each will be assigned a Green, Amber or Red performance rating, which will form the basis of their meeting.

Green	Performance targets are being hit, so meeting will focus on service improvement	
Amber	Targets missed for one quarter	Performance Improvement Plan (PIP) enacted
Red	Targets missed in consecutive quarters	

For staff members and subcontractors with a Red or Amber status, we will, using the Support First Methodology, enact a PIP. These extensive development plans will be based around SMART actions to support improvement and achievement of performance targets and can be applied on a full contract basis, to a centre, to a subcontractor or to a specific staff member. A **Full Contract PIP** will be implemented by the Regional Operations Manager, with support and oversight from the KS Senior Team who will sanction increased resources and investment to tackle serious identified underperformance. The plan will be made available to DWP for scrutiny. **Centre Based PIPs** will be led by the CM and include: additional training for staff; design of new systems, protocols, processes and policies; and extra managerial support. For **Subcontractor PIPs**, the CM will liaise with subcontractor management to improve performance through; additional staff training, design of new systems and protocols, and greater investment. **Individual Staff Member PIPs** will be based around: bespoke training; buddying with high performers; more frequent performance reviews; and shadowing from senior Caseworkers. If the CM/Regional Operations Manager are underperforming they will have increased support from Senior KS Managers. To prevent the reoccurrence of issues, all performance management reports are collated and scrutinised, with themes drawn out, and addressed as part of our service improvement process on a contract-wide basis. Through this support, the majority of staff and subcontractors will improve from Red and Amber status. Consistent underperformance may result in contract termination. Any serious underperformance issues will be immediately escalated for remedial action and **our**

Senior Team will also notify DWP of any ‘Red Flag’ issues immediately.