[2.14.1] Quality

Please provide a detailed description of how you will ensure the quality of service delivery through your management practices.

Your response should:

- Provide a detailed explanation of how you will monitor and manage the quality of provision to ensure that the standards set within the specification and your tender will be met from the start and throughout the life of the contract. Your response should include but not be limited to: the quality of staff, frequency and appropriateness of participant engagement and the quality of the action plan and the relevance of its content to participants' needs
- Clearly describe how you will manage and ensure the quality of delivery by any subcontractors e.g. site visits, audits and observing delivery
- Identify how you will continuously improve the quality of delivery of this provision and share best practice throughout your supply chain
- Explain how you will obtain feedback from participants and proactively act upon this including details of procedures and timings
- Describe how you will handle complaints and act on any findings including details of procedures, timescales, escalation routes, how participants will be made aware of these procedures and how you will ensure the impartiality of any decision makers

Insert your response in the pre-set, shaded space on the following pages. Your response MUST be limited to 3 sides of A4.

PLEASE NOTE THE SCORE ATTAINED IN THIS SECTION MAY ALSO BE USED IN A TIE-BREAK SITUATION WHERE APPROPRIATE.

KS has established, proven processes for the monitoring and managing of the quality of provision which ensure that we consistently meet the needs of the participants with whom we work and exceed the quality standards required (e.g. DWP Customer Service Standards). KS has achieved Matrix, ISO 27001:2013 and ISO 9001:2008 accreditation, Investors in People (IiP) Gold Award and ROSPA Gold Award. KS's quality standards are underpinned by our Quality Management Framework, an overarching company-wide approach which is segmented and tailored on a contract-by-contract basis. Beneath this, we will produce a DWP/ESF Coast to Capital Quality Assurance Plan applicable both to KS delivery and to our supply chain.

A Culture of Quality

We will promote a consistently high quality culture throughout everything we do. KS holds an IiP Gold Award, where the inspection report praised our "strong ethos and culture around respect for customers, learning and development, innovation and equality and diversity...constantly reinforced by managers". This will be built upon through: (i) Robust selection of exceptional staff, testing skills and experience including: communication; empathy; knowledge of priority group barriers; and commitment to supporting the disadvantaged. (ii) Induction training covering core Caseworker skills, specialist best practice, and systems/compliance. (iii) Learning and Development, including access to apprenticeships and Employment Related Services qualifications. (iv) Supportive management with frontline experience – REDACTED % of KS's managerial team have previously performed frontline delivery roles. (v) **Through our supply chain selection process, we have ensured the commitment of all our subcontractors to our high quality culture**. Our exceptional end-to-end sub RBLI will be subject to a range of support, and monthly meetings across the supply chain will facilitate best practice and quality standards sharing. (vi) Our Steering Committee, to which we will invite our Operations Director, Contract Manager, a representative from the LEP (and relevant Local Authorities where relevant), managers from subcontractors (including REDACTED, to provide health governance oversight), and a participant representative. This will meet quarterly to review the service, build best practice and uphold quality.

Quality Monitoring Processes

KS has comprehensive monitoring processes in order to detect all issues of non-compliance or failure to meet expectations and standards, with which we will also expect our subcontractors to comply equally, including: (i) Weekly standardised MI reporting through our bespoke CRM, REDACTED (which our end-to-end subcontractors will also use), including: participant starts; compliance with referral-Initial Engagement Meeting timeframes; appointments attended (allowing us to monitor frequency of appointments) and performance metrics including job outcomes and sustained job outcomes. REDACTED is configured to take referrals from and communicate information through PRaP. (ii) Online customer file spot checks by the Compliance Coordinator (CC) to ensure accurate note-taking and record keeping, **and compliant, high quality Action Plans (AP). APs will also be reviewed by the CM on a weekly basis to ensure a high degree of personalisation to participant needs.** (iii) Monthly file audits, **including the quality of AP, and frequency, appropriateness and quality of engagement.** (iv) **Additional overview of APs from clinical specialists REDACTED, through steering group committee oversight.** (v) 100% verification checks on evidence for job outcomes. (vi) Quarterly formal audits for all centres e.g. risk assessment/mitigation; adherence to E&D, H&S, security and fraud prevention policies. (vii) Regular ISO 27001:2013/ISO 9001:2008 and data security audits. (viii) Observations – we will have an observation schedule in place to ensure all

staff and subcontractors are providing the requisite high quality of engagement and support to participants through our REDACTED model, and meeting DWP Customer Service Standards. (ix) Annual self-assessments (the first will be within six months), taking into account wider business objectives and opportunities for service improvement. (x) Findings or reports from the DWP Provider Assurance Team or ESF CMO. The result of these monitoring activities is compiled into monthly Quality and Compliance reports. Any 'Red Flag' issue will be immediately escalated for remedial action.

Managing Quality Throughout The Contract

Contractual Compliance is driven by KS's Quality and Compliance Team, including a Compliance Coordinator (CC) exclusively attached to this contract and underpinned by our Quality Management Framework. KS has comprehensive monitoring processes in order to detect all issues of non-compliance or failure to meet expectations and standards, as described above. The results of these monitoring activities are compiled into monthly Quality and Compliance reports for each centre, subcontractor and individual, which will be rated as Green, Amber or Red, and inform monthly meetings between staff/subcontractors and the Contract Manager (CM).

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

For staff members and subcontractors with a Red or Amber status, we will draw up a QIP. This includes SMART actions to support improvement and achievement of quality targets. The QIP can be applied on a full contract basis, to a centre, to a subcontractor or specific staff member; and will include an extensive development plan. We have a 'Support First' management philosophy which means that we pro-actively anticipate issues, and provide immediate, practical support to improve quality. This will occur at contract, regional, subcontractor and individual staff member levels: **Contract Wide:** A full contract development plan, including all key actions at contract level. The plan will be made available to DWP for scrutiny. The Contract Manager will take responsibility for its implementation, with support and oversight sanctioned by KS Executive. **Centre:** Development Plan applying to an entire centre, including **subcontractor** centres. Led by the CM, this might include: additional training for staff; design of new systems, protocols, processes and policies; and extra managerial support. **Individual Staff Member:** We will support staff through: bespoke training; buddying with high performers; access to contractual guidance and best practice through our intranet; more frequent performance reviews; and shadowing from experienced/high performing Caseworkers. We will also review caseload management, and if the frequency and type of support is appropriate to the participants on their caseload. If the CM is underperforming they will have increased support from Senior KS Managers. Through this support, the majority of staff and subcontractors will improve from Red and Amber status. Consistent underperformance may result in contract termination. 'Red flag' issues will be immediately escalated to DWP.

Participant Feedback and Complaints

Participants will have the opportunity to offer feedback and make complaints at significant points on their journey (when they will be prompted for feedback), and throughout their time on programme. We, and our subcontractors, will collect feedback when they enter work or exit the programme, covering: satisfaction; the effectiveness of support; the extent to which the journey has been tailored to their needs; safeguarding;

and their level of confidence on leaving the programme in comparison to when they started. During participant induction, we will clarify routes through which participants will be able to provide feedback or make complaints, informing them of: feedback forms, comment cards and an online feedback system through the KS website (or relevant subcontractor mechanism); the opportunity to provide feedback to Caseworkers and other staff members; and our complaints procedure, including persons responsible for investigation, response and resolution. Participants will have constant access to Complaints Forms, available through KS staff members (or subcontractors where relevant) and online. On completion, they will be posted or emailed to the **CC**, who will assign the complaint to the **CM** for investigation and response. A letter confirming receipt of the complaint will be sent out within REDACTED working days, and the **CM** will prepare a response letter, issued within REDACTED working days. If the participant is not satisfied with the response, the issue will be escalated to the **Operations Director**, who will respond within REDACTED days. After this stage, the participant will be able to raise the case with the DWP's **Independent Case Examiner** and we will supply all necessary information. All feedback and complaints will be collated and analysed by our CC. They will seek to identify underlying trends and areas for improvement. We will also analyse Exit Interviews to identify which interventions participants find useful and, together with MI analysis, which interventions have contributed most to achieving our quality/performance targets.

Continuous Improvement of the Quality of Provision

Responsibility for service improvement will be jointly held by KS and our supply chain. The CM will ultimately be responsible for overseeing this process and ensuring a standardised roll-out of new improvements. Information taken from our monitoring activities, described above, and insight from our management of the contract, will inform our analysis of areas for potential development and improvement. We will gather ideas for service improvements through the following mechanisms: i) Our intranet, which will have a portal for staff at all levels to submit ideas; ii) Customer feedback, which will be collated and analysed by our CC iii) Quarterly Steering Group meetings iv) Quarterly senior management meetings across KS provision; v) Annual self-assessments, to be undertaken by KS and subcontractors. Once a potential service improvement has been identified, we will adopt our REDACTED process:

Define: Once a project team has been set up (typically led by the CM, supported by the Operations Director and potentially frontline delivery staff), they will define the service improvement to be tested, including: the issue it is seeking to address; which participants it is targeting; critical process outputs; project scope; and project targets. This will ensure that we take account of participants' needs and barriers.

Measure: Establishes the baseline for improvement, usually by analysing data e.g. performance or participant satisfaction levels.

Analyse: Above all, in this stage we look for the root causes of the problem we are trying to eliminate through analysis of data, using the voice of the customer (through focus groups etc.) and process mapping.

Improve: Seeks to understand the effectiveness of the improvement, including by piloting the innovation (e.g. by initially rolling it out in only one centre). We will test the results of this activity using the agreed measurement methodology (including participant voice) and baseline we have earlier identified.

Control: If the service improvement has had a measurable success, we will seek to undertake a controlled contract, and potentially pan-contract, roll-out, using an 'Implementation and Control' plan. We will update our business processes and

organise training as required. Where major service improvements occur, we will share this information with the DWP in order to keep them informed of our evolving best practice and for evaluation purposes.