[2.11.1]

Management Structure

Please provide details of your management structure, systems and processes.

Your response should:

- Include an organisation chart to describe your proposed management structure for this provision
- Provide a clear explanation of your capacity to manage this provision alongside existing and any potential future commitments
- Clearly describe the systems and processes that will be used to provide a robust audit trail of evidence to support payment validation, prevent fraud and meet ESF requirements. This should include but not be limited to: attendance records/action plans, participant consent, evidence to support claims for outcome payments and evidence to prove participants' eligibility.

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

KS delivers Work Programme and DWP SES contract in Coast to Capital, allowing this contract to be drawn into a proven management structure. This will be tailored and additionally resourced for this provision – as below:

REDACTED

This structure brings the following benefits, which will not only ensure that we are able to manage the contract successfully, but will enhance our provision through access to existing capacity, infrastructure, partnerships and learning:

It slots into the existing Work Programme management structure, where KS has consistently performed at the top of league tables, and will also benefit from synergy with our DWP SES and Big Lottery contracts (in partnership with REDACTED).

This will facilitate best practice sharing across contracts, a better co-ordinated approach to employers and a simpler engagement interface for local stakeholders, including referral agents across contracts.

We have an established partnership with REDACTED

- , facilitating a collaborative approach to contract management and proven working practices.
- An experienced Contract Manager (CM) will be appointed, whose responsibility will be driving high performance, quality and compliance on this programme. Likewise, we will recruit a dedicated Compliance Coordinator (CC) to guarantee adherence to DWP and ESF regulations and stipulations.
- All operational staff will benefit from a flat structure, without unnecessary hierarchy. This will ensure a coherent, unified approach.
- Subcontractors will co-locate and integrate with our services, all reporting into the same CM, enabling a standardised approach to management and reporting, as well as clear lines of communication e.g. for sharing best practice.
- The contract will draw upon our extensive, experienced corporate infrastructure including: REDACTED.
- KS is configured to run multiple contracts from multiple funding bodies, and has extensive financial capacity, with more than REDACTED in reserve funds. We anticipate significant growth over the next year and have planned resourcing and secured access to working capital accordingly.

KS is an experienced deliverer of ESF provision, including DWP/ESF Hardest-to-Help in West London, SFA/ESF Skills Support for Work Programme Participants, and DWP Work Programme. As such, we have established systems and processes in place for maintaining a robust audit trail of evidence to support payment validation, prevent fraud and meet all ESF requirements. As a national DWP Prime Contractor, KS is already configured to manage transfers of information through PRaP, and our REDACTED CRM will record all key details needed for ESF and DWP requirements. All staff and relevant subcontractor staff will be thoroughly trained in this system, best practice in note taking and record keeping, and all necessary information requirements (including ESF 1420 forms, evidence of eligibility, ESF Participant Result Information, Action Plans, Tasks undertaken and Milestones achieved, actual hours of weekly/monthly participation, attendance records consent forms, ESF15 change of circumstances forms). All this information will be easily retrievable through our data secure REDACTED CRM, and where paper copies are held, stored securely in locked cabinets in locked rooms. We will meet our obligation to hold both

electronic copies and paperwork until REDACTED, through our REDACTED CRM and by using REDACTED storage facility. This is enshrined in our document retention policy, available for scrutiny from DWP. As we are the sole end-to-end supplier in our partnership, we will be responsible for the retention of documentation – both electronically and in hard copy. Electronically held data will be migrated to new formats every REDACTED years in line with DWP best practice.

We will employ a dedicated CC for this contract, who will be responsible for assuring all the above information, and conformance with ESF requirements for audit. They will validate all job outcomes put forward for payment. KS recognises that it is our responsibility to report the achievement of job outcomes (including sustained job outcomes) to DWP. We will therefore only initiate the claim for payment in PRaP having satisfied ourselves that it meets the DWP's stated standard definitions. This will be supported by evidence from the employer – as is standard practice on our other DWP contracts, we will seek signed evidence of the appropriate period of continuous employment. Participant consent will be gained before obtaining this evidence through Consent to Share and Data Protection Consent Forms. For self-employment, we will seek evidence of trading over the appropriate time period, including invoices/receipts, as well as signed confirmation from the participant. This evidence of employment will be held securely, both on paper and electronically. Our Quality and Compliance Team (QCT) will scrutinise REDACTED% of job evidences to ensure compliance with DWP/ESF stipulations and that no fraudulent activity has taken place. This ensures a clear segregation of duties between those achieving performance and those checking claims paperwork.

Contractual Compliance is driven by KS's QCT, underpinned by our Quality Management Framework. KS will deploy comprehensive monitoring processes in order to detect all issues of non-compliance or failure to meet expectations and standards, including: REDACTED% file checks by the CC; weekly standardised MI reporting; Monthly file audits, including the quality of Individual Support Plans; quarterly formal audits for all sites e.g. risk assessment and mitigation strategies; E&D, H&S, security and Anti-Fraud Prevention policies up-date and training; regular ISO 27001:2013/ ISO 9001:2008 and data security audits; observations; annual self-assessments; and collation of feedback and complaints. The result of these monitoring activities will be compiled into monthly Quality and Compliance reports for each centre in which we deliver. Each centre will be rated as Green, Amber or Red with any 'Red flag' issues immediately escalated for remedial action. Remedial actions will be the responsibility of the CM.