Department for Work & Pensions

Invitation to Tender Questionnaire

Response Template

Question 2.4.8 Management and Monitoring

Wellbeing and Work Trials – Group Work

Pinnacle People

Mercia CPA3

Question 2.4.8 Management and Monitoring
Please describe how you will manage and monitor the fidelity and quality of the provision to the JOBS II programme and manual as delivered by your organisation and/or your subcontractor(s) to ensure that it is being delivered to required standards and meets the needs of customers. Please describe your approach to continuous improvement for the supply chain as a whole, outlining how findings from monitoring activity will be addressed. Your response should; • Describe the effective proposals in place to manage and monitor the quality of delivery to ensure fidelity with, and ensure that it fully meets the requirements of the Specification and the requirements of the JOBS II Manual; • How you will ensure that there are appropriate processes in place to plan courses in line with the proposed volume flow; • Detail how you would deal with any fluctuation in volumes; • Detail how you will ensure that there are sufficient resource available to prepare course material for each course; • Detail what procedures will be in place for handling complaints and feedback from customers on their experiences on the programme; • Clearly illustrate how participant feedback and complaint handling will be dealt with, including escalation routes; • Provide details of any quality standards that you/your Subcontractors/partners delivery Group Work hold or are working towards. Please highlight the relevance of those standards to delivery of the Group Work trial. A **0** score for this question will be considered a knock out score in relation to this competition and the bid will not be considered any further.
Present your response **at the top of a new page,** within these preset margins in Arial font size 12 up to **3** sides of A4, **excluding** the question text and these instructions.

Question 2.4.8 Management and Monitoring
We will **monitor and manage the quality of the programme** to ensure it is delivered to the required standard using Pinnacle Peoples documented **[REDACTED].** that adheres to external standards - Ofsted, Matrix & ISO9001. The**[REDACTED]**is built into our operating procedures from contract start and is a key strand of Pinnacle Peoples Implementation Plan, which is risk-rated throughout the implementation period. The Contract Manager is responsible for ensuring the framework is embedded across contract delivery, supported by our existing corporate function professionals in Health and Safety, Quality, Audit, Finance, HR and Marketing. The framework defines how we will manage the programme and our staff delivering the service and includes ■ **Key Performance Indicators** in line with contract terms & conditions, covering quality, performance, **fidelity to the JOBSII** model value for money, processes & systems and customer service & insight ■ **Minimum Service Levels** which define the standards and expectations of service delivery for each job role ■ **Risk Management** monthly review of 'live' Risk Register to identify and mitigate risks and issues related to quality and performance and will monitor and evaluate achievement of outputs and outcomes ■ **Continuous Improvement** activities to review and identify improvement actions are embedded throughout the life of the contract. **Performance against the framework is reviewed at formal monthly Performance Review Meetings,** underpinned by evidence provided by the quality and audit team following their weekly audits. The Contract Manager is responsible for monitoring fidelity and quality and will do this as part of their weekly tasks ■ Reviewing engagement activity undertaken by Partnership manager for effectiveness ■ Conducting site visits ■ Performance reviews with key staff ■ Observing 1:1 Initial Welcome Interviews and group session ■ Reviewing quality of Action Plans ■ Reviewing results from the six psychological wellbeing measures ■ Analysing attendance and drop out reports ■ Reviewing compliance and audit reports ■ Reviewing and acting on customer suggestions ■ Acting on any findings from customer complaints ■ Responding to and acting on feedback from referral partners ■Undertaking quarterly customer focus groups to gather participant ideas and feedback. **The Contract Manager will present findings, review and discuss improvement actions** with the delivery team at weekly performance meetings. Subsequent actions will be captured and emailed for action within 2 working days; scheduled for follow up by the Contract Manager a maximum of five working days after the action deadline. The Contract Manager will use data reports and subsequent visits to confirm the actions taken have made the performance or quality improvement expected with further action taken in line with staff performance management and capability procedures. This systematic approach to monitoring and managing the provision runs throughout the lifetime of the contract. **Pinnacle People have existing, successful processes in place to plan courses in line with proposed volumes.** Throughout the implementation period Pinnacle Partnership and Contract Manager will work with the SPOC to gain an understanding of the demand for this provision by each of the referring offices. We will work with the SPOC to agree an initial 12 week schedule of courses based on demand, deploying Pinnacle Partnership Manager to referring offices to generate demand and arrange Initial Welcome Interviews in line with specification timescale requirements. Each week we will provide SPOC with

‘looking forward report’ showing how many referrals have been made to courses by location and a ‘looking back’ report to show attendance at the previous week’s activities. This method deployed through JCPSC resulted in Pinnacle People achieving the highest average occupancy nationally and allows Pinnacle People and SPOC to tweak and tailor the forward schedule based on real time information, which is broken down as far as Work Coach level if required. **Our model of delivery allows us to effectively deal with any fluctuations in volumes** primarily through the use of flexible premises and training a team of additional Group Leaders in our flexible talent pool. Where we experience **Higher levels of interest** ■ We have stress tested our premises solution which can accommodate up to 20 people at a time per location ■ We have stress tested our premises solution to be able to accommodate up to 20% more courses over each quarter ■ We will review the planned schedule and accommodate an extra course where required and work with SPOC to generate sufficient referrals ■We will deploy our ‘on hold’ Group Leaders to deliver additional courses where applicable ■ We would look to bring forward provision, effectively delivering provision earlier. **Where we receive lower levels of interest** ■We will provide analysis of past referrals and move courses from lower referral areas to those with most demand ■ We will review our premises offer to ensure that it isn’t a driver for low referrals, deploying an alternative structure if appropriate ■ We will deploy Pinnacle Partnership Manager to work from JCP offices on a fixed term basis to promote the provision until referrals increase ■ We will provide further opportunity for low referring Work Coaches to visit provision ■ We will explore deferring courses within reasonable notice if referrals are insufficient. Our experience of delivering the feasibility study for this programme and large scale modular training through previous delivery of JCPSC has allowed us to develop a model that will ensure that **sufficient resource is available to prepare course material for each course**. In the first instance we will agree a schedule of activity with JCP detailing planned courses over a 12 week period. This schedule is agreed between Pinnacle People SPOC and JCP SPOC and will allow for flexibility should demand rise or fall over the quarter. Pinnacle Contract Manger will use Pinnacle resource planning tool to schedule Group Leaders to each course and the associated Welcome Interviews. This resource planning will also include scheduling the Partnership Manager resource to generate referrals in line with the schedule. The Contract Manager will share this schedule with our Central Support team who will print and bind the relevant course materials for each of the scheduled courses and batch send them to each of the Group Leaders a week before the course begins with enough for up to 20 participants. Group leaders have an escalation process if paperwork isn’t received within 48 hours of a course which involves the use of a 24 hour courier to despatch paperwork. The Central support resource includes a marketing team and an administration team of over 10 people. In addition, each of the Pinnacle Group Leaders will carry a stock of additional paperwork for emergency purposes and Tara will maintain further emergency stock. **Pinnacle People customer feedback procedure** enables customers to provide feedback at every stage of their journey with Pinnacle People and allows Pinnacle People to gather qualitative and quantitative feedback to help with the improvement of our service. We will capture customer feedback at the end of the Initial Welcome meeting through a variety of methods including the use of a simple paper feedback form, by offering participants the opportunity to share their feedback in person, or via our online feedback form. This feedback will seek to understand how we could better deliver the Welcome Interview stage and improve the conversion of customers from Welcome Interview to attendance

at the 5 day course. At the JOBS II Course stage we will provide opportunity for customers to feedback on a daily basis using a feedback questionnaire with a range of questions designed to capture individual and collective satisfaction. **[REDACTED].** Customers will also be able to provide more feedback via our website and customer portal where they can also post anonymous feedback. Customer feedback gathered through the above methods will be logged onto PICS and **used to improve the delivery of Wellbeing and Work programme** through being reviewed and monitored at weekly and monthly team meetings and internal performance reviews. All information stored in PICS is reportable and Pinnacle People Contract manager will run weekly MI reports from PICS to analyse all aspects of the programme. If improvement is required, the Service Contract Manager will arrange within 5 days a team or individual performance review to implement actions required to address the concerns highlighted. **We will manage complaints from participants** in line with Pinnacle People complaints procedures: Pinnacle People complaints procedure is explained to customers during the initial Welcome Interview and at the beginning of the 5 day course. All customers will a copy of the complaints process in their welcome pack at the Welcome Interview. Pinnacle People standard complaints process follows these key stages: ■**[**

REDACTED

]. Pinnacle People have a number of quality standards that outline our commitment to delivering an exceptional service to our customers. ISO accredited organisation under the following categories: ■ ISO9001 - The Quality Management Standard. This standard demonstrates our commitment to ensuring our internal quality and performance management framework is accredited by ISO as a robust set of processes and systems ■ ISO14001 - The Environmental Management Standard which specifies the requirements of an environmental management system (EMS) for small to large organizations ■ ISO27001 - The Information Security Management Standard demonstrating Pinnacle Peoples commitment to managing DWP data securely and responsibly. Pinnacle are also proud to be an **Investors in People** organisation demonstrating our commitment to our employees. For the purpose of this programme it demonstrates our commitment to recruiting, deploying, supporting and developing our people to achieve the best results for our customers. Pinnacle is currently renewing its **Matrix standard.** This accreditation supports and underpins the quality of IAG we will provide to customers.