National Careers Service: Area Based Contracts

Generic - Once Only (OO) Questionnaire Template for completion.

NOTE: Organisations choosing to subcontract some or all of their delivery are accountable and responsible for the performance of each subcontractor. The ESFAs assessment of Prime Contractors' performance will also take into account the performance of any subcontractors and will be marked accordingly.

It is Mandatory to complete only once all of the questions listed, irrespective of your Bidding Area(s) selected and upload once in the relevant place in the online technical envelope.

CXK LTD

Question [OO-01]: Understanding of context

Please describe how the National Careers Service contributes to the Governments economic growth and social mobility agenda's.

In your response please provide evidence of:

- Sound knowledge of policy context such as DfE Careers Strategy, Fuller working lives, Industrial Strategy and other relevant policy documents, and how you will keep up to date with policy changes;
- How you will support both the strategic direction and the delivery priorities for the National Careers Service and explain how your business model will respond to changes in policy;
- How your strategic planning will be aligned to government policies and priorities;
- Sound knowledge of key National Careers Service principles such as:
  - o Universal and impartial service;
  - o Service is independent from learning provision;
  - o Tailored to the needs of the individual;
  - o Sound knowledge of advice and guidance that supports career management for individuals;
  - o Focusing on priority groups customers; and
  - o Encouraging customers to self-serve using the digital service.

Maximum score 150 points – weight = 1

Maximum 7500 characters (3 pages)

Strategic Alignment
As a provider of high-quality, impartial CIAG services in the South East since 2002, CXK has a clear understanding of delivering & procuring a service that contributes to national, regional & sub-regional strategies in a way that adapts to local needs, responds to local demands, flexes to local opportunities

& makes best use of local resources, never losing sight of the strategic context. Whilst delivering National Careers Service (NC) we adapt swiftly to national policy changes, such as the introduction of Universal Credit & welfare benefit reforms where we promptly adjusted our delivery to meet the needs of a changing client group.

"…social mobility (means) it is more likely that a job will be filled by someone with the highest level of potential to perform well" (Social Mobility & Economic Success - How Social Mobility Boosts the Economy - The Sutton Trust)

"…disadvantage has become entrenched in certain areas of the country. Isolated rural & coastal towns & former industrial areas feature heavily as social mobility cold spots. Young people growing up in these areas (…) often end up trapped by a lack of access to further education & employment opportunities" (State of the Nation 2017: Social Mobility in Great Britain)

Our high-quality, impartial CIAG, delivered in communities with low social mobility will support the mobilisation of large cohorts of motivated & productive employees who will play a key role in building the Industrial Strategy's five foundations of productivity, vital for the British economy to adapt to in order to compete successfully on a post-Brexit world stage.

Since 2002 CXK has expertly delivered high quality CIAG & achieved a Grade 2 Ofsted (2017). Our success is built on key NC service principles – which are most closely aligned to the Industrial Strategy's 'People' foundation - "The ambition of our Industrial Strategy is to build a Britain fit for the future, (…) to increase productivity & earning power for everyone" (Industrial Strategy: Building a Britain fit for the future)

We help people from any background make informed & aspirational career-related decisions, which has the potential to support the UK's economic growth & development

CXK's mission is to inspire people to thrive our service helps people build their skills base, improve their prospects, move into apprenticeships, learning opportunities & take up new & challenging employment opportunities. We mobilise the people that UK businesses need to drive up productivity in order to compete in the international marketplace by being highly accessible & engaging (outreach delivery), flexible (time, venue), specialist in our support (if needed) & driven to achieve customers' progression goals - tailored to the needs of the individual.

"Excellent careers guidance (…) unlocks potential & transforms outcomes (…) students from disadvantaged groups, & those who are unsure of their aspirations, have been shown to be the least likely to receive careers guidance" (DfE Careers Strategy: making the most of everyone's skills & talents)

CXK meet the Careers Strategy through delivering customer-centric CIAG in a way that adheres to the key NC Service principles:

•"Sound knowledge of advice & guidance that supports career management for individuals & universal & impartial service" - CIAG staff are qualified up to level 6 & have considerable experience of delivering impartial, high-quality, personalised services

•"Qualified & experienced staff deliver high-impact, impartial, customer-centric CIAG in ways that support an individual's improved social mobility" - we deliver high-quality, impartial CIAG outreach delivery through qualified advisers aligning closely to the Careers Strategy. This raises aspirations, supports social mobility, flexing to meet each individual's needs regardless of their background or personal circumstances e.g. a lone parent on benefits with low confidence wanted to go into teaching but was not successful with applications. Our CA adviser worked with the, boosted confidence, supporting an application, & she is now working in a FE College

•"Focusing on priority groups' customers" - our network of community partners help us engage & meet the needs of harder-to-reach customers focusing on areas with poor social mobility

•"Encouraging customers to self-serve using the digital tools" - contact centre staff & advisers actively signpost non-priority customers to online digital tools & all advisers use these tools during their customer support sessions

CXK deliver in alignment to Fuller Working Lives providing complementary activities, piloting new ways of helping older people to stay active in the labour market for longer. We have built engagement channels & co-production arrangements with numerous community-based partners, engaging employers & older people to consider the benefits of an older workforce, & to implement ways of developing a multi-generational workforce – "Amongst our Adviser team are specialist advisers with considerable experience of supporting older people to return to meaningful & pension-supplementing employment" (Fuller Working Lives 2017)

Deprivation doesn't guarantee poor social mobility, but the correlation between geography & social mobility is a factor we consider in the implementation of the NC. Social mobility cold spots include rural areas, coastal communities & former industrial locations. Cold spots mean it can be harder to engage with customers. We are flexible in our delivery to allow access for all - "Advisers & team leaders work proactively in these areas". As a specialist impartial CIAG provider we work with a wide range of partners, specialist services & education providers to engage customers & signpost them to specialist support – "service is independent from learning provision" (State of the Nation 2017: Social Mobility in Great Britain)

Our delivery of the NC Service will continue to align to all locally focused national priorities, e.g.
•	Coastal Communities – supporting the growth & performance of coastal economies
•	Opportunity Area – Hastings
•	Nuclear Decommissioning Authority – Dungeness

Strategic Credentials
CXK's strategic awareness is informed by our Executive Team's engagement with national networks, forums & other strategic bodies e.g. Board member of Careers England & our strategic leadership team maintains strategic links at LEP & sub-regional levels. Both feed into the Performance & Delivery Strategic Group, our key vehicle for sharing strategy with trustees, operational staff & sub-contractors. Over the last 16 years, CXK has gained huge experience in delivering against national strategies by interpreting & applying them to the regional & local context. We achieve this through our strategic relationships with LEPs & local delivery partners. E.g. The Thames Valley Berkshire LEP Strategic Economic Plan refers to "world class businesses…struggling to recruit & retain the staff that they need", whereas the Solent LEP'S vision is to "create an environment that will bring about…sustainable economic growth & private sector investment". We work with sub-contractors to address local need within, & outside of, our NC Service responsibilities, e.g. developing area specific activities such as localised careers fairs in response to the closure of major employers

Question [OO-02]: Marketing, Social Media and Branding

Please explain how you will support a nationally co-ordinated marketing and social media strategy for the service as detailed in PART C - Marketing and Branding of the ITT.

In your response please provide evidence of:

- Your capability and experience of supporting media activities through radio and press interviews, and digital media activities such as on-line interviews, engagement through social media, webinars, etc. You should include details of how you have measured the impact of media activity;
- Your capability and experience of producing content which can be used across a range of media platforms including print, digital and social media;
- Your ability to use digital and social media to raise awareness of the value of careers advice through differentiated activities which address the needs of particular audiences;
- Your experience of managing co-ordinated marketing activity across different media (including digital and social media) in support of national campaigns and promotions, so that consistent messages reach local areas and venues.
- How you will ensure that all careers advisers use social media strategy to promote the service by generating and sharing local relevant content which exemplifies how the service benefits customers;
- What you will include in your marketing strategy for each of the geographical areas that you are bidding for and the impact measures that will be used;
- What investment you will make to achieve these requirements and in what timescale
- How you (and your subcontractors) will ensure you comply with the brand for the Service and any related brand values and guidelines as detailed the tender specification.

Maximum score 150 points – weight = 3

Maximum 7500 characters (3 pages)

Our track-record
As prime contractor for both the National Careers Service (NC) & National Citizens Service contracts in the South East (SE), our experienced marketing & communication team has planned, led & coordinated multi-platform/multi-channel campaigns within national branding & communication guidelines.
Through these contracts & others we have used: blogs, vlogs, case studies, press releases, social media campaigns, e-bulletins, leaflets, brochures, partner channels & community ambassadors, to engage & support diverse target audiences
Capability & experience:

Key:
Contract (C)
Activity (A)
Target (T)
Impact (I)

C: Various
A: Over 125 press coverage items with a combined value of £92,500
T: Public – NEETs, single parents, unemployed, over 50s & migrants
I: Over 2.3 million readership

C: Schools Careers
A: Senior Adviser online blog
T: CYP, parents, carers & teachers
I: Up to 987 views each with average 51% click-through

C: National Careers Service
A: Media Interviews & 'authority' comments – Guardian, BBC Radio Kent, Heart FM, Academy FM, Charity Today & BBC "Inside Out" TV programme (April 2018)
T :Public
I: Over 1.8 million people

C: Fuller Working Lives
A: Press features in East Sussex, Essex & Kent
T: Over 50s
I: Over 6,500 reached

C: National Careers Service
A: European Vocational Skills Week – multiple channels & outputs
T: Stakeholders
I: DCMS blog & over 145,000 online hits

C: National Careers Service
A: Local labour market e-bulletin
T: Stakeholders, partners & advisers
I: 1000 mailing list with 23% click-through

Partnership working is a key feature of our success in reaching & engaging marginalised customers. Building a local referral network, co-locating in high-footfall premises, accessing established channels & aligning to relevant local infrastructure are key approaches in penetrating harder-to-engage communities across the SE.

Digital Marketing Assistants, working with our Marketing Manager create & moderate our digital content on a daily basis, which includes our local Careers Advisers' uploads: social media comments, shares/re-tweets of local news, vlogs, blogs & advice. Digital & social media platforms assist us to engage customers & support them by giving advice online, sharing employment-related data (LMI) & employment opportunities. Compliance will be achieved by training during induction, annual brand awareness refresher training, quarterly reviews, observations & spot checks across the region
We currently use a range of robust methods for monitoring & evaluating our marketing & communication, which we will use within the NC contract (as detailed below).
Our proposed marketing & communications strategy

Building on our track-record (& the experience of our proposed sub-contractors) of engaging the NC priority group customers we will deliver a nationally aligned marketing & social media strategy for the SE region which will include the following elements:

1. SMART objectives - mapped performance data identifying areas for development & addressing concerns/opportunities, & marketing activities relating to penetration, customer engagement, partner referrals & perception.

2. Audience/Geographic Profiles – evidence of deprivation, social mobility, ethnicity, local needs, growth/opportunity areas, partner/community asset mapping, economic activity, customers' profiles - their challenges & barriers to engagement.

3. Messages – brand-consistent messages built around clear customer benefits, the definition of the offer & aligned to local market conditions, e.g. High proportions of single parents not working (living in Hastings, Portsmouth & Reading) will seek different service benefits to over 50s seeking to re-train in

order to remain in the workforce within an area with a high proportion of hi-tech businesses, e.g. M4 corridor.

4. Approaches– details of campaigns to engage key segments of our target audience, e.g. targeting hard-to-reach groups in Slough, Brighton, Isle of Wight & Medway. We undertake campaigns aligned to relevant (inter)national initiatives, e.g. National Careers Week, STEM events, Sector-specific recruitment drives, Employability Days & National Apprenticeship Week, World Mental Health Day

5. Channels – the platforms we use within our campaigns will include:
•Advertising (geographic social media advertising) targeted banner advertising on job sites, pay-per-click, printed materials & radio
•Direct marketing to recruitment agencies or training organisations/Email marketing
•PR (use of case studies on the website & local/regional/national press)
•Events (organisation of, & attendance at). CXK & sub-contractors participate in nationally organised events such as Skills Show events, National Apprenticeship Show, Chamber of Commerce events, careers fairs & Employability Boards. Local community events will become increasingly important in targeting the new priority group & penetrating deeper into harder-to-engage communities.
•Partners – careers advisers will build a network of local referral partners (see BA-02 for details of partnership working benefits)
•Satisfied customers – maintaining a 98% customer satisfaction rating will result in new customers self-referring after a customer recommendation

6. Monitoring & Evaluation - we measure impact on a monthly basis at local & regional level, identifying:
•No of referrals/increased referrals in hot/cold spots, visits to website & social media channels, conversion rate, sharing information & customer satisfaction
•Customer engagement is identified through our contact centre
•Regional media coverage, social media activity & event engagement
•Advertising reach is measured by opportunities to hear/see, as well as click-through rates from online adverts
•Areas for development, opportunities, local needs/challenges & perception
The above data will be collected through: web analytics, social media insights, follower/like numbers, mentions, tweets/re-tweets, Google analytics, customer data, Kantar Media (media monitoring agency), frontline staff performance management reports & our contact centre.

7. Resourcing – the team responsible for implementing the marketing & communication strategy includes:
•CXK Director of Development – strategic oversight to the strategy
•CXK Marketing Team – a combined twenty years' experience of delivering nationally co-ordinated marketing & social media strategies
•CXK Careers Advisers – actively building a local referral network, trained (& monitored) to generate & share local focused content that exemplifies how the service benefits customers. All content will be moderated for compliance & relevance.
•Marketing suppliers – agencies, freelancers, merchandise suppliers & printers

Brand Alignment
To ensure all staff are able to deliver the national & local messages aligned to the NC brand & its values, CXK will commit approx.3.5% of the budget across the region at the start of the contract & a further £10,000 for meeting key milestone 1. We will invest in existing & new resources to strengthen marketing & social media. Additionally, all staff will receive marketing communication training, we will launch a live online chat function that permits customers to engage with careers advisers & complete

action plans & follow up appointments & we will utilise Social Sprout - a tool for monitoring Social Media

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Question [OO-03]: Information Technology (IT) Systems

Please provide evidence of your capability to meet information technology requirements and the systems and resources you will have in place to deliver the service integration by the required timescale.

In your response please provide evidence of:
- Your current or proposed operational IT systems and the changes required to them to support the delivery of the service; ensuring the security measures are in place that reduce the risk of exposure of sensitive information from these systems;
- A plan that demonstrates how you will integrate with the Data Sharing Service from October 2018;
- Your approach to delivering the obligations set out on the Code of Connection;
- Your approach to delivering the data interfacing defined in the tender specification;
- Your approach to establishing/amending service management arrangements to ensure continuity of services and ability to develop/enhance services over time;
- Your planned 'end-to-end' service solution, clearly describing the key components including telephone capability;
- Your service integration plans, highlighting any bespoke aspects that need development and when they will be delivered;
- How the IT systems and the business processes will be tested;
- What criteria will be used to demonstrate readiness;
- How you will drive and support growth (scalability) through information technology;
- How you will cater for change and evolution of the service;
- Your track record of delivering projects for ICT integration to agreed deadlines; and
- How subcontractors will use IT systems;

Maximum score 150 points Weight = 3
Maximum 7500 characters (3 pages)

CXK has a well-developed, high quality scalable IT solution that fully meets customer needs & assists them to move through channels seamlessly. It will deliver our end-to-end service solution of face to face, telephone & digital channels, managing adviser workflows, tracking & outcomes.

Our IT solution will link channels via:
•Real time & secure CRM YETI (Cognisoft - CS)
•Managing customer data, internal reporting & secure transfer of data to ESFA using multi-layered, role-based security protocols

•Integrated (tracking module text, email, social media, phone, instant messaging, webchat, & video calling)
•Local Contact Centre (LCC) using secure integrated telephony systems (SCS), utilising SKYPE & CRM integration (principle agreements in place)
•CXKs own unique CareersNet platform for advisers, partners & customers, collects local LMI & opportunities (integrated with our CRM & linking to the national digital offer)
Before 'go live' we will enhance our systems by:
•Updating in-built data validation to reflect new contract & funding rules
•Enhancing webchat service – offering digital CIAG & action planning
•Driving efficiency using in-built adviser dashboards (linked to KPIs) & intelligent workflow modules
•Developing CareersNet online LMI template more efficient subcontractor (SC) & adviser use
•Exploring use of digital signing technology to enhance customer experience & maximise efficient outcomes claims

We are committed to fulfilling the testing regime for the Data Sharing Service. We will support ESFA to develop IT systems. We have:
•Actively achieved development & integration of CDS
•Met data integration deadlines for live operation of CDS & MI Data Collection routines
We will help develop:
•More digital tools & a singular customer view, experience integrating national services
•A live booking system, linking our CRM & adviser availability & visibility to the wider national service
•Use of customer digital accounts for automatic outcome recognition
•'Cross-region' transfer of customers

Our IT solution is fully scalable as is web based & accessible online. Users can added & managed with ease when needed. It will drive support & growth by:
•Equipping customers to self-serve via high quality online resources (i.e. the national careers service job profiles)
•Supporting career management using digital tools
•Using multichannel support (phone, email, social media & text)
•Using MI data & sample customer journey to understand customer perception & uptake of 'digital by default'

CXKs IT & security capacity & capability includes:
•16 years'+ experience of integrating secure data systems for CIAG delivery & other services (DWP, Kent LA, NHS & ESF)
•Dedicated team to support; experienced '2nd' & '3rd' line support analysts (via specialist IT partners) proficient in mail & VOIP systems, SQL databases, virtual/cloud platforms
•Robust infrastructure with resilience in each layer including: networks; storage; applications; & off site back-up
CXK are leading the field in IT development & have a proven record & capability to implement & integrate IT systems within timescales. E.g-
•Demonstrated as a current Prime that we can fully meet (in agreed timescales) a specified Code of Connection for a contract of this scale
•System integration & migrated +30k records securely for current NCS contract
•Migration of 230,000 records for LA NEET support service
•Integration with NHS & also SalesForce (National Citizen Service) IT systems

We will build on our existing high standards as below:
•Dedicated & experienced MI/IT Manager & team ensure security measures, policy & processes are in place to meet all requirements

•CXK & our preferred suppliers are ISO 27001 compliant & accredited for Cyber Essential Plus (CE+)
•CXK systems are tested to CREST standards & we have a cycle of 6 monthly penetration testing for corporate network & hosted platforms in place
•Network is securely protected with Firewalls, Access Control Lists managed by Active Directory, Web SSL Certificates, anti-virus solutions, two factor authentication & Patch Management.
•Tested backup & restore processes for our IT infrastructure, which is remotely accessible
•CXK utilise ADM for outsourced IT support (ISO 27001)

Subcontractor (SC) access & risk mitigation
•Use careful procurement & selection criteria aligned to ESFA
•We will ensure that SC have CE+ requirements (e.g. our largest sub-contractor is a current Prime in the area, & has CE+)
•Real-time CRM access for SCs
•System ID technology to create a ring-fenced data subsets for SC
•SC remote access & use of our telephony platform – allowing for internal transfers from LCC, & seamless localised CIAG via telephone
•Usage & access will be centrally managed & monitored
•Full training - must be complete (repeated annually) before an account is activated. This includes YETI, Data Security & GDPR

Our plan to achieve Data Sharing Service integration & adherence to Code of Connection (by October 2018) is to achieve:
•Secure procurement & management of an experienced supplier with capability to deliver interfacing - Cognisoft (CS)
•Robust implementation plan with detailed milestones shared by CXK & CS
•Implementation of established processes to ensure systems meet purpose & are configured. We will ensure resource & capacity is in place
•Tested functionality & data conversion
•Support resources in place with contingency measures
•Physical & logical separation of hosting environments required & adhere to & audit security policies & testing regimes & results

Service management, continuity & enhancement arrangements ensured through:
•Service transition processes to ensure programme management is controlled
•Change management procedures used to reduce risk exposure & minimise severity of impact
•Interventions made in order to maintain continuity (release additional management time/ resources/finance if required)
•Swift response to national changes (i.e. service requirements) through allocation of staff & resources, use of project managed approach, with timelines & open lines of communication with ESFA, partners & customers
A robust service level agreement with suppliers (i.e. Cognisoft & SCS) will ensure
•Continuity of services & the ability to develop them over time
•Robust measures in relation to testing, implementation & performance. This will include clear service measure such as fix times/frequency
•Ability for us to update, upgrade & add required enhancements

We have a compliant CRM system in place. We recognise that our IT system & business processes (particularly enhancements) will require robust testing for a new contract.
We will use:
•System & scenario in a controlled test environment that replicates our live system

•Functional, operational, performance & integration tests
•A 'phase gate' approach only allowing continued development post-review & acceptance
•Integrated user training materials with 'walk through' processes using case studies
•User Development Group (UDG) – we will select a range of users to help us test & enhance the system, providing ongoing feedback
•A 'soft launch' preceding 'go live' date to enable rigorous & full end-to-end testing
We will determine & measure readiness from:
•Detailed project planning & timely achievement milestones
•Functionality across all channels
•Ongoing UDG feedback
•Analysis of test results & progress
•Run example reports, test all comms & management modules

Question [OO-04]: Subcontracting

Please explain how you intend to manage the risks associated with delivering the service through a network of subcontractors to meet ESFA requirements?

In your response please provide evidence of:
- The capacity in which you intend to use subcontractors in the delivery of the service, including:
  - o Information, Advice and Guidance services; and
  - o Supporting services including, but not limited to, technology, telephony, marketing, advertising, administration and finance.
- The processes you will put in place to:
  - o Select and appoint subcontractors; and
  - o Monitor, measure and manage the performance of all subcontractors including how you will deal with poor quality and under or over performance; and
  - o Manage risks and mitigation.
- How you will ensure they meet the mandatory requirements and the minimum service requirements as set out in the ITT;
- How you will ensure consistent quality in the delivery of the service;

Please **supply details on the Subcontractor pro forma** of all of the organisations (name and type of organisation) with whom you intend to subcontract with and how they will support your delivery model.

Maximum score 150 points Weight = 2
Maximum 5000 characters (2 pages)

CXK will robustly manage a delivery supply chain across the South East (SE). Ofsted (2017) report "managers make good use of carefully selected subcontractors to meet the needs of customers across a wide geographical area". Targets "set for subcontractors are appropriately challenging. Communications between managers & subcontractors (SC) are good". CXKs supply chain management is well regarded by partners (Merlin 2016).

We will directly deliver 55% of the service. Rationale: we are a "Good" (Ofsted) current Prime that is performing to target & is successful in delivering to +30k customers. The Local Contact Centre (LCC) will respond to customer preference & provide added value & support.

SCs will deliver 45% & will mirror CXKs high quality, person centred CIAG services. Careful selection is based on expertise across SE, added value & localism to our service. SCs will bring NC experience (2 existing Primes) & high quality (Grade 2 & Matrix). Specialist SCs will be used to focus effort on specific priority groups (PGs). Quality assurance (QA) is embedded, with robust & integrated self-assessment. We are ISO 9001 accredited for quality management. Ofsted say "CXK, as the prime contractor, & its delivery partners meet, share good practice & focus on quality improvement. SC value these opportunities".

CXK & SC advisers will
•Deliver localised, impartial Face to Face & phone CIAG
•Use CXK systems & processes
•Track customers
•Integrate National Contact Centre (NCC) & tools
•Adhere to brand & publicity guidelines
•Gather local LMI, shared via CXK's CareersNet platform

CXK will deliver all other aspects of the contract
•LCC & seamless link to NCC
•Preferred suppliers (known & tested) provide telephony (SCS) & CRM technology (Cognisoft) Draft contracts & milestone plans in place
•Multi-channel integrated tracking via tech solution for text & email, & additional phone tracking
•Apply full breadth of performance management, QA policy & process
•CXK managed workforce development that maps competencies to need, service induction for all, with focus on new service, channels & requirements. SCs access CXK training workshops, materials & whole service development days

Procurement & Supply Management policy & process based on Merlin principles (for which we are accredited as "Good") will ensure:
•Open, competitive procurement using ESFA Bravo due diligence, EOIs & ITT for final allocation
•ITT Compliance
•Successful, track record & access to PG
•Robust annual due diligence reflects ITT requirements (i.e. financial health, conduct & past performance, capability & capacity, robust policies, GDPR, IT & Data security, insurances, accreditations eg Cyber Essentials+)

We mitigate risk through our performance management framework (PMF) & dedicated Service Manager (SM) for supply chain.
•Daily: Using real time MI for areas of concern, queries, claims
•Weekly: SC calls - based on submission & collation of MI, compares outcomes to profile, with challenge if required
•Monthly: SC calls - support claims & monitoring against KPIs, with RAG rating of SCs exceeding +/- 5% contract tolerance. Analysis Includes LMI, case studies, & feedback. Over/under performance handled. SCs must work to profile. Underperformance addressed swiftly, funded over performance must be agreed by CXK
•Quarterly: Formal contract review site visit - Risk managed by RAG (repeated monthly where concerns), review of KPIs/profile & stakeholder engagement. Routine QA audits of action plans &

evidence. Unannounced & planned QA observations take place, & mystery shopper checks (repeated if concerns). Self-assessment reports & QIPs are reviewed. SC to share practice
•Annual: Formal Review meeting – review all performance & due diligence (includes staff quals/training audit/verification) – drives decision on future allocation & ongoing suitability

Performance, risk & quality management:
•SC performance visible & reported to CXK senior managers & Board
•QA process maps to Ofsted - SCs expected to be at least 'Good'
•At all stages poor performance & quality is addressed with formal conversations. Performance Improvement Plans (PIP) with SMART actions used if SCs fall outside tolerance. These are reviewed weekly
•Where quality or performance does not improve a contract may be reduced/terminated
•Through CIAG bank staff, trained LCC staff & large SCs we ensure contingency if required to backfill or scale up to cover changes to supply chain
•Use of MI solution for manager reports (SCs & advisers can self-monitor)
•KPIs mapped to PGs / Channel Specific & local/regional based on LEP plans
•Main SCs part of Project Board (PB) & Strategic Steering Group used to drive contract
•Governance of implementation plan. Weekly project board meetings
•Handover of intel from existing Prime (both listed as SC)
•Management through binding contract flowed from & linked directly from our ESFA contract. SC volumes & profiles link to ESFA national target & ITT requirements

Question [OO-05]: Performance Management

Please include details of your performance management processes that will ensure your performance (and that of any of your subcontractors) is maintained at the agreed level and explain how your performance management will result in an improved service and improved Outcomes for Customers.

In your response please provide evidence of:

- Your performance monitoring measures, the relationships between them and how they are used to get a holistic view of performance;

- How you use benchmarking to measure performance;

- How you utilise trends to measure improvements;

- How you use performance management to improve Outcomes for Customers;

- The intervention activities you will have in place and how are these will be implemented and monitored;

- How you will use accurate and timely data to provide a targeted, relevant personalised service offering;

Maximum score 150 points   Weight =2

Maximum 7500 characters (3 pages)

CXK is a current Prime with a proven performance management (PM) record. We have a robust PM Policy that informs our holistic internal & external Performance Management Framework (PMF). We manage performance at a local & regional level based on whole service KPI's triangulating external & internal benchmark & quality assurance data

Internal

All CXK services are monitored via a RAG rated performance scorecard & data dashboard (PSD) (the report shows performance, finance, staffing & quality against target)

•   Daily: Service Managers & Team Leaders use MI to monitor activity & concerns

•   Weekly: Executive Team meetings use PSD & risk registers. Service Management team & Assistant Director have performance tele-kits & review weekly data

•   Monthly: SLT reviewing PSD & contract reports. Service Managers hold staff team meetings, to discuss performance & issues

•   Quarterly: Trustee Board: PSD, risk registers & strategic objectives reviewed. Board sub-committee for Performance & Quality (trustee champion). CXK internal team has a quarterly review (same as subcontractor (SCs) – see below). Unannounced observations, & mystery shopper check (repeated if concerns)

•   Annual: Full Annual review of services & produce an annual report to Board, Internal Audit completed for Board (using external provider)

External

•   Dedicated Service Manager (SM). SC have legally binding contract flowed from ESFA contract. Measurable volumes & profiles agreed in advance & link to ITT requirements. Performance expectations of SC mirror CXK internal process

•   Daily: Using real time MI for areas of concern, queries, claims

- Weekly: SC tel. calls - compare actual outcomes to profiles & challenge if required
- Monthly: SC tel. calls - support claims & monitor against KPIs, with RAG rating of SCs exceeding +/-5% contract tolerance. SCs must work to profile. Underperformance addressed swiftly, funded over performance must be agreed by CXK. Site visit for underperformers or those on performance improvement plans (PIP)
- Quarterly: Formal review (repeated monthly where concerns) – RAG report containing review KPIs/profile & stakeholder engagement & audit results (action plans & evidence). Service Steering group (includes subcontractor & partner representation) will meet & discuss performance/share good practice. Unannounced observations, & mystery shopper check (repeated if concerns)
- Annual: Formal Review meeting – review all findings & performance (includes staff quals/training audit/verification) – drives decision on future allocation/contract

For Internal & External
- Individual targets are set, linked to whole service targets & measured against each outcome (CSO, CMO & JLO).
- Failure to attend rates (FTA) <15% at each venue
- Progression rates into employment, priority sector jobs & apprenticeships by adviser (this information is also shared with LEPs & LAs)
- We undertake analysis of customer type & location to monitor progress achieving local & sub-regional targets

Individual Management
- Performance conversation weekly with advisers
- Managers track performance, triangulating outcome data against action plan/evidence audits, observation findings & customer feedback to provide a holistic picture
- Annual appraisals linked to contract KPIs & organisational objectives
- Targets reviewed 6 monthly, & part of monthly informal 121s
- Audit & policy checks that SC's process is as robust as CXKs

PMF improves outcomes for customers
- Ofsted: "Managers quickly identify areas of underperformance such as improving, job & learning outcomes & agree detailed improvement plans." (CXK JLO conversion has improved to 45%)
- Increase access to appointments (by monitoring appointment booking trends - wait lists improved to <1 week)
- Ofsted "leaders recognised that too many customers failed to attend their appointments. Leaders recently developed an attendance strategy to improve customers' FTA rates" (improved to 15% from 22%)
- Improved aftercare (management of tracking calls & use of call recording tech to improve practice in the contact centre). All customers received automated courtesy emails & texts.
- Increased opportunities for customers to progress (manage adviser JLO rates, sharing best practice & increasing referrals rates)
- Where we identify specific issues this is used to make improvements. LMI integration following feedback (partnered with EMSI, integrated LMI data system & produced regional content)

Data

MI reports produced weekly, monthly, quarterly for managers & SC. SC & advisers can self-check via CRM reports & dashboards. Use of this is monitored. Data is used to plan & manage the service.

Data is benchmarked (BM) internally & externally to identify, regional & local trends. This feeds PMF, performance tele-kits, SC reviews & staff meetings. It is used to plan resources & adjustments to delivery, it is also fed into SAR QA process. Good examples are shared & gaps are addressed swiftly.

External BM

- National Prime contractor data to compare performance level & set targets
- ESFA data on mystery shopping, contact centre & customer feedback – used to challenge our own quality compared to others
- ONS data used; national rates & trends for claimant figs, economic inactivity, deprivation by gender, age, ethnicity & location
- LEP & LA data to ensure local planning & relevance to our customers i.e. priority sector shortages, apprenticeship data, employment or migration data (in & out of area)
- EMSI data: LMI trends & opportunities by demographic/area

Internal BM
- Adviser & SC performance is compared to highest performers versus target
- Location specific data on PG numbers, & FTA rates compared
- Regional variances in customer feedback, progression, satisfaction

We challenge practice, make changes & measure improvement:
- Performance comparison to nearest neighbour & nationally; flag what we can learn from others in the NC network; drives standards to be the best
- National & regional data trends show coverage & changing needs.
- Compared to available customers in PG & wards - penetration rate & readiness to meet emerging need is clear. Adjustment of resources to suit
- Opportunities (employment & training) for our customers & for service improvement (e.g. sector based skills academies arranged in Medway, following trend analysis of JLO rates & LEP data)
- Target better progression in specific sectors - adjust targets & focus
- CXK/SCs data compared – by age, ethnicity, PG, location, venues

Interventions
- Regular monitoring of accurate & timely data will provide a targeted, relevant personalised service by sampling customer journeys, using customer surveys & feedback
- If staff or SC do not meet the required levels swift action is taken i.e. performance tolerances not met or poor observation. PIP & SMART actions are agreed, with progress reviewed on a weekly basis. Appropriate support & training is given
- Failure to improve within a reasonable timescale leads to further action in line with the company disciplinary or capability policy for staff or SCs. Consistent under performance leads to staff being disciplined/dismissed & SCs being removed from the supply chain
- Stretch targets are set for advisers/SC that are performing (i.e. CMO 90%)
- FTA rates – monitored monthly & intervene with job centres etc to improve the situation
- Audit results showing issues receive swift action & are followed up

Question [OO-06]: Security Standards and Business Continuity

Please describe how your organisation is committed to ensuring that the confidentiality, integrity and availability of National Careers Service data will be protected.

In your response please provide evidence of:

- How your organisation, and any appointed sub-contractors or third parties, will meet all the National Careers Service security standards as set out in the relevant sections of the attached document set

- How you can provide sufficient guarantees that the requirements of the GDPR will be met and the rights of data subjects protected. GDPR data processors must only be appointed if they can provide sufficient guarantees that the requirements of the GDPR will be met and the rights of data subjects protected.

Please attach a copy of your organisations overall security policy and any other relevant documentation that demonstrates your organisations active commitment to security and how this policy is implemented. ***Attach this policy to the appropriately marked section in the Technical envelope.***

Please attach a copy of your organisations business continuity and disaster recovery policies and plans to ensure continuity of service in the event of a business continuity incident. ***Attach this policy to the appropriately marked section in the Technical envelope.***

Maximum score 150 points   Weight =2

Maximum 7500 characters (3 pages)

Information security is a fundamental priority within CXK. This is endorsed through our robust governance protocols, the Trustees, Executive team & throughout the business. It is discussed quarterly at our audit & governance committee which is led by a trustee who is a chartered Information Security Specialist. We have a designated GDPR, IT & MI Manager who is responsible for all security & data within CXK & its Subcontractors (SC). This role is also the Designated Data Protection Officer (DPO). CXK views information security with upmost significance, warranting inclusion on our risk register as a critically important area. We have invested significant time & funds in the last 18 months on GDPR & security to ensure continued high levels of security & compliance.

We achieved Cyber Essential Plus accreditation in March 2018, with re-assessment due September 2018. We will maintain our accreditation, including regular external penetration testing & the continuation of improvement of our security standards, by implementing new technologies & processes when available. Our Cyber Essentials Plus policy details the full business scope of our corporate network & this will be reviewed against any changes to our network. CXK passed all ESFA security assessments during the duration of our existing contract.

Along with the technical aspects of information security, all CXK staff complete compulsory information security & cyber security training as part of their induction before accessing any systems used for the storage or transmission of data. It is an annual requirement that all staff and SCs complete refresher training. They must also accept & comply with the standards set in the CXK user agreement. Technical aspects of information security are as follows:
•Mobile device management
•Access controls –will meet BPSS standards & HMG compliance

- Perimeter security
- Physical security
- Anti-Malware / Anti-Virus
- Backups
- Software
- Vulnerability management
- Network security
- Electronic messaging
- Availability management
- Encryption of data to FIPS 140-2
- Alignment to UK Govt Security Classification Policy

CXK and our suppliers are ISO27001 compliant (Cognisoft, SCS & ADM have this) & CXK accreditation will be achieved by October 18. In relation to the ESFA contractual requirement 20.1 – 20.27 (security standards), CXK will be compliant to all requirements, including IT disaster recovery plans that conform to ISO22301. Please see attached BCPs for CXK & suppliers. Only SC who hold & intend to continue with the Cyber Essentials Plus accreditation scheme will be selected by CXK. Due diligence will be completed to ensure formal accreditation has been achieved & we will continue to monitor & audit the security arrangements of SC.

CXK complete risk assessments & maintain risk registers for SC processing which are reviewed annually. SC will only be given access to the CXK CRM once they have met the required standards & their individual staff members have completed the required training to be issued with personal logins. SC are audited frequently & any failure to comply with the security standards will result in the removal of the SC. Practice data breach scenarios will be tested monthly through the contract to ensure our supply chain maintain compliance & have a full understanding of the requirements placed upon themselves in such situations. Any third parties engaged for this contract (such as CogniSoft, CRM supplier) have been selected on their demonstration of meeting the required security standards of this contract. These have been evidenced through due diligence ensuring they have suitable application of ISO27001 & Cyber Essentials Plus. CogniSoft (CS) have a GDPR policy & process. We obtain details of their policies, to review & ensure they meet the security standards of this contract. We liaise with CS about this issue & have regular reviews with them to ensure they continue to maintain the requirements.

Contracts, checked by the quality team, will be in place between CXK & any SC / third parties to ensure they follow CXK processes in relation to security, such as breach notifications, assistance identifying any failures. We maintain full control of who accesses our data (through the YETI CRM). We are fully committed to guaranteeing that SC meet the security requirements from the ESFA & fully comply with the annual security review for which most items are classified as low risk. Any items classified above this level will be addressed in a prompt manner to mitigate any security issues.
SC are required to follow the process for any data or security breach with an instant notification so that we can inform the ESFA, NCS & ICO accordingly. Practice data breach scenarios will be carried out once the relevant GDPR policies are in place.

GDPR & information security is taken seriously & is recognised by leaders throughout CXK. GDPR is overseen by Audit & Governance committee who are responsible for the application of this legislation. We have a GDPR implementation plan, ensuring compliance by May 18. This is shared across the organisation.
All CXK staff have completed GDPR training & are aware of their obligations & responsibilities in processing new data & legislation. All new staff & SC will complete this as part of induction. As part of our delivery we ensure customers are fully aware of the lawful basis for processing of data & their individual rights in relation to their personal data. Due to the nature of the data processed, CXK have

a certified GDPR practitioner as DPO to assist in compliance & share the requirements of the legislation within CXK & to monitor their adherence to the legislation. CXK recognise the Data Controller / Data Processor arrangement between the ESFA & CXK & will ensure we comply with the requirements as contracted. CXK will be processing data under a contractual agreement with the ESFA.

Data subjects will be issued with privacy notices & fully informed in relation to their individual rights including the right to be informed, right of access, right to rectification, right to erasure, right to restrict processing, right to data portability, right to object & the rights related to automated decision making including profiling. Consent will be recorded & maintained within our CRM system & any requests for deletions/amendments will be recorded & actioned as appropriate. All information relating to an individual will be stored within the CRM (action plans, evidence) to ensure one common place of access which will assist with any deletion requests. CXK policy states that staff are not allowed to store this information outside of the CRM system.

CXK will ensure all subcontractors are GDPR compliant & that they have a robust regime & process in place. We recognise that CXK has the responsibility to ensure they are fully compliant as the data processor. Staff will only obtain access to the CRM once evidence has been received that SC staff have successfully completed GDPR training & are fully aware of the data processing requirements of the contract. CXK will audit & monitor to ensure staff receive regular refresher training on this matter. Privacy by design is core to any system changes we make along with data protection impact assessments to ensure our processes are not exposing data subjects to unnecessary risk. Access to data is on a needs only basis & those with access are regularly pre-screened to HMG BPSS