

[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.**

1. Accurately tracking participants: All subcontractors will use G4S's IT system, REDACTED, a workflow tool that guides its users through the participant journey, enabling us to accurately track all participants across the supply chain in real time. All fields are reportable, with in-built validation to ensure accuracy – incorrect or incomplete data is not accepted by the system. MI reports are produced using this data including Caseload Trackers and Profile, Performance and Exception Reports and a pipeline report on cohort attainment and job entries. All REDACTED data can be analysed / reported by cohort, participant group, JCP, geography, sub-contractor and referral source. We also produce Trend Analyses and a pipeline to forecast performance and identify peaks and troughs in caseload sizes. These enable delivery teams to clearly understand where a participant is in their journey. The quality and relevance of our MI is a strength recognised in our 2015 PAT Review. *'Extensive MI is produced on a monthly basis to facilitate the management of W2W programmes at G4S SMT and Board level. Operational MI is produced daily and shared with G4S operational and Supply Chain Partner staff to facilitate effective day-to-day management.'*

2. Proactively managing the achievement of performance levels (MPLs): Our performance management framework mitigates underperformance. We set clear and realistic targets, and expected levels and types of activity to ensure MPLs are met. **Referrals:** Each day G4S will identify participants that do not have a start/did not attend/did not start, entered into PRaP. We will monitor time since referral and this will be risk assessed (RAG) to ensure we meet the REDACTED% of referrals target within REDACTED working days. Weekly cohort reports will monitor any backlogs. We will ensure these remain under REDACTED% with none over REDACTED working days – G4S's Performance Manager will investigate reasons and instigate action to rectify and monitor.

REDACTED% of Referrals Start: Through our experience of voluntary programmes (e.g. ESF Family Support) we know that to proactively maintain participant motivation, we need to hold an informal meeting with the participant pre-PRaP referral to check eligibility and outline the benefits of joining, arranging a further appointment within REDACTED days. Should the referral not have been received, we will maintain a warm relationship by telephone. In addition, to ensure we exceed the REDACTED% cumulative starts profile we will: a) Continue our engagement activity – subcontractors have already started identifying potential eligible participants; b) Monitor our engagement strategy, which sets out expected numbers of referrals and starts from each referral source, analysing actual referral-to-start ratios to identify the best referral source and sharing these across the supply chain; c) Observe initial meetings ensuring the programme is being 'sold' effectively; d) Set monthly Referral and Start targets for subcontractors and if these drop below REDACTED% against profile, class it as a service risk and agree new activities such as a targeted marketing campaign. G4S's Partnership Manager will work with the LEP and the Partnership Board to increase referrals. **Evidence:** subcontractors already have multiple strong referral relationships e.g. REDACTED work with REDACTED with REDACTED, REDACTED, REDACTED, REDACTED, REDACTED and REDACTED Councils and with REDACTED.

REDACTED Short Job Outcomes/REDACTED% Sustained Job Outcomes achieved through: a) Setting and reviewing Keyworker targets monthly to include: first jobs, subsequent jobs, volumes of submissions to vacancies; b) Measuring the levels and frequency of activities such as pre-employability support and jobsearch to ensure that participants are being seen regularly and progressing towards

employment; c) Reviewing monthly conversion rates to identify best performing Keyworkers and best source and type of jobs. These will include: vacancy source, sector type, volume and conversion of submissions to vacancies, conversions interviews to jobs; d) Monitoring attrition rates and speed of re-engagement to identify any trends in 'poor' quality jobs, ensuring participants are re-engaged immediately to get them back into appropriate employment. Any participant that falls out of work will have an appointment within REDACTED working days of it being identified; e) All participants will be assessed on entering employment to identify risk of fall out. High risk participants will have more intensive tracking and will be offered support by G4S's Employment Support and Progression Team. These actions will ensure there is effective activity to create pipelines sufficient to achieve the required performance levels. We will identify best performing subcontractors and share models of best practice to further raise performance levels.

3. Acting on findings to correct underperformance: G4S's Performance Manager REDACTED will manage each subcontractor with a 'balanced scorecard', inputting data monthly and reviewing quarterly. This incorporates performance, audit and compliance, quality, validation, data security producing a quarterly score to inform management interventions based on risk. Interventions to correct underperformance could include movement between G4S's 4 PIP levels (see below), increased compliance checks or identification of training needs to be met by the Training and Quality Manager ensuring the reason for underperformance does not re-occur.

4. Managing the performance of our subcontractors G4S will use our tried and tested Performance Management Framework. This includes: setting KPIs linked to contract service levels and regular management reviews, observations and checks. We do everything we can to help subcontractors improve, with a Performance Improvement Plan (PIP) process and a menu of support e.g. secondments of G4S staff, mentoring from another supply chain member. We will:

- Set quarterly targets for subcontractors, based on the achievement of specific numbers each month. This will include volumes of referrals, starts, jobs, short and sustained job outcomes. The targets will drive the cohort performance.
- Regularly engage with subcontractors: weekly to discuss achievement of in month targets; monthly to review performance and plans for current month; quarterly, to review balanced scorecard and agree priorities for next quarter.
- Make site visits to review files and interventions and meet teams and participants.
- Implement our PIP process. This is a support mechanism, which helps to identify activities and resources for performance improvement. It details remedial actions (e.g. delivery changes, training, G4S process review), their expected impact, and clear deadlines and owners. G4S can instigate 1 of 4 levels of intervention, based on the severity of service failure. A serious failure might mean a Level 3 PIP where we can insist that: staff be removed from contracts; additional staff be recruited; G4S staff work on-site for additional support; referrals/caseloads be moved to enable a clear focus on improving performance.

REDACTED, MD, REDACTED: *"The support we receive from G4S on a daily basis is second to none....every single member of our team knows exactly what is expected of them, which enables us to constantly strive for improvements in our performance"*.

5. Proactively engaging with DWP: We will continue our collaborative relationships e.g. G4S's REDACTED with REDACTED and REDACTED. REDACTED, our Regional Contract Director, will engage with DWP Performance Managers. Due to the strong relationships we forge, conversations are not limited to scheduled

meetings, we have informal contacts and immediate reporting of issues/ concerns. We will continue to engage through Provider Forums, e.g. we have organised CWP forums and attended/presented at WP forums.