[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, including any subcontractor roles where applicable and the percentage of time that will be allocated to this contract for each listed role
- 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.

REDACTED

1. Our management structure: is designed to provide rigorous governance, specialist expertise and hand-on frontline support to effectively manage the delivery of services. **Evidence from DWP PAT** (Nov 2015): "*G4S has embedded controls in place to ensure the management and delivery of W2W programmes is effectively directed. There is a clear organisational structure with defined reporting lines".*

In Lancashire, the ESF programme will be led by G4S's experienced local management teams and our subcontractor's well established Operational Managers. **G4S:** The following people/roles will be dedicated to ESF delivery: **Performance Manager** (REDACTED) responsible for the performance management framework, ensuring that the supply chain meets KPIs and outcome targets; **Partnership Manager** (REDACTED) responsible for stakeholder management, promoting referral agreements and working with employers to increase job opportunities; **Training and Quality Manager** (TQM) (REDACTED) responsible for the Quality Management Framework, G4S and subcontractor staff training, service design for continuous improvement, piloting activity and introducing small scale changes; **Compliance Manager** (REDACTED) will undertake audits, advise management, make recommendations, assist in rectifying non-compliance. REDACTED will report independently to G4S's Head of Claims and Audit. REDACTED will be the G4S **Validator** for ESF. The allocation of G4S's time will be a minimum of the percentages stated above, and will be increased as required; e.g. if performance falls below expectations. ***Example:*** our REDACTED CWP contract was initially slow to perform; we increased G4S staff time and introduced additional resource from our wider business to ensure a quick recovery.

- **Subcontractors**: Each subcontractor will have an Operational Manager responsible for delivery and management of frontline services and delivery teams.

2. Our capacity to manage provision: G4S and our subcontractors will deploy staff who will remain working on delivery of this contract regardless of any future wins or current contract commitments. To provide senior management across (potential) similar contracts and to ensure alignment and shared best practice across regional delivery, G4S's **Regional Contract Director (RCD)** REDACTED will oversee a maximum of REDACTED ESF contracts, reporting into REDACTED, National Director for all G4S W2W contracts, who will ensure resource is not diverted away from ESF. We will monitor management and staffing of subcontractors to ensure appropriate levels and keyworker continuity are maintained.

In addition, we have shared staff for functions such as Finance and Legal to provide additional support. If we secure future business we can rapidly recruit people, using HR teams and on-standby recruitment agencies who understand our requirements. Additionally, our CWP contracts end in REDACTED, with referrals stopping in REDACTED, and WP volumes are reducing, giving further capacity for senior staff to support ESF delivery.

3. Systems and processes to provide a robust audit trail: Through delivery of ESF Families, we understand the importance of accuracy and consistency in supply chain reporting. Feedback from audits of this provision resulted in us amending REDACTED, (our MI system) to support recording of contractual MPLs. REDACTED now has in-built pre-conditions that enforce sequential updating of contractual milestones, thus ensuring a complete set of auditable information. ***Example:*** for the Supervised Jobsearch Pilot, we built REDACTED around contractual MPLs. e.g. an assessment of IT skills was required and this was built in: until it had been completed, the system prevented progression. This led to a

REDACTED achievement rate for this MPL. We will adopt this bespoke approach for ESF, including eligibility checks, consent forms, needs assessments, action plans and evidence to support outcome payment claims.
Evidence to support payment validation: subcontractors will appoint an internal Auditor to oversee their validation checks, recording this on REDACTED which has in-built Role-Based Access Controls. REDACTED of claims will be validated by both G4S's Claims Team and an automated system check. We check for eligibility, signature/date (including the ESF 1420, Participant Consent, Induction checklist, Needs Assessment and Action Plan). The Short/Sustained Job Outcome checks will comprise a system check and a call by G4S validators to the employer/ participant. No Start/Job Outcome will be put in PRaP until it has passed subcontractor and G4S validation. ***Evidence:*** DWP (2015) *"PAT found robust controls in place to ensure claims for starts on CWP are valid. Supply Chain Partners contact placement hosts/ customers on day one to confirm the customer has started. A further, independent* REDACTED *check with the placement host/customer is then undertaken by G4S"*
Preventing fraud: In addition to the full audit trail reportable in REDACTED , our systems and processes to prevent fraud include: **Regular site audits** by G4S's Compliance Manager, including checks on subcontractor validation processes and key policies such as Anti-Fraud, Business Ethics, Whistle Blowing. Our **Whistle Blowing process** is open to G4S staff, subcontractors and participants and ensures that if fraudulent activity is observed, it can be easily and anonymously reported. It is managed independently by REDACTED with live telephone, email and secure web reporting systems 24/7/365; a **Referral to Investigation process** is in place: irregularities are referred to Head of Audit & Compliance, and an investigation is instigated via an issue-specific Investigation Board comprising the Compliance Manager, RCD and Head of Audit & Compliance who develop an investigation plan. This is reviewed regularly until conclusion is reached. Any potential fraud is reported immediately to DWP. ***Meeting ESF Requirements:*** The Compliance Manager and TQM will ensure that requirements are met by: e.g. monthly observations, file dip samples; reviewing data and claims on REDACTED ; checking that publicity meets EU regulations, and that provision adds value and doesn't duplicate.