[2.14.1] Quality

Please provide a detailed description of how you will ensure the quality of service delivery through your management practices.

Your response should:

- Provide a detailed explanation of how you will monitor and manage the quality of provision to ensure that the standards set within the specification and your tender will be met from the start and throughout the life of the contract. Your response should include but not be limited to: the quality of staff, frequency and appropriateness of participant engagement and the quality of the action plan and the relevance of its content to participants' needs
- Clearly describe how you will manage and ensure the quality of delivery by any subcontractors e.g. site visits, audits and observing delivery
- Identify how you will continuously improve the quality of delivery of this provision and share best practice throughout your supply chain
- Explain how you will obtain feedback from participants and proactively act upon this including details of procedures and timings
- Describe how you will handle complaints and act on any findings including details of procedures, timescales, escalation routes, how participants will be made aware of these procedures and how you will ensure the impartiality of any decision makers

Insert your response in the pre-set, shaded space on the following pages. Your response MUST be limited to 3 sides of A4.

PLEASE NOTE THE SCORE ATTAINED IN THIS SECTION MAY ALSO BE USED IN A TIE-BREAK SITUATION WHERE APPROPRIATE.

1. How we will monitor and manage the quality of provision: G4S has a bespoke Quality Framework (QF) for ESF which ensures we deliver the best service to participants. Developed from our existing QF, it includes quality standards, quality assurance (QA) and quality improvement, Self-Assessment Reports (SAR) and a Quality Plan, required of our REDACTED subcontractors and the G4S team. It will be managed by our North West Training & Quality Manager (TQM) REDACTED.

Ensuring staff quality: The TQM will deliver our 'Employability Excellence' programme to each subcontractor to continuously improve the quality of interaction with participants. We use a 'train the trainer' approach with induction and refresher modules on: target setting/planning, effective signposting, the cycle of change, local initiatives, engaging employers and other best practice e.g. our intensive REDACTED workshop for participants who have found or who are close to finding work. This allows us to drive agreed *minimum* and *ideal* Keyworker quality standards for transparency and consistency. Other staff quality activity includes: ▪ A two-day induction for all delivery staff covering: Safeguarding, Health & Safety, Data Security, Compliance, Quality systems including REDACTED (with annual refreshers). ▪ Personal Development Plans for G4S and subcontractor employees. ▪ Spot checks, performance monitoring, satisfaction audits and feedback analysis to validate our training.

Engagement: We will monitor **frequency** to ensure contact meets our minimum fortnightly face-to-face requirement and addressing any shortfalls. ***Example:*** G4S reviewed Work Programme CPA10 subcontractor APM's engagement process and agreed changes resulting in an increase of Referral-to-Attachment to over REDACTED%. The TQM will also check the **quality** of needs assessments through participant interviews, observations and file checks.

Needs assessment: We will provide a single tool for supply chain use: the REDACTED to ensure consistent monitoring and analysis, generating insight into 'what works'. It enables us to measure e.g. impact and effectiveness for specific priority groups or urban/rural communities. TQM observations of Initial Engagement Meetings (and subsequent assessments) will focus on the interaction between participant and Keyworker, and ensure that REDACTED is being used correctly and its results acted upon. The TQM will gather participant feedback on expectations of delivery, checking whether all needs have been captured. This will be graded and added to subcontractors' quality 'score'. Needs assessments will be reviewed quarterly to ensure they remain relevant to participant need.

Action Plans: Our IT system REDACTED will be used throughout the supply chain. This ensures consistency of input, as it will automatically populate Action Plans with results of the REDACTED assessment. The TQM will check that activities are SMART and job focused. This is an established process on our current DWP contracts where subcontractors are graded on the quality of their Action Plans; where there are low scores we help deliver improvements and then re-assess.

In-Work Support Plan (IWSP): the TQM will check that contact frequency is in line with participant risk assessments and evidence of career progression planning. ***Example*** In 2014 we agreed new IWSP standards including minimum frequency, an IWSP toolkit, staff training, this led to a REDACTED% increase in sustainability conversion.

Interventions: The TQM will conduct regular observations to ensure interventions are high quality, timely and goal focused. Results will feed into the internal checks of subcontractors. Risk rating of sites/staff will take place to inform frequency of future checks. We will carry out trend analyses of outcomes against interventions to identify

the most effective for specific priority groups, sharing results to inform best practice.

2. How we will ensure the quality of subcontractor delivery: Our management team includes separate roles for subcontractor Performance Management and Quality Management to distinguish between support to achieve targets and support to deliver excellent service to participants. Subcontractors will be risk assessed and scored on provision quality which will feed into their Quality Plan (reviewed monthly with the TQM) and their Balanced Scorecard. This will underpin monthly reviews of performance with G4S's Performance Manager and quarterly with the Regional Contract Director and drives the subsequent intensity of TQM support. Where quality standards are not met or the risk rating is high the TQM will work with the subcontractors to develop and deliver a Quality Improvement Plan (QIP) which they will be managed against.

We help subcontractors to manage their own quality by providing a framework, an agreed timetable of activities and training (if required). We will regularly sample subcontractor checks to ensure consistency and identify further quality activities. Additional support (e.g. reviewing/ improving internal procedures) will be available to subcontractors based on their graded level of risk identified through G4S QF checks.

2015 PAT Review: *"G4S take a risk based approach for prioritising planned quality assurance & continuous improvement activities by introducing additional quality checks where areas for concern are identified."*

Our rolling cycle of QA activity includes: a) Observations of delivery. There are over 20 elements to observe, which are graded and moderated. These provide direction for further support requirements, ***Example:*** observations of subcontractor REDACTED on the CWP contract showed a lack of job focus. We worked with them to agree a quality improvement plan which delivered a REDACTED% increase in referral to job start within 2 months. ***b) Monthly Participant Journey Checks*** to monitor engagement frequency/method, assessment, action planning, personalisation, action reviews, job search, in-work support and exit planning. Similar checks have been adopted by many of our subcontractors on WP and CWP contracts to augment their own quality practice due to their in-depth focus and thematic approach. Our 2014 Merlin assessment stated G4S: "*are proactive in spending time with individual members of the Supply Chain Partner Organisations, undertaking observations and file checks".* ***c) Self-Assessment Reports and follow-up*** e.g. dip-sampling the quality checks undertaken by the subcontractors to inform quality risk rating. ***d) Feedback*** will be gathered from stakeholders (including participants, subcontractors, DWP/LEP) via on-line surveys, monthly subcontractor reviews and recorded interviews with participants. ***e) Keyworker Quality Forums:*** will be held quarterly to share best practice, discuss issues and jointly identify solutions as well as hear from guest speakers e.g. *Positive and Engaging Interview Skills* delivered by a DWP Work Psychologist at a forum in CPA7 in Feb 2016. ***f) Trend analysis*** Completed monthly on: Keyworker, site and subcontractor performance; demographic outcome parity; customer complaints; participant journey profiles; areas for improvement. Results will identify shortfalls and best practice that might be shared. G4S shares this Trend Analysis with DWP and was praised for effectively sharing key data and demonstrating progression.

3. How we will continuously improve quality and share best practice

Our bespoke Quality Framework was developed to identify and share best practice. ***Improving quality:*** The TQM is responsible for managing the QF in REDACTED, this includes identifying ways to improve quality by reviewing subcontractor balanced scorecards, SARs and analysing MI. Once continuous improvement areas are

identified, the TQM will develop local or subcontractor specific Quality Plans including actions and timescales. **Example:** We identified that CWP reviews were not job focused. As a result, G4S invested in a Better Off Calculation tool nationally which supported an increase in job starts nationally from REDACTED (Q1/Q4 2015). ***Sharing best practice:*** G4S Employment Services has a national forum which shares best practice across all our UK Employment services. The TQM will hold Keyworker Quality Forums as well as single issue workshops, e.g. *How to challenge participants' perceptions,* which will enable the whole supply chain to benefit from each other's expertise. The TQM also brokers shadowing, mentoring and joint training. *Example:* in March 2015 G4S held a Best Practice Forum for WP CPA7 on customer journey for Payment Group 6b. Subcontractors made improvements including increasing engagement, SMARTer Action Planning and adviser buddying. As a result, PG6b performance improved, ranking in the top 10 by Oct 2015. Our recent Merlin assessment also highlighted these Best Practice sessions in our ESF Troubled Families contract: "*two new Brokers described how they had supported each other by sharing workshop materials used to support customers".*

4. How we will obtain feedback from participants and proactively act upon it

We will seek formal and informal feedback from participants, assuring anonymity where necessary to promote candour. We will have **comments boxes** at delivery sites; request feedback following the TQM's observations of 1-1 and group activities; issue on-line **bi-annual surveys** to participants with an email address; run **customer forums** and **Exit Reviews** to confirm Action Plan outcomes. We act upon feedback by: conducting **trend analysis** e.g. by priority group or locality and raise points for action during performance reviews; we will use the results to identify good practice and areas for development to consider in staff **performance reviews.** Any feedback that indicates a risk to delivery will be escalated immediately to the RCD for action. **Example:** "*You Said, We Did*" – in a survey of customers in CPA7 REDACTED% thought we were 'poor' at giving them more confidence and motivation. Our Contract Manager commissioned specialist staff trainers Bright Direction and Innovative Alliance to deliver workshops for staff on increasing motivation and confidence.

5. How we will handle complaints and act on any findings: Our Complaints Policy/Process will be displayed in all delivery sites and discussed with participants at their Initial Engagement Meeting, where understanding will be confirmed and a declaration signed. Subcontractors have complaints and whistleblowing policies which we audit before 'go-live'. Our Complaints process is: **a)** verbal/written/email/via website or 3rd party complaint to subcontractor. If the participant is unhappy with the response received they can escalate to G4S; If the participant has complained directly to G4S and the subcontractor has not had an opportunity to address their issue, we refer the complaint to the subcontractor; **b)** For escalations, G4S acknowledges the complaint within 3 working days and issues a Plan of Response within 5 working days including an overview of how we will conduct an investigation and our intended resolution; **c)** Updates are provided to the complainant verbally and in writing to agreed timescales, until a resolution is achieved; **d)** If G4S is unable to reach a satisfactory resolution, we will agree deadlock and support an escalation to the Independent Case Examiner. The Performance Manager will discuss complaints with subcontractors and actions them will be recorded. An overview of complaints received will be provided monthly to G4S's SMT who identify trends and authorise independent action and investigation. This approach provides **impartiality** as G4S staff are not directly linked to the operational teams so can undertake an

independent investigation. Our complaints processing has received REDACTED**% compliance** scoring from DWP's CMO for the last 12 months for WP in CPA7&18.