Department for Work & Pensions

Invitation to Tender Questionnaire

Response Template

Question 2.4.8 Management and Monitoring

Wellbeing and Work Trials – Group Work

PeoplePlus Group Ltd

Merseyside

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
Responsibility for monitoring and management: Overall responsibility for monitoring and management will reside with our **[REDACTED].** Our team will also include a local Referral Manager who will lead the relationship with Jobcentre Plus Work Coaches, in ensuring that a minimum of 10 and average of 15 participants are secured for each course. We are not proposing to subcontract Group Work delivery to external providers, albeit we may engage third party venues and freelance Group Work Leaders who have undertaken the 7-week Group Work Leader induction and training programme. The Group Work Supervisor will manage and monitor the activity of all such third party suppliers. **Managing and monitoring quality of delivery:** Our Group Work Supervisor and internal Quality Team will support the monitoring of Group Work sessions, which will include subcontracted delivery should this be engaged. The process will include **[REDACTED].** . DWP's Single Point of Contact (SPoC) will also be welcome to attend Group Work sessions, and share any feedback or suggestions for improvement, which will be accordingly acted upon. Where observed monitoring occurs this will be explained to affected participants, in line with the JOBS II manual. The monitoring process will also involve a review of **[REDACTED].** , to ensure that all core materials and hand-outs have been issued and completed. All Group Work Leaders will be observed during their practice rehearsals (as part of their 7-week induction) and then **[REDACTED].** Should any material deviation from the JOBS II manual be identified through monitoring, this will be reported by the Group Work Supervisor to the DWP SPoC, with details of the of the deviation, details of the perceived impact which this may have upon the pilot, and details of the remedial action implemented to prevent any future similar recurrence. In some cases, this may be a minor, one-off content omission, with relatively minimal compliance consequences. In these cases, a corrective discussion with the Group Work Leader in question will normally address the issue. If the deviation is more substantive and major, and may have a perverse bearing on pilot results, a more detailed investigation will occur. This will determine whether or not there is an associated error in our delivery processes (in which case, this will be immediately corrected) or if the non-compliance relates to the specific competency of the Group Work Leader. In extreme cases, the Leader will be removed from Group Work activity until they have satisfactorily completed refresher training to ensure ongoing JOBS II compliance. Our internal process of bi-annual staff appraisals will also be applied to assess and act upon any development needs which Group Work Leaders may have. Our monitoring of quality compliance against the JOBS II manual will integrate as

part of our wider continuous improvement approach, taking account of course evaluations, participant reviews and analysis, and other measurement channels. This ensures a holistic approach to quality assurance more broadly, across all elements of the programme.

Planning courses in line with proposed volume flow: Our Group Work Supervisor will be responsible for planning courses in-line with volume flow, working collaboratively with DWP's SPoC. We will **[REDACTED].** This will ensure a sufficient volume of courses to ensure sufficient capacity to accommodate the full caseload of expected referrals over the lifetime of the pilot, based on an average of 15 participants per course. The Group Work Supervisor and SPoC will review actual referral and participation numbers on a minimum of a **[REDACTED]**, and revise the forward schedule as may be required. This may involve **[REDACTED].** The approach will aim to ensure that referrals are accommodated, and courses delivered, on as uniform a basis as possible, minimising any undue volume frontloading or back-ending. Through this we will aim to ensure that average group sizes are relatively constant, supporting more informed comparisons of course impact across the pilot period.

Fluctuating volumes: We will work with the DWP Single Point of Contact (SPoC) to devise an advanced schedule of courses to deliver the target of 900 participant starts over 12 months, with an average of 15 participants per course (approximately 60 courses in total). Our Referral Manager will review actual referrals against this schedule each month, equally taking account of DWP referrals in other pilot CPAs to gauge the rate of take-up against DWP's overall expectation of 3,000 participants nationally. We are mindful that a proposed increase or decrease in the forecast number of courses will reflect on overall contract revenue, which will form part of these review discussions. In principle, however, we will ensure a stock of reserve Group Work room bookings, and a 10% stretch capacity within our resourcing, to provide scope to host extra courses should they be required. This will include maximising occupancy on scheduled courses (i.e. achieving a minimum of 15 participants per course, rather than an average). Similarly, our resourcing has been planned to accommodate volumes at 10% below forecast, by removing courses and working with smaller groups, albeit still with a minimum of 10 participants, without materially undermining contract viability and our wider venue configuration.

Sufficient resource available to prepare course material: The JOBS II manual will result in a standard suite of common materials being applied for each course. Our Group Work Leaders will therefore liaise with our local administration teams to produce and print off all required materials in advance of each course, aligned to the expected number of participants. This will include a pre-check with venues at least one day before each course to ensure that on-site resources (e.g. flip charts / pads) are also in place. Each Group Work Leader will retain their own copy of the JOBS II manual, as well as an onsite copy being available at each PeoplePlus venue. The Group Work Leader will ultimately have responsibility for ensuring that all required materials are on site, including the transit of materials to outreach locations. Our administration team will maintain a stock of core materials, to ensure that these can be readily accessed and deployed if required.

Handling complaints and feedback: We have an established complaints process already applied across our current DWP provision, which we will adapt to the requirements of the Group Work pilot, as follows:
[
REDACTED

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This process is highly effective. For example, as evidence of this, we have received fewer than 1 complaint per 1,600 participants on our Work Programme contracts to date, with only 4 complaints (1% of all complaints) requiring referral to the ICE.

We routinely use a variety of feedback mechanisms to capture wider feedback and comments from participants. These include: **[REDACTED].** Such feedback is collated at a site / centre level and cascaded to our Operations Director and Senior Management Team to assess any prevalent feedback trends. Where constructive suggestions are made, which may enhance delivery on a cost effective basis, we ensure that these are acted upon. We will replicate these feedback activities within our delivery of Group Work.

Quality standards: PeoplePlus holds a broad number of external accreditations and inspection results. These include The Merlin Standard ("Good" rating), Ofsted Grade 2, Committed 2 Equality (Gold Standard), Disability Two Ticks, The Matrix Standard, and ISO27001. This range of accreditations has direct relevance of the required standards of delivery of the Group Work trial. They demonstrate that PeoplePlus applies a robust quality management system across all areas of our activity, including quality assurance, equality and diversity, people development, information and advice, and supply chain management. They equally underline our capability to successfully adopt and comply with externally defined delivery requirements, directly comparable to those required by this pilot.