

[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.

MAXIMUS holds several awards and accreditations evidencing our commitment to high quality, including: Matrix Standard, DWP Merlin Standard, Investors in People, Mindful Employer, Age Positive Employer Champion, and Positive About Disabled People. We have built quality driven management practices through every level of management in the business to focus on and ensure the quality of service delivery. We will set clear quality standards from the start of this contract and will **monitor and manage the quality of provision** through the **MAXIMUS Quality Framework** (MQF) to ensure the standards set within the South East Midlands LEP (SEMLEP) Specification and outlined in this tender are attained and where possible exceeded. Our documented MQF is mapped to industry best practice **REDACTED**. The Quality and Compliance (QC) team under the leadership of the Business Services Director ensures governance to the Quality Framework. A comprehensive Quality Report will be provided to the **REDACTED** on a **REDACTED** basis to ensure service delivery compliance across both direct and subcontracted delivery. The key elements of the framework that support service delivery are:

- **Staff awareness of service delivery requirements** – All staff will receive comprehensive training delivered by the QC team before the commencement of service delivery. This is consolidated by remedial site development training if required. In addition, staff have access to a detailed participant journey, intranet training resource library and a specific e-learning training package. The QC team also provide a Q & A service via the Quality email inbox.
- **Quality League Dashboard** - MAXIMUS will use **REDACTED** to produce a comprehensive **REDACTED** iteration of the *Quality League Table*. It measures each operational site, including Supply Chain Partners (SCP) and each Work Advisor (WA) against contractual and bid promised service delivery standards. This approach improves WA quality related behaviours and actions and addresses quality issues quickly.
- **Internal Assurance Audits** - The QC team carry out **REDACTED** audits across the MAXIMUS delivery network to test for assurance in the four key areas **REDACTED**. The audit consists of **REDACTED**. These audits are **REDACTED** but may be more frequent depending on evidenced or perceived risk. If service is determined to be poor, immediate remedial training will be delivered on-site.
- **Risk based Service Delivery audits** – To provide a more agile solution to the internal assurance audit MAXIMUS will complete additional audit, testing and investigative capacity where risk has been identified through the Quality Framework. This will be based on risks identified through internal and external audits or communicated changes to process, guidance or delivery.
- **REDACTED and REDACTED Management Reports (REDACTED)** – These will allow our SEMLEP Contract Manager (CM) to record and facilitate specific service delivery improvements identified through all elements of the Quality Framework. The governance of the **REDACTED** is managed by the QC function ensuring the Quality cycle of *Plan, Do, Check, Act* is maintained.

All staff are subject to a comprehensive induction and extensive training before the commencement of service delivery. This training will cover all Customer Service Standards including JCP/ESF document process requirements, Action Plan and Exit Review requirements. **Our ongoing Quality Framework approach will ensure that staff quality is effectively monitored and managed, throughout the life of the contract. The quality assurance audits, Contract Manager REDACTED file checks, caseload reviews and regular staff observations by management all facilitate the review of how appropriate participant engagement is (based on**

need identified in their initial assessment), the quality of Action Plans (AP) and their relevance to participants needs. The use of Management Information (MI) to support this monitoring ensures compliance to Minimum Service Levels (MSLs) and Customer Service Standards. For example, our REDACTED quality dashboard will track REDACTED. Clear visibility to all staff allows our WA to proactively manage caseloads ensuring compliance levels are maintained. Individual performance and achievement of quality standards are reviewed REDACTED in one-to-ones with the CM. Where necessary staff receive performance improvement support to maintain consistent quality standards.

Managing sub-contractors: Subcontractors are subject to and managed under the same MQF that monitors the quality of provision across the entire contract. We will appoint a dedicated **Contract Manager** for SEMLEP who will be responsible for monitoring quality of service delivery against the MQF, ensuring MSL and ESF compliance requirements across direct and subcontracted delivery in this region. They will report directly to our MAXIMUS Operations Director. The CM will complete REDACTED reviews with each supply chain partner and document REDACTEDs. These allow managers in the supply chain to record and facilitate specific service delivery improvements identified through all the elements of the MQF. The governance of the REDACTEDs is managed by the QC team which ensures the Quality Cycle of - *Plan, Do, Check, Act* - is maintained. MAXIMUS approach to quality management ensures every participant receives the same quality of service in geography and by provider.

Driving continuous quality improvement: MAXIMUS will undertake on-going monitoring and action where necessary to improve performance, efficiency, effectiveness and flexibility within business processes. Our Continuous Improvement (CI) process includes REDACTED. This includes but is not limited to; REDACTED.

The MAXIMUS **Continuous Improvement Committee** is a dedicated function that governs CI. REDACTED review sessions will be chaired by the Operations Director and include senior representation from across the business. Identified areas for CI are fed into the quality review cycle. Service delivery improvements will be tested and refined before being cascaded through best practice sharing forums to the wider SEMLEP delivery network and our ESF Steering Group of influential and interested key stakeholders to support collaboration in the region. There will be an emphasis on further capacity building of delivery expertise and capability of our supply chain partners, including the active sharing of expertise through REDACTED, between our ESF staff teams and those of our partners. All such improvements will be time-bound, with clearly assigned accountability, supporting a continuous REDACTED enhancement cycle through which we will deliver a continually improving qualitative delivery model.

Collecting and reviewing feedback from our participants is an essential quality assurance process. Feedback is actively encouraged and collected as follows: posted anonymously into site feedback boxes ■ Through MAXIMUS feedback link on all site computers ■ Via the MAXIMUS feedback site externally, the link is detailed in an Initial Information document issued at induction ■ MAXIMUS will reach out to participant cohorts REDACTED via email to encourage feedback via the feedback site REDACTED ■ REDACTED feedback forums facilitated at each site, on specific delivery themes, with the MAXIMUS CI Committee responsible for providing specific direction and guidance during sessions ■ During internal site audits participants are encouraged to provide feedback to the visiting QC team member ■

Where participants are unable to use the feedback website a manual paper version can be issued, or if required, a one-to-one session with an independent staff member.

A comprehensive REDACTED feedback report is produced by the MAXIMUS Business Intelligence function using information collected REDACTED. This is communicated to all levels of the MAXIMUS business and will affect: ■ Operational sites; The REDACTED will detail any corrective actions or continuous improvement activities identified. ■ CI Committee; Will review key themes to determine appropriate recommendations. ■ **Self Assessment Review (SAR)**; The report findings will feed into the REDACTED SAR. ■ REDACTED. This closes the feedback loop and will ensure continuous quality improvements across all of SEMLEP.

Complaints procedure, handling and escalation. Complaints are managed by the Complaints Resolution Officer (CRO) who is part of the MAXIMUS QC team. Our experience tells us this level of governance improves the quality of service to our participants, mitigates the risk of contractual disputes and ensures the impartiality of decision makers.

Participants can raise a complaint by: ■ Talking to their WA or the SEMLEP CM who will try to resolve the issue ■ Emailing a complaint to the quality inbox ■ Handing in a written complaint to any MAXIMUS or supply chain partner site ■ Writing to MAXIMUS head office. REDACTED.

All complaints are forwarded to the CRO who will acknowledge receipt within REDACTED. The complaint will be investigated and a response will be provided within REDACTED. If the participant is not happy with the response, the complaint will be escalated. The CRO passes the complaint to our CM for investigation and response within REDACTED. If the participant still feels the issue has still not been resolved, the CRO will trigger stage two of the escalation process. At this stage, the complaint is passed to an appropriate member of the MAXIMUS Senior Leadership Team who will review the case and provide a final response within REDACTED. The decision of the Senior Leadership Team will be final. If the participant feels that the issue has still not been resolved, they are signposted to request a review of the MAXIMUS outcome with, the Independent Case Examiner's Office (ICE).

The CRO provides the business with a REDACTED report identifying issues, risks and trends. Operational Managers use this report to address the issues recorded. Our complaints process is proven effective; our REDACTED contracts receive REDACTED complaint per REDACTED attachments, of which REDACTED % are resolved in REDACTED.

Complaints and feedback inform policies, procedures, training, staff recruitment, supply chain management and facilities. Where a systematic issue is identified, we will address this immediately through training, investigation or disciplinary action.