Question 2.4.12 - Management Structure
Please provide details of your management structure, systems and processes. Your response should include as a minimum, but not be limited to: • An organisation chart to describe your proposed management structure for this provision, to be uploaded at question 2.4.11 as **Appendix 4 (question 2.4.12)** , including any directly managed subcontractor roles where applicable and the percentage of time that will be allocated to this Call Off Contract for each listed role. • Provide a clear explanation of your capacity to manage this provision alongside existing and potential future commitments. • Clearly describe the systems and processes that will be used to prevent fraud. This should cover providing details of the robust audit trail of evidence that you will implement including but not limited to: attendance records/action plans, participant consent, evidence to support claims for outcome payments, and systems that will be used to prevent fraud for participants in self-employment
Present your response **at the top of a new page,** within these preset margins in Arial font size 12 up to **2** sides of A4, **excluding** the question text and these instructions. Please note that a page limit does not apply to the organisation chart to be provided at **Appendix 5**.

Our proposed management structure (Appendix 4) for JETS Scotland incorporates:

• Capita leveraging our expertise as a managing agent, building and managing highperforming supply chains on a national scale. **Evidence:** [REDACTED] 3 expert Supply Chain Partners (SCPs) with a strong track record of delivering highly performing employability programmes across Scotland: Reed in Partnership (44% of referrals), The Wise Group (44%), and The Lennox Partnership (12%).

We have worked in true collaboration with our SCPs, including constructing our Performance Offer and Outcomes Profile, to co-design a delivery model which will respond to the needs of Participants and local labour markets across Scotland. We will take this ethos forward throughout JETS Scotland delivery. [REDACTED]. SCPs will be required to comply with our Performance and Quality Management Frameworks which provide robust policies and processes for managing resources, caseloads, performance, quality and supplier contracts, and will ensure compliance with DWP's Provider Assurance requirements.

Capacity to manage provision: Capita is confident in our ability to mobilise and deliver JETS Scotland in parallel with all other Business Commitments. We are fully resourced for the CAEHRS Framework, drawing on the strength and depth of the wider Capita Group to ensure that we can fulfil all delivery obligations. Our robust **governance process** ensures deliverability of contracts in the context of existing and future opportunities. [REDACTED] We have put in place sufficient resource to ensure that JETS Scotland can be delivered alongside these, and have stress-tested

SCPs' plans. Our **Risk Management approach** supports the Health & Welfare Executive Team to assess contract delivery risks and overall risk exposure, ensuring each project is mobilised on time, and delivered to all performance/quality standards. This includes: **1**) **Systematically monitoring** our growth pipeline, and planning/resourcing upscaling activity, ensuring additional capacity is available to support future growth. We have proven capacity to manage multiple Tier 1 CAEHRS Call-Offs alongside our existing contracts. **Evidence** [REDACTED] **2) Drawing on our 120+ strong Project Management Teams** to mobilise contracts. **Evidence:** [REDACTED]. **3**. **Recruiting dedicated management and delivery resources for new contracts** and **using scalable, proven systems** e.g. [REDACTED]. This ensures performance of existing services is not impacted and contractual obligations continue to be met. **Evidence:** [REDACTED]. Our JETS BAU team comprises dedicated management oversight and support e.g. Service Delivery Director ultimate oversight of contractual delivery, Partnership Manager oversees all SCP delivery. **4**. **Digitisation:** Digital/automation tools increase productivity for management and delivery staff (Capita and SCP) and widen our reach to Participants. Our [REDACTED] will enable fast identification/resolution of issues, and drive strong performance. **Preventing Fraud:** Capita and our SCPs have an excellent track record of compliant DWP delivery e.g. [REDACTED]. Each SCP's policies, systems and processes will be reviewed by Capita prior to contract Go Live and at least six-monthly thereafter. **Fraud prevention measures** comprise:

- **Training:** All Capita/SCP staff will complete annual training on fraud prevention, together with contract-specific training on contractual MPL/CSS's; standard operating procedures and processes; using [REDACTED]; evidence and MI reporting requirements e.g. criteria for PAYE and Self Employed (SE) job outcome.
- **Physical and virtual audit regime** to assure systems and processes. All reported performance will be based on [REDACTED] data, which maintains a full audit record of Participant/user activity and is governed by Role Based Access Controls. User roles are based on the principle of least privilege, and prevent manipulation of outcomes (e.g. Advisors prevented from backdating activities to achieve engagement criteria).
- Mandatory **segregation of duty** between those achieving and reporting on performance [REDACTED].
- **Performance management or incentive regimes** only utilised where Capita is satisfied they will not drive inappropriate behaviour [REDACTED]. • Established systems for staff to report inappropriate activity via our mandatory **whistleblower's charter** (e.g. [REDACTED]).

Our controls also focus on **fraud detection**. These will be documented in our Quality Management Framework and include systematic checks on Action Plans (including Participant consent), CVs, Meeting notes, transcripts of Participant engagement, evidence of progression (e.g. course certificates) and Customer Insight feedback, and observations of delivery (face to face and remote). [REDACTED] supports this through a suite of exception reporting e.g. identifying high numbers of SE outcome claims, job outcomes with a single employer. It is expected these reports will mature with the contract. Any issues will be investigated by our Quality Assurance Team (QAT). The Commercial/Compliance Manager is responsible for final checks before authorises claims for PRaP upload. Outcomes of audit activity are reported to the

Service Delivery Director, and reviewed monthly by the Health & Welfare Executive Team. **SE job outcomes**: In addition to SCPs demonstrating segregation of duty and independent validation, our QAT will undertake a second line check prior to submission to verify there is sufficient evidence of outcome achievement. This will be a 100% check for the first 3 months, with a risk-based approach adopted thereafter based on audit results. Capita will apply similar scrutiny to identify non-qualifying PAYE outcomes.