| Question 2.4.3 – Quality and Performance |
| --- |
| Please outline how you will ensure quality services are provided by you and your supply chain (where applicable).<br><br>As a minimum, your response should;<br><br>• Explain how you, and your supply chain (where applicable), will monitor and manage the quality of provision to ensure that the CSS's (as outlined at 2.5 of the specification) and including Customer Insight, will be achieved from the start and throughout the life of the Call Off Contract.<br><br>• How you, and your supply chain (where applicable), will ensure the capability of staff and the frequency and appropriateness of participant engagement.<br><br>• How your organisation will provide all of the services (as outlined at 2.3 of the specification), if not using a supply chain, and why you have chosen not to use a supply chain. For the avoidance of doubt, that supply chain includes community partners, support networks etc that may provide services / functions but not under formal supply chain contracts<br><br>• If using a supply chain, how you have identified the organisations chosen to provide the services (as outlined at 2.3 of the specification) and why you have chosen these as partners to deliver JETS Scotland<br><br>• Describe how you will proactively manage the achievement of customer service standards as detailed at paragraph 2.5 of the Specification by you and your supply chain (where applicable), including the frequency and level of detail of monitoring activity and any trend analysis.<br><br>• Identify how you or your supply chain (where applicable) will act on any findings through your monitoring processes, including how you will develop and implement effective solutions to correct failures to meet CSSs in a timely manner that ensures that it does not re-occur. |
| Present your response **at the top of a new page,** within these preset margins in Arial font size 12 up to **4** sides of A4, **excluding** the question text and these instructions. If using a supply chain, please also complete **Appendix 1** detailing your supply chain partners, including SME's, and provide a completed **Subcontractor Declaration (Appendix 2)** from all subcontractors listed in your response to this question. |

[REDACTED]

**Monitoring and managing the quality of provision to achieve CSS's:**

Our QMF/PMF will apply across Capita and our SCPs. It will be deployed to monitor and manage the quality of JETS Scotland and ensure achievement of CSS's via:

- **Governance**: Our JETS Scotland Service Delivery Director (SDD) will be responsible for overseeing quality, supported by two dedicated JETS Scotland Quality Assurance Managers (QAMs), who will report into the Head of Quality Assurance to ensure a clear segregation of duty. SDD and QAMs will monitor JETS delivery on an ongoing basis. Monthly previews with Capita and SCPs will review achievement of MPL/CSSs against profile, conducting trend analysis, identifying any risks to performance and quality, and reporting to the Health & Welfare Executive Team at formal monthly contract reviews. Our SC will also deploy in-house quality management resources and quality management systems. All staff will complete induction training on the PMF/QMF prior to Go Live, ensuring standards are clearly communicated and achieved from Day One.
- **Systems:** Capita and our SC will use [REDACTED] **CRM** to monitor JETS quality and CSS achievement. [REDACTED] will provide [REDACTED], including: directions to support Advisers e.g. ensuring the Action Plan is finalised within 10 Working Days (W/D) of Participant start *(CSS 7)* and Booked Meetings occur every 10 W/D minimum *(CSS 8)*; automated alerts for CSS requirements e.g. production and issue of JETS Exit Reports *(CSS 10)* and notification when a Participant record indicates risk of non-compliance e.g. FTA a Booked Meeting to trigger contact within 2 W/D *(CSS 9)*. From an audit perspective, [REDACTED] will provide a suite of exception reports to ensure high-quality support. For example, it will flag inputs that may indicate low quality to the QAMs e.g. generic (rather than tailored) Action Plan. [REDACTED] updating of PRaP and issuing of initial meeting appointment ensuring the accuracy and achievement of CSSs e.g. 99.5% of referrals on PRaP within 2 W/D of receipt of referral *(CSS 1).*
- **Processes:** Operating robust processes for quality management, monitoring and review including: Internal audits and compliance checks to identify indicators of suboptimal quality across all SCPs and to assure contract requirements and CSSs are met or exceeded. QAMs will undertake a rolling schedule of targeted compliance checks on system records, Action Plans and evidence (e.g. transcripts of Participant engagement, attendance at Booked Meetings, self-employment outcomes) via Participant file sampling, and observations of delivery (both face to face and remote). This will be scaled up/down based on wider audit activity, Participant feedback, and holistic assessment of each provider's current quality, risk and performance. This will feed into the contract-specific CI Plan. QAMs will also work with DWP's Provider Compliance Officers to facilitate checks and support DWP Programme Evaluation. Content Development Reviews of [REDACTED] conducted by the Content Manager on a monthly basis to ensure it is appropriate, effective, and meets Participant needs. Content will be adjusted in line with local demand, Participant feedback, and [REDACTED] local and regional labour market information to create responsive, flexible provision. Collection and analysis of Customer Insight and wider qualitative feedback will be achieved via [REDACTED] facilitating self-assessment, on-programme and exit surveys, and Adviser-led and independent focus groups.

Monthly Customer Insight will be gathered via an online survey [REDACTED]. Automated invitations will be issued to Participants via their preferred method e.g. email/text (with phone option as needed). Responses will be collated monthly by our QAMs and sent to DWP by 15th day of following month *(CSS 11*), together with a summary analysis, insights and any improvement plans. All Participant feedback is analysed by QAMs monthly, [REDACTED]. QAMs will highlight any issues requiring immediate attention within 5 W/D and wider trends for discussion at monthly Contract Performance Reviews with SCPs. A summary of all feedback received, together with trends and specifics, will be shared with the SDD, who will work with the SC and our central Business Change team to support the creation of business cases/change mandates. Quality Improvement Plans will be used with all SC partners (SCPs), incorporating MPL/CSS achievement, Participant feedback and audit results. These will be reviewed monthly at Contract Performance Reviews, with improvements rolled out across SCP delivery and tracked to completion. Best practice and lessons learnt will inform our QMF/PMF to ensure our service delivery continuously improves.

**Ensuring capability of staff and appropriateness of Participant engagement:**

[REDACTED] Our staff capability is assured by: • **Core recruitment process** across Capita/SCPs. All staff must evidence: strong admin and ICT, literacy and numeracy, communication; and undergo Enhanced Disclosure Check. Standardised Job Descriptions for core roles will ensure all staff meet minimum capability requirements. Advisers will have experience of working in a customer-facing role, with empathy and teamwork skills, and will ideally hold/be working towards L3 IAG and have experience of working with target groups.

- **Induction training**: All staff will complete modules including: individual KPIs and contractual MPL/CSSs; systems/processes; using our [REDACTED] CRM; evidence and MI recording requirements; and e-learning modules (e.g. Equality, Health & Safety, Data Protection). Advisers will be trained in Motivational Interviewing and CBT techniques to enable them to motivate and develop rapport from first contact.
- **Standard operating procedure and core processes** e.g. quality management, evidence collection/storage, available via [REDACTED] for Capita and SCP staff. These will be version controlled to ensure consistency of information and delivery.
- **Review of activity** at Adviser, Participant and caseload levels via [REDACTED] data dashboards and a suite of exception reports. This will enable us to review the average frequency of Participant support, including identifying and responding to any trends or anomalies at Adviser/Participant levels, e.g. very short appointments, Booked Meetings not complying with required frequency, low quality CVs produced.
- **Monthly performance reviews** for all staff, providing dedicated time to review capability, analyse performance against role-specific KPIs and QMF/audit results from previous month (including CSS's) and agree future actions to drive CI. Reviews provide a mechanism for reviewing appropriateness and frequency of Participant engagement and putting in place support for staff not meeting required standards.

- **CPD to develop staff capacity**, including an ongoing programme of Capita-led training and standardisation activity to ensure consistency across all JETS staff and embed learning from PMF/QMF activity to continually improve standards.
- **Health and Wellbeing** support (available remotely) through e.g. our online Wellbeing Hub, Inclusion Hub, and Employee Assistance Programme.
- **Automated prompts:** [REDACTED] will automatically notify Advisers according to the needs of the Participant e.g. notification of FTA and prompt to re-book within 2 W/D. **Supply Chain selection:** Capita has built a strong SC of expert end-to-end partners [REDACTED] we have selected 3 partners (see Appendix 1 for geographies) providing full CPA coverage. All hold relevant accreditations e.g. ISO9001, ISO27001, Matrix, Disability Confident (DC).
- **The Wise Group** (44%): An SME and social enterprise, [REDACTED]
- **Reed in Partnership** (44%): [REDACTED].
- **The Lennox Partnership** (12%): An SME and social enterprise [REDACTED]. Our SC is made up of 56% SMEs, **exceeding the Authority's requirements**. Each SCP has already signed a Teaming Agreement and is being managed by our Partnership Manager (PM). We confirm we will promote responsible market stewardship, transparent SC management, and comply with the Authority's Code of Conduct and the Prompt Payment Code at all times throughout the contract term. We have also confirmed 6 contingency partners, based on next highest EOI scores. **Managing achievement of CSS's:** Our [REDACTED] (used by Capita and all SCPs) will collate all contract data e.g. referrals, starts, diagnostic screening, Action Plan completion/updates, Booked Meetings, activities undertaken (inc. frequency and duration), signposting, Exit Report completions and issue to Participants, FTA rates and caseload sizes. It will facilitate real-time monitoring of performance at Adviser, cohort SCP and contract levels via a dynamic dashboard. It will be programmed to report on CSS's, supporting timely submission of the Monthly Performance Return. Capita's PM will be responsible for managing the SCPs. Each SCP will deploy an internal Operations Manager (OM) who will monitor team performance on a daily basis against CSS's and report data to the PM monthly, including on in-month, rolling 3-month, and cumulative performance from Day One. The SDD will collate and report findings and forecasting reports to our Health & Welfare Executive Team at **formal monthly contract reviews**. These reviews will allow our Executive Team to: have complete oversight of the contract; regularly analyse performance levels against CSS's; review trends (e.g. parity of access and progression across cohorts, referrals by JCP District and vs. forecast, league table of SCP performance); and assess issues and quickly implement corrective actions. Capita's QMF/PMF will form part of each SCP's contract. To drive SC performance, the PM will make **weekly support calls** and hold **monthly Contract Performance Reviews** to review JETS service quality/compliance levels and achievement of starts and CSS's at SCP and team level. This will include discussing audit results and Participant feedback, and identifying any issues and corrective action as needed. We will convene **monthly SC Board Meetings** bringing together all SCPs to share learnings and drive CI based on combined experience. Across our SCPs, OMs will monitor/manage Adviser performance through team engagement and knowledge sharing sessions, appropriate performance and caseload oversight (including

caseload reviews and real-time [REDACTED] monitoring); and quality monitoring. We will collaboratively with the SC to share learnings and best practice.
**Acting on findings:** Findings of monitoring/trend-analysis will direct performance improvement activity. All CSS's will have defined performance thresholds; these will be agreed with SCPs prior to Go Live and defined in the PMF (including where appropriate, levels of performance achievement and failure e.g. major failure, minor failure). Should the contract, SCP, or individual performance drop below required thresholds for any measure, we will implement a **performance management process** to drive improvement up to required levels, correct failures, and ensure these do not re-occur. Our four-step process, detailed below, includes appropriate levels of support and challenge provided within each step. Support may include seconding resource to support the SCP team, more frequent reviews, conferences with better performing partners, coaching, and remedial training. To ensure we safeguard Participants, referrals to the under-performing SCP may be temporarily ceased at any time within the process until the SCP has remedied their performance and is achieving all CSS requirements. Our process comprises: **Level 1** in-month drop below KPI or CSS tolerance: SCP OM reports to PM on short-term measures to rectify the performance. **Level 2** continued failure to meet performance requirement in the subsequent month or further drop in-month: provider supported by QAM to develop a Performance Improvement Plan (PIP) which is reviewed by the PM in weekly conference calls; PIP may include additional staff training or coaching, mentoring by high performing staff, and increased audit by QAMs to support progressive improvement. **Level 3** continued underperformance for 3 consecutive months: PIP updated with 1-month timeframe to rectify; potential to reduce referrals and divert to alternative Adviser/SCP dependent upon the nature of the KPI's not being met. This timescale may be shortened where critical CSS failure is impacting the overall contract performance. **Level 4** performance improvement for Level 3 not achieved: PIP continues; Capita issues SCP with notice of "contract under threat"; daily review calls with PM; all referrals diverted to alternative provider; Capita has the discretion to terminate the subcontract and hold a mini-competition to secure a replacement SCP. Best practice and lessons learned will be shared at all stages through monthly Contract Performance Reviews and monthly SC Board Meetings, informing contract-wide CI Plan, updating of contractual processes and embedding improvements across all providers to ensure similar issues do not re-occur.