

Glossary of Terms

Terminology	Description
CEP	Commercial Employment Provision – local & National teams who tender for and manage DWP contracts
CIF	Common Inspection Framework - sets out the principals of inspection and includes key questions used to make judgements about the quality of provision
CM	DWP Contract Manager - responsible for tendering for and managing DWP contracts
CMF	Contract Management Framework - a risk-based approach in the management of all DWP mainstream contracts
Contractor	Organisation that has entered into a contract with DWP to supply goods and/or services
DWP	Department for Work & Pensions
ESTYN	Office of Her Majesty's Chief Inspector of Education and Training in Wales - responsible for the external inspection of DWP funded provision in Wales
HMIE	Her Majesty's Inspectorate of Education in Scotland - responsible for the external inspection of DWP contracted employment provision in Scotland from January 2010
Momenta	Accreditation System used by DWP and providers to share and record inspection and self-assessment information
Ofsted	Office for Standards in Education and Training - responsible for the external inspection of DWP provision in England
Participant	Person undertaking DWP funded provision
Quality-support mailbox	Central Quality Team email - used by providers/CM's and the inspectorates to send information. The address is: qualitysupport@dwp.gsi.gov.uk
PDP	Provider Development Plan – used by providers to record actions to address areas for improvement identified in the SAR or external inspection
Preparation for Life & Work	Sector Subject Area under which Ofsted award DWP funded provision grades
Provider	An organisation funded by DWP to provide training to participants
Provider Quality Team	Responsible for managing the relationship with the Inspectorates (Ofsted/Estyn/HMIE) and the Learning and Skills Improvement Service. Also promotes quality and continuous improvement across all DWP funded providers
Prime Contractor	An organisation contracted to directly provide a substantial proportion of provision, sub-contract a proportion of provision and manage/monitor the performance/quality of the sub-contractors and their own provision
QAQ	Quality Assessment Questionnaire – providers complete a QAQ which is assessed by the DWP CM's and used to award a quality risk rating
Quality Framework	Provides the basis of our approach to maintaining and improving quality in DWP funded provision.

QT	Quality Team – responsible for co-ordinating inspection activity, expert domain for self assessment reports and promoting quality and continuous improvement across all DWP providers
SAR	Self-Assessment Report - providers are contractually obliged to produce a SAR and upload it to Momenta annually
SSA	Sector Subject Area(s) – categories used by Ofsted to attribute inspection grades
Sub-Contractor	An organisation engaged by a Prime Contractor to deliver a proportion of the specified provision

Self-Assessment and Development Planning

Introduction

1. The [DWP Quality Framework](#) provides the basis of our approach to maintaining and improving quality of provision. This guidance expands on the key principles outlined in the Framework and supports the DWP Contract Management process. It covers self-assessment and addresses quality improvement through the provider development planning process.

The Annual Self-assessment Report

2. As a condition of your contract you are required by DWP to produce an annual Self-Assessment Report (SAR). If you have more than one contract it is important that all provision and related improvement activity is easily identified in the report. Some providers, for example those with specialist provision such as WORKSTEP or multiple prime contracts, should complete separate sections in their SAR. The level of detail required means one comprehensive document is sufficient.

What is Self-Assessment?

3. Continuous self-assessment is fundamental to driving forward quality improvement and can help you effectively implement your business plans. It is a comprehensive process through which you evaluate your provision, including any elements delivered by sub-contractors. It is an integral activity as you gather evidence throughout the year and monitor how well you are meeting agreed targets and reconsider strategies for achieving your goals.
4. Self-assessment is:
 - a continuous process to improve the quality of provision;
 - an assessment of strengths and areas for improvement;
 - the vehicle to feed into your annual self-assessment report;
 - the focus to identify and implement quality improvements, and;
 - an essential aspect of quality improvement.
5. Continuous self-assessment is a crucial part of your quality improvement processes. It should be integrated into regular planning and quality improvement activities, not an additional or separate activity carried out solely for the purpose of inspection.
6. A self-critical and objective process of self-assessment will enable you to identify:
 - strengths to build upon;
 - satisfactory areas that can be improved; and
 - areas for improvement that require immediate action.

7. This information identifies areas that need to be included in your Provider Development Plan and enables you and your Contract Manager to agree and prioritise actions which lead to improvements.

Effective Self-assessment

8. Effective self-assessment should address all key questions in the relevant external inspection framework. Ofsted's Inspection Framework should be used for provision in England, Estyn's for provision in Wales and HMIE's framework for provision in Scotland. See annex 1 for more information on the inspection frameworks...
9. The self-assessment process should encourage staff at all levels of your organisation to evaluate their performance. Senior management should also be involved in the process to ensure commitment and ownership of the self-assessment.
10. You are accountable for the quality and performance of your sub-contractors. Comprehensive self-assessment should incorporate all provision, including that delivered by sub-contractors. It would therefore, be good practice to encourage your sub-contractors to self-assess their own delivery, the findings of which should be fed into your SAR. For further information on the inspection of sub-contractors, refer to the guidance produced by Ofsted, included in Annex 2.
11. It is important to include brief references to information/evidence to support the strengths and areas for improvement you have identified. This could include feedback from participants, employers and other 3rd parties, including sub-contractors. Methods used to gather this information could include questionnaires, focus groups/workshops and an effective complaints procedure. You should obtain regular feedback to identify the needs and satisfaction levels of your participants, including those who are leaving/have left provision.
12. All aspects of your organisations' activity should be included, particularly the quality of participants experience and standards of achievement. Your self-assessment report should include reference to evidence of everything that contributes to participants' experience whilst on provision, e.g. support and guidance, the provision of a safe and healthy environment and an effective equal opportunities policy. Judgements you make on their effectiveness should be based on the impact on your participants.
13. You should be objective and honest in the evaluation of your organisation as a whole. Judgements should be based on clear solid evidence and your self-assessment should include strengths and areas for improvement that reflect the grades you have chosen.

14. It is important to remember that self-assessment and development planning is not a one-off activity but should be part of continuous improvement, integrated into regular planning and quality improvement activities. It should not be written purely for inspection purposes but you may wish to revise your existing SAR or prepare a brief update in preparation for inspection.
15. As a general guide:
 - the key questions of the external inspection frameworks should be used to make judgements about your participants' experience on provision;
 - your provision should be graded using the grading scale in the relevant Inspection Framework;
 - include an overview of areas that have improved and areas still requiring improvement;
 - provide sufficient evidence including relevant data, to support judgements; and
 - include a clear representation of the quality of provision in each location if you have contracts in several locations.

Format of the SAR

16. There is no set format for a self-assessment report as it is considered no standard approach works well for every provider. As a starting point, you may wish to use an inspection report as a framework to follow. Published inspection reports can be found on the Ofsted www.ofsted.gov.uk and Estyn www.estyn.gov.uk websites.

Individual Training and Development Plans

17. You should place individuals at the heart of your self-assessment process and establish effective mechanisms for participants to feedback. All providers should sign up to the principle that participants on DWP contracted employment provision should know what to expect from their provision.
18. When a participant is accepted onto provision, it is your responsibility to ensure their needs are met, even if they are placed with a sub-contractor. Through a process of initial assessment, including consideration of basic or 'soft' skills where appropriate, the needs and expectations of the individual should be clearly identified and documented on their Training and Development Plan.
19. You should ensure participants' individual needs are properly assessed and that provision is as far as possible, tailored to meet these needs. Participants' progress should be monitored and reviewed regularly and their Training and Development Plan updated to reflect achievements

and new targets set. It is important that participants understand the process and are fully involved at every stage.

Evidence

20. Throughout the year you should be regularly collecting evidence, such as participant feedback and performance data and evaluating the information as part of your quality improvement arrangements. It is important that systems and processes in place are effective, easy to use and comprehensive. The evidence gathered should then be used to support the grades and judgements you award your provision in your SAR.
21. Your self-assessment report should bring together a summary of your findings. You need only to refer to evidence in your SAR, demonstrating that additional/supporting information is available within your organisation. The narrative within your report should include evaluative judgements to support the strengths or areas for improvement identified, sign-posting to detailed records held within your organisation.
22. Examples of the type of evidence you could include in your SAR:
 - summary data on rates of retention, participant achievement and progress;
 - evidence of achievement of performance targets;
 - progress against previous development plan;
 - progress against previous inspection report; and
 - feedback from participants and key stakeholders.
23. It is the quality, not quantity of your evidence that is important. It must be useful and all information gathered should be analysed, summarised and conclusions drawn to help drive continuous improvement. It is important you have confidence in your evidence, to enable you to make sound judgements based on your findings, in your self-assessment report.
24. Evidence gathered should be:
 - reliable, include a range of different types and gathered from various sources;
 - valid and adequately support the judgements made;
 - accurate and from verifiable sources;
 - current, providing an up to date picture of your provision;
 - sufficient to reflect the full range of provision; and
 - quantifiable, if using the data to evaluate, for example retention and achievement.

Effective use of Management Information

25. Your SAR is a key source of evidence used during external inspection. The Inspectorate carries out an independent assessment of the quality of your provision and requires a current SAR prior to inspection. Your report, including other documentation, will be used to determine the scope of your inspection.
26. Self-assessment reports should:
- be an accurate representation of your provision informed by a thorough self-assessment process;
 - include judgements about the quality of your provision based on evaluation of evidence gathered;
 - identify key strengths and areas for improvement against all key questions in the Common Inspection Framework;
 - use evidence to assess how well provision has improved compared to previous years;
 - analyse information e.g. what has/has not worked in meeting targets;
 - grade the quality of provision;
 - involve staff at all levels; and
 - include feedback from participants and 3rd parties such as employers
27. Your self-assessment report should include brief but effective use of analysed data and management information. It should contain sufficient statistics to support judgements regarding participant's achievements, performance and overall strengths and areas for improvement for your provision.
28. Reliable, meaningful data should be collected regularly and analysed to:
- assess your performance relating to job outcomes, retention, progress against individual goals, equality of opportunity, progression and 'soft skills' such as attendance and punctuality;
 - make comparison with other providers performance against local or national benchmarks where available;
 - supply evidence to support judgements made about the quality of training, including observations of sessions/reviews (as appropriate) and findings from participant feedback;
 - assess performance against contractual targets or those agreed with your Contract Manager if different; and
 - support other activities such as staff satisfaction surveys and 3rd party/employer feedback.

Making Judgements

29. Once the evidence has been gathered, you should make judgements about your provision by considering all aspects of your participants experience against the key questions of the relevant inspection framework..
30. This can be done by measuring what you have achieved against standards for good practice. These standards can be set targets, benchmarks or comparisons in relation to other similar providers. It is important to consider all your evidence in context, for example, exceeding a job outcome target in isolation, is not necessarily an indication of quality provision.
31. It is important to ensure standards are consistent throughout your organisation, particularly for large national providers or if you have several sub-contactors. It is vital you have systems in place to assess consistency across the entire provision, including that delivered by sub-contractors.
32. When making sound judgements you should consider the following:
 - the self-assessment report should not just be descriptive. Providers often describe their provision and policies but do not evaluate them. It is the findings of your evaluation that should be included in your self-assessment report;
 - strengths identified should not just be examples of 'normal' practice but be over and above what is expected as a standard level of service. For example, 'regular participant reviews' would not be a key strength as regular monitoring of progress is expected from all providers. Consistently effective reviews that are meaningful, tailored to individuals needs and have a positive impact on their progress, could be a consideration for a key strength;
 - judgements should be evaluative not descriptive. Descriptions of policies/procedures are not judgements and say nothing about how effective they are or about the quality of the provision; and
 - strengths and areas for improvement should be 'key' strengths and 'key' areas for improvement. They must have a significant impact on your participants' experience. For example, many providers have developed very efficient policies and systems but if there is little or no impact on the participant, they cannot be considered key strengths.

Grading the SAR

33. Grades should reflect the balance of key strengths and areas for improvement identified. The number of strengths and areas for improvement is not as important as their significance. You should consider the impact of the strengths or areas for improvement on the participant and your performance against the relevant Inspection Framework.
34. It is important you are honest when assessing and grading your provision as the findings should correspond with those identified during inspection. An accurate reflection of provision in your SAR indicates how well you know your business and contributes to the inspector's judgement on your self-assessment process.
35. If you have multiple Prime Contracts it would be good practice for each Prime Contract to be graded separately on annexes within the SAR.

Quality Assessment Questionnaire

36. As part of the Contract Management process you are required to complete a Quality Assessment Questionnaire (QAQ) which requests information about the quality of your provision including examples of evidence. Your Contract Manager will assess the completed QAQ and use it to award a quality risk rating which informs the management of your contract and agree actions at your Provider Performance Review. In addition, a copy of your QAQ may be given to Ofsted, Estyn or HMIE, in preparation for inspection.
37. You are not expected to gather additional evidence and the information supplied for the QAQ should be used to inform your Self-Assessment Report and Provider Development Plan.
38. For further information and guidance on completing the QAQ, refer to annex 3.

The Role of DWP in the Self-assessment Process

39. Self-assessment culminates in an annual self-assessment report. You are contractually required to produce a SAR and provide an up to date copy to DWP, annually.
40. Your Contract Manager will agree a date with you to submit your SAR and they will input this date to Momenta. Where possible, Contract Managers will stagger the dates for providers to submit SARs throughout the year, to ensure effective management of this process.

You should submit future SARs annually thereafter, on the anniversary of your previous SAR.

41. When your SAR is due, Momenta will send an automated email to notify you of the due date. The email will prompt you to log on to Momenta and explain how to upload your SAR by the agreed date.
42. The Contract Manager will assess your SAR and update Momenta when this action has been taken. Where they identify improvements that would make your report more robust, they will input feedback to Momenta.
43. Once feedback has been added, Momenta will send an automated email to you and your Contract Manager to inform you feedback is available to view. You should update your SAR to reflect the feedback received and upload a revised SAR to Momenta, for your Contract Manager to view. All SAR's and feedback are retained on Momenta and can be accessed by you and your Contract Manager at any time. Information from your SAR is used to inform the Contract Management review process.
44. If you wish to raise any issues or queries regarding your feedback, you should liaise directly with your DWP Contact Manager. Where necessary, the Contract Manager will discuss/clarify any issues with the Provider Quality Team
45. If your SAR is not received within 14 days of the agreed date, your Contract Manager will contact you to discuss. Failure to produce a Self-Assessment Report will affect the overall risk rating of your contract.

Supporting Providers

46. If you require support or advice with your Self-Assessment Report you should contact your Contract Manager. For further information on support and guidance available, refer to annex 1.

Planning for Improvement and the Provider Development Plan

47. You are required to update your Provider Development Plan (PDP) regularly and include actions to address any areas for improvement identified either in the SAR or from external inspection.
48. The actions included in the PDP should aim to:
 - bring about improvements for weak aspects identified;
 - improve areas identified as satisfactory; and
 - build on strengths.

49. You should prioritise actions by considering what will bring about the most significant improvements, how changes will affect your participants and how long it will take to implement.
50. When prioritising actions for improvement you should:
- consider the areas for improvement and identify actions needed to rectify them;
 - consider the satisfactory areas you wish to improve/strengths you need to maintain and identify actions to achieve this; and
 - plot the actions according to how long they will take to implement and the effect they will have on the quality of your participants' experience.
51. Actions on your PDP should also include:
- clear, SMART, objectives and targets for improvement;
 - who is responsible for ensuring the actions are carried out;
 - timescales for completion, with milestones where appropriate;
 - arrangements for monitoring and reporting on progress;
 - dates when actions are completed and the outcomes achieved
52. There is no standard format for a PDP but as a minimum, it should reflect that stated in annex 6 of the CMF, provided by your Contract Manager. This includes what action is to be taken, by when, who will take it and what the measurable outcomes will be.
53. It is good practice to ensure your sub-contractors also plan actions for improvement. You can then refer to these actions within your own PDP.
54. The updated PDP should be submitted to your Contract Manager for approval and to assess its appropriateness to inform the contract management process. This should be done:
- within 4 weeks following publication of your inspection report (where appropriate);
 - within 2 weeks from the date your annual SAR is assessed and;
 - within a time limit agreed by your Contract Manager following a Provider Performance Review

DN use consistent format ie website links at beginning or end. Also, check annex 1 of external inspection chapter and use same descriptions which have been altered.

Useful Websites and Publications

Department for Work and Pensions

Link to DWP Quality Framework

[The DWP Quality Framework - DWP](#)

Office for Standards in Education (Ofsted)

The Office for Standards in Education, Children's Services and Skills (Ofsted)_inspect DWP contracted employment provision in England. Their website provides useful information including the Inspection Toolkit and the Inspection Handbook.. In addition, providers in England can access Ofsted's CIF via this website

www.ofsted.gov.uk:

Link to Ofsted Common Inspection Framework

(Note: the grading system within this framework will apply to all DWP contracted employment provision from April 2010)

[Common Inspection Framework](#)

Link to Handbook for Inspecting Work Related & Adult and Community Learning

[Ofsted Handbook](#)

Estyn

Estyn is the office of Her Majesty's Inspectorate for Education and Training in Wales. Estyn carries out inspections of DWP contracted employment provision in Wales in accordance with Estyn's Common Inspection Framework. Providers can access this site for guidance on the inspection of specific provision and links to the Estyn CIF.

www.Estyn.gov.uk

Link to Estyn Common Inspection Framework

www.Estyn.gov.uk/publications/CommonInspectionFramework.pdf

Link to Guidance on the Inspection of Providers of Work Based Learning and Jobcentre Plus Programmes

[Guidance on the Inspection of Providers of Work Based Learning and Jobcentre Plus](#)

HMIE

Her Majesty's Inspectorate of Education in Scotland – due to inspect DWP funded provision from January 2010

[HM Inspectorate of Education](#)

Learning & Skills Improvement Service (LSIS)

The Learning and Skills Improvement Service is the new sector-owned body, formed from CEL and QIA to develop excellent and sustainable FE provision across the sector.

[Learning and Skills Improvement Service Home](#)

The National Institute of Adult Continuing Education (NIACE)

NIACE is an independent, non-governmental organisation for adult learning in England and Wales. It is a registered charity and represents the interests of all adult learners – especially those who have benefited least from education and training. NIACE aims to increase the number of adults engaged in formal and informal learning in England and Wales by improving opportunities and widening access to learning opportunities.

www.niace.org.uk:

Ofsted Guidance on the inspection of subcontractors as part of the Jobcentre Plus prime contract Inspections.

Introduction

In July 2006 Jobcentre Plus changed its contracting arrangements for all mainstream New Deal programmes and Programme Centre provision, moving to a prime contractor structure within a geographic area. Correspondingly, and starting with the second cycle of inspections, the unit of inspection is now at a prime contract level.

Each prime contract will have a separate inspection and published inspection report. To evaluate the performance of the prime contract, the inspection will take account of all subcontracted provision as well as provision delivered by the prime contractor itself. Judgements in the prime contract report will reflect the quality of provision and performance across the whole of the contract, including the effectiveness of contract management arrangements.

Inspection of prime contracts, including subcontractors will continue to be against the Common Inspection Framework (CIF). However, the inspection of subcontractors will not necessarily cover the whole of the CIF but may address selected themes or agenda items. Inspection of all subcontractors will include an evaluation of participants' achievements. Other themes are likely to include the quality of provision and operational management. Inspection visits to subcontractors will normally be carried out by one or two inspectors over one or two days.

Inspection planning - visits to subcontractors

In the weeks before the inspection the lead inspector will collate detailed background information on the prime contractor and all subcontractors. At a planning meeting with the prime contractor which takes place around six weeks before the inspection, the lead inspector will propose arrangements for the inspection of subcontractors. Where a subcontractor has recently been inspected (usually within the previous 12 months) and the DWP provision was included, the lead inspector may decide that a further inspection visit is not required. Inspection evidence from the earlier inspection will be used as part of the prime contract inspection. The exception to this is job outcome data where the most current figures will be used. Similarly the lead inspector may decide not to visit a subcontractor where the provision is too small or too new to warrant an inspection visit, or in other special circumstances. Arrangements for visits to subcontractors may be amended between the planning meeting and the inspection, should circumstances change.

The lead inspector will prepare an individual agenda for each subcontractor visit. The prime contractor's nominee and/or the subcontractor will be invited to suggest one area to be included on the agenda. Following the planning meeting the nominee should brief the subcontractors on the details of the

inspection visits. The nominee will also be asked to supply a brief profile for each subcontractor. Visits to subcontractors will be scheduled for the beginning to middle of the inspection week. Each visit should begin with inspectors reviewing relevant documents and an interview with the subcontractor's representative which should, together, take approximately one hour.

Inspection planning – providing performance data

Judgements on the performance of the prime contract as a whole, and that of each subcontractor will be made at every inspection. Before the inspection, prime contractors are required to agree participants' success data with each subcontractor and submit this to the lead inspector on the standard form supplied by the inspectorate. Any queries around the accuracy of the data must be resolved between the prime contractor and subcontractor before the start of the inspection.

Feedback to subcontractors

At the end of each subcontractor inspection visit, the inspector(s) will hold a brief feedback meeting, to be attended by a representative from both the subcontractor and prime contractor (usually the nominee). The inspector(s) will give verbal feedback outlining strengths and areas for improvement of the provision and often mentioning satisfactory aspects. A written record of the bullet strengths and areas for improvement will be provided, with additional detail to support the bullet judgements. Judgements on the subcontractor will be taken forward to contribute to the prime contract's overall outcomes and inspection report.

Reporting

An inspection report will be published for the prime contract as a whole, informed by the individual inspection judgements for each subcontractor and the provision delivered by the prime contractor. Subcontractors will be named in the report.

Reinspection of inadequate provision

Prime Contracts judged to be inadequate (grade 4) in Preparation for Life and Work and/or Leadership and Management will be subject to reinspection. As part of the reinspection process subcontractors may have a further inspection visit. Subcontractors will not be reinspected in their own right, even if their individual inspection feedback indicates significant areas for improvement in the quality of provision. In such instances, it is expected that the prime contractor's quality improvement arrangements will bring about the necessary improvements.

Dealing with complaints

Subcontractors should raise any issues or concerns with the inspector(s) during the inspection visit. Every effort should be made to resolve differences directly and promptly. Should issues not be resolved with the relevant inspector(s), the subcontractor may speak to the lead inspector and the nominee during the inspection. If a complaint arises or persists after the inspection, the prime contractor may make a complaint in accordance with the guidance in *'Making a Complaint'*, which can be found on the Ofsted website www.ofsted.gov.uk

Quality Assessment Questionnaire – Supporting Information for Providers

The Quality Assessment Questionnaire (QAQ) is designed to give an overview of the quality of your provision by contract, informing the DWP Contract Management Process as part of your continuous self-assessment. Based on the Common Inspection Framework (CIF) used by Ofsted, it provides a consistent approach to the way quality is considered.

The QAQ will:

- form an integral part of your process for continuous improvement
- inform your annual Self Assessment Report
- give an overview of the quality of provision by contract
- inform the management of the contract

Completion of the QAQ

It is a DWP requirement that a QAQ is completed by all providers, including those not inspected by Ofsted. When you are awarded a new contract, your Contract Manager will agree a date with you to return the completed QAQ, **by email**. This should be within 15 working days of your Post Contract Award Briefing. The QAQ then forms part of your continuous improvement process and will be reviewed and updated at your Provider Performance Reviews, with your Contract Manager.

Where providers of new contracts do not have sufficient evidence to answer a question, a 'satisfactory' score should be given. This applies to section 1 where progress on participant development is requested but the programme has not been running long enough to make an informed judgement.

All other sections require evidence of processes and how they impact on participants. In these sections providers can draw from their early plans and planned processes. Evidence from previous programmes could also be used, where appropriate. As additional evidence is gathered, providers should update their QAQ and send a revised copy sent to their contract manager. Providers awarded new contracts should be aware that although the QAQ will not be scored until their first formal review is complete, it will be used to benchmark quality standards.

Making Judgements

The QAQ reflects the five key questions in the CIF, with some subsequent questions which require you to make a judgement on the level which best describes your provision. In line with the CIF the levels and descriptors are:

- Level 1 = Outstanding
- Level 2 = Good

Level 3 = Satisfactory
Level 4 = Inadequate

The QAQ does not attempt to address all of the areas that should be included in continuous improvement. It therefore does not replace the CIF in the self-assessment process.

You are not required to collect additional information to complete the QAQ, as evidence should be regularly collected as part of your self-assessment process. The evidence gathered should be used to make judgements against each question. It is important you have confidence in your evidence to enable you to make sound judgements and give a true reflection of the quality of your provision.

When making a judgement you should consider what is expected as a standard level of service (satisfactory) and what you do which is above or below this standard. Consider the evidence relating to each question and identify 'key' strengths and 'key' areas for improvement that impact on your participants' experience. Your judgements should reflect the balance of key strengths and areas for improvement identified. The number of strengths and areas for improvement is not as important as their significance and how they impact on the participant.

Comments/Supporting Evidence

You are expected to include brief, relevant statements of evidence to support your judgements. Additional attachments are not required. A maximum word count of 100 is sufficient for you to provide evidence for each question. This information should be evaluative rather than descriptive and where necessary refer to additional evidence available within your organisation.

The information gathered should be analysed, summarised and conclusions drawn to help inform the QAQ. Examples of evidence could include analysed data and MI to support judgements regarding customer's achievements, performance etc, for example:

- summary data on retention, achievement and progress;
- evidence of achievement against performance targets;
- progress against development plan;
- feedback from customers and key stakeholders.

The role of DWP Contract Manager in the QAQ Process

The QAQ will be regularly reviewed in conjunction with your contract manager and used to identify areas for improvement and where appropriate, agree actions for inclusion in your Contract Start-up Plan or Provider Development Plan.

The QAQ will be assessed by your Contract Manager and scored to inform a quality risk rating, which feeds into the contract management process. Where

Contract Managers feel the QAQ does not accurately reflect the quality of your provision, they will discuss this with you and make appropriate adjustments.