

Chapter 15 – Performance Management, Delivery Standards and Evidencing Requirements

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Introduction

1. This section details what we expect of you in terms of performance delivery for CAP. It also outlines how you will supply JCP and DWP with required performance and Management Information (MI).

Service Delivery Standards

2. We will measure the success of CAP against a series of delivery standards and the critical success factors ([please refer to CAP Guidance Chapter 1](#)) to ensure that the policy intent of the programme is delivered. We consider this to be a shared responsibility between you, our performance managers and ourselves.
3. Delivery against respective responsibilities will be monitored through a combination of existing performance management practices, local Provider Engagement Meetings and a range of service delivery standards.
4. You are expected to actively manage the provision to ensure appropriate action takes place. Following referral, the outcome will be either:
 - the participant starts and completes provision
 - the participant starts employment and is off benefits
 - a sanction doubt is raised
 - the participant leaves benefit
5. The Personal Adviser will contact you by telephone (if this is the agreed local practise) to inform you a referral to CAP is being made. It is important that momentum is maintained and you engage with the participant at the earliest opportunity.

6. Measures to identify that access to provision is timely, and you have appropriate communication channels and robust processes in place will include:
 - engaging with the claimant within ten working days of the referral
 - inputting start dates onto PRaP within 24 hours of the face to face engagement meeting taking place
 - an expectation that in every case, the participant will start their CAP placement within 15 working days from the date of referral
 - supplying a landline telephone number for the participant to contact you while they are on their CAP placement
 - raising a sanction doubt to JCP within two working days when a participant fails to comply so that JCP can consider if a sanction is appropriate
 - completion and return of 100 per cent of exit reports within ten working days of the customer leaving CAP
7. You are required to keep documentation to evidence the placement start date and future attendance - we can request this documentation at any time.

Assurance Processes

8. It is essential that we can provide assurance to the taxpayer that publicly funded provision is delivering a quality service, and value for money has been obtained. This will be measured using the following methods:
 - your representation at local performance meetings as agreed with ourselves at the CPA engagement meeting
 - your procedures to handle participants' complaints, which must be available to us and the ICE upon request. For further information please refer to [CAP Guidance chapter 14 – Complaints](#)
 - performance management process as outlined below.

Performance Management and Account Management

9. The CAP contracts will be managed by Account Managers and Performance Managers (DN – Account Managers and Performance Managers will be allocated before this guidance is published). Your performance is based on an assessment of performance priority which considers a range of factors including contract value, compliance with the contract, performance and security.
10. You will be responsible for managing the arrangements with the placement organisation and also the performance of your sub-contractors, including addressing poor performance in accordance with the Merlin Standard™.

Further information in relation to Merlin accreditation and the assessment process can be found in:
Generic Guidance Chapter 2 - Delivering DWP Programme Provision
paragraph 100 -119.

Further details on the Merlin Standard and its supporting assessment guidance are in:

<http://www.merlinstandard.co.uk/>

<http://www.dwp.gov.uk/supplying-dwp/what-we-buy/welfare-to-work-services/subcontractingwithdwp/>

11. You will need to ensure that all systems and processes used for the monitoring and recording of performance are robust, provide a clear audit trail of evidence, and give confidence to us that you and your supply chain are delivering CAP in accordance with your overall contractual obligations.
12. You must also ensure that the environment is conducive with achieving the desired outcomes for the customer and you should ensure minimum H&S standards, as laid down in legislation, are met at all times.
13. You must appoint appropriate named contacts who will work with our Account Manager and Performance Managers to ensure that CAP is delivered as specified in the contract and that required standards and performance levels are met.

Performance and Management Information

14. You may be invited to discuss your performance at Contract Performance Reviews which will focus on performance, delivery and customer experience. JCP and Strategic partners will also be invited to attend.
15. We will use MI presented by PRaP for the ongoing management of the provision and for discussion with individual providers.
16. As we are committed to transparency on how our programmes are working, you will need to be aware that MI may also feed into published Official Statistics on CAP. Consequently you must treat information you have access to as restricted, and for your use only, ahead of formal publication. Official Statistics may also cover performance expectations at your level.

Provider Assurance Team (PAT)

17. The work of the PAT is delivered primarily by visiting providers to review the systems of internal control in place to manage the risks to DWP in relation to CEP expenditure and customer data. This will include the arrangements they have in place for their sub-contractors.
18. The PAT may work with you, particularly if you are new to our business, to ensure that you understand what is expected of you and are, therefore, adequately equipped to develop robust systems to support your service delivery model when CAP goes live. For more detailed information, please refer to [Generic Provider Guidance, chapter 3 Provider Engagement](#)

JCP and TPPMs

19. During the lifetime of the contracts, there will be regular interactions between you and JCP staff to ensure the effective delivery of provision and services to participants.
20. JCP is committed to making its premises available to their local strategic and service delivery partners, when and where spare capacity exists. For the initial engagement with the participant, you may wish to consider the use of JCP premises on an ad-hoc basis as the first option if your service delivery model requires premises. You must contact the JCP District Manager if you wish to use this option.
21. If any JCP premises are made available for your use, it will be conditional that you use them solely for the purpose of performing your obligations under the CAP contract. You should note that there is no national agreement in place entitling you to use JCP premises.
22. You will be regarded as a licensee for the duration of the contract, and have no right to exclusive possession of the JCP premises. Any use of JCP premises will be at the JCP manager's discretion.
23. The role of the TPPM or designated District person is to act as the link between you, JCP (except on information normally passed through PRaP) and Adviser Team Managers (ATMs).
24. For the purpose of CAP, the TPPMs or designated District person's main activities are to:
 - ensure the continued successful relationship between you and JCP
 - ensure that where problems may arise these are rectified or escalated immediately
 - discuss with you cases where participants have not had a start registered within 15 working days of referral and establish why
 - discuss with you cases where participants have reached 26 weeks of

participation and have not satisfied their CAP requirement and establish why

- escalate quality issues raised by participants and advisors
- liaise with you to resolve any participant complaints.

JCP Single Point of Contact

25. JCP will appoint a SPoC for each District to support the delivery of CAP. They will act as a contact point and take responsibility for co-ordinating communications within the CPA between you and district representatives.

Quality

26. Our expectation is that you will invest in and be active in your own improvement and development through a process of continuous self-assessment and action planning. This process will eventually be reviewed as part of the provider assurance process.

Trailblazer Evaluation

27. Evaluation of the programme will seek to determine the success of CAP provision. We will analyse MI and conduct qualitative research with JCP/DWP staff, participants and you to build up a picture of the support delivered. Researchers will wish to visit and interview you as part of the evaluation. You will be contacted in advance of any fieldwork. You are expected to fully co-operate with CAP evaluation activity commissioned by ourselves.

Collection of MI

28. We will collect data on the following:
- customers entering the programme
 - referrals
 - starts
 - completions (rate A)
 - completions (rate B)
 - sustained job outcomes
 - sanctions
 - payments

This list is not exhaustive.

29. This data will be presented by Contract Package Area and will be supplied to DWP officials and Providers to ensure that there is effective and efficient performance monitoring.