

Employability Performance Rating Guidance for Funders

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SUPPORTED BY

MAYOR OF LONDON



Authorisation and Version History

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4	21-2-17	Sejal Patel	EPR Funder Guidance

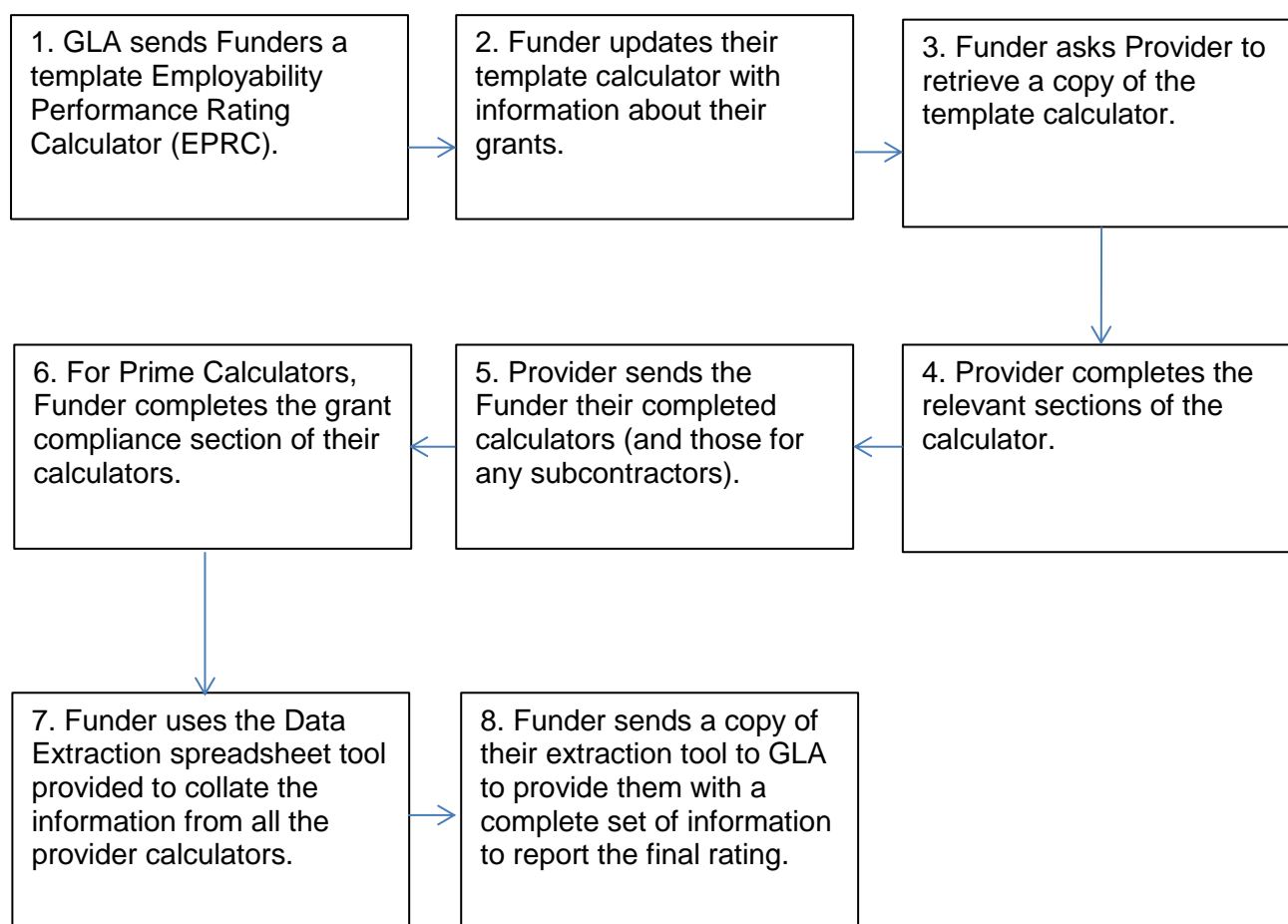
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1 Overview of the process

It is the responsibility of each Funder to obtain all of the information required to calculate the Employability Performance Rating for each Provider and for each of the contracts¹ they have awarded, and to collate and provide this information to the Greater London Authority (GLA).

The key steps to producing the Employability Performance Rating results are as follows:



¹ For the purposes of this document the term contract will be used to refer to both grants and contracts. The term Grant is only used within this guidance to refer to specific elements of the EPR tool.

1.1 Tools provided for data collection

Two spreadsheet tools are provided to simplify the collation of all the information required by the funder:

Employability Performance Rating Calculator

The GLA will provide a template Employability Performance Rating Calculator (EPR_Calculator.xls). This calculator is used by Providers² to report the information about their performance needed to calculate their performance rating. A more detailed description of the calculator can be found in the main user guide for Providers:

<https://data.london.gov.uk/london-employability-performance-rating/>

Funders will need to undertake some preparatory work to set up the template calculator before sending to Providers. The instructions for this are included in Chapter 2.

Data extraction tool

Once all Providers have returned a completed calculator to the Funder, the performance rating results need to be extracted and combined into a final table of results to send to GLA to publish. A data extraction tool (EPR_DataExtractionTool.xls) automates this process. It can automatically read the information from the multiple calculators returned by the Providers and collate the results into a master dataset. More details on how to operate this tool can be found in Chapter 3.

² For the purposes of this document the term Provider will be used to describe the Lead Organisation for the contract. Where specific distinctions need to be made between different levels of providers delivering a contract, the terms lead Provider and sub-contractor will be used.

2 Employability Performance Rating Calculator

Knowing which calculator to use

Each of the calculators on the website have their own specific purpose; make sure you know which calculator to send to your providers before you start filling the backsheet.

The first is for use when the contract has just started; the primary target for this calculator will be Starts and the secondary target will be the target type for the contract; in the example below, the secondary target is Jobs.

Primary Target																									
Target Type	Outcome Target	BAME Target	Disability Target	Women Target	Outcome Target for APR	Outcome Target for MAY	Outcome Target for JUN	Outcome Target for JUL	Outcome Target for AUG	Outcome Target for SEP	Outcome Target for OCT	Outcome Target for NOV	Outcome Target for DEC	Outcome Target for JAN	Outcome Target for FEB	Outcome Target for MAR	Target Type	Outcome Target	BAME Target	Disability Target	Women Target	Outcome Target for APR	Outcome Target for MAY	Outcome Target for JUN	
Starts	250	20	20	60	20	20	20	20	20	20	20	20	20	20	20	25	25	Jobs	150	20	20	60	10	10	

If the calculator has no Jobs and only has Starts profiled, the calculator will take this into account and ensure the conversion rating is not part of the final score.

When Starts is no longer the primary target and the contract has progressed onto its secondary target, the second calculator should be used. This is called the 'Zero Starts Calculator' (see example below).

Primary Target																									
Number of Targets	Diversity Target	Outcome Target	BAME Target	Disability Target	Women Target	Outcome Target for APR	Outcome Target for MAY	Outcome Target for JUN	Outcome Target for JUL	Outcome Target for AUG	Outcome Target for SEP	Outcome Target for OCT	Outcome Target for NOV	Outcome Target for DEC	Outcome Target for JAN	Outcome Target for FEB	Outcome Target for MAR	Target Type	Outcome Target	BAME Target	Disability Target	Women Target	Outcome Target for APR	Outcome Target for MAY	Outcome Target for JUN
2	Yes	Jobs	2413	20	20	60	0	0	325	0	0	536	0	0	713	0	0	833	Starts	0	0	0	0	0	0

In this case, the primary target is now Jobs. To ensure the calculator continues to function, Starts must be included as a secondary target; the lifetime target for Starts must be populated (with a monthly profile of zero if applicable). This information will transfer to the Star Rating Calculations tab, where the Lead Provider and any sub-contractors will input manually the actual number of starts that were on their project and the actual outcome of the other Lifetime Targets (e.g.jobs).

Primary Target					Target 2				
Lifetime Target Type	Lifetime Outcome Target	Lifetime BAME Target	Lifetime Disability Target	Lifetime Women Target	Lifetime Target Type	Lifetime Outcome Target	Lifetime BAME Target	Lifetime Disability Target	Lifetime Women Target
Starts	500	0	0	60	Number of participants in employ	250	0	0	60

Primary Outcome	Target number of starts	Actual number of starts	Target Outcomes	Actual Outcomes	Target conversion rate	Actual conversion rate	Actual rate minus target rate	Total Star Rating points
Jobs	500		250		50.00%	0.00%	-50.00%	0.0

Preparing the calculator

Before the calculator is sent out to Providers, some setup is required to prepare the Funders' template version. The template calculator contains a table to be populated (Back_Sheet) with the key information for each contract awarded, including:

- Provider - Name of the Lead Provider organisation.
- Grant Name - Name of the contract. Please note, the similarity of grant details including the name and description will cause the Extraction tool to believe there are duplications and will not pick them up when extracting them from their folder. Please try to avoid doing this if possible.
- Grant Description - General description of the contract and the Provider's role.
- Grant Performance Targets - Number of performance targets the Provider will be assessed against.
- Diversity Targets - **% of outcome target** expected to be BAME, Disabled or Women.
- Area of Operation - Identifies the geographical area of delivery for the contract. Please enter 1 against each Borough in which the contract delivers (or is expected to deliver). For Pan-London contracts, 1 should be entered against each Borough.

The full list is outlined in Appendix A. Detailed guidance on completing the calculator is included in the 'Provider Guidance'. This can be found on the same webpage as the Funder Guidance link: <https://data.london.gov.uk/london-employability-performance-rating/>

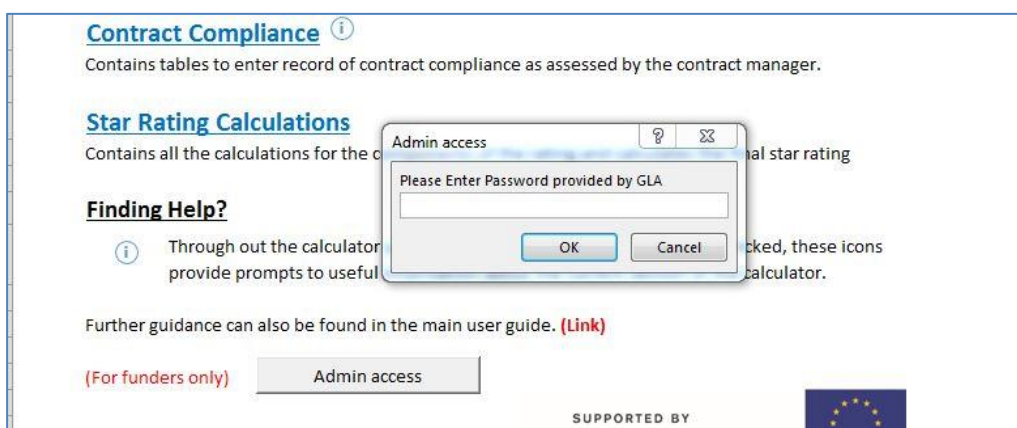
The record for each contract should be populated as fully as possible. In particular, the performance targets for each Provider should be fully completed.

Please note: Funders are not expected to have information on the allocation of targets to individual sub-contractors. This information can be left blank in the back sheet table and Providers will be required to populate the target information themselves.

Entering grant information

The template calculator will open at the Info sheet. At the bottom of this sheet is an "Admin access" button. Click this button and enter the password provided.

Upon entering the correct password, a sheet will be unhidden called the 'Back_Sheet'. Guidance on the password is covered in section 2.1 (page 9).

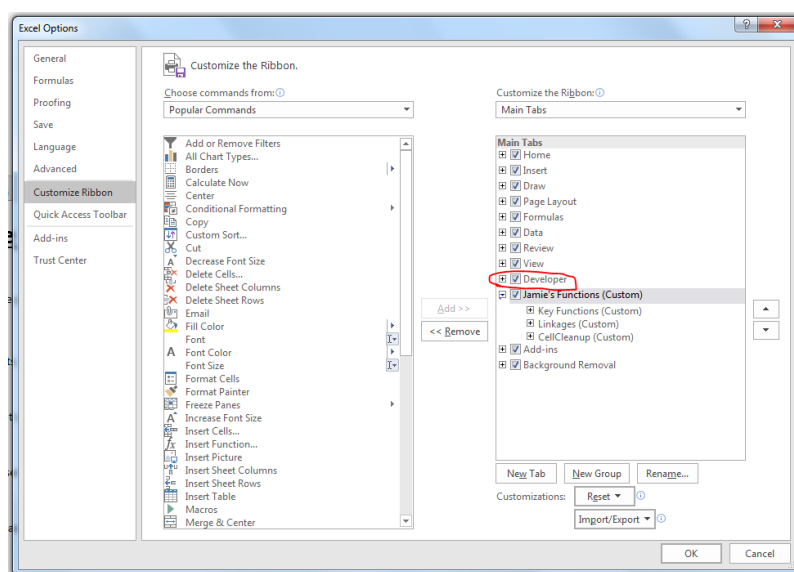


2.1 Passwords and accessing the tool code

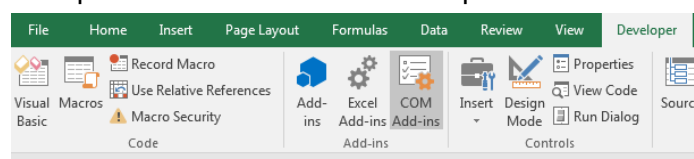
In the calculator there are two passwords. The first is the admin access password to access the back sheet. This is currently **TestPassword_GLA**.

To change the admin access password requires going into the scripts behind the tool and changing the password name. To access the code behind the tool requires doing the following

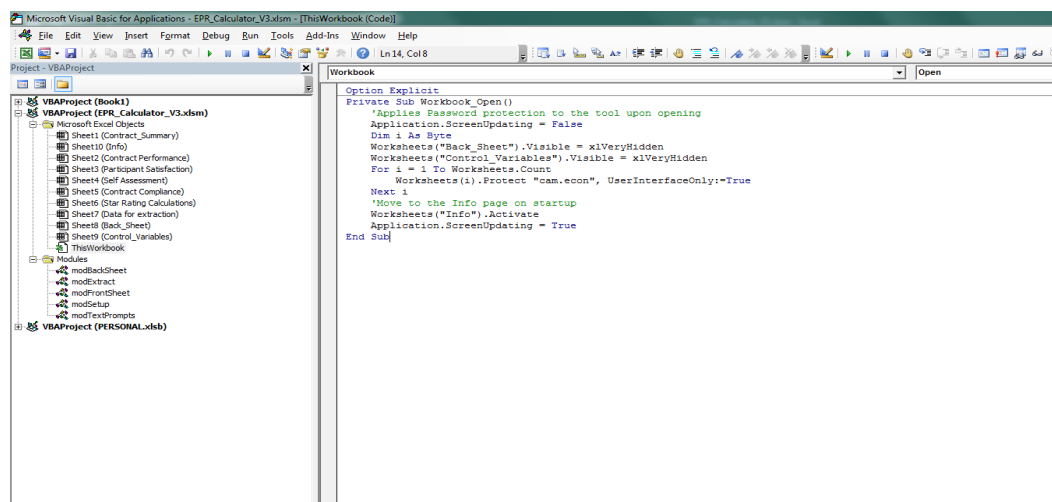
1. Go to **File**→**Options**→**Customise Ribbon** and ticking the box on the left hand side labelled **Developer**



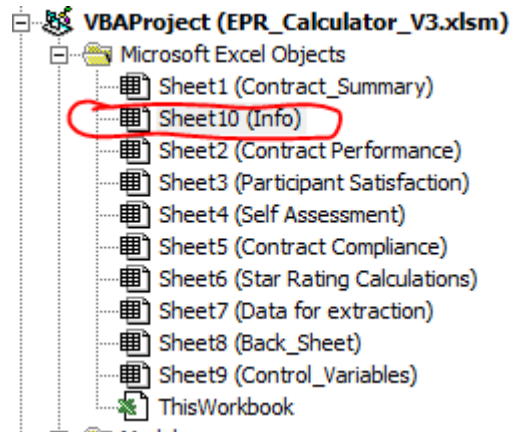
2. Go to the now visible **Developer** tab on the ribbon at the top



3. Click on **Visual Basic**.
4. You should get a window like this which is the VBA editor:



- In the top left should be a list (see below). If not visible, you may need to expand using the + icon. Double Click on **Sheet10 (Info)**.



- This should bring up the following block of code. In this there is the line: **If sPass = "TestPassword_GLA"**
- Replace **"TestPassword_GLA"** with **"Your new Password"**. This changes the admin access password.

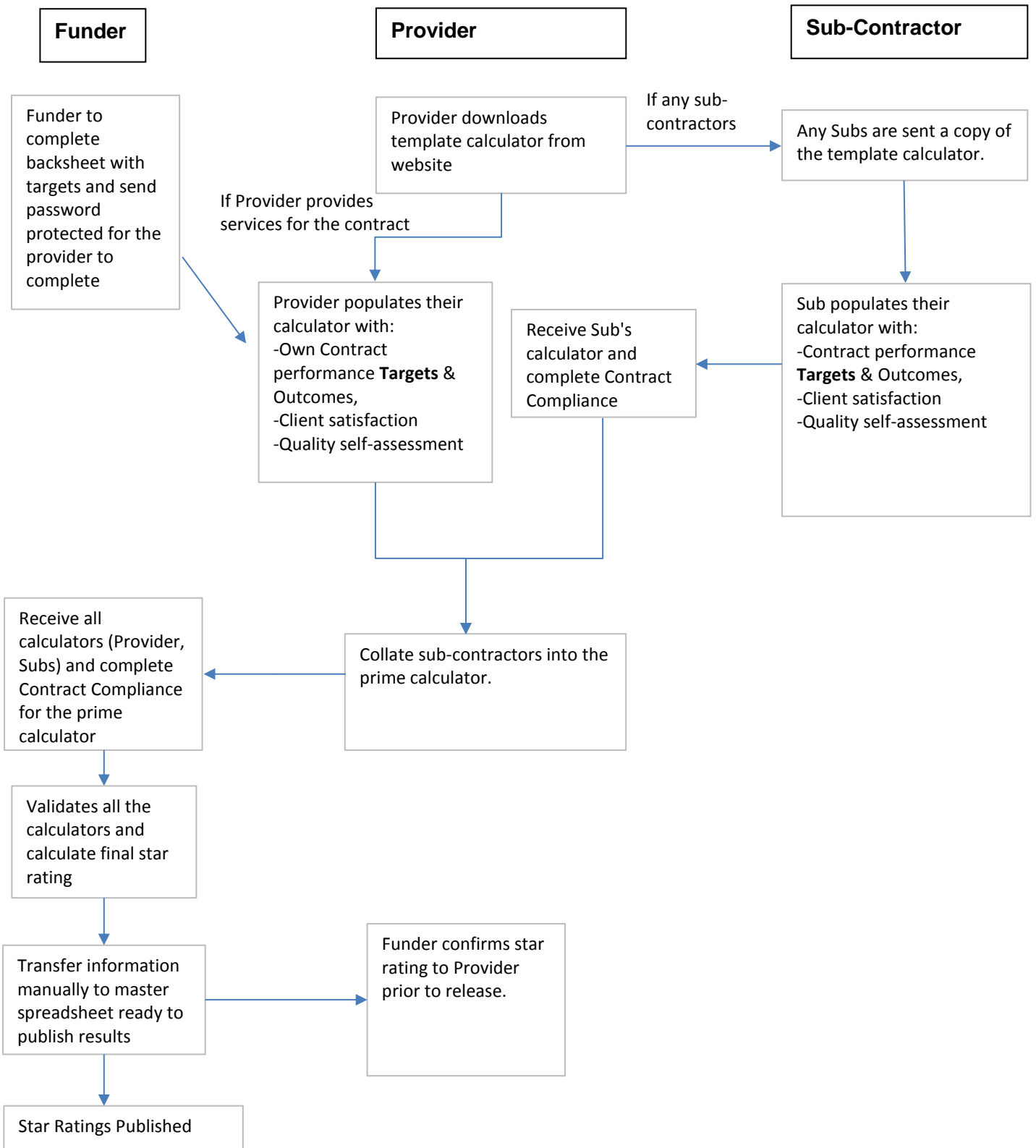
```

Private Sub CommandButton1_Click()
    Dim sPass As String
    'Admin Access to back sheet
    sPass = Application.InputBox(prompt:="Please Enter Password provided by GLA", Title:="Admin access", Type:=2)
    If sPass = "TestPassword_GLA" Then
        Worksheets("Back_Sheet").Visible = True
        Worksheets("Back_Sheet").Unprotect "cam.econ"
        Worksheets("Control_Variables").Visible = True
        Worksheets("Control_Variables").Unprotect "cam.econ"
    ElseIf sPass = False Then
        Exit Sub
    Else
        MsgBox ("Invalid Password!")
    End If
End Sub

Private Sub Worksheet_SelectionChange(ByVal Target As Range)
    If (ActiveSheet.Shapes("PromptBox").Visible = True) Then
        ActiveSheet.Shapes("PromptBox").Visible = False
    End If
End Sub

```

2.2 Flowchart demonstrating the process for the EPRC



3 Data extraction tool

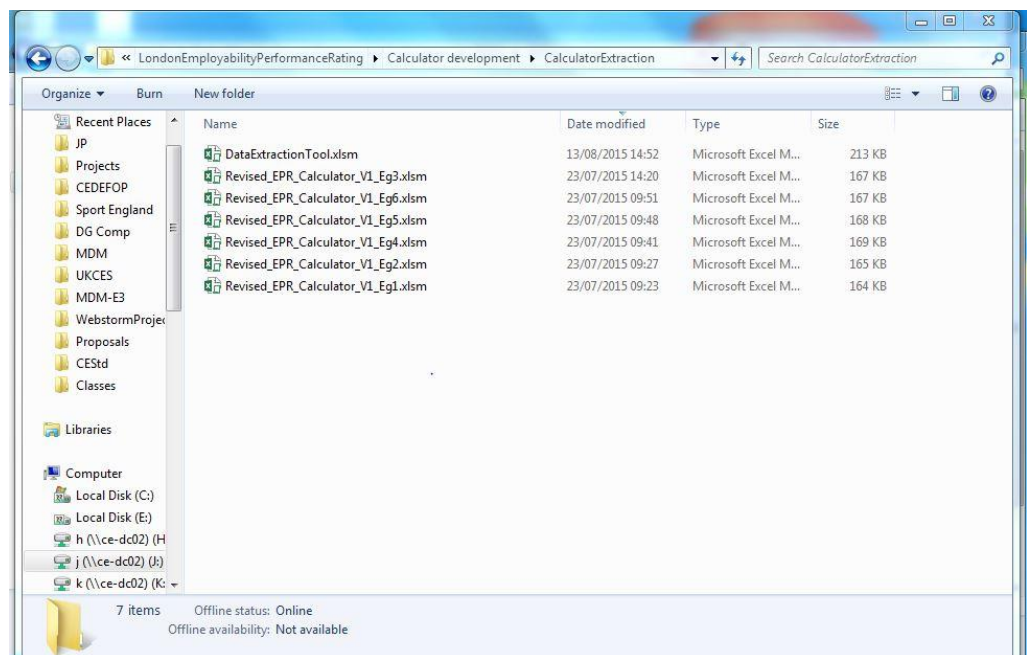
The data extraction tool is used to automatically collate the information from all completed Employability Performance Rating Calculators. In addition, the extraction tool has a number of different analysis options to allow Funders to cross-examine the performance of all Providers.

This section outlines how to use the data extraction tool and explains how to make use of the available analysis options.

3.1 Loading data from the calculators

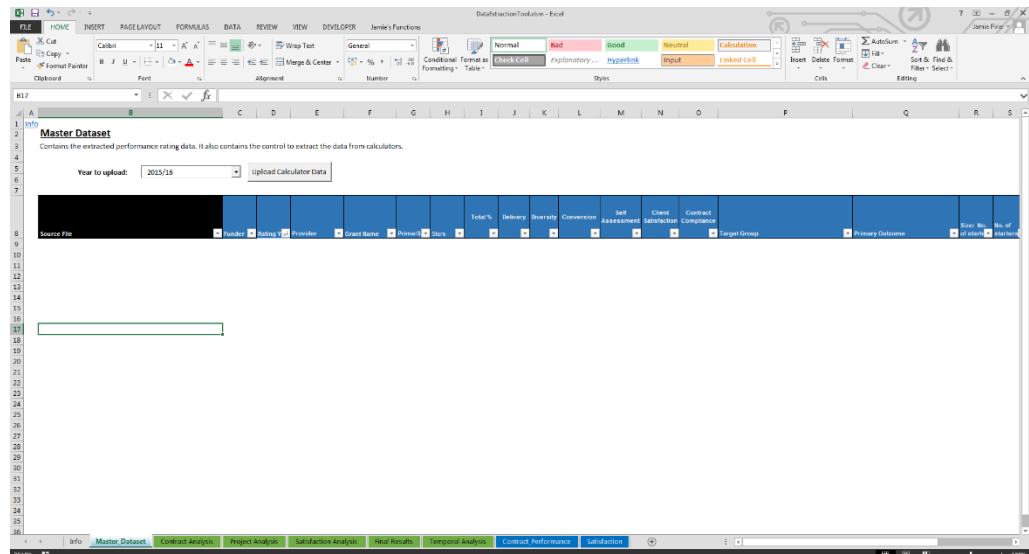
Extraction of information from each completed calculator is achieved through a simple process, as follows:

1. Prior to extracting the data, ensure the complete calculator for every Provider is stored in the same folder as the extraction tool (see example structure below). Make sure each calculator entered is 'Saved as' into a folder set-up similar to the below example on each of their own Grant Summary Tab pages before confirming details of each.
2. Open the extraction tool

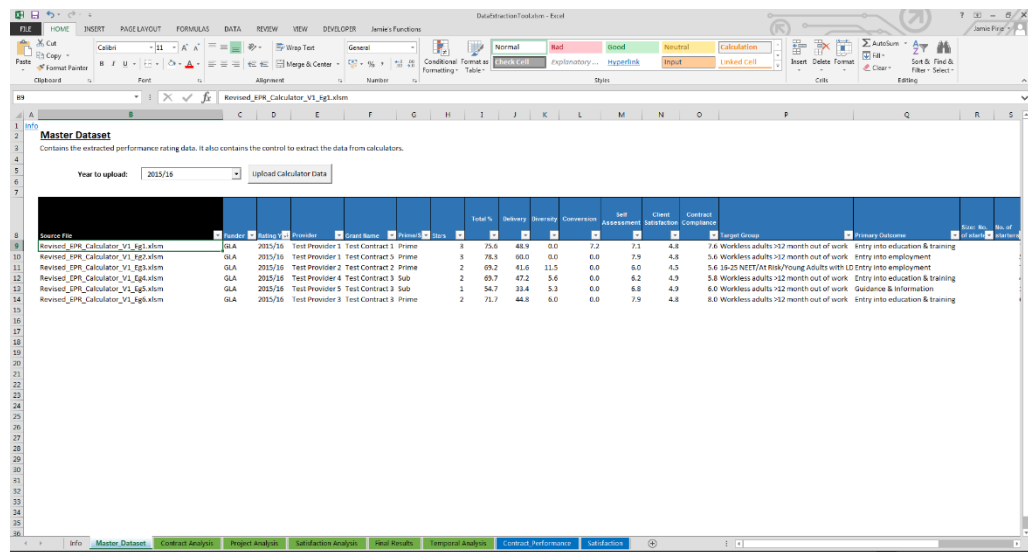


3. Go to the "Master_Dataset" Sheet.

- Ensure the current rating year has been selected in the dropdown menu labelled “Year to upload:”



- Click the “Upload calculator data”. The tool will look for EPR Calculator files in the same folder as the extraction tool, and extract the necessary records. Once this has been completed, a full table of records will appear on the sheet. Equivalent tables in the ‘Grant performance’ sheet and ‘Satisfaction’ sheet will also be populated.



3.2 Using the extraction tool over time

As most contracts run for multiple years, it is useful to be able to look at performance over time. Although the rating is a single snapshot of one year's performance, comparing the rating year-on-year gives an indication of progression and improvement throughout the grant period. Furthermore, at the end of a particular contract the performance of the Provider can be evaluated over the entire lifetime of the contract.

To carry out this analysis requires results for multiple years to be stored within the extraction tool. This is done by adding the results for each year to the dataset already stored in the tool. To control the extraction of a set of data for a new year, there is a dropdown menu of the 'year to upload'.

By selecting a new year in the dropdown menu, and clicking the "Upload calculator data" button, the tool will look for EPR Calculators with data for the selected year. Please note: dates should be entered as 2016/17 and not 2016/2017.

Any data for previous years already stored in the tool is left untouched.

However, any data already stored that relates to the same year selected in the dropdown menu will be deleted prior to uploading new data for that year. This prevents any duplication of data. Because of this, it is important to ensure all calculators (no matter what year they relate to) are stored together ready for extraction.

In the event records for a previous year need to be updated, then the tool can support this. In this case, select any year before the latest year extracted from the dropdown list, and the tool will use a find-and-replace type method to update revised records. For new records, it will add them as usual. In this case, you do not need to have all the original calculators to update the data for a previous year.

3.3 Structure of the tool

The tool comprises eight sheets:

Sheet	Description
Master Dataset	Contains the extracted performance rating data. It also contains the control to extract the data from calculators.
Grant Performance	Contains the extracted performance information needed for the lifetime performance calculations.
Satisfaction	Contains the extracted participant satisfaction data to be used in Satisfaction analysis.
Grant analysis	Allows the comparison of the performance of all providers for a chosen contract and year.
Project Analysis	Allows the comparison of the performance of Providers filtered on a number of different criteria.
Satisfaction analysis	Allows the analysis of participant satisfaction data.
Final Results	Presents a table of all Providers sorted by star rating.
Temporal Analysis	Allows the evaluation of performance over time, both for performance to date and also compared to the initial lifetime targets.

3.4 Analysis options

The extraction tool provides a few simple ways to visualise and compare the results of the performance rating.

Grant Analysis

In the Grant Analysis sheet, there are controls to select a specific contract and a rating year. Upon selection, the chart and table will update to show the results of the employability performance rating for the selected rating year for each organisation working on the selected contract, along with the Lead Provider's rating for the project as a whole.

Project Analysis

The Project Analysis sheet allows for a general comparison of the performance of rated providers. The selection of providers to be compared can be refined using the selection of filters in the top left of the sheet. Once the filters have been set, click the update button to update the table and chart.

Satisfaction Analysis

The Satisfaction Analysis sheet analyses the responses to the participant satisfaction questions in detail. The filters at the top of the sheet are used to select responses for a single contract, for aggregated results across a number of contracts, or to look at the overall responses across all funded contracts.

Final Results

The Final Results sheet has two tables which closely match the final results table; this is published on the GLA website. These tables group Providers by the Star Rating awarded for a chosen year and can also be filtered by Funder.

Temporal Analysis

The Temporal Analysis sheet analyses the performance of an individual Lead provider on a single contract over time. As well as comparing the annual ratings for each year of the contract, the tool calculates a 'performance rating to date' which aggregates the annual targets and evaluates how well the provider has performed overall.

If the Provider is the Lead Partner, then the analysis will provide a lifetime rating. This takes the results for all years reported so far (uploaded into the tool) and evaluates them against the lifetime targets of the contract which were set when the contract was originally signed, as opposed to the 'performance to date' which aggregates annual targets which may have been reviewed and revised.

The lifetime rating will be calculated even if the end of the contract has not been reached. In this case, the rating awarded will not reflect current performance but can give an indication of progress towards the lifetime target.

3.5 Sending the results to GLA for publishing

Once the results for all providers have been collated and validated, a copy of the tool should be sent to GLA. No further work is required to prepare the data. The GLA will collate and publish the results from all participating Funders.

Appendices

Appendix A Back sheet Variables

Indicator	Description
Provider	Name of the lead organisation providing a service on the contract
Year	The current rating year. Please enter dates as 2016/17 and not as 2016/2017 – the extraction tool will not accept this if not in the correct format.
Funder	Name of the funding organisation
Grant Name	Name of the contract/project title the provider is working for.
Prime/Sub	Whether the provider is a Lead Provider or sub-contractor
Number of Sub-contractors	The number of sub-contractors contracted by the Provider (if applicable)
Target Group	Description of the target group of the contract
Grant start date	Start date of the contract
Year of Grant	Current year number of the contract
Grant value	Subcontractor Value of the contract to the Provider
Grant description	General description of the aim of the contract and the Lead Provider's role
Areas of Operation	Identifier to say if the contract operates (or is expected to operate) in this London borough.
Funding Round and Spec	Details of the funding stream under which the contract was funded.
Number of targets	Number of contract performance targets the provider is to be assessed against
Diversity targets?	Is the provider being assessed on diversity targets? (Yes/No)

Target Variables (For up to 6 targets)

Indicator	Description
Target Type	<p>The type of target to be achieved. Regarding the target type the calculator can be used for, in principle the calculator is able to accept any target type provided there is always a target for "Starts". However, limitations were put in place to take into account sub-contracting, where targets may not have been predefined. Therefore when a sub-contractor enters their targets, they may select only from the following list:</p> <ul style="list-style-type: none"> • Sustained Education/Training or Employment (52wks) • Sustained Employment (26wk) • Sustained Education/Training (26wk) • Entry to Employment • Entry to Education/Training • Work Placements • Volunteering • Information, Advice and Guidance (IAG) • Starts
Outcome Target	The number of people expected to achieve this target
BAME Target	% of outcome target expected to be BAME
Disability Target	% of outcome target expected to have a disability
Women Target	% of outcome target expected to be women
Outcome Target for APR...MAR	Number of people expected each month to achieve the targets. The sum of these targets should equal the total annual target declared. Records where the annual target is inconsistent with the monthly targets will be flagged when the back sheet data is submitted.
Lifetime Target Type	The type of target to be achieved
Lifetime Outcome Target	The number of people expected to achieve this target over the lifetime of the contract.
Lifetime BAME Target	% of BAME people achieving the target over the lifetime of the contract.
Lifetime Disability Target	% of disabled people achieving the target over the lifetime of the contract
Lifetime Women Target	% of women achieving the target over the lifetime of the contract.