Supply Chain

Please describe your supply chain structure and how you will manage it throughout the life of the contract.

Your response should include:

- A clear description of your supply chain structure including any subcontractors and partners
- A table to show the percentage of service delivery undertaken by any subcontractors, their geographical coverage and specialism
- A clear explanation of your contract management practices with members of your supply chain, including how these abide by the principles of the Merlin Standard
- A description of how you will communicate throughout your supply chain to share good practice
- Details of your contingency arrangements should any member of your supply chain withdraw prior to commencement of service delivery or at any point during the contract period
- Completed Subcontractor Declaration from all subcontractors listed in your response to this question

Insert your response in the pre-set, shaded space on the following pages. Your response MUST be limited to 3 sides of A4.

PLEASE NOTE THE SCORE ATTAINED IN THIS SECTION MAY ALSO BE USED IN A TIE-BREAK SITUATION WHERE APPROPRIATE.

Reed is experienced in delivering locally-integrated contracts supported by effective & sustainable partnerships & Supply Chain (SC) relationships. We have extensive SC management experience & have previously managed local Cambs & Peterborough partners on our SFA Workplace Learning, National Citizen Service & ESF Families contracts. Our own delivery expertise ensures we have credibility with our SC as we understand operational challenges (e.g. we supported 3000+ people with complex needs on our East of England ESF Families contract. Underpinned by our SC Management Framework, the success of our approach was awarded a score of REDACTED (REDACTED) in our 2014 Merlin assessment. We will apply our expertise to this service, delivering alongside our carefully selected partners detailed below.

SC STRUCTURE: To design our approach, our Head of Partnerships (HoP): identified where Reed delivery would add value; analysed suitable potential SC partners; & identified further partners & services to help engage/support participants.

End-to-End SC Partners: F1 Training & College of West Anglia (CWA) were selected by our HoP via our *"open & transparent"* process (awarded REDACTED). Our ESIF Expression of Interest (EOI) form was: sent to Reed's Partner Network (PN) of 230 registered East of England (EoE) providers; published on Reed's website; & sent to the Big Lottery PDF organisation to share with local providers. Completed by 68 C&P providers, EOI responses were assessed against criteria including: experience; local knowledge; capacity; coverage; stakeholder links; & ability to meet the go-live date. **We selected our SC partners based on their**:

- Extensive experience: e.g. CWA has been supporting EoE residents for 122 years;
- Track record: e.g. to date, F1's local Work Programme subcontract has achieved a 63% job sustainment rate;
- Infrastructure: Both SC partners have existing staff & sites in allocated areas;
- Reputation for quality: e.g. F1 is Matrix accredited & CWA is Ofsted 'Good' graded;
- Link to wider provision: e.g. CWA delivers ESOL, functional & vocational courses; &
- Capacity: Both confirmed capacity & ability to commence delivery on 8.8.16.

The HoP has agreed SC delivery areas & volumes (as below), indicative contract value & payment structure, formalising these in signed Heads of Agreements.

Provider	Geography	%	Services to be delivered
Reed	Cambridge, East Cambs, Fenland, Huntingdonshire, Peterborough, South Cambs, Rutland.	72%	A full end-to-end service, including all mandatory service elements (detailed in section 3 of the specification)
F1	Forest Heath, St Edmundsbury	13%	
CWA	Kings Lynn, West Norfolk	15%	

Strategic/Referral Partners: Building on Reed/SC existing relationships, we have established a broad network of local partners to ensure we provide an integrated service across C&P, including local authority teams, JCP, charities & housing associations. The network will provide support to generate referrals, engage priority groups & provide participant access to complementary provision (detailed below).

JCP	Using our existing relationships, co-location has been agreed in principle within all 9 JCP offices, to be agreed at go-live.
Troubled Families	Agreed to refer/signpost between contracts, & we will work

	strategically with TF teams to achieve respective outcomes.
Adult Learning Teams	Both C&P Teams have agreed to refer onto the service & provide access to their adult & community learning provision. Both have also agreed to deliver their National Careers Service provision from our sites.
Housing Associations	Cross Keys Homes & Circle Housing have agreed to identify, promote & signpost their workless residents to the service.
Peterborough FC	Agreed to promote the service, which will help us engage the 18-24 year old age group.
Reed Specialist Recruitment (RSR)	The two RSR offices will refer participants requiring more intensive support & we will align employer activity.

The OM & Team Managers will maintain & further build relationships with local providers & draw upon our existing PN to source additional services required to meet participant needs. Using these links we will create & maintain a Directory of Services as a Keyworker resource to accurately signpost participants onto complementary provision, e.g. Rutland CAB for debt advice, or Drinksense's alcohol support service.

CONTRACT MANAGEMENT PRACTICES - In the last four years Reed has effectively & collaboratively managed 50+ high-performing SC partners, in line with our proven Framework. We abide by all Merlin principles (detailed below), with our processes achieving positive Merlin feedback & high scores in our 2014 assessment. Awarded a Commitment score of REDACTED overall, Merlin highlighted our focus on SC collaboration/cooperation as being "*extremely strong - with a 'one team' ethos*". **Performance Management (PM):** The OM is responsible for all Reed/SC PM. This drives consistent, high standards via clearly defined targets & review processes, & use of our MI system, Orion. SC partners describe our PM process as "*supportive yet performance-driven*". We will ensure SC partners meet contract expectations via:

Clear Targets: Our contracts with F1/CWA will detail: Customer Service Standards (CSS) (e.g. min. monthly Action Plan reviews); performance KPIs (e.g. REDACTED Short Job outcomes); & quality KPIs (e.g. maintain caseload sizes). All metrics will be managed via Orion MI reports & monitored by the OM. Through weekly Provider Support Calls (PSCs), the OM will support SC to understand pipelines by using our forecasting tool & help to identify where to focus activity (e.g. increasing referrals).

Reviewing Performance: SC will record all participant, progression & outcome MI on Orion, enabling the OM to monitor & review real-time delivery against targets weekly. The OM will meet SC monthly at formal monthly Contract Performance Reviews (CPRs) to review delivery against CSS, performance & quality KPIs. CPRs & SC MI is reported to the Operations Director monthly to identify any further support needs.

Reviewing Quality/Compliance: Reed/SC follow the same validation processes, with an independent Assurance & Quality Executive assigned to verify all evidence, with final checks also completed separately by our Finance Team before outcomes are claimed & paid. To ensure high quality, the OM will conduct quarterly observations & sample participant files (graded against the Ofsted Framework). The OM will monitor priority group MI to ensure delivery achieves parity in referral/performance outcome.

Managing Under-achievement: In line with our Framework, if under-achievement against performance/quality/compliance KPIs is identified, the OM will issue a Service Improvement Notice (lasting up to 3 months), outlining improvements

required. SC partners are then required to provide a Service Improvement Plan (to be agreed with Reed) detailing actions they will take to improve. Actions will be reviewed at CPRs, with the OM providing support to help partners improve, e.g. via training/shadowing. If under-achievement persists, SC will receive a Contract Default Notice, which if not remedied within 20 days, will result in contract termination.
Payment Processes: These will mirror Reed's DWP payment terms, with Delivery Fee payments paid monthly in arrears & Outcomes paid within 30 days of invoice.
Feedback: We will continually seek SC partner feedback via Evaluation of Service (EOS) surveys, with responses collated/analysed by our Head of Continuous Improvement (CI) & management/service improvements identified & actioned. Actions taken to address SC feedback will be reported back in Monthly Meetings, Service Delivery Boards, Briefings & Partnership Forums (explained below). We also collate participant & employer feedback on the effectiveness of our SC delivery. We regularly conduct a review of our SC partners to ensure they remain fit for purpose & where required, we will conduct a gap analysis to identify any additional services required to improve our delivery (e.g. health condition specialists).
Development: Reed is committed to SC development, with our role *"in actively supporting the growth & improvement of SC partners recognised & appreciated'*. The OM will provide SC with ongoing capacity building support e.g. cash-flow/outcome profiling, resource planning & business development or networking opportunities.

COMMUNICATING & SHARING GOOD PRACTICE: We communicate *"effectively & efficiently at all stages",* with this being *"open, timely, straightforward, two-way & appropriate*". Merlin notes that "*good practice is shared openly & readily*" across our contracts. The OM will share this regularly across our SC via:
Monthly Meetings: With HRC's management to discuss performance, compliance, quality, share good practice & identify any required service improvements.
Shadowing: We promote mutual shadowing to share good practice across both Reed & SC frontline staff, as Reed also has "*a commitment to learn from its SC Partners".*
Service Delivery Board (SDB): Our quarterly SDBs *"create a culture of collaboration & open participation"* & are attended by Reed/SC programme leads & Senior Management teams, who will meet to: discuss contract level quality & performance; share best practice; & identify contract-wide service improvements.
Partnership Forum (PF): SC & partners will be invited to a quarterly PF to discuss wider service alignment & share good practice (e.g. on supporting priority groups).
Briefings: A quarterly newsletter will detail: best practice from other areas/services; research conducted by our Research & Policy Manager (e.g. our Youth Employment Survey), results from participant EOS surveys; & updates on CI activities.

CONTINGENCY: Reed mitigates the risk of SC partners withdrawing at any point via: setting clear expectations; go-live readiness support; & ongoing support. Where this cannot be mitigated, we have identified the following contingency arrangements:
Replace: Our preferred option would be to secure a SC replacement. We have already held initial discussions with providers who have completed our EOI & have the experience, capacity & coverage to assume delivery. We will draw on Reed's ever-expanding PN to identify further contingency partners.
Expand: Where we cannot secure a suitable SC replacement, we would expand Reed's delivery to cover geographical delivery gaps. With our dedicated Implementation Team & links to RSR, Reed could quickly set up the required infrastructure (staff, property) to expand delivery to other C&P geographies. In the interim, we would second existing Keyworkers & deliver from partner sites where co-

location has been agreed (e.g. Cross Keys Housing in Peterborough).