

[2.12.1]

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.

MAXIMUS will apply our robust Merlin-rated '**REDACTED**' supply chain management processes to ensure we drive and support high performance and quality across our Supply Chain Partners (SCPs) in the South East Midlands LEP (SEMLEP) region.

We have created a Supply Chain structure (subcontractors and partners) which offers a compelling blend of MAXIMUS' expert employment specialisms, delivered in SEMLEP through our **REDACTED**, supporting all the DWP cohort priority groups (and the SEMLEP priority groups of ESA Claimants and Older workers), with expert SCP providers with a proven track record of delivering similar ESF provision in the region. Our model demonstrates our commitment to deliver a truly integrated collaborative approach across SEMLEP, utilising locally engaged providers and building strong relationships across public, private, charitable, voluntary and educational sectors. Our SCPs' percentage of delivery and coverage is:

Prime	Volume	Geographic Areas	Delivery
MAXIMUS	REDACTED %	Milton Keynes, Luton, Cherwell district	End-to-end pan-cohort Employability Support (ES)
SCP	Volume	Geographic Areas	Delivery
Disability Resource Centre	REDACTED %	Central Bedfordshire and Aylesbury Vale districts	End-to-end pan-cohort ES with specialisms in supporting people with disabilities
The Learning Partnership	REDACTED %	Bedford district	End-to-end pan-cohort ES with specialisms in supporting migrant workers and older workers aged 50+

MAXIMUS will deliver end-to-end pan-cohort ES in Bedford in support of The Learning Partnership if participant volume capacity increases in this territory.

At the core of our model are our two **end to end** SCPs, with assigned geographies which, combined with MAXIMUS' delivery, will ensure full coverage across the SEMLEP region. Our SCPs **Disability Resource Centre (DRC)** and **The Learning Partnership (TLP)** have been chosen for their extensive experience, quality and performance in delivering DWP programmes supporting the identified target groups into work. We have also chosen them for their ability to deliver specialist provision, their existing engagement with local stakeholders, communities and providers such as SEMLEP, Local Authorities, Jobcentre Plus, Housing Associations and training providers and colleges covering this contract package area; and their links to employers. **DRC** are an acclaimed local provider supporting people with disabilities and health conditions, including ESA Claimants (a LEP priority group) into work. DRC have well established training programmes (including on-line learning resource) to equip disabled people with the skills, attitudes and confidence to look for and find work. Furthermore DRC have established an **REDACTED** consisting of **REDACTED** member organisations and employers who offer job opportunities for unemployed people with disabilities. DRC **REDACTED** actively engage employers through **REDACTED**, to access jobs and work placements for their participants. **TLP** have developed their **REDACTED**, designed to build confidence, provide employability and ICT skills and access to jobs. Their expertise extends to working with a range of priority groups, developing specialist programmes adapted from their core programme to support; for example: Migrant Workers where translation, qualification comparison and ESOL training were all necessary ingredients in making that programme beneficial to those attending; and Older Worker 50+ programmes to build motivation and confidence, identify transferable skills and blend with vocational skills from their **REDACTED** established partnerships with community, specialist and

educational organisations across SEMLEP.

Our Merlin Accredited Contract Management Approach is evidenced as follows:

■ **Supply Chain Design:** MAXIMUS has undertaken a transparent Supply Chain Selection process for ESF, underpinned by Merlin principles. Our Partnership Webpage was widely advertised to invite Expressions of interest (EOI). REDACTED EOIs were returned seeking to be an SCP in the wider region (East Midlands and the South East). A second stage EOI was then sent to shortlisted organisations to gain further information. This allowed us to undertake initial due diligence and identify a shortlist of SCPs capable of responding to SEMLEP provision priorities, with an excellent track record of delivering ambitious outcomes. We have met the shortlisted organisations individually, which has enabled us to make final decisions on our SCPs. The intelligence collated has strongly influenced the design, content, delivery model and outcomes for the provision; ■ **Commitment:** Through individual meetings with our SCPs we have shared as much pre-bid submission information as possible to ensure they can comment on the delivery model and make informed decisions on likely referral levels, the financial model, and their role. We will also ensure we do not renege on referral or financial agreements made during the contracting process and where required, changes are all mutually agreed. We have demonstrated significant commitment to supporting our SCPs to succeed through our current contracts – recognised in our 2014 Merlin Report: “REDACTED”; ■ **Conduct:** MAXIMUS will assure performance and quality to DWP through our robust supply chain management and development approach. MAXIMUS’ SEMLEP Contract Manager (CM) will be responsible for SCP management and quality and is supported by our Supply Chain Director. Support is provided through the REDACTED; quality is evidenced by REDACTED. These activities identify where SCPs might benefit from additional support e.g. MAXIMUS has delivered REDACTED to a number of REDACTED SCPs. For the first REDACTED of delivery, where required MAXIMUS will REDACTED to SCPs to offer a range of responsive support, for example to support any additional stakeholder engagement requirements; ■ **Review:** MAXIMUS’ REDACTED risk-rating system identifies and prioritises high-risk SCPs for additional support. **Performance Improvement Plans** (PIPs) will determine reasons for, and address underperformance, and entail minimum REDACTED reviews, and increased monitoring until performance improves e.g. on the REDACTED, we placed a SCP on a PIP following a period of underachievement against job outcomes. We worked with the SCP to implement performance improvements and after REDACTED support they achieved over REDACTED % of target. Where required MAXIMUS conduct a full REDACTED comprising a performance audit, Supply Chain self-assessment, participant and staff feedback, and observations. MAXIMUS’ CM provides support to the SCP for an agreed defined period to drive improvements.

Communication and Sharing Best Practice across the Supply Chain: Our Supply Chain Management approach is underpinned by a strong communications strategy, best practice sharing and capacity building, facilitated in the following ways:

■ **Dedicated CM:** who will develop effective relationships with our SCPs and be available on REDACTED for SCPs to contact regarding any issues/concerns as they arise; ■ **Weekly review call:** to each SCP to monitor progress, update on operational issues and performance goals, REDACTED; ■ **Monthly Performance Review:** based on REDACTED with SCPs, REDACTED and review of any key staff changes; ■ **Quarterly Performance Review:** a senior level strategic overview of

service delivery approach REDACTED; ■ **Forums:** we will establish an REDACTED made up all Local Authorities covering this contract, Jobcentre Plus, the LEP, colleges (represented through the REDACTED of Further Education providers in SEMLEP), community providers such as REDACTED, our SCPs and Employers, to share best practice and ensure a collaborative approach across ESF provision streams. In turn this will support delivery, discuss shared issues including current challenges, prospects and performance issues, suggest and agree supportive actions, discuss local Stakeholder priorities and review other complementary programmes to ensure local support for participants can be maximised and duplication avoided; ■ **Capacity Building:** throughout delivery we will ensure effective relationships are maintained and developed through REDACTED E-newsletters and diarised phone calls. We will deliver capacity building activities such as REDACTED to ensure effective delivery (e.g. performance management); ■ **Access to our online REDACTED:** enabling sharing of non-sensitive information and best practice with SCPs.

“REDACTED”. 2014 Merlin report.

Supply Chain Contingency Plans: Effective supply chain design is our first line of defence against withdrawal. As identified in MAXIMUS’ 2014 Merlin Report, we achieved a REDACTED % score for supply chain design, and excellent feedback on this in relation to implementation. Key reasons for withdrawal are often finance or performance related. Our Finance team have worked extensively with SCPs to devise a mutually agreeable model which takes account of cash flow forecasts and staff counts. MAXIMUS will set out and agree a clear performance framework and contract with each SCP to ensure awareness and capability to deliver the required level of service. The CM will: i) provide a dedicated interface during implementation and beyond, working closely with SCPs to rectify issues to reduce risk of withdrawal; and ii) operate a proactive risk rating assessment tool through implementation and into delivery through REDACTED reviews. The Implementation Checklist identifies where SCPs require additional support to meet milestones. SCPs are also RAG rated and those at higher risk receive interventions to mitigate against withdrawal. In the unlikely event of withdrawal prior to go-live or during delivery, we have established a robust and effective REDACTED. Contingency plans also include our business critical IT services, which can be offered via secure web delivery services from any English location; and developing relationships with facilities providers (i.e. community centres) such that we utilise temporary services until permanent facilities are identified, should this be required.