



# **EMPLOYMENT RELATED SUPPORT SERVICES FRAMEWORK AGREEMENT**

## **MINI COMPETITIONS FOR THE PROVISION OF THE WORK PROGRAMME**

### **Invitation to Tender Form**

<b>Organisation Name:</b>	MAXIMUS Employment UK Limited
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RESTRICTED – COMMERCIAL IN CONFIDENCE

<b>Tender Round title:</b>	<b>The Work Programme</b>
<b>Organisation Name:</b>	MAXIMUS Employment UK Ltd.
<b>Lot:</b>	Lot 3: London
<b>Contract Package Area (CPA):</b>	CPA3: <b>West:</b> Ealing, Hammersmith & Fulham, Brent, Harrow, Hillingdon, Hounslow, Richmond Upon Thames, Kingston Upon Thames, Wandsworth, Enfield, Kensington & Chelsea, Barnet, Camden, Westminster, Islington, Haringey

**PART 1: ORGANISATION DETAILS**

**[1.1]** Your response to Part 1 is for information purposes only. If any of this information has changed since the Framework Agreement application stage, please state this within the table below including a short explanation as to why. If you cannot provide any of the information below please explain this within the table.

DWP will not be responsible for contacting anyone other than the persons named in this part of your form. If any of this information changes during the bidding period you must inform DWP of the changes by email to:

[WORK.PROGITTCLARIFICATION@DWP.GSI.GOV.UK](mailto:WORK.PROGITTCLARIFICATION@DWP.GSI.GOV.UK)

Name of the Legal Entity in whose name this tender is submitted and with whom DWP will contract:	MAXIMUS Employment UK Limited
Trading Name (if different from above):	MAXIMUS Employment & Training Limited
Company Registration Number:	06588344
Company Registered address:	1.1 – 1.5 Kestrel Business Park, Kestrel Way, Sowton Industrial Estate, EX2 7JS
Head Office Address, if different:	Same as above
VAT Registration Number:	585 5941 90
Website Address (if any):	<a href="http://www.maximusuk.co.uk/">http://www.maximusuk.co.uk/</a>
Name, address and company registration number of parent company, where applicable:	MAXNetWork, Suite 1, 141 Barbaralla Drive, Springwood QLD 4127 Registration #: 067092737
Name and Job Title of main contact:	<b>Redacted</b> Managing Director
Address:	55 Bryanston Street, Suite 301, Marble Arch, London W1H 7AA
Telephone no:	<b>Redacted</b>
Mobile telephone no:	<b>Redacted</b>
Fax no:	<b>Redacted</b>
E-mail address:	<b>Redacted</b>
Alternative contact Name and Job Title:	<b>Redacted</b> , President Human Services International
Address (if different from above):	1.1 – 1.5 Kestrel Business Park, Kestrel Way, Sowton Industrial Estate, EX2 7JS
Telephone no:	<b>Redacted</b>
Mobile telephone no:	<b>Redacted</b>
Contact e-mail:	<b>Redacted</b>

## **PART 2: TENDERER DECLARATION**

**[2.1]** You must complete this Declaration by Tenderer. Failure to include this declaration may result in your bid being disqualified.

**To:                   The Secretary of State for Work and Pensions**

For the benefit of the Department for Work and Pensions, we hereby warrant and undertake as follows:

1. We have examined, read, understand and accept in full the proposed Contract documents and all other documents and Annexes provided with this declaration and the clarifications issued during the Invitation to Tender period.
2. We have completed and submitted all information required in the Invitation to Tender Form in the format and order required.
3. We confirm the information set out in our response is complete and accurate to the best of our knowledge and belief.
4. We hereby acknowledge and agree that we have read, understand and accept the Work Programme Call-Off Terms and Conditions, the Work Programme Specification and the draft Order Form.

**Scanned Signature:**

**Redacted**

**Date:**

**12 February 2011**

**Name:**

**Redacted**

**Job Title:**

**Managing Director**

**Duly authorised to sign Tenders on behalf of:   MAXIMUS Employment UK Ltd.**

**Name of Organisation:   MAXIMUS Employment UK Ltd.**

## PART 3: THE WORK PROGRAMME CALL-OFF CONTRACT TERMS AND CONDITIONS - ALTERNATIVE AND/OR ADDITIONAL CLAUSES

### [3.1]

- 3.1 The terms and conditions of The Work Programme will be the Standard Call-Off Terms and Conditions (set out in Schedule 4 of your Framework Agreement), as modified by The Work Programme service requirements ("The Work Programme Additional Requirements").
- 3.2 The Work Programme Additional Requirements are set out in the 'Call-Off Terms and Conditions for The Work Programme' which is supplied with your Invitation to Tender. A document highlighting the modifications made to the Standard Call-Off Terms and Conditions to reflect The Work Programme Additional Requirements is also supplied with your Invitation to Tender; for ease of identification, the changes made since the draft version issued on 8 December 2010 are shown in boxes within the document.
- 3.3 Any proposed amendments to The Work Programme Additional Requirement must be detailed by completing the section below, giving full details of the clause(s) you wish to amend and your proposed amendments. DWP will consider proposed amendments strictly on their merits. Please note that you may only propose amendments to The Work Programme Additional Requirements; proposed amendments to the Standard Call-Off Contract Terms and Conditions will not be considered.

### Comments on The Work Programme Additional Requirements: -

MINI COMPETITION – ADDITIONAL REQUIREMENTS (For Framework Supplier Comments only)	
No. of the clause(s) you wish to amend	Proposed amendment with proposed wording
6.1.1 Transfer and Subcontracting	Request the addition of the <i>italicized/highlighted</i> language  <i>Except as regards transfers to subsidiaries and other affiliated entities</i> , the Prime Contractor shall not assign, novate, sub-contract or in any other way dispose of the Contract or any part of it without Approval. <i>Such approval shall not be unreasonably withheld</i> . Sub-contracting any part of the Contract shall not relieve the Prime Contractor of any of its obligations or duties under the Contract
7.1.2 Liability, Indemnities, and Insurance	Request the addition of the <i>italicized/highlighted</i> language  Subject to Clause 7.1.3 and Clause 7.1.4 the Prime Contractor shall indemnify and keep indemnified the Contracting Body in full from and against all claims, proceedings, actions, damages, costs, expenses and any other liabilities which may arise out of, or in consequence <i>of the negligent or wilfully malfeasant</i> supply, or late or purported supply, of the Services or the performance or non-performance by the Prime Contractor of its obligations

<b>MINI COMPETITION – ADDITIONAL REQUIREMENTS (For Framework Supplier Comments only)</b>	
	under the Contract or the presence of the Prime Contractor or any Staff on the Premises, including in respect of any death or personal injury, loss of or damage to property, financial loss arising from any advice given or omitted to be given by the Prime Contractor, or any other loss which is caused directly or indirectly by any act or omission of the Prime Contractor.
6.3 Change Control	<p>Request the addition of the following sentence as part of or following 6.3.3:</p> <p><i>“For the avoidance of doubt, no variation of any kind to the contract, including but not limited to financial terms, scope of work, or minimum standards of performance, will become binding upon the Prime Contractor without its formal consent and execution of a written variation, the withholding of which shall in no way constitute a breach or default.”</i></p>
7.1.3 (a) Liability, Indemnities, and Insurance	Given the onerous potential liability to a commercial company of the high cap on Prime Contractor liabilities, we respectfully request that the Contracting Body revise the cap on direct damages to £10 million.
8.XXX Termination for Minor Breach	<p>MAXIMUS requests the addition of the following provision:</p> <p>Notwithstanding any provision of the Contract, the Contracting Body shall not be entitled to terminate the Contract other than:</p> <p>(a) in the case of breach, for material breach (which right to terminate, if the breach is capable of remedy, the Contracting Body may not exercise if the breach is remedied within 20 Working Days), or</p> <p>(b) for insolvency or change of control (pursuant to Clause 8.1), or otherwise</p> <p>(c) in accordance with Clause 8.3</p> <p>(save in the case of fraud of the Prime Contractor or its Staff, or its failure to deliver a guarantee in accordance with Clause 1.11, when it may terminate this Contract with immediate effect).</p>
8.5.3 Consequences of Expiry or Termination	<p>MAXIMUS proposes the following revisions to provision 8.5.3</p> <p><b>Proposal for revising defined term “Default”</b></p> <p><b>“Default”</b> means any material breach of the obligations of the relevant Party</p>

<b>MINI COMPETITION – ADDITIONAL REQUIREMENTS (For Framework Supplier Comments only)</b>	
	<p>(including but not limited to fundamental breach or breach of a fundamental term) or any other material default, act, omission, negligence or negligent statement of the relevant Party or the Staff in connection with or in relation to the subject-matter of the Contract and in respect of which such Party is liable to the other</p> <p><b>Proposal for revising clause 7.1.1(k):</b></p> <p>Delete 7.1.1(k)</p> <p><b>Proposal for revising clause 8.5.3:</b></p> <p>8.5.3 Where the Contracting Body terminates the Contract under Clause 8.3 (Break), or where a variation made pursuant to Clause 6.3.2 constitutes a cessation of all or a substantial part of the Services, the Contracting Body shall:</p> <p>(a) indemnify the Prime Contractor against any commitments, liabilities or expenditure which would otherwise represent an unavoidable loss by the Prime Contractor by reason of the termination of the Contract, provided that the Prime Contractor takes all reasonable steps to mitigate such loss. Such losses shall comprise the Breakage Costs plus the Unrecovered Costs, both as defined below. Where the Prime Contractor holds insurance, the Prime Contractor shall reduce its unavoidable costs by any insurance sums available. The Prime Contractor shall submit a fully itemised and costed list of such loss, with supporting evidence, of losses reasonably and actually incurred by the Prime Contractor as a result of termination under Clause 8.3 (Break);</p> <p>(b) pay to the Prime Contractor a reasonable termination charge to compensate the Prime Contractor for any Losses (including without limitation any loss of the margin that would have been earned during the period from the date of notice of termination or part-cessation until the expiry date set out in the Order</p>

<b>MINI COMPETITION – ADDITIONAL REQUIREMENTS (For Framework Supplier Comments only)</b>	
	<p>Form, had the notice not been served and the Incentive Payments that the Prime Contractor would have earned, had the notice not been served), which the Prime Contractor has suffered or will suffer by reason of the termination or variation as the case may be.</p> <p>Any sum agreed or determined as due to the Contracting Body under the contract in respect of any liability of the Prime Contractor to the Contracting Body which arose prior to the termination or variation as the case may be shall be set against the amount of termination charge.</p> <p>If the Contracting Body disputes the Prime Contractor's calculation of the termination charge the matter shall be referred to the dispute resolution procedure in Clause 9.2. Upon agreement of or determination pursuant to the dispute resolution procedure of the termination charge, the Contracting Body shall pay the termination charge to the Prime Contractor within 30 days of receipt by the Contracting Body of a VAT invoice from the Prime Contractor for the amount of the termination charge. The Parties for the avoidance of doubt expressly confirm that no payment shall be made by the Contracting Body pursuant to this Clause 8.5.3 save in the event of a termination by the Contracting Body pursuant to Clause 8.3 or a variation constituting a cessation of all or a substantial part of the Services pursuant to Clause 6.3.2.</p> <p>In this Clause 8.5.3:</p> <p>(i) <b>"Breakage Costs"</b> means any costs payable for early termination of contracts entered into by the Prime Contractor prior to receipt of the termination notice incurred by the Prime Contractor directly as a result of the termination of this contract which;</p> <p>(i) would not have been incurred had this Contract continued to its natural expiry, and</p> <p>(ii) relate directly to the termination of the Provision(s) or the part(s) of the Provision(s) being terminated</p>



MINI COMPETITION – ADDITIONAL REQUIREMENTS (For Framework Supplier Comments only)	
	<p>pursuant to clause 21.3; and</p> <p>(iii) are unavoidable, proven, reasonable and not capable of recovery; up to a maximum sum of £1 million (one million pounds).</p> <p>(ii) “<b>Loss</b>” means directly losses, liabilities, claims, damages, costs, charges, outgoings and expenses (including legal expenses) of every description, provided in each case that such losses are reasonable, direct, proper and mitigated, and “Losses” shall be construed accordingly.</p> <p>(iii) “<b>Unrecovered Costs</b>” means the costs incurred by the Prime Contractor in the performance of the Provision(s) being terminated pursuant to Clause 21.3 or the part(s) of the Provision(s) being terminated pursuant to clause 21.5 (partial cessation for convenience) presenting the Prime Contractor’s margin, to the extent that the same remain to be recovered through the Charges at the rate at which they fall to be amortised.</p> <p>Clause 7 shall not apply to this clause 8.5.3.</p> <p><b>Proposal for revising clause 8.5.5:</b></p> <p>ii) 8.5.5 (A) Save as otherwise expressly provided in the Contract:-</p> <p>(a) termination or expiry of the Contract shall be without prejudice to any rights, remedies or obligations accrued under the Contract prior to termination or expiration and nothing in the Contract shall prejudice the right of either Party to recover any amount outstanding at such termination or expiry; and</p> <p>(b) termination of the Contract shall not affect the continuing rights, remedies or obligations of the Contracting Body or the Prime Contractor under Clauses</p>

<b>MINI COMPETITION – ADDITIONAL REQUIREMENTS (For Framework Supplier Comments only)</b>	
	<p>3.1 (Fees and Payment), 3.2 (Recovery of Sums Due), 4.1 (Prevention of Corruption), 5.1 (Contracting Body Data), 5.2 (Data Protection Act), 5.3 (Official Secrets Acts 1911 to 1989, Section 182 of the Finance Act 1989), 5.4 (Confidential Information), 5.5 (Freedom of Information), 5.7 (European Social Funding and Other Funding), 5.11 (Intellectual Property Rights), 5.12 (Records and Audit Access), 6.6 (Cumulative Remedies), 7.1 (Liability, Indemnity and Insurance), 8.5 (Consequences of Expiry or Termination), 8.7 (Recovery upon Termination) and 9.1 (Governing Law and Jurisdiction).</p> <p>(B) The Prime Contractor shall be entitled to be paid the full amount of Job Outcome Payments and Sustainment Outcome Payments in respect of an individual Customer in respect of the period after expiry or termination of the Contract (whatever the reason for such termination) if that Customer:</p> <p>(a) began employment prior to expiry or termination of the Contract; and</p> <p>(b) remains in employment at the date of expiry or termination of the Contract.</p>
Parent Company Guarantee	MAXIMUS reserves the right to review and consult with the Authority regarding individual provisions of the Parent Company Guarantee before execution.

Other than those provisions identified above, MAXIMUS Employment UK Ltd. confirms that it has reviewed the Call-Off Terms and Conditions for The Work Programme and agrees in principle to each of their provisions.

<b>Name:</b>	<b>Redacted</b>
<b>Scanned Signature:</b>	<b>Redacted</b>
<b>Position:</b>	<b>Managing Director</b>
<b>Telephone No:</b>	<b>Redacted</b>
<b>Date:</b>	<b>12 February 2011</b>

DWP reserves the right to amend any provisions of The Work Programme Additional Requirements at any time during the mini-competition procurement exercise.

## **PART 4: SERVICE REQUIREMENT**

**NOTE: MINIMUM SCORE APPLIES TO ALL QUESTIONS THAT ATTRACT A SCORE WITHIN THIS SECTION. BIDS SCORING 2 OR LESS ON ANY QUESTION WITHIN THIS SECTION WILL BE REMOVED FROM THE COMPETITION. PLEASE NOTE SCORES ATTAINED IN THIS SECTION MAY ALSO BE USED IN A TIE-BREAK SITUATION WHERE APPROPRIATE.**

### **[4.1] Customer Journey - Process**

Please submit a process map showing the proposed end to end customer journey(s) and attach the process map as Annex 1.

This should include a detailed supporting description of the customer journey(s) specific to this CPA. Your response must describe how you will ensure the customer journey is tailored to meet the specific needs and barriers of individual customers, and include the customer requirements defined in the Specification.

**Please note your response to this question will not be scored but will act as a reference point for the scoring of questions 4.1a and 4.1b**

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

**Note:** Format requirement and page limit does not apply to the process map which you must insert as Annex 1.



**4.1 Customer Journey – Process.** MAXIMUS-CDG fully recognises that the Work Programme (WP) brings unique challenges, particularly with regard to the breadth of customer type and the issues they face, never before seen in a single programme. It is for this reason that, building on our combined 55 years of delivering welfare to work services, in different locations and in changing economic and labour market conditions, we have designed a programme that recognises

those differing customer needs and applies tailored, flexible combinations of assistance and solutions. Our Work Programme (WP) Customer Journey for the West London CPA is jobs focussed and delivers a unique journey for each customer. It is tailored and focused to meet the needs of customers that range from those who are largely job ready to those who have severe issues that leave them a considerable distance from the workplace. Our solutions recognise that many customers, particularly the young, will be technology capable and we have incorporated innovative but approachable technologies wherever possible. The journey is designed to evolve to changes in broader government policy over time. We have incorporated tailored Community Inclusion Plans which are living documents that enable the delivery of localised solutions in consultation with community services and groups, local authorities and employers. This model supports our UK and international reputation for top performance.

In supporting all eight groups of WP customers, our model moves more people into sustainable work sooner, provides health services and support for those who need it, avoids parking of harder to help customers and holistically contributes to the creation of less workless households. Our model consists of six main phases:



### **Phase One - Pre-engagement.**

We engage with all customer groups **before** they are referred to the WP by providing information about our services in more flexible and approachable ways, e.g. through JCP offices, menu partner offices, via on-line services and through local voluntary community groups having regular contact with our customers. Through our active marketing campaigns of the WP through children's centres and disability providers such as Mencap, plus in the local media, we engage volunteer customers (such as IB ESA customers) and those who would previously fail to engage with mainstream provision.

In addition, potential customers are supported by **Expert Volunteers (EVs)**, based on the current and successful CDG volunteering pilots. EVs are recruited from local employers and recent retirees across all sectors, covering a broad range of occupational and specialist areas. JCP will be able to refer all customers to receive additional support from EVs both prior to their commencement in the WP and at any stage of their journey. All EVs are CIB checked and fully trained to provide additional independent advice, answer questions and act as a sounding board for customers. This is particularly relevant to vulnerable customers who have fears, anxieties and frustrations about participating in a new programme. From the outset customers are focused directly around employment opportunities by EVs, who share their experience of employment, dispelling misconceptions and boosting confidence.

EVs first meet potential customers in a location chosen by the customer. At this meeting they talk through our **Jobs First–Customer Zone** as a means of accessing information about our services and preparing them for the journey ahead. **Jobs First–Customer Zone** is a proven web-based application designed to give each customer access to their own

### **MAXIMUS-CDG Key Features**

- ✓ CPA specific, *Jobs First*, customer journey, spanning pre-engagement to post (self) employment support
- ✓ Tailored to specific needs and barriers of individual customers
- ✓ Innovative, customised, technology enhances customer journey and delivers jobs
- ✓ Expert Volunteer support across the customer journey
- ✓ Fully integrated with key partners, communities and employers
- ✓ Designed to evolve over the life of the contract

4.1 (continued) workspace from any computer with an Internet connection (including the computers available in our centres). From the *Jobs First–Customer Zone* customers are able to amend documents such as cover letters and CVs. It also lets customers job match with external and internal vacancies, based on their skills, experiences and work preferences.

WP information packs are available for customers unable to use or access the Internet. These contain not only an overview of the programme and what MAXIMUS-CDG can offer, but also essential job search information on where to find job vacancies, tips for applying successfully for jobs, developing tailored CVs and letters and also community contact information. Customers preferring or needing to talk to someone personally (e.g. those who may require help with reading and writing or customers with mental health issues) are able to access directly an EV, call our Case Management Assistance Centre (C-MAC) or visit a local MAXIMUS-CDG centre to talk to staff.



### **Phase Two – Engagement.**

Following a PRaP referral, customers are contacted by our C-MAC initially by phone within two days and if not contactable, an appointment letter sent within five days. They are asked a short series of questions to build on their JCP Action Plan and to assess immediate needs, including potential barriers, current job search activity and job goals. These details are entered into WorkQWEST, our in-house case management system, which starts the Action Planning process. The C-MAC makes an appointment with the customer and gives them full access to the *Jobs First–Customer Zone* where they are asked to complete a self assessment online, if possible, to optimise time spent in the face-to-face meeting. This allows the first meeting to focus immediately on completing an Action Plan to achieve a job outcome. We also send out and make available in our centres self assessment forms that can be manually completed by customers who may not be able to use the online tool.

If customers are unable to travel easily to a local office, mobile assessors arrange for assessments to be undertaken in local community facilities such as libraries and health centres, learning centres and JCP offices (where possible). If a customer has a disability or mobility issue we may also arrange for the assessment to take place via webcam or over the phone. In some locations the mobile assessor approach can be the first suggested option for customers.

For volunteer customers (such as IB IS customers) who respond to our community marketing or outreach by telephoning or coming into our offices, we make an assessment appointment for the next possible time that fits in with their caring or other responsibilities, also taking into account any special needs they may have due to their disability or health condition.



**Phase Three – Assessment.** The aim of the critical assessment element of the customer journey is to fully understand the customer's unique set of circumstances, challenges and barriers to work. This feeds into the creation of a tailored, personalised Action Plan that is designed with the customer, is easy to understand and breaks goals down into achievable tasks. The assessment captures information that supports a solution focused approach to getting the customer into work as soon as possible.

Customers meet one-on-one with an Employment Consultant (EC) who assesses their social skills and job readiness through a series of questions and scenarios. The assessment and development of the Action Plan is supported by an online guided assessment tool in WorkQWEST. Customers with serious health issues impacting on their ability to get a job are referred to a mobile health professional from our ) in house **Health Services Team** which is modelled on our highly successful international

4.1 (continued) experience. This is augmented by our local network of specialist providers such as Expert Patients Programme Community Interest Company (EPPCIC) and Addaction (substance misuse) who will provide support and employment options.



#### **Phase Four - Personalised Assistance.**

Based on their individual assessment outcome, customers are guided to one of three levels of personalised assistance. These broadly reflect the amount of support that a customer may require to prepare them for employment. At each level of support customers are able to access specialist Menu Partner support; chosen for their expertise and ability to work with the customer and their EC to achieve outcomes. The three levels of assistance are:

##### **Level 1: *Jobs First–Fast Track.***

Our focus is on speed to placement into a sustainable job. Customers assessed as job ready are provided with EC support, tailored in terms of frequency, duration and means, to their individual needs to: apply for advertised positions; find the right jobs that are not advertised by using cold calling and reverse marketing; update and tailor their CV; prepare for interviews and research potential employers; organise a work trial or work experience placement; access skills training; organise industry tasters; and, empower them to carry out these tasks as a lifelong work skill. The aim is to help the customer find an appropriate job as quickly as possible through active job profiling and matching with vacancies sourced by our Employer Engagement Consultants (EECs) and by the customers themselves. Customers are able to access our *E-kwipme* courses through the *Jobs First–Customer Zone*. These e-learning modules cover a variety of topics to overcome barriers, including Common Interview Questions, Body Language at Interviews, Ex-offender advice, and Introduction to Competency Based Interviews. There are also links to useful services available within the local community. Customers also benefit from our strategic partnership with Monster. The customised Monster portal provides a range of innovative and evolving online tools. These include CV builders, job applications, skills translator to explore potential employment options, access to localised labour market information and an online job matching tool. Monster is the largest online job board and ranked among the 50 most visited websites worldwide by job seekers and employers.

**Skill needs** identified at assessment are supported by the EC guiding the customer to access a range of services available in the community such as Skills Funding Agency courses for skills needed in key local employment sectors, for example Services, Retail, Hospitality and Catering, Security, Construction, Health and Social Care. We will also prepare for the transfer of skills from the public to private sector to respond to pending job cuts. We will continue to offer skills training in construction (CSCS cards), Health & Safety training, Security Industry Authority (SIA) training, Skills for Life, ESOL, Functional Skills, NVQs, general employability skills (attitude, communication, enthusiasm, team working abilities). Available training will range from entry level through to level 3, with support into Level 4 where appropriate, so that the range of customers we anticipate across London can maximise their earning and job sustainment potential, from 18-24 year olds seeking their first jobs to professionals and executives. Assistance will be varied according to local need, but will include group training, one-to-one sessions and online courses and forums. Assistance may take the form of group training, one-to-one sessions or online courses and forums. Customers can also take advantage of our strategic partnership with UFI / learndirect centres that offer access to a range of online courses via their computer and internet facilities and supported by qualified tutors.

**Self-employment** interest is supported by both internal experts and local Menu Partners such as Enterprise for Change and Prime to provide advice and support in starting a business or pursuing other self-employment options. Self-employment expertise and encouragement and support is also available within our network of EVs.



**4.1 (continued) Level 2: Jobs First–Work Readiness.**

Customers who face additional barriers such as parents with children under five years (IS/IB customers) who have been out of work for a significant period or never have worked, lone parents, carers, people with a health condition/ injury, mature age workers, or young people who have never worked are offered extra help to prepare for looking for work. This includes being given access to a range of Menu Partners selected for their expertise in dealing with the issues these groups of customers face. During this process our EC retains regular contact with the menu partner, monitoring progress, assessing further needs and keeping abreast of likely timing regarding job readiness.

ECs work with customers to build their self-esteem through our customised training programmes. They explore appropriate employment options that fit with the customer's circumstances and plan their return to work. Our mobile health team and MenuPartner Gingerbread to provide coaching and confidence building support for parents and links to employers who provide flexible working conditions for parents. Menu partner support is used to provide additional specialist support services i.e. debt advice from Capitalise Partnership. For a person with a health condition or injury it may involve connecting the customer with EPPCIC to help people self-manage their condition. This can also include identifying and working closely with employers to find suitable jobs that will not aggravate or worsen their condition, conducting a workplace assessment and providing appropriate support to the employer to ensure long term success. Prince's Trust will work with 18-24 year olds who have never worked and have no qualifications.

We have expert assistance and resources available to support ECs who work with customer groups such as young people (currently 1 in 5 unemployed), people with a disability, ex-offenders, homeless customers and lone parents. Our subject matter experts have produced online tool kits available for all ECs to access with supporting information to help tackle some of the common issues faced by these groups. These expert staff are also available by phone or email to help problem solve and provide advice on available community services. For example, ex-offenders as a customer group may need specialist advice about spent convictions or how to discuss a criminal record with employers.

**Level 3: Jobs First–Intensive Support.**

Customers are guided to personalised Intensive Support if they are assessed as having significant non-vocational barriers to work. Under the WP this might include significant numbers of customers with disabilities, mental health, drug issues, experiencing homelessness or a combination of these and other issues. Each customer's EC will tailor a service that addresses their non vocational needs while concurrently starting to introduce job search skill development at a pace that matches their abilities.

**Health Services** may be required to support customers with personal issues or disabilities that impact on their job search. We can deploy our own mobile team of health professionals in the CPA including psychologists, occupational therapists and exercise physiologists. This vocational approach to health services combines the development of strategies to manage their condition(s) while looking for a job, including with employers who can provide the necessary support. This type of assistance is particularly important for voluntary (IB IS) customers with health conditions who have not worked for a long time or since they were injured or diagnosed ill, as they may not have considered the employment opportunities still available to them. The EC and health consultant will target appropriate employers and negotiate in-work support, part time or flexible conditions.

**Menu Partner support:** Based on the customer's individual needs they will also be able to engage with Menu Partners such as Restore Community Projects, Call Britannia, HTC or Work Pays to build self-esteem and employability skills and act as a bridge to finding employment. The EC and health officer will target appropriate employers and negotiate in-work support, part time or flexible conditions.



## 4.1 (continued)

**Phase Five – Employment.**

The success of the customer journey for each individual relies on the availability of jobs and the understanding of employers who can help customers sustain and, where possible, progress in their employment. To address the needs of all customers we will provide job opportunities in a range of sectors and locations, with varying employer sizes (large, SME, micro), work cultures/ethos and conditions, including part-time and flexible working opportunities, particularly for parents/ carers. When the customer is placed in work, we support them as they move into employment. In accordance with their preferences we contact them by telephone, SMS, text/smart phone application, email or in person shortly before their start date to check they are prepared and comfortable about starting. They are contacted shortly after starting work to verify that everything is going well and, where needed, to address any issues of concern that may have arisen. Such support can include the involvement of EVs by customer request.

*"We started working with MAXIMUS during 2010. The level of communication is exceptionally high, and I always feel that I have someone at the end of the line to support me if there are any problems. They are very supportive towards their customers and really passionately want to get the best for both company and the customers. I know that when we have a placement with MAXIMUS it is going to be a success as their level of care, communication and commitment is second to none"*

**Redacted****Phase Six - Sustainable Employment and Job Progression.**

As a customer secures employment their EC works with them to design a personal in-work support package that includes continued regular contact with the EC and/ or C-MAC specialist as well as:

**Health professional support** contact with one of our in-house health professionals or continued support from a menu partner service to help overcome new issues that arise after starting in work. This may be of particular importance to customers with caring responsibilities or disabilities/health conditions.

**E-kwipme** modules available via the *Jobs First–Customer Zone*. These are available in bite-size chunks and cover issues such as Equality and Diversity, 'Retaining the Job' and other information on the positive aspects of returning to work, guidance on overcoming some of the difficulties of making the transition from benefits to employment, and how to succeed in the early days of employment.

**Expert Volunteers (EVs)** are an additional valuable resource in keeping customers in employment. They can talk through issues in the workplace, managing work and family or a health condition, employment law, budgeting, employer expectations or workplace etiquette. An EV recruited from the new workplace may also act as a mentor or buddy to the new employee.

**MAXNETWork group** to encourage customers to stay in touch with us. Membership of the group provides customers with access to an online forum for information sharing about job progression and training opportunities. Vouchers and discounts, managed through a specialist partner, at no cost to the customer are available for MAXNETWork members.

**Employer Support** to encourage employers to identify assistance they need to keep the customer employed. This may include training for other staff on working with someone with a certain health condition, a workplace modification for a customer with a disability, help with supervision, job mentoring in the first weeks of work and even EV assistance.

**[4.1a] Customer Journey - Rationale**

Please describe in detail:

- your rationale for your proposed Customer Journey(s) detailed above in 4.1 within this CPA; and
- the benefits to the individual customer groups of this approach.

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

**4.1a Rationale for Customer Journey.**

The MAXIMUS-CDG customer journey builds on combined UK and international best practice in the welfare to work sector. We recognise that Work Programme (WP) customers have different barriers, needs and experiences that require tailored solutions not a "one size fits all" package based on benefit type. Our journey will work for any customer as it is designed around individuals and brings together a personalised package of assistance that is focussed on moving them into a job as quickly as possible. We have tested and evolved our customer journey in the delivery of

not only FND but also Pathways to Work, Progress to Work and Link up programmes, dealing with specific customers groups e.g. people with disabilities, lone parents, drug and alcohol users, BAME groups and the homeless - all groups that will be served by WP.

**Delivering Sustained Job Outcomes for Individual Customers:** Individual customer journeys are designed to fit within a high performing service delivery model, where a *Jobs First* ethos pervades. DWP data confirms that MAXIMUS has been the best performing FND provider in the country up to Dec-2010 based on both our short job outcomes rate (15.6% compared to the average rate across all FND providers of 10.6%) and sustained outcomes rate (7.5% compared to the average 4.97%).

**Customer Journey Rationale for the West London CPA**

London is a highly successful region making a vital contribution to the UK economy; however, around 30% of its working age residents are not in work with further significant differences amongst customer groups and across boroughs. Those living in deprived areas are more likely to be workless; with a strong correlation between areas of social housing and concentrations of workless residents. Often these areas are close to major areas of employment growth and opportunity, e.g. Wembley, Park Royal, White City, Heathrow (West London Working). Forecasts suggest there will be modest growth in employment in 2011, with the main projected growth occurring in 2012-15 (Office for Budget Responsibility). Available job opportunities are divided into those requiring high level skills (managerial / professional / graduate) and those requiring low level skills (entry level jobs). Key local employment sectors are: Services, Retail, Hospitality & Catering, Health & Social Care, Travel & Tourism, Business & Administration, Security, and Construction. Excellent transport links mean that these opportunities are potentially accessible for all customers across the CPA.

Although job opportunities exist for our customers both within the CPA and across London, significant competition from migrants and commuters from surrounding areas means that we need to ensure customers are fully equipped to compete for these roles.

**Understanding CPA3 Customers.** To enable our customers to compete successfully for roles we address customers' multiple, complex and often interlinked barriers, which are particularly heightened in certain localities e.g.: **1. Low skills-** London Skills and Employment Board report 'London Story 2010' affirms findings from our own experience that people with high level qualifications are much more likely to be in work than those with low skills. Employers also stress the value of general employability and people skills and basic literacy, numeracy, language skills. Only 12% of West London's working age residents had their highest qualification level at level 3 (2009) contrasting with the job market where 39% of jobs required level 3 skills (West London Working boroughs). **2.**

**Mental Health Issues-** Ealing has the highest number of Incapacity Benefit (IB) claims for the CPA (Nov 10); mental and behavioural disorders being the lone parents, higher than main conditions.

**MAXIMUS-CDG Key Features**

- ✓ MAXIMUS-CDG alliance and supply chain optimises the strengths of the private and Voluntary Community Sectors (VCS)
- ✓ Tailored, personalised approach for every customer optimises job outcome delivery within CPA challenges
- ✓ Customer journey that engages individuals early, maintains relationship and provides benefits to secure extended sustainment periods
- ✓ Value added journey elements that benefit customers and employers alike
- ✓ Embeds flexibility for future government initiatives, for example, Universal Credits

4.1a (continued) **3. Lone parents-** In particular 3.2% of benefit claimants in Haringey are the London average (May 10). **4. Disabilities-** For instance 50% of disabled residents in Enfield are unemployed. **5. BAME work rates lower than for White British-** For example 39% of Brent JSA claimants are ethnic minorities with 13% White British (Sep 10). Brent also has one of the UK's largest refugee populations. **6. Criminal Record-** For example Islington has the highest crime rate per 1000 residents for the Metropolitan Police Boroughs. **7. Substance Misuse-** High user levels is a major issue in Barnet. **8. Poverty-** London's coalition of debt advice agencies cites a steep rise in debt advice requests in Hillingdon since the recession began. **9. Insecure housing/ homelessness-** 1,549 people were seen rough sleeping in London Jul-Sep 10 (19% rise on previous quarter). **10. Workless households-** 30% of households who have never worked are in London; inner London rate is 6.5% (England average 1.7%).

#### **Addressing These Needs Through the Customer Journey - Flexibility at Each Phase**

The extent of the above barriers varies for each customer. To cater for individual needs and provide the most appropriate level of support we have developed a customer journey that enables personalisation at each phase to support all customer groups to access jobs as quickly as possible and remain in work longer. At every phase customers benefit from a choice of delivery locations and methods, a range of job opportunities based on needs, tried and tested online resources, regular contact from dedicated Employment Consultants (ECs) and further one to one mentoring/coaching via Expert Volunteers (EVs). Specifically in each phase of the journey we assist customers in the following ways:

**Phase 1 Pre Engagement.** At pre-engagement we not only provide accessible information but also access to our *Jobs First–Customer Zone* and support from EVs.

**Rationale:** Rather than solely receiving referrals electronically via PRaP, we facilitate a 'warm handover' of customers through offering JCP customers face-to-face meetings with an EV prior to a customer's referral to our provision. Our ECs also develop a close working relationship with their local JCP Advisors through a continuation of our regular meetings in the CPA, as a means of sharing information and ensuring the smooth transition of customers to the WP. This is seen as a more personal approach by JCP Advisors. The DWP *Jobseekers Regime and FND Evaluation* (Oct 2010) stated that this is the preferred referral approach advocated by JCP Advisors because it entails a more streamlined and joined-up transition for the customer. All JCP customers will be provided with access to the *Jobs First–Customer Zone* prior to referral to allow them to access information about our services as well as access to store CVs/applications and to conduct job search using the available tools. Information packs are also available for customers unable to access the internet.

**Benefits:** All customers benefit from being well informed about the service they can receive and will be engaged quickly in WP provision. Any initial access barriers can be addressed (e.g. learning difficulties, mobility issues or lack of IT skills) prior to start date.

**Phase 2 Engagement.** Following PRaP referral, C-MAC contacts customers as soon as possible to start the Action Planning process and schedule an assessment date. If they have not been pre-engaged with us we provide access to the *Jobs First–Customer Zone* or a WP Information pack and if possible ask them to undertake a self-assessment. To facilitate engagement with voluntary customers we make available information about the WP and the services we provide.

**Rationale:** To engage successfully with customers they need to know how we can help them and that we are serious about getting them a job as quickly as possible. We need to provide services quickly that improve their chances of employment. To engage with volunteer customers our experience delivering, for example, Pathways to Work and Progress to Work is that we target locations where customer groups visit (such as children's centres, community centres, medical centres, libraries, schools and council and provide information via posters and leaflets which use attractive graphics, plain English,

4.1a (continued) services) additional languages. We also hold information sessions, have stalls at community events and advertise in community newsletters.

**Benefits:** Customers interested in working are engaged with WP before being mandated to participate and are keen to participate as they have made the decision for themselves.

**Phase 3: Assessment.** We provide an holistic initial assessment by a combination of initial screening via our Customer Management Assistance Centre (C-MAC), self-assessment and Employment Consultant and Health Professional led assessments to gain a clear picture of needs and barriers so that the most appropriate support is provided. Our initial assessment package has been developed, tested and refined through working with a diverse range of customers across a range of programmes. For instance, the online self assessment tool has been developed based on feedback from CDG's Rickter Scale pilot with New Deal customers in London, plus a review of current assessment tools used in the industry. MAXIMUS' health assessment has been developed by our in-house Health Services Team (which includes qualified Occupational Therapists, Exercise Physiologists, Psychologists, and Rehabilitation Counsellors), based on experience of Disability Employment Services contracts in Australia. Customers also have access to our *Jobs First–Customer Zone*, an on-line facility to undertake self assessment or a paper based version that will speed up the assessment phase and allow more time to be spent developing a tailored Action Plan to move the customer towards employment.

**Benefits:** As described above, customers in the CPA face multiple, complex and often interlinked barriers to work. Therefore our comprehensive assessment process helps to quickly and effectively gain a clear picture of needs and barriers so that the most appropriate support is provided. Customers have access to a range of assessment approaches dependent on their individual needs and preferences. Those who are confident IT users are able to commence their self assessment and job search activity immediately via the *Jobs First–Customer Zone* and via Job Boards, as provided by our strategic partner, Monster. Those with health/confidence issues receive added one-to-one support, including in venues where they feel more comfortable.

**Phase 4: Personalised support.** Our journey looks beyond the benefit each customer is receiving to focus on the best solution for each individual via our *Jobs First* programme. Individual customer journeys are positioned within three main levels of activity and support. Each has a range of activities allowing for further personalisation.

**Rationale:** The main principle of providing three broad levels of personalised assistance is to enable customers to receive the most appropriate support package to allow them to enter work as quickly as possible. The London Development Agency (LDA)'s report 'Behaviour Matters: Applying Behavioural Economics to Tackle Worklessness, Oct 2010' states that timely support is essential and that "A period out-of-work can quickly lead to deterioration in skills and confidence. So it is important to fast track groups at risk into support quickly to avoid psychological barriers developing".

#### **Benefits of *Jobs First* Service to Individual Customer Groups**

##### **Fast Track**

Those closest to the labour market, particularly graduates and professionals exiting the public sector, and unable to find work via JCP, will identify and secure suitable work in the minimal possible time via intensive, focussed job search activities. Access to the *Jobs First–Customer Zone* portal enables those confident with technology to source job opportunities at their own pace and to access additional e-based support modules using *E-kwip.me* courses to help prepare for interviews, and our bespoke work readiness packages for specific employers, e.g. Tesco, Halfords. Our Job Board provides real time access to jobs (via Monster, Adecco), and many suitable job/work experience opportunities sourced by direct employer engagement activity at national and local level, e.g. Royal Mail, Call Britannia, Barclays, Currys.



## 4.1a (continued)

**Benefits of Jobs First Service to Individual Customer Groups****Work Readiness**

Parents with children under 5 years and lone parents receive access to affordable childcare, financial support and advice including from Gingerbread  
BAME people receive ESOL support; engage with staff/interpreters/local specialist groups speaking community languages, enabling effective communication of barriers

People with low skills such as carers and young people provided with access to a range of vocational and employability skills training to equip them with required skills to access their preferred job roles. People with insecure housing and/or a criminal record receive menu partner support e.g. St Mungos

**Intensive Support**

Refugees provided with specialist support (e.g. UK NARIC support to translate their qualifications into UK equivalents) from menu partner Praxis

People with significant barriers e.g. mental health issues, receive support via health professionals/local specialists to help stabilise conditions (e.g. anxiety, depression, low self-esteem, drug/alcohol issues) and to motivate them to find work. Health professionals are embedded into front line services.

People with limited/no work experience and significant barriers preventing them from working build self esteem and employability skills via placements with local VCS or Social Enterprises, e.g. Call Britannia, HCT, Work Pays or employers willing to offer additional support or allow EVs and WP staff to provide support on their premises

**Phases 5 and 6 Employment and Sustainable Employment and Job Progression**

**A comprehensive package of in-work support** to address the needs of both employers and our customers to ensure job sustainability and progression.

**Rationale:** The initial few weeks of work can be the most challenging for our customers. However, our experience on FND provision shows that once customers have sustained work for 13 weeks, then the majority go on to work for 26 weeks or longer. Therefore intensive support is provided to customers during the initial 13 weeks of work to minimise drop out during this transition period, via the use of EV support, by agreement, to act as mentors, *E-Kwip.me* modules (e.g. 'Retaining the Job' which can be accessed online at any time to act as a prompt to dissuade negative thoughts/behaviour), at least fortnightly contact with ECs or EVs (as appropriate). Customers will continue to receive support following this tough period; however the intensity is adjusted based on their progress and level of current barriers. Our experience confirms the benefits of providing support to employers to alleviate their concerns and ensure a positive experience at work for our customers: *'Working with MAXIMUS we manage to keep staff now for more than a year. MAXIMUS ...provide us with professional and very impressive pre-screening services and ongoing support.'* **Redacted**. LDA research (2009) affirms our experience that investing in the skills of employees is one of the most effective ways of ensuring retention and progress in work. Employers are encouraged to support customers and invest in their continuing professional development and are provided with case studies of how this can help to reduce staff turnover, improve employee morale and productivity and thus increase profits. Employers are made aware of the heavily subsidised government funding training that is available via the Skills Funding Agency and apprenticeship providers, and will be linked to local colleges and training providers (including from our supply chain) to access this.

**Benefits:** Customers are motivated to remain in work, receiving ongoing support and development from employers who understand their needs and are committed to their continuing professional development.

**[4.1b]Service Requirement**

DWP expect all customers to receive a minimum level of service. Please clearly define:

- Your minimum service delivery levels for all customers within this CPA;
- Your rationale that supports your approach:
- How it addresses the needs by customer groups.

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

**4.1b Minimum Service Delivery**

MAXIMUS-CDG has designed a model for CPA3 that incorporates key minimum standards across each phase of the customer journey. We recognise that all customers may not need all of the services outlined or choose not to access certain services based on their individual circumstances. Our minimum service delivery levels are:

**Phase One – Pre-engagement**

- Information about the Work Programme and MAXIMUS-CDG services available in JCP offices, online and in the offices of our delivery and Menu Partners
- Expert Volunteers offered to all JCP customers to provide advice and support before being referred to the Work Programme and throughout each customer's journey
- All Customers given access to the *Jobs First–Customer Zone*

**Rationale and How it Addresses the Needs by Customer Group**

We believe that providing customers with information at the earliest possible time supports engagement, as customers have an understanding of who we are and what we can offer. EVs can engage with potential customers to discuss participation in the WP, dispel any fears or myths and prepare them for what lies ahead. This is particularly relevant for vulnerable groups e.g. lone parents, people with housing/debt issues, those with low skills, BAMEs and ex-offenders in this CPA who are traditionally difficult to engage; higher qualified professionals who may be accessing such a programme for the first time and are uncertain about what to expect. Promotional information in the format of leaflets and posters are localised to show locations where customers can access our services. On-line information is available to those able to access.

**Phase Two – Engagement**

- All customers are contacted by C-MAC initially by phone in two days and if not contactable an appointment letter sent within 5 days of referral
- Initial appointment with an Employment Consultant (EC) arranged within 15 days of referral
- Minimum of 90% of referrals converted to starts on the Work Programme
- Warm handovers with JCP advisors arranged where possible
- Appointment reminders by SMS sent to all customers with a mobile phone

**Rationale and How it Addresses the Needs by Customer Group**

Maintaining momentum and early assessment are two key elements to engaging customers, particularly those with multiple barriers. This approach ensures we can tailor our service from the outset. For example, in the West London CPA many benefit claimants suffer from mental health issues and in these cases C-MAC staff will facilitate a warm handover between the EC and JCP Advisors where appropriate. We make sure that BAME customers have access to an interpreter or bi-lingual staff member as necessary. All customers receive a letter from the C-MAC confirming the time and venue for the initial meeting and a text message reminder the night before. This feature supports customers who due to personal issues or lifestyle may forget to attend appointments and will also give parents and carers the opportunity to re-schedule if their responsibilities require them to do so.

**Phase Three – Assessment**

- All customers undertake an assessment with a dedicated EC or Health Officer
- All customers starting on the Work Programme produce an Action Plan within 15 days of referral
- The Action Plan includes agreed activities and timescales
- All customers work towards an agreed job entry date based on their individual barriers and Action Plan
- Action Plans regularly reviewed as milestones are reached



**4.1b (continued) Rationale and How it Addresses the Needs by Customer Group**

In order to get customers into work or into an activity to address their barriers to employment it is essential to have a comprehensive assessment in order to develop a personalised Action Plan. It is important that it sets out the clear requirements of both parties to avoid sanctions. This addresses the needs of all customers whether they are job ready or not. Every customer has a plan to get a job and this is broken into manageable tasks with timelines that can be reviewed at each contact with their EC.

**Phase Four – Personalised Support**

- Dedicated support from an EC and menu partner providers
- Minimum of fortnightly contact
- Hours of attendance and appointment times tailored to meet customer circumstances
- Access to a range of support through local Menu Partners
- On-line access to live job vacancies through our *Jobs First–Customer Zone* and job matching with vacancies generated through Employment Engagement Consultants
- Access to funds for travel, childcare, equipment and clothing if included in Action Plan

**Rationale and How it Addresses the Needs by Customer Group**

Through our delivery model every customer has a different journey determined by their abilities, skills and barriers, not by type of benefit they are receiving. However, all customers have regular contact with their dedicated EC at least fortnightly to make sure that they are on track in working toward their employment goals. Whether the contact is in person, by phone or email is negotiated based upon the individual customer's needs. For example, customers on a substance misuse programme with Addaction will hear from their EC to check participation until they complete the course, while a customer actively job searching and participating in training courses in our offices would catch up face-to-face more frequently to discuss job matches or other help required.

**Phase Five – Employment**

- Support to manage the transition from welfare to work
- Access to in-work benefits calculations and advice on entitlements
- Access to financial support to cover travel costs or childcare in the early stages and advice with budgeting

**Rationale and How it Addresses the Needs by Customer Group**

We have a *Jobs First* approach to servicing customers. When we help them secure employment we provide practical support in the initial period as we know from our FND experience that if customers work for the first 13 weeks they are likely to sustain their position. For example, for vulnerable customers such as the homeless we call or meet with them prior to commencement to ensure they are prepared for work and have sorted out issues such as transport and childcare, and that they know they can call if they have any concerns. We can also discuss budgeting based on their new wage.

**Phase Six – Sustainable Employment and Job Progression**

- Membership of the MAXNETWork
- Regular contact from their EC to check progress and offer additional support, such as further skills training if required
- Rapid reconnection job matching service to prevent return to benefits

**Rationale and How it Addresses the Needs by Customer Group**

To keep our customers in work for the long term we need to ensure they are provided with ongoing support and if they fall out of work we know about it as soon as possible so we can help them re-engage in job search or address the reason for the job loss. We contact customers regularly at first to check their progress and taper this support over time, taking into account that some customers, e.g. people with mental health issues or disabilities, may need continued support for the life of the contract and this support might involve engagement with a Health Officer, menu partner or community support service.

## PART 5: SUPPLY CHAIN MANAGEMENT

### [5.1] Delivery Strategy

Please describe in detail your delivery structure for all elements of the Work Programme provision across this CPA and explain why you consider your delivery strategy to be the best approach for customers in this CPA. You should clearly state how you intend to work with your sub-contractors and how you will ensure the needs of all your customers, including the hardest to help, are fully addressed from within your supply chain including voluntary sector organisations where appropriate.

Please also complete:

- **Annex 2** to show the structure to be put in place within the supply chain to deliver the Work Programme provision in terms of overall percentage of delivery, specialism and geographical coverage; and
- **Annex 3** (Sub-contractor Declaration) for your proposed sub-contractors as appropriate.

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

**MAXIMUS-CDG Key Features**

**5.1 Delivery Structure.** MAXIMUS and CDG have formed a successful and dynamic alliance to implement a robust and effective Work Programme (WP) delivery strategy clearly setting out how we will work with Delivery Partners and Menu Partners to meet the wide and varied needs of our WP customers. Although MAXIMUS, as a high performance and customer focussed international organisation, is the prime, the joint MAXIMUS-CDG delivery vehicle provides the best from the private and Voluntary Community Sector (VCS) to form the core of a quality supply chain designed to deliver further excellent job outcome results for customers in West London. Building on existing joint working and impressive track records for meeting customer, employer and community needs, MAXIMUS-CDG will enthusiastically lead a diverse supply chain to deliver better solutions for customers, greater jobs access, faster delivery and more cost effective services, including to customer groups in West London with the most challenging multiple barriers such as mental health issues, through our joint infrastructures and partner networks. These are augmented by the unique CDG-led Expert Volunteer initiative.

**Delivery Strategy.** Our delivery strategy for WP in West London responds to the many opportunities and flexibilities of the WP, drawing on best practice and most importantly clearly job focussed to meet WP requirements and the most complex needs of customer groups in West London, based on our detailed local knowledge. It combines our: •Performance track record as the UK's top performing Flexible New Deal 1 (FND1) provider (currently delivering 15% job outcomes in Surrey Sussex and Kent compared to the national average of 10%); experience in delivering a range of services more widely to customers with extensive labour market barriers, covering the 8 WP referral groups (e.g. Pathways to Work); our localised knowledge of West London through CDG's current service delivery as the largest VCS New Deal Prime and sub Contractor in London; our performance offer to support over 12,000 customers in the first year with a quality, personalised service; a robust and experienced supply chain, based on partners selected for their ability to meet the needs of customers with diverse needs across West London; a strong network of existing employer and stakeholder links with clear plans for further

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M Supply chain selection tailored to all  
A elements of provision across this CPA.

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✓ 'merlin plus' approach to working successfully with supply chain partners. . Blends best practice sharing with demonstrably successful performance management/sanction.

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45 percent of customers supported by VCS organisations in the supply chain

5.1 (continued) (a combined experience of nearly 250 years); experience of supporting the hardest to help (e.g., Kennedy Scott by delivering the ESF Hardest to Help contract in West London placed 400, mainly BAME and IB, customers into sustainable jobs against a target of 1200; this contract was commended in the Ofsted Excellence Gateway in 2010); strong performance on existing local contracts (e.g. 5E Ltd achieves an average job entry rate of 40%-45% across a range of DWP and ESF contracts, and latest Ofsted rating of 1- Outstanding); high quality delivery (partners have quality accreditations such as Matrix, IIP, DWP Momenta, ISO9000, Positive About Disability); social enterprise development, providing transitional, supported opportunities for people at the greatest distance from the labour market, as well as business management opportunities for those with higher skills (CDG and Renaisi); support to young people (Prince's Trust last year supported 42,000 disadvantaged youths across UK); supporting BAME groups (Acton Training Centre have staff speaking 17 different languages reflecting local need); in-work support (MAXIMUS has honed its approach to in-work support via its successful delivery of FND1 and its In-Work Support contract in the South West).

All supply chain partners have extensive employer links (with 20,000+ employers across the supply chain) and stakeholder links and strong track records in supporting individuals into employment and once they are in work.

**We work with our supply chain partners** to mutual benefit, but at all times with the interests of customers centre stage. Our supply chain partner selection process fully adheres to the DWP Code of Conduct, Merlin Standard and MAXIMUS-CDG's own transparent supply chain approach, *merlin plus*, which has resulted in the diverse but expert supply chain we have constructed specifically to match the needs of customers and employers in West London. We manage, monitor and develop partners to deliver the best performance, including by sharing best practice and seeking feedback on how successfully we operate as the prime. We have worked hard in West London to develop our supply chain with organisations with which we already have effective working relationships. This approach has led to the development of our partnership with CDG. Our working relationship under FND1 has been so successful that we saw a specific alliance as the way forward for WP success, bringing together the MAXIMUS performance culture with CDG's high achieving approach to customer support and stakeholder engagement, exemplified in the development of the Expert Volunteer Initiative which will underpin our WP delivery in West London. We have used our experience of other FND1 supply chain partners and providers in SSK to inform the balance of our supply chain. Kennedy Scott has been selected on the basis of its strength in FND1 delivery, whilst 5E Ltd, TNG, Acton Training Centre, Citizens Trust, Renaisi, The Prince's Trust, Westminster Works Consortium, Islington Council and Urban Futures have been selected on the basis of existing links and proven track records.

**The supply chain and menu partner structure for West London** has been specifically designed to address local customer and employer needs, including those requiring the most intensive, specialist support, by selecting and working with organisations:

- Including organisations who can provide pan-CPA support to address CPA-wide issues such as Addaction to address substance misuse issues, and Mencap to support people with learning disabilities, facilitating support to customers wherever in the CPA they are based (e.g. substance misuse has been identified as a problem through the CPA, but particularly in Barnet and Haringey);
- Including organisations to focus on specific issues in parts of the CPA where we have identified specific barriers, for example St Mungo's and Blue Sky Development to provide support to ex-offenders in Kingston where the Local Area Agreement has a target to increase ex-offender employment rates by 10% in 2011
- Developing links with organisations who can provide access to jobs over and above

- 5.1 (continued) those normally visible, including via social enterprises such as Call Britannia, HCT a Work Pays, as well as through the development of additional social enterprise ideas using the expertise of CDG and TPT
- Acting as strategic partners, such as Monster and the National Housing Federation to provide, respectively, bespoke online access to employment opportunities, and access to work experience and apprenticeship placements within the social housing sector
  - Supporting our Community Inclusion Plan (CIP) approach to the onward development of local links, to help with keeping our understanding of local needs up to date and to facilitate our contribution to the achievement of local strategic objectives

**A Responsive Supply Chain, Ensuring Results Throughout the Life of the contract.**

Our Preferred Partner Framework approach supports us in keeping our supply chain responsive and up to date as local needs or policy directions change. Partners who are not part of our delivery at the outset are assessed against set criteria and retained on the framework during the life of the contract. We respond to changing needs as they arise, whether at local level (e.g., a high proportion of unemployed BAMEs in Ealing), regional level (e.g., a sudden rise in the number of people accessing centres as a result of being unable to secure employment following public sector redundancies) or national level (e.g. the introduction of the Universal Credit in 2013). We currently have a framework of 225 organisations who have expressed an interest and who have been assessed as being capable of delivering a high quality personalised service in the West London CPA. The Framework also enables us to address under-performance if necessary. Initially, we seek to re-allocate customer share to the best performers, reducing share to those performing below minimum performance level. Our Supply Chain Manager is responsible for monitoring all performance and providing support to organisations which are under-performing, ultimately replacing those who consistently under-perform, using the Framework to select appropriate replacements.

**Focus on the hardest to help:** Through the range of options we provide through Delivery and Menu Partners, we facilitate all customers in succeeding in moving closer to and achieving employment as quickly as possible. The breadth of our services, both provided directly and through our range of specialists, including VCS supply chain partners, addresses all the more significant barriers of disadvantaged groups, for example:

Example Customer Group and Local Need	Example Partner	Service Delivery Location	Example Service
Mental/ behavioural issues, e.g. in Ealing	Expert Patients Programme CIC	Ealing and CPA-wide	Specialist condition management support
Debt issues and benefit concerns	Capitalise Partnership	Hillingdon and CPA-wide	Free debt advice to deal with crises
Refugees being a significant population in Brent	Praxis	Brent and CPA-wide	Advice and support to translate qualifications e.g. via UK NARIC
High crime rates, for example in Islington	St Mungos	Islington and CPA wide	Mentoring, coaching, and motivational workshops

**Utilising the Strength of the VCS** is fundamental to our strategy and our supply chain includes organisations such as Citizens Trust who supported 27% of people with severe disabilities/special needs into work via a Skills Funding Agency contract (Nov 08-Nov 10).

**Our Community Inclusion Strategy and Expert Volunteer Initiative** continue to increase our support of the VCS through the development of CIPs centred in each CPA borough to address distinct local area needs. As these plans are launched within local communities, VCS partners and their service users will be encouraged to participate. The goal being to help to increase community understanding of often hidden local needs and supporting the development of innovative networks across organisations and stakeholders which might otherwise not come into contact.

**[5.2] Management Structure**

Please provide:

- a description of the proposed management structure and how the required management skills and expertise, including working with local stakeholders, have been identified and will be delivered. You should also include a description of associated responsibilities and reporting lines ;
- a description of how you will work with the management teams of any supply chain organisations and key delivery partners; and
- explain why your management structure is appropriate for the Work Programme within this CPA;

Please include an organisation chart (attach as Annex 4) showing the proposed management structure for the Work Programme for this CPA.

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

**Note:** Format requirement and page limit does not apply to the organisation chart(s) which you must insert as Annex 4.



## 5.2 Management Structure for the Work

**Programme (WP) in West London** Our existing detailed knowledge and infrastructure in West London enables us to present a high calibre and experienced team to lead a strong performance culture and employment-focused approach to service the varied needs of WP customers. West London specific roles spearhead local collaboration, employer and partner success and innovation in delivery. This structure in turn

### MAXIMUS-CDG Key Features

- ✓ Highest calibre local management expertise to lead and manage delivery structure. Proven in the industry
- ✓ Supported and enhanced by one of the world's most successful welfare to work companies and management teams.
- ✓ Clear structure and reporting lines directly relevant to and focused on customers in West London
- ✓ Proven business processes for working with management teams of supply chain partners

motivates, drives and inspires our staff, supply chain and local stakeholders to deliver the services and solutions for customers in CPA3 which result in sustained employment opportunities. The structure has very simple and clear lines of management control and accountability, to enable the right outcomes for our customers, employers and other stakeholders throughout the life of the WP, including accommodating changing requirements, such as the move to Universal Credits in 2013. From extensive UK and international experience we are confident this is the most effective management structure to manage complex long term contracts.

**Proposed Management Structure:** Key responsibilities and reporting lines centre on **Redacted** of MAXIMUS UK. **Redacted** brings 35 years of national and international management and leadership calibre to MAXIMUS. He has experience of professional services industries incorporating long-term, high-value contracts, partner relationship and performance management, providing ideal leadership credentials to guide and develop Work Programme delivery across the UK. At corporate level, **Redacted** has direct support from: **Redacted**; **Redacted**; and, **Redacted**. Support and subject-specific expertise is available from international expert teams who support, research, advise and assist directly as required in all stages of set-up, implementation, performance management and delivery. Corporate support partners, such as KPMG, also provide specialist expertise at all levels. At senior level across the WP partnership, expertise is available from three key areas of support:

- **Redacted**, Chief Executive of CDG, whose 25 years of experience incorporate work with corporate, government and voluntary sector organisations

A National Community Inclusion Board with expertise from a range of business, industry and VCS members.

- **Redacted** will Chair, bringing board level experience (Nat West and Shell).
- **Redacted** is also a non-executive director of Leonard Cheshire Disability and Bexley NHS Care Trust and Chairman of the board of Trustees of CDG.
- Strategic Partners including Monster, Adecco, the National Housing Federation and Social Enterprises, via representation and involvement by senior managers.

**The Required Skills and Expertise.** High calibre and experienced people at corporate and local level, supported by internationally established leadership and business process deliver the following to manage success of delivery in West London:

- (i) Oversight of appropriate and quality services for all customer groups
- (ii) Management, monitoring and development of a diverse supply chain to deliver results
- (iii) Support and innovation to respond to local employer needs, including providing the maximum range of job and work experience opportunities for customers
- (iv) Encouragement of local community and stakeholders involvement to provide successful, integrated services for all customers, particularly the hardest to help

**Associated responsibilities and reporting lines** are clearly defined as reporting directly to the Managing Director for the UK. This line of ultimate UK responsibility is set out in *Annex 4 – Part 5.2a Management Structure – Organisation Chart*.

5.2 (continued) **UK Corporate Services** centrally support the local delivery of services, including via supply chain partners in West London. The corporate senior management team report directly to **Redacted** as MD, consisting of: HR and Organisation Development Director; Company Secretary; Business Improvement Director; Finance Director; Business Strategy and Development Director; Health Team Manager; and, Volunteer and Community Manager. Collectively this team has over 100 years of management experience. Corporate Services helps to support front line services for customers on a national basis, with a segregation of duties required to meet independent verification of performance, contract quality and contract claim requirements in line with robust corporate governance.

**Operations** are led by the National Operations Director (OD) reporting directly to the MD. The OD is responsible for leadership and co-ordination of contract performance across all WP contracts, with targets set in alignment with DWP Work Programme critical success factors. The OD looks to continually improve our levels of service, as part of the senior management team, to promote efficient delivery and support continuous improvement for service delivery and customer satisfaction.

**Regional Services** are lead by a Regional Operations Manager (ROM), with absolute focus on supporting the MAXIMUS offices, supply chain infrastructure and the needs and success of the 8 referral customer cohorts. The West London ROM is responsible for managing performance and supporting the planning and provision of changing service requirements, caseload fluctuations and the collective success of the supply chain. The ROM works alongside a regional Supply Chain Manager (SCM) who directly manages and supports Delivery and Menu Partners operating in the CPA. The ROM retains responsibility for developing capacity across the region to respond to fluctuations in customer volumes, liaising with Corporate Services to deliver additional capacity if required.

**Local Operations** are managed by Business Managers (BMs) leading and directing individual centres in line with corporate and contract requirements. Local staff include Senior Employment Consultants (SECs), acting as team leaders for up to six Employment Consultants (ECs). Each EC supports all customer groups and is required to lead on specialist customer groups and their circumstances/needs as part of their professional development. An Employer Engagement Consultant (EEC) leads on employer engagement. Each centre has access to a local and/or regional floating pool of Employment Coaches to provide work and employer-specific related training, Health Specialists to provide short term interventions to address health related issues, and Customer Management Assistance Centre (C-MAC) Advisers to provide telephone, out-of-hours and employer engagement support. The Volunteer Liaison role develops and locally supports the Expert Volunteer Initiative and Community Inclusion Planning as directed by the BM.

#### **Working with Supply Chain Management Teams and Key Delivery Partners**

**Redacted** as MD agrees the composition of all supply chains, in compliance with the Merlin Standard, and our MAXIMUS-CDG *merlin plus* initiative. The OD is directly involved with both contract negotiations and live running issues. Performance reviews are based on transparent performance data, which is available online to the entire supply chain, as well as customer, employer, stakeholder and menu partner feedback. Transparency of management information for staff and supply chain partners is a key performance improvement driver.

**Day to day supply chain partner management** is the responsibility of the SCM. Responsibilities include regular performance reviews with management teams of supply chain partners, using consistent measured from performance and quality reports. The SCM reports performance and issues of concern to the ROM, who is responsible for managing and monitoring all supply chain partners such as 5E Ltd, who



5.2 (continued) are providing services for over 55% of customers in the London Borough of Enfield.

**Improving Performance with Key Delivery Partners.** Our experience in delivering UK contracts has provided direct evidence of how working closely and communicating effectively with partners and stakeholders directly improves sustained outcomes. For example, under our FND contract in SSK, we used MAXIMUS internal quality system checks to identify and support one supply chain partner to address the issue of a lack of organisational structure. Meetings at senior, operational and quality level improved the focus and resourcing levels in the teams, leading to an additional investment in resources and training, and subsequently better outcomes. We embedded MAXIMUS staff into the partner's site and encouraged and promoted some proven best practices. Within one month, job placements increased 500%. Also, in our FND contract in SSK, joint training sessions with local Jobcentre Plus (JCP) staff and our supply chain partners helped improve communication horizontally across our supply chain. This was recognised as a strength in our Merlin Assessment feedback report and continues to be an important element of the way we help to capacity build and develop supply chain, including VCS organisations.

**Improving customer service and quality through partnership working** is achieved with support from the SCM and the ROM at contract management level. In West London the SCM will be in regular contact with the management teams of all delivery partners to continuously drive up quality of service for customers, employers and DWP. Information and support from the Quality and Business Improvement team assists the SCM to make this activity and support as focussed as possible on overall success of customers achieving sustainable job outcomes. We have an ethos of working with partner organisations to review quality of service, share best practice and agree business improvement plans where necessary. Continuous improvement cycles, incorporating customer, supply chain and stakeholder feedback as part of operational management, will improve performance for the life of the WP.

**Our Business Managers and teams** have expertise and knowledge of community networks so are best placed to serve the needs of local customers, employers and communities. They use this knowledge to drive and focus local jobseeker activity. In West London, they will be able to source services from 13 Menu Partners to support customers, e.g. to address needs of people with mental health issues (Expert Patients Programme CIC) and identify suitable work placement opportunities (e.g. with Restore Community Projects). Our BMs have management experience and training plans to support continuous professional and personal development of our staff. Local knowledge from Employer Engagement Consultants allows us to respond directly to local employer needs and drive development of Work Programme customer skills. Health and Mobile services are focused on meeting specific jobseeker requirements, supported by a flexible service delivery model to support BMs in requesting extra support to meet local fluctuations in customer volumes. C-MAC Advisers provide telephone, out-of-hours and employer support for MAXIMUS-CDG teams and local Supply Chain partners.

**Our Community Inclusion Board** plays a key role in advising and supporting ROMs, SCMs and BMs to deliver the best outcomes, including for hardest to help customers. Board membership includes representatives from: LAs; VCS organisations; local and national employers with a presence in the area; community representatives; and, a representative sample of our service users.

#### **Appropriateness of Proposed Management Structure for West London**

The proposed management structure is driven by and respond to the local dynamics and the requirements of customers. This approach is based on 40 years of running welfare programmes internationally, helping over 110,000 customers annually. Our management structure for West London reflects this proven formula for success.

**[5.3] Management of Delivery**

Please clearly describe:

- How you and your supply chain will manage and monitor the quality of delivery of the Work Programme to ensure that the whole provision within this CPA is of a consistently high standard and meets your minimum service levels;
- Your approach to performance improvement activities for your supply chain as a whole, outlining how you and your supply chain will act on the findings of any monitoring activity including the resolution of issues from within your own supply chain, partners or other bodies.

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

**MAXIMUS-CDG Key Features**

**5.3 Managing and monitoring the quality of delivery for customers throughout the supply chain in West London.**

Our high level of performance in contracts both nationally and internationally has been achieved through our total focus on performance, quality and continuous improvement. Such performance, existing in Surrey, Sussex and Kent for Flexible New Deal (FND1), is underpinned by our effective management, monitoring and evaluation systems. We will apply the same systematic approach to the Work Programme (WP), applying proven and tested methods to all supply chain partners on an equal basis. This will ensure there is a consistent overall approach to customer service, including achieving the correct balance between support and sanction.

**The Performance Management Cycle**



**1. Goal Setting**

- Identify internal and contractual targets
- Ensure each individual is aware of their targets

**2. Accountability and Authority**

- Identify key processes and outcomes
- Identify and assign responsibilities

**3. Performance Measurement**

- Define required measurements and sampling methods
- Define required individual and team performance
- Define frequency
- Define monitoring tools and approaches

**4. Awareness and Improvement**

- Analyse data
- Report trends
- Identify improvement opportunities

**5. Motivation and Reward**

- Plan corrective and preventative action strategies
- Celebrate successes
- Build continuous improvement strategies

The Performance Management Cycle is used for all contracts and follows a uniform design which provides assurance for all aspects of our performance management and monitoring, providing consistency and ability to manage contract changes over the life of the WP.

**Partnering Agreement.** During implementation, MAXIMUS will formalise a plan for partnership working with each Delivery Partner containing mutual expectations, including:

- Agreement of minimum service standards and performance levels for the WP
- Delivery requirement, geographical coverage and profile of targets
- Staffing level and caseload size expectations

✓

Pro Rated #1 Prime for support and fairness by many existing sub contractors

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✓ Demonstrated willingness to intervene, support, sanction and replace partners where necessary

✓ Integration of UK and international best practice into whole supply chain

✓ Proven prime contractor behaviour in adherence to the Code of Conduct, Merlin Standard and Supplier Charter

5.3 (continued) **High standards of service delivery are managed and monitored** by our SCM for West London, responsible for day to day partner monitoring, management, and improvement of performance. Delivery partners are included in discussions and meetings prior to contract commencement so they are able to prepare successfully for live running. Delivery partners' performance is managed via their partnering agreement, which specifies all of the performance requirements, KPIs, and delivery model information to the detailed level needed to ensure outcome objectives are achieved.

SCM roles and responsibilities include:

- Providing weekly reports and action point summaries for executive level review
- Managing Performance Improvement Plans (PIPs) where performance is not up to agreed levels and additional support is required to address weaknesses
- Leading formal monthly contract reviews with all delivery partners

**Contract Reviews Cover:**

- Performance results, audit findings, validity of claims, health and safety issues, complaints, customer successes and the sharing of best practice
- Improving overall performance by the use of league tables, constructive competition, providing our support and promoting supply chain best practice
- Seeking feedback and views from stakeholders, including Jobcentre Plus, to explore additional services for customers and communities

**Supporting a Diverse Supply Chain Based on *merlin plus*.** The value of the SCM role was highlighted as a major strength in a recent Merlin Inspection which stated MAXIMUS:

- Implements effective solutions for the resolution of queries and disputes
- Adopts a culture of openness and transparency
- Uses clear and frequent communication with its supply chain partners

**Performance monitoring** within MAXIMUS and across the supply chain is managed through best practice reporting tools. Central to this is our case management system, WorkQWEST, which has been specifically developed for employment solutions globally. Used for FND1, WorkQWEST will be refined for the WP so that all key performance indicators are captured and reported on. Our Business Analyst in the Quality & Business Improvement Unit (QBIU) produces regular performance reports on individuals and teams. To maintain focus, daily performance reports on key outcomes are issued showing performance against targets, where required. Reports are circulated to managers, including to the SCM, for distribution and discussion with delivery partners. The executive team is also included on key report circulations to keep them fully informed of key issues. The reports are analysed by QBIU staff and used by Business Managers (BMs) to review team and individual performance. Any instances of underperformance are quickly identified, monitored, reviewed and addressed. Reports are also provided to Employment Consultants, allowing them to assess their own performance in relation to their peers. This approach has proved successful in encouraging weaker performing Employment Consultants and teams to benchmark against higher performers.

**Performance and Quality Audit Reviews (QARs)** are scheduled for both types of review meetings: **1.** Performance reviews are held monthly both within MAXIMUS and its delivery partners. Frequency of subsequent visits depends on the outcome of the review.

A red risk rating results in weekly reviews, amber two weekly and green, monthly. Delivery partners are chosen on the basis of innovation in service delivery and solutions for the range of WP customers, which also forms part of the review process. **2.** The first QAR by the QBIU is conducted within three months of the contract start date. These audits provide a Quality Audit Report giving an overall risk banding of High/Medium/Low based on: contract compliance; error rates on documents; issues on job outcomes; DWP claim rejections; customer service; and, feedback plus direct observation of delivery to customers. Audit reviews are completed in accordance with the approved Audit Schedule with the timing flexible dependent on the level of risk for each centre or delivery partner.

5.3 (continued) **Managing performance improvement activities for the whole supply chain.** Our performance management system for Delivery Partners drives and coordinates our focus on *Jobs First*. Individual Performance Review Meetings with Delivery Partners in West London will address underperformance, agreeing on remediation and a PIP. Findings from reviews are managed by the SCM as part of the contract review process. Items that require actions are transferred to the PIP and reviewed within six weeks to ensure the centre has completed its required corrective actions.

The QBIU identifies individual training needs where improvement is not achieved, or if a supply chain partner is not able to complete the actions required in the agreed timeframe. Advice and training is provided to staff as required to make sure that all issues are addressed. The QBIU also identifies best practice within teams, as well as providing management and the executive team with feedback following evaluation of trends. The delivery partner QAR is identical to our internal reporting and reviewed by the SCM. A Partner Remedies Log exists for partners to provide feedback to MAXIMUS on issues.

**Acting on the Findings of Monitoring Activity.** Key outcomes are shared across the supply chain to foster a healthy competitive spirit which is transparent and inclusive. WorkQWEST allows "live" production of reports by MAXIMUS and delivery partner staff, providing management information down to the individual consultant level, enabling any poor performance to be identified quickly and the impact of improvement strategies assessed with no time delays. This real time monitoring allows management to identify at any given time where it needs to direct resources to problem areas. Senior MAXIMUS staff meet regularly with DWP Contract Managers and other staff to ensure that the focus and performance by MAXIMUS is in line with DWP expectations. Should this be perceived as not being the case we move immediately to rectify the situation. Our goal is to deliver to the DWP, our diverse WP customers and the community an exemplar service package that is focussed on improving the lives of people who live in these communities by better access to jobs. We will rigorously monitor equity of outcomes of different customer groups to see that no parking of hardest to help customers takes place. Our Management Information systems and processes enable us to evaluate WP service requirements from the outset, noting and acting where necessary on trends throughout the contract, working to both national and internal benchmarks. This ability is important for the WP due to the expected changes in contract and customer requirements during the life of the contract. Key indicators used are:

- Outcome Performance against contract targets
- Quality audit ratings (from the QBIU team)
- DWP feedback and scoring
- Customer feedback (from our customer feedback systems)
- Employer Feedback (through EECs/Engagement Teams)
- Performance with minority and disadvantaged groups

**Resolution of Issues.** A well-established procedure, clearly defined in the contract is provided to partners. Where possible MAXIMUS diffuses any problems on an internal basis and prevents disputes from escalating. Supply chain partner feedback from Merlin assessment has reinforced the success of this approach, confirming that:

- The use and process for dispute resolution was clearly communicated
- Queries and disputes were dealt with immediately
- Delivery partner staff felt confident to contact MAXIMUS management staff

**Preferred Partner Framework.** This is positioned to refresh the supply chain:

- When a supply chain partner consistently fails to achieve agreed outcomes
- Where additional partners are required to address performance or service gaps or changes to requirements, including customer needs

Contingency plan arrangements to cover the loss of a supply chain partner include step-in or replacement by use of pre-assessed organisations on our Preferred Partner Framework

**[5.4] Delivery Locations**

- Provide details of the key delivery locations and explain how you and your supply chain will achieve full geographical coverage of provision for the delivery of the Work Programme within this CPA; and
- Detail what you have taken into account in terms of the needs of the customer groups in determining this approach.

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

**MAXIMUS-CDG Key Features****5.4 Key delivery locations providing full geographical coverage across the West London CPA:**

MAXIMUS-CDG and our delivery partners provide 25 main centres across the CPA to deliver the Work Programme (WP). As well as using existing premises across the supply chain, we will set up new offices in Hammersmith and Fulham, Westminster, Kensington and Chelsea, Islington, Hillingdon, Harrow, Ealing, Camden, Brent and Wandsworth to ensure our customers have access to local delivery across the entire CPA as detailed on the map below. We will also provide outreach services to ensure access for people with health issues or other significant barriers preventing them from travelling to our core delivery centres.

Coverage has been tailored to reflect current data and ongoing research about the distribution of WP customers and their local needs, including through community inclusion planning with local stakeholders. Through our continuously updated Preferred Supplier Framework of potential partner organisations, we can adjust coverage through the lifetime of the programme according to changing need, including reflecting benefit changes such as the introduction of Universal Credits. In developing our infrastructure, we have taken into account geographic and specific customer group requirements to develop outreach services for areas with smaller populations or where there are significant transport issues that impact on our customers' ability to travel to centres.

**How services to customers will be provided across all areas of the CPA.** We will achieve full geographic coverage by having centres or outreach services in each borough:

**BRENT** *Existing Premises (Urban Futures, Kennedy Scott); CDG opening a new centre:*

**Urban Futures:** 1 Olympic Way, Wembley HA9 0NP. Fully DDA compliant 1000 sqft, two training rooms, one IT suite, additional laptops and ICT materials including for customers with disability/hearing/sight impairment. Interactive white board facility; online learning programmes. Within 4 miles of 3 local JCP offices, next to Wembley Park tube, 5 minute walk from Wembley Stadium rail station and an excellent bus service around the area.

**Kennedy Scott:** Suite 1, 9th Floor, Wembley Point, 1 Harrow Road, Wembley HA9 6DE. DDA compliant 1900 sqft, with one training room, one ICT suite, three private interview rooms, onsite car park. Local JCP 1.4 miles. Close to Bus Stops: Stonebridge Park (1113 ft), Monks Park G (306 ft), and 2 minutes walk to Stonebridge Park train & tube station

✓  
T Office locations determined by customer demographic and needs, facilitating ease of access

- ✓ Flexible/extended opening hours as required
- ✓ Outreach locations through local partners and/or community facilities
- ✓ Integration with Local Authority premises and services

5.4 (continued) Tube and Railway station; close to bus services along Uxbridge Road.

**Acton Training Centre:** The main site is on 296-304 High Street, Ealing (W39BJ). It is 10000 sqft, DDA compliant, with four training rooms, four IT suites. Other resources include learndirect centre and conference room used as additional 1:1 or training room for group workshops. It is less than a mile away from the Acton JCP. Main 207 Uxbridge Rd bus stop outside (main route from Uxbridge to central/west London). 5-10 minutes walk to Acton Town Underground station (Piccadilly/District). Four other ATC premises are located across the High Street, Uxbridge Road and Saxon Drive in Ealing.

**ENFIELD Existing Premises (5E, TNG):**

**5E:** Two fully DDA compliant centres in Enfield, one on Pegamoid Road (N182NG), and the other on St Georges Chambers (N90TS). The Pegamoid Road Centre is 13100 sqft with 25 training rooms, 8 private 1:1 rooms, 4 ICT suites with networked IT equipment, telephone/fax/internet/stationary, other learning resources, refreshments, car parking including disabled parking. Close to local JCP offices (1.5 miles from Edmonton, 2 miles from Tottenham, 3 miles from Enfield JCPs). Good nearby bus and overground train links.

**TNG:** 196 Great Cambridge Road, Enfield EN1 1UQ. Fully DDA compliant 7900 sqft premise, with 4 training rooms, 3 interview rooms, 3 IT suites and 24 PC's, prayer and refreshment facilities. Nearest JCP is 1.6 miles, 10 minutes walk from train stations at Southbury, Bush Hill Park; bus links to Barnet, Enfield Town, Enfield Lock and Edmonton.

**HAMMERSMITH AND FULHAM Existing Premises (Renaissi); new MAXIMUS centre**

**Renaissi:** 5th Floor, Union House, 65-69 Shepherd's Bush Green W12 8TX. This fully DDA compliant centre has one training room, one IT suite, three 1:1 areas. Close to local JCP offices (Shepherd's Bush JCP within 1 minute walk, Acton within 1.5 miles, Harlesden within 4 miles, Fulham within 3 miles, Ealing within 4 miles, Kilburn within 4 miles). Good public transport links (Shepherds Bush Station 5 minutes away, Shepherds Bush Market 5 minutes away, Bus routes 31, 49, 148, 207, 237, 260, 316, 607, C1, 220, 283).

**HARINGEY Existing premises (CDG, 5E):**

**CDG:** Unit 3K-3L, Berol House, 25 Ashley Road, London N17 9LJ. Fully DDA compliant. Private interview rooms, training rooms, IT suites, kitchen facilities. 5 minute walk to Tottenham Hale tube and several bus routes. 1 mile from JCP office.

**5E:** Two fully DDA compliant 10,000 sqft centres: one on Selby Road (N178JL); one on Coburg Road (N226UJ). The Selby Road centre has 27 training rooms, 5 private rooms, 10 ICT suites with networked IT Equipment, telephone/fax/ internet/ stationary, disabled parking, cafe. Close to local JCP offices (Tottenham-1 mile, Edmonton-1 mile, Wood Green-2.5 miles, Enfield-5 miles). A five minute walk to bus, train and tube access.

**HARROW Existing premises (Kennedy Scott); new MAXIMUS centre opening**

**Kennedy Scott:** Queen's House, Kymberley Road, Harrow, Middlesex HA1 1US. A DDA compliant 2300 sqft centre, with three training rooms, two ICT suites, three one to one rooms, onsite car park. A one minute walk to Harrow Kings House JCP, and 0.9 miles to Harrow Station Road JCP. A two minute walk to Harrow Bus station and Harrow-on-the-Hill train station. St Georges Centre bus stop is 146 ft away.

**HILLINGDON Existing premises (Urban Futures); new MAXIMUS centre**

**Urban Futures:** Heathrow Academy, Newall Road, Hayes, Middlesex TW6 2RQ. DDA compliant 1200 sqft site; two training rooms, one IT suite, three private interview rooms. Additional laptops and ICT materials including for customers with disability/hearing/sight impairment. Interactive white board facility and online learning programmes. Within two miles of Hayes JCP, and one mile of Staines JCP office. Good links to train, tube and buses (Heathrow Express, Piccadilly Line service at site).

**HOUNSLOW Existing Premises (CDG):**

**CDG:** Quest House, 125-135 Staines Road Hounslow TW3 3JB. DDA compliant centre approx 2,600 sqft. It has two multi-function rooms for private interviews, and four training rooms to accommodate 60-80 customers at any one time. This site has very good bus



5.4 (continued) links (116, 117, 235, 237, 423 and others nearby) as well as access to Hounslow Central station and Hounslow town centre, on-site parking is also available.

**ISLINGTON Existing Premises (Islington Council); plus new MAXIMUS centre :**

**Islington Council (IC):** The Exchange, Watkinson Road, London N7 8HW. It is a DDA compliant 15,500 sqft site with three training rooms, 18 1:1 rooms, one ICT suite; a ten minute walk to Barnsbury Jobcentre and five minute walk to Caledonian Road tube station, on bus routes to Kings Cross, Finsbury Park, Central London. 10 further DDA compliant outreach sites across Islington, e.g. a one stop-shop for residents in Packington Square (N17UP), Central Library (N51PF), Islington Somali Community Centre (N7), IC also operates from 16 children's centres in the borough.

**KENSINGTON AND CHELSEA MAXIMUS will open a new centre.**

**KINGSTON UPON THAMES Outreach via CDG's centre in Wandsworth (see below), with the option to use its Wimbledon centre (2a Mansel Road, Wimbledon SW19 4AA)**

**RICHMOND UPON THAMES Outreach via CDG's centres in Wandsworth and Hounslow.**

**WANDSWORTH CDG to open a new centre:**

**CDG new site:** Riverside House, 26 Osiers Road, Riverside Quarter, London SW18 1NL.

This DDA compliant 3,760 sqft centre has two training rooms, one ICT suite, two 1:1 meeting rooms. It is less than a mile away from the Arndale Walk Jobcentre, and is a 7-10 minute walk to Wandsworth Town Rail, East Putney tube station, and Putney train station

**WESTMINSTER Existing (Westminster Works Consortium); MAXIMUS new centre:**

**Westminster Works Consortium:** 122 Great Western Studios, 65 Alfred Road, W2 5ES.

A DDA compliant 976 sqft site with three training rooms and 1:1 rooms, an ICT suite, with nearby crèche facilities, health clinics, GP surgeries. Near Royal Oak tube station, and bus routes: 7, 18, 187, 414, 70, 36, 23, 27, 6. Nearest JCP within 1 mile. 10 further DDA compliant delivery sites across Westminster; and further outreach sites via 5 libraries, 14 housing estate offices, 2 JCP offices.

**PAN-CPA** Prince's Trust will deliver across the CPA from its main existing delivery site on 18 Park Square East, London NW14LH. This DDA compliant site is 15800 sqft, providing nine one to one rooms and ICT facilities. It is within 3km of the local Jobcentre and close to Regents Park and Great Portland Street tube stations. Further outreach sites with similar specifications: Islington, Camden, City of London, Westminster and Haringey.

MAXIMUS is confident in its ability to open up new delivery centres based on a proven track record in setting up new centres in very short time frames. For example, MAXIMUS opened 13 new centres and supervised the set-up of another 13 new centres across our four main delivery partners for FND1 in Surrey, Sussex and Kent, to ensure fully compliant sites were open for business on day one of the contract to serve existing and new customers. In Australia in 2009 we were awarded a new Employment Services contract which required the recruitment of 400 new staff for 74 metropolitan and country town centres plus 38 outreach locations, some in very remote regions. Our experience in setting up new sites makes us a low risk option for delivery of the WP.

**How our Approach Reflects the Needs of Customers.** Across the CPA, the first year of the WP contract will support 12,000+ customers per contract. The majority of customers in year one will be JSA (78%), with (22%) ESA customers. Predicted customer flows will be largest in Haringey (13.5%), Brent (11.6%), Islington (9.5%), Enfield (8.9%) and Ealing (8.2%), based on an analysis of NOMIS JSA 18-24 and 25+ claimant data and DWP ESA claimant data (Nov 08-Oct 10), showing proportion of claims across London West CPA boroughs over the period. Monthly flows will be on average 1005 / month. Our premises strategy has taken account of predicted flows to ensure we provide sufficient coverage across boroughs and where there will be specific concentrations of customers. MAXIMUS and our partners will deliver from both traditional delivery sites, community outreach locations and with mobile peripatetic teams to best reach and serve the needs of all WP

5.4 (continued) customer groups. As a result of our partners' existing provision across the CPA many delivery centres are located in central accessible points across the CPA with good transport links to ensure all customers can access them without difficulty.

New sites opened by MAXIMUS will be accessible, welcoming and include a range of facilities and services for customers, e.g. private 1:1 interview and training rooms, open access IT suites, jobsearch resource rooms, canteens, access to crèche/ prayer facilities. Opening times for all centres will be at least 9am to 5pm from Monday to Friday, with extended opening hours based on customer needs. We will also provide virtual services accessible via the internet and telephone. Our CMAC and *Jobs First-Customer Zone* will be accessible 24 hours a day, 7 days a week.

Specifically we will be addressing needs of customer groups by ensuring:

- Access for **people with disabilities** via DDA compliant sites. Meeting rooms and toilets will be available and appropriately signed for the visually impaired, people in wheelchairs or people with assistance animals such as guide dogs.
- Those with **low-self esteem and lack of confidence** will be engaged in non-threatening venues, where they feel comfortable. This will include local community premises that they currently access (e.g. libraries) but also through making available private interview rooms within our premises where they can discuss issues openly.
- Centres are located in areas with **concentrations of potential customers**. Many centres are existing premises from where our supply chain have been serving customers for many years, and were originally opened based on their closeness to customers. These sites have been modified over the years to meet customer needs. For example, Citizen's Trust purpose built 'Centre of Excellence' in Ealing is highly acclaimed by training providers and partners e.g. JCP, London Councils.
- Facilities to enable **access for parents/carers** e.g. the range of nearby crèche facilities provided by Westminster Works Consortium's extensive premises network
- Proximity to **JCP offices** and availability of space in the JCP office for co-location
- Centres offer good public transport links to overcome travel barriers
- Proximity to other **local amenities** e.g. libraries, children's centres, shopping centres, GP surgeries, healthcare centres, and employment opportunities to overcome barriers.
- Catering for **cultural and religious needs** in certain areas where there is a specific demand, for example TNG providing prayer facilities in its Enfield centre.
- Access to **independent job search activities** by providing IT suites with online access to the *Jobs First-Customer Zone*, access to printers, telephones and a facsimile machine; providing newspapers, telephone books and community information via a Notice Board and handouts for local support agencies. All sites will have job boards in the front area to advertise current available positions and training.
- **Feedback Boxes** in all centres will be used to receive suggestions from customers to improve our sites which will enable continuous improvements over the contract's life.

For customers unable to attend a centre because of a significant barrier such as a health condition, MAXIMUS-CDG adopts a flexible, demand driven approach setting up sessions in community outreach locations, making use of our menu partner offices, libraries and village halls depending on need. This will ensure all customers will be within reach of either a permanent or outreach location and we will visit these locations once a fortnight. We have entered into strategic partnership with Learn Direct/UFI who will make available their local centres. This gives us many options for outreach as well as access for our customers to social media resources, online training and assessment packages, web-based job boards, internet access and Voice over Internet Protocol (VoIP) services to interact with Employment Consultants/Menu Partners.

We believe that the combination of fully resourced centres, supplemented by regular outreach will provide access for all customers to the WP across all the CPA.

**[5.5] Volume Fluctuations and Customer Group Changes**

Describe how you and your Supply Chain will maintain service delivery in the event of fluctuations in numbers of customers and changes to the customer groups referred including potential alterations resulting from changes to the welfare regime referred to you (see Future Services Schedule). Your response should include the following:

- How you will maintain minimum performance levels;
- How you will manage expanding/contracting business as a result of Market Shift or economic factors without an adverse effect on service delivery.

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

**MAXIMUS-CDG Key Features**

**5.5 Maintaining Service Delivery.** Our key targets and performance standards in West London will be constructed to respond quickly to changes in customer base or service requirements. We anticipate these will take place throughout the contract life, under influences ranging from global issues such as overall economic uncertainty, through longer term changes such as the introduction of the Universal Credit in 2013, to local issues, such as the recent announcement of 210 job losses within Wandsworth Council or the 250 jobs at risk at Westminster City Council. We have also factored in the intention to apportion customer share according to Work Programme (WP) contract performance.

**Experience of Addressing Fluctuations.** We have particularly relevant and current experience of addressing fluctuations in customer volumes due to the substantial local changes in economic conditions through the life of the FND1 contract. This has dramatically altered the caseload composition of the contract. The labour market has been flooded with more qualified and skilled customers, while the number of available jobs has reduced. Recognising this, we focused on further developing the skills of the most disadvantaged to ensure they maintained job opportunities in a very competitive labour market. We conducted skills audits and identified the skills demanded through a labour market review, and we tailored specific vocational and non-vocational training in retail, care and hospitality sectors. We increased our investment in Employer Engagement Consultants, who linked with local key employers. As a result, we have been able to continually improve our performance across the range of key performance indicators. This experienced and managed approach is directly relevant to our ability to manage evolving WP delivery with potentially higher fluctuations of customer flows.

**Maintaining Minimum Performance Levels.** We will maximise performance through the agreement of transparent and clear targets and standards. These will apply from referral right through to measuring sustained job outcomes, based on the achievement of a range of intermediate outcomes dependent on the customer group. Achievement against these standards (placement performance, for example), is monitored and reported daily to all in-house and delivery partner staff. Identified under-

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Proven record of responding to changing economic conditions and market share

- ✓ Pre defined, scalable measures to respond to short, medium and long term variations in volumes and customer groups/needs
- ✓ Preferred Partner Framework providing a pool of supply chain partners able to respond to new services as required
- ✓ Worldwide experience managing business variations based on welfare reforms and changes in customer need

5.5 (continued) entitlement conditions change for lone parents on Income Support and Incapacity Benefit claimants are reassessed. Introduction of the Universal Credit in 2013 will also have significant impact on customer flows. We have experience operationally the UK and internationally, of effectively managing the flow of customers into employment services over entire economic cycles, successfully managing fluctuations whilst maintaining high performance.

**Short term Increases in Referrals.** For short-term increases in customer numbers, we:

- Will extend/adjust operating hours (via provision in staff contracts to achieve this)
- Amend staff caseloads within clearly defined ratios
- Use flexible premises and suitable temporary or outreach accommodation. We have in place arrangements with organisations such as the National Housing Federation to access their premises across the CPA to support this approach. When customer starts are significantly higher than expected and are likely to remain high, additional office space is arranged, including via delivery partners
- As large and flexible organisations, MAXIMUS and CDG can re-deploy suitably experienced staff from within the CPA or other areas on a short-term basis, or recruit qualified temporary staff or skilled contractors to cover short term staff absences. This can be carried out on a daily basis if necessary. We also have arrangements with our strategic partner Adecco to provide staff at 24 hours notice
- The Supply Chain Manager (SCM) manages supply chain partner capacities and work fluctuations alongside the Regional Operations Manager (ROM) to maintain an even distribution of customers across the whole CPA. This assists short term fluctuations being absorbed across all providers. In addition, assurances have been sought from Delivery Partners of maximum and minimum volumes that can be achieved. For longer term increases in customer numbers, the SCM is able to call upon a reserve list of supply chain partners, through our Preferred Partner Framework (PPF)

**Larger Medium-Term or Sustained Changes.** A dedicated central team, overseen by the MAXIMUS Operations Director, can draw on staff from across the entire business to ensure appropriate services are in place. For longer term increases in customer numbers, the SCM works with the ROM to arrange additional capacity from our continuously reviewed PPF. This can provide additional geographic and/or specialist capacity as required to maximise the delivery of a consistently high quality service.

**Contracting (reduced) Referral Numbers and Changes to Customer Groups.** Our capacity to manage change to address a range of fluctuations is supported by:

- Training and development programmes which allow us to quickly re-train or up-skill our staff to work across diverse programmes and disciplines
- Established approaches to communication which mean we can quickly cascade change through our supply chains
- The ability to mobilise our international resources and external networks at short notice
- Regular reviews of business continuity plans to ensure we can replace delivery of partners should there be a need to
- A staffing model with flexibility to move staff both within and across CPAs
- A diverse and evolving supply chain that has the ability flexibly to respond to customer flows over the course of the contract and economic cycle
- Use of our PPF to include relevant new partners as required
- A large Expert Volunteer base providing consistent support across periods of fluctuating flow to maintain customer engagement throughout their journey
- Central control of systems supporting contract delivery help to make sure that fluctuations do not affect service delivery and our declared minimum service levels for customers

**[5.6] Managing the Customer Experience**

Please describe:

- How you will evaluate and monitor the quality of the Work Programme provision to ensure that it meets the needs of individual customers;
- What procedures will be in place for handling complaints as well as feedback from customers of their experiences on the programme; and
- how you will act on any findings.

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

**MAXIMUS -CDG Key Features**

**5.6 Evaluating and monitoring the quality of WP provision to meet the needs of individual customers in West London.** MAXIMUS-CDG's commitment to delivering a quality service to its customers is integrated into all aspects of our WP design. Key to our quality processes is the need to achieve sustainable employment outcomes for all WP customers. To do this we provide a tailored service for each individual to address their barriers to work and support the identification and achievement of employment goals so customers access suitable, sustainable employment as quickly as possible.

**MAXIMUS has a comprehensive Quality Assurance system** overseen by a Quality and Business Improvement Manager, reporting to the Director of Quality and Business Improvement and, ultimately, to the UK Managing Director. Our Quality Framework (QF) incorporates the various requirements of the Ofsted Common Inspection Framework, Investors in People, ISO 9001:2000 and Matrix standards, and is designed to integrate quality of delivery and overall service across our programmes. These same standards are applied in our partnership working procedures. We require supply chain partners to have comparable approaches and accreditation to key standards.

**Communicating our QF:** Our QF is regularly updated to reflect changing requirements, such as for the new WP programme. The QF outlines processes and procedures for service delivery and the minimum service we have committed to provide to all customers, as well as the options for personalising services through our service delivery model. All our partners are provided with training on our QF and are subject to MAXIMUS policies and processes. All staff have access to online resources which contain policy, procedures, job aids, information and links to relevant legislation. Any changes are communicated via Operational Change Alerts and Business Improvement Unit updates. These are emailed to relevant staff, with possible inclusion in our weekly 'all staff' company newsletter. All new and delivery partner staff participate in an induction session, delivered by our training team, covering the MAXIMUS Quality Code of Practice, contractual and legislative requirements, and operating expectations and standards.

**Quality and Business Improvement Unit (QBIIU):** The QBIIU detects and corrects flaws in

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5.6 (continued) **Customer Complaints, Suggestions and Feedback** feedback is an integral part of our service delivery model and ongoing WP development:

- At our first contact with customers we explain how we handle complaints and negative feedback directly to staff, through a variety of channels. Partners are also informed of their right to provide feedback.
- We collect feedback and suggestions via a variety of channels including a feedback tool, customer focus groups and suggestion boxes. All feedback is analysed, included in Continuous Improvement Plans (CIPs) if necessary.

- ✓ Independent complaint handling process drives continuous improvement activity
- ✓ Customer complaints process escalates to UK MD as required
- ✓ Customer feedback and survey results used to improve services and products

- Every six months our QBIU organises customer focus groups across all MAXIMUS contracts to identify areas where services can be improved.

**Customer complaints**, suggestions and feedback are system logged for collation and review:

- We acknowledge receipt in writing immediately, advising customers that they will receive a full response within a designated time frame. This provides for a comprehensive, transparent and easily accessible complaints and feedback register.
- The QBIU completes its initial investigation of the complaint within 10 days and any items that require attention are discussed with the Business Managers or our Delivery Partners and relevant agreed actions transferred to a Continuous Improvement Plan (CIP). Complainants are updated of progress and actions being pursued.
- CIPs are reviewed regularly to ensure that the action items have been implemented or completed. Until resolved, complaints remain active on the complaints register and regularly reported to senior management.
- Where there is no improvement or resolution of the problem at this first stage the BIU escalates the complaint to the next highest level for action, either to the Regional Operations Manager or Operations Director.
- If a customer does not feel that the issue has been resolved it is further escalated to the Executive Management Team to review the issue and actions to date, and to identify a specific deadline for resolution. Whilst every effort is made to resolve each customer complaint, customers are also advised that they are able to complain directly to the Independent Case Examiner to broker a resolution if they remain unsatisfied.

**Acting on findings** MAXIMUS is committed to continuous improvement and uses all feedback and complaints as an opportunity to review policies, procedures, training, staff recruitment, partner management and facilities to ensure we are providing the best possible customer experience, based on their direct experience.

Where findings of an investigation reveal a systemic problem we put in place a specific strategy to address this immediately at either a local centre, regional or organisational level. The strategy is fed into by all relevant parts of the organisation, at both corporate and local level. Feedback from surveys is further analysed at an organisational level to inform future training needs, update policy or procedural advice to staff and partners or highlight particular centres that may need further investigation. Business Managers are responsible for ensuring their centre develops and implements improvement actions based on any localised survey results, by including those in local CIPs.

**Customer survey results** influence improvements in our services. One such survey in 2010 indicated that one of our centres would benefit from additional Internet PCs for customers. Additional customers PCs were installed within weeks of the suggestion being made.

We use findings from complaints, surveys or feedback forms as the basis of contact days to share best practice across MAXIMUS-CDG and Delivery Partner centres. Business Managers in the region meet to discuss their centre performance, share good practice, agree improvements and suggest new processes as a result of customer feedback.

## PART 6: RESOURCES

### [6.1] Staff Resources – Staffing Numbers, Job Titles and Roles

Please provide:

- Details of the number of staff, shown as full time equivalents, you and your supply chain propose to employ to manage and deliver the Work Programme for this CPA. You should include a description of why you consider this staffing level is appropriate for this CPA at contract start date, together with details as to how you will manage the staffing levels as customer volumes rise and fall over the lifetime of the contract. This should include a description in detail of the number of staff to be drawn from current resources, those to be recruited by both your organisation and any supply chain organisations involved.
- Please provide details of how you have identified the skills required by staff in your organisation, and that of any sub-contractors, to deliver the service you have proposed at Section 4. You should describe how you propose to acquire staff with these skills or provide the appropriate training to ensure that these skills are available to commence delivery of the service on the date you have proposed. A resource plan should be provided (attach as Annex 5) showing how staffing, by full time equivalent and job title/role, will be allocated across this CPA and a description of the job roles of staff shown in Annex 5.

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

**Note:** Format requirement and page limit does not apply to the resource plan which you must insert as Annex 5.

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**[6.2] Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE)**

Please refer to the Provision Specification and Supporting Information before completing the following TUPE questions.

**[6.2a] TUPE – Managing the Transfer**

Please detail your plans and those of any Sub-contractors for managing TUPE transfers which will/may result from this Work Programme contract. Your response should include:

- measures you propose to take under Regulation 13 of the TUPE regulations, (including any proposals to seek agreement to change terms and conditions of employment or any redundancies for organisational, technical or economic reasons over the life of the Contract), to enable you to meet their statutory requirements;
- how you propose to communicate with transferring staff prior and immediately after the transfer date;
- an outline of your plan of activity to transfer in staff;
- how you propose to work with existing employers to ensure a smooth transfer of staff; and
- details of how you plan to ensure that any Sub-contractors will fulfil the requirements of TUPE Regulations and any relevant Codes and Statements of Practice.

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

**MAXIMUS-CDG Key Features**

**6.2a MAXIMUS has proven experience of successfully managing TUPE** staff transfers honed over four years combined with change management expertise in the international welfare to work sector.

**Our well-practised approach to TUPE**

**Regulation 13 requirements** is to enter into prompt consultation with transferor(s), their staff and representatives, to undertake a due diligence process. This assesses to what degree we need to seek agreement to vary employment terms and conditions or whether redundancies are likely due to organisational, technical or economic reasons. We also consult and provide information about any change to transferring staff (transferee) terms and conditions of employment as early as possible in the process. In reviewing our resourcing strategy for West London, 37% are in place with MAXIMUS, CDG and supply chain partners leaving a requirement of 63% that we will resource through TUPE/ external recruitment.

**Our TUPE Transfer Communication Plan** will be activated on contract award. The MAXIMUS in-house TUPE Implementation Team, led by the HR and Organisation Development Director, manages the Communication Plan implementation, alongside supply chain partners in relevant locations, including:

- Liaison with the outgoing employer(s) (transferor(s) and alternative WP prime provider to clarify which outgoing staff are in/outside the scope of TUPE
- Matching the transferor's staff skills/competence to WP resourcing requirements
- Establishment and management of clear communication channels (on-line forum, individual and group consultation), including requesting transferees' home addresses from the transferor's HR representative for individual communication
- Dissemination of clear timetable of consultation timeframes and the transfer date
- Identification of role responsibilities with clear dissemination to all parties of contact details: HR contacts, transferee representatives, legal advisors, the MAXIMUS Regional HR Business Partner (TUPE liaison officer for transferees)
- Briefing material for transferees on what to expect on the TUPE journey
- Clear, easy-to-read information on pension provision and transfer arrangements

**Communication prior to the transfer date:** initial contact is an invitation to attend a TUPE Kick-Off Group Meeting run by the MAXIMUS regional HR Business Partner and supported by a senior manager in the TUPE management team and senior staff from

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✓	Transparent terms & conditions, empowering employee decision making
✓	Managed the transfer-in of 149 staff from 16 organisations, across multiple contracts
✓	Managed the transfer-out of 82 staff to nine organisations, all of whom delivered DWP programmes across multiple contracts
✓	Sub-contractor engagement with TUPE is a requirement of partnership working

6.2a (continued) MAXIMUS terms. Following acceptance, the New Joiner process is implemented.

**Communication after the transfer date:** transferees receive a New Joiner pack and are invited to attend a 3-day induction (off-site). The induction programme will fully orientate new joiners. Within the first two weeks of starting, a performance meeting is arranged with the transferee's manager/HR Business Partner to clarify role expectations within the first 3-months and 6-12 months, available support, continuing professional development, how to raise concerns about the role or TUPE transfer and to discuss MAXIMUS contract terms, remuneration, total award, benefits and pension, if they did not transfer under these terms. After four weeks transferring, staff will be asked to complete an on-line feedback form on the TUPE process and post-transfer support to help identify employee welfare issues and to obtain suggestions on improving the process. HR Business Partners will continue to make regular visits to provide informal support and identify underlying issues.

Through experience we have found the Communication Plan eases most concerns at an early stage, enabling a smoother process, reducing potential attrition rates.

**Plan of activity to transfer-in staff** is delivered by a designated TUPE management team, led by the HR and Organisation Development Director and supported by external legal advisers. TUPE activity is integrated within the contract Implementation Plan and references the Resourcing Strategy and Service Delivery Strategy (including roles, skills matrix, and site locations/remote support). In addition to the Communication Plan activity, early consultation with transferors, supply chain management, other CPA providers on their TUPE strategy and clarity on formal transfer date(s) is critical, along with due diligence on terms and conditions of employment, benefits, policies and transferor company values.

**Experience has taught MAXIMUS that treating existing employers as key stakeholders is essential** and that they are reassured by seeing a fully planned approach, including an agreed format to the initial meeting. This meeting establishes our professional approach to managing the welfare of transferees and includes: sharing of the Communication Plan; agreeing the frequency of updates; identification of key contacts; clarity of consultation steps to be taken and timeframes; showing a full understanding of staff data; and openness about challenges and transition arrangements. Due diligence on transferring staff data is undertaken, prior to discussing in-scope and out-of-scope staff. Where appropriate, external legal advice supports this process.

**Sub-contractor compliance with TUPE:** Compliance with all applicable TUPE regulations and relevant codes and statements of practice is conditional to our supply chain partners' engagement. This is included in the generic subcontractor contract for the Work Programme which has been reviewed and approved as fit for purpose by MAXIMUS legal advisers Berwin Leighton Paisner. Sub-contractors are required to provide a Communication Plan on contract award as part of delivery management assurance, and MAXIMUS attends their TUPE kick-off group meeting to support both sub-contractor and transferees employees. MAXIMUS HR expertise is available to delivery partners to facilitate a smooth transition of staff, and we require sub-contractors to obtain transferee feedback post-transfer to understand employee welfare issues and potential process improvements.

**[6.2b] TUPE – Managing the Transfer**

Please supply details of what lessons you and any of your Sub-contractors have learned from TUPE transfers and/or major organisational change which will influence how you would handle similar issues in the context of this Work Programme contract including details of how it influences how you would manage any transfer/change which may arise as a result of this Work Programme contract.

Please describe what aspects of TUPE you consider will be relevant to this procurement.

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

**6.2b MAXIMUS-CDG has extensive combined experience of managing TUPE transfers as transferor and transferee, across multiple programmes and sites in the United Kingdom and internationally.**

In all circumstances covering a wide range of staffing numbers and organisations we have demonstrated our understanding of our obligations to inform and consult affected employees. UK Experience: MAXIMUS-CDG collectively transferred-in 149 staff from 16 organisations and transferred-out 82 staff to nine organisations. The majority of our subcontractors also have significant TUPE experience, for example TNG has transferred-in 69 employees under TUPE. International Experience: MAXIMUS transferred-in 270 staff under TUPE-style arrangements in British Columbia, Canada, following a contract win, and recruited in 500 staff over two months after winning 36 contracts in Australia.

**TUPE Experience Case Study Flexible New Deal Phase 1 - Surrey Sussex and Kent (2009).** MAXIMUS shared responsibility for TUPE transfers in a dual provider Contract Package Area, successfully transferring 25 staff into the company and its supply chain, from four providers. Timely consultation with staff, managers and representatives ensured that the majority of eligible transferring staff (over 75%) transferred to MAXIMUS in six weeks. The professionalism shown by HR and operational management resulted in valuable, experienced staff electing to join MAXIMUS-CDG rather than alternative providers who had failed to build trust during the process.

**Lessons Learnt Relevant to the Work Programme Implementation.** From our experience and subsequent evaluation of managing change and TUPE transfers, we have created Best Practice Principles that will guide Work Programme implementation across our supply chain. Two key areas that need to be addressed are timely access to TUPE information (including pension provision) and communication. In previous cases we have therefore sought early access to information, even if it requires future validation, and taken a proactive approach to communication and engagement with other affected organisations and their staff (road shows, face-to-face meetings, and web enabled self-service information). This proved to be effective in resolving both these issues. Alongside this is the key role HR can play in facilitating a smooth transfer process by working closely with transferring organisations in short timeframes.

**Aspects of TUPE Relevant to the Work Programme.** There are two key aspects when recognising our legal obligations:

- The automatic transfer of contractual and statutory terms and conditions of employment (of the affected employees) – the accrued rights, powers, duties and liabilities connected with the employment relationship. This includes occupational pension scheme provision.
- The obligation to inform and consult affected employees on the process and any measures we envisage taking.

Information must be provided long enough before the transfer to enable meaningful consultation. Affected employees are any employees of the transferor, whether or not they are to transfer to the transferee (new employer).

**MAXIMUS-CDG Key Features**

- ✓ Early identification of issues in the TUPE process
- ✓ Early and transparent communication is key to success
- ✓ Need for hands on approach of senior management and inclusive process

## **PART 7: STAKEHOLDER ENGAGEMENT**

### **[7.1] Local Stakeholders**

Please describe in detail how, in relation to this CPA you and your supply chain will engage with key local stakeholders including smaller and voluntary sector organisations to ensure effective on-going relationships with them throughout the life of the contract.

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

**MAXIMUS-CDG Key Features****7.1 Engagement with key local stakeholders.**

Stakeholders are identified and engaged before each contract, with the creation of local Community Inclusion Plans (CIPs) placing stakeholders at the heart of local solutions for local customers. Strategic Partnerships, such as those supporting greater job accesses in West London, compliment this approach. Monster, Adecco and the National Housing Federation, as examples, become part of a vibrant and 'joined-up' local network of employers, local authority partners, Jobcentre Plus (JCP) and strategic and supply chain partners. Collectively these support and present exciting options for moving WP customers into jobs. A proven approach as the UK's top performer for Flexible New Deal (FND1) in Surrey Sussex and Kent.

**Local Supply Chain for Local Engagement:** We have chosen supply chain partners, as detailed in Annex 2, that have proven their commitment to helping customers seek and obtain appropriate and sustainable work, and they have strong track records, all of which contribute to their robust local reputations. We will build on our supply chain's existing active engagement with local stakeholders including voluntary and community sector (VCS)

partners to enable a joined-up service for our customers and ensure we are able to inform and be aware of local strategic priorities. For example, CDG, via its London New Deal Prime and Sub Contracts has strong links with Jobcentre Plus (JCP), London Employer Accord (LEA), Local Authorities (LAs), Local Strategic Partnerships (LSPs), Local Employment Partnerships (LEP), Greater London Authority (GLA), London Development Agency (LDA) and Skills Funding Agency (SFA). CDG has engaged with West London Working and the six Councils it represents to ensure its provision meets local priorities, keep aware of emerging opportunities, existing provision and partnerships. CDG is a member of key local, regional and national networks giving access to local delivery providers: London Work Based Learning Alliance (LWBLA), Skills and Learning for London Partnership, Association of Learning Providers (ALP has 600 members, 40% are charities, and 60 colleges). CDG's Chief Executive also sits on the ALP Board. CDG has links with 9,000 employers pan-London. Our partner 5E Ltd is actively involved in local area agreements (LAAs) working with local consortia e.g. North London Nextstep Partnership and Haringey Employment Partnership to meet priorities. Acton Training Centre works closely with West London Business and Park Royal Partnership to provide access to the job opportunities in the Park Royal area which has over 1200 businesses employing 35000 people. TNG works with the North London Training Partnership to support and coordinate skills and employment activities in Enfield; supporting LB Enfield to achieve LAA targets for worklessness. Islington Council has representatives on the Islington Working Steering Group and Islington Community Network (ICN) which represents 20 VCS networks that provide additional support to our customers, e.g. the Islington Refugee Forum. Westminster Works Consortium links with Westminster Community Network (WCN) - the local voice for the VCS, and Westminster Works for Employers Group. Urban Futures works with West London Alliance, Hillingdon HELP (Housing Employment Link Project), Brent in2work Forum to support its customers. The MAXIMUS-CDG partnership adds even greater value by creating and developing an

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- ✓ Dedicated stakeholder engagement role through a Volunteer and Community Liaison Officer
- ✓ CIP evolves throughout the contract's life
- ✓ Expert volunteers provide additional community and stakeholder based focus



7.1 (continued) We will create a CIP for each borough in the West London CPA, as each area has a distinct identity and local priorities. Each will develop a plan for addressing local needs, e.g. supporting the large refugee community in Brent, the large number of people with debt issues in Hillingdon, and concentrations of homeless people in Camden and Islington. By involving key stakeholders to a series of independently chaired meetings, CIPs will explore customer characteristics, local community issues of concern and changing labour market conditions such as business closures/openings or cutbacks and discuss how to connect community support services, resources, work experience and job opportunities in the local area to assist all customers.

**Engaging with Key Stakeholders in the West London CPA:**

**1.** We will invite representatives from the following stakeholders to input to CIP meetings: LAs, LSPs, JCP, LDA, GLA, SFA, key employers and employer bodies, local health services, VCS and specialist organisations, City Strategy Pathfinders, Local Enterprise Partnership(s), local providers, London Chamber of Commerce, London First, London CBI as these are key agencies with regional, sub-regional and local commitments to ensure customers are linked to appropriate skills and job opportunities.

**2.** The Business Manager (BM) will also build strong, structured links with the following organisations via additional regular targeted engagement activities to provide a locally responsive service:

**JCP:** Our supply chain will build on existing good links with local JCP offices via their London delivery. Our model involves engaging JCP Advisors at pre-WP engagement stage, so our Employment Consultants (ECs) will arrange meetings with JCP staff to introduce MAXIMUS-CDG and the WP, and outline the pre-WP services we can offer customers, including engagement via EVs. ECs and EVs will seek to deliver from JCP offices, and JCP Advisors will be invited to co-locate at our centres where possible. JCP Advisors will also be invited to our centres to gain first hand insight of our provision and meet delivery partners. Liaising with JCP Advisors will ensure they have the information needed to inform potential customers of our WP service, and we will be able to work with them to understand potential customer needs and source additional support services from JCP where relevant, e.g. skills training from local training providers.

**LDA / GLA:** BMs will meet with the LDA / GLA and its subsidiaries e.g. London Skills and Employment Board (LSEB), London Employment and Skills Taskforce, the LEA, to share best practice, develop services to support our customers into work and support their strategic aims (e.g. we will contribute to the LSEB achieving its aim of raising London's employment rate to 72% by 2013). CDG has already worked with the LEA to develop bespoke pre-employment courses in partnership with key local employers (e.g. Travelodge, which resulted in 41 customers entering work, 34% being lone parents).

**Local Enterprise Partnership(s):** Employer Engagement Consultants (EECs) will build relationships with the London LEP(s) to keep abreast of and inform the development of local and sub-regional economic priorities.

**LAs and LSPs:** The Operations Manager, assisted by the BM, will develop our supply chain's existing relationships with LAs, LSPs and employability partnerships (e.g. Brent In2 Work) to enhance WP provision and support Sustainable Community Plan and LAA objectives. For example, support for people with learning disabilities by Mencap will help raise the employability of this customer group (as per Kingston's LAA).

**Local providers:** BMs will carry out one to one follow up discussions with local providers, following initial contact at Community Inclusion Board, to discuss joining up services, ensuring delivery integration and creating Service Level Agreements if appropriate. We will engage: a) **Skills provider network:** LSEB states that 610,000 Londoners have no qualifications and that low skills and motivation are key causes of worklessness. To tackle this we will ensure customers benefit from complementary SFA provision to support job entry, e.g. Skills for Life, ESOL, NVQ, other programmes for the unemployed; and

7.1 (continued) programmes such as apprenticeships to support job sustainment and career progression via the Adult Skills Budget (£2.4bn national allocation 2011/12), and UFI/learn direct provision. Many of our delivery partners already receive funding for these provisions, for example CDG, 5E Ltd, Urban Futures, Renaisi, TNG. We will also align with other chosen DWP, NOMS or LDA/GLA funded organisations best placed to provide a particular service, e.g. LDA Careers Ladders lead partner, Greater London Enterprise, to ascertain how its career progression support can benefit WP customers. Our supply chain also includes partners who are members of LWBLA, a network of 120 pan-London work based learning providers and FE colleges; we will be able to tap into additional provision via this network as required. b) **Nextstep careers advice:** Prospects, the current Nextstep provider can provide careers IAG, a professional skills needs analysis and develop an Action Plan for sustained work for WP customers, outlining key actions and suggested training provision. Where there is demand, Nextstep advisors can work from our delivery centres.

**3.** Senior Level Coordination by the Operations Manager will ensure engagement of senior strategic stakeholders with whom MAXIMUS can join up WP provision to integrate objectives and raise MAXIMUS delivery profile. The Director will represent MAXIMUS on key partner forums, steering groups or boards, e.g. LSEB and regularly meet high level stakeholders to share best practice and review MAXIMUS contribution to local objectives.

**4.** Engagement with the private sector will be crucial in creating opportunities for our customers (jobs, work experience, work trials, mock interviews). The EECs will engage local regeneration and job creation schemes (e.g. Crossrail) in addition to Business Links and Chambers, building on existing strong links across our supply chain with 20,000+ employers to support unemployed and workless customers into sustained work. We have partnered with Adecco - the Official Recruitment Services Supplier to the London 2012 Olympic Games (LOCOG). We will work with Adecco to place customers in vacancies created by the Olympic Games and will support customers into permanent jobs once the games are concluded. MAXIMUS customers in London will receive priority in the recruitment process for LOCOG jobs.

**Establishing and developing relationships with smaller and VCS organisations throughout the life of the WP contract.** Our supply chain includes significant VCS involvement with 45% of year one flows being delivered by VCS partners, with further involvement via VCS Menu Partners. As well as via inclusion in CIP meetings, the BM will regularly engage additional local VCS support agencies via one to one meetings and local networking events to deliver a joined up service for customers. In the current economic climate, debt and financial problems are growing concerns for unemployed customers particularly across certain boroughs, e.g. Hillingdon. Customers experiencing financial concerns will be referred to the Citizen's Advice Bureau (local office, telephone helpline, website) to receive free confidential support. Customers experiencing legal problems e.g. housing/family issues will be able to call the Community Legal Advice helpline for free from a MAXIMUS-CDG/partner delivery centre. Insecure housing/homelessness are key issues across some boroughs e.g. Haringey. MAXIMUS will also tap into its partners' existing links in the VCS including existing partners links referenced above (e.g. ICN, WCN) and further senior strategic stakeholder links through CDG's Chief Executive being Chair of Association of Chief Executives of Voluntary Organisations' Welfare to Work Special Interest Group.

**Creating Lasting Local Relationships.** Feedback from launching CIP Meetings in Margate and Brighton (January 2011) confirms that many organisations are not aware of the opportunities presented by the WP. The CIP Meetings were welcomed as they provided the opportunity to network outside conventional, formal structures. 100% of attendees said they would attend the next meeting, fully endorsing the creation of effective dialogue and action.

**[7.2] Employers**

Please describe in detail how you and your supply chain will actively engage with employers to develop proposals that accurately reflect local needs and describe how you will work collaboratively with employers on an ongoing basis to secure job outcomes for customers attending the Work Programme in this CPA.

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

**MAXIMUS-CDG Key Features****7.2 Developing proposals based on local needs in West London:**

The MAXIMUS supply chain will build on its established and growing network of employer relationships to deliver solutions which accurately meet employer needs and maximise the availability of suitable and sustainable job opportunities for customers across West London. In addition to Delivery Partner employers, strategic partners such as Adecco and Monster bring substantial employer networks. In preparation for Work Programme (WP) delivery, alongside discussions with key individual employers including Royal Mail and Sainsbury, the MAXIMUS-CDG planning team commissioned a survey, conducted by the British Chamber of Commerce, to provide us with an up-to-date regional and sector-based overview of employer data specific to WP. The baseline information from this survey supports us in planning to:

- Combine DWP programme objectives and employers' needs;
- Continue to improve our approaches to engaging employers and strategic partners;
- Enhance our management structures, ongoing supply chain management and operational approaches to reflect local needs and provide a quality service to large and small employers alike, to reflect employer ergonomics in the CPA.

To date, our service delivery in Surrey Sussex and Kent has positioned MAXIMUS, with CDG as a key delivery partner, as the number one Flexible New Deal (FND1) provider for achieving job outcomes as a percentage of programme starts nationally. MAXIMUS-CDG will build on best practice in SSK delivery, alongside our significant international experience, to provide DWP with the best sustained job outcomes for WP. Our Employer Engagement teams have demonstrated through FND1 delivery their ability to retain and develop strong and dynamic relationships with large and small employers across all sectors. For example, MAXIMUS established its specific relationship with Royal Mail to which it referred appropriate candidates: *"MAXIMUS post employment support service is excellent. Any problems...were fed back directly to Employment Engagement Consultants (EECs)...[and] actions were taken ...Our relationship [with MAXIMUS] is in its infancy and we are looking forward to working very closely with them in the future."* **Redacted**, Resourcing Advisor, Royal Mail. Overall, MAXIMUS achieved job placements for its customers with over 4000 employers in 2009/10 in the South East and South West of England. Further strong and ongoing relationships have been established with employer organisations including Chambers of Commerce, Business Links, Sector Skills Councils.

**Collaborative working with employers:** Through relationship-building undertaken by skilled Employer Engagement Consultants (EECs), all employers are effectively account-managed and supported, with EECs actively working continuously to identify new

- ✓
- En ga ge me nt strate gy recog nises employer needs based on employer size and industry
- ✓ Tailored approach to critical SME' sector, building on national collaboration with British Chamber of Commerce
  - ✓ Skills matching and employer specific job preparation services
  - ✓ Job progression and employee skills training support for employers
  - ✓ Successful direct and supply chain experience of in-work support approaches
  - ✓ Major employers as strategic partners, including supporting expert volunteering, for example, British Telecom.

7.2 (continued) opportunities at the local branch level. Among the needs explored are identifying entry-level skills required by employers, developing and expanding training opportunities, organising customised job skills training, and developing regional in-work services. These opportunities will also be available across the supply chain to all of our delivery partners. We will also use information gathered from the development of Community Inclusion Plans (CIPs) with local stakeholders to inform local employer engagement. New employers will be engaged by direct mailing, telemarketing, e-marketing, attending chamber of commerce networking events and employer open days. These approaches have already been highly successful in engaging employers. For example, our partner CDG held an employer open day in its North London centre in Nov 10, which resulted in 17 customers securing work, with one offered a job on the day and seven starting voluntary work with the police. We will work with community organisations to develop work experience and social enterprise vacancies for customers, e.g. Restore Community Projects. We use social enterprises to engage with specific sectors, for example Workpays, Call Britannia and HCT Group all operate commercial services in the maintenance, call centre and transportation industries and help MAXIMUS prepare customers for jobs in these sectors. We will also operate entrepreneurship and self-employment programmes, supported by experienced advisors from organisations e.g. Enterprise for Change. We will seek to retain links with customers who enter self-employment to access the job opportunities they may generate.

**Supply chain partner involvement with employers.** CDG has active relationships with over 9000 small, medium and large London employers. Sector coverage of employers includes the key London employment sectors. Some examples to demonstrate sector spread include: Retail (TK Maxx, Tesco, WHSmith, Boots, Sainsbury's, Asda, Coca Cola, Halfords, Hospitality and Catering (Premier Inn, Jurys Inn, Yates, JD Wetherspoons), Security (Knightsbridge Guarding, MITIE, G4S Security), Health and Social Care (Westminster Homecare, NHS, Care UK, Hillingdon Hospital), Construction (O'Neill and Brennan, Leyland Construction, Hays Construction), Finance and Business Services (Barclays Bank, Local Authorities). CDG also has strong links with Veolia and is now on its preferred supplier list, also conducting successful candidate pre-screening for local branches of national organisations such as Argos and Lidl. Overall, CDG has delivered welfare to work provision in London since 1982, including New Deal Prime and Sub Contracts in South, North/North East and West London. Through these efforts CDG has been proactive in establishing, building and maintaining relationships with a wide range of employers and employer bodies locally, sub-regionally, pan-London and nationally. This includes a strong partnership with the London Employer Accord (LEA) via developing a pre-employment training course in partnership with individual employers.

**Supply chain support to employer engagement:** We will engage employers by building on our delivery partners' existing extensive employer links across London. For example:

- 5E Ltd has active employer links with over 1,250 employers across London
- Acton Training Centre (ATC) has 2,000 active employer links in London, recruiting for employers in Westfield, Brent Cross, Heathrow. It works via West London Business (Chamber of Commerce) and Park Royal Partnership (PRP). Park Royal has 1,200+ businesses employing 35000 people. PRP has 500+ of these businesses as members
- TNG currently has around 500 active employer contacts.
- Renaisi has relationships with around 150 regular and consistent employers.
- Kennedy Scott has relationships with 1500 employers
- Urban Futures has active contacts with 5,000+ employers and employer bodies, e.g. North London Chamber of Commerce. This includes within Retail (300+ employers, including all major retail consortiums over North and West London), Travel, Leisure and Tourism (2 offices located directly at Heathrow and Stansted with links to 3000+ employers operating in and around the airports), Construction (1,000+ employers)

7.2 (continued) • Citizens Trust has links with more than 400 employers. MAXIMUS is the number one FND provider for short and long term job outcomes. These job placement and job sustainment results would not have been achieved without effective employer engagement. Building on our existing best practices and fine tuning methodologies of actively working with employers to recruit our applicants, we will build on this to achieve a step change of success in CPA3.

**Proposals for ongoing collaborative work with employers to secure job outcomes:**

As well as developing the work of EECs and National and Regional Employer Relations Managers, we will pursue the following collaborative approaches with employers:

**Job Match:** a commitment to place the right person in the right job. Obtaining correct placements is the single-most important element in obtaining sustained employment as both the customer and the employer are meeting and fulfilling their expectations.

**Work Trials:** Our work trials scheme places candidates with employers for two weeks at no cost to the employer, on the basis of a guaranteed job at the end of the trial if the employer is satisfied. MAXIMUS has national agreements in place with employers such as Tesco, Sainsbury's, Waitrose, Marks & Spencer and ASDA, who provide a work trial to customers following completion of our certified retail academy course. CDG also has work trial agreements with employers e.g. Primark.

**Customised pre-employment Solutions:** We work with employers to develop bespoke training courses to meet local skills needs. CDG's existing courses 'Retail Works' and 'Go Forward' can be adapted easily to include modules more relevant to a particular vocation. These were developed in consultation with employers and LEA to help people into entry level roles in retail and hospitality. Existing course content covers essential skills needs common across many employers, e.g. customer handling, problem solving, team working, communication, health & safety. Our e-learning portal *e-Kwip.me* also offers solutions tailored to employer needs, e.g. bespoke pre-employment courses on how to secure work at two key employers - Halfords and Tesco. We will also develop relevant courses to support customers into higher skill roles, e.g. professional/manager/ graduates.

**Post-employment support for employers:** Providing a consistent high quality and reliable service encourages employers to continue working with us and to recommend us to their business contacts. Employers are provided with on-going advice and support on a monthly basis through access to our team of expert Central Management Assistance Centre (C-MAC) Advisors and through their relationship with their assigned EEC. We use feedback surveys by C-MAC to measure the quality of service provided by our Employer Engagement staff, the effectiveness of our solutions, and quality of our in-work support to employees. The results of these surveys are fed into our national, regional and local employer engagement teams to inform developments and address highlighted priority actions immediately. All employers across the supply chain will receive a quarterly newsletter, updating them on developments and new services available. Employers will also be encouraged to invest in employees' Continuous Professional Development (CPD) by engaging in government funded initiatives (e.g. apprenticeships/other employer responsive provision) to support customers to gain further skills/qualifications. The business benefits of CPD will be emphasised to employers (i.e. reduced staff turnover and resultant cost implications). Small and medium enterprises (SME) will be informed of further mainstream support available to help grow skills within their business (e.g. Skills Funding Agency SME Leadership & Management Development Grant).

**Expert Volunteers (EVs):** EVs will be able to provide capacity building support, particularly for SMEs. The type of support will include: advice from disability specialists who can support employers to make adaptations and adjustments to working environments and practices; support from HR professionals to develop new job roles, and; marketing experts to help SMEs increase sales, resulting in business growth and additional vacancies for WP customers.

## **PART 8: CONTRACT PERFORMANCE**

### **[8.1] Performance – Job Outcomes**

Using worksheet "C. Outcome Volumes" provided in the Pricing Proposal document, please detail your expected performance in this CPA and provide comment on how this compares to the national benchmark levels detailed at paragraph A4.18 of the Work Programme Specification. Your response must address individual customer groups separately and differentiate between job starts/outcomes and sustained job outcomes.

**Please note your response to this question shall not be scored but will be used to inform the evaluation of your response to question 8.1a**

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



**8.1 Performance – Job Outcomes**

MAXIMUS calculates our performance expectation for each of the customer groups that will access the Work Programme based on our experience of working with these groups in both the UK and internationally. This combined with the performance data from our partner in the Work Programme, CDG, provides us with a solid rationale to be confident in our forecasts. In this West London CPA3 MAXIMUS expects to **exceed** the minimum performance expectation as set out below.

**DWP Minimum Performance Levels**

<b>Jobs/Referrals</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>
JSA 18 to 24	5.5%	33.0%	44.0%	44.0%	44.0%	33.0%	11.0%
JSA 25 and over	5.5%	27.5%	33.0%	33.0%	33.0%	27.5%	5.5%
ESA Flow	5.5%	16.5%	16.5%	16.5%	16.5%	11.0%	5.5%

For the above customer groups MAXIMUS estimates a percentage of the caseload that will be placed into employment each month and then a forecast of the percentage of this group that will achieve a job outcome based upon our previous experience and knowledge of these customer groups. The following table sets out these assumptions for the West London CPA3;

<b>Customer Group</b>	<b>% of Caseload Placed Monthly</b>	<b>Retention % From Job Placement to Outcome</b>
JSA 18 to 24	6.7%	74%
JSA 25 and over	5.4%	68%
ESA Flow	3.0%	70%

By extrapolating the percentages above against our expected caseload numbers, taking into account the later than 1 April start, we are able to estimate the following performance levels against the DWP benchmark figures for the complete term of the WP Contract:

<b>Customer groups</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>
JSA 18 to 24	3.9%	41.1%	53.2%	81.6%	69.0%	56.7%	24.0%
JSA 25 and over	2.9%	29.9%	45.2%	55.7%	58.1%	49.9%	24.8%
ESA Flow	4.7%	19.5%	27.7%	32.9%	35.6%	29.6%	15.3%

## 8.1 (Continued)

This calculation will result in the following performance over the term of the contract for each of the customer groups:

<b>WL CPA3</b>	<b>Referrals</b>	<b>Job Placements</b>	<b>Job Outcomes</b>	<b>Placements as % of Referrals</b>	<b>Outcome as % of referrals</b>
JSA 18-24	6,202	4,832	3,576	77.9%	57.7%
JSA 25+	27,665	20,456	13,922	73.9%	50.3%
JSA EA	5,245	2,420	1,690	46.1%	32.2%
JSA Ex IB	1,514	916	674	60.5%	44.5%
ESA vol	4,136	2,944	2,064	71.2%	49.9%
ESA Flow	5,245	2,420	1,690	46.1%	32.2%
ESA ex IB	4,690	2,298	1,630	49.0%	34.8%
IB/IS vol	832	488	348	58.7%	41.8%
<b>Total</b>	<b>55,528</b>	<b>36,774</b>	<b>25,594</b>	<b>66.2%</b>	<b>46.1%</b>

It should be noted that the above performance forecasts are based upon a reduced flow in year 1 due to the later start of the contract with outcomes adjusted to take account of the monthly customer flows as projected by DWP.

The IB/IS Volunteer customer outcomes are based upon the assumption that this customer group is funded for a three year period.

Our calculation of outcomes over the lifetime of the contract delivers an increase on expected national benchmark levels detailed at A4.18 of the specification for all customers groups.

**[8.1a] Performance - Rationale**

Please provide your rationale for your expected Job Outcome Performance levels, by individual customer groups as detailed in 8.1.

Explain the activities and support that will be introduced to help secure the achievement of these performance levels together with any other best practice evidence to support your proposed performance.

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

**MAXIMUS-CDG Key Features****8.1a Rationale for expected Job Outcome performance levels.**

MAXIMUS and CDG as its main delivery partner both have impressive track records of delivering job outcomes for a broad range of customer groups, including those accessing the Work Programme (WP), either as voluntary or mandatory referrals. Our expected Job Outcome performance levels are based on improvements on existing industry results, but reflect both the innovation in our service delivery model and the way we have constructed our supply chain to include strategic, community based and specialist partners.

MAXIMUS-CDG will achieve job outcomes for WP customers at a level greater than 70% higher than the levels specified as the minimum. For this CPA this figure represents more than 10,000 job outcomes above the minimum performance level over the life of the contract and therefore delivers exceptional value for money for DWP.

**Welfare and Programme Experience.** Our service delivery model design takes into consideration a number of factors including performance on existing provider led programmes, FND, Pathways to Work, Programme Centres, Gateway to Work, Employment Zones and mainstream New Deal programmes.

**Employment Opportunities.** Although the implementation of the WP takes place in a challenging economic climate, from 2012 the Office of Budgetary responsibility predicts consistent growth in the UK economy, growing from 2.1% per annum in 2012 to 2.4% in 2015. This is the equivalent to the creation of 1 million additional jobs in the UK labour market. Preparing customers to access jobs in emerging sectors, through re-training, upskilling and work experience is a vital element of our model.

**Community Focus.** Through our Community Inclusion Plans, we will be able to identify emerging employment opportunities and align our services to meet the needs of these employers. Future developments e.g. Wembley City development will create 6000 new jobs in retail, hospitality and business services and Crossrail (14,000 people employed at the peak of construction in 2013/2015, a further 7,000 jobs created indirectly).

**Recognising the Needs of All Customer Groups.** We recognise that across all customer groups, regardless of benefit type, there are cross cutting issues and barriers that need to be addressed on an individual basis. The way we have produced options and provided a range of expertise within our supply chain will allow us to provide tailored Action Plans for customers, moving them into work sooner and sustaining jobs for longer, hence producing higher levels of performance for all referral groups.

**Jobseeker's Allowance Customers Aged 18 to 24 (JSA 18-24). Jobseeker's**

**Allowance Customers Aged 18 to 24 (JSA 18-24).** Our performance offer in the West London CPA will see more than 3,800 of this group placed into jobs achieving over 2,800 26 week outcomes. Young Jobseekers will be referred to the Work Programme when they have been claiming JSA continuously for at least nine months and so have no recent work experience. Research on Employment Zones (EZs) found that young Jobseekers were more likely to start a job than older customers, but were less likely to stay in work (2007, DWP Report 449). These customers have relatively few financial responsibilities and so are less motivated to stay in a job that they don't enjoy. They also struggle to cope with the routine of work.

**Activities and Support to Achieve Performance Levels.** We will conduct in-depth assessments of customer needs to identify their skills, job goals and aspirations and barriers to work. We will use the information collected from each assessment to tailor

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✓	Strong stakeholder, employer and community links
✓	Innovative technology options and Expert Volunteer support

8.1a (continued). **Best practice evidence.** Work experience opportunities for this customer group are proven to achieve sustained outcomes. It provides a taster to build confidence, motivation, self-esteem and an opportunity to develop aspirations through practical experience. Currently under the New Deal programme 25 per cent of customers participating in a work trial secure employment directly with their work trial employer. Active participation in work trials for JSA 18-24 customers will be used to drive WP job outcomes.

**Jobseeker's Allowance Customers Aged 25 and Over (JSA 25+).** In the West London CPA we will place greater than 20,000 from this group into employment over the term of the contract. Customers in this group have been out of work for at least 12 months and, may have been made redundant from the public sector or white collar posts across the CPA. Employer perceptions of Jobseekers who have been out of work for a long time often focus on a lack of work preparedness, out of date skills base and are more likely to quit at short notice (2005, DWP Report 295). Research on EZs found that JSA claimants aged over 25 were less likely to start a job than younger Jobseekers and took longer to move into work, primarily because they were more resistant to take any job. LSEB states that 610,000 Londoners have no qualifications and that low skills and motivation are key causes of worklessness.

**Activities and Support to Achieve Performance.** Providing access to skills training and pre-employment routeways through our partners' portfolio of vocational qualifications and employability training ranging from Entry Level through to Level 3 and beyond, including NVQs and non-accredited courses will ensure appropriate upskilling and support.

**Best Practice Experience.** Research from DWP's 'What Works for Whom' report highlights that focusing support to increase motivation and skills significantly increases the number of JSA 25+ customers entering and sustaining employment

**Jobseeker's Allowance (JSA) – Early Access Customers Facing Significant disadvantage.** During this contract in West London we will place more than 1,900 customers from this group into jobs and achieve more than 1,400 sustained jobs. Customers who are eligible for early access to the Work Programme face one or more specific barriers to work that severely restrict their ability to compete for jobs. Ex-offenders, for example, face multiple barriers to work beyond simply having a criminal record. Typically they may have substance abuse, housing and attitudinal barriers which can make them less attractive to potential employers. Education and skills levels can also be an issue. *An Evaluation of the Offender Assessment System (OASys - 2006)* stated one half of all offenders on probation lack any type of formal professional or vocational qualification, as against one eighth of persons of working age in the UK as a whole.

**Activities and support to achieve performance.** We will be able to access a wide variety of support for customers who are facing multiple barriers. We can provide opportunities for the development of soft skills and employability skills through supported employment options with local social enterprises. Our links to providers of in-work training and apprenticeships continue to support sustained employment particularly for those customers from a NEET background. For example, Westminster Works Consortium has supported NEET young people into paid apprenticeships with 135 employers, and 5E Ltd achieved an Ofsted Grade 1 and LSIS Beacon Status for the delivery of vocational training, employability skills training, Skills for Life and ESOL to support disadvantaged and socially excluded unemployed people into work including NEETs, ex-offenders, people with health issues and lone parents.

**Best Practice Evidence.** The Confederation of Business Industry state that more than eight out of ten employers are experiencing recruitment difficulties due to skills shortages and lack of experience. These shortages are primarily in construction industries; but also hotels and restaurants, retail, distribution and skilled manual jobs. Social enterprise partners such as Call Britannia, HCT and Workpays will help to provide a range of work

8.1a (continued) experience and job opportunities suitable for this customer group to prepare customers for wider opportunities.

**Jobseeker's Allowance customers who have recently moved from Incapacity**

**Benefit (IB)** When Work Programme delivery starts, people in this customer group will have been out of work for at least 2½ years and, on average, over five years. They lack recent experience of looking for work or applying for jobs. It is important to recognise that this customer group contains customers of all ages, with an increasing proportion aged between 18-24 and an even greater proportion being female.

**Activities and Support to Achieve Performance Levels.** The up-front early assessment of customer barriers will allow Employment Consultants to source support from a wide range of community initiatives addressing issues of mental health and childcare responsibilities. MAXIMUS' in-house Health Services Team and local Menu Partners such as the Expert Patients Programme Community Interest Company (EPPCIC) will help people to self-manage their conditions

**Best practice Evidence.** A report for DWP by the OECD stated that personalised support and early intervention for those in most need, with specific effort devoted to support harder to help customers with care to prevent drop-out, were key issues. Our additional focus and activity around in-work support for customers addresses this risk.

**Employment and Support Allowance (ESA) Voluntary Customers.** Our performance offer in the West London CPA for this group is over 2,900 into jobs and over 2,000 sustained jobs over the term of the contract. This group face similar barriers to work based on no recent work experience or lack of experience of applying for jobs. ESA (contribution based) customers, as a result of their Work Capability Assessment (WCA) outcome, will have an option to volunteer. Experience suggests that volunteers are motivated to gain work, but require extra time and support.

**Activities and Support to Achieve Performance Levels.** The use of voluntary sector placements to gain up to date work skills and build confidence, through VCS organisations such as Restore Community Projects will be a stepping stone for customers to develop a routine sensitive to their health needs. **Best Practice Evidence.** The longer period of support (104wks) available through the WP will positively impact on performance, as evidenced from existing programmes.

**Employment and Support Allowance (ESA) Flow Customers.** In West London we will place over 1,600 of this group into jobs and achieve over 1,200 sustained jobs. The barriers to this group are the same as for the ESA voluntary customers listed above, with the difference that they are a mix of mandated and voluntary referrals to the WP, based on income related assessment.

**Activities and Support to Achieve Performance Levels.** We believe that the flexible nature of our customer journey and specialist support in areas, such as debt counselling and social enterprise work experience opportunities will support the speed with which these customers achieve work taster and sustained job opportunities.

**Best Practice Evidence.** MAXIMUS uses this integrated approach in the delivery of Job Services in Australia resulting in us having star rating averages of 4 or 5 for the hardest to help groups.

**Ex-IB Employment and Support Allowance (ESA) Customers.** This group faces similar barriers to work as described for ex-IB JSA customers: they have no recent work experience; lack experience of looking for work or applying for jobs; their knowledge of the current jobs market tends to be dated; and they lack confidence or self-esteem, especially in relation to returning to work.

**Activities and Support to Achieve Performance Levels.** Our model of delivery incorporates specialist health care professionals both as front-line staff and available to offer advice and guidance in the management of health conditions, promoting a 'can do' approach. It also includes the use of voluntary sector placements to gain up to date work

8.1a (continued) skills and build confidence.

**Best Practice Evidence.** MAXIMUS uses this approach in the delivery of Job Services in Australia resulting in increased engagement and a 38% increase in outcomes for people with health conditions and disabilities who were supported by a health officer.

**Voluntary Incapacity Benefits/Income Support (IB/IS) Customers.** Customers claiming IS and IB that will access the WP will in many cases be lone parents, those with a severe disability or those with caring responsibilities. These customers are at a greater risk of experiencing poverty and material hardship, reporting higher levels of household debt, ill health and disability. Many customers will come from deprived areas with socially disadvantaged backgrounds and face multiple barriers to employment including: low skill levels or educational attainment; a lack of recent work experience; childcare and access; ill-health including mental health issues or child ill-health/disabilities; personal life etc

**Activities And Support to Achieve Performance Levels.** Our outreach delivery approach will support engagement across this customer group, providing information and advice in community venues including Social Housing Centres, Health Centres, and Children's centres. Our partnerships with Menu Partners such as Capitalise Debt Advice Partnership will provide benefits and debt advice. Gingerbread will advise lone parents on issues such as childcare, and Expert Patients Programme Community Interest Company will provide specialist condition management support, alongside our in-house team of health specialists. Our Expert Volunteers (EVs) will bring additional support to these customers through their knowledge of the local area and its challenges, as well as additional local support mechanisms. The more intensive and holistic approach to service delivery within our model will be appropriate for these customers, incorporating, training, work experience, benefits and tax credit advice, options for local childcare provision and availability, and engagement of wider local service networks that can support customers as they move into employment. Identifying target areas to focus engagement and support will be co-ordinated within our Community Inclusion Plan. For example, within Brent there are six neighbourhoods amongst the most deprived in the country where levels of out of work benefit claimants and child poverty are significantly higher than the rest of the borough (Harlesden, Stonebridge, Church End, Chalkhill, South Kilburn and St Raphaels, Brentfield and Mitchell Brook). Therefore MAXIMUS will link into Brent in2Work Provider Forum which provides a borough wide network of local specialist VCS, private and public sector organisations.

**Best Practice Evidence**

Experience from New Deal for Disabled People (NDDP) and New Deal for Lone Parents (NDLP) programmes in the UK, in addition to directly relevant experience from the Disability Employment Programme in Australia and similar programmes in the US, provide confirmation of approaches that allow this customer group to make the often challenging path from benefits to suitable and sustainable work.

**Job Outcome Performance Summary.** MAXIMUS-CDG has high performance credentials in its own right for servicing the diverse needs of WP customers. The flexible nature of our service delivery model and supporting supply chain, including the ability of both to evolve to meet changing needs, including the move to universal credits provides the opportunity for higher than historic performance levels for the 8 referral groups. Our focus on working with employers and social enterprises to provide the maximum work experience and employment opportunities, supported by the most active jobs board via our strategic partner Monster, position us to perform in line with a recovering economy.

## PART 9: IMPLEMENTATION

**NOTE: MINIMUM SCORE APPLIES TO ALL QUESTIONS WITHIN THIS SECTION. BIDS SCORING 2 OR LESS ON ANY QUESTION WITHIN THIS SECTION WILL BE REMOVED FROM THE COMPETITION. PLEASE NOTE SCORES ATTAINED IN THIS SECTION MAY ALSO BE USED IN A TIE-BREAK SITUATION WHERE APPROPRIATE.**

### [9.1] Implementation Plan

Please provide:

- an Implementation Plan for the Work Programme in this CPA clearly stating the date on which you are proposing to commence delivery of the service. The plan, which must be in the form of a Gantt chart (insert as Annex 6), must include the key activities required to put provision into place by the service commencement date. It must include key milestones, timescales for activities including start and end dates and who is responsible for each activity including the expected start date for delivery. It will also show the critical path and interdependencies.
- A narrative to expand on the implementation plan which must identify and address all the key risks, including the impact of winning multiple Work Programme contracts and how these shall be mitigated.

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

**Note:** Format requirement and page limit does not apply to the Gantt chart which you must insert as Annex 6.



9.1 MAXIMUS-CDG presents a low risk implementation plan for CPA3, which allows service delivery to commence on **1<sup>st</sup> June**. The award of multiple contracts will not impact this date. Our plan is based on successful experience, supported by best-in-class project management structures, proven methodologies and use of the best resources.

**MAXIMUS-CDG successful implementation record - on time and in scope** includes:

- FND contract in Surrey, Sussex & Kent in 2009, with 26 offices across 4 delivery partners. All customers had access to service from day one, despite an implementation time of 2 months.
- Job Services Australia contract in 2009, adding 400 new staff, transitioning from 36 to 110 delivery locations, within 9 weeks. Customers had access to services in all areas from day one of the contract.
- Recently we implemented LAGAIN, a very large welfare to work project, in Los Angeles opening within 12 weeks and serving 12,000 families

### Implementing project management

The Implementation plan is managed on a portfolio, programme and project level, ensuring risk monitoring and mitigation:

Level	Activities	Benefits
<b>Portfolio</b> (undertaken with corporate steering committee and CEO)	<ul style="list-style-type: none"> <li>• Strategic risk and mitigation strategies</li> <li>• Senior level oversight and sponsorship</li> <li>• Allocate resources &amp; management</li> <li>• Share global best practice through the Global Centre of Excellence</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Scalability</i> – global resourcing/contingencies</li> <li>• <i>Low Risk</i> – drawing on global experience and expertise</li> <li>• <i>Accountability</i> – top level accountability to UK MD</li> </ul>
<b>PROGRAMME</b> (Undertaken at central Project Management Office (PMO) in London)	<ul style="list-style-type: none"> <li>• Manage risks and mitigation plans across the entire WP</li> <li>• Co-ordinate planning and deployment across the entire WP</li> <li>• Provide scalable shared services for regions, facilitate communication, monitoring and reporting</li> <li>• Co-ordinate efforts with national partners / stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Scalable</i> – Use of shared services (eg, HR, IT, legal)</li> <li>• <i>Measurable</i> – provides appropriate accountability to regional directors</li> <li>• <i>Low Risk</i> – takes a WP wide view of risk and mitigation</li> </ul>
<b>Project/CPA</b> (Under the direction of the Regional Director)	<ul style="list-style-type: none"> <li>• Project &amp; Risk management in CPA 3</li> <li>• Recruit and manage local resources to mitigate local needs and risks</li> <li>• Co-ordinates implementation with local partners/supply chain</li> <li>• Communicate/report progress and support needs</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Flexible</i> – provides local resources with sufficient flexibility to adhere to local conditions</li> <li>• <i>Low Risk</i> – a further risk assessment and mitigation activity</li> </ul>

### Best Practice Risk Management Process


We follow a strict risk management process to ensure risks are identified, assessed, prioritised, that responses are in place and that monitoring and control processes are performed to trigger their implementation. This is performed at all project management levels. Corporate reviews of plans ensure organisational experience is drawn on. Risks are identified and logged on the register. Evaluation of risks is performed weekly and daily if needed along critical path. Plans and contingencies are updated by implementation managers and programme managers and are coordinated and monitored by our PMO. Through this process and using external additional advice from KPMG, we identified the following key risks and mitigation strategies in CPA3, which address the critical path highlighted in the attached Gantt Chart, related to systems, facilities and HR.

9.1 (continued)			
Risk	Before	Mitigation Strategies	After
Reduced ability to deliver on time due to multiple contracts	Impact 6 Probability 9 Overall 54	<ul style="list-style-type: none"> <li>Project Management structure increases monitoring, control and scalability</li> <li>Reactive resources ready for deployment</li> <li>Fully scalable IT, HR, systems and facilities solutions, separate from existing operations to minimize disruptions.</li> </ul>	Impact 2 Probability 9 Overall 18
Security Plan not approved on time	Impact 9 Probability 4 Overall 36	<ul style="list-style-type: none"> <li>Dedicated Information Security Manager has acted on feedback received in January on current security plan to ensure compliance</li> <li>Submission and approval of plan prior to WP</li> </ul>	Impact 9 Probability 2 Overall 18
Facilities not available on time	Impact 8 Probability 8 Overall 64	<ul style="list-style-type: none"> <li>Substantial existing facilities footprint in CPA3, with MAXIMUS needing to open 7 sites and CDG opening 1 site</li> <li>Dedicated real estate partner Telereal Trinium (JCP office landlords) to reduce lease times</li> <li>Temporary facilities strategy for MAXIMUS in partnership with Regus (and community organisations) will enable on time opening and provide full coverage / contingency planning</li> </ul>	Impact 2 Probability 4 Overall 8
Delay in delivery partners' plans	Impact 7 Probability 6 Overall 42	<ul style="list-style-type: none"> <li><i>merlin plus</i> approach to supply chain management; early / regular engagement, clear expectations and regular reviews ensure compliance with plans and timeframes with support available from our central PMO</li> </ul>	Impact 7 Probability 3 Overall 21
Insufficient skilled Human Resources available on time	Impact 8 Probability 3 Overall 24	<ul style="list-style-type: none"> <li>65 existing staff in the region, combined with up to 906 possible TUPE transferees reduces anticipated recruitment need, with 171 staff required at the peak of year one.</li> <li>Dedicated TUPE expert for transition</li> <li>Contingency - Adecco ready with temporary staff with appropriate cultural and language training</li> </ul>	Impact 6 Probability 2 Overall 12
IT and Systems not scalable or in place on time	Impact 8 Probability 6 Overall 48	<ul style="list-style-type: none"> <li>Partnered with KCom to deliver pre-configured and tested staff and print environments, networking and cabling solutions to reduce timeframes and build on existing infrastructure</li> <li>Requirements document to bridge small gap from existing case management solution already developed with KPMG</li> <li>Use of Cisco unified telephony to allow rapid deployment to temporary and permanent sites</li> </ul>	Impact 6 Probability 2 Overall 12
Customer journey elements not on time	Impact 8 Probability 6 Overall 48	<ul style="list-style-type: none"> <li>Process &amp; procedures manual developed centrally and adopted locally</li> <li>Have contingent core programmes in place based on existing programme delivery</li> </ul>	Impact 6 Probability 2 Overall 12
<p><b>Approach supported by world class resources</b>, including provisional appointments of: <i>Implementation Director</i>, <b>Redacted</b>, who has over 15 years industry experience, including as the implementation director for the FND project described above.</p> <p><i>Regional Implementation Manager</i> <b>Redacted</b>, who has held a variety of senior management roles and is currently the Director of Commercial Development at CDG.</p>			

## 9.2 Contingency Arrangements

Please describe:

- how your proposals for delivery of services within this CPA will be put in place without adversely affecting your organisation's or your Sub-contractors' ability to deliver existing and recently won contracts as well as other contracts you are bidding for.
- in detail your contingency plan for maintaining the entire scope of your proposal within your bid should members of your supply chain withdraw prior to commencement of delivery of this contract.

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

9.2 MAXIMUS-CDG recognise the challenges associated with delivery of this large and complex operation and the requirement to deliver on existing and future contracts across the UK. We are confident of our ability to minimise any such disruptions due to our extensive experience, thorough corporate review and planning practices, dedicated resources and contingency planning (including in the event of supply chain withdrawal). Our *merlin plus* approach helps ensure that our supply chain partners similarly reduce the impact of the WP implementation in CPA3 on other contracts and WP CPAs.

#### **MAXIMUS-CDG draw on a range of international experience**

MAXIMUS-CDG concurrently operates over 427 contracts in 5 countries and can prove that our performance reaches the highest performances standards set by our clients. In the UK, MAXIMUS holds 26 concurrent contracts as either a prime or sub contractor across the south of the country and CDG a further 24 as either prime or subcontractor. We draw on this extensive experience to deliver a proven and tested approach to implementation of risk management. For example, while implementing FND in Surrey, Sussex and Kent, MAXIMUS managed to maintain or improve performance in its 12 other contracts.

#### **Quality review framework**

Our combined approach to quality outcomes ensures that each contract undergoes three independent reviews prior to each bid submission to ensure they do not adversely affect existing operations, contract delivery and performance. These reviews assess the solutions, risks and mitigation strategies for the new contract's service delivery capability and our corporate HR, IT, financial and legal requirements. The review committees comprise experienced senior managers, key regional operations staff and either the Segment President or global Chief Executive Officer. The Board of Directors additionally reviews significant contracts (such as the Work Programme). This rigour provides assurance to DWP and our shareholders that we apply our quality framework to all contracts and allows us to pursue opportunities while minimising risk to existing customers.

#### **Planning practices that ensure appropriate resource allocation**

Our global Project Management Office (PMO) performs a portfolio-level risk management approach and applies best practice solutions to resource allocation. Our methodology ensures we allocate appropriate skills and resources to each project and manage appropriate domestic and international secondments across different projects. We have made a clear commitment to keep separate a management team with responsibility for maintaining existing contractual performance through this transition. This PMO approach also serves to distil and share lessons learned across all projects as appropriate. This approach that ensures experienced project managers are dedicated exclusively to top priority implementation projects, without distracting existing operational people.

Where possible, our solutions rely on the scalability of our shared services. For example, all CPAs will share common, IT, HR and other support services, which are scalable from a central location. This further minimises the impact of managing multiple contracts.

#### **Supporting supply chain partners to meet MAXIMUS-CDG standards**

MAXIMUS manages and supports supply chain partners to meet existing and future contractual commitments without adversely affecting Work Programme implementation by;

- Applying rigorous partner selection criteria (including, for example, making sure that any particular subcontract forms part of a larger body of project management capabilities)
- Reviewing and approving or remedying implementation plans, risk registers and mitigation strategies, including offering support and guidance as appropriate

Emphasising communication and management process across the supply chain through *merlin plus* process and commitments.

9.2 (continued) **MAXIMUS-CDG have detailed plans and detailed contingency arrangements to deliver the full scope of the WP proposal in the event of a supply chain withdrawal.** MAXIMUS-CDG understands the critical role the supply chain plays in supporting the overall delivery of the Work Programme. In CPA3, 67.8% of overall delivery has been subcontracted to our partners; CDG, 5E Ltd, Kennedy Scott, Urban Futures, Islington Council, Acton Training Centre, The Citizen's Trust, TNG, Westminster Works Consortium, Renaiso and The Prince's Trust.

**Withdrawal of Delivery Partners who deliver end to end services**

MAXIMUS-CDG will provide a detailed framework and performance contract to each delivery partner ensuring that they are completely aware and capable of delivering required services to meet DWP requirements. This partnership will include assistance with training and additional support to meet unexpected service delivery challenges like increased caseload. Our track record in FND clearly demonstrates our ability to work with local providers in a positive manner to deliver high performance. We will allocate a Regional Supply Chain Manager for CPA3 to ensure clear understanding of performance requirements with dedicated communication channels. Our communication framework will allow escalation of concerns, particularly regarding resource and performance issues.

Where a service delivery partner indicates that they may withdraw in whole or part, we;

- work closely with them to identify any issues and attempt to rectify
- approach existing delivery partners to fill gap within their available capacity
- notify our 'preferred provider framework partners of a potential need for their services
- will provide our own resources to immediately rectify the issue.

If the Delivery Partner must withdraw, we again approach our preferred provider framework partners and provide our top three with the scope required. Through a series of collective briefings and rapid additional due diligence we appoint one or more suppliers. In the unlikely event that our preferred partner framework partners cannot fulfil the required scope, either because of capacity or timeframe, MAXIMUS-CDG have the capability to deliver all services temporarily, until another delivery partner can be found.

**Withdrawal of Menu Partners who deliver expert intervention services**

From a list of more than 224, we have identified 96 menu partners in CPA3 to undergo further due diligence. We will continue to identify more over the life of the contract to ensure we have all contingencies covered in CPA3. For each major service category (for example, disability services or self employment advice) several alternative providers exist within our preferred provider framework. A particular example would be substance misusers and the homeless for whom we have at least three alternatives identified that would cover a withdrawal; Cricklewood Homeless Concern, Addaction and St Mungos. In the absence of sufficient local alternatives, we assist Menu Partners from adjacent geographies to deliver services out of our or other partner premises.

**Withdrawal of Strategic Partners who add value to our solution**

Our planning has identified a raft of Strategic Partners who can provide exceptional value to our service delivery capabilities. The selection of Strategic Partners has also involved the identification of alternative providers in the marketplace. Our preferred position is always to engage early and attempt to resolve any differences with our valued strategic partners, however our PMO team is prepared to engage in rapid procurement procedures, by approaching alternative providers to deliver these services. Our Business Development team is constantly searching for new and valuable partners who can supplement existing delivery or add further value / redundancy. All product / services delivery partners (for example technology services companies) have had multiple contingent alternatives identified and briefed.

By adopting this approach, we can ensure that the essential scope of the proposal would remain unaffected by the withdrawal of supply chain members, at Strategic, Delivery and Menu Partner Levels.

**PART 4.1a      SERVICE PROPOSAL – CUSTOMER JOURNEY  
PROCESS MAP**

**SEE ATTACHED ANNEX**

**ANNEX 2****ORGANISATIONS PROPOSED TO DELIVER SPECIFIC ELEMENTS OF THE SERVICE**

	<b>DETAILS OF ORGANISATION</b> (including name and email address of your main contact from your sub- contractor/partner organisations)  Begin by including your own organisation	<b>Type of Organisation</b> (e.g. public, private, voluntary sector)	<b>ELEMENT(S) OF PROVISION TO BE DELIVERED</b>	<b>PERCENTAGE OF OVERALL DELIVERY</b>	<b>DELIVERY LOCATION(S) WITHIN THIS CPA</b>
Prime Contractor/Legal Entity	<b>SEE ATTACHED ANNEX</b>				
Organisation A					
Organisation B					
Organisation C					
Organisation D					
Organisation E					

**NB If there is insufficient space in the above table to include all the organisations proposed to deliver specific elements of the service involved, please attach a supplementary sheet using the same table format.**

## ANNEX 3

### SUB-CONTRACTOR DECLARATION (SEE ATTACHED ANNEX)

A declaration should be signed and submitted on letter headed notepaper by each proposed sub-contractor (with the exception of ad-hoc suppliers) and attached to this Tender Form. Please note by attaching these declarations, tenderers will be deemed to agree to their contents.

To: Department for Work and Pensions

Date:

I confirm that we have agreed in principle with [name of bidding organisation], to deliver the following elements of the service described in their tender:-  
Please list below elements of service to be delivered.

I have read and understood the specification for the elements of provision, which my organisation will deliver.

I have agreed in principle terms of delivery for this provision and am content that reasonable and appropriate price and payment terms have been negotiated and agreed for delivery of these services.

I confirm I have seen the full tender document (excluding any Commercial in Confidence information relating to other Providers) and am content with my role as described and with the terms I have agreed with the Prime Contractor.

I confirm that the agreement in principle allows for my organisation to implement the appropriate level of planning and investment to deliver the service.

In addition to the above I confirm that the agreement made is consistent with the general principles set out in the DWP Code of Conduct and the Merlin Standards.

**Signed:**

**Name:**

**Name of Sub-contractor:**

Note: the person signing the letter should be authorised to sign contractual agreements on behalf of their organisation.



**PART 5.2  
CHART**

**MANAGEMENT STRUCTURE – ORGANISATION**

**SEE ATTACHED ANNEX**

**PART 6.1a      STAFF RESOURCES – RESOURCE PLAN  
WP Resource**

**SEE ATTACHED ANNEX**

**PART 6.1a      STAFF RESOURCES – RESOURCE PLAN  
IB/IS Resource**

**SEE ATTACHED ANNEX**

**PART 9.1            IMPLEMENTATION PLAN**

**SEE ATTACHED ANNEX**