



merlin

promoting supply chain excellence

Assessment Report
For

THE JHP GROUP

By

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On behalf of emqc Ltd

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Contents

About the Organisation	3
Assessment Methodology	4
Assessment Outcome	4
Strengths	4
Areas for Improvement	5
Areas Requiring Further Development.....	6
Assessment Findings	7
1 Supply Chain Design.....	7
2 Commitment	8
3 Conduct.....	11
4 Review.....	15

About the Organisation

Mr J H Pitman of the Pitman family, whose commitment to training dates back almost two centuries established JHP GROUP LTD in 1983. In early 2010, a management buy-out by the Executive Board in partnership with LDC (Lloyds TSB Development Capital) gave significant growth opportunities to the business and enabled skills and employability services to be offered to many more customers. Through the national network of business centres the JHP group offers a wide range of work-based and job-seeker training for adults and young people. The programmes offered can be qualification based or focus on building skills with many courses tailor-made to suit the needs of individual clients.

JHP specialise in helping people improve their lives to achieve social and economic inclusion through sustained and meaningful employment. JHP have extensive experience in delivering employment solutions that have included:

- Work Programme
- Mandatory Work Activity (MWA)
- Apprenticeships
- Skills Audit Learner Responsiveness programmes
- Jobcentre Plus Support Contract (JCPSC)
- Work Choice
- Offender Learning and Skills Services (OLASS) CIAS
- SFA ESF Skills for Redundancy
- SFA ESF Skills Support for the Unemployed and Apprenticeship Support to Employers
- Foundation Learning (was E2E)
- NEET provision
- Stairways to Work
- National Career Service, formerly Nextstep
- IAG

The JHP group are delivering the Work Programme in Wiltshire, Gloucestershire and the West of England (CPA12) on behalf of the Department for Work and Pensions. The Work Programme provides tailored support for claimants who need more help to undertake active and effective job seeking. Participants receive support to overcome barriers that prevent them from finding and staying in work. JHP delivers on behalf of DWP contracted service providers who have been given complete autonomy, the black box approach, to decide how best to support participants while meeting their minimum service delivery standards. JHP directly deliver 23% of volumes with 77% of volumes being delivered by ten Supply Chain Partners. 40% of Supply Chain Partners are from the voluntary sector with the remainder being delivered by private and public sector organisations. JHP strive to meet the individual specialist needs of Work Programme customers. The supply chain network covers a wide and diverse range of expertise dealing with the long-term unemployed, mental health, disabilities and offenders whilst supporting the customer's transition back into work.

Assessment Methodology

The Lead Assessor met with the Assessment Co-ordinator prior to being on-site to formalise the assessment schedule requirements and logistics of the on-site activity. Prior to the on-site activity all documentation required for the assessment; Self Assessment Questionnaire and Pre-Assessment Notes, were uploaded to the Merlin Website by both parties, within the agreed time-scale.

The assessment team including lead Assessor, Sue Dowey and team Assessors Stuart Morgan and John Taylor spent 12 days on site completing the assessment which involved telephone or face-to-face discussions with senior managers, managers, staff and members from across their Supply Chain Partners. During the assessment, the assessment team was able to review documentary evidence relevant to the Work Programme supply chain, view IT based systems, programmes and services provided by JHP.

The Merlin Assessment plan ensured that a representative sample of supply chain partner organisations operating the regions of Gloucestershire, Wiltshire and the West Of England and their staff plus a range of staff from the JHP.

A formal feedback presentation was presented to the management team on the last day of the on-site assessment where the outcome of the assessment was delivered.

Assessment Outcome

Overall %	64%
Overall Outcome	Satisfactory
1. Supply Chain Design	Good
2. Commitment	Satisfactory
3. Conduct	Satisfactory
4. Review	Satisfactory

Strengths

A range of strengths was identified during the course of the Merlin Assessment and are summarised below. The numbers in the brackets relate to the elements of the standard to which the area relate

- ▲ JHP have professional staff that are committed to providing the best possible support to the Supply Chain Partners, are innovative, passionate and enthusiastic in their belief of the service. (2a.5)
- ▲ JHP conducted extensive research and scope prior to the design of the supply chain that subsequently led to the appointment of ten Supply Chain Partners. Selection of the partnered organisations took into account the variety and scope of the services needed by the customer groups. Examples of three selected Supply Chain Partners included Shaw Trust a national charity for the disabled, Tomorrows People a charity

aiming to change the lives of some of the most excluded and marginalised people and Pinnacle People who specialise in employment and skills services, addressing worklessness and promoting social mobility (1a.1)

- ▲ Key stakeholders within the JHP group had a good understanding of the requirements of the Work Programme, and developed a strategic approach to designing a diverse and robust supply chain (1a.1)
- ▲ Team assessors felt that JHP staff are going that extra mile to support Supply Chain Partners during the current difficulties JHP are encountering with the 'Bond' IT system. (3d. 1)
- ▲ The Supply Chain Partners recognise that relationships and communications with JHP are open, honest and transparent (2a.1), (3a.3), (3c.1)
- ▲ JHP Work Programme Supply Chain contract "Partner Pack' provides excellent ground rules for the supply chain network (3c.1).
- ▲ TUPE was well-managed by JHP where information sessions and 1:1's were held with staff, this resulted in JHP accepting eight TUPE staff into employment (3a.2).
- ▲ JHP weekly Information e-mails from the Supply Chain Partnership Manager are greatly appreciated by Supply Chain Partners. The e-mails contain updates on Performance Headlines, Process Updates and Updates/ Messages from DWP and Stakeholders. (2a.2) & (4a.2).
- ▲ There is a clear strategy for the security of data and assets based around ISO 27001 that is communicated to Supply Chain Partners. Supply Chain Partners are fully supported by JHP to ensure they remain fully compliant (3b.4)
- ▲ Clear values underpin all activities within JHP and the way in which they work with their Supply Chain Partners to ensure that customer expectations are realised (2a.5)

Areas for Improvement

- ▲ JHP are aware that they need to lift their own performance and have their own improvement plan in place to return to the desired contract performance (3d.4)
- ▲ The IT (BOND) system problems delayed the start of the contract for two weeks with the system not coming on stream to the Central team until August 2011. The IT (BOND) system was rolled out to all Supply Chain Partners in October 2011. There did not appear to be a back up system in place in the event of BOND failing, the partner pack was heavily reliant on BOND in that it would perform effectively. At those early stages of the delay of BOND, JHP did agree a paper based back-up system with DWP, however as a result of the delay it did present difficulties to Supply Chain Partners with the input of post data information from the paper based to BOND when it went fully live. The impact of this on your Supply Chain Partners was that they are unable

to extract robust management information from BOND for their performance management reviews. (3d.4)

- ▲ Further develop the Supply Chain Partners 'Partnership Forums'. Supply Chain Partners felt the forums were not serving what they were initially intended for as the agendas have a tendency to be come hijacked with operational issues whilst trying to overcome system problems. (2a.3)
- ▲ Further consideration should be given on how the Partnership Forums can move towards meeting on a quarterly basis as originally planned. (2a.3)
- ▲ Some Supply Chain Partners felt that the JHP delivery model was 'too front loaded' and there may be a requirement to review the model and address the 'in work support' element to sustain jobs. (4a.5)
- ▲ You may wish to consider how, following Supply Chain Partners feedback, more JHP Partnership Manager time can be provided out on site delivering more help and support across the supply chain network. (3d.1)
- ▲ You need to consider the functionality of the BOND reporting system. Currently the system itself offers Supply Chain Partners limited access to management information, resulting in the supply chain moving to manual interventions. (3d.4)
- ▲ You may wish to consider how, after supply chain partner feedback, you move more towards a proactive rather than reactive model. An example given by Supply Chain Partners included your repeated requests for the immediate supply of information and calling meetings at very short notice (2a.4)
- ▲ You may wish to consider adopting a more proactive approach in identifying, sharing and monitoring best practice across the supply chain network. This would aim to develop consistency across the supply chain and further improve service delivery (3b.8)
- ▲ Throughout the assessment it was clear that there are some excellent practices within the Supply Chain Partners, which if shared across the Supply Chain Partners would benefit the supply chain network, contribute to achieving the commissioner's objectives, improve performance and provide consistency. (3b.8)

Areas Requiring Further Development

None identified throughout this assessment

Assessment Findings

1 Supply Chain Design

1a) Supply Chain Design

JHP recognised that the Work Programme would contribute to the underlying ethos of the organisation and as a result bid as a prime. Equally, the organisation has extensive experience in delivering employment solutions including the Mandatory Work Activity and Jobcentre Plus Support Contract. Key stakeholders within the JHP group had a good understanding of the requirements of the Work Programme, and developed a strategic approach to designing a diverse and robust supply chain.

In order to meet the Work Programme commissioner's objectives the supply chain had to consist of private, public and third sector organisations. JHP conducted extensive research and scope prior to the design of the supply chain that subsequently led to the appointment of ten Supply Chain Partners. Speed dating was one example used to provide information for organisations that had expressed an interest in becoming a delivery partner.

Pre-tender submissions were set to engage partners with Expressions of Interest (EOI). JHP conducted a mapping exercise and advertisements were posted on Indus Delta and press and resulted in 1,000 EOI being received. The second stage of the pre-tender stage included a second stage questionnaire and a number of regional events. Partner bids were sifted, scored and evaluated and further supported by supply chain test and challenge sessions. From these negotiations reserve partners were identified. Post tender submissions took in Due Diligence phases one and two with partner visits and security audits completed. A partner kick off event was held and further supported by security and TUPE workshops and progressed to one-to-one partner meetings.

"JHP made it very clear what was required to be included in the supply chain"

"All information was clear, open and transparent"

"I was aware fully aware throughout the procurement process what the WP involved"

"The Expression of Interest (EOI) forms were simple and easy to use, open, honest and transparent"

JHP delivered a fit for purpose delivery strategy to meet the needs and requirements of (CPA 12) for delivering the Work Programme in Gloucestershire, Wiltshire and the West of England. The supply chain was designed to underpin the delivery strategy and ensure that partner selection delivered successful outcomes for its customers. The Partner selection was based on high performing, high quality and financially stable welfare to work providers with local infrastructure, stakeholder networks and strong employer links with third sector organisations delivering specialist services at the heart of local communities. The supply chain has a diverse range of organisations with experience of supporting the unemployed back into work. JHP themselves directly deliver 23% of volumes of the Work Programme with the remaining 77% being delivered by ten Supply Chain Partners, 40% of Supply Chain Partners are from the voluntary sector. The Supply Chain Partners have a diverse range of expertise that includes mental health, disabilities and offenders. Key stakeholders within the JHP group had a good

understanding of the requirements of the Work Programme, and developed a strategic approach to designing a diverse and robust supply chain.

Supply Chain Partners include Shaw Trust, Prospects Services Ltd, Tomorrows People, Pinnacle People, City of Bristol College, Learning Curve, Avon and Somerset Probation Trust (ASPT), BTCV (now TCV), North Wessex Training (NWT) and G-First. The rationale for the selection of JHP Supply Chain Partners was based on their past and present experience in supporting Employment and Support Allowance (ESA) clients, Welfare to Work experience, Young People Not in Employment Education or Training (NEETS), Pinnacle who have their own recruitment division, Pathways to Work, New Deal, JSA Early Access and Restore Social Enterprise.

JHP developed their supply chain around the needs of the Work Programme with some specialist support provided outside of the supply chain network e.g. debt counselling, mental health, wellbeing and advice. As the client mix of the Work Programme had not been as originally anticipated and in order to support the work of the end-to-end Supply Chain Partners, JHP added a further 56 local specialist who were sourced to support the programme and include specialist support in self-employment, housing, substance misuse and specific support for young people. An example from one delivery partner was that JHP have effective strategies in place to deliver one-to-one support whilst encouraging delivery partners to enlist the services of specialist providers at tier 3. There are no formal contracts in place for tier 3 suppliers as they are drawn on a voluntary basis from contracted tier 2 providers. JHP took into account partner strengths and expertise and allocated the WP accordingly e.g. Learning Curve has less experience of DWP programmes and only take JSA and Early Access clients likewise ASPT were contracted to deliver the Early Access clients and Prison Leavers.

Feedback from successful Supply Chain Partners would indicate that they agreed to the spread of the volumes and market share and that JHP were very careful in assessing the capabilities of their Supply Chain Partners.

Unsuccessful EOI were notified by e-mail and invited to contact JHP if they requested more information. Both successful and unsuccessful organisations were invited to attend a joint workshop to market their services and share experiences of the procurement process. JHP maintain a database of all unsuccessful EOI for when further opportunities become available. Further consideration could be given in providing more meaningful feedback and support to unsuccessful organisations.

2 Commitment

2a) Collaboration, cooperation and communication

Throughout the stages of procurement activity JHP proactively and effectively communicated with its supply chain. JHP contract managers and the partnership delivery managers established clear roles and responsibilities for both pre and post contract communications. Supply Chain Partners were able to confirm that clear, timely and constructive communications took place at all stages of the procurement process. Timescales for decisions were communicated to and understood by all members of the supply chain network. Supply Chain Partners were able to give examples where consultation had had an impact on JHP. One

particular example was when JHP were considering a change to an element of the supply chain contract, after consultation and negotiation with the supply chain network JHP took the decision not to go ahead with the proposed changes.

The communication channels ensure that there is no ambiguity regarding the business relationship that underpins the supply chain arrangements. JHP were open, honest and transparent throughout the procurement process and this continues to be the same at the post contract stage. Supply Chain Partners described JHP as being open, honest, quite direct, having integrity, responding quickly to queries, honouring commitments to Supply Chain Partners, positive problem solvers, promoting transparent business relationships, offering good recruitment employment services to employers' and having passionate, positive and high quality staff. JHP also quoted their own staff as proactive, committed to clients, belief in the value of their service, having a strong team ethic, innovative and passionate about what they are doing."

On awarding contracts to the successful Supply Chain Partners JHP provided a Partner Pack that took in three parts:

- A). Working together,
- B). Delivering the contract,
- C) Supporting documents and resources.

Supply Chain Partners acknowledged that the Partner Pack has provided full and factual requirements of their contractual requirements and partnership working with JHP.

The Supply Chain Partnership Forum is used as a platform for Supply Chain Partners to meet and share experiences and best practice. Section 2 'Our Approach to Partnership Management' of the Partner Pack indicates that Supply Chain Partners will be introduced to other members of the WP Supply Chain to encourage collaborative networking and sharing of best practice. You may wish to review the regularity of the forums and encourage wider collaboration across the supply chain network.

There is a useful synergy between the Work Programme and Learndirect. Work Programme Programme clients are referred onto relevant programmes to develop their skills in IT, English, Maths and employability. this adds value to the JHP/ Learndirect partnership whilst acting as a tier 3 resource.

There were examples of support to the supply chain network that ranged from one-to-one interventions, telephone support, the referral and claims process (ensuring SCP's were getting paid on time and appropriately) to training on the BOND system and further supported with Health & Safety and Information Security audits and information.

2b) Developing Supply Chain Partners

JHP support the supply chain network to access additional funding streams through the on-going support from the JHP Partnership Manager. JHP have held two workshop sessions on 'Integrating Skills Funded Provision' for Supply Chain Partners in June and November 2011. This was further supported with one-to-one meetings aimed at developing the supply chain

networks understanding and awareness of the free training opportunities available for clients and how to access apprenticeship opportunities.

Further examples of support have included WP partners being encouraged and facilitated to access funding and contracts to deliver impartial advice and guidance through National Career Service, formerly Next Step. Clients and Supply Chain Partners have access to on-line telephone and specialist advice through the commissioned Lifeworks service. Partners have access to the JHP learning and support library a facility that provides information, session plans, delivery materials and tools for Supply Chain Partners.

JHP are providing staff development training for their own staff and Supply Chain Partners through their 'JHP Academy' programme including ERS apprenticeships, teaching qualifications and advice and guidance qualifications. A number of staff were able to confirm that their sister organisation 'Skill Division' offers a wide range of qualification based programmes. Supply Chain Partner 'Tomorrow's People' have taken up the opportunity to access the ERS qualification. Partnership Delivery Managers work to promote potential development opportunities to the supply chain network but this was more effective in some Supply Chain Partners than others, and should be further encouraged to develop consistency across the Supply Chain Partners. Supply Chain Partner observations are conducted on a monthly basis and serve to monitor staff performance and potential areas for improvement.

2c) Contracting and funding

The JHP procurement process was designed to be fair and transparent, including the way it selects and communicates with the Supply Chain Partners. Supply Chain Partners were able to describe the effective and transparent approach adopted by JHP in their communications with the supply chain, this ensured consistent delivery of messages at both the procurement and start up stages. Partners were able to describe the process from the original Expression of Interest to the verification/sifting process and through to successfully gaining the contract. Results were communicated and the successful organisations were made clear on their volumes and areas for delivery. Tender documents were clear and fit for purpose and due diligence was supportive for the smaller providers. JHP policies and procedures were made available for those organisations not having their own and this was confirmed in the discussions with Supply Chain Partners.

The Partner Pack issued to all Supply Chain Partners clearly sets out the JHP approach to partnership management:

- **Section A.** Introduction to JHP Employability, Partnership Management, Delivery and Contract Management, Mandatory Contract Review Meeting Schedule, Security of Information and Data Protection, Invoicing Procedure, Complaints Process and Exit Strategy.
- **Section B.** Minimum Service Delivery Requirements and Minimum Service Levels, Delivery Model Process and Procedure and Performance Management Process.
- **Section C.** Is made up of a number of policies, procedures and processes e.g. safeguarding, E&D, Security Breaches, H&S

The JHP funding model balances financial capacity risk and reward. There are three tiers of funding, arrangements to include Tier 1 flat management fee, Tier 2 recognises medium sized organisations (menu of payment structures) and Tier 3 for the small organisations with (funding up front – charities). Some Supply Chain Partners were offered options of funding based on individual flows and outcomes. Findings from this assessment indicated that the management of transferring funds was effective and that payments had been made accurately and in a timely manner. Supply Chain Partners raised some concern with regards to the BOND system, owing to the current difficulties with the system some Supply Chain Partners were concerned that they had been overpaid. JHP confirmed at the time of the assessment that this was not the case; this will require some assurance by JHP to their Supply Chain Partners. Supply Chain Partners could discuss the management fees and considered funding arrangements to be fair and proportionate based on the three tier-funding model offered.

JHP rationale for market share allocation was based on geographical presence, size and their sector experience and working with DWP contracts. JHP managed risk in all areas where possible by placing two or more suppliers. Supply Chain Partners were able to confirm that they fully understood and agreed the volumes they were to be allocated. Smaller WP providers were overwhelmed with initial volumes of referrals that resulted in JHP negotiating reduced flows that would enable partners to manage the volumes more effectively. The larger, more experienced suppliers temporarily increased referral rates to support the supply chain. This renegotiation and temporary increase was fully transparent across all Supply Chain Partners.

Contracts and Minimum Service Levels (MSL) are detailed in the Partner Pack and agreed in full between with Supply Chain Partners and JHP. Contract compliance and performance against MSL's is conducted on a monthly face-to-face meeting between the supply chain partner and Partnership Delivery Manager.

3 Conduct

3a) Demonstrating commercial and business integrity

Discussion with JHP staff confirmed that they fully understand the values and principles by which JHP operate and believe they are embedded into their approach and working relationship with supply chain network. A key aspect of the procurement process was a wish to work with organisations that hold similar values. The procurement process assessed Supply Chain Partners suitability against JHP core values and ethos. The Partner Pack clearly outlines JHP's approach to supply chain management and their quality principles.

Supply Chain Partners were able to confirm that the core values and associated quality requirements were clear and transparent at the EOI stage and that JHP operate in line with their core values. Clear values underpin all activities within JHP and the way in which they work with their Supply Chain Partners to ensure that customer expectations are realised

An effective TUPE strategy is in place and this was clearly evidenced by the management of TUPE transfers to the new WP providers from outgoing providers in the South West. TUPE was well managed by JHP with information sessions and 1:1's with affected staff. Following on JHP accepted eight TUPE staff into employment. Staff were able to confirm that the transition had

had minimum impact on the WP and service delivery and that they had been well supported by JHP.

Communication of legislative and regulatory updates is undertaken through e-mail from the Customer Administration & Service Centre (CASC) or in person via the Partnership Manager. Assessors were able to evidence from their interviews that interactions between JHP and Supply Chain Partners are two-way, open, honest and transparent. Supply Chain Partners see JHP as a good organisation that give clear messages have a good model of delivery.

Effective policies are in place that are supported by regular e-mail and telephone updates from Partnership Managers to Supply Chain Partners when there is a change to legislation, statutory and contractual requirements or communications from DWP. Following the due diligence activity at the procurement stage JHP supported Supply Chain Partners where necessary to ensure that had the required legislative procedures in place.

Weekly updates are provided to Supply Chain Partners via the Partnership Manager e-mail. Supply Chain Partners greatly appreciate the updates as they contain information on performance headlines, process updates, communications and updates from DWP and other stakeholder information.

3b) Quality Assurance and Compliance

JHP have developed a range of tools to support and measure customer experience across the supply chain. There are detailed policies and procedures in place that monitor the quality of service and customer delivery that include observation of practice and collection of feedback from clients and stakeholders. Policies and procedures are compliant to ISO 27001, audited, and checked through due diligence and on-going management audits.

Quality management systems are in place and work across two strands, the first is the Business Improvement monitoring, information is taken from supply chain network for recording staff CPD records and quality of service delivery. The JHP Business Improvement coordinator quantitatively scores the Business Improvement Report and responds to the Supply Chain Partner with improvement suggestions and action plans. The second quality strand is the Survey Monkey survey for staff and clients. JHP publicise findings and actions from the surveys via a 'You Said We Did' format.

There is a clear strategy for the security of data and assets based around ISO 27001 that is communicated to Supply Chain Partners. Supply Chain Partners are fully supported by JHP to ensure they are fully compliant. JHP have rigorous and robust security systems in place that are compliant against CS19-27001. JHP are ISO 27001 accredited and Supply Chain Partners are encouraged to adhere to the standard. There is the expectation that all Supply Chain Partners have security levels to Business Impact Level 3. JHP provide extensive support for Supply Chain Partners in relation to security of data. The JHP security policy has been translated into a document for Supply Chain Partners. JHP audit all Supply Chain Partners before pre-contract and audit Supply Chain Partners to (schedule 16) Information Management. Data Protection, Freedom of Information, Fraud and Bribery are examples of the policies that are in place to secure and maintain the security of JHP data information and assets. Requirements for supply

chain partner security policies form part of the WP partner packs and Supply Chain Partners are audited annually by the JHP Security Manager. JHP Policies and processes are available to be shared with Supply Chain Partners where requested.

Supply Chain Partners were able to confirm that health & safety formed part of the due diligence process and on-site checks were carried out as part of the implementation process. The Health and Safety Manager was able to outline the mandatory annual supply chain health and safety audits

Safeguarding processes are in place with both JHP and their Supply Chain Partners, mandatory safeguarding training is a requirement for JHP and their Supply Chain staff. JHP check compliance to this requirement through the BI monitoring Supply Chain Partners monthly returns. JHP have safeguarding and equality and diversity policies with Equality and Diversity Impact Measures (EDIMS) providing areas of learning.

Where Supply Chain Partners may not have policies in place e.g. E&D, Safeguarding, Code of Conduct for Vulnerable Groups, Dignity at Work they are required to adopt the JHP models. During the course of the assessment the supply chain network were able to evidence that they have these policies in place. JHP and Supply Chain Partners are expected to have CRB checks that mirror the DWP standard

JHP require Supply Chain Partners to have an up-to-date environmental sustainability policy and plan. Supply Chain Partners could not fully confirm they have targets for reduction and that environmental sustainability is not firmly embedded or monitored. You will need to consider how environmental sustainability legislation in the supply chain is met and monitored by appropriate training and targets. It is worth noting however that Webinars, a web based conferencing facility is used for meetings and distance learning is used in some cases to avoid unnecessary travelling.

The forum for sharing excellent and best practice across the supply chain network is through the partnership forums. As these forums have not been held regularly, with the two that have centred on systems and processes issues, there is limited feedback from the supply chain network that there has been opportunities to share and learn best practice from across the supply chain network. Consideration should be given on how the Partnership Forums can move towards a regular basis as originally planned.

3c) Honouring Commitments

Supply Chain Partners were able to confirm that pre and post contract negotiations were clear, open and transparent and that individual circumstances were acknowledged. JHP have honoured all contractual agreements to date and this demonstrates JHP's commitment to further developing supply chain relationships whilst continuing to operate open and honest communications.

JHP have a clear and robust complaints procedure that is contained in the partner pack and staff and Supply Chain Partners are aware of the Merlin Mediation Service (ICE). There have been no instances to date of Supply Chain Partners having to use the complaints / dispute

resolution process but they are aware of the procedure and how to use it. JHP have had no referrals to the Merlin Mediation Service but will respect and abide by any decisions.

The partner pack clearly details JHP's expectations of Supply Chain Partners. Supply Chain Partners feel that JHP listen and act on volumes and flows and are open to challenges from their Supply Chain Partners. Supply Chain Partners were able to provide evidence whereby JHP had proposed changes to contracts but upon challenge from the supply chain partner(s) JHP withdrew the changes. Generally Supply Chain Partners felt comfortable when challenging JHP owing to the openness of JHP.

All Supply Chain Partners are aware of the different expectations throughout the cycle of the contract and this was confirmed in the pre and post contractual discussions, partner pack and the on-going relationship with the Partnership Manager. The partnership forum would be the best place to share the overarching expectations of the commissioner and ensure that the supply chain network is aware of each supply chain partner expectations.

3d) Performance

Partners are encouraged to work collaboratively to support performance across the supply chain network. Supply Chain Partners complement each others services and customers move between partners to benefit from the specialised services offered. Examples of collaborative working includes Shaw Trust providing disability training for the supply chain and Tomorrows People and Avon and Somerset Probation working together to meet the needs of prison leavers. Feedback from Supply Chain Partners indicate they are keen to work collaboratively and hope that the forums soon start to be used for the purpose of collaboration/best practice and benefit the work programme and supply chain network as a whole.

Supply Chain Partners are very clear about their performance expectations and confirmed that they are reviewed through both formal and informal systems and processes. Partnership Managers work collaboratively with partners reviewing performance on a regular basis. MSL's are clearly defined in the Partner Pack and with JHP Partnership Managers. Partners under performing are placed on intervention with support given to improve performance that is monitored weekly or monthly. Close partnership working helps in ensuring that performance targets are reached and attachment rates improved. League tables are well received by Supply Chain Partners who are keen to improve performance and climb the tables. Business Improvement reporting monitors compliance monthly. JHP are aware that they need to lift their own performance and have their own improvement plan in place to return to the desired contract performance.

Management information is produced and used across the network. Consistent and accurate information is available through the JHP manual information systems, set up as a result of the delays in BOND. This does however cause some issues with regard to the timeliness and access to data between JHP and its Supply Chain Partners. The Partnership Manager conducts monthly performance meetings with Supply Chain Partners. Customer journeys and equality and diversity data is entered into the BOND system but currently no evaluation or statistical information is available due to the lack of intelligent management information available from the system. The JHP management team recognise the BOND system requires

immediate attention and at the time of the assessment they were in discussions with BOND and phase two of implementation.

Performance can be demonstrated by Supply Chain Partners on how customers progress and develop through the 'Changing Track' a JHP publication published bi-monthly and aimed at sharing good news stories.

The Provider Referrals and Payments (PRaP) action plan and JHP assessment provides a baseline which client progress and their journey to work is measured. The client journey is recorded and monitored for value for money through audit. Supply Chain Partners are audited by JHP twice yearly. Audits of the client journey and progress, ESF compliance, contract compliance are conducted remotely with information drawn down from the client records on BOND. Action plans are agreed to address any non-compliance or quality issues arising from the findings of the audits.

3e) Promoting Equality and Diversity

JHP developed a supply chain that is made up of a diverse range of providers who are aligned to their commitment to equality and diversity. As a result mandatory policies are in place across the supply chain and monitored through partnership meetings and monthly quality reports.

Supply Chain Partners have either developed their own policies or adopted JHP models. Equality and Diversity and Safeguarding training are requirements for all Supply Chain Partners who deliver WP on behalf of JHP. Equality and Diversity is an agenda item and discussed as part of the monthly monitoring visits. Equality and Diversity monitoring is recorded by Supply Chain Partners through the BOND system. BOND currently has limitations on how the information is collected and how the data is being used

Monthly data is analysed by client group and used to monitor the number referred, engaged and in progress across the different client groups. Strategies are developed to deal with changing client referral requirements such as the new Employment and Support Allowance (ESA) information sessions for clients.

The Prison Leavers and Offenders steering group that includes three Supply Chain Partners JCP, Prison and Probation work collaboratively together to agree and implement strategies to engage with and support the new Prison Leaver Group. The Unattached Report and Tracker data was used to monitor the volumes and effective engagement, as a result JHP proposed a revised process that would improve engagement to JCP Districts and DWP.

4 Review

4a) Supply chain review

Feedback is actively sought from partners, customers and DWP through a range of different approaches. Stakeholder groups are clearly defined and understood and actively used to seek feedback on the Work programme delivery. Regular contact with JCP ensures timely feedback on performance and improvements. Advisors have been briefed regarding feedback from

District Managers and regular meetings are held with third party managers to review and improve joint working arrangements to the benefit of the customer.

A Supply Chain Partner survey was conducted in 2011 with findings shared across the supply chain network. Following feedback from the survey training on self-assessment and improvement planning was provided for partners. JHP monitor feedback and complaints across the network and Partnership Managers sign off supply chain partner complaints logs.

Self-assessment is accurate and inclusive and used by JHP to inform improvement planning. There is an overarching action plan of all activities required to improve performance. Examples of where feedback has informed and influenced changes have included BOND support and Maytas training. Work Programme Supply Chain Partners participated in an annual self-assessment day, this allowed them to generate evidence and put together their own self-assessment reports. Findings from the self-assessment were fed into the JHP self-assessment report completed for the Work Programme. This was particularly beneficial for the smaller providers who had not previously completed a self-assessment.

One of JHP's business objectives is to fully provide an Integrated Employability and Skills (IES) provision. The Supply Chain ensures that skills development is available for customers and includes IT skills offered by North Wessex Training (NWT) through Learndirect and Tomorrows People utilising JHP classroom based courses with the Bristol College. This serves to further evidence collaborative working across the supply chain network and meet the wider objectives of the commissioner.

The JHP supply chain makes a contribution to the wider objectives of the commissioner through the Prison Leavers Steering Group that aims to ensure that JHP and its supply chain effectively support offenders as they move from prison back into the community and into work through the Work Programme. JHP have drawn on the specialisms of the supply chain network that has contributed to DWP feedback on targeted clients groups. All partners contributed to the development of new services e.g. prison leavers client group. Further evidence would support the customer/social/environment needs in the example of Southwest moving from New Deal to the delivery of the WP.

Supply Chain Partners were consulted on a JHP proposal to ERSA and the MoJ, 'The Department focus on troubled families'. JHP ran workshops to raise Supply Chain Partners awareness of the Skills offer. The supply chain has informed and responded to JHP's lead on implementing the 'Making Britain Work' campaign. Consultation with Supply Chain Partners and the outcomes contribute to the future development and design of the supply chain network to ensure that it continues to the changing needs of the different stakeholder groups.

Supply Chain Partners have environmental sustainability plans and were able to evidence recycling initiatives e.g. energy usage, waste levels and double sided printing. More could be done with Supply Chain Partners to improve their environmental sustainability performance and targets whilst further developing customer well being.