

ingeus

# Working with Ingeus



# Contents

## Introduction

<b>1. Overview</b>	<b>4</b>
1.1. Overview	5
1.2. Our values	7
1.3. The Merlin Standard	8
1.4. Our expectations and what you can expect from us	9
<b>2. Getting involved</b>	<b>10</b>
2.1. The Ingeus Partner Network	11
2.2. What we want to know	11
2.3. What we are looking for	12
2.4. How you should answer	13
<b>3. Our shortlisting process</b>	<b>15</b>
3.1. Call for Proposals	16
3.2. What we want to know	16
3.3. How you should answer	17
3.4. How we make our selection	17
<b>4. The sign-up process</b>	<b>19</b>
4.1. Agreeing the role of your organisation	20
4.2. Understanding our proposed delivery model	20
4.3. Understanding our proposed financial model	21
<b>5. Implementation</b>	<b>24</b>
<b>6. Contract Management</b>	<b>27</b>
6.1. Ingeus Contract Managers	28
6.2. Compliance and Quality Assurance	29
6.3. Comprehensive and continued support	30
<b>Further information</b>	<b>31</b>



Dear Provider

Strong partnerships underpin everything we do. To get the best results for the people we serve, our aim is to bring together the expertise of a broad variety of partners who share our vision. This includes national and community charities and organisations from across the public and private sectors.

Through our relationships with committed partners, we are able to offer a wide range of people-centred services that meet the needs of communities across the UK. This includes provision of Employability support, Rehabilitation services, Youth services and Health programmes. Ingeus is committed to meeting the needs of our communities, environment and people while being a successful commercial organization. We are recognised as a market leader in working with our partners.

We hope that this guide will give prospective partners a full understanding of how to join the Ingeus Partner Network, what we are looking for in our delivery partners and how we support our supply chain to ensure that we deliver the best possible service to our clients.

We look forward to hearing from you.

With Kind Regards

A handwritten signature in black ink, appearing to read 'Fiona Monahan'.

Fiona Monahan  
Chief Executive Officer  
Ingeus UK Limited



# 1. Overview

# 1.1 Overview

---

Ingeus UK is a leading provider of people-centred services, such as employability programmes, rehabilitation services, youth services, apprenticeships and health-related support, which help people to reach their full potential.

We help government design and deliver services to solve the complex challenges caused by social and technological change. We do this by using evidence of what works, rethinking public services and building alliances with expert partners around the needs of citizens today.

## The Ingeus Vision

Our vision is a strong society in which citizens have the independence, knowledge and know-how to thrive.

From a network of offices in communities across the UK and over 1,000 employees, Ingeus supports people in four specialist areas:



**Employment** – in 2021 we helped more than 30,000 unemployed people back into work through the Restart, JETS and Work & Health programmes. We also work with UK businesses -from small enterprises to large multinationals- to help them attract and retain staff.



**Health** – we deliver the National Diabetes Prevention Programme (NDPP) to help prevent people at high risk of diabetes from developing the condition. Since 2016, we have supported over 90,000 people to better manage their health. Through the Access to Work Mental Health Support Service we offer guidance and support to those who are experiencing mental health difficulties at work.



**Justice** – we deliver Commissioned Rehabilitative Services to support resettlement for ex-offenders and enable successful transitions back into the community. Through CF03 we support those individuals that have difficulties with substance use and mental health into employment. We also facilitate Activity Hubs, a welcoming space for ex-offenders to access support and guidance.



**Youth services** – we have signed up over 78,000 teenagers onto the National Citizen Service (NCS); a transformational experience for 16 and 17-year-olds allowing young people to build their skills for work and life while taking on new challenges. Via the Future You programme we reach out to NEET young people to help them into education, employment or training.

Ingeus's teams are dedicated to designing the services that support each individual to help them progress and achieve their goals in work and in life. We work alongside over 60 partners from the public, private and third sectors that share our commitment to delivering excellence with integrity.

In 2019, Ingeus UK became part of the international human-services provider, APM Group, and merged with their UK business, APM UK. Together we have a mission to enable better lives.

**We deliver services throughout the UK:**

- North West
- North East (Northumbria, Durham & Cleveland)
- Lancashire & South Cumbria
- Yorkshire & Humber
- Greater Manchester
- East Midlands (Derbyshire, Leicestershire & Nottinghamshire)
- The Black Country
- Central & West London
- South East
- South Central
- Isle of Wight



Ingeus's supply chain partners form a vital part of our delivery strategy. Across the UK, our Partner Network consists of private, public and third sector organisations, from which we identify partners to deliver a range of services to individuals engaged on our programmes. Fairness, honesty and transparency are at the heart of our approach to subcontracting and we believe that working in partnership with organisations from a range of sectors enables us to offer the best possible service to our clients.

This document has been designed to assist organisations who are considering submitting an Expression of Interest (EOI) to deliver services in partnership with Ingeus. It sets out the roles and responsibilities of Ingeus and our delivery partners, clearly defining what we expect from our partners and what our partners can expect from us.

We hope that this guide will enable potential partners to: make an informed decision about the information they submit; fully understand what we are looking for; and learn how we work alongside our partners to deliver exceptional services. This document also details how applications are assessed, how we make decisions in a timely manner and how feedback can be requested on decisions relating to selection. Please also note that all information submitted by organisations is kept strictly in confidence.

## 1.2 Our values

---

At Ingeus, we believe in delivering performance with integrity and this approach is underpinned by honesty, transparency and fairness at every level in our company. We focus on supporting our partners to deliver high-quality services to all clients across all of our contracts.

Our Values are:



**Take Pride.** This means we:

- Strive for excellence and to be the best we can be
- Celebrate our achievements
- Adapt, change and innovate to deliver great results
- Go the extra mile



**Do the Right Thing.** This means we:

- Act with integrity
- Do what we'll say we do
- Build trust and have honest conversations
- Consider the impact of our actions on others



**Believe in Everyone.** This means we:

- Encourage people to believe in themselves
- Challenge ourselves and others to make positive changes
- Value our colleagues and know we can achieve more together
- Believe in everyone's capability to change



**Care and Respect.** This means we:

- Always listen and respect others' views
- Embrace difference
- Care about people and what we do
- Treat everyone fairly



**Own It.** This means we:

- Ask "what else can we do to make this happen?"
- Take accountability
- Show leadership at every level
- Are always up for new challenges

These Values underpin our approach to supply chain management. In seeking to get the best results for our participants we bring together the expertise of a broad variety of Delivery Partners whose own values are aligned to our own.

**Our values specifically for Supply Chain Management are:**

- Act with integrity
- Be open and transparent
- Drive high performance and continuous improvement
- Be flexible and responsive
- Take a pro-active and collaborative approach.

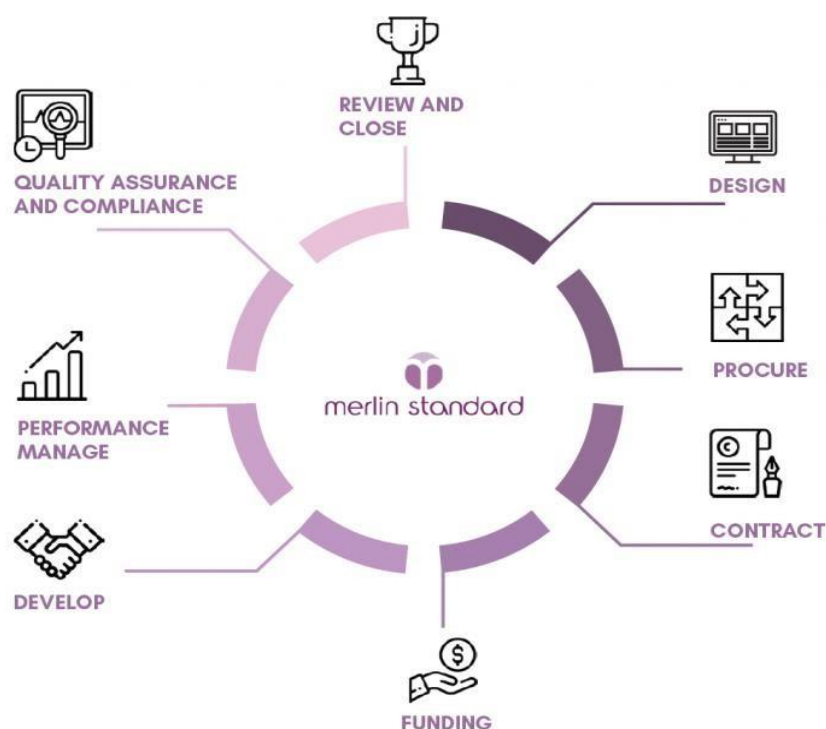
## 1.3 The Merlin Standard

The Merlin Standard was developed by the Department for Work and Pensions in conjunction with the welfare-to-work sector and others to ensure that subcontracting arrangements between prime contractors and partner organisations are positive and fair. Prime contractors are assessed against a set of principles to ensure that all delivery partners are fairly treated throughout all the stages of the subcontracting process, from supplier engagement to contract end.

Ingeus achieved grade '**Excellent**' in all eight principles in our most recent Merlin Standard re-accreditation, an in-depth assessment with interviews of more than 20 Supply Chain Partners, building on our previous "Excellent" result, where we received one of the highest scores of all DWP prime contractors. The Merlin Standard is no longer required when contracting for DWP, but even when not seeking re-accreditation Ingeus continues to uphold the same principles and work to the same high standards.

### The Merlin Principles

The Merlin Standard has been designed to promote sustainable excellence and positive partnership working within supply chains and provide guidance to those seeking to achieve it. This is organized into eight fundamental and integrated principles:



These principles have been designed to examine key areas of the relationship between a prime contractor and its supply chain partners and to validate positive behaviour between the two.

Ingeus is committed to the principles of the Merlin Standard and we believe that following them will allow us to maintain more effective relationships with our partners, which in turn will ensure that we deliver high quality, joined-up support services for all our participants.



## 1.4 Our expectations and what you can expect from us

---

Ingeus makes a commitment to its partners to act with honesty and integrity. This applies from the point of engagement and selection through to delivery with Ingeus. We will:

- ensure that opportunities to become a delivery partner are advertised and marketed across our Partner Network
- ensure that Expression of Interest and other procurement forms are concise and minimise resource needed to complete them as much as possible
- ensure that all opportunities are clearly defined and explained
- ensure that financial information reaches potential supply chain partners as soon as it is available
- ensure announcements made by commissioning bodies, including results of a tender, are communicated promptly
- ensure that all potential partners have a named contact during the tendering process, through whom all questions regarding the contract can be channelled
- offer feedback regarding selection decisions made by Ingeus
- ensure that all delivery partners are supported through the implementation process and are ready to begin delivering services on behalf of Ingeus
- support our delivery partners at all stages during delivery through our Supply Chain Management team and through best practice sharing with other providers.

We believe that as a prime contractor, we should be accountable for what we ask partners to deliver, how we select delivery partners, and the ways that we work with providers to deliver quality services to our programme users.

In return, we expect all delivery partners to act responsibly and with integrity by:

### **Prior to signing up**

- ensuring that all documentation is read thoroughly so that the delivery model proposed by Ingeus is fully understood
- ensuring that proposals for delivery are based on robust assessment of an opportunity and capacity to deliver the outcomes set out during the tendering process successfully
- ensuring that the proposed financial model is fully understood and that internal modelling has been completed to make a balanced assessment of the viability of the contract
- responding to requests made by Ingeus within the timeframes set during tender rounds.

### **During implementation**

- ensuring that all documentation, checks, recruitment processes and acquisition of premises are completed within the implementation timeframes agreed
- committing to achieving the targets and standards agreed between Ingeus and the delivery partner during contract sign-up.

### **During delivery**

- providing a high-quality service that meets the needs of all clients
- acting honestly and transparently at all times.



# 2.

## Getting involved

## 2.1 The Ingeus Partner Network

---

Ingeus has used a Partner Network since 2010 to identify preferred potential partners for future tender rounds. Since then we have received applications from organisations wishing to partner with Ingeus. From those, we have selected a range of organisations from the private, public and third sector to form a bank of organisations from which we are able to identify high-quality supply chain partners to deliver services alongside Ingeus. We are constantly looking for new, innovative and dynamic organisations to join.

In 2022 we launched a new version of the “Partner Network”, which enables a more efficient and streamlined process from initial registration through to implementation providing higher quality and less task repetition.

Each opportunity that Ingeus bids for is advertised to our Partner Network through our Expression of Interest and potentially followed by our Call for Proposal process, inviting organisations to submit information relating to the specific contract.

**Please note, you need to be an approved member of the Ingeus Partner Network to ensure you are being kept up to date about future tenders. Some organisations will need to re-register on the new Ingeus Partner Network.**

## 2.2 What we want to know

---

To become a member of the Partner Network, all providers must complete the registration process which we use to assess each organisation against the following criteria:

- **Your organisation:** covers key organisational and contact information.
- **Service delivery:** covers information relating to an organisation's capacity to deliver in different service areas such as welfare-to-work, health, youth services, apprenticeships and criminal justice.
- **Customer groups:** looking at the priority groups that an organisation has particular experience of delivering service to.
- **Delivery infrastructure:** covers information relating to an organisation's delivery.
- **Service experience:** looking at the services that an organisation provides, be that accredited courses or types of advice and guidance.
- **Quality:** covers an organisation's ability to deliver a quality service in terms of compliance, quality marks and accreditations.
- **Additional information:** an opportunity to provide further information about their unique selling points or their ability to offer innovative services.
- **Recent performance:** this section requests information about previous contracts delivered and performance against targets.
- **Grounds for exclusion:** according to the Public Contract Regulations 2015

## 2.3 What we are looking for

---

We are looking for a wide range of organisations to deliver a variety of services across multiple sectors and so there is no single type of provision that we would not consider. We must ensure that for each new opportunity, and for opportunities to join existing contracts, we have a range of organisations in each region on our Partner Network, from which we are able to select the most effective and competitive supply chain.

### **What we would like to see:**

- A good track record of performance or a demonstration that performance has improved
- Full details of infrastructure
- A clear demonstration of services available
- Evidence of a good audit and quality track record
- Creativity and innovation.

### **What could make your application unsuccessful?**

- No previous experience of delivering services
- No quality standards and no demonstration of any quality or compliance assessments (including self-assessment)
- No delivery premises
- Failing to complete all sections properly
- Unclear performance information.

## 2.4 How you should answer

---

### Your Organisation

We expect all elements of this section to be completed honestly and in full.

### Service delivery

We must ensure that the organisations that we select to join our supply chain have the capacity and experience necessary to deliver specific elements of the delivery model. It is important that we know which industries they have experience of delivering so that we can assess their understanding of the different sectors. For example, if we were tendering for an opportunity with the Ministry of Justice, it might be important that our delivery partners understand the relationship between prisons and probation trusts. It is also useful for us to know whether organisations have delivered an end-to-end service (supporting customers throughout their time on a programme) and/or specialist services which may be a specific priority for the commissioner.

### Customer groups

Understanding the specific needs of different customer groups is important when constructing a supply chain that meets the requirements of the commissioner. Often we will seek to partner with organisations that have experience of delivering specialist services to priority groups that we have not worked with or have less experience with. It is important that applicants list all the customer groups to whom they have delivered specific services or tailored provision. For example, delivering services to the 18-24-year-old cohort on the Work Programme means that providers will have employability support experience but not specific NEET expertise.

### Delivery infrastructure

For an existing programme or new contract, it is important that we are able to map each region to ensure that between us and our supply chain we have complete coverage of an area. It also must be clear which sites are outreach and which are permanent premises that providers can use for a minimum of six months.

### Service experience

To ensure that we deliver services that meet the complex needs of individuals on our programmes, we often seek to work with organisations that are experienced in particular services or specialist provision. These are extremely wide-ranging, from parent and family support to drama and music classes. When listing available services, it is important that providers list those which have previously been delivered, not those that providers feel could be delivered.

### Quality

Inspections, audits and policies are one way that we are able to assess the capability of an organisation. It allows us an insight into the quality processes that an organisation has in place and provides us with information about the type and level of support that organisations delivering services on our behalf may need. We are looking for up-to-date and relevant quality information from all potential partners and, although we understand that some smaller organisations may not have all of the listed policies in place, it is important that all applications detail self-assessments and company held policies.

## Recent performance

We ask all organisations to list: the services that they have delivered on contracts, who commissioned the contract, the performance targets and how they performed against those targets. We are looking for this information to be filled out clearly and in its entirety as incomplete elements of this section make it impossible to assess. We are looking for a good track record of performance and while this does not necessarily mean exceeding targets across all contracts, showing that overall performance is either good or improving is important. We are also looking for the summary of the contract or service to be clear. As the range of contracts that we tender for is so wide, there is no particular contract or speciality that we are looking for but you should provide information regarding your most recent contracts.

## Exclusion Grounds

Some changes in the government procurement legislation and procurement practices require a thorough understanding of your organisation at the first stage of our tender submission. We therefore ask all potential delivery partners for completion of the mandatory and discretionary ground for exclusion questionnaire:

### *Mandatory Exclusion Grounds (Regulation 57 (1) and (2))*

You will be excluded from the procurement process if there is evidence of convictions relating to specific criminal offences including but not limited to, bribery, corruption, conspiracy, terrorism, fraud and money laundering, or if you have been the subject of a binding legal decision which found a breach of legal obligations to pay tax or social security obligations (except where this is disproportionate e.g. only minor amounts involved).

### *Discretionary Exclusion Grounds (Regulation 57 (8))*

You may be excluded if your organisation has violated obligations in the fields of environmental, social and labour law, is bankrupt or the subject of insolvency/winding-up proceedings or guilty of grave professional misconduct, which renders its integrity questionable. Also, if your organisation has shown significant or persistent deficiencies in the performance of a prior public contract which led to early termination, damages or other comparable sanctions; has been guilty of serious misrepresentation in supplying information during a procurement exercise, has withheld such information or negligently provided misleading information that may have an influence on decisions concerning exclusion, selection or award.

Please find further information about exclusion grounds here:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/551130/List\\_of\\_Mandatory\\_and\\_Discretionary\\_Exclusions.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf)



# 3.

## Our shortlisting process

## 3.1 Call for Proposals

---

Once an organisation has been accepted onto the Partner Network, they will start receiving adverts for opportunities to deliver services on Ingeus's behalf. When new opportunities come up, we invite members of our Partner Network to apply to become part of the supply chain. Members of the network have access to a specification, which details the opportunity and the services that we are looking for subcontractors to deliver, and after the Expression of Interest the process might be followed with a more specific Call for Proposal which details the additional contract specific information we require from potential partners to assess the suitability of their application.

If it is a new tender round, alongside potential partners we will devise a delivery model that we believe is most suited to the requirements of the commissioner. During this process we develop our strategy for the supply chain detailing the elements that we intend to deliver ourselves and where we think a service delivered by a subcontractor will be most effective.

## 3.2 What we want to know

---

Each opportunity is different and so the services that we seek to support our delivery need to be tailored to the requirements of the opportunity. To ensure that we are able to do this, we will request information first through our Expression of Interest and then a Call for Proposal that we consider most relevant to the service that we require, and that we are able to assess against a set of criteria.

### Questions usually include:

- A demonstration of working with specific client groups e.g. ex-offenders, 18-24-year olds, those with a mental or a physical disability and those from a BME background
- A demonstration of links with employers and work placement providers
- A demonstration of links with relevant strategic partners and stakeholders including local authorities, NHS bodies, probation trusts, schools and colleges and Local Employer Partnerships
- A demonstration of contract specific expertise and knowledge

### Sample questions include:

#### ***'Engaging and supporting participants with a range of needs***

*Please demonstrate how you will ensure that participants with different support needs are able to access all elements of the programme and are able to achieve the objectives of the contract. In your answer you should include details of:*

- *What processes you have in place for supporting participants from different social and cultural backgrounds and dealing sensitively with issues that might arise from this'*

#### ***'Please list the experience you have of delivering in-work support on previous contracts***

*(your answer should be no longer than 200 words)'*

#### ***'Please provide a brief description of your experience delivering an inclusive high-quality Youth Programme:***

*(your answer should be no longer than 400 words)'*



## 3.3 How you should answer

---

We try to keep Call for Proposal forms as concise as possible and specific to each opportunity to ensure that they do not duplicate information previously collected. When completing this form, it is important that careful thought is given to the questions asked and the information that we require potential partners to submit.

### Things that we look for in our Call for Proposals:

- Clear evidence of capability to deliver specific requirements of the contract
- Close attention to the question and the information requested
- Statistics and examples to back up particular points
- Naming employers, stakeholders and strategic partners with whom providers have links
- Making answers to questions local and relevant to the geographic area that is being applied for
- Emphasising creative and innovative delivery and interventions

## 3.4 How we make our selection

---

Each Call for Proposal form has a tailored set of scoring criteria against which we mark all applications. From these criteria we are able to score each section individually, as well as the form as a whole. These scores are then combined with the organisations' EOI assessment to form a shortlist and feedback is provided after final submission.

Successful organisations will be those who answer each question in full, can evidence relevant and successful experience of delivering a particular intervention, or working with a particular client group, and have appropriate infrastructure, expertise and knowledge.

### FAQs

- **Why aren't potential providers given more time to fill out Call for Proposals forms?**  
Timescales for each Call for Proposal are based on timeframes set by the commissioner. To select the very best delivery partners for our supply chain, we must conduct a fair and transparent selection process that adheres to all elements of the Merlin Standard. To ensure that we are able to run this process and put in place a range of delivery partners that are able to answer the needs of those engaged onto the programme, we often have to request information back from potential partners within short timescales in order to be able to complete selection and sign-up activity before a tender submission deadline.
- **I have applied for several opportunities with Ingeus and have not been successful. Why is this?**  
The requirements dictated by a commissioner are often complex and require expertise that is specialist and localised. We therefore advertise our opportunities to a large number of organisations to ensure that we can identify those most suited to a particular contract. While our advertisements sometimes go out to hundreds of organisations, we may only be looking for between 5-15 providers to join our supply chain. We are always happy to give feedback regarding applications, including why a particular proposal was not successful and how to improve applications in the future.

- **Why does Ingeus always ask potential partners for permanent and outreach premises addresses?**

Delivery locations are extremely important to the commissioner as it shows whether we are able to cover an area that requires the provision. We are always asked to provide comprehensive detail about locations in our tenders and so it is important that all information obtained by our supply chain is up-to-date, relevant and identifies whether premises are permanent or outreach. We may also ask what capacity and resources are available at each location.

- **Why do delivery partners have to deliver the delivery model as Ingeus has set out?**

Ingeus devises a delivery model to meet the requirements of the commissioner (as described in section 4.2). It is the responsibility of the prime contractor to set out the delivery model and to attach prices and resource to each element of that model. It is against this delivery model that the commissioner will audit and monitor the delivery of the contract and so we must ensure that our delivery partners can provide services to the same standard and that meet the same objectives that we have set out in our tender. However, contracts differ greatly and our supply chain partners are given greater or lesser flexibility over their delivery model depending on the programme that they are delivering.



# 4.

## The sign-up process

## 4.1 Agreeing the role of your organisation

---

Once we have made our evaluation and identified the most suitable organisations for a particular supply chain, we then begin the process of discussing terms with our selected providers. The dialogue at this point is key to outlining the delivery expectations of both parties and it is during this time that service delivery and financial terms will be agreed. Each successful provider will receive a set of documents that outlines our offer and the service that we are asking our partners to deliver:

- **The Delivery Partner Agreement including Delivery locations**  
This document is an agreement between Ingeus and the provider to deliver the service as described in Annexes 1 and 2. This document sets out our contractual heads of terms including requirements relating to TUPE (where applicable), information security, equal opportunities and health and safety. Delivery locations will be included on the Partner Agreement.
- **Service delivery**  
The document will outline the opportunity-specific delivery requirements for the delivery partner. This will include an outline of our proposed delivery model, the target customer group and the minimum delivery expectations.
- **Pricing and indicative volumes**  
The document will outline the payment terms of the contract including performance expectations, contract value and how this will be broken down into payments during the contract.
- **The Subcontractor Declaration**  
Most government departments that commission opportunities for prime contractors to deliver services on their behalf require them to collect subcontractor declaration forms from their proposed supply chain. This is a letter informing the commissioning body that members of the proposed supply chain have agreed indicative volumes and prices for the delivery of the proposed contract.
- **Accompanying guidance**  
We may issue accompanying guidance to outline our rationale for the proposed delivery model and the financial terms that we have offered our supply chain. It will detail the opportunity and provides our proposed partners with an explanation of the above documents and a timetable for the procurement process.

## 4.2 Understanding our proposed delivery model

---

As a prime contractor, it is our responsibility to develop a delivery rationale and delivery model that best address the requirements of the commissioner on a particular contract. A great deal of work goes into designing and testing each delivery model that we develop so that it is innovative enough to win the bidding round and effective and efficient enough to drive the performance required throughout the lifetime of the contract.

To ensure that we have designed the appropriate delivery model, we:

- conduct in-depth research into the region, the client group and the outcomes of the contract
- consult with local stakeholders including local authorities, housing associations and NHS bodies to ensure that we are linking in with local provision and not duplicating existing services
- consult with local providers and the third sector to ensure that we have a comprehensive understanding of the services that are available and that we link in with vital specialist services.

We believe our process of designing provision that is delivered on a programme is a thorough and exacting one and it is important that our selected partners have a full understanding of how a particular programme works and that they consider the following while assessing our offers:

- Does the organisation have experience of delivering this type of model?
- Does the organisation currently have the staffing levels necessary to deliver this service? If not, can the organisation recruit sufficient staff within the timeframes of the implementation period?
- Does the organisation currently have the equipment necessary to deliver this service? If not, can the organisation purchase this equipment within the timeframes of the implementation period?
- Does the organisation currently have the required number of permanent and/or outreach premises necessary to deliver this service? If not, can the organisation acquire these within the timeframes of the implementation period?
- Are the organisation's delivery staff used to delivering similar services? If not, what training will the organisation need to deliver and can the organisation conduct this within the timeframes of the implementation period?
- Does the organisation have the correct managerial infrastructure and performance management processes to ensure the successful delivery of this service?
- Will the successful delivery of this contract be dependent on retaining or acquiring other business? If so, serious consideration must be made as to whether delivering the services is a viable option
- Does the organisation contribute to our social value commitment and supports benefits for participants?
- Does the contract fit with the organisation's own values and ethos?
- Can the organisation achieve the contracted level of performance and service delivery within the financial terms?

## 4.3 Understanding our proposed financial model

---

Once we have designed our delivery model, our finance team model the contract value identified by the commissioner and allocate costs to each element of the service delivery. A range of financial outcomes will be assessed and scrutinised by the finance team and also the supply chain team, business development and executive teams.

It is extremely important that we get the financial model right as this could mean the difference between delivering a successful or an unsuccessful contract. Our financial model is also often one of the main elements of the competition and our "price offer" is often worth at least 50% of the assessment criteria set by the commissioner. Therefore, every eventuality must be accounted for before we submit our proposals, ensuring both viability but also a competitive price for the commissioner. We are unable to release proposed prices to potential partners until the finance team have scrutinised all elements of the model.

It is the job of the supply chain team to work with the finance department to create payment terms that are fair, scalable, deliverable and carry risk to the provider that is proportionate to the size of their proposed contract value. Once this has been finalised, we will then communicate the financial model with our proposed delivery partners. At any time during the financial modelling process, we are happy to answer any questions or to discuss any element of our payment terms with all of our prospective providers.

Before a potential partner agrees to any proposed financial terms, there are many factors that must be considered in great detail. Listed below are the most important of these factors and we believe that any organisation, regardless of size or contract, should carefully address these before agreeing to deliver a service for Ingeus:

- Has the organisation understood the following:
  - the indicative total contract value
  - the indicative annual contract value
  - the unit value (value per client)
  - the payment structure of the unit value i.e. what amount or percentage of the unit value will the organisation receive at the different payment points and how this will affect cash flow?
- Has the organisation considered the following:
  - the resourcing levels necessary to achieve the performance expectations
  - the office size necessary to deliver the service
  - the cost of training staff to deliver the service
  - the IT costs
  - other costs to run the contract
- What is the organisation's Working Capital Requirement? (see below for an explanation of Working Capital)
- Is the organisation familiar with this type of funding structure?
- Can the organisation meet the performance levels required to make a project?
- Can the organisation make a profit and still maintain a quality service?
- How will volume fluctuation affect profit and loss?
- Is this a reasonable amount of potential growth for the company?
- Has the organisation modelled a range of scenarios based on the funding information it has received? E.g. what would the organisation need to achieve to break even? What would the organisation need to achieve to make a surplus/profit?
- Has the organisation run a risk analysis for this contract?
- How might environmental factors (including the economy, the labour market, the demographic and the geography of the region) affect performance?

## FAQs

- **Why do providers on the same contract have different payment terms?**  
 Payment terms are dictated by the role of the delivery partner. Because of the complexity of most government-commissioned contracts, it is common for us to invite a range of organisations to deliver different services, dependent on the specialism, experience and infrastructure of the delivery partner. Ensuring that we have different subcontracting roles with different payment terms enables us to work with a wide range of organisations and address the specific needs of individuals on our programmes.
- **What is "working capital" requirement?**  
 Working capital is the amount of money that an organisation will have to invest in a contract before they break even. This usually happens when contracts require an early investment, either in staff, premises or equipment or, when a commissioner requires the prime contractor and their supply chain to carry the risk of the contract i.e. the payment structure from the commissioner is based on longer-term objectives and not on upfront funding including service or attachment fees.
- **Why can't delivery partners have the majority of the unit cost for an individual up front?**  
 In the majority of cases, our payment terms will always reflect the commissioners' funding structures. It is extremely rare that a commissioner will pay a prime contractor for a service entirely in-service fee. We are expected to carry risk (i.e. invest money in a contract before we are paid for an outcome) and, in turn, we also expect our supply chain to carry risk as appropriate. **We will always ensure that the level of risk we ask our supply chain to carry is proportionate to the size of their contract.**

- **What does Ingeus' 'Management Fee' include?**

Our management fee covers the support that we provide for our delivery partners while they are delivering services on our behalf. This support comes in the form of our Contract Management Team and also from a range of other departments. The support from our Contract Management team is detailed in section 6 below, however, other types of support include:

- **IT:** Ingeus has comprehensive IT systems that are tailored to each contract. Costs included are IT license costs, ongoing IT system upgrades and continuous improvement. During implementation, new providers will be trained and given access to contract specific systems as well as being supported on information security. They will also be supported by our IT team throughout the duration of the contract.
- **Management Information data:** To support the delivery partners management we build and provide access to a range of contract specific MI data and management reports
- **Learning and Development:** Our Learning and Development teams are responsible for ensuring that all partners are trained in: the detail of each contract, Ingeus's delivery model, claims and compliance procedures, and all health and safety requirements by providing training for trainers.
- **Human Resources:** Our HR department provide guidance and support as appropriate where TUPE (Transfer of Undertakings Protection of Employment) applies.
- **Communications:** Our marketing team are responsible for monitoring media coverage, writing press articles, managing media enquiries and producing all marketing materials and resources for the programmes. These resources are available to our delivery partners.
- **Shared services:** On appropriate contracts we provide access to shared services with our delivery partners, such as the Ingeus Contact Centre, IT Helpdesk or access to our in-house health team
- **Supply Chain team:** Our Supply Chain team supports delivery partners during implementation to ensure that they are ready to start delivering the service and also supports our regional teams to develop our Contract Management processes and supplier development.
- **Self-Bill:** We run a self-billing process for partners to help ensure that all payments are made correctly and on time following the **Prompt Payment Code (PPC)**. The code sets the standard for payment practices and best practice and signatories commit to:
  - 1) Pay suppliers on time
  - 2) Give clear guidance to suppliers
  - 3) Encourage good practice

Additionally, signatories undertake to pay suppliers within a maximum of 60 days\* (in line with late payment legislation requirements), to work towards adopting 30 days as the norm, and to avoid any practices that adversely affect the supply chain.



# 5. Implementation



## 5. 1 Implementation

---

Once a tender has been submitted we must wait for the commissioner to assess the bids and communicate the result. Usually this process will last around two months however it could be longer or shorter depending on the commissioner, the size of the tender, the number of bids that are submitted and the area that the contract covers. It also has become common practice to have a commercial dialogue phase including tender assurance activities before the submission of the Best and Final Offer (BAFO), which will also prolong the procurement process. If we are successful and the commissioner has named us the preferred bidder, we then begin the process of contacting the relevant delivery partners to begin the implementation process.

**Ingeus follows a structured process for implementation which includes:**

- **Implementation guide**

At the start of implementation, each delivery partner receives an in-depth Implementation Guide outlining all the implementation requirements, deadlines, and guidance on how to complete the different implementation processes.

- **The kick off meeting**

To conduct formal introductions and confirm the terms of the offer Ingeus hold a kick off meeting with each successful delivery partner. The purpose of the meeting is to ensure that the delivery partner understands what is required of the contract and that they are still happy to proceed, as per the terms set out at the time of tender. The meeting also covers the implementation process and any upcoming deadlines that the delivery partner may be required to meet.

- **A dedicated point of contact**

Each delivery partner is allocated a dedicated point of contact. This person is responsible for providing support and guidance to help meet deadlines, and coordinating additional support from corporate departments at Ingeus.

- **Initial forms and due diligence process**

There are a number of forms that must be filled out prior to delivery which include those that enable delivery partners to be set up on our systems. Delivery partners are also required to submit a number of policies as part of our due diligence process. This is to demonstrate they have systems and processes in place to meet the requirements of the contract and that they have a commitment to the working values of Ingeus. These include:

- **Equality and diversity**
- **Fraud prevention**
- **Safeguarding**
- **Health and safety**
- **Data protection and information security**
- **Complaints**
- **Insurance**

- **Induction training**

Training is delivered by Ingeus during the implementation process to all delivery partners, particularly training on the compliance requirements and how to use Ingeus' caseload management system. Delivery partners are asked to nominate a trainer to attend 'Train the Trainer' sessions who is responsible for delivering the training throughout their organisation in time for the go-live date.

- **IT support**

Support is provided from the Ingeus IT team to help access Ingeus's caseload management system, and to meet the Information Security requirements that Ingeus expects of its delivery partners. This includes guidance documents, conference calls and follow up support tailored to the needs of each delivery partner.

- **Contracting**

A draft version of the contract is issued as early on in the implementation process as possible so that queries can be taken in advance of the go-live date to ensure there is no delay in the commencement of delivery. It is advised that delivery partners mobilise any sign off process according to the deadlines of the implementation process to ensure contracts are returned before delivery begins.

- **Review meetings**

In addition to the above, the implementation process includes larger, more complex tasks, such as scoping out delivery models, reviewing staffing levels, and preparing premises. To support this, regular reviews are held with delivery partners during the implementation process. The frequency of reviews is dependent on the contract and the level of support required by an organisation.



# 6. Contract Management

## 6.1 Ingeus Contract Management

---

Once the implementation process is complete, delivery partners will begin delivery. At this stage at the latest, each new delivery partner will be allocated a Supply Chain and/or Contract Manager who will be their lead contact throughout the contract.

The Contract Manager is pivotal to our supply chain support process and any changes to the contract, fluctuation in flows and queries will be communicated through them. We work alongside all of our delivery partners to ensure that the level of support that they receive is suitable for the size of the organisation, the volume of clients that they are expected to support, the level of experience that the organisation has and their delivery role. Our aim is to work in partnership with all of our delivery partners and all communication is conducted in an open and collaborative environment.

Each Contract Manager will manage delivery partners against clear minimum performance requirements that providers are expected to meet throughout the lifetime of the contract. Should a provider be unable to meet the set performance expectations, they will be placed on a three-stage performance support process where we will offer guidance and assistance to meet contract profiles.

**Providers will be supported by their Supply Chain and/or Contract Managers through a range of interventions including:**

- Review meetings at regular intervals with a member of the Contract Management team
- Transparent evaluation of delivery partners' performance
- A formal Performance Management Process for all delivery partners who are underperforming

In addition to the support from your Contract Manager, our Ingeus Supply Chain team may also provide help and advice to build the capacity of our partners to help them to achieve ongoing high performance.

## 6.2 Compliance & Audit

---

Ingeus operates a robust control environment and focuses on **three core** areas:

- **Operational responsibilities** – Delivery Partners will be expected to work to the Compliance and Quality Assurance Framework (CQAF) and the reporting framework that underpins this.
- **Compliance/Monitoring activity** – the areas reviewed by Delivery Partners will be assured and reviewed by Ingeus' compliance team
- **An independent Internal Audit Regime** – a review of the wider controls in place by Ingeus' Compliance team

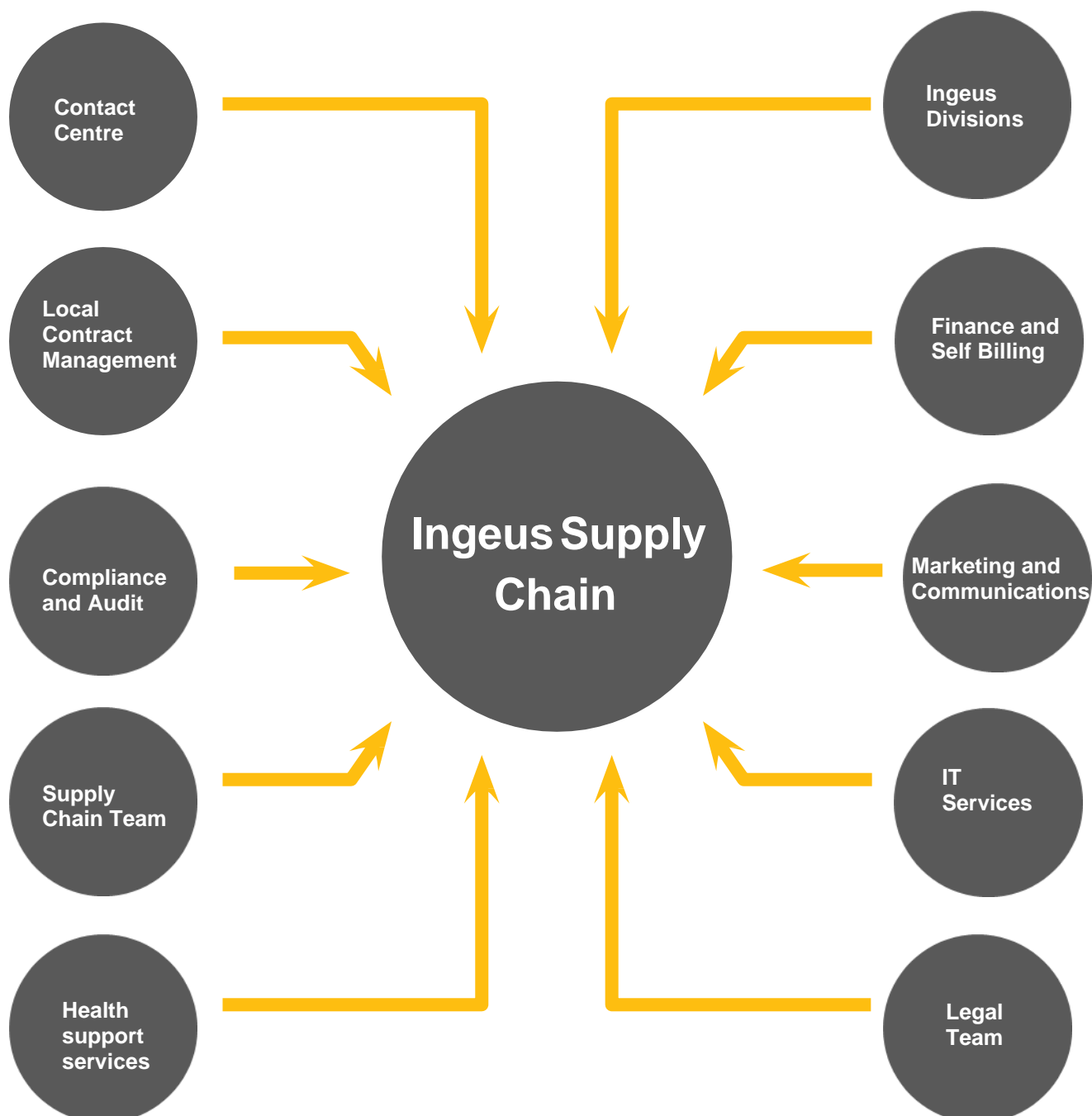
The Compliance and Assurance Manager leads a central team that has oversight of a wide range of activities including:

- Business Continuity
- Compliance frameworks
- Complaints and Feedback
- Data Protection
- Due Diligence
- Risk Management
- Safeguarding and Modern Slavery
- Sustainability and Net Zero
- Whistleblowing

Within each division, a separate Compliance and Audit team is responsible for ensuring the Assurance Frameworks are adhered to across both internal Ingeus teams and Delivery Partners and in-line with contractual expectations. This team audits and monitors Ingeus and Delivery Partners against key compliance criteria; providing accurate and timely reports which capture findings to identify and assess risks. They also provide support to quality assure reports, manage complicated queries from operations and Delivery Partners and provide compliance-based training and upskilling, where possible.

## 6.3 Comprehensive and continued support

Additional support for Ingeus's delivery partners is available throughout the contract from our central and corporate functions. Below is a diagram outlining the range of support that our delivery partners can expect to receive from different departments, alongside support from our Supply Chain and Contract Managers.



## Further information

---

### The Merlin Standard

For information regarding best practice for subcontracting to prime contractors and to view provider assessments, please visit:

[www.merlinstandard.co.uk](http://www.merlinstandard.co.uk)

The Merlin Standard 

### ERSA

For information from the Employment Related Services Association, the trade association for the welfare-to-work sector, please visit:

[www.ersa.org.uk](http://www.ersa.org.uk)



### National Living Wage

The real Living Wage is the only UK wage rate that is voluntarily paid by over 4,200 UK businesses who believe their staff deserve a fair day's pay for a hard day's work.

<https://www.livingwage.org.uk/what-real-living-wage>



### Disability Confident

The Disability Confident scheme supports employers to make the most of the talents disabled people can bring to your workplace.

<https://disabilityconfident.campaign.gov.uk/>



### Modern Slavery

Government guidance on how to ensure that slavery and human trafficking is not taking place in business or supply chain

<https://www.gov.uk/government/publications/transparency-in-supply-chains-a-practical-guide>



Modern Slavery Act  
2015

### Cyber Essentials

Cyber Essentials helps you to guard against the most common cyber threats and demonstrate your commitment to cyber security <https://www.cyberessentials.ncsc.gov.uk/>



### ISO27001

ISO27001 is an international standard on how to manage information security

<https://www.iso.org/isoiec-27001-information-security.html>



### Prompt Payment Code

The Prompt Payment Code (PPC) sets standards for payment practices and best practice, it covers prompt payment, as well as wider payment procedures

[www.promptpaymentcode.org.uk/](http://www.promptpaymentcode.org.uk/)

Prompt Payment Code

administered by the Chartered Institute of Credit Management on behalf of BES

