

# Meeting the expectations of Government Programmes

How you can be part of it

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# Agenda

- Working Links - background
- Meeting the expectation of government programmes
- Importance of third sector
- Programme challenges
- Bids – your involvement
- The Prime Contractor role
- Sub contracting models



# Working Links ownership

- Public           The Shareholder Executive
- Private           Capgemini & Manpower
- Voluntary       Mission Australia

WE ARE: SOCIALLY DRIVEN COMMERCIALY SOUND

We don't run prisons

We don't run railways

WELFARE TO WORK IS WHAT WE DO



# About us

## Number crunching:

- 2000 the year we were founded
- 1,500 the number of people we currently employ
- 120 our turnover in £millions 09-10
- 160,000 the number of people we have helped into work so far (31/01/11)
- 120 offices based around the Great Britain, delivering contracts nationally
- 500,000 the amount in £s that the Links Foundation gives in grants each year



# Our Business

## Typical Contracts :

### National

Flexible New Deal ,Pathways  
Private Sector Led New Deals  
Employment Zones  
Work Choice  
Skills Contracts, NEET contracts, NOMS Wales  
Work Programme x 3 (Scotland, Wales, SW England)

### London

PSLND – Hackney  
EZs (Tower & Newham, Brent & Haringey)  
Work Choice  
NOMS ESF  
DWP ESF x 2  
LDA – East London Works  
LSC – work focused ESOL  
LDA – Kormo Shadin  
Progress 2 Work  
Discovery Events



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# Meeting the expectation of Government programmes

Key point: The Government (national/regional/sub regional) expects its chosen providers to deliver the contracted outcomes – e.g. jobs, training.

To be part of the new world WL and its partners need:-

General/specific customer group experience

Specialism (e.g engagement, IAG)

Track record of successful delivery (size not important)

Performance management process

Commercial realism – outcome related payments the norm

Local knowledge

Best value/value for money

This is not incompatible with our – or your - social purpose



# Importance of third sector

Past – contracts covered e.g. 7 boroughs, restricted customer group sub contract element <20%, more £s

Present - contracts cover e.g.17 boroughs/pan London, multiple customer Groups, sub contract element >50%, less £s

**THRIVING THIRD SECTOR IS VITAL TO SUCCESSFUL DELIVERY**



# New funding reality

	<b>Employment Zone</b>	<b>Flexible New Deal</b>	<b>Work Programme</b>
<b>Time on Programme</b>	26 weeks	1 year	Two years
<b>Fee per start</b>	£2,800	£1,500	£1,500 for two years



# What we need to do:

- Redesign our structures.
- Redesign our way of working.
- Create a lean and flexible business.
- Be transparent and honest, and remain true to our values.



# Can I be involved?

## Question:

What does a good partner need to look like?

Large, small, national, local, wide experience, niche specialist

## Answer

Any or all of the above



# Can I be involved?

## Question:

How do WL decide who to subcontract to?

## Answer

Depends on the funder's (our customer) required outcomes

WL role is to combine the talents of its supply chain to deliver the required outcomes.

Key characteristic – we must all deliver what we promise



# Different programmes bring different challenges

## Mandatory vs. Voluntary programmes

Mandatory (e.g. Work Programme): no say over number of customers – hard to commit to volumes to sub contractors

Solution: e.g. package intervention costs; e.g. tiered discounts

Voluntary (e.g. DWP ESF): control over volumes – can subcontract a client group in its entirety to sub contractors



# How do I get involved?

Identify the opportunity (via DWP framework, Indus delta, LDA, GLA, SFA prime contractor websites)

- Submit EOI
- Quality of content important – lots of competition
- EOI scored .
- Detail required

What happens next.....be prepared. We'll want to talk £s.

Sell your organisation.

Realistic discussions about e.g. delivery failure, contingency arrangements, fluctuating volumes



# Your involvement

- 1) Understand the customer's requirement (e.g. a reduction in re-offending) **WL + partners**
- 2) Design the solution **WL + partners**
- 3) Agree geography, service to be provided, volumes and outcomes, discuss issues e.g. TUPE **WL + partners**
- 4) Agree £s **WL + partners – GET IT IN WRITING**
- 5) Letter of intent **Partners**
- 6) Win bid – sign detailed contract with SLAs
- 7) You are assured of honesty and transparency –funder sees everything. MERLIN code of conduct



# Working Links' role

## What do we bring to the table as a Prime Contractor?

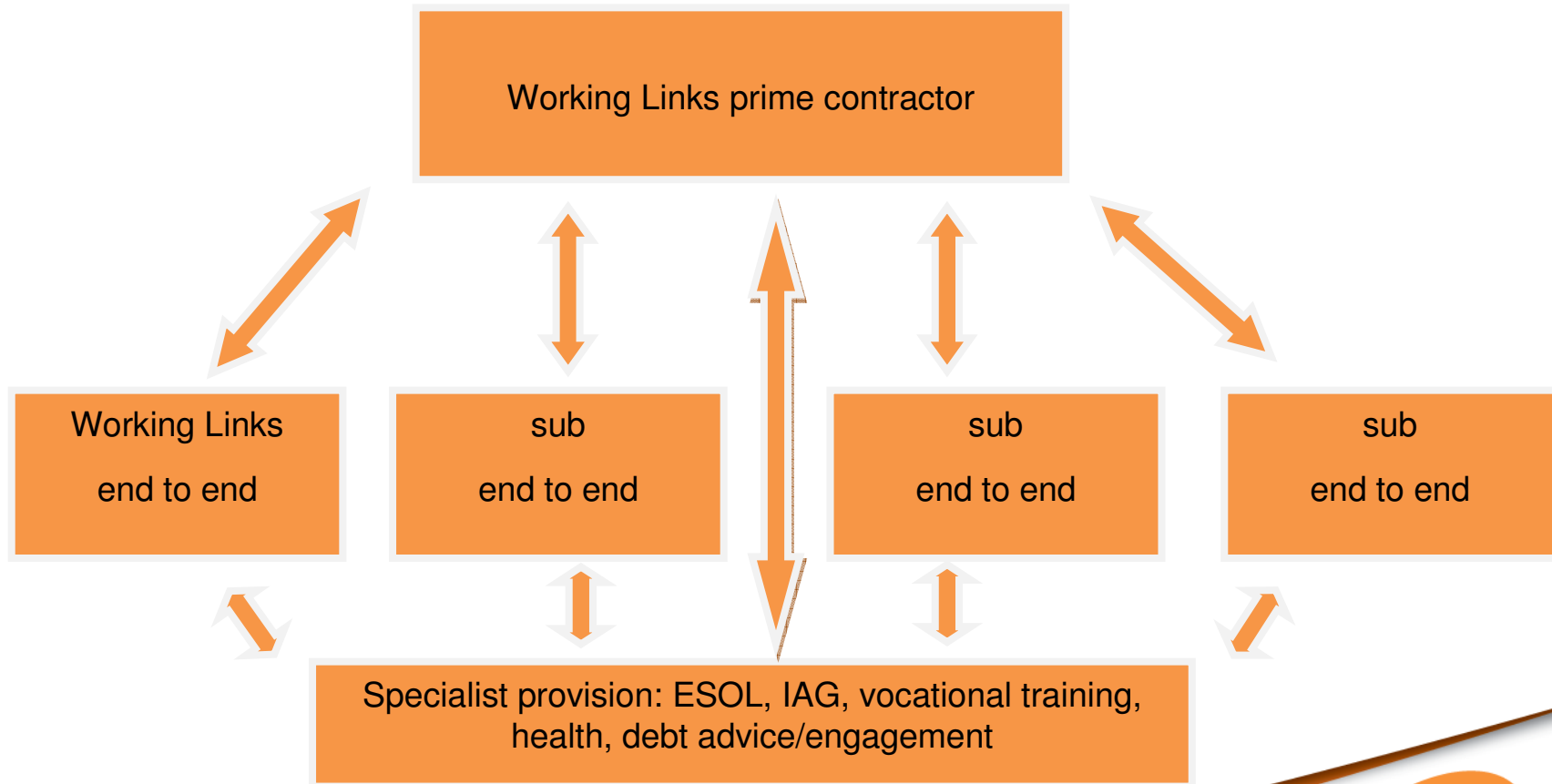
- Financial strength
- Ability to take risk
- Systems/governance/reporting responsibility

## Which means.....

- Capacity building
- An extensive supply chain
- Scope for your growth



# Working Links supply chain



# Summary

Changed environment

Government is focused on social change – this means hitting targets

Keep our social purpose –it's why we all do what we do

Working Links + joined up supply chain = success



# Contact

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