



merlin standard

2018

REMPLOY LTD

COMPACT REPORT

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1. KEY INFORMATION

Assessment Type	ACCREDITATION REVIEW
Assessor's Decision	STANDARD MET
Anniversary Date	16/11/2020
Assessment Dates	14/11/2018 – 16/11/2018
Lead Assessor's Name	SUSAN SMITH
Customer ID	C14154
Assessment Reference	PN103924

2. ASSESSMENT OUTCOME

OVERALL OUTCOME	87% Excellent
1. Design	90% Excellent
2. Procure	90% Excellent
3. Contract	100% Excellent
4. Fund	80% Good
5. Develop	87% Excellent
6. Performance Manage	89% Excellent
7. Quality Assurance and Compliance	80% Good
8. Review and Close	80% Good

3. METHODOLOGY

Remploy Ltd (hereafter known as Remploy) continues to be mandated by the Department for Work and Pensions (DWP) to be accredited against the Merlin Standard due to being a Prime delivery partner for the Work Choice, Specialist Employability Services (SES) and Work and Health Programme. Remploy also declared a number of other non-DWP contracts, and these were also included in the scope of the Merlin assessment. Organisations that hold the Merlin Standard are required to be re-accredited every two years, and consequently, Remploy came forward for re-accreditation in line with the anniversary date.

The assessment team comprised of Susan Smith (Lead Assessor) and Lorna Bainbridge (Team Assessor) supported by a coordinator from within Remploy. The Lead Assessor started to work with the coordinator in May 2018 to establish the scope and discuss the logistics of the assessment. The dates for the on-site were identified, and a plan of action agreed.

A booking form was submitted to Assessment Services Limited along with a spreadsheet indicating a full list of Supply Chain Partners - past, present and potential - delivering an end-to-end service or specialist intervention activity.

In advance of the Assessment, a survey was carried out of the Supply Chain Partners, with all 100 being invited to participate. Responses were received from present and potential partners, which represented 35% of the total. The results of the survey informed the focus of interviews for the assessment team and contributed to the overall scoring.

The Lead Assessor was in regular contact with the coordinator before the on-site activity to review the schedule and logistics. All documentation required for the assessment - Self-Assessment Questionnaire (SAQ), Pre-Assessment Notes (PAN) and interview schedule - were shared to enable the assessment to take place as planned.

The assessment team spent a total of 2.5 days each reviewing documentary evidence and undertaking interviews with Remploy staff involved in the strategic and day-to-day management of the supply chains. Also, during this time some 20% (20) of the Supply Chain Partners were interviewed in line with the published Merlin scoping framework. Interviews were conducted with a wide range of Supply Chain Partners - end-to-end (tier 2), specialist intervention (tier 3), which included present, past and potential across all contracts.

The following report provides an indication of the findings against key criteria within the Merlin Standard, which was evidenced across all the supply chains referenced below, as well as areas of strength and areas to consider for development over the forthcoming two years.

4. ABOUT THE ORGANISATION

Remploy was established in April 1945 under the 1944 Disabled Persons (Employment) Act introduced by Ernest Bevin, the Minister for Labour. The first factory opened in 1946 at Bridgend in South Wales making furniture and violins. Many of the workers were disabled people returning from the Second World War. Originally named the Disabled Persons Employment Corporation, Remploy adopted its current name in 1946. Its association with the military has remained a strong feature in Remploy's work. From 2005, Remploy started closing factories and in 2013, announced the final closures of the remaining Remploy factory premises. However, since 1988 Remploy has operated to meet the employment needs of disabled people and those with health conditions and is now one of the UK's leading providers of specialist employment services for disabled people and those experiencing complex barriers to work. On 7 April 2015 Remploy exited government ownership and became a privately owned company of which 80% of the Company is owned by MAXIMUS Companies Ltd (a leading operator of government health and human services programmes) and 20% owned by the Remploy Employee Benefit Trust.

Since the last Merlin assessment, Remploy has become more commercially competitive whilst maintaining relationships with commissioners and employers in order to transform the lives of disabled people through sustainable work. Remploy continues to work across England, Scotland and Wales, providing jobseekers, employers and partners with access to its services. Remploy engages like-minded Supply Chain Partners to complement its delivery and enhance the expertise and specialisms to support a customer's journey into work. Supply chain relationships are also developed for areas where Remploy is delivering, to build capacity, enhance performance and, where it is not delivering to expand the geographical coverage, to provide a better service to commissioners and customers.

In terms of supply chains declared as operating at the time of the assessment, the following shows the delivery profile split between Remploy and its Supply Chain Partners (SCPs).

Fair Start Scotland – Direct delivery 70%; SCPs 30%

Workable Scotland – Direct delivery 77%; SCPs 23%

Work Choice – Direct delivery 82%; SCPs 12%

SES – Direct delivery 100%; with one Tier 3 SCP

Work & Health Programme Wales – Direct delivery 100%; with Tier 3: Community Partnership Network (CPN) of 58 Suppliers

Care Quality Commission (CQC) Experts by Experience – Direct delivery 98%; SCPs 2%

Mental Health Working, Islington – Direct delivery 60%; SCPs 40%

British Broadcasting Corporation (BBC) – Remploy delivery 100%; with 3 Tier 3 suppliers providing staff to support BBC employees

5. AREAS OF SIGNIFICANT STRENGTH

A number of significant strengths were identified during the Assessment and these are described below. The numbers in brackets refer to the criteria of the Standard:

Supply chain design using the wider strategic approach to partnership (Community Partnership Network or 'CPN' model) has been fundamental to Remploy's approach on new contracts. The benefits as expressed by both Remploy and Supply Chain Partners are that this model of working incorporates a wider range of local partners that have a mutually agreed set of principles for joint working and that the opportunities created for the development of the wider network are considerable. The CPN mandate brings an in-built process of ongoing supply chain review that ensures the changing needs of local communities, partners and customers are reviewed, and the design of the supply chain changes according to these needs. (1.2 / 1.6)

From the earliest stages of engagement with potential Supply Chain Partners through procurement and during the life of the contract, there are open and transparent negotiations around performance expectations. Supply Chain Partners confirm a clear understanding including the wider partnership base in the CPN. Both Remploy staff and Supply Chain Partner representatives described a more mature approach to sharing and understanding performance expectations and risks. There was reference during the assessment to how Remploy has learned from the MAXIMUS approach and has become more mature in the way in which it truly works with its Supply Chain Partners. (2.4 / 3.2)

Remploy offers many opportunities for Supply Chain Partners to become or remain sustainable organisations. There are a number of examples of Supply Chain Partners being supported to grow their organisational capacity and secure new business by collaborating on future bidding opportunities. For some Supply Chain Partners, this has enabled their organisation to secure longer-term employment for their existing teams and expand their operations through the addition of a longer-term revenue stream. (5.2)

There are clear business relationships through the Single Point of Contact (SPOC) approach. Supply Chain Partners find this valuable as it saves time finding the right person for support and actions are managed to completion by the SPOC. Supply chain representatives speak favourably of the positive culture of honest, open and supportive communications. Please see the 'Plan' section of this report for Supply Chain Partner quotes to support this. (6.2)

Performance management processes are robust. There are a range of meetings that help all tiers of Supply Chain Partners to use the Management Information (MI) provided to analyse their performance and agree on actions for any underperformance. Supply Chain Partners who have been on a Performance Improvement Plan cite exceptionally good support and collaboration with and from Remploy that has enabled them to address performance issues positively and swiftly. (6.3)

There are strong quality assurance processes effecting performance improvements. Audits with developmental feedback are cited by Supply Chain Partners as helpful in assuring compliance. Supply Chain Partners cite that the Quality Assurance and Compliance Framework underpins the contractual requirements of commissioners and key stakeholders and that it provides a clear set of qualitative and quantitative measures to support performance, quality of service delivery and customer experience. (7.2)

6. AREAS FOR DEVELOPMENT

A number of areas where further development would be beneficial were identified during the Assessment. These are for the Organisation to consider as a contribution to continuous improvement. The numbers in brackets refer to the criteria of the Standard:

Remploy is encouraged in its plans to develop the Self-Assessment Report and Quality Improvement Plan processes using the newly designed template that focuses Supply Chain Partner input on the joint activities. This will help Supply Chain Partners to better understand the linkages of their own continuous improvement actions with those of the wider supply chain and with Remploy. (6.7)

Whilst communications are effective regarding updates to legislation and regulatory requirements, more could be done to follow up and ensure action is taken in advance of the annual due diligence activity. This would assist Supply Chain Partners to embed changes more promptly. (7.1)

Whilst Information, Advice and Guidance (IAG) is quality assured across the supply chain, Remploy may wish to consider whether it would be beneficial to encourage and support Supply Chain Partners to achieve the **matrix** Accreditation. (7.3 / 5.1)

Whilst Remploy is part of a MAXIMUS environmental sustainability governance board, this is at the early stages of development and more could be done to embed policies and plans with measurable targets both within Remploy and the supply chains. This would bring the approach to environmental sustainability more in line with other key business practices such as safeguarding, health and safety and information security. (7.4)

Compliance and awareness of the Modern Slavery Act is now embedded as part of the onboarding process for new partners, and an updated MAXIMUS UK Modern Slavery Statement is being shared with Supply Chain Partners to raise awareness and refresh them on Remploy's commitment towards the principles of the Act; however, more could be done to follow up and monitor with Supply Chain Partners in advance of the annual due diligence activity. (7.5)

Wider social objectives form part of Remploy's commitments in new contracts, but more could be done in measuring that impact. The proposed new role of Customer Experience Auditor, whose remit will include an annual audit of contracts to pull together and analyse data on customer experience and feedback, performance, equality and diversity, and environmental impact will assist in Remploy's ability to demonstrate social value and measure performance in meeting the wider social objectives of commissioners. (8.2 / 8.3)

7. FINDINGS

The feedback below is reported against key criteria of the Merlin Standard, aligned with the "Plan-Do-Review" business cycle.

PLAN
<p>Through planning an effective supply chain, the range of Partners and how they are engaged ensures there is a group of organisations that cover a diverse range of providers that all understand the requirements of the contract and their contributions to achieving the desired outcomes.</p>
<p>In terms of supply chain design, Remploy seeks to ensure the delivery of solutions which meet the customer and commissioner needs. As a result, there is cross-sectoral representation delivering sufficient capacity to meet the volume requirements provided by the commissioner. Since Remploy's last Merlin Assessment in 2016, there has been significant investment in the procurement, development and management of supply chains. The business manages contracts effectively through dedicated regional management teams that report through to a Contract Director. The structures of these regional management teams are adapted to meet the contract commissioner's needs, underpinned by SPOCs who liaise with Supply Chain Partners to discuss and understand the local needs. The SPOCs also engage with new Supply Chain Partners to develop a menu of services on a regional basis to reflect the needs of the customers in each area, supported by a central support service of subject matter experts. An illustrative Supply Chain Partner comment about this development to the supply chain was <i>"Good support centre to resolve issues and the contract manager and supply chain manager are really good, accessible and either one is able to give clear advice and guidance."</i></p> <p>Remploy has invested in the support of Tier 2, 3 and 4 suppliers with dedicated SPOCs that ensure all Supply Chain Partners, regardless of tier, are met with on a regular basis to make sure they are clear about performance expectations. As part of the ongoing relationship there is also discussion about potential new and additional services that could enhance the delivery model for stability and growth. Quarterly partnership events for the CPN in Wales act as a vehicle to provide updates to all Supply Chain Partners regardless of their tier. This is a forum to share best practice and a platform for partners to deliver spotlight sessions to promote their services to the wider partnership network and raise awareness of available support services. Due to the success of the CPN Advisory Board, Remploy intends to introduce a similar governance structure for the Transforming Lives Community (TLC) partnership network in Scotland which is still at the early stages of delivery. Some quotes from Supply Chain Partners illustrate the value of the CPN/TLC approach as follows:</p> <p><i>"They genuinely want to hear what we have to say."</i></p> <p><i>"The meetings (TLC) are proving to be really informative, and they invite recommendations – the operations manager has found them to be useful and inclusive."</i></p> <p><i>"The quarterly partnership meetings are apparently really good with specialism consultation."</i></p>

The CPN Mandate describes the mutual core principles and behaviours that will drive the actions of the supply chain. Supply Chain Partners commented that:

"We're all about health and disability and so is Remploy."

"Our aims and objectives are closely aligned to those of Remploy."

"Together we can influence the caseload and have an impact on the wider social objectives."

"We've worked with them previously and were looking for an opportunity as we like their approach."

"Remploy want the best for their customers and we can help them do that."

Remploy's TUPE processes comply with legislation and include communicating extensively with transferees, the incumbent provider and Supply Chain Partners. During the assessment, evidence was found that demonstrated an open and honest discussion takes place between Remploy and the Supply Chain Partner to establish whether TUPE is applicable before proceeding; a clear process is defined with timelines agreed that is subsequently implemented. Advice is provided to staff about the potential impact of transfer and there is good ongoing consultation and communication.

Remploy ensures that performance expectations are clearly defined and understood by all Supply Chain Partners. This is achieved through clear performance contract schedules, ongoing performance management and accurate use of MI to track performance. The Contract Management Framework (CMF) states how performance will be monitored and managed. Performance expectations are reinforced by the SPOC at monthly Supply Chain Partner reviews as a standard agenda item and set within the MI reports against the key contract deliverables. The performance expectations (including targets and compliance) of the commissioner are translated into a Standard Operating Procedure (SOP) which outlines the delivery approach and these are trained to all delivery staff. Performance expectations are reviewed in real time throughout contract delivery on MI dashboards. The use of real-time MI ensures the success of contracts by enabling Supply Chain Partners to monitor their own performance on a daily basis. Remploy's cohort simplifier tool is used to ensure that updated performance expectations are based on actual contract starts and current performance and if appropriate supportive performance improvement plans are put in place.

Remploy funding arrangements mirror those of the commissioner and flow down to the supply chain in a fair and proportionate manner. During the procurement of new contracts, financial strategies are shared with Supply Chain Partners so that they are fully aware of any risk and performance obligations and can determine financial viability. The offer letter states the funding arrangements which are shared early in the process to enable the Supply Chain Partner to review the finances. In the Fair Start Scotland contract this resulted in two approaches to drawing down the service fee. Indicative volumes, payment prices and performance expectations are shared, and the management fee applied clearly stated, detailing in exchange what services are offered from Remploy to show value for money. An example of management fee flexibility was also noted during the assessment.

Negotiations are collaborative to ensure that offers made to Supply Chain Partners are achievable and in line with realistic numbers of potential participants to mitigate undue financial risk for both parties. Whilst the terms flowed down from commissioners for the Tier 2 Supply Chain Partners are 30 days from date of invoice, flexible payment options are offered and mutually agreed to minimise financial risk for small and medium-sized organisations, such as seven days terms and Remploy is registered and committed to the Prompt Payment Code. A number of Supply Chain Partners interviewed commented that *"Typically paid in 10 – 11 working days of submitting the invoice."* Individual payment processes have also been agreed for the Tier 3 partners in line with their preferred method, offering flexibility in working with a variety of organisational sectors.

DO

Supply Chain Partners are supported to develop their services to meet or exceed expected performance and quality assurance requirements.

Remploy actively works to support, develop and encourage Supply Chain Partners to fulfil contractual obligations from contract award to end of life of all contracts. For example, on the Work Choice contract, maximising the performance of the remaining delivery with a clearly defined and communicated exit strategy in place is the priority for the supply chain with support in place to achieve this. A series of Work Choice workshops were held every two to three months to support the delivery and contractual obligations during the wind-down phase of the contract. Supply Chain Partners were helped to speed up claims by putting steps in place prior to the claim itself being validated by the Remploy Support Centre. Further examples of support include advice from the Information Security Manager on how to improve Supply Chain Partners' own security measures, training staff on how to recognise mental health conditions for customers and how to access employment opportunities by integrating Supply Chain Partners with Remploy's own managed employer accounts. In Wales and Scotland there are three large contracts that are in their infancy where Supply Chain Partners have been supported to successfully commence delivery.

Remploy has a set core values: openness, respect, keeping promises, passion and professionalism which play a vital role in the approach to working collaboratively with Supply Chain Partners in an open and transparent manner. Remploy actively encourages feedback on all aspects of partnership working during the monthly performance reviews. Remploy's SPOCs also attend the contractual meetings with relevant commissioners and use this opportunity to share feedback from Supply Chain Partners and raise any issues, the outcomes of which are then shared. Quarterly partnership forums create a culture across the supply chain in which communication is open, honest and without unreasonable constraint. Supply Chain Partners confirmed that they are offered many forms of support to embed the values of open, honest and transparent partnership working. The positivity of Supply Chain Partner comments indicates why this is an area of significant strength:

"Good support, always open and honest."

"Excellent, genuinely excellent, the environment is positive, there are no barriers between us and Remploy, feel really involved – almost part of their staff team."

"Fair, open Very good, beneficial for both parties."

"X has been very responsive and communicated things clearly and openly."

"Right from the start they were open and honest and said they weren't looking for end-to-end partners, but specialist – it was a bold move."

"They told us about performance and some of the issues and challenges faced – really open, honest and transparent."

"Great working relationship with the employment advisor and x, and I know x is going to be our main contact in the future."

Supply Chain Partners have clear two-way channels in place for regular reviews as detailed in the CMF. For Tier 2 Supply Chain Partners, this includes a full performance review cycle which consists of weekly calls, monthly and quarterly reviews. The weekly telephone call focuses on in month performance progress during the delivery phase of the contract and progress of implementation during the initial phases: *"We had a weekly communications call with other partners and/or individually and we were able to discuss anything and resolve, if possible."* Ahead of the monthly review, Supply Chain Partners are asked to complete and submit a monthly report. This includes identifying areas of strength, opportunities and risks to delivery. Monthly reviews are held face to face and cover subjects such as performance, compliance and quality. Action plans are then created to capture all points raised during the review and shared with the Supply Chain Partner. Quarterly reviews are attended by the SPOC and senior management of both parties. During this meeting the overall performance for the contract year to date is reviewed with wider discussions about the contract being held. Recognising and supporting innovation also occurs such as the new process for validating job starts and the event in Scotland where TLC partners showcased services in a market-place environment. Tier 3 and 4 Supply Chain Partners have a regular six-monthly meeting with their SPOC in which service feedback and utilisation is discussed. Supply Chain Partners also advise of any new or different services that are available. An invitation is also extended to partnership events with all other Supply Chain Partners to share new and innovative services with other providers and teams. One Tier 3 Supply Chain Partner noted that they had shared positive feedback on the LinkedIn page about the value of the event.

There is a comprehensive suite of MI reports available to Supply Chain Partners which are the same for the Remploy direct delivery. The MI is refreshed every two hours enabling Supply Chain Partners to get data on their performance and compliance in real time. Managers can drill down into the detail and manipulate the reports to analyse the data. The newly-developed cohort simplifier was demonstrated as part of the assessment and is an innovative report that allows Supply Chain Partners to see at the push of the button, the exact contractual targets and phasing of those targets over the life of each cohort. This is useful for complex cohort-based contracts where targets fluctuate depending on actual contract entrant volume, and even more so in the case of Fair Start Scotland which has further variation depending on participant strand. The report recalculates the targets depending on live contract entrants. Remploy has incorporated training with the Supply Chain Partners on how to effectively use this report as part of contract implementation. Further training is then revisited as and when required and the report forms an important part of the monthly performance reviews for the contracts.

The Quality Assurance Framework governs the processes, policies and activities used to monitor the quality of delivery across both Remploy and Supply Chain Partners. The framework underpins the contractual requirements of commissioners and key stakeholders and has been designed to provide a clear set of qualitative and quantitative measures to support performance, quality of service delivery and customer experience. Supply Chain Partners commented that:

"Quality and compliance are proportionate and pretty much in line with others."

"Audits – we scored no less than 93%."

"We agreed to 100% compliance check at the end of the contract."

An internal audit is conducted by the central quality team within six months of contract implementation and thereafter on a risk basis focusing on four key control areas of service delivery, governance, finance and data security. A detailed report following audit is issued to the SPOC and Senior Leadership Team summarising the audit results and an improvement plan is agreed with the Supply Chain Partner. Customer experience is captured through the completion of short customer surveys as individuals finish their programme. An example of quality assurance in practice was a case of non-compliance and quality of delivery which resulted in poor audit results; the Head of Quality and Compliance conducted a conference call with the Supply Chain Partner Director and operational management and agreed a support plan. The SPOC completed both individual and team development training and support in both operational and system processes. The operational management team conducted 100% file and caseload checks, and this resulted in a significant improvement in the following audit inspection moving from 78.8% to 98.6% quality and compliance.

REVIEW

Review and evaluation is used to demonstrate the impact of the services delivered and continuously improve service delivery.

Remploy's overarching mission is to transform the lives of disabled people by creating equality in employment. Together with Supply Chain Partners, it facilitates access to sustainable employment and career development and enables disabled people to achieve their ambitions and maximise their potential through the contracts delivered. Remploy and Supply Chain Partners are committed to providing benefits to customers and this includes adding value to the communities where they live and work because it creates a virtuous circle of improvement. Achieving the mission has an inherent positive impact and many ancillary benefits to other social objectives, in particular poverty, social justice and welfare reform. The partnership approach developed through the CPN and TLC offers this wider level of support to customers and enhances the customer's journey by integrating with specialist partners. Examples of this are impacting on debt management, skills and qualifications acquisition and homelessness. In Wales for example, over 1000 customers have been referred to barrier specialist partners to support them with not only the wider social objectives of the commissioners but to ensure that a holistic service is offered to them which will ultimately improve their chances of securing long term and meaningful employment. Through the robust MI processes, Remploy and its Supply Chain Partners are able to assess and measure the positive impact service delivery has on the customer groups. Illustrative Supply Chain Partner comments are as follows:

"The contract has certainly contributed to our social objectives."

"It has provided us with the opportunity to showcase our work and the link to our own social objectives and that of the local area – reducing key spending."

"As a company we have been exposed to the right group of clients and as a result able to support those with mental health issues and remove the stigma and isolation."

"It reshaped the employment landscape; re-educated employers and provided them with the support to employ people with disabilities."

"Contributing to getting people with a range of disabilities into employment, developing their self-worth, confidence and contribute to society."

Measuring the achievement of sustainable employment outcomes is a key measure. The Equality and Diversity report helps Remploy and Supply Chain Partners to identify the customer groups and the quality assurance processes that support the wellbeing of all employees. Additionally, Remploy has delivered Mental Health Awareness training to Supply Chain Partners to enhance not only the delivery of contracts for customers but to concurrently offer wider knowledge to delivery employees. Customers' overall wellbeing is also regularly discussed and reviewed; this conversation underpins employment-focused activity and if additional support is required, customers are signposted to a specialist provider. For example, one Supply Chain Partner continually scores high on action planning throughout their audits and this is reflected in the conversion of nearly 50% from customers starting the programme to gaining employment and nearly 60% sustaining that employment.

Part of the CPN Advisory Board's terms of reference mandate is to assess how the activities of the CPN membership generates a positive impact on the customer groups, external stakeholders and the wider community, so that services can evolve to meet gaps and changing needs. In order for this to be assessed, Remploy openly shares data on contract performance, number of referrals to CPN partners and a breakdown of contract spend with Tier 3 and 4 Supply Chain Partners. Due diligence reviews ensure all Supply Chain Partners have the necessary policies and plans in place including environmental sustainability action plans and sharing Remploy's internal initiatives such as reduction in travel, recycling campaigns and downsizing of premises.

8. CONCLUSION AND CONDITIONS OF ACCREDITATION

In conclusion, Remploy Ltd remains accredited against the Merlin Standard. The Senior Leadership Team should be mindful that any significant organisational or senior staff changes, and/or being awarded additional contracts using a significantly different supply chain may require a strategic review. Similarly, any decisions reached by the Independent Complaints Examiner may also result in a strategic review being required to ensure the Organisation continues to operate in line with the Merlin principles.

Holders of the Merlin Standard Accreditation must:

- Maintain and continually improve upon their approach to Supply Chain Management.
- Cooperate with annual Reviews as required by Assessment Services Ltd
- Inform Assessment Services Ltd (merlin@assessmentsservices.com) or their Lead Assessor if the key contact name or contact details change.
- Inform Assessment Services Ltd of any significant changes made to the organisational structure, senior management or systems that may impact on their accreditation; email:
- Inform Assessment Services Ltd immediately if they gain additional contracts.
- Inform Assessment Services Ltd of any serious complaint or rise in numbers of complaints received from Supply Chain Partners.
- Not undertake or omit to undertake any activity that may be misleading and/or may cause Assessment Services Ltd and/or the Merlin Standard to be brought into disrepute.
- Only use the Merlin Standard Quality Mark for the areas within the scope of the accreditation and in accordance with the guidelines.
- Ensure in cases where accreditation is withdrawn or where they do not come forward for Accreditation Review, remove from display any certificates or plaques issued by Assessment Services Ltd and do not display the Merlin Standard Quality Mark, nor refer to being a former holder of the Merlin Standard.
- Be aware that Assessment Services Ltd reserves the right to remove any accreditation and/or certification previously applied if payment is not received for services provided.
- Submit their Booking Form for re-accreditation to the Merlin Standard at least 4 months prior to the accreditation anniversary date ensuring all pre on-site activity is completed in a timely way including planning, payment, completion of the Self-Assessment Questionnaire (SAQ), Pre-Assessment Notes (PAN) and interview scheduling. Accreditation Reviews are due 2 years from the anniversary accreditation date; it is expected that organisations will be assessed by this date or will risk being de-accredited.

	
PO Box 14, Grantham, Lincolnshire NG31 0EL	T: 0044 (0) 2038805059 E: merlin@assessmentsservices.com https://twitter.com/merlin_standard