

maximus

Annual Review 2022/23.



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Our stats

35,000
helped into work



Donations to colleague-nominated charities exceeded

£585,000



350
community partners

287
locations

600,000
functional assessments completed

2 million

people supported through contact centre services



Foreword

by Dr Paul Williams

Every day, Maximus colleagues deliver support that transforms lives and moves people forward. Over the past year they've ensured that millions of people have been able to develop new skills, move into work, improve their health and access the support they need.

It has been a year of change and growth in our business. We have seen a major expansion in our community health capability, launching our first integrated lifestyle services contract, supporting people in Buckinghamshire to lose weight, quit smoking and make healthier choices in their lives. We also see continued growth in our wider health division, and as preventative healthcare rises up the agenda, this is certain to be an important policy area over the coming year.

Another theme of the year has been the pace of digital transformation, which continues to accelerate. As a global business, we've been able to utilise our expertise to improve user experience. We've also been able to move more of our services online, offering greater choice and accessibility to service users, and improving our contact centre services on behalf of government agencies and leading charities.

Underpinning our work, and what helps set us apart as an organisation, is our values. Over the past year we have engaged extensively with colleagues to identify and codify a new set of values that will guide our actions and behaviours for years to come. Accountability, Compassion, Collaboration, Customer Focus, Innovation and Respect encapsulate what it means to work at Maximus. Along with our wider leadership team, I'm committed to helping us live by these values every day.

In this year's review, you'll get a real sense of our impact and commitment to service excellence, working collaboratively with local partners and helping commissioners to innovate and meet society's challenges. I hope you enjoy reading it.

Division President
Dr Paul Williams



Our values

We're committed to becoming a workplace where all colleagues can thrive. Over the last year, we've continued to implement our ambitious strategy to promote diversity, equity and inclusion across every part of the business. Our six employee-led networking groups continue to drive real change, helping Maximus to better reflect our colleagues and the communities we serve.



Shereena Nain
MaxCultural Co-Chair



MaxCultural

Shereena joined Maximus in 2017, working in our Assessments division as an Advanced Healthcare Professional. She has been co-chair of our colleague network, MaxCultural, for the last three years - promoting racial equality and helping to foster an inclusive workplace for all employees.

"I really enjoy my role as an assessor and trainer. I'm incredibly passionate about ensuring people are seen, valued, and heard on every step of their journey through the process. Alongside my day-to-day role, I am privileged to be one of the co-chairs of MaxCultural."

"I originally put forward the idea of bringing together a networking group of like-minded people to tackle racial discrimination in the workplace. With the backing of senior colleagues, we formalised this into an official colleague network to represent the company."

"Through the network, we provide a space for sensitive and difficult conversations to be had in a respectful, confidential, and non-judgemental way. We are building a platform that listens and helps to facilitate real change."

"As co-chair, it is a privilege to have the opportunity to develop plans that the business wants to willingly align with. I feel very empowered to represent my colleagues, bringing forward their perspectives to senior leaders to create proactive solutions. Rather than focusing on the obstacles themselves, this role helps me to focus on building a bridge over them."

Our People



Our commitment to diversity and inclusion

Since the launch of our new DE&I strategy in 2022, we've reviewed how we promote diversity, equity and inclusion across every part of our business and have taken action.

This includes auditing our policies to ensure they are as inclusive as possible, and working to better understand the diversity characteristics of our colleagues through our 'This Is Me' data declaration campaign - which achieved a 90% declaration rate on ethnicity, sexual orientation and faith, indicating a cultural change within the business.

Our employee-led networking groups now have protected time for their activities - an investment from the business recognising the value these networks offer through strategic DE&I

direction and effective colleague support.

In addition, all members of our Country Leadership Team now sponsor a network, helping them to upskill and ensuring that senior colleagues have greater awareness of issues faced by under-represented groups.

Across all our networks we have seen significant progress. In line with MaxAbility's stated disability goals, we've increased the number of disabled colleagues within Maximus by 50% and are aiming to double this number over the next six months. In addition, we became a Disability Confident Leader, and are now exploring how we can progress to 'Best In Class' through recruitment, retention and workplace adjustments.

Through consultation with MaxCultural, we signed up to the Race at Work Charter, joining a network of 900 leading organisations who have made a public commitment to improve the experiences of ethnic minority colleagues and promote racial equality in the workplace.

Responding to heightened concerns around women's safety, MaxWomen launched a Women's Safety commitment with the support of senior colleagues. In addition, the network launched a podcast discussing women's leadership topics, and are part of the working group to invigilate gender-related pay issues.

Through MaxFaith, new tools have been developed to improve awareness of different religions, while MaxCarers have supported with 'Keeping in Touch' guidance for colleagues who need to leave the business for any length of time.

As part of our celebrations for Pride Week, Maximus officially attended Leeds Pride for the first time as a business in 2022, and will attend Pride Cymru in Cardiff this year.

Informed by employee insights and guidance from our well-established colleague networks, we are now delivering on our DE&I objectives - and moving closer to our aim of truly representing the people we serve.

OUR Values.

After engaging with more than 13,000 colleagues across the business, this year we launched our six global values, designed to guide our actions and behaviours over the coming years. These values reflect our commitment to delivering exemplary outcomes for our clients and customers, ultimately helping thousands to transform their lives.





Global innovation through technology.

Around the world, Maximus is investing in innovative technology to improve service delivery and citizen experience. This includes the rollout of advanced analytics, including Artificial Intelligence (AI) and Robotic Process Automation (RPA), across our contracts, as well as delivering cloud services, app development and cybersecurity consultancy.

Enhancing customer experience through tech

By **Fiona Macaulay**, Vice President, Technology



Both globally and here in the UK, one of our prime objectives over the past year has been successfully executing our strategy of delivering digitally enabled customer services that meet the needs of both commissioners and citizens.

The rise of AI and the ever-expanding opportunities for use of RPA and other technology presents opportunities not just to streamline processes and improve accuracy and governance, but also to enhance customer experience. Citizens, rightly, are expecting more from the services and support we deliver, with the pandemic only accelerating the trend towards 'digital first' delivery.

In the UK, our contact centre teams deliver technology services using Oracle Service Cloud and Five9's Telephony platform, an offer we continue to develop. Multi-channel contact centre and telephony services have been rolled out at pace, including a helpline supporting refugees coming to the UK from Ukraine. In the past year we have also supported government to address

backlogs in applications for services caused by the pandemic, automating manual application processing that was disrupted or halted due to Covid restrictions.

Leveraging the benefits of AI and RPA has also led to positive results across our employability programmes. This has included speeding up appointment booking processes for advisors and participants using RPA bots, and utilising AI to ensure compliance with contract governance, using convolutional neural networks to provide signature recognition. By flagging priority actions, completing checks and reducing administration for frontline advisors, we are allowing our teams to spend more time supporting participants to find work, drive programme performance and improve customer satisfaction.

Globally, our technology teams, many of which are at the forefront of driving innovation in public services, collaborate and share innovation across geographies and sectors. We are also working to improve digital literacy across the whole of our UK business, sharing learning and case studies from our global technology leaders and hosting innovation events and training on new technologies. Regardless of their role at Maximus, all colleagues have a part to play in improving user experience through digitally enabled services.



Supporting people **with** **disabilities** **and health** **conditions** ●

As one of the biggest providers of employment, health, and disability support programmes in the country, we're committed to ensuring our participants have access to the right opportunities to help them thrive.



Championing diversity in the workforce

Since 2015, we have been partnering with Tesco on their Tesco Launch Placement Programme. Through the programme, Maximus participants with a health condition or disability are offered the opportunity to complete a two-week work placement in a Tesco store.

This gives participants invaluable experience working in the retail sector, ensuring any reasonable adjustments are put in place to help them feel comfortable and at ease throughout. Following their placement, individuals are then interviewed for a position within the store.

Through long-standing partnerships like this, we are helping leading employers to build diverse and inclusive workforces where all employees feel included and respected.



Martin's story

Despite almost 10 years of voluntary experience in a charity shop, Martin from North Wales had never been in paid employment before. Lacking in confidence and feeling anxious that his epilepsy and dyslexia would affect his ability to work, Martin joined the Intensive Personalised Employment Support (IPES) programme in March 2022 for further help.

Martin, 41, met with his Intensive Support Key Worker who worked to build his confidence, helping him to

recognise the transferable skills he had developed. Following a successful placement in the Tesco Bangor store, Martin was offered a seasonal position.

However, on his second day of work Martin suffered a seizure. Following the incident, Martin's Key Worker helped to arrange in-store training for Tesco colleagues on how to care for someone having a seizure – ensuring Martin felt thoroughly supported in the workplace.

“

Maximus understood my disability and worked with Tesco to support me. The placement gave me the chance to experience new things and improve my confidence. Thanks to Maximus, I'm now in work for the first time – I'd recommend them to anyone looking for help to get into work.

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lestyn's story

Following 15 years of unemployment, lestyn, 48, joined the Work and Health Programme in Wales. He had been struggling with several health conditions including fibromyalgia and post-traumatic stress disorder, which made looking for work difficult.

"My confidence and self-esteem were incredibly low when I joined the programme. Employers were not interested in me because of the length of time I had been unemployed, which made it really hard."

Supported by his Employment Advisor, lestyn attended development sessions and completed a two-week placement with Tesco, before being offered a team colleague position. Now three years on, lestyn has continued to build a career within Tesco and has been promoted several times to the role of Duty Manager.

“

I'm delighted to say that, not only lestyn, but many of my key staff colleagues have been supported back into employment through our partnership with Maximus. We've had great success working together and will continue to do so in the future.

Mark Jones,
Tesco Store Manager

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Maximus has a wealth of experience working with people with disabilities and health conditions, and work really closely with Tesco to ensure our participants' needs are taken care of.

Sharon Michaelson-Yeates,
Head of Employer Services Wales

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“

Completing the placement with Tesco gave me the opportunity to prove that I could do it. Without the support from both Maximus and Tesco I wouldn't be where I am today – it's the best thing that has happened to me in 15 years. It's changed my life.

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Helping people return to the labour market

While life for many has returned to normal after the disruptions of the Covid period, the pandemic continues to impact the people we support.

Long-term health conditions remain one of the leading barriers to people finding work, and have contributed to the increase in those who are economically inactive, accounting for acute skills shortages in some sectors - despite the availability of more than 1.2 million jobs.

The problem of long-term sickness has been particularly pronounced in Scotland, where the pandemic has accentuated existing challenges including mental health and poor health outcomes generally.

As part of its investigation into the impact of the pandemic on Scotland's labour market, BBC Reporting Scotland visited our Airdrie office to meet our team and participants being supported to return to employment

through our delivery of the Fair Start Scotland service. It coincided with a visit from Scottish Parliament's Covid-19 Recovery Committee, who held a series of roundtables to understand the impact of employability provision on Scotland's economy.

In addition, the committee found that people with disabilities and health conditions are often keen to work - but are deterred by factors including mental health problems, health-related anxiety about contracting Covid in the workplace, and a lack of flexible working or reasonable adjustments.

This presents a challenge for employers - but also an opportunity. In communities across the UK, we're encouraging employers to recognise the value offered by these groups, while supporting people on our employability programmes to access sustainable work that meets their needs and changing expectations.



Our People



Mark Parris
Operations Manager

After joining Maximus in September 2018, Mark is now an Operations Manager on the Work and Health Programme in Southern England. He is passionate about making a difference in the community and works as an on-call firefighter for Hampshire & Isle of Wight Fire Rescue Service in his spare time.

I've been working in employment support for over a decade, and am proud of the work we do at Maximus to support people in my community. But when an opportunity arose to become a retained, on-call firefighter seven years ago, this gave me the chance to support people where I live and work in a new way.

Last year, Mark was awarded the Queen's Platinum Jubilee medal in recognition of his work with the Fire Service. In the same year, he received a Chief Fire Officer's commendation for his work at the scene of a complex incident.

Receiving both these honours in the same year is something I'm uniquely proud of. It means a lot that I can be there to help people in my community, whether that's supporting people to get back into employment, or helping people in more immediate difficulty. It's all about improving people's lives.



Working with leading employers.

We partner with more than 500 employers across the country to address local employment challenges through our cost-free recruitment services. With our expert support, we're helping businesses to address worker shortages, fill skills gaps and recruit a diverse workforce.

Working with leading employers



Helping recruit in hardest hit sectors

Travelodge

Since 2021, we have been supporting Travelodge with their recruitment in London and have so far placed more than 600 participants from a range of backgrounds.

Nathan had been unemployed for more than three years when he first joined the Restart Scheme. After working in a number of sectors over the years, he had his sights set on hospitality.

His dedicated Employment Advisor helped him to update his CV, attend confidence building sessions and secure his Food and Hygiene certificates, funded by Maximus, to enhance his existing skills.

With this one-to-one support, he was able to fulfil his dream of working in the sector and joined the team in June 2022.

“

Working with Maximus is helping us a lot with our recruitment. Like other businesses, we struggled a lot after Covid and they have been there to support us. We are very grateful to Maximus. Thanks to them, we are able to hire brilliant and amazing people like Nathan.

Mihaela Ardelean, Assistant Manager at Travelodge Covent Garden

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Tim Hortons

Our partnership with Tim Hortons continues to grow, with more than 23 Fair Start Scotland participants joining the business since August 2022, including several that have already been promoted. Thanks to the early success, we are continuing to support Tim Hortons with their recruitment across the rest of the UK as they embark on their ambitious plans for expansion.

With Covid-19, it's been quite turbulent trying to hire and maintain staff in the hospitality sector. The pandemic affected recruitment and the stability of workforces, which is why we are working alongside Remploy to bring new people into our business and help them build a brighter future.

“Over the next five years, we plan to open a number of new sites throughout the UK, and we look forward to working with Maximus to help with our recruitment.”

Kristopher Gault, Area Manager at Tim Hortons



Addressing skills shortages in haulage

With an ageing driver workforce, a shortage of EU applicants and the long-term effects of the pandemic still prevalent, many businesses continue to struggle to find skilled, quality recruits to fill vacancies. In Wales, we are working to address the issue through our partnership with Owens Group and P&G Driver Training.

“The Covid-19 pandemic has caused a massive problem within the driving sector. Being part of the Community Partnership Network works well as it means we can help get more people into these driving positions to ease the driver shortage.”

Hayley Hinkson-Walsh, Managing Director at P&G Driver Training

Through our Community Partnership Network member, P&G Driver Training, we provide fully funded LGV and HGV driver courses to our participants, after which individuals can attend a guaranteed interview with Owens Group, one of the UK's leading transport companies. This three-way partnership provides participants with wraparound support, ensuring we help them during every step of their journey back into work.

“Working with Maximus has been an absolute game changer for us as a company. With their help, we are finding the quality drivers we are looking for.”

Ian Jones, Regional Operations Manager at Owens Group



Helping people into work.

We've been helping people to find sustainable employment for more than 75 years, and currently operate more than a dozen employment and skills programmes around the country. In the past year, our colleagues have helped more than 35,000 people to overcome their barriers and find work.



Celebrating one year of the Restart Scheme

RESTART
SCHEME

In July 2022, we marked the first anniversary of the Restart Scheme with events attended by a number of our community partners, employers, and members of our supply chain.

Working in partnership with the Department for Work and Pensions, we are continuing to support those impacted by the pandemic across South and East London, South and West Yorkshire, Nottinghamshire and Derbyshire.



Tetiana's story

Following the Russian invasion of Ukraine in February 2022, Tetiana was forced to leave Kyiv with her teenage daughter. After seeking safety in Poland, she travelled to the UK to live with her partner and start a new life.

"It was a very hard time for us. We had no electricity, no gas, and it was very dangerous with all the shelling. I decided we needed to leave to stay safe. So, we had 15 minutes to pack up all our possessions and make the last train that was evacuating the city."

"When I arrived in the UK, I couldn't work straight away because my daughter was really struggling with her mental health. It was a very hard adaptation period for her, but slowly each day she got better, so I decided to find a job to help me feel more comfortable and confident."

With more than 20 years' experience working with children, Tetiana wanted to find a similar role here. However, she was struggling to get her Ukrainian qualifications recognised by employers, so joined the Restart Scheme in January 2023 for further support.

"I met with my advisor and she helped to get my qualifications recognised through the UK National Information Centre. I also completed training sessions to help with my confidence and anxiety, attended mock interviews, updated my CV, and learnt how to job search here."

Her Employment Advisor also arranged for her to complete several essential training courses, and secure a new DBS certificate, funded by Maximus. After two months of intensive support, Tetiana found a new role as a Nursery Assistant at a local school.

“Maximus has helped me more than I could have ever believed. We're now happy and safe, and I'm looking forward to the future. One day, I want to run my own nursery here in the UK.”





Transforming lives through ETE



Since we began delivery of the Education, Training and Employment (ETE) programme in London, Wales, West Midlands, and the North West in 2021, we have reached some significant milestones in our work to move people on probation closer to employment.

Nearly 8,000 people have joined the programme, of whom more than 4,000 have entered formal education, started a training course, or found employment. To date, over 1,000 have entered work.

Our early engagement with individuals is critical for our overall success, as nearly three quarters of people who attend an initial appointment with an advisor subsequently join the programme and achieve a positive outcome.

Many of the people referred to us have complex personal lives and limited formal education. They often begin their journey with significant barriers which must be tackled early to build motivation and develop their strengths, showing them they can achieve success.

Recognising the importance of supporting offenders at the time of their release, we are now starting to run pilot programmes with HMP Berwyn, HMP Kirkham and HMP Pentonville in partnership with His Majesty's Prison and Probation Service - providing early interventions for prison leavers with the aim of getting people into employment early and reducing recall to prison at a critical juncture.

Whilst our work focuses on individuals, we also work closely with employers too, helping to redefine attitudes and develop more inclusive recruitment practices to offer a greater range of opportunities for our participants.

Working with partner organisations, programme participants and the Prison and Probation Service, we continue to innovate in the Justice sector - with the ultimate aim of reducing reoffending, transforming lives and helping to build safer, healthier communities.

Our work in Scotland



On behalf of the Scottish Government, we have been helping thousands of Lanarkshire and Tayside residents to overcome their barriers and find sustainable employment. Following the

recent extension of the service, we will continue to offer 18 months of tailored, one-to-one support to help those not in education or currently employed until March 2024.

Samantha's story

After being unemployed for more than two years, Samantha joined the Fair Start Scotland service in July 2022. Samantha, 37, from Dundee, had been struggling to find flexible working that would accommodate her childcare and health needs after being diagnosed with sciatica in 2020.

"I was diagnosed at the start of the pandemic, so I was having to deal with my health issues and childcare as a single mother-of-two. It was a struggle all round."

"The team helped with updating my CV, organising my paperwork and ID, and finding the right jobs that would suit my situation."

With a background in hospitality, the team introduced Samantha to one of our employer partners, Tim Hortons, at a Remploy job fair. She was quickly offered a position, and the team have since been working closely with Tim Hortons to ensure any necessary adjustments are put in place to support Samantha's return to work.



"My Key Worker was always a text message or a phone call away, and made me feel supported throughout. After searching for work for eight weeks, I was ecstatic to be offered the job. I've since recommended my friends to join Remploy - they've helped me so much, so hopefully they can help them, too."



Helping thousands during the pandemic



In April 2023, our delivery of the Job Entry: Targeted Support (JETS) service officially came to an end, following three years of tailored support.

Introduced by the government in October 2020, the service aimed to help people facing employment challenges arising from the pandemic by supporting them to learn new skills, gain work experience, engage with local employers and ultimately, find a job.

In line with government guidance and local restrictions in place at the time, the service was delivered via online video, phone and email, with face-to-face support gradually introduced for those who required it.

Since then, our teams have supported more than 20,000 people into sustainable employment across nine Local London boroughs, and in communities in Wales and Southern

England. More than 30,000 participants have benefitted from training and wellbeing interventions, including employability training, sector specific courses and mental health support.

Our success in delivering the service was recognised at a DWP event this year, during which our JETS London team were presented with an Employer Award for their work with Travelodge. In addition, the JETS Wales team won a Partnership Award for their continued collaboration with training provider and our Community Partnership Network member, The Digital College.

During a time of significant upheaval in the labour market, we're proud to have rapidly implemented this remote service - helping the country to move forward during a uniquely challenging period.



Rob's story

Before joining the Job Entry: Targeted Support service, Rob, 26, had struggled to find sustainable employment due to his severe anxiety. Supported by the team, Rob remotely attended development and wellbeing sessions, created a new CV and received intensive interview coaching, before securing a position with Citizens Advice as a Generalist Advisor.

The best part of my job is being able to help people and make a difference in their lives. I couldn't be happier.

I've suffered with anxiety all my life and found getting a job really hard. If it wasn't for the support I received from Maximus, I wouldn't have secured my position with Citizens Advice.





Supporting mental wellbeing at work

Through the nationwide Access to Work Mental Health Support Service, we provide nine months of tailored and confidential mental health support to employees and apprentices with a mental health condition - helping them to stay in or return to work.

We partner with hundreds of employers to deliver this service on behalf of the Department for Work and Pensions, and over the past year, we've supported more people than ever before.

Working with the NHS Northern Care Alliance

Since 2020, we've been supporting the Northern Care Alliance NHS Foundation Trust, providing their 20,000 colleagues with access to cost-free mental health support.

At the beginning of the pandemic, Health and Wellbeing Lead, Sharon Lord, was keen to focus on the support available to employees. However, their team of in-house counsellors soon became overwhelmed, as the emotional and financial impact of the pandemic took its toll on the mental health of staff. Following a recommendation from a colleague, Sharon turned to Maximus and the Access to Work Mental Health Support Service for further help.

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I'm aware that a number of our colleagues experiencing stress, anxiety and depression have benefitted from the service's one-to-one support and tailored workplace adjustments.

Through the Covid period and beyond, Maximus has been a truly professional and supportive provider to work with - who now feel like an extension of the organisation.

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“

Our health and wellbeing offering was quite limited and out of date, so having the service proved invaluable. It's a unique offer, providing nine months of continuous support, which includes finding coping and wellbeing strategies for colleagues, and putting these into action.

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Mark's story

A traumatic incident in Mark's personal life caused his mental health to worsen, and with additional pressures at work, he suffered a breakdown. Father-of-three Mark, 55, was later diagnosed with PTSD, anxiety and depression, and placed on sick leave by his employer.

"I had buried my traumatic memories for so long, and then suddenly they all came to the surface, and I was unable to cope."

His workplace Mental Health First Aider referred him to the Access to Work Mental Health Support Service, where he was introduced to Leanne, an Occupational Therapist, for tailored support and guidance.

"Not speaking about my feelings had been instilled in me throughout my upbringing. I'd never opened up and spoken to anyone before - so I was very apprehensive when I was first referred to the service."

"At my initial meeting, Leanne made me feel immediately relaxed so it didn't take very long for me to open up and tell her

everything. Her support investigated how I was feeling, my obstacles and triggers - and ways to address these, in order to get back into work."

Through regular one-to-one sessions, held both online and in-person, Mark worked with Leanne to develop a return-to-work programme with his employer. With continued support, he was able to make a phased return to full-time work into a less stressful role.

“

Receiving that support inspired me to give something back, so I trained to become a Mental Health First Aid Instructor which involves training other people to provide mental health support.

When I first started my journey with Leanne, I was at rock bottom. If it hadn't been for her support, I couldn't have returned to work. I can't praise the service strongly enough.

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Our People

Leanne Potts Occupational Therapist

Since 2017, Leanne has been providing support to participants through the Access to Work Mental Health Support Service delivered by Maximus - helping people experiencing a mental health problem to remain in, or return to, work.

"Much of my career has been in work focused roles, which has given me a very broad understanding of different workplaces and various mental health conditions. This helps me to understand individual challenges and how mental health difficulties might impact upon their job - from people working in manual roles, to supporting senior executives."

"The pandemic presented a number of new challenges to people's mental health at work, for instance, occupational burnout among frontline public sector workers, especially within the NHS. The advent of hybrid and

remote working brought challenges too, and in some cases, people have developed mental health problems due to the impact of Long Covid symptoms on their work."

"With each participant, I develop personalised strategies to help manage issues related to the specific tasks of their job - and work closely with their employer to facilitate this."

“

For many people, employment is a defining part of their life and identity. The value of this service is that it addresses both mental health and work at the same time. It's highly rewarding for me to help people remain in employment, pursue their career goals, support their family and be part of their community."

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Improving customer experience.

As we mark our eighth year delivering the Health Assessment Advisory Service, on behalf of the Department for Work and Pensions, providing a sensitive service to customers remains our biggest priority. We've taken significant steps to improve customer experience at every step of their journey to help people access the support they need.

Improving customer experience on health and disability assessments

We deliver hundreds of thousands of health and disability assessments for government every year, and providing a sensitive and respectful service to customers remains a priority.

In 2022, we spent significant time listening to, and working with, customers and their representative groups to understand how we can improve customer experience, through improved communication, use of digital, and ongoing training.

In the past year, we collaborated with the Department for Work and Pensions on a project to improve communication materials for customers and piloted a new information sharing app to make it easier for customers to share their medical information.

To support customers who may be anxious, we introduced advanced

customer service training to more than 300 non-clinical colleagues to improve understanding of mental health conditions, including anxiety, and how they may affect our customers.

We also continued our work with the Customer Representative Group (CRG), a collection of more than 50 national and local charities, to improve training for healthcare professionals. Our customer satisfaction score remains above 95%.

We are committed to maintaining an open dialogue with our stakeholders and improving transparency in the assessment process. Last year we opened our Assessment Centres to visits from MPs and disability rights advocacy groups to allow them to meet our healthcare professionals and see first-hand how assessments are carried out.



Our People



Linda Adoma
Clinical Standards Lead

With a background in nursing, Linda joined Maximus as a Clinical Standards Lead in 2015. Having experienced support from various colleagues in her own development journey, she actively supports practitioners, expanding their knowledge and empowering them to succeed.

“Maximus has given me the opportunity to meet different people, share ideas and new ways of working. It’s great to be able to really support my colleagues and build a culture that positively impacts the work that we do - ensuring that everything we do is really making a difference in our customers’ lives.”

In recognition of her dedication, hard work and kindness, Linda was nominated to attend the Nursing Times Awards last year, with Dr Paul Williams and other nominated colleagues.

“Having the opportunity to attend the Nursing Times Awards was phenomenal. I was very grateful to the business and those who nominated me. It heightened my motivation in what I do. We are stronger together and that is what pushes me to drive my team to understand that we’re all working together for the same good - to help people move forward in their lives.”



Healthier communities.

Over the last year, we've expanded our community health and wellbeing service delivery, securing health and wellbeing contracts in Buckinghamshire, Gloucestershire and Hounslow.

Building on the expertise of our BeeZee Bodies team, we're working to deliver effective behaviour change initiatives, weight management services and community engagement.

Expanding our community health services

We have the experience and expertise to make a real difference to the health of communities throughout the country. Utilising recognised strategies, evidence-based practice and behaviour change models, we've launched a number of new health services - helping people of all ages move towards long-lasting changes that ultimately lead to healthier lives.

In Buckinghamshire, we began delivering a new and innovative healthy lifestyle service, empowering thousands of Buckinghamshire residents to lead healthier lives. Be Healthy Bucks officially launched in April 2023 and is already performing well, with more than 1,600 referrals as of the end of May.

Our expert team of health coaches and nutritionists are offering free support to help residents make positive behaviour changes within a range of areas - including quitting smoking, reducing alcohol consumption, managing weight and encouraging healthier habits such as eating more nutritious food.

Through our community-centred approach, we are working closely with an extensive network of partners across the county to drive sustained behaviour changes at a personal and community level, delivering a positive health impact across Buckinghamshire.

Elsewhere across the country, we are continuing to build on the expertise of BeeZee Bodies in providing effective community-based wellbeing support. Following a successful pilot in the Forest of Dean, we secured a new contract, delivering a programme throughout Gloucestershire.

Through extensive engagement with service partners, existing community organisations, clinicians and council services, our team are delivering a proportionate universalism approach that ensures appropriate care is available to all residents, whilst being proportionate to the degree of need.

In communities where we are already delivering services, we are expanding our programmes to meet the growing needs of local residents. In Hounslow, BeeZee Bodies' existing child weight management programme has been expanded with help from Maximus.

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This is something so nice we can do as a family. When making food and exercise choices we ask: What would BeeZee Bodies say?

Service User in Hounslow



A unique approach to behaviour change



Delivering a range of community-based lifestyle services throughout the country, BeeZee Bodies is committed to supporting people in their journey towards a healthier life.

Behavioural science is at the core of all their public health programmes, with expert insights designed to create positive and long-lasting change within local communities.

Whilst traditional behavioural science tends to focus on the observable behaviour itself, their approach goes beyond these elements and considers the context in which behaviours occur. As a result, a lot of their work focuses on the elements that facilitate behaviour change, otherwise known as precursors.

Three examples include creating a sense of comfort, remaining relatable to participants, and promoting a sense of belonging for those taking part. None of these precursors happen in isolation and all have a role to play in the wider system of behaviour change.

By placing significant importance on continuous insight gathering and community engagement work, the team have developed a far greater understanding of the hyperlocal precursors for behaviour change – and as a result, have been able to embed these into their programmes.

Ultimately, it is this approach that allows their services to offer the most benefit to the children, adults and families who take part in them, and drive significant and sustained change up and down the country.



Our People

Dr Tiago Moutela Behavioural Insights Lead, BeeZee Bodies

Born in Portugal, Tiago came to the UK 10 years ago, where he completed his MSc and PhD in Health Psychology at Aston University, Birmingham.

Tiago joined BeeZee Bodies in January 2022, with a passion for using rigorous academic approaches to develop public health interventions that have local communities at their core.

“For me, it’s all about rethinking the meaning of healthier lives within the context of public health. By using robust approaches that are innovative, creative, and embedded in true co-

production, we can work towards a shift in how we include the voices and experiences of local communities in all aspects of public health.

“We’re currently developing a self-directed online test and learn intervention called BeeZee Academy – which is based on in-depth insight work we have completed with local communities across England. We are combining our expertise with people’s lived experience of community life to create a platform of support that matters to local communities and families.”

“

One of my biggest passions is developing creative, evidence-based approaches that work alongside local communities to ensure that our programmes represent and serve people. I want to help give a voice to those who may not always be heard, so our interventions are created with them at the heart of the process.

”



Supporting people with disabilities to achieve and maintain a healthy weight

Birmingham City Council recently commissioned BeeZee Bodies to develop and deliver a range of weight management services specifically for adults in Birmingham that have a disability. Sessions are delivered face-to-face and remotely, depending on individual needs and accessibility requirements.

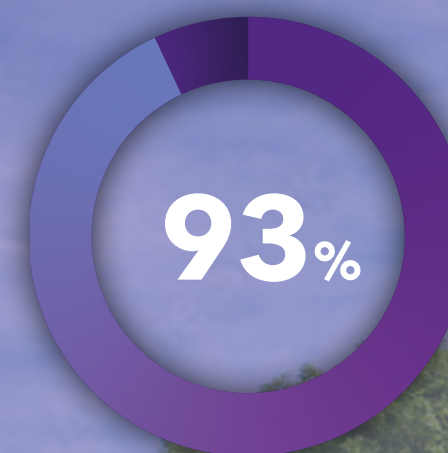
Between July and December last year, they supported more than 100 individuals with a disability to participate in a weight management programme. They worked in partnership with established community groups to ensure interventions reached those who were most in need of their services. This allowed them to build trust and facilitate access to a wider support network to build sustainable behaviour change.

“ I have found as a blind person, the team made it more accessible to me as the course developed. This means that I can continue implementing the advice long-term. ”

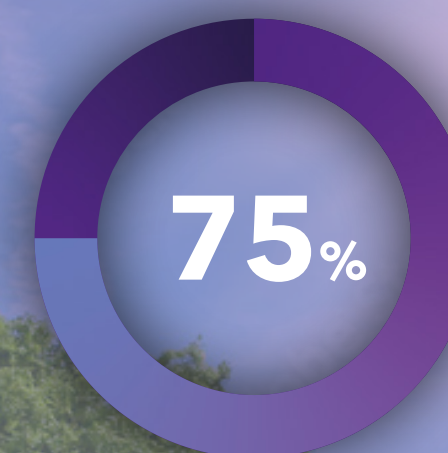
Service User in Birmingham

BeeZee Bodies understand there is no one-size-fits-all approach to weight loss and as a result, tailor support to individual needs. Their specialist dietitians work with those with visual impairments to better understand their lifestyle, including any barriers they may face. For individuals with a learning disability, they provide adapted learning resources, as well as one-to-one support from an expert dietitian.

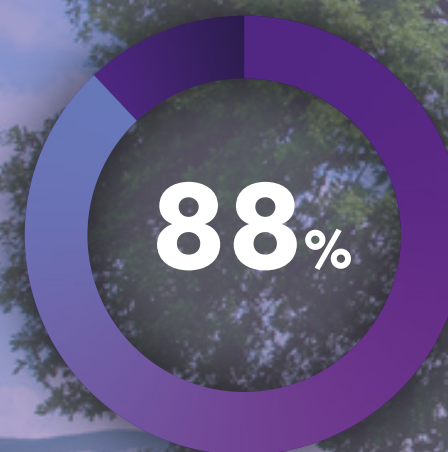
They recognise that mobility and access issues can bring additional challenges when trying to manage weight, so their team of experts are continuing to empower individuals to overcome these challenges, tailoring advice and support to their specific needs and circumstances.



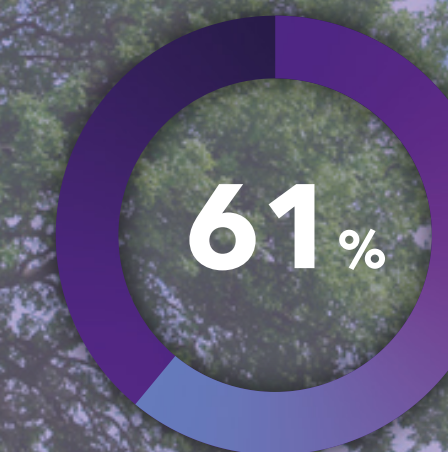
completion rate



who completed the course lost weight



of participants reported they had increased their activity levels



of participants came from areas of greatest deprivation



Connecting people.

Since joining Maximus in 2021, Connect Assist has added large-scale contact centre and digital service capabilities to our business while continuing to support millions of people through their helplines, advice lines and customer support services.

Expanding our contact centre services



To meet growing demand for our contact centre services, Connect Assist expanded to a fourth office earlier this year. The new office in Leeds forms part of an ambitious growth plan for contact centre capability and adds to three existing sites in Wales.

“

Maximus' contact centre capability currently operates 700 seats across multiple markets. We have ambitions to grow this substantially over the next three to five years and Leeds seemed like a great way to start expanding our contact centre footprint.

We're very excited to continue supporting charities and government contracts. More importantly, we're looking forward to bringing new technology into the contact centre environment going forward.

Ron Moody, Managing Director,
Connect Division

”

Calderdale Council

Calderdale Council has been working with Connect Assist for the last five years, and when the Council needed to increase efficiency when dealing with volumes of enquiries reporting defective streetlighting, the team developed a solution to optimise staff resource and improve overall customer experience.

The Intelligent Advisor tool gives customers access to an interactive map of

their area, allowing them to quickly alert the Council's customer service team to a faulty streetlight and receive real-time updates on the progress of their complaint.

By investing in sophisticated digital delivery services and CRM solutions, Connect Assist are empowering organisations to seamlessly connect and support more customers at once.

“

Citizens and users of our services rightly expect a user experience from their council to be as simple, intuitive, and quick as other services they use. Connect Assist's bespoke tool has helped reduce demand without compromising outcomes.

Toni Kershaw, Customer Access Manager at Calderdale Council

”

Sign Assist

The ground-breaking innovation of Connect Assist's helpline for the Deaf community, Sign Assist, was recognised with two prestigious awards in 2022.

In October, Connect Assist won Best Inclusion Strategy at the annual Welsh Contact Centre Awards for Sign Assist, and a month later, they were named Bronze winners of Best Innovation in Customer Service at the European Contact Centre and Customer Service Awards.

“

I have the skills to empathise and provide support emotionally, mentally and physically using BSL. Helping customers to break down their barriers and speak freely in their own language is very rewarding.

Victoria Wenman, Sign Assist Advisor

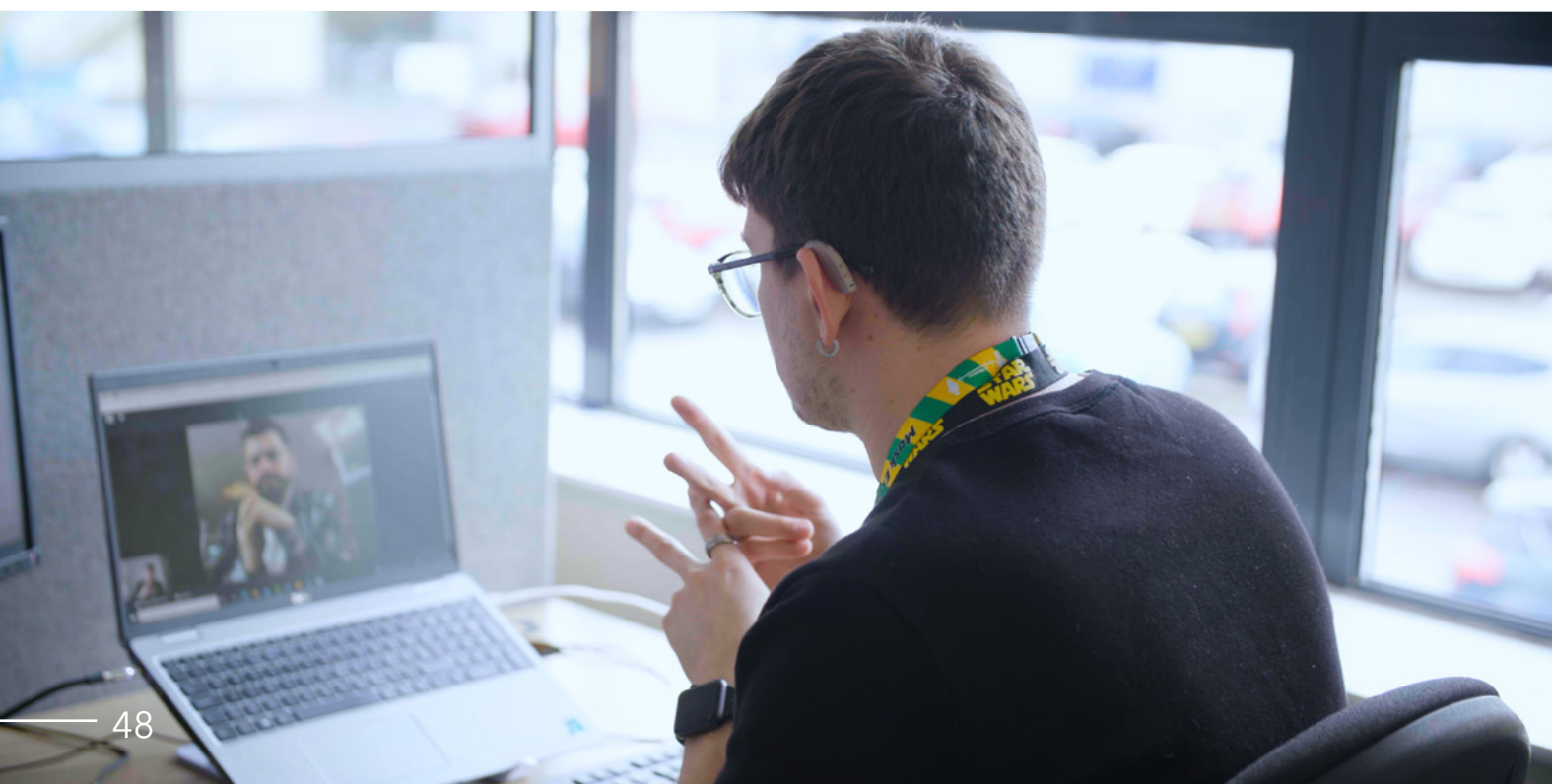
Launched in April last year, Sign Assist helps to remove barriers for those in the Deaf community, allowing British Sign Language (BSL) users to access support and communicate in their native language. As the first UK contact centre to offer the service, Sign Assist uses their live video engagement platform to connect Deaf and hearing-impaired people directly to staff fluent in BSL and those with lived experience from the Deaf community, to offer inclusivity for all.

“

I will be forever grateful for Sign Assist's BSL video service.

Sign Assist Service User

”



Our People



Nikita Owens
Contact Centre Manager

Nikita began working for Connect Assist as a part-time Customer Service Advisor in 2016. She has since been promoted several times and became a Contract Centre Manager in December last year.

During her time at Connect Assist, Nikita has worked with various charities and now manages the Migrant Help contract, which Connect Assist deliver on behalf of the Home Office.

"We support asylum seekers in the UK, helping them throughout the process as soon as they enter the UK and claim asylum."

"It could be something as small as letting them know how to access a GP or how to enrol their children in school. These are vulnerable people who don't know about our services and the support available to them, which is why our work as part of the first response centre is so important."

"The service continues to go from strength to strength. In March, we reached the highest number of calls ever answered with 67,000 calls - and we've just expanded to Leeds, bringing the total number of full-time employees working on Migrant Help to 230."

“

As the contract progresses, we are continually looking to improve. It genuinely feels like the sky is the limit in terms of where we could go with the service.

”



Giving back to the communities we serve

We're embedded in our local communities, tailoring our services, collaborating with partners and supporting colleagues to give back to their area.

Donating to life-changing causes

maximus
FOUNDATION

The grant-giving enterprise, Maximus Foundation UK, celebrated a significant milestone this year in its support for charities and community groups across the country, as its total donations surpassed £500,000.

The milestone was reached through the Foundation's donation of £2,500 to the Leeds Society for Deaf and Blind People, a long-established voluntary society which provides advice, services and support for members of the Deaf, Blind and DeafBlind communities in Leeds.

Established in 2015, the Foundation forms part of our work to positively impact the community, providing support to charities nominated by our own employees. Since then, we've been helping to fund vital community projects and services, improving the lives of thousands of people.

To date, Maximus Foundation UK has awarded £585,000 of grants to more than 230 charities, including Rays of Sunshine, The Motor Neurone Disease Association, Downs Syndrome North East and The Felix Project.

Community

partnerships in action



Community Partnership Networks (CPN) around the country continue to transform lives and open up new opportunities, as we utilise the expertise and services of 350 members to meet the changing needs of our participants.

Our recent survey of CPN members found that 83% of our partners value their membership, whilst two thirds agree that being part of the CPN has had a positive impact on their organisation.

Pure Insights

In Wales, we have been working with counselling organisation, Pure Insights, since 2019. Through online sessions, participants are supported to overcome their mental health barriers, forming strategies to cope with the challenges they are facing and progress towards their employment goals.

Aberlour

Scottish children's charity, Aberlour, has been part of the CPN since July last year, supporting vulnerable children and families to cope with obstacles such as disability, drug and alcohol

Thanks to the strong links we've formed with providers across the UK, we're able to tap into localised knowledge and support for our participants. Almost half of our CPN members are training providers and more than a third are voluntary community social enterprises, working in partnership with us to empower our participants and help them move forward in their lives.

“*Pure Insights International are delighted to be a CPN partner working with Maximus in Wales. Over the last three years we've been able to forge and maintain a positive and effective relationship centred around the best outcomes for the participants.*”

Annie McKerrow, UK National Manager at Pure Insights

abuse, and financial struggles. With an increasing number of people struggling financially, participants benefit from the specialised advice that Aberlour provide.

“*Linking up with Remploy in Scotland and the CPN has given us the opportunity to meet with other organisations, whilst providing us with a larger platform to share the work that we do.*”

Richard Lister, Financial Wellbeing Coordinator at Aberlour



Smart Works

The charity exists to give women the confidence they need to reach their full potential and secure employment by providing high-quality clothes for interviews, alongside expert advice on interview techniques. So far more than 50 Restart Scheme participants have been supported by Smart Works in Leeds and London.

“*The clothes they've given to me make me more comfortable. The coaching session was useful, too. It's given me the confidence to find the right work for me.*”

Zohra, Restart Scheme participant

Zohra, 36, was referred to the service after joining the Restart Scheme at the start of last year. As a single mother-of-three, she was struggling with a lack of confidence and limited work experience. Following support from Smart Works, she is now able to put her new skills into practice as she searches for the right role to suit her needs.

“*Working with Maximus has been fantastic. As a result of this partnership, we are seeing women progressing into work, which is really exciting. Being part of the Community Partnership Network gives us the opportunity to reach more women who may need support.*”

Lottie Roberts, Outreach Officer at Smart Works Leeds

Supporting local communities

Local Impact Fund

Launched in March, our Local Impact Fund will provide grants to charities and community organisations across South and East London, South and West Yorkshire, Nottinghamshire and Derbyshire to support their local area and invest in the economic recovery of the region.

Projects will directly benefit the communities in which they operate – from projects that facilitate access to jobs, to those that support community development and provide specialist training for disadvantaged groups.

By investing in activities, initiatives, and programmes across the regions, we're helping organisations to make a real impact within their communities.



Volunteering

Our colleagues continue to give back to their local communities, dedicating thousands of hours of volunteering time to causes close to their hearts. We're committed to supporting the issues that affect our participants the most, and with the ongoing cost of living crisis, our colleagues have been regularly volunteering with The Trussell Trust and The Felix Project – two charities dedicated to fighting food poverty within the UK.



Our People



Filippo Valli
Employment Advisor

Filippo joined Maximus in August 2022 as an Employment Advisor for the Restart Scheme in Newham. Fluent in four languages, Filippo supports participants in one of the most multi-cultural communities in the UK today.

"I've grown up in different countries all around the world, so I'm able to speak and connect with people from all backgrounds. Communicating to a participant in their first language gives them the confidence to fully express themselves, which is crucial when you are looking to build trust and understand their barriers before helping them to find work."

"Whether I'm working to support a single mother who is on a journey to become self-employed or a 65-year-old who doesn't have any digital skills, it's all about connection. I recently supported a single mother-of-four who joined the scheme with very little confidence and motivation, and slowly each week, she started to realise that there were opportunities out there for her. Now she's back in work, she still visits the office to tell me how the scheme has helped to change her life."

"This is why I do what I do – it's an incredible feeling knowing you've helped someone to build a better life."

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