



Innovative practice case studies

Supply chain partner:
Môn CF

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Môn CF

This case study showcases a smaller provider operating across different offices, Môn CF which operates three sites on Anglesey, on behalf of Serco. It covers similar themes around utilising an organisation with good knowledge of their particular labour market. This case study is based on interviews with three Môn CF staff¹ and two Serco representatives.

This case study demonstrates the value of partnering with an embedded local charity to deliver Restart in smaller, more rural labour markets. Môn CF's understanding of Anglesey's context and challenges, their local reputation, and their ability to reach Welsh-speaking communities were all noted as crucial to delivering Restart effectively for customers on Anglesey. Serco have benefitted from immediate access to trusted premises, staff and employer networks, while Môn CF gain experience of a mandatory programme and broaden their participant base. Both organisations point to the importance of open communication, clear performance management, and regular best-practice sharing to maintain quality while allowing local flexibility.

Introduction and overview

Môn CF is an Anglesey-based charity specialising in employment and skills support established in 2002. They were originally established to tackle poverty through community activities and now deliver a range of employability programmes including Communities for Work Plus, youth initiatives, in-work support, self-employment advice, and accredited training.

Since the launch of Restart, Môn CF has covered the whole of the island of Anglesey, taking responsibility for the entire caseload. Delivery is handled by a dedicated five-person team comprising of four job coaches (including a senior coach) and a Project Manager. They operate from three offices in Holyhead, Llangefni and Amlwch, and are supported by Môn CF's wider training and business support teams. Because Restart uses specific IT systems and compliance rules, team members required training in these systems and DWP clearance before delivery could begin. At the time of the interviews, the team had around 110 participants and deliver a programme of six-week employability workshops, job clubs and one-to-one coaching.

Môn CF did not have an existing relationship with Serco prior to Restart and responded to an invitation to tender from Serco to deliver the contract. Though Môn CF had not delivered mandatory employment programmes before, they were keen to get involved in Restart given their desire to be the island's leading

¹ This included a paired interview and an individual interview

employability provider, building on their experience of delivering a range of other contracts and community initiatives.

We're really keen that on the island we're the go to people for employability. Anglesey is so vast, but so small at the same time, and so we are the first thing people think of when they are in need of training, up skilling, help with finding a new job, writing their CV. So, it made sense for Môn CF to be part of Restart.

Môn CF

The relationship also made sense for Serco, with one staff member noting that it was an obvious choice to work with Môn CF, given their deep local reputation as the 'go-to' organisation for employability. In particular, Serco recognised Môn CF's knowledge of the local area and being embedded within the community, especially as they can operate in the Welsh language – essential for reaching the community on Anglesey. Alongside this, Môn CF's strong employer contacts and existing sites meant that Serco did not have to set up a new presence, which would have taken time and investment.

Benefits of the supply chain model

Both Serco and Môn CF emphasised that local expertise is the critical advantage of the supply chain model, and the main reason Môn CF adds unique value to Restart delivery on Anglesey. Môn CF's staff are all Anglesey residents with extensive experience of employability services, allowing them to tailor support to the island's rural transport links, limited job market, and local employer needs. A Serco representative explained the difference this makes:

By having them in the supply chain, they are specialists in their areas... they've got the links with employers and other agencies. That's the benefit of being lucky enough to have Môn CF – they're the specialists on Anglesey

Serco

There were several elements of these strengths outlined, as well as factors that make Môn CF the ideal supply chain partner. These include:

- **Established offices in each major town on Anglesey**, enabling easy participant access and reducing travel barriers.
- **Deep relationships with Jobcentre Plus, Careers Wales and community hubs**, which facilitate referrals and co-located services. Môn CF have found that occasionally operating out of Jobcentre Plus can increase visibility and deepen their relationships.
- **Integration with Môn CF's training and business support teams**, allowing Restart participants to access in-house skills courses, self-employment advice and local jobs fairs.
- **A small, multi-skilled team that provides continuity of support**. Participants often stay with the same coach through to in-work outcomes rather than being passed to separate "in-work" staff. Serco

believe that this model tends to build stronger relationships than the multi-contact approaches that may be more common in other organisations.

- **A strong charitable mission**, which staff believe drives higher-quality outcomes by putting the long-term interests of both participants and the community at the forefront. As one staff member described, Môn CF are focussed on the best outcome for the individual:

We're not here to just put them in a job for the sake of the first earning – we're here for the long term, making sure they sustain in that particular job.

Môn CF

These advantages translate into consistently high-performance results, even in a challenging labour market. Serco report that, while first-earnings targets can be harder to achieve in Anglesey, Môn CF regularly meet or exceeds job outcome targets, reflecting the sustainability of their employment matches.

Môn CF attribute this success to a 'quality over quantity' approach, focusing on matching participants to sustainable employment rather than prioritising rapid job starts. Additionally, their local knowledge and connections with local employers can open opportunities for participants.

"It's a more personal service because the team are all local and we have those connections to get people a foot in the door that Serco coming straight in might not have been able to do."

Môn CF

Môn CF utilise their local knowledge and employer connections to great effect in the delivery of Restart. They regularly invite partners to delivery workshops where new and emerging support services can showcase their offerings to Employment Advisors, including those working on Restart. They have also recently developed an internal "support finder," a database of their local connections that enables staff to quickly link participants to specialised help with housing, debt, or health needs.

By embedding a trusted local organisation within the supply chain, the Restart programme benefits from immediate access to established networks, culturally relevant delivery (including Welsh-language provision), and a service model that prioritises long-term, sustainable employment outcomes over short-term targets.

Relationship between prime and supply chain

Both Serco and Môn CF characterise their relationship as a very positive and constructive working relationship. Performance is monitored through a structured framework of weekly Teams calls, monthly business-plan meetings and quarterly reviews, with Serco employing a dedicated Supply Chain Partner Manager to oversee the relationship.

Serco tracks job starts, sustained employment outcomes and first-earnings measures, sharing comparative data and forecasts with Môn CF. This gives Serco oversight while allowing Môn CF to explain local labour-market challenges and agree improvement plans. Serco describe this as being about:

Maintaining ownership and accountability, while trusting Môn CF to use their local knowledge to get results.

Serco

To share learning, Serco convenes regular best-practice forums and quarterly supply-chain meetings where all their providers, including Môn CF, discuss innovations, compare performance data, and exchange successful approaches. Good practice first trialled in Serco's own direct-delivery sites is presented at these forums and then could be adapted by partners like Môn CF to fit local conditions. Môn CF also contributes examples of effective rural delivery, which other partners can adapt for their areas.

Challenges and mitigation

Both organisations highlighted a few challenges in delivering Restart through a supply chain. Challenges arose as Môn CF worked to align their operating systems with those used across Serco's delivery network, with the transition proving more complex than expected and creating additional operational pressures during implementation.

Employment conditions on the island make it harder to achieve first-earnings targets, as job opportunities may be limited or slower to materialise. However, once participants enter work, sustainment rates are consistently strong, with Môn CF regularly exceeding job outcome measures. Serco take account of this context when monitoring results. In a similar way, the limited number of potential participants on the island can make referrals uneven. Môn CF originally had a dedicated member of staff involved in the handover process but found the volumes did not justify this.

Finally, the mandatory nature of Restart has introduced some participants who are less motivated than those on previous voluntary programmes that Môn CF are used to delivering, requiring staff to develop new engagement approaches.