



The Work Programme -Tackling Worklessness

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Our policy direction

- Flexibility
 - Individual and local circumstances vary
 - Whitehall not best placed to design support
 - End to ‘one size fits all’
- Results focus
 - Used to pay heavily for process
 - Only real measure of success is job outcomes
 - JCP will be judged, providers paid, for results
- Partnership working
 - Flexibility and incentives support this

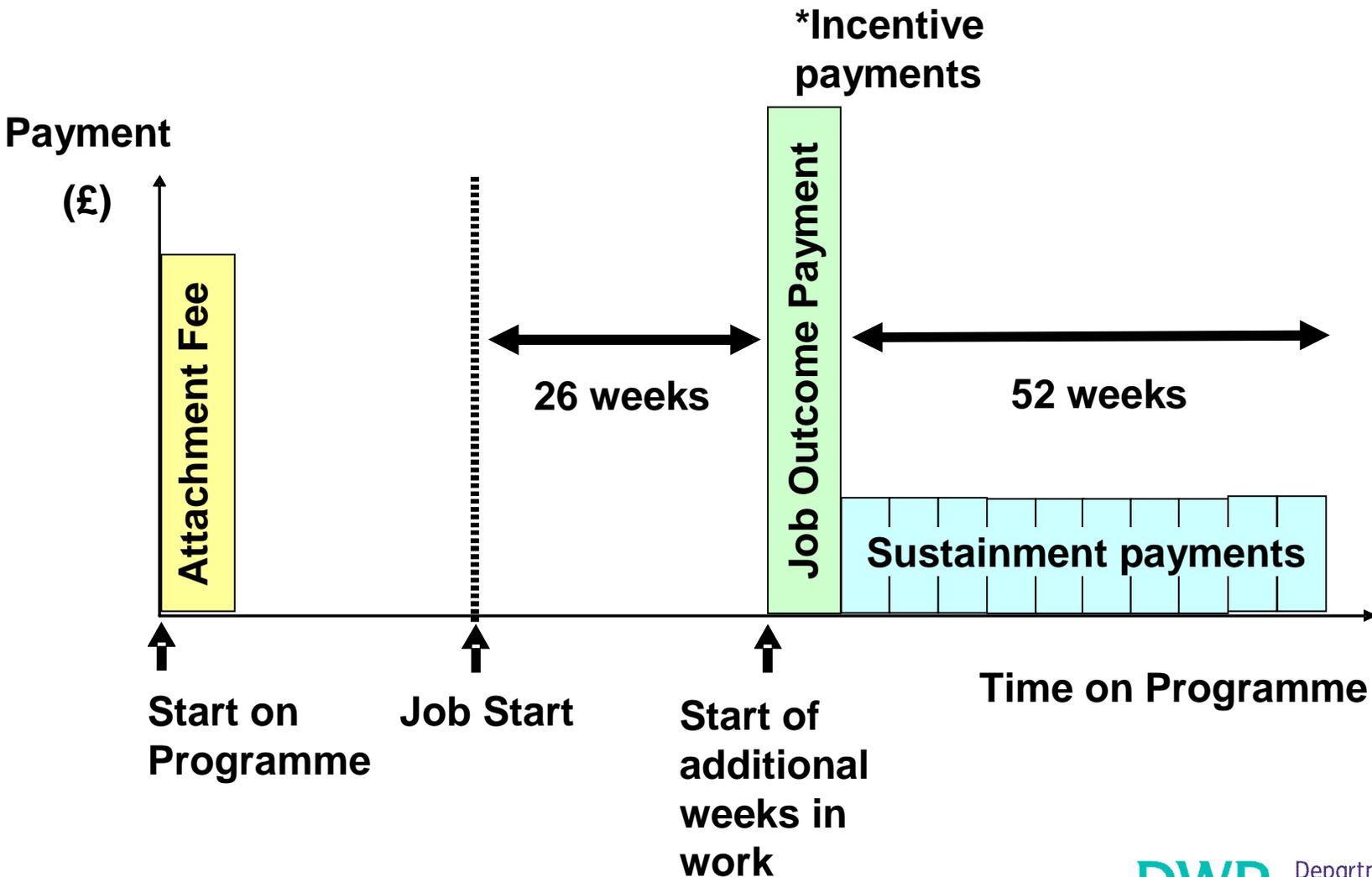
The Work Programme – Key Facts

- The biggest single payment by results employment programme Great Britain has ever seen
- 630,000 people are expected to start the Work Programme in the 10 months between June 2011 and March 2012
- By the end of 2012-13 the Work Programme is expected to be supporting 1.2 million people.

The Work Programme – Key Facts

- It has replaced much of the complex range of employment support previously on offer
- Takes all customer groups and supports those at risk of long term unemployment
- Work Programme providers are free to design support based on individual and local need
- For the first time providers will be paid partly out of benefit savings they help to realise when they support claimants into sustained employment.

Differential funding - minimise parking



Incentives for performance

- At least two competing providers in every area
- We will shift market share from worse to better performers
- ...and pay bonuses for best performers

The Work Programme – Local Dimensions

- Strong local partnerships will be critical to the Work Programme's success and local Government is a key delivery partner
- The Department for Work and Pensions is committed to working in partnership with local organisations where this is seen to deliver the best outcomes for individuals
- Our approach to worklessness and localism goes beyond devolution of funding and functions to local areas. We believe that real localism lies in shaping policies around individuals.

The Work Programme – Local Dimensions

- The Work Programme does not come with a centralised rulebook
- We are leaving the design work to contracted providers to reflect better local needs and priorities
- To succeed in this, we expect Work Programme providers to work with Local Authorities and Local Enterprise Partnerships (LEP) as well as other local voluntary and community sector organisations to understand and meet the needs of individuals.

Supply Chains in the Work Programme

- 818 organisations delivering as sub contractors across the private, public and voluntary sectors
- We fully expect these chains to be dynamic and responsive to changes in the labour market
- We anticipate greater stability developing now Work Programme is fully operational
- Early feedback from sub contractors on the relationships with primes has been positive
- All prime contractors appear to be taking their responsibilities under the Merlin Supply Chain standard very seriously.

Monitoring performance in the past

- Vast range of contracts/ prime providers
- Multiple definitions of job outcomes performance indicators
- Provision aimed at the same customer group at different points of life cycle at any given time across the country
- The problem of understanding and maintaining profiles.

Performance in the round: A new Performance Framework

A framework for all Contracted Employment Programmes (i.e. not just Work Programme) looking at the whole system in terms of:

- Enablers: the generic policies, products and activities common to all Contracted Employment Programmes
- Domains of performance: the key areas of performance which we need to have a tight grip on regardless of provision type
- Outputs: a cross cutting evidence base to provide assurances and/or inform any changes, supported by robust governance and decision making structures.

Performance Framework Overview

CHANGE

OUTPUTS

Affordability

Provider Capability / Performance

DWP Capability / Performance

Policy Impact

DOMAINS OF PERFORMANCE

Performance Reporting & Analysis

Provider Performance Management (ACMs)

Provision & Cust Grp Performance Management (PMD)

Expenditure & VFM

Customer Experience

Security of Money & Personal Data

Supply Chain Strength

Industry Development

ENABLERS

Input, process, output & outcome MI

Financial Reports

Assurance and Compliance Reports

Risk Management

Commercial Strategy

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