

# Jobcentre Plus

Business Plan 2007 – 2008

jobcentreplus

Part of the Department for Work and Pensions

# Our services

We are an executive agency of the Department for Work and Pensions (DWP). The DWP aims to 'promote opportunity and independence for all'. We will continue to play a major role in delivering this aim through providing 'work for those who can, and support for those who cannot'. We will also become more productive, efficient and effective to make sure we provide value for money.

We provide the following range of services for individuals and employers direct and in partnership with other organisations.

## Helping our customers find work

We will help our customers find work by:

- supporting them to find and apply for jobs, including increasing personal adviser support to lone parents, and so supporting the Government's aims to eradicate child poverty
- giving specialist help to people who face the most disadvantages in the labour market (such as lone parents, older people, people from ethnic minorities, and people with health problems or disabilities), to help them find and stay in work, and
- giving them the skills they need to help them compete for jobs and to move up in their careers.

## Supporting our customers

We will support people by:

- paying their benefits accurately and on time
- giving advice to parents on formal childcare
- making payments or loans from the Social Fund, and
- helping them understand the conditions for receiving benefits, which helps prevent fraud and abuse.

## For our employer customers

We help employers by:

- encouraging more people to apply for jobs
- advertising jobs and finding people with the right skills to apply for them
- providing advice about the labour market and recruitment, including advice on diversity
- providing support and advice on employing people with disabilities, and
- developing an employment and skills service with our partners to realise the Government's ambition for world class skills.

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# The Jobcentre Plus Board



From left to right: Matthew Nicholas, Mel Groves, Jeremy Groombridge, Lesley Strathie, Roland Ginn, Ruth Owen, Phil Bartlett, Jane Saint.



**John Clare CBE the first non - executive chair of Jobcentre Plus**

# Foreword

**We work with others to deliver the Government's aims for Welfare to Work and the ending of child poverty. In this business plan for 2007-2008, we set out how we will contribute to:**

- **reducing child poverty**
- **supporting families**
- **helping people into work, and**
- **tackling disadvantage.**

As Chief Executive of Jobcentre Plus, I am proud of our achievements. We have nearly finished making major changes to how we provide our services, bringing together all benefits and employment services for the first time. Our offices are now much more professional and welcoming. We provide a phone service from our network of contact centres and our jobs website is one of the most used websites in Europe. Our on-line service for employers makes it easy for them to advertise their vacancies with us. We have developed close links with our main partners while contributing to the Government's review of employment and skills and putting in place our Cities Strategy to build on the local expertise of city consortia.

Every working day, our advisers and other staff give personal, face-to-face support to help thousands of people across the country find a job or overcome barriers to work. Our staff also refer customers to the specialised services available in the private and voluntary sectors, and these partners and other organisations make an important contribution to our success. From 1 April 2007, DWP will be responsible for designing and buying these specialised services.

Our benefit delivery centres support and help people who need financial security. We know we must constantly try to find ways to make this service better, and during 2007-2008 we will introduce improvements for people claiming benefits. These improvements will include:

- a single 0800 phone number for customers to call when they first make a claim, and
- efficient processes to deal with claims promptly and accurately.

We will continue to put in place these new benefit delivery centres to provide a more consistent and efficient service.

In 2007-2008, our support to help lift families out of poverty will be enhanced by, for example, offering more support for lone parents, with more personal adviser interviews and ensuring parents get advice on formal child care. We know that the best way of making sure our customers have a successful future is to build up their skills, so we will work closely with our partners to help people develop new skills to find work, and move up in their careers.

We will also be taking forward the Government's plans to increase the support available for people with health problems or a disability. We will prepare to:

- introduce the new Employment and Support Allowance which is built on a framework of rights and responsibilities, and
- extend the Pathways to Work programme, which will offer people more support in returning to work.

We will also build on our Investors in People status to give our own staff and managers the skills, ability and knowledge they need to make changes and serve our customers.

I hope that 2007-2008 will be another year of opportunity and achievement for everyone who works for us, or with us, or uses our services.



**Lesley Strathie**  
Chief Executive



'This year we will finish putting our new Jobcentre Plus network in place and improving the way we deliver benefits. This will improve the service we give our customers.'

# Our priorities in 2007 – 2008



## Transforming our services

We will complete the modernisation of the way we deliver our benefit services and introduce Pathways to Work nationally, while preparing for the introduction of the Employment and Support Allowance in 2008. We will work together to ensure that the services we offer to all of our customers - individuals and employers - are high quality, accessible, easy to use, effective and compliant with our equality schemes.



## Delivery of performance

We will deliver high quality services to our customers, meeting the targets set by Ministers, including supporting people into jobs, helping employers fill their vacancies, and clearing benefit claims swiftly and accurately.



## Delivering services more efficiently and effectively

We will continuously improve the efficiency and effectiveness of our service delivery, by standardising our processes to drive out waste, increasing our productivity and reducing levels of fraud and error in the benefits system.



## Delivering our Values through our people

We will demonstrate our Values in our day-to-day work to make them a reality for all our customers and our people. We will listen to, develop and recognise our people so that together we focus on delivering high quality customer services in an environment that makes full use of our people's skills and rewards commitment.

# Transforming our services

In 2007-2008 we aim to do the following.

## **We will help people who have health problems or disabilities return to work by:**

- putting in place contracts for the successful Pathways to Work programme across the country, and
- preparing to introduce the Employment and Support Allowance in 2008, improving support and opportunities for people with health problems or a disability.

## **We will support lone parents to find work by:**

- giving more face-to-face interviews with personal advisers to lone parents who have children between 5-13 years old
- working with local partners to offer advice on formal childcare and other family services
- introducing new financial incentives to encourage lone parents to find and stay in work, and
- increasing the incentive to take up employment, including short-term periods of work, by simplifying reclaiming of benefit.



## **We will offer people more tailored support by:**

- reviewing our services to make sure they are easy to use, available and appropriate to everybody, and
- developing partnerships with the Learning and Skills Council, Learndirect and others, to help people gain and develop skills throughout their working life.

## **We will continue to change our business to meet customers' needs by:**

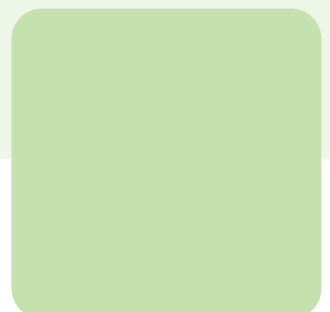
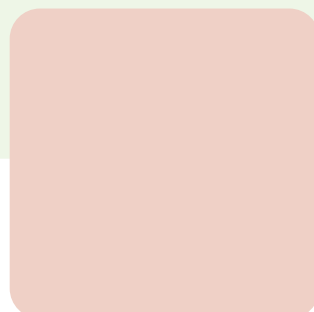
- finishing putting in place our benefit delivery centres with the aim of providing a more consistent and efficient service
- linking up the phones in our contact centres so that calls are diverted to the next available agent, no matter which office they are in, and
- processing claims from the Social Fund (including applications for crisis loans by phone) as part of a standard process.

## **We will meet employers' needs by:**

- redefining our proposition to employers and making sure we communicate it effectively to employers and our staff
- promoting the role of our employer engagement teams and our recruitment advisers, who provide a link between us and employers, and
- encouraging more employers to use the internet to place and manage their vacancies with us.

**We will improve the effectiveness of services other organisations provide by:**

- working with other parts of the DWP, such as the Disability and Carers Service and The Pensions Service, to start to link services together
- working with other parts of the DWP and other government departments to link services for customers we have in common, including collecting and sharing more information with HM Revenue and Customs and local authorities, and
- putting our Cities Strategy into practice, which will help us tackle the problems in our cities and help more people from ethnic minorities find work. The strategy brings together existing funds aimed at employment initiatives and disadvantaged groups in 15 pathfinder areas.



# Delivery of performance – our targets for 2007-2008

Our targets need to be relevant to the way we are changing to improve the delivery of services to our customers. For this reason we have introduced a number of changes to the target structure for 2007-2008.

The key change is the introduction of a new Interventions Delivery target. This is to ensure that we deliver, on time, key interventions with our customers in line with the Government's Welfare to Work strategy.



## Job Outcome target

The target measures the outcomes of our help and support to customers to find work. The Job Outcome target uses HM Revenue and Customs employment data to identify when customers start work.

Our target for 2007-2008 is to achieve a total points score of 11,200,000 based on the job outcomes Jobcentre Plus achieves.

<b>Priority Customer Group 1</b>	<b>Job Outcome points score 12</b>
Additional points are: 6 for Disadvantaged Group Ward; 6 for Disadvantaged Area Ward; 2 for Child Premium*	
Customer groups:	Jobless Lone Parents; Customers participating in New Deal for Disabled People or in receipt of an inactive benefit** due to a health condition or disability; Other inactive benefit customers***
<b>Priority Customer Group 2</b>	<b>Job Outcome points score 8</b>
Additional points are: 4 for Disadvantaged Group Ward; 4 for Disadvantaged Area Ward; 2 for Child Premium*	
Customer groups:	Customers on Jobseeker's Allowance New Deals; New Deal for Partners and partner Work Focused Interviews; Employment Zones; Unemployed customers with Disabilities not included in Priority Customer Group 1; Customers claiming Jobseeker's Allowance for 6 months and other Disadvantaged customers; Customers in receipt of Pension Credit.
<b>Priority Customer Group 3</b>	<b>Job Outcome points score 4</b>
Additional points are: 2 for Disadvantaged Group Ward; 2 for Disadvantaged Area Ward; 2 for Child Premium*	
Customer group:	Customers claiming Jobseeker's Allowance for under 6 months
<b>Priority Customer Group 4</b>	<b>Job Outcome points score 2</b>
Additional points are: 4 for Disadvantaged Group Ward; 2 for Disadvantaged Area Ward; 2 for Child Premium*	
Customer group:	Unemployed customers not claiming benefits
<b>Priority Customer Group 5</b>	<b>Job Outcome points score 1</b>
Additional points are: 0 for Disadvantaged Group Ward; 0 for Disadvantaged Area Ward; 2 for Child Premium*	
Customer group:	Employed customers

\*Awarded for job outcomes where the person (or partner of the person as recorded on our benefit systems, except for Priority Customer Groups 4 and 5) is in receipt of child benefit for a resident child up to, but not including, the age of 16.

\*\* All customers who are in receipt of Incapacity Benefit and Severe Disability Allowance, plus customers who are in receipt of Income Support, Carers Allowance and Bereavement Benefit who are recorded as a person with a disability.

\*\*\* Income Support, Carers Allowance and Bereavement Benefit customers who are not recorded as a person with a disability.

## Monetary Value of Fraud and Error target

Our aim is to reduce losses from fraud and error in working age Income Support and Jobseeker's Allowance by 15% by March 2010.

Our target is by March 2008 to continue to ensure that losses from fraud and error in working age Income Support and Jobseeker's Allowance amount to less than current levels of loss, as expressed in the new 2005-2006 baseline.

## Employer Outcome target

The Employer Outcome target measures our performance in meeting a high standard of service to our employer customers.

Our Employer Outcome target for 2007-2008 is to ensure that at least 84% of employers placing their vacancies with Jobcentre Plus will have a positive outcome.

## Customer Service target

The Customer Service target measures how well we deliver our services to customers against a set of standards, including those for employers.

In 2007-2008 we aim to achieve an 84% customer service level in the delivery of the standard set out in the Customers and Employers Charters.

## Interventions Delivery target

The Interventions Delivery target is new. It helps us focus on helping our customers, by carrying out our interventions promptly. It will measure if specific, key work focused interviews, are being done within set timescales for customers receiving Incapacity Benefit, Jobseeker's Allowance and Lone Parents receiving Income Support.

The target for 2007-2008 is to ensure that the following specified Jobcentre Plus Labour Market Interventions take place within set timescales in 85% of cases checked.

- 80% of Initial Incapacity Benefit Work Focused Interviews are conducted after the end of the 8th week and before the end of the 13th week stage of the claim

- 85% of Income Support Lone Parent Work Focused Interview reviews that become due are conducted within a period of up to 3 months
- 13 and 26-week Jobseeker's Allowance advisory interviews that become due are conducted within 6 weeks in 85% of cases checked, and
- Jobseeker's Allowance Labour Market Interventions and follow up activity are conducted in 90% of cases checked.

## Average Actual Clearance Time target

The purpose of this target is to drive improvements in the speed with which we deal with benefit claims from our customers.

The levels set for the three benefits are to process claims, within specified Average Actual Clearance Times, for Incapacity Benefit (18 days), Income Support (11 days), and Jobseeker's Allowance (12 days).

## Reporting our targets

We measure our performance against each of our targets throughout the year, using this information to manage and improve performance across the business. The targets are supported by Key Management Indicators, against which local activity is measured.

Performance consistency across our business is important. We will continue to reduce variation by driving up performance to benchmarked levels achieved by our higher performing units. We report to Ministers regularly on our progress and performance.

**The Jobcentre Plus website, [www.jobcentreplus.gov.uk](http://www.jobcentreplus.gov.uk) gives further information about our targets and performance both nationally and locally.**

# Delivering services more efficiently and effectively

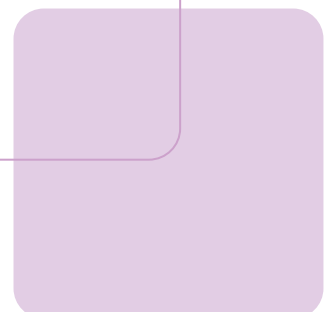
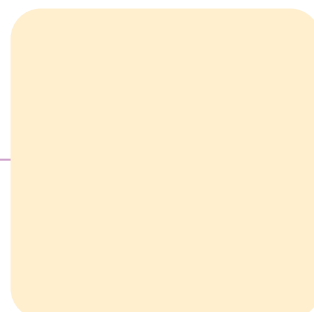
We aim to do the following in 2007-2008.

**We will improve our efficiency and effectiveness by:**

- introducing changes to our processes, to improve customers' experience of dealing with us
- delivering our commitment to continuous improvement, concentrating first on our policies and processes relating to Jobseeker's Allowance
- tackling error in the benefit system to support the DWP's strategy to reduce the level of both official and customer error for customers receiving Jobseeker's Allowance and Income Support, and
- upgrading our IT systems to help improve the way we work, and developing the systems needed for introducing the new Employment and Support Allowance.

**We will manage our staff and resources by:**

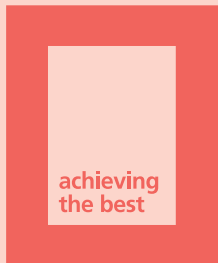
- focusing on improving attendance and reducing days lost to sickness absence
- developing full workforce plans, which use our skills better and allow us to manage our staffing targets, and
- introducing a system for managing resources which will make us more efficient by combining systems for human resources, finances and buying goods and services.



# Delivering our Values through our people

## Our Values

Our Values encourage people to work in a consistent way using a common approach. They underpin all that we do.



achieving  
the best

Using our resources efficiently, continuously improving our performance, delivering high and consistent standards and setting a benchmark for the quality of public service.



respecting  
people

By treating our customers, colleagues and partners with respect (and expecting the same in return), delivering real equality to our customers and ourselves, and responding positively to feedback from customers, colleagues and partners.



making a  
difference

By supporting, challenging and inspiring ourselves so that we can make a difference to our customers' lives, and by going the extra mile to help our colleagues and all of our customers, including employers.



looking  
outwards

By working together with employers, partners, local communities and others to achieve their goals and ours, and by consistently identifying best practice opportunities to enhance our customer service.

We will demonstrate our Values in our day-to-day work to make them a reality for our customers and all our people, focused on delivering high quality customer services in an environment that makes full use of their skills and rewards their contribution.

We will also build upon the significant progress we have made towards achieving our diversity and equality goals by pursuing the actions set out in our Equality Schemes, including launching our 'Diversity Challenge'.

## **In 2007-2008, we aim to do the following to support our staff.**

### **We will make sure our staff are in the best position to meet our business needs by:**

- supporting people to develop their skills in their current roles and learning to support new or changing job roles and new ways of working
- building our managers' skills so they can lead, train, support and develop their staff
- improving our staff's performance by rewarding them and recognising the contribution they make, and
- identifying and building on their ability by recognising talent and using the Professional Skills for Government scheme.

### **We will support our staff during a period of change to our business by:**

- putting in place a programme of activities aimed at helping to create the working environment, abilities and ways of working we need, and
- providing effective Human Resource (HR) support for change, including workforce management.

### **We will deliver more effective HR policies and processes by:**

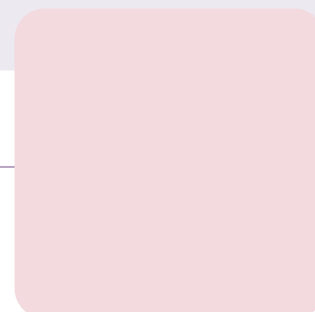
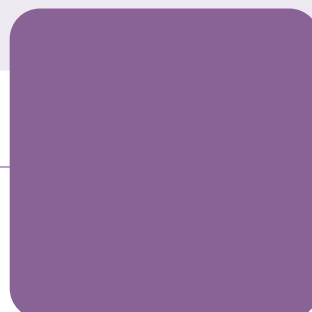
- working with the DWP to put in place simpler staff policies that best support our business, and
- building and developing a diverse workforce, and working hard to be one of the best employers to work for.

### **We will work more closely with our staff to build a positive relationship by:**

- improving the way we tell staff about changes and involve them
- taking action to solve issues raised in the DWP's yearly staff survey, and
- maintaining a positive relationship with our trade unions.

### **We will modernise our HR services by:**

- expanding the range of learning available making it easier to take part in, at the right time and at the right cost
- supporting our managers through our expert HR business partners, and
- providing personal information and our HR policies on-line.



# Our resources

**Because of the funding set aside for us for the rest of the period covered by the 2004 Spending Review, we must continue to reduce spending.**

## We need to:

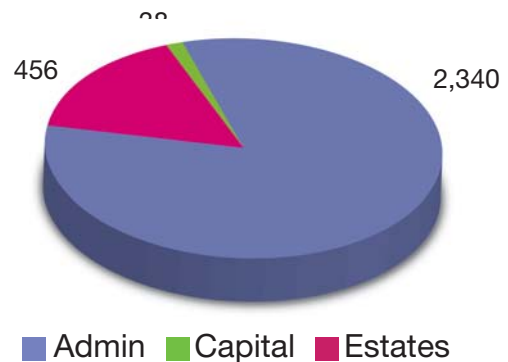
- make further efficiency savings of about £100million in 2007-2008 (based on our existing baseline costs) to make sure we keep our spending within our available funding
- reduce our workforce in line with our funding
- reduce our estate in line with our resources and the size of our workforce
- deliver Ministers' objectives by putting new policy changes in place
- support the DWP's Sustainable Development policy and action plan
- deliver our agreed targets, and
- manage the risks associated with such a major programme of change.

## We plan to do this by:

- reducing staff – our efficiency programme has enabled us to reduce staff from over 80,000 in March 2004 to around 69,000 in March 2007; we will continue to reduce to our Departmental target of around 67,500 by March 2008, and consider what we need to do to prepare for later years
- using our buildings more efficiently, recognising that we have fewer staff and new ways of delivering our services to customers

- referring the right people to our employment programmes so we achieve the best possible outcomes for our customers and provide value for money, and
- prioritising our programme of change to get the best return on our investment.

**Resource Deployment 2007 – 2008 £m**



**The money we receive to deliver services falls into three main headings:**

### Administration

This covers staff costs, general administration and investment costs.

### Capital

Money invested in upgrading our buildings and information technology networks.

### Estates

Rental and ongoing office running costs.

# DWP Strategic Objectives



## Children

Ensure the best start for all children and end child poverty by 2020



## Working age

Promote work as the best form of welfare for people of working age, while protecting the position of those in greatest need



## Pensioners

Combat poverty and promote security and independence in retirement for today's and future pensioners



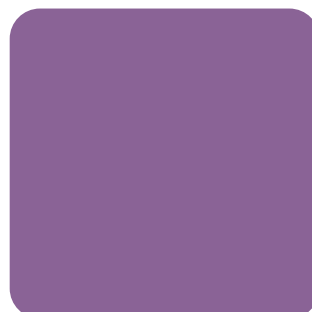
## People with disabilities

Improve the rights and opportunities for disabled people in a fair and inclusive society



## Modernisation

Ensure customers receive a high-quality customer service, including levels of accuracy



# DWP Public Service Agreement Targets

The main aim of the Department for Work and Pensions is to ‘promote opportunity and independence for all.’ To support this, the Department has a number of strategic objectives that are underpinned by Public Service Agreements setting out the specific targets that must be met.

Jobcentre Plus helps make this aim a reality by supporting the Department in achieving the targets shown in the table below. The highlighted targets are most relevant to Jobcentre Plus.

1. **Halve the number of children in relative low-income households between 1998 – 1999 and 2010 – 2011, on the way to eradicating child poverty by 2020, including:**
  - **reducing the proportion of children in workless households by 5 per cent between Spring 2005 and Spring 2008, and**
  - **increasing the proportion of parents with care on Income Support and income-based Jobseeker’s Allowance who receive maintenance for their children to 65 per cent by March 2008.**

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2. **Improve children’s communication, social and emotional development so that, by 2008, 53 per cent of children reach a good level of development at the end of the Foundation Stage and reduce inequalities between the level of development achieved by children in the 30 per cent most disadvantaged Super Output Areas and the rest of England by four percentage points from 16 to 12 per cent.**

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3. **As a contribution to reducing the proportion of children living in households where no one is working, by 2008:**
  - **increase the stock of OfSTED-registered childcare by 10 per cent**
  - **increase the number of children in lower-income working families using formal childcare by 120,000, and**
  - **introduce, by April 2005, a successful light-touch childcare approval scheme.**

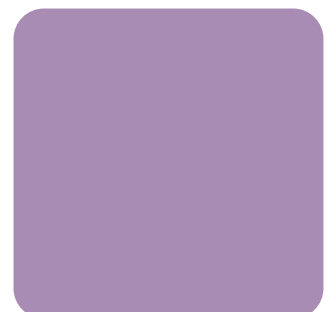
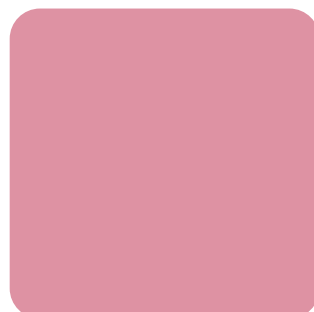
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4. **As part of the wider objective of full employment in every region, over the 3 years to Spring 2008, and taking account of the economic cycle:**
  - **demonstrate progress on increasing the employment rate**
  - **increase the employment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in local authority wards with the poorest initial labour market position), and**
  - **significantly reduce the difference between the employment rate of disadvantaged groups and the overall rate.**

5. By 2008, improve health and safety outcomes in Great Britain through the progressive improvement in the control of risk in the workplace.
6. By 2008, be paying Pension Credit to at least 3.2 million pensioner households, while maintaining a focus on the most disadvantaged by ensuring that at least 2.2 million of these households are in receipt of the Guarantee Credit.
7. Improve working age individuals' awareness of their retirement provision such that by 2007 – 2008, 15.4 million individuals are regularly issued a pension forecast and 60,000 successful pension traces are undertaken a year.
8. **In the three years to March 2008:**
  - further improve the rights of disabled people and remove barriers to their participation in society, working with other government departments, including through increasing awareness of the rights of disabled people;
  - **increase the employment rate of disabled people, taking account of the economic cycle, and**
  - **significantly reduce the difference between their employment rate and the overall rate, taking account of the economic cycle.**

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9. Improve Housing Benefit administration by:
  - reducing the average time taken to process a Housing Benefit claim to no more than 48 days nationally and across the bottom 15 per cent of Local Authorities to no more than 55 days, by March 2008
  - increasing the number of cases in the deregulated private rented sector in receipt of Local Housing Allowance to 740,000 by 2008, and
  - increasing the number of cases in receipt of the Local Housing Allowance where the rent is paid directly to the claimant to 470,000 by 2008.
10. **Reduce overpayments from fraud and error in Income Support and Jobseeker's Allowance and in Housing Benefit:**
  - **by 2010, reduce overpayments from fraud and error in Income Support and Jobseeker's Allowance by 15 per cent, and**
  - **by 2008, reduce overpayments from fraud and error in Housing Benefit by 25 per cent.**



# Accessing Jobcentre Plus services

Jobcentre Plus is working to make it easier for our customers to access our services quickly and efficiently, according to their needs. We operate a network of telephone contact centres and offices across Great Britain.

## If looking for work:

Call Jobcentre Plus on **0845 60 60 234** to find out what vacancies are available, and how to apply for them. Textphone<sup>1</sup> **0845 60 55 255**. A Welsh language service is available on **0845 60 67 890** or Welsh textphone<sup>1</sup> **0845 60 44 022**.

Open Monday-Friday 8am-6pm,  
Saturday 9am-1pm

Search through our vacancies online at times that suit you, by visiting **[www.jobcentreplus.gov.uk](http://www.jobcentreplus.gov.uk)**

## To make a new claim for benefit:<sup>2</sup>

Call Jobcentre Plus on **0800 0 55 66 88**. Textphone<sup>1</sup> **0800 0 22 48 88**. A Welsh language service is available on **0800 0 121 888** or Welsh textphone<sup>1</sup> **0800 0 22 48 88**.

Open Monday-Friday 8am-6pm

## To apply for a National Insurance number:

Call **0845 600 0643**. Textphone<sup>1</sup> **0845 600 0644**.

Open Monday-Friday 8am-6pm

## If you suspect benefit fraud:

Call the national hotline on **0800 85 44 40**. Textphone<sup>1</sup> **0800 32 80 512**.

Open daily 8.30am-6.30pm

## To find out more about New Deal:

Call our helpline on **0845 606 2626**. Textphone<sup>1</sup> **0845 606 0680**.

Open daily 7am-11pm

## Employers needing to fill vacancies:

Call Jobcentre Plus on **0845 601 2001**. Textphone<sup>1</sup> **0845 601 2002**. A Welsh language service is available on **0845 601 4441** or Welsh textphone<sup>1</sup> **0845 601 4442**.

Open Monday-Friday 8am-6pm

Employers can post their vacancies online at **[www.jobcentreplus.gov.uk/postjob](http://www.jobcentreplus.gov.uk/postjob)**

**0800 calls are free from BT landlines, but if you call from a mobile phone or other phone network the cost may be different. 0845 call charges may also vary according to company and tariff.**

<sup>1</sup> Textphones are a service for hearing impaired customers. They do not accept text messages from mobile phones.

<sup>2</sup> Regional variations apply currently. A national number will be fully available by June 2007.

# Notes

# Notes

The image shows two Job Centre Plus signs mounted on a building's exterior. The building has a facade of horizontal wooden slats and large windows with blue frames. The top sign is a bright green, rounded square with the text 'job centre plus' in white and yellow. The bottom sign is a larger, light green, rounded rectangle with the same text. The perspective is from a low angle looking up at the signs.

*job  
centre  
plus*

*jobcentreplus*

Want to know more? Then visit our website:

[www.jobcentreplus.gov.uk](http://www.jobcentreplus.gov.uk)

We welcome your feedback. Please send any comments, questions or views about anything in our Business Plan by:

**E-mailing us at:**

Business-plan@jobcentreplus.gsi.gov.uk

**Posting them to:**

The Strategic Planning and Reporting Team  
Jobcentre Plus  
Room 4C06, Quarry House  
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Leeds  
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**(Revised May 2007)**



Corporate member of  
Plain English Campaign  
Committed to clearer communication.

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INVESTOR IN PEOPLE

**jobcentreplus**