

# **Flexible New Deal - Phase One**

## **Invitation to Tender**

### **Provision Specification and Supporting Information**

**30 July 2008**

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# 1. OVERVIEW

## Introduction

- 1.1 The Department for Work and Pensions (DWP) is seeking proposals from organisations to deliver the Flexible New Deal employment programme as part of the Government's modernisation of the Jobseeker's Allowance regime and the New Deal. In March 2008, we advertised our requirement and published an outline specification to describe the service we would like suppliers to deliver under Phase One of Flexible New Deal implementation. Having produced a shortlist of bidders following the first stage of this competition, we now invite short-listed bidders to submit formal tenders to deliver the Flexible New Deal in each of the Phase One contract packages.

## Purpose

- 1.2 This document builds on the Pre-Qualification Questionnaire (PQQ) Provision Specification and Supporting Information that was published in Spring 2008.\* It provides a greater level of detail to more accurately describe our requirement and allow bidders to develop comprehensive delivery proposals and accurate pricing schedules.
- 1.3 Except for mandatory service requirements, this specification does not define how the Flexible New Deal is to be delivered. Instead, it provides a clear and accurate description of the outputs and outcomes required. This will allow bidders to offer innovative solutions to meet those requirements as effectively and cost-efficiently as possible.

## Content

- 1.4 The document is split into five main sections, with supporting information provided in several annexes. This overview section provides high-level background information and summarises the information presented throughout the document.
- 1.5 Section 2 describes what, as a minimum, customers will experience whilst on the Flexible New Deal. This includes setting out key customer-focused objectives and describing the critical success factors by which the success of the service will be judged. This section is supported by Annexe 2, which outlines the end-to-end customer journey.
- 1.6 Section 3 describes elements of the service requirement that relate to quality, evaluation, performance management and contract management. Section 4 describes the arrangements for customer choice in those contract areas with two Flexible New Deal suppliers.

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\* The PQQ pack was published on 20 March, with a revised version published on 1 April 2008.

- 1.7 Section 5 describes various other important requirements that will underpin service delivery, including employer engagement, partnership working and legislative compliance.
- 1.8 Supporting information provided in the annexes includes:
- an overview of the strategic policy context, including an outline of key local strategic partnerships to be managed by suppliers;
  - the high-level end-to-end process (customer journey), including key Jobcentre Plus activities, skills health checks and referral mechanisms;
  - indicative budgets and customer volumes;
  - performance expectations and targets;
  - a description of the funding model;
  - an overview of relevant social security legislation and regulations;
  - information about the Transfer of Undertakings (Protection of Employment) Regulations;
  - information about the European Social Fund and its implications for Flexible New Deal suppliers;
  - sources of useful and essential information (e.g. hypertext links to relevant Green Papers and key legislation);
  - background local labour market information (by contract package); and
  - information on the DWP Sustainable Procurement Policy.
- 1.9 Details about Invitation to Tender briefing events for short-listed bidders, along with our process for handling questions and answers can be found in the Instructions for Bidders part of this Invitation to Tender (ItT) pack.

### **Policy background**

- 1.10 The current support regime for those on Jobseeker's Allowance (JSA) is very successful, with around 60 per cent of customers finding work within three months. The New Deal programme introduced in 1998 has made an important contribution – significantly reducing long-term unemployment and virtually eradicating long-term youth unemployment. However, the labour market has changed since 1998 and the New Deal, now ten years old, needs to be fit for the challenges of the next decade.
- 1.11 In July 2007, DWP published the Green Paper, *In work, better off: Next steps to full employment*,<sup>1</sup> which set out the Government's intention to reform its main employment programmes. Following a public consultation, DWP published *Ready for Work: full employment in our generation*.<sup>2</sup> This document described how the next phase of welfare reform will support the Government's

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<sup>1</sup> DWP (2007) *In work, better off: Next steps to full employment*: [www.dwp.gov.uk/welfarereform/in-work-better-off/](http://www.dwp.gov.uk/welfarereform/in-work-better-off/)

<sup>2</sup> DWP *Ready for work: full employment in our generation*: <http://dwp.gov.uk/welfarereform/readyforwork/>

ambition of full employment – equivalent to an employment rate of 80 per cent. It also undertook to refresh the JSA regime and modernise the New Deal to end long-term unemployment and the cycle of repeated returns to unemployment and benefits that some people experience.

- 1.12 The paper also outlined a number of measures to improve support for lone parents – introducing more expectations of lone parents, including gradually reducing entitlement to Income Support (on the basis of being a lone parent) to those whose youngest child is under seven years old. Eligible lone parents with older children could then claim JSA. It also outlined plans for the new Employment and Support Allowance (ESA), which will replace incapacity benefits for most new and repeat customers. As part of the implementation, a new Work Capability Assessment will be applied to new and, over time, existing customers. This will result in an increase in JSA customers with mild to moderate health conditions with related barriers to work.
- 1.13 In addition the paper described how, between April 2010 and 2020, the State Pension Age (SPA) will gradually equalise for men and women. As this happens, people aged 60 to 64 who are out of work will increasingly remain on, or make a claim to, JSA, therefore being subject to the enhanced JSA regime and the Flexible New Deal. One million older people will need to be in work if the Government is to achieve its aim of an 80 per cent employment rate.
- 1.14 The Command Paper, *Opportunity, Employment and Progression: making skills work*,<sup>1</sup> published in November 2007, outlined how DWP and the Department for Innovation, Universities and Skills (DIUS) will work together (in England) to ensure that ever increasing numbers of people are able to gain the training and support they need to move from benefits to work and then have access to the ongoing training they need to progress in work.
- 1.15 More recently, the Government has set out further proposals in the Green Paper, *Work Skills*,<sup>1</sup> which builds on our existing employment and skills commitments by placing a greater focus on the role of individuals and employers. It also reinforces the need to develop a skills system, shaped by employers, which puts individuals in charge of their learning.
- 1.16 On 21 July 2008, the Government also published the Green Paper, *No one written off: reforming welfare to reward responsibility*,<sup>2</sup> which set out for consultation the next stage of the welfare reform programme, including changes to create a more streamlined system based on just two working age benefits – ESA, for those who have a medical condition which prevents them from working, and JSA, for everyone who is able to work. It also described proposals to test a ‘work for your benefit’ programme from 2010 and an increase in obligations for partners of benefit recipients.

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<sup>1</sup> DIUS & DWP (2007) *Opportunity, Employment and Progression: making skills work*: [www.dius.gov.uk/publications/7381-TSO-Skills.pdf](http://www.dius.gov.uk/publications/7381-TSO-Skills.pdf)

<sup>1</sup> *Work Skills*: <http://www.dius.gov.uk/publications/workskills.pdf>

<sup>2</sup> *No one written off: reforming welfare to reward responsibility*: <http://www.dwp.gov.uk/welfarereform/noonewrittenoff/noonewrittenoff-complete.pdf>

- 1.17 The implementation of the enhanced JSA regime and the Flexible New Deal should be seen as integral to developments in the Government's welfare reform and skills agenda, including reforms for lone parents, disabled people and older workers announced last year. More information about the wider welfare reform and skills agendas can be found in Annexe 1. Further information on how the proposals outlined in *No one written off* will impact on Flexible New Deal will be available when the consultation process ends.

### **Aims of the reform agenda**

- 1.18 The key principles of the JSA reform agenda are:
- **a stronger framework of rights and responsibilities** increasing obligations progressively with duration of claim and giving customers the support they need to keep and progress in work and gain relevant skills;
  - **a personalised and responsive approach** - will empower advisers and give increased discretion both to Jobcentre Plus staff and to public, private and third sector suppliers;
  - **maximising innovation in all sectors**, contracting on the basis of what works, leading to more and better outcomes; and
  - **helping people find jobs that offer opportunities for progression** - we will ensure all our customers who need help to develop their skills have access to relevant pre-employment training.

### **Process and approach**

- 1.19 The enhanced Jobseeker's Allowance regime will replace the existing JSA regime. The Flexible New Deal will combine the New Deal 25 plus and the New Deal for Young People (including private sector led New Deals and Employment Zones). It will also subsume New Deal 50 plus, the New Deal for Musicians and self employment provision. Other voluntary programmes, such as the New Deal for Lone Parents, will continue to be available to appropriate customers.
- 1.20 Jobcentre Plus will remain at the heart of the system, managing the enhanced JSA regime and working in partnership with public, private and third sector specialist suppliers, to deliver a flexible and personalised service that targets support on those customers who need it most.
- 1.21 The new regime will be a four-stage process, with Jobcentre Plus delivering stages one to three. The suppliers successful in this competition will deliver stage four, the Flexible New Deal. This support will be an integral element of the national enhanced JSA regime.

- 1.22 Customers who will participate in the enhanced JSA regime and Flexible New Deal are recipients of Jobseeker's Allowance. Some of these customers will be:
- lone parents who are no longer eligible for Income Support; or
  - people with mild to moderate health conditions who are not eligible for ESA on the basis of their Work Capability Assessment.
- 1.23 Further information on customer volumes, including the anticipated proportions of these customers are provided in Annexe 3.

#### Self-managed job search (stage one)

- 1.24 Most customers leave JSA quickly. These customers need Jobcentre Plus support and ready access to job vacancies, reinforced by fortnightly job search reviews to review and test their job search in order to find work themselves.

#### Directed job search (stage two)

- 1.25 If the customer is still claiming JSA after three months, the customer will, as now, have a formal review of their Jobseeker's Agreement and will be expected to extend their job search based on travel to work distances, and working hours rather than by preferred employment or occupation. All customers will be submitted to suitable vacancies.

#### Supported job search (stage three)

- 1.26 After six months of claiming JSA, customers will receive mandatory interviews with a Personal Adviser, their first being a formal review where the Personal Adviser draws up an action plan. Any wage restrictions will end at this point so that jobs at the National Minimum Wage form part of the Jobseeker's Agreement.
- 1.27 Some customers, if they are deemed to be disadvantaged in the labour market, will be 'fast-tracked' to join stage three from day one of their claim.
- 1.28 Jobcentre Plus will work within local strategic partnerships to ensure that there is a wide range of options for employability-focused activity during stage three, so that around 90 per cent of customers leave JSA by its completion.

#### Flexible New Deal (stage four)

- 1.29 Customers who do not find work at the end of stage three will be referred to the Flexible New Deal. This will be a flexible, personalised and responsive service, tailored to individual's employment and skills needs. Suppliers are encouraged to provide a flexible and innovative package of support to help customers find and keep employment.

- 1.30 Suppliers will have up to 12 months\* to work with the customer to find sustained employment. The supplier will start to develop an action plan with each customer in their first face-to-face meeting. All activity in the action plan will be enforceable with an underpinning requirement that every customer must experience a minimum of four continuous weeks of full-time paid employment or work-related activity.
- 1.31 Customers who move to suppliers for the Flexible New Deal will remain on JSA. It will be Jobcentre Plus' continuing responsibility to oversee the customer's journey throughout their claim to JSA, including whilst participating in the Flexible New Deal. Suppliers are required to notify Jobcentre Plus where a customer's actions bring their entitlement to JSA into question. Once notified, Jobcentre Plus will then make sanction or entitlement decisions.
- 1.32 More detail on the end-to-end process is in Annexe 2.

### **Implementation**

- 1.33 The enhanced JSA regime and the Flexible New Deal will be introduced across Great Britain in two phases. In Phase One contract packages, the Jobcentre Plus delivered stages (self-managed job search, directed job search and supported job search) will be introduced for new customers from April 2009. These customers will enter the Flexible New Deal (stage four) from Monday 5 October 2009. All customers referred to the existing New Deal Options will complete their participation by October 2009 and thereafter enter the appropriate stage of the new regime. This competition is only for suppliers who wish to deliver the Flexible New Deal in Phase One contract packages from Monday 5 October 2009.
- 1.34 For the second phase of implementation, Jobcentre Plus delivery will begin from April 2010. Phase two of the Flexible New Deal is planned to begin in October 2010. There will be a separate two-stage competition to select suppliers to deliver in Phase Two contract packages.

### **Procurement approach**

- 1.35 DWP is procuring this service via a two-stage procurement exercise. The first stage, the Pre-Qualification Questionnaire (PQQ), has been conducted and a number of bidders have been short-listed to submit formal tenders for each contract as part of a full Invitation to Tender (ItT).
- 1.36 All short-listed organisations must develop effective delivery proposals that demonstrate that they have the capability and capacity to meet a wide range of needs from a diverse customer group. The supplier capabilities laid out in the DWP Commissioning Strategy will need to be demonstrated at both bid stage and during live running. We will contract, inspect, manage and intervene on the basis of our Capabilities Framework. This can be found within section three of this document.

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\* The period of support may be extended on a voluntary basis by up to six months (see Section 2, page 23 for more detail).

- 1.37 This Invitation to Tender will be supported by a number of briefing events for bidders – one national and 14 local (one for each contract package). More information about these and the bidding process can be found in the Instructions for Bidders section of this ItT pack.

### Sub-contracting

- 1.38 The Flexible New Deal will be delivered by a network of prime contractors. It is unlikely that any prime contractor will be able to deliver the Flexible New Deal without support from other suppliers. DWP expects all prime contractors to ensure that their subcontractors, whether in the private, public or third sector, are treated fairly. The *DWP Code of Conduct* (attached as Annexe 1 to the Instructions for Bidders section of this ItT pack) spells out the key values and principles of behaviour that DWP expects of suppliers and which are essential for creating healthy, high performing supply chains.

### **The Flexible New Deal commissioning cycle**

- 1.39 DWP published the *DWP Commissioning Strategy* \* in February 2008. The document set out principles which will be applied to the commissioning of all future DWP provision. The Flexible New Deal is our first opportunity to put the Commissioning Strategy into practice. The commercial strategy for the Flexible New Deal therefore reflects those principles.
- 1.40 The commercial strategy seeks to use competition as the main lever to drive value for money, and strives for a balance between the risks suppliers will carry in terms of working capital and the potential rewards available through outcome-focused funding. The intention is that DWP contracts will be appealing to existing suppliers in the market, whilst encouraging new market entrants.
- 1.41 Suppliers should experience a seamless cycle from the Commissioning Strategy to the commercial strategy, to the procurement strategy and performance management arrangements. DWP will work with suppliers to draw out the implications of implementation of the strategy for the management of Flexible New Deal contracts and market development. This will include a review of performance management arrangements.
- 1.42 The customer experience is also at the heart of the Commissioning Strategy. We expect to implement the capability framework in the course of these contracts, and accordingly adjust the inspection, management and intervention regime.

### **Contract duration**

- 1.43 DWP is offering longer contracts, seeking bids which reflect proposals for five year contracts. Referrals will be made to suppliers for a five year period from

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\* DWP Commissioning Strategy: <http://www.dwp.gov.uk/publications/dwp/2008/com-strategy/cs-rep-08.pdf>

the contract start date. The service fee will only be paid during this five year period.

- 1.44 Suppliers must continue to provide the service for a further 12 months (year six) to accommodate customers referred to suppliers up to the end of year five. Suppliers will continue to claim job outcome payments during this period.
- 1.45 The final 12 months (year seven) will be a tracking period intended only for suppliers to claim any remaining job outcome payments.
- 1.46 The contract end date will therefore be October 2016, giving suppliers sufficient time to provide a complete service to, and claim any outcomes for, those individuals referred to them in the fifth year.

### **Contract size**

- 1.47 DWP is also offering larger contracts, often brigading two or three Jobcentre Plus districts into a single contract package.
- 1.48 There will be 14 contract packages in this first phase. Each of the following four contract packages will be delivered by a single supplier:
  - North & Mid Wales and South East Wales;
  - South Wales Valleys and South West Wales;
  - Devon & Cornwall; and
  - Greater Manchester Central and Greater Manchester East & West.
- 1.49 Each of the remaining ten contract packages will be delivered by two suppliers:
  - Ayrshire, Dumfries, Galloway & Inverclyde, Lanarkshire & East Dunbartonshire and Edinburgh, Lothian & Borders;
  - North East Yorkshire & the Humber and Tees Valley;
  - Derbyshire and South Yorkshire;
  - Coventry & Warwickshire, The Marches and Staffordshire;
  - Leicestershire & Northamptonshire and Nottinghamshire;
  - Cambridgeshire & Suffolk, Norfolk and Lincolnshire & Rutland;
  - Birmingham & Solihull;
  - Black Country;
  - Central London and Lambeth, Southwark & Wandsworth; and
  - Kent and Surrey & Sussex.
- 1.50 More information about the contract packages can be found in Annexe 3 of this document. Local labour market information is also provided in Annexe 11, which contains a pen picture of each Jobcentre Plus District within each Flexible New Deal contract package.

## Customer choice and market share

- 1.51 As part of the balance of risk and reward there will be flexibility to shift market share in Flexible New Deal contracts in those areas where there is more than one supplier. The Government wants to ensure that customers are empowered to engage with and influence the quality of the services they receive, and so the exercise of choice might influence suppliers' market share. We will be providing information on customer experience and Star Ratings to inform customer choice. We will also be using Star Ratings information to manage supplier performance in shifting market share.
- 1.52 During the first 12 months of operation, DWP will randomly allocate customers to each supplier in each area on a 50:50 basis. After 12 months of operation (i.e. from October 2010) customers will be able to choose their Flexible New Deal supplier. However, DWP will continue to ensure suppliers receive customers on a 50:50 basis.
- 1.53 After a further six months (i.e. April 2011) a supplier's market share could shift between a minimum 30 per cent and a maximum of 70 per cent. We expect market share to be reviewed after each subsequent six month period. More information on customer choice and market share is provided in Section four.

## Budget and funding model

- 1.54 Phase one contract values will total £1,183 million over five years. In return for this level of investment DWP expects to see a step-change in job outcome performance. The baselines, in Annexe 4, reflect this clear expectation. More information about the budget allocations can be found in Annexe 3.
- 1.55 The overall contract value will be split into a service fee, a Short Job Outcome payment and a Sustained Outcome payment.\* The service fee will equate to 20 per cent of the total price over the life of the contract and will be paid monthly. The unit price for Short and Sustained Job Outcome payments will be derived from the overall contract value and performance offer within the bids. Figures provided at this stage are indicative. More details on the funding model can be found in Annexe 5 of this document.
- 1.56 The service fee is intended to provide suppliers with a guaranteed monthly payment by way of contribution towards the delivery of the contracted service. DWP anticipates that, as a consequence of its new and more challenging outcome definition, it will take a number of months for supplier payments to 'ramp up' to their full 'live running' level. Analysis suggests that the potential working capital requirements of Flexible New Deal contracts may be challenging for some organisations.

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\* See Annexe 5 for definitions.

- 1.57 In recognition of this, the service fee payments will be front loaded, to assist suppliers with their cash flow in the early part of the contract life, and will be paid at four rates over the life of the contract:
- 58 per cent of the average annual contract value for the first six months of the contract;
  - 32 per cent of the average annual contract value for the next six months; and
  - 13.8 per cent of the average annual contract value during years two to five; and
  - 0 (zero) per cent for years six and seven.
- 1.58 Bidders should note that the service fee is intended to cover provision of the service across the life of the contract. Bidders will therefore need to be aware of the relevant clauses within the (draft) terms and conditions regarding early termination of the contract.
- 1.59 The total value of the contracts for Phase One of Flexible New Deal is based on the existing budgets for the current suite of New Deals and Employment Zones. These budgets have been supplemented because of:
- anticipated administrative savings, generated by moving from the existing New Deals to the enhanced JSA regime and the Flexible New Deal, and
  - the additional number of Flexible New Deal starts as a result of wider policy changes (i.e. more obligations for lone parents and the introduction of ESA).
- 1.60 In addition, the Green Paper, *No one written off*, is consulting on a range of proposals which could impact on the volume of customers expected to start the Flexible New Deal (see Annexe 3 for further information on how indicative customer volumes have been calculated). DWP will work with suppliers to understand the impact of these changes on the volume of customers expected to start the Flexible New Deal once the Government has set out its plans at the end of the consultation period.

### **Transfer of Undertakings (Protection of Employment)**

- 1.61 In Annexe 5 of the Phase One Flexible New Deal Provision Specification and Supporting Information (Revised) that supported the PQQ stage of this competition, we advised bidders of the likelihood that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) would apply and that there was a possibility that DWP staff currently working in areas of work covered by new contracts may transfer (subject to the provisions of TUPE) when the new contracts commence. However, it is not now envisaged that any Jobcentre Plus or other DWP staff will be in scope to transfer under TUPE as part of Phase One.
- 1.62 TUPE may still apply to the transfer to the new supplier of those employees of incumbent suppliers of Jobcentre Plus New Deal services who are assigned to

such services at the time when Phase One Flexible New Deal contracts commence in October 2009.

- 1.63 In line with the DWP Commissioning Strategy, bidders are advised that where staff employed by external suppliers of the current New Deal programmes are in scope to transfer under TUPE, the new supplier will be required to comply with TUPE (and to the extent that they are applicable any relevant government policy statements including in particular the Cabinet Office Statement of Practice on Staff Transfers in the Public Sector). DWP will facilitate the flow of information requirements between incumbent and new suppliers. However, bidders are strongly recommended to seek their own legal advice.
- 1.64 For more information about the Department's position on TUPE please refer to Annexe 7 of this document. Also refer to the DWP Code of Conduct, (or Annexe 1 of the DWP Commissioning Strategy).

### **Flexibility within the contracts**

- 1.65 In addition to the service requirements within this specification, DWP may make available further opportunities during the life of the contract, for instance, extension of provision to other customer groups, changes in delivery model to reflect good practice or changing Ministerial and policy requirements. These could involve substantial increases in the numbers and types of customers to be supported. Such opportunities will be subject to discussion and agreement at the appropriate time.
- 1.66 In keeping with the DWP Commissioning Strategy, we will continue to consult with suppliers on key strategic issues through our Provision Forum and encourage ongoing dialogue between the Department and all our existing and potential suppliers.

### **Transitional arrangements for existing New Deal suppliers**

- 1.67 Transitional arrangements for existing New Deal suppliers will be put in place to ensure that customers referred to the current New Deals prior to April 2009 will be able to complete their existing provision. From April 2009, new customers will undergo the enhanced JSA regime before being referred to a Flexible New Deal supplier.
- 1.68 Work is ongoing to ensure that there will be sufficient provision to support customers during this transitional period, whilst ensuring that the current New Deal and the Flexible New Deal contracts are viable. Further information will be available in due course.

### **European Social Fund requirements**

- 1.69 DWP will choose Flexible New Deal provision as match funding to support our European Social Fund (ESF) co-financed programmes. Match funded provision (i.e. Flexible New Deal) must adhere to the same ESF guidelines as ESF funded provision. More information on the European Social Fund and its implications for Flexible New Deal suppliers is provided in Annexe 8.

## 2. CUSTOMER SERVICE REQUIREMENTS

### Purpose

- 2.1 This section describes what, as a minimum, customers will experience whilst on the Flexible New Deal. This includes setting out key customer-focused objectives and describing the critical success factors by which the success of the service will be judged. Elements of the service that are not directly customer-facing are covered in sections 3, 4 and 5. The customer journey and what customers may experience whilst participating in the Flexible New Deal process are detailed at Annexe 2.

### Aims of the Flexible New Deal

- 2.2 DWP ministers' expect that the £1,183 million investment in Flexible New Deal over the next five years must be justified by a step-change in performance. This must be reflected not only in the numbers of customers moving into sustained jobs, but also in the way that every customer, no matter how great their need, receives the appropriate level of high quality support from their supplier. A combination of greater flexibility to innovate, longer contracts and greater competition between suppliers has been introduced specifically to enable this change in performance.
- 2.3 The clear and explicit aim of the Flexible New Deal is to help long term unemployed people find and remain in work. We have designed the employment programme to enable suppliers to deliver this aim. Suppliers are therefore required to deliver the outcomes set out in the critical success factors below. In doing so, Flexible New Deal outcomes will contribute to the Department's strategic objectives, including:
- reducing the number of children living in poverty; and
  - maximising employment opportunities for all;
  - reducing the numbers on out-of-work benefits; and
  - reducing the gap between the overall employment rate and the employment rates of disabled people, lone parents, ethnic minorities, people aged 50 and over, those with no qualifications, those living in the most deprived wards and those most likely to be socially excluded.\*
- 2.4 Whilst we are not introducing direct targets for these objectives, we do expect bidders to describe in their proposals how they intend to support these objectives. We will also monitor Flexible New Deal suppliers and their overall contribution to these strategic aims.

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\* The four groups of adults with the highest risk of becoming socially excluded are: care leavers, adult offenders under probation supervision, adults in contact with secondary mental health services, and adults with moderate to severe learning disabilities.

### **Critical success factors**

- 2.5 The critical success factors (CSFs) for the Flexible New Deal, defined as the areas where suppliers will need to be successful in order to deliver the overall aims of the Flexible New Deal, are as follows:
- Suppliers will meet or exceed the Short Job Outcome\* targets (13 weeks actual work) agreed in their contract;
  - Suppliers will meet or exceed the Sustained Job Outcome\* targets (26 weeks actual work) agreed in their contract;
  - Suppliers will ensure every customer receives a level and type of support appropriate to their individual needs, including those customers with more substantial or specialist needs;
  - Suppliers will deliver a service that represents excellent value for money and a step-change improvement in performance compared with previous programmes; and
  - Suppliers will deliver high quality provision to all customers in line with the DWP Quality Framework and achieve high standards at external inspection by developing their continuous improvement strategy in line with the relevant Common Inspection Framework. Section 3 describes in more detail elements of the service requirement that relate to quality, evaluation, performance and contract management.

### **Service requirement overview**

- 2.6 Suppliers successful in this procurement exercise will be required to deliver the Flexible New Deal in Phase One contract packages from October 2009. This will be for customers who, during the previous 12 months, have not been successful in finding sustained employment. Some disadvantaged customers will be 'fast-tracked' to stage three and will join the Flexible New Deal after six months on JSA.
- 2.7 Customers who leave their Flexible New Deal supplier and then subsequently reclaim JSA within 26 weeks (unless a Sustained Job Outcome has been achieved) will return to the supplier to complete the remainder of their 12 months on the Flexible New Deal.
- 2.8 Any period that the customer is not in receipt of JSA or a training allowance will not contribute to their 12 months on the Flexible New Deal.

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\* See Annexe 5 for definitions.

- 2.9 Suppliers are required to provide tailored, individualised support for each customer. We are looking for suppliers to deliver an innovative and flexible service and we want suppliers to determine the best method of getting customers into sustainable employment. However, during the 12 months of Flexible New Deal, we will require suppliers to:
- arrange all activities and appointments with customers, including the initial face to face appointment;
  - conduct an initial in-depth assessment of the customer's barriers and needs;
  - agree and regularly review a work-focused action plan, which is tailored to the individual. Ensuring that every jobseeker receives an equal and stretching service, to maximise each individual's chances of moving into sustained work, which could include self-employment;
  - ensure customers have a clear understanding of their responsibilities whilst participating with the supplier, and understand that failure to comply with any aspect of their action plan could result in loss of benefit;
  - enable customers to continue to attend Jobcentre Plus fortnightly (when in receipt of JSA) or as required (when in receipt of a training allowance);
  - maintain contact with every customer, using a method and frequency appropriate to each individual customer;
  - ensure that within the 12 months of Flexible New Deal, all customers undertake a minimum of four weeks continuous full-time employment or continuous full-time work-related activity;
  - participate in a discussion with Jobcentre Plus to agree the appropriate next steps for customers who remain unemployed after 12 months of Flexible New Deal provision; and
  - ensure that an up-to-date action plan is shared for all customers who leave the programme and return to Jobcentre Plus.
- 2.10 Suppliers must work closely with Jobcentre Plus and a wide range of stakeholders to ensure that customers experience services delivered by Jobcentre Plus and Flexible New Deal suppliers as a single coherent system.

### **The customer experience**

- 2.11 Suppliers must deliver work-focused support, tailored to each individual's needs and consistent with local labour market requirements. Each customer must receive a positive experience that moves them towards realistic and sustainable employment. Crucially, every customer, including those with more substantial needs, must receive a level of support appropriate to their level of need. Customer choice, empowerment, tailored support and an open dialogue between the customer and their Flexible New Deal supplier supported by firm application of the rights and responsibilities agenda is central to that experience.

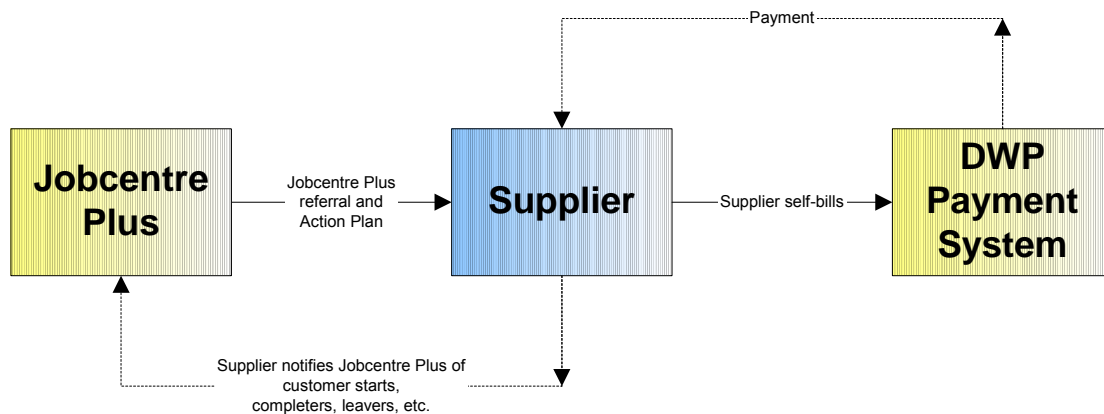
- 2.12 Suppliers must discuss with customers the range of services that are available and how it will be best for the customer to receive them.
- 2.13 Suppliers must work with the full range of eligible customers, irrespective of their employment barriers and support requirements. Suppliers may address this through partnership working or subcontracting arrangements. We require assurances that bidders are able to deliver a quality range of services to meet the differing needs of our varied customer groups in all the (geographical) areas where they are seeking to deliver.

### **Eligibility and target group**

- 2.14 Customers participating in the Flexible New Deal will be in receipt of JSA. Those entering the Flexible New Deal (stage four) will normally have been in receipt of JSA for 12 months. However, a proportion of customers will have been 'fast-tracked' through to the supported job search stage (stage three). These customers will be identified based upon their work-benefit history and specific needs. More information on fast-tracking policy is provided in Annexe 2.

### **Referral and payment systems**

- 2.15 It is anticipated that from October 2009, DWP will be using an electronic provider referral and payment system to replace the current Contracted Employment Provision (CEP) referral and payment process for new programmes. It is envisaged that the new system will replace the existing paper-based process for referring Jobcentre Plus customers and their Jobcentre Plus action plans to contracted employment provision, and enable suppliers to claim their payments electronically through a self billing facility. Should the system not be available from October 2009 an appropriate paper based process will be used until the new system is in place
- 2.16 Suppliers will be required to work with DWP to ensure the integration of their processes and systems with Jobcentre Plus provider referral and payment systems, in line with security standards at the time.

**Figure 1. Electronic Referral and Payment System**

2.17 The above diagram summarises the proposed electronic referral and payment system process, showing automated links between Jobcentre Plus, DWP and the supplier. The above process will enable information about the customer status to be electronically moved between Jobcentre Plus and supplier domains, enabling self-bills to be produced for payments.

### Data Security

- 2.18 Suppliers will be required to comply with DWP data storage and data movement requirements and standards. Suppliers will be required to work with DWP to put in effect and maintain appropriate technical and organisational measures to ensure the prevention of unauthorised or unlawful processing of personal data and accidental loss or destruction of, or damage to, personal data.
- 2.19 Data must not be transferred outside the UK without the express permission of DWP, which must be applied for in writing.
- 2.20 Further information on Data Protection and Freedom of Information can be found in the draft terms and conditions of the contract which is included in this Invitation to tender pack.

### Initial appointment

- 2.21 Following the referral, the supplier will be required to arrange and undertake a face-to-face meeting with the customer, assess their needs, agree a work focused action plan and notify Jobcentre Plus of the customer's start.
- 2.22 Once the supplier notifies Jobcentre Plus of the customer start, the 52 week Flexible New Deal period begins.
- 2.23 Suppliers will not be able to claim Job Outcome payments in respect of a customer until they have registered the customer's start.

- 2.24 Suppliers are required to register a Flexible New Deal start for at least 85 per cent of customers (providing they continue to claim JSA) within 15 working days of being referred by Jobcentre Plus. Where customers do not comply, suppliers must keep evidence to demonstrate that every effort has been made to start customers on the programme (such as sanction activity and re-booking appointments).

### **Work-focused action plan**

- 2.25 Suppliers will be required to discuss, agree and record specific, stretching, and challenging steps focused on helping the customer move from benefit into sustained employment.
- 2.26 Each customer must have a work focussed action plan which enables the recording and reviewing of all agreed steps, including the outcome of the initial needs assessment and set out the activities agreed to address those needs.
- 2.27 Suppliers are responsible for all additional expenses required for customers to follow their action plan.
- 2.28 Suppliers are to ensure that the effectiveness of the action plan is regularly reviewed. These reviews must be undertaken with the involvement and agreement of the customer. Once reviewed and updated, a copy of the completed action plan must be given to the customer and a copy must be available for inspection by DWP, Ofsted and/or Estyn. The inspectorates will make judgements about the quality of the action plans produced, for example, whether they are actually tailored to the individual and whether the steps are stretching/challenging and achievable.
- 2.29 Suppliers will be required to supply Jobcentre Plus with a copy of the customer's action plan if the customer completes their 52 week Flexible New Deal period and is to return to Jobcentre Plus.
- 2.30 Advisers working for the supplier will be responsible for developing and agreeing work-focused action plans with customers, tracking customer progress and offering them practical support and guidance to secure work.
- 2.31 Advisers working for the supplier will have the authority to:
- direct customers to participate in specified elements of the Flexible New Deal;
  - update action plans;
  - instruct customers to apply for job vacancies; and
  - raise doubts with Jobcentre Plus Decision Makers where a customer does not comply with instructions.

- 2.32 Once the supplier has agreed an action plan with a customer all aspects are enforceable. Customer participation is mandatory and suppliers are required to inform Jobcentre Plus of any customers who fail to comply with any element/activity of the Flexible New Deal, which includes where a customer:
- fails to agree an action plan;
  - fails to undertake any activity set out in the action plan (once the action plan is agreed);
  - loses a place on an activity arranged by the supplier (designed to help the customer find work) through misconduct;
  - gives up a place or fails to attend an activity arranged by the supplier (designed to help the customer find work) without good cause;
  - fails to attend notified interviews and reviews;
  - fails to apply for a suitable course without good cause; and
  - fails to take up a reasonable opportunity without good cause.
- 2.33 Suppliers are also required to advise Jobcentre Plus on other aspects of customers' actions that bring their entitlement to JSA into question, such as:
- refusing/failing to apply or attend interviews for notified vacancies without good cause; or
  - failing to be available for and actively seek employment.
- 2.34 Once notified, Jobcentre Plus will then make sanction or entitlement decisions based on the information gathered by the supplier and will be responsible for communicating decisions directly to customers as well as any resulting payment actions.
- 2.35 Further information on sanction activity and the JSA Regulations can be found at Annexe 6.

### **Mandatory work-related activity**

- 2.36 When agreeing the customer's action plan the supplier will be expected to match the type, amount and duration of the activities to individual needs. All aspects of the action plan will be mandatory.
- 2.37 Suppliers are required to ensure that every customer undertakes a minimum of at least four continuous weeks of full-time work-related activity within their 52 week participation on the Flexible New Deal. This applies if the customer has not previously had at least four weeks continuous full-time paid work since starting with the supplier.
- 2.38 Time participating in work-related activity where the customer is in receipt of JSA or a training allowance will count towards the 52 week Flexible New Deal period.

- 2.39 Any activity undertaken must be based upon an accurate assessment of a customer's needs and will need to:
- provide customers with first hand experience of work; and/or
  - demonstrate that it was addressing a specific barrier that will enable the customer to find and keep work.
- 2.40 On this basis, the mandatory activity could include one or more of the following:
- a work trial;
  - work experience (including test trading or other full-time activity in support of a move to self employment);
  - community work;
  - voluntary work; and/or
  - certain types of work-focused training.
- 2.41 Suppliers will need to ensure priority is given to work-like activity (work experience, community projects, etc.) where the customer needs to acquire work disciplines, or training, where there is a skills requirement directly connected to getting or keeping a job.
- 2.42 Examples of skills activities that would count towards the requirement for mandatory work-related activity include:
- courses that deliver work-related skills, such as food hygiene certificates, constructions skills certificates, customer service or basic word processing or spreadsheet qualifications;
  - employability skills (including soft skills); and
  - basic skills and English and a second language courses (ESOL).
- Note: Skills provision differs in England, Scotland and Wales. Annexe 1 provides further information.**
- 2.43 The way in which suppliers make use of mandatory work-related activity and the extent to which activities are selected on the basis of an accurate assessment of a customer's needs will be evaluated through the external inspection of the provision by Ofsted/Estyn. Judgements on the quality of the supplier's referrals to appropriate training will contribute to the overall quality assessment and will be reflected in their Ofsted/Estyn report. Poor grades awarded at inspection contribute to a lower supplier Star Rating. That in turn would affect customer choice of the Flexible New Deal supplier and the market share awarded to that supplier by DWP. For more details on Star Rating see Section 3 (paragraph 3.47).
- 2.44 Work experience opportunities may be offered within the supplier organisation and, as with opportunities delivered through third party organisations, suppliers will be required to demonstrate how any such work-related activity is meaningful and matches the individual's needs, as described in their action plan, and how it contributes to improving the customer's employability.

- 2.45 Work experience, community and voluntary work should not substitute for or displace employment on the open market and should primarily be aimed at improving the customer's employability. In addition any community or voluntary work should be for benefit of the local community and not for profit.

### **Restrictions on mandatory work-related activity**

- 2.46 For most customers, full-time mandatory work-related activity will mean working 30 hours or more within the given week. However, in some circumstances, customers such as disabled customers, lone parents and carers may have restrictions within their Jobseeker's Agreement relating to the days and hours for which they are available to work.
- 2.47 Any restrictions listed on the customer's Jobseeker's Agreement (JSAg) will be detailed in the customer's Jobcentre Plus action plan that will be sent to the supplier when the customer is referred.
- 2.48 To fulfil the four continuous weeks of mandatory work-related activity, customers with restrictions are only required to satisfy the conditions set out with their action plan regarding days and hours. For example, a lone parent with a restriction on their action plan stating that they are only available for work 16 hours a week between Monday and Thursday would only need to undertake employment, or undertake mandatory work-related activity for 16 hours between Monday and Thursday for four continuous weeks to fulfil the restricted requirement.

### **Job search reviews**

- 2.49 Throughout the customer's claim to JSA (stages one to four), they are required to attend Jobcentre Plus on a fortnightly basis. When the customer attends they will sign a declaration detailing that they are available for employment and are actively seeking work, which is a requirement for the customer to remain entitled to JSA.
- 2.50 Suppliers are therefore required to allow time for customers to attend their job search reviews, as failure to attend as required could result in a loss of benefit for the customer.

### **Training allowance**

- 2.51 Customers who undertake certain full-time activities (16 hours or more per week) for example, but not exclusively mandatory work-related activity, during their Flexible New Deal period will be required to transfer from JSA onto a training allowance.
- 2.52 Training allowances can be used for any full-time activity that meets assessed needs and that precludes claiming JSA. This activity may count towards the requirement for the supplier to deliver at least four weeks of work or work related activity for each customer. The allowance will be equivalent to that of the customer's existing rate of JSA. Passported benefits such as Housing Benefit will not be affected.

- 2.53 As with JSA, the customer will continue to receive their training allowance payment fortnightly but, unlike JSA, will not be required to attend Fortnightly Jobsearch Reviews with Jobcentre Plus for the duration of the course or activity. If the customer leaves or completes the required activity, the allowance payment will be terminated. If the customer wishes to continue to receive benefit then their claim to JSA will need to be reactivated. Once reclaiming JSA the customer will again be required to attend Fortnightly Jobsearch Reviews with Jobcentre Plus.
- 2.54 Any period that the customer is in receipt of a training allowance whilst participating with the supplier will contribute to their 12 months on Flexible New Deal.

### **Training allowance administration**

- 2.55 The supplier is required to identify when a customer needs to transfer onto a training allowance. Suppliers must notify the customer's Jobcentre Plus Office of the proposed start and end dates of the full-time activity. Jobcentre Plus will then make the necessary arrangements to transfer the customer's claim from JSA to a training allowance.
- 2.56 The supplier is required to confirm whether or not the customer has started the activity on the correct day and notify Jobcentre Plus. The supplier must also notify Jobcentre Plus when the customer completes the activity, allowing for the training allowance to be stopped.
- 2.57 The supplier is also required to ensure that the customer attends and makes continued progress. If these conditions are not met the training allowance will be stopped, and the individual should be referred to Jobcentre Plus for a sanction decision.
- 2.58 Should the customer need to continue their claim to benefit then they will need to contact Jobcentre Plus immediately. Jobcentre Plus will then reactivate the JSA claim and pass the customer back to the supplier.

### **At the end of the Flexible New Deal period**

- 2.59 The clear aim of Flexible New Deal is for suppliers to work with all customers so that they find sustainable work as quickly as possible. However, the Government understands that, despite more intensive and personalised provision, their job search during this period could be unsuccessful and therefore the customer may remain unemployed after exhausting 12 months Flexible New Deal provision.
- 2.60 At around week 50 of the customer's participation in the Flexible New Deal, the supplier will be required to participate in a discussion with a Jobcentre Plus Personal Adviser to agree the appropriate next steps for the customer. This will take place two weeks before the end of Flexible New Deal provision. The supplier adviser will need to attend this case conference meeting and provide a copy of the customer's record of progress against the customer's individual action plan. This will be used to help inform the discussion.

- 2.61 A range of options are available to the Personal Adviser at this point, one of which is to agree that the supplier and the customer can volunteer to work together for an additional six months.
- 2.62 If this is not appropriate, the customer will return to Jobcentre Plus for further activity and support relevant to their position in the labour market.
- 2.63 In the Green Paper, *No one written off*, we propose to pilot a new scheme which would require customers to engage in a programme of full-time community-based work experience to build up their work habits and practical experience. This is intended mostly for customers who complete the 12 months of Flexible New Deal support without finding a job. A right to continue receiving benefit will depend on them participating in this full-time activity. The proposal is to pilot this new scheme in a number of Jobcentre Plus districts from 2010.

### **Extending the support period**

- 2.64 The objective of the extension period is to allow customers who are close to finding work further time and support to do so. Extensions will only be agreed by Jobcentre Plus where there is clear value in the customer continuing to work with the supplier (i.e. there is a good prospect of them finding work) and where the supplier can demonstrate this through a revised action plan covering the extension.
- 2.65 Suppliers are not obliged to offer an extension and may decide they do not wish to provide extra support to any of their customers. Customers are also free to refuse the extension if offered. However, once Jobcentre Plus, the supplier and the customer agree to the extension, participation will be mandatory – the customer remaining subject to the same requirements and conditions as in the previous 52 week Flexible New Deal period.
- 2.66 Customers will be required to follow their action plan and failure to do so could result in referral to Jobcentre Plus for sanctions.
- 2.67 The extension period would not be a new start, no additional service fee would be payable and only one Short and one Sustained Job Outcome payment per customer would be payable over the whole period of up to 18 months.
- 2.68 Whilst participating in the extension, if a customer finds work but fails to sustain it, they would automatically return to the supplier to complete the balance of their mutually agreed six month extension period.
- 2.69 If a supplier concludes there is little value in continuing to provide support for the full six month period, the extension period may be terminated early with the customer's mutual agreement.
- 2.70 Where a supplier wishes to cancel an extension before six months, but the customer does not, the supplier should provide their reasons in the customer's action plan and agree this with the customer's Jobcentre Plus adviser. Early cancellations will be agreed where the supplier can demonstrate that they have delivered all the activities set out in the revised action plan covering the

extension period and there is little or no prospect of helping the customer find work. The customer cannot cancel the extension without the agreement of the supplier.

- 2.71 At the end of the six month extension, or where the extension is cancelled early, the customer will return to Jobcentre Plus for further support.

### **Ensuring access to skills assessments and support<sup>1</sup>**

- 2.72 Suppliers will need to help customers to identify and address any employment related skills needs they have, building on the work already undertaken through Jobcentre Plus as part of stages one to three of the enhanced JSA regime.
- 2.73 Alongside activities offered by the supplier through the Flexible New Deal, customers should be encouraged to seek skills advice through appropriate adult advice, guidance and careers services and access appropriate training, in line with JSA requirements. To support this work, Jobcentre Plus will share customers' action plans and skills records with suppliers at the point of referral.<sup>2</sup>
- 2.74 Referrals to external organisations for training must be designed to address specific skills needs, allowing customers to achieve their immediate and medium term job goals and move into sustainable employment. The supplier should be able to provide a clear rationale for this activity and agree steps to achieve with the customer.
- 2.75 In their proposal, bidders must clearly describe how their processes support the Government's integrated employment and skills agenda. When doing this, suppliers should consider how they will build upon any skills-related activity that has already started and how they will utilise all available support to address any skills needs a customer has, where this is proving to be a barrier in them moving into work. Suppliers must work closely with skills partners to deliver a seamless customer journey.
- 2.76 Integrated employment/employability and skills approaches in Scotland and Wales will vary from that in England. More details of the employment/employability and skills approach in England, Scotland and Wales, along with further information on the types of provision available will be provided at the ItT bidder events.
- 2.77 A summary of the latest information on the Government's integrated employment and skills agenda, including the differences in approach in England, Scotland and Wales, is provided in Annexe 1.

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<sup>1</sup> 'Skills support' is any activity or course (not purely resulting in a formal qualification) that allows an individual to increase their existing basic, employability and/or specific employment related skills.

<sup>2</sup> DWP is currently working to address issues around sharing skills records between the different organisations that may be supporting customers throughout their claim to JSA.

### **Supporting disabled people and people with health conditions**

- 2.78 A proportion of Flexible New Deal customers will have disabilities or have health conditions. This is partly because customers can choose to claim Jobseeker's Allowance rather than incapacity benefits. In addition, from October 2008, the implementation of ESA will result in an increase in JSA customers with mild to moderate health conditions and related barriers to work. Please see Annexe 3 for further information on the expected impact of introducing ESA on Flexible New Deal customer volumes.
- 2.79 In their proposal, bidders must describe how they intend to support people with mild to moderate health conditions, helping them to overcome related barriers to work. This is in addition to our Equality, Diversity and Equal Opportunities requirements (as detailed in Section 5) which ensure they all customers can participate fully in provision.

### **Supporting ethnic minorities**

- 2.80 A proportion of Flexible New Deal customers will come from our ethnic minority populations and suppliers will need to understand their particular barriers to employment in order to effectively tailor support to meet their needs. Overall, a number of ethnic minority groups, notably Pakistani, Bangladeshi, Black Caribbean and Black African experience higher unemployment rates. These differentials cannot be explained by the age, education or foreign birth of ethnic minority groups. Even for second generation ethnic minorities, born and educated in Britain, there are significant net disadvantages (after statistical controls). For more information see <http://www.dwp.gov.uk/asd/asd5/rports2005-2006/rrep341.pdf>.
- 2.81 In their proposal, bidders must describe how they intend to support people from ethnic minority populations, helping them to overcome related barriers to work.

### **Childcare, travel and additional support**

- 2.82 Suppliers will be responsible for ensuring customers have the practical and financial support they need to move towards employment and to undertake the activities documented in their action plan. Suppliers will be expected to cover these costs themselves. Bidders must include these costs within the financial part of their proposal.
- 2.83 In some circumstances, suppliers may need to coordinate childcare arrangements with Jobcentre Plus and or other organisations from which customers are receiving support.

#### Childcare

- 2.84 Customers on employment programmes should never be worse off by virtue of the requirement for participation. Suppliers will therefore be responsible for funding childcare for customers' children where a need for childcare is

- identified. The cost of providing this service will be built into the overall contract price. Bidders must include these costs within the financial part of their proposal. The proportion of Flexible New Deal customers who are (lone) parents is provided in Annexe 3. However, DWP does not have estimates on how many of these might require childcare.
- 2.85 Suppliers may only fund childcare for attendance at an approved activity or for attendance at interview if it is provided by:
- carers registered with Ofsted (Office for Standards in Education), Care Standard Inspectorate for Wales or the Care Commission (Scotland);
  - a carer accredited under the Childcare Approval Scheme, run on school premises out of school hours or as an out of hours club by a Local Authority; or
  - schools or establishments exempted from registration under the Children's Act 1989 or operated on Crown property.
- 2.86 The parent can make alternative arrangements with a friend, family, etc. However, payment cannot be authorised for friends or family members unless they are in one of the categories outlined above. The child must satisfy the age requirement, and must be a dependant of and residing with the customer.
- 2.87 Jobcentre Plus currently sets its costs for childcare up to the Tax Credit limits. Bidders should consider the following limits when developing and pricing their proposals:
- help with childcare costs can be paid up to, but not including, the first Tuesday in the September following the child's 15th birthday;
  - parents requiring childcare for five days a week can claim up to a maximum of £175 per week for one child and £300 per week for two or more children; and
  - if the customer is attending an approved activity of less than five days a week, they can claim the maximum daily rates of £35 per day for one child and £60 per day for two or more children.
- 2.88 Suppliers must not recommend particular childcare facilities to customers. This is to ensure that DWP/Jobcentre Plus and/or the supplier are not liable for the safety of children. It is the parents' responsibility to decide with whom they entrust the care of their children.
- 2.89 Suppliers may choose to arrange a crèche in their premises. However, they must ensure it is the parents' choice whether their child uses the facility. Suppliers should also ensure that any crèche facilities adhere to current legislation.

### Travel expenses

- 2.90 When a customer is attending Flexible New Deal activities, it is the supplier's responsibility to fund their travel costs. Bidders must include these costs within the financial part of their proposal.

### Additional Support

- 2.91 Additional support is defined as any support that allows a customer who needs extra help to attend and participate fully in provision. Suppliers must, as part of their obligations under the reasonable adjustment duties of the Disability Discrimination Act and Disability Equality Duty, take the necessary steps to obtain and provide special aids or services that might be needed for participation. Bidders must include these costs within the financial part of their proposal.
- 2.92 Examples of the types of support a customer might need include:
- the services of a communicator for the deaf;
  - access to specialist equipment;
  - an interpreter if they do not have English as a first language; and
  - visual aids.

### **Financial Advice and Support**

- 2.93 Suppliers should recognise potential barriers to customers accepting paid work and/or self employment, and should help them to understand the financial implications such as the impact on their benefits, linking rules for return to benefit and/or entitlements to tax credits and other in-work support.
- 2.94 The supplier will be required to offer appropriate financial advice and support to customers. The supplier should determine what advice and support is required following consultation with the customer. Bidders' contract prices must reflect the costs of providing such advice and support in their proposals.
- 2.95 Examples of financial advice and support previously offered by Jobcentre Plus include:
- promoting In Work Credit;
  - tax credits information and assistance with the application process; and
  - in-work benefit calculations.

### 3. QUALITY, EVALUATION, PERFORMANCE AND CONTRACT MANAGEMENT

#### Purpose

3.1 This section describes elements of the service requirement that relate to quality, evaluation, performance and contract management. Key policy areas covered are:

- the Provider Capabilities Framework;
- quality and inspection (including the DWP Quality Framework);
- contract management;
- Financial Appraisal and Monitoring;
- Star Rating; and
- evaluation.

#### Introduction

3.2 DWP is committed to raising the standards of its contracted provision so continuous improvement is an integral part of our contracting arrangements. Our intentions for developing a high-performing supply chain are set out in the *DWP Commissioning Strategy*.<sup>1</sup> Suppliers are also required to apply the principles set out in the DWP Quality Framework<sup>2</sup> which provides the foundation to maintaining and improving the quality of DWP contracted employment provision.

3.3 Rigorous self-assessment and effective action planning is a key aspect of effective management systems. Suppliers will be required to evaluate their provision against the requirements in the Ofsted Common Inspection Framework,<sup>3</sup> or Estyn Common Inspection Framework<sup>4</sup> in Wales, and submit an annual report that feeds into the DWP review process. Suppliers in Scotland are still expected to self-assess and produce an annual report therefore recommendation provision is evaluated against the requirements in the Ofsted Common Inspection Framework. The report should be supported by an action plan that shows how the supplier will address areas for improvement and build on strengths

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<sup>1</sup> DWP Commissioning Strategy: <http://www.dwp.gov.uk/publications/dwp/2008/com-strategy/cs-rep-08.pdf>

<sup>2</sup> DWP Quality Framework: [http://www.dwp.gov.uk/supplyingdwp/what\\_we\\_buy/quality\\_framework.asp](http://www.dwp.gov.uk/supplyingdwp/what_we_buy/quality_framework.asp)

<sup>3</sup> Common Inspection Framework: <http://www.ofsted.gov.uk/publications/2434>

<sup>4</sup> Estyn Common Inspection Framework: <http://www.estyn.gov.uk/publications/CommonInspectionFramework.pdf>

## The Provider Capabilities Framework

- 3.4 The *DWP Commissioning Strategy* introduces the Provider Capabilities Framework. The framework spells out the specific capabilities and requirements that make up a high-performing supply chain and an effective prime contractor. DWP will contract, inspect, manage and intervene on the basis of these capabilities and requirements.

### Principles

- 3.5 The capabilities described in the framework will, collectively, need to be demonstrated by the supply chain as a whole. Some individual capabilities will be relevant to the prime contractors; others will more likely be evidenced by subcontractors or partners. Some will need to be demonstrated by everyone.
- 3.6 DWP will look to work with organisations who share our commitment to promote equality in the workplace. We will ask potential suppliers about their equal opportunities policies as employers and will work with suppliers to raise the employment of under-represented groups, amongst other key equality outcomes. We want to contract with organisations that are prepared to work with us to make progress within their own workforce and supply chain; we believe this is an indispensable part of demonstrating the capability to deliver employment services to our customers.
- 3.7 Some capabilities will be reviewed as part of supplier management. This will include:
- ability to work effectively with other delivery partners, including those in the public sector, notably Jobcentre Plus, Skills organisations and local authorities;
  - rigorous performance management;
  - case management to assist people, particularly disadvantaged people, into sustained employment;
  - strategic employer engagement to provide suitable and sustained jobs and a sound employer-facing infrastructure;
  - local labour market knowledge and identification of skills needs and job opportunities;
  - specialist understanding of sources of disadvantage and strategies to overcome it for all customer groups based on evidence; and
  - capacity and capability to respond to changing economic conditions.

- 3.8 Many will also be reviewed as part of self-assessment and inspection. Some may best be evidenced by this process such as:
- assessment of customer needs, and flexibility and personalisation in assisting them into employment;
  - excellent customer experience; and
  - investment by suppliers in the development of their own staff and their supply chains.

### **DWP Quality Framework**

- 3.9 Suppliers must invest in and be active in their own improvement and development. DWP will be actively involved in shaping and promoting the infrastructure that supports continuous improvement.
- 3.10 The DWP Quality Framework provides the basis of the required approach to maintaining and improving quality in provision funded by the Department for Work and Pensions (DWP). The framework is supported by the Common Inspection Frameworks and the Provider Guidance. It reflects the key principles outlined in the Government's White Paper, Learning to Succeed.
- 3.11 Key principles of the DWP Quality Framework are:
- continuous self-assessment and action planning;
  - monitoring and review;
  - external inspection; and
  - sharing of good practice.
- 3.12 In England, we will work with DIUS, the Learning and Skills Council (LSC) and the new Further Education (FE) sector improvement organisation (formed from the Quality Improvement Agency (QIA) and the Centre for Excellence in Leadership (CEL)) to develop integrated improvement strategies covering employability and skills provision and advisory services.
- 3.13 In Scotland, we will seek to align our services with those of the new skills body, Skills Development Scotland. In Wales, we will work closely with the Welsh Assembly Government and the new Wales Employment and Skills Board on the ongoing development of this shared agenda.
- 3.14 We will work with Lifelong Learning UK (<http://www.lluk.org>) to ensure that the implementation of the Workforce Strategy for the Further Education Sector in England and our framework are aligned.
- 3.15 We will work with the Office of the Third Sector and Devolved Administrations to identify ways in which specific support can be developed that will help third sector organisations grown and flourish in the welfare to work market.

## Inspection

- 3.16 External assessment will be crucial when assuring supplier commitment to the capabilities framework. DWP will work with Ofsted in England and Estyn in Wales to ensure that their inspection processes remain focused and relevant.
- 3.17 The Common Inspection Frameworks set out the principles applicable to the external inspections of post-16, non-higher education and training. The framework also includes more specific evaluation requirements that apply to the inspection of individual suppliers of education and training.
- 3.18 There is currently no external inspectorate in Scotland. However, as described in the DWP Commissioning Strategy, DWP will review the quality assurance arrangements.
- 3.19 External inspection gives an independent, public account of the quality of provision and keeps the funding body and Secretary of State informed of the standards and efficiency of DWP contracted employment provision.
- 3.20 The primary focus of inspection is the experience and expectations of customers on provision, looking at:
- the evaluation of standards and achievements;
  - the quality of training and learning;
  - the effectiveness with which provision is managed, quality assured and improved;
  - how efficiently resources are used to ensure value for money;
  - the extent to which provision is educationally and socially inclusive; and
  - whether it promotes equality of access to employment and skills opportunities.
- 3.21 The main purposes of inspections are to:
- give an independent public account of the quality of education and training, the standards achieved and the efficiency with which resources are managed;
  - help bring about improvement by identifying strengths and weaknesses and highlighting good and poor practice; and
  - keep the Secretary of State, the Learning and Skills Council for England, the Welsh Assembly government and the Authority informed about the quality of education and training.
- 3.22 Suppliers must co-operate fully with all representatives of Ofsted or Estyn.

### Quality of provision delivered

- 3.23 The supplier will be responsible for ensuring that customers have access to suitable and high quality support in a way that provides a good service and an excellent customer experience.
- 3.24 For the Flexible New Deal to offer the most effective support possible to customers a number of key features need to be integral to its delivery. Suppliers must:
- focus strongly on performance;
  - deliver quality support;
  - provide minimum standards of support for all;
  - build strong links with local employers and key partner organisations; and
  - support the DWP Diversity and Equality policy.

### **Contract Management**

- 3.25 Flexible New Deal contracts will be managed using the Contract Management Framework (CMF). This sets out a standard process for managing CEP supplier performance based on an assessment of risk against a range of factors including contract value, compliance with the contract and an assessment of quality.
- 3.26 Suppliers of the Flexible New Deal will need to take responsibility for managing issues and addressing poor performance with subcontractors. Suppliers will be responsible for ensuring that subcontractors meet all performance, quality, equality and legislative standards.
- 3.27 Suppliers of the Flexible New Deal will be managed by the Supplier Relationship Management (SRM) Teams in DWP. These Teams which are based in Sheffield, Edinburgh and London have responsibility for the development and maintenance of working relationships with our major suppliers.
- 3.28 Supplier Relationship Management is responsible for managing and developing supplier relationships and developing the supplier base to meet current and future needs. They will manage all contracts delivered by the Flexible New Deal supplier across the whole range of programmes irrespective of where they are delivered.
- 3.29 DWP is moving away from a basic contract compliance model and into an approach where we will be able to share future thinking and insights from other delivery/management experience, jointly identifying opportunities for efficiency gains or better outcomes. We will be looking to suppliers to signal changes they are experiencing in customer characteristics so that we can factor those changes into policy development.

### The Contract Management Framework

- 3.30 The contract management process incorporates monthly analysis of management information, performance management, quality assessment and customer satisfaction feedback.
- 3.31 The supplier will need to appoint a named Supplier Manager who shall cooperate with the DWP Contract Manager to ensure that the Flexible New Deal is delivered as specified in the Contract, that the quality of service is high and that required standards and performance levels are met.

### Performance

- 3.32 The SRM team will regularly monitor the supplier's performance and will conduct regular supplier performance reviews. The risk assessment will inform the frequency of these reviews – normally three or four each year. There will also be informal meetings and reviews as required to address specific issues.
- 3.33 Suppliers will also be required to attend provision engagement meetings with Jobcentre Plus to discuss local issues related to performance. These meetings will be important to develop good local working relationships with Jobcentre Plus and provide an opportunity to address local operational delivery issues.
- 3.34 The performance expectations and targets are explained in Annexe 4.

### Customer involvement

- 3.35 We will promote more active customer involvement in our programmes. Their experience will be important in shaping our future programmes. We will work with customer representative groups and advocacy organisations to develop ways of doing this.
- 3.36 Customer experience will be one of the measures employed in assessing the performance of suppliers. Clarity of expectation will be critical and we will commission research to explore what customers' expectations are in relation to contracted employment provision; we will share that information with suppliers; it will be the basis for discussion between DWP and suppliers and it will inform performance measures.

### **Performance information**

- 3.37 The supplier will be expected to provide any additional management information as required by DWP to support management of performance.
- 3.38 Regular management information required from suppliers by DWP will be included in more detail in the DWP Provider Guidance, including the arrangements for collection of data and the timetables for returns. Where DWP requires additional information, suppliers must complete and return this

within the agreed time limits. DWP will work with suppliers in developing the management information process.

### **Financial Appraisal and Monitoring (FAM)**

- 3.39 The primary purpose of the Financial Appraisal and Monitoring (FAM) function is to provide DWP with an assurance that payments to suppliers are valid within the scope of the contract that public funds are protected and that value for money has been obtained.
- 3.40 Suppliers must have in place effective systems to:
- prepare and submit accurate, valid, supported and timely claims;
  - detect and prevent duplicate claims; and
  - carry out effective monitoring of subcontractors.
- 3.41 In additions, DWP also expects its suppliers to demonstrate four key principles in establishing their systems of internal control and these are:
- enabling supplier staff to report inappropriate behaviour by colleagues in respect of performance claims (i.e. a ‘whistleblowers’ charter);
  - performance management systems within the organisation that do not generate perverse incentives among individual employees to falsely claim performance achievement;
  - segregation of duties within the supplier’s operations between those achieving performance and those reporting it to DWP; and
  - an audit regime in place that provides for periodic check of the performance reporting regime.
- 3.42 It will be the responsibility of FAM teams to monitor suppliers to ensure compliance with these requirements although the current FAM operation is subject to review over the coming year with new arrangements expected to be in place to support Phase One of Flexible New Deal implementation.

### **Audit requirements**

- 3.43 The supplier will arrange where necessary access to any of their delivery locations, including those operated by subcontractors. More details will be included in the DWP Provider Guidance.

### **Ofsted and Estyn inspection**

- 3.44 Suppliers of government funded training or education in England are covered by the Learning and Skills Act 2000 and are subject to inspection in England. Estyn’s remit covers the external inspection in Wales.
- 3.45 There is currently no external inspectorate in Scotland. However, as detailed in the *DWP Commissioning Strategy*, DWP will review the quality assurance arrangements. Suppliers who deliver provision in Scotland are still required to

apply the principles set out in the DWP Quality Framework, adopting a continuous approach to self-assessment and quality improvement.

- 3.46 External inspection gives an independent, public account of the quality of provision and keeps the funding body and Secretary of State informed of the standards and efficiency of DWP contracted employment provision.
- 3.47 The primary focus of inspection is the experience and expectations of customers on provision, looking at:
- the evaluation of standards and achievements;
  - the quality of training and learning;
  - the effectiveness with which provision is managed, quality assured and improved;
  - how efficiently resources are used to ensure value for money;
  - the extent to which provision is educationally and socially inclusive; and
  - whether it promotes equality of access to employment and skills opportunities.

### **The Star Rating System**

- 3.48 The Star Rating System is a supplier performance tool that has been recently developed in conjunction with existing DWP suppliers. It is derived from three key performance areas, each of which has a number of Key Performance Indicators (KPIs), weighted as follows. Each supplier will be awarded a Star Rating for each contract package:
- 70% Job Outcomes;
  - 20% Quality; and
  - 10% Contract Compliance.
- 3.49 The Star Rating is a four-measure scale with four stars being the highest and one star being the lowest.

<b>Star Rating Points</b>	<b>Star Ratings Awarded</b>
75 points and over	4 Stars
Under 75 points and 60 points and above	3 Stars
Under 60 points and 45 points and above	2 Stars
Under 45 points	1 Star

### Outcomes

- 3.50 The KPIs for Short and Sustained Job Outcomes\* are based upon relative assessment. The relative assessment element compares performance

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\* For definitions of Short and Sustained Job Outcomes see Annexe 4.

against targets set out in each individual contract and ranks these against other contracts delivering the same provision. Points are then awarded to each contract dependent upon where it appears in the ranked order. More information will be included in supplier guidance.

### Quality

- 3.51 The supplier's self assessment markings come from the Quality Assessment Questionnaire (QAQ), which is part of the contract management process. Five measures from the Common Inspection Framework are applied. More information will be included in supplier guidance.

### Contract Compliance

- 3.52 Compliance is made up of two absolute measures. The first is an assessment made by the Contract Manager about contract compliance, measured against a set of agreed benchmarks. The second measure is the contract's Financial Appraisal and Monitoring Risk Rating. More information will be included in supplier guidance.

### **Evaluation**

- 3.53 DWP will require additional information from suppliers in order to monitor and evaluate the success of provision and their management and delivery of it. Suppliers must co-operate fully with any evaluation activity commissioned by Jobcentre Plus, DWP and DIUS.
- 3.54 Independent evaluation will be an important element of the Flexible New Deal. It will seek to investigate the extent to which the programme meets its objectives and critical success factors. This will include comparisons with previous initiatives for the same customer groups.
- 3.55 The evaluation will be concerned with outcomes, such as job outcomes, proportions leaving benefit, skills outcomes and earnings. It will also be concerned with processes, for example, the continuity of service between Jobcentre Plus and Flexible New Deal suppliers, work-focused interviews, and the nature and organisation of provision.
- 3.56 The evaluation will also seek to understand and measure the customer experience. The evaluation will be contracted out to research organisations with expertise within this field but managed by DWP. Suppliers must participate fully in the evaluation.
- 3.57 Researchers will wish to visit and interview suppliers, Jobcentre Plus, customers, employers and other strategic partners involved in service delivery. Suppliers will be contacted in advance of the fieldwork and given information on how the evaluation will impact on their time. The findings will be disseminated to all suppliers in order to facilitate a greater understanding of how to engage successfully with JSA customers. Evaluation findings will also be published as part of the DWP research series.

- 3.58 Given the importance of supply chain management within the prime contractor procurement model, one strand of the evaluation will look at the management of subcontractors and wider Third Sector involvement.

Evaluation of European Social Fund provision

- 3.59 As ESF match funded suppliers, Flexible New Deal suppliers may also be required to participate in the evaluation of ESF provision. An outline of what may be required is provided in Annexe 8.

## 4. CUSTOMER CHOICE

### Purpose

- 4.1 This section describes the arrangements for shifting suppliers' market share in contract packages where there is more than one Flexible New Deal supplier, and the relative roles of choice and performance management.

### Approach

- 4.2 The *DWP Commissioning Strategy* laid out a set of principles on how we plan to use contracted employment provision to increase job outcomes and reduce costs. The Flexible New Deal has been designed to give DWP value for money from the procurement process and throughout delivery of the contracts.
- 4.3 During the first 12 months of operation, DWP will randomly allocate customers to each supplier in each area on a 50:50 basis. After 12 months of operation (i.e. from October 2010) customers will be able to choose their Flexible New Deal supplier. However, DWP will continue to ensure suppliers receive customers on a 50:50 basis.
- 4.4 After a further six months (i.e. April 2011) a supplier's market share could shift between a minimum of 30 per cent and a maximum of 70 per cent. Our current assumption is that there will be a review of market share after each subsequent six month period.
- 4.5 We are still developing the approach which we will take to shifting market share and expect to involve potential suppliers in that development process. We anticipate that we will use Star Rating information at the six-monthly reviews as the basis for adjusting market share, and also that some adjustment of market share will be driven by customer choice. Customers will be given Star Ratings information, and customer experience metrics to inform their decisions.

### Implementing the Choice and Market Share Model

- 4.6 It will take some time for us to collect robust performance information and so whilst we collect that information the full Choice and Market Share Model will take 18 months to fully implement.
- 4.7 During the first year of operation customers in multiple suppliers areas will be randomly allocated to one supplier. An IT system will be used to fairly allocate customers and ensure that a 50:50 market share is achieved.
- 4.8 From October 2010, we will introduce customer choice, issuing supplier information about their services to help the customer decide which supplier to choose. The market share will remain at 50:50 during this time and customers who do not express a preference will be randomly allocated.

- 4.9 In January 2012, we will collect performance information from the previous 12 months. This performance information will then inform each supplier's Star Rating and subsequent shift in market share. We will then produce performance information for customers and a revised market share will be introduced along with fully informed customer choice from April 2012.
- 4.10 Our current assumption is that we will then collect performance information on a six monthly basis and will shift market share allocations where appropriate. However, we will work with potential suppliers to develop this process.

#### **Performance information and market share**

- 4.11 We will collect a range of performance information regularly from suppliers. This information will be used to inform market share. We are still considering the right mix of performance measures and these may include:
- outcomes;
  - quality;
  - contract compliance; and
  - customer experience.
- 4.12 Market share will be shifted when appropriate to ensure that more customers are supported by the better performing supplier. We are still determining how this process will work. However, we will guarantee that market share, within the defined market share period, will not be more than 70 or less than 30 per cent. More information on the practical implementation of choice and market share will be provided in due course.

## 5. SERVICE SUPPORT REQUIREMENTS

### Purpose

- 5.1 This section describes additional elements of the service requirement that will underpin service delivery. This includes requiring suppliers to:
- work with local strategic partners;
  - engage with employers;
  - dovetail Flexible New Deal with skills, European Social Fund and other local provision;
  - comply with legislation; and
  - support essential administrative processes (such as reporting changes of circumstances).

### Strategic partnership working

- 5.2 Suppliers must engage with a wide range of other organisations to understand their respective roles and identify shared local (and national) objectives. Suppliers must understand what other provision is being offered locally so that the support offered through the Flexible New Deal complements and does not conflict with other provision, including integrating employment and skills to move people into sustainable employment and help them progress. This will involve working very closely with Jobcentre Plus, employers and other organisations from the Public, Private and Third Sectors.
- 5.3 Suppliers must work with their local strategic partners to ensure that their proposals reflect the specific needs of customers in each contract package. To inform this work, bidders should refer to Annexes 1 and 11. Annexe 1 provides more detailed information about working with local strategic partners, including essential information about the different approaches being taken towards employment and skills in England, Scotland and Wales. Annexe 11 provides a baseline level of labour market information by contract package, including specific local partnership arrangements. More information will be provided at the ItT bidder events but bidders are expected to conduct further research when developing their proposals.
- 5.4 Suppliers are expected to develop their contribution as significant local partners, gaining credibility and standing at a local level, and contributing to the development of local initiatives. Suppliers, through their local partnership arrangements, will increasingly enable DWP customers to access other relevant local services to which they are entitled, reducing hand-offs and streamlining referral routes.

5.5 Key (UK) relationships to be managed will include:

- DWP/Jobcentre Plus;
- DIUS;
- employers;
- Local Employment Partnerships;
- City Strategy consortia;
- local authorities; and
- other local public sector service providers.

5.6 In England, key relationships to be managed will include:

- Local Strategic Partnerships;
- Local and Multi Area Agreements;
- Employment and Skills Boards;
- Learning and Skills Council;
- Regional Development Agencies; and
- Government Offices.

5.7 In Scotland, key relationships to be managed will include:

- Scottish Enterprise;
- Skills Development Scotland;
- Community Planning Partnerships (and the fit with local Single Outcome Agreements); and
- Workforce Plus (Employability) Partnerships.

5.8 In Wales, key partnerships/relationships to be managed will include:

- The Welsh Assembly Government;
- The Wales Employment and Skills Board;
- Jobcentre Plus Office for Wales;
- Communities First Partnerships; and
- Careers Ladders Wales.

**Note: This is not a definitive list.**

5.9 Brief descriptions of these bodies and more general information about working with local strategic partners in contained in Annexe 1.

### Working with DWP and Jobcentre Plus

- 5.10 Suppliers and Jobcentre Plus staff will have regular dialogue at appropriate levels to ensure that they jointly deliver effective services to customers. Suppliers will operate alongside Jobcentre Plus District Managers and Customer Service Directors within local strategic partnerships to ensure that their provision integrates appropriately with other services delivered in local areas to the benefit of all customers.
- 5.11 Suppliers are required to share best practice in delivery of the Flexible New Deal. DWP will facilitate this through collaborative workshops, which successful bidders will be expected to attend.

### Employer engagement

- 5.12 Suppliers must work with a wide range of diverse employers who will be able to offer quality, sustainable employment for customers. To facilitate this, suppliers must ensure they are responsive to the demands of local employers and businesses.
- 5.13 In their proposals, bidders must outline their strategy for continuous employer engagement, including how they have determined the nature of local employment opportunities, the skills and competencies required for those vacancies and how they intend to assist individuals to meet the requirements of jobs available.
- 5.14 The effectiveness of employer engagement will have a bearing on bidders' performance proposals. We expect to see a clear association between the two areas in each bid.

### Skills provision

- 5.15 To help deliver the Government's aim of a fully integrated approach to employment and skills, suppliers must forge working partnerships with appropriate adult advice, guidance and careers service providers and other local skills/training partners to provide a seamless customer journey in which employment and skills related help increases customers' employability and long-term employment prospects.
- 5.16 Skills and careers services will be different in each contract package. In England, elements of the integrated employment and skills (IES) service will be piloted from Autumn 2008 and implemented nationally from 2010. Furthermore, the employment and skills approach in Scotland and Wales will vary from that in England.
- 5.17 Suppliers must identify and work with relevant strategic partners to identify timescales for implementation of the new skills and careers services and adjust their activities accordingly throughout the lifetime of the Contract. In their proposals, bidders must describe how they intend to work with relevant careers and skills partners to deliver a seamless service that supports the

employment/employability and skills agenda relevant to the contract package(s) in which they would like to deliver.

- 5.18 Annexe 1 provides some information about the different approaches being taken towards employment and skills. The IES pilot areas (with proposed implementation dates) are also reflected in the information provided on contract packages in Annexe 11. More details of the employment/employability and skills approach in England, Scotland and Wales, along with further information on the types of provision available will be provided at the ItT bidder events. The local events will feature key partners delivering employment and skills information. However, the level of information provided will depend on how advanced the employment and skills policy is at the time of these events.

### **Participation in other programme and initiatives**

- 5.19 Suppliers must help customers to access other relevant services to which they are entitled so that the Flexible New Deal is experienced as part of a coherent package of employment and skills focused support. This must be achieved without duplication and/or double-funding.
- 5.20 When customers are referred to other service providers, for example, for skills and ESF provision, Flexible New Deal suppliers must ensure an effective exchange of information to help deliver a seamless service to the customer. Suppliers must implement systems to ensure that customer details such as action plans or skills records follow the customer and are regularly updated to reflect progress towards their employment and skills goals.
- 5.21 Work is ongoing to determine which DWP/Jobcentre Plus programmes, schemes, grants and incentives can/cannot be accessed alongside the Flexible New Deal. Further information will be provided following the ItT bidder events.

### European Social Fund provision

- 5.22 The requirements of ESF provision dictate that it must not overlap or duplicate other contracted provision. Customers may therefore participate in ESF provision at the same time as participating in Flexible New Deal, depending on eligibility and whether it will provide them with support and back to work activity not otherwise available to them.
- 5.23 The local specifications for the ESF contracts in England can be viewed at: [http://www.dwp.gov.uk/supplyingdwp/what\\_we\\_buy/esf\\_local\\_specifications.asp](http://www.dwp.gov.uk/supplyingdwp/what_we_buy/esf_local_specifications.asp). Suppliers must dovetail their provision with ESF provision to ensure it does not duplicate and therefore invalidate existing local ESF programmes. Please refer to Annexe 8 for ESF arrangements for Scotland and Wales.
- 5.24 When a Flexible New Deal customer is referred to ESF provision, a clear audit trail must be maintained, of the reasons why the ESF referral adds value for the customer. All documentation relating to ESF and referrals to ESF must be

maintained under the ESF document retention policy. More information is provided in Annexe 8.

### **Marketing and Publicity**

- 5.25 All Flexible New Deal customers will be referred to suppliers from Jobcentre Plus. Suppliers must make some information about their services available to Jobcentre Plus for issue to customers. However, there is no requirement for suppliers to market their provision to customers who are not directly referred to the provision by Jobcentre Plus. Suppliers can produce material for customers but not for the purposes of customer recruitment.
- 5.26 In multiple supplier areas, this information will be used, along with performance information to help customers make an informed decision about which Flexible New Deal supplier to participate with. Bidders will need to include the costs for producing this material in their bids. DWP will work with suppliers on the information that their material needs to cover to ensure the relevant DWP standards are met.

### **Change of Circumstances**

- 5.27 It is the customer's duty to report to the Jobcentre Plus office handling their claim a change of circumstances that might affect their entitlement to benefit. To facilitate this, the supplier must provide customers with access to telephones since this is the preferred method. The supplier must also stock Jobcentre Plus forms for reporting change of circumstances and provide assistance, where necessary with completing those forms.
- 5.28 Jobcentre Plus will process all changes of circumstances and pass relevant information onto the appropriate Flexible New Deal supplier.

### **Customer feedback and complaints handling**

- 5.29 Suppliers should put in place a range of mechanisms for encouraging feedback from customers. Customer feedback will be an integral part of every supplier's performance monitoring system.
- 5.30 Suppliers must ensure systems are in place to allow customers to resolve any grievances, concerns or complaints promptly and with the minimum level of bureaucracy, without causing them embarrassment. This includes complaints in relation to discrimination.
- 5.31 Suppliers must always try to resolve problems internally. In some circumstances, however, it may be necessary to contact DWP/Jobcentre Plus for additional advice. Similarly, suppliers should direct the customer to contact DWP/Jobcentre Plus when their complaint relates to issues concerning benefit (e.g. sanctions).
- 5.32 Suppliers must record any discussions and their outcomes, allowing the customer to see and sign the record. Customers will be told the outcome of issues raised by them through complaints procedures.

## **Excluding Customers Procedures**

- 5.33 Some customers may become violent or abusive and a risk to staff and other customers. As a last resort, suppliers can temporarily or permanently exclude customers from participating. However, customers must only be permanently excluded as a final resort after all other avenues have been explored. Any customer exclusions need to be agreed with DWP and details of any customer who might pose a potential risk to Jobcentre Plus customers or staff must be communicated to the appropriate Jobcentre Plus contact immediately. More detail will be included in supplier guidance.

## **Premises**

- 5.34 In order to give customers a work-like experience, suppliers must deliver provision from premises that are of a high standard and offer a professional, business like environment. Premises should be appropriate to the expected through-flow of customers and method of delivery.
- 5.35 Suppliers will also need to provide areas where customers can work without distraction and areas that afford the privacy needed for one to one discussion given that, on occasion, they will be dealing with issues of a sensitive and/or confidential nature.
- 5.36 In their proposals, bidders must provide details about the premises and facilities they intend to use, details of their suitability for the particular provision, what equipment and facilities will be available and to describe transport and accessibility arrangements. They should also provide details of any further reasonable adjustments they intend to make in anticipation of the needs of disabled customers, in accordance with the duties of the Disability Discrimination Act (see below).

## Use of Jobcentre Plus premises

- 5.37 If any of Jobcentre Plus's premises are made available for the supplier's use, it will be conditional that the supplier uses these solely for the purpose of performing their obligations under this Contract. Suppliers will be regarded as a licensee for the duration of their contract and have no right to exclusive possession of the Jobcentre Plus premises. Any use of Jobcentre Plus premises will be at the local Jobcentre Plus manager's discretion.
- 5.38 Bidders must not assume that they will be granted access to Jobcentre Plus premises. Full costs for premises should therefore be reflected in all proposals.

## **Legislation and principle regulations**

- 5.39 Suppliers must take steps during the lifetime of the contract to ensure that they remain compliant with current and future changes in the law. Suppliers must support the Secretary of State in meeting their obligations under the Data Protection, Freedom of Information, Disability Discrimination and Human Rights Acts. This includes the Disability Equality Duty (DED).

### Jobseeker's Allowance Act and Regulations

- 5.40 It will continue to be Jobcentre Plus' responsibility to oversee the customer's claim to JSA throughout their journey through the Flexible New Deal. Suppliers must support Jobcentre Plus in this task in the ways detailed in Section 2. Suppliers must familiarise themselves with all Primary Legislation and Principal Regulations. Further information is provided in Annexe 6.

### National Minimum Wage Act

- 5.41 Suppliers are required to ensure that customers are not submitted to jobs or paid work experience placements that do not meet the requirements of the National Minimum Wage (NMW) rate appropriate to their age, or conform to the underpinning legislation.

### Data Protection and Freedom of Information

- 5.42 Information on what is required of suppliers in respect of the Data Protection and Freedom of Information Acts is contained in the Terms and Conditions of contract. The draft Terms and Conditions relating to Contracted Employment Provision are included in this Invitation to Tender pack.
- 5.43 Data must not be transferred outside of the UK without the express permission of DWP, which must be applied for in writing.

### Disability Discrimination Act (DDA)

- 5.44 A significant proportion of Flexible New Deal customers will be disabled or have health conditions. Suppliers (including subcontractors) must ensure that all their customer-facing staff receive the necessary disability awareness training and are sufficiently qualified and experienced in working with disabled people and people with health conditions. DWP expects suppliers to be exemplars in meeting their duties under the DDA, including the Disability Equality Duty (DED). This aims to ensure that all bodies actively promote equality for disabled people when providing a service on behalf of the Secretary of State. Suppliers will be expected to put the DED into practice.
- 5.45 For practical information on how the DDA operates and information on the Disability Equality Duty see: <http://www.dotheduty.org/>.
- 5.46 Suppliers must provide, on request, materials in alternative formats to meet the needs of customers with a wide range of disabilities and health conditions in line with the Disability Discrimination Act. This must include, but is not limited to, the provision of large font material, Braille or audio format for visually impaired customers. Suppliers must also ensure that customers have full access to their services by ensuring support is provided where appropriate, such as sign language interpreter or practical support.

### The Welsh Language Act

- 5.47 Under the Welsh Language Act (1993)<sup>1</sup> suppliers in Wales are required to ensure that customers can conduct their business with them in either English or Welsh and that the provision complies with the Department of Work and Pensions' Welsh Language Scheme. Information about the scheme can be found at: [http://www.dwp.gov.uk/publications/dwp/2004/wls/Annex\\_E.asp](http://www.dwp.gov.uk/publications/dwp/2004/wls/Annex_E.asp).
- 5.48 Suppliers who are operating in Wales must produce bilingual publicity and advertising materials and, if requested, customers must have access to interviews conducted in the language of their choice.

### Provision for speakers of other languages

- 5.49 Customers of any nationality may require an interpreter. Under the Race Relations Amendment Act (2000)<sup>2</sup> and the Disability Discrimination Act, the supplier will be responsible for making appropriate provision to communicate with customers who do not speak English or Welsh, or who are deaf, hard-of-hearing or have a speech impediment.
- 5.50 Where the supplier is operating in an area with a high minority ethnic population, materials in the appropriate ethnic minority language should be made available on request.

### **Equality, Diversity and Equal Opportunities accreditation**

- 5.51 In addition to meeting the above legislation, the Flexible New Deal should promote equality in a proactive way by integrating gender equality and equal opportunities into the planning, implementation, monitoring and evaluation of the programme. Suppliers will be required to promote equal opportunities and ensure that provision identifies and meets the specific requirements of customers so that they can participate fully in provision.
- 5.52 Suppliers will be asked whether any findings of unlawful discrimination in relation to non-employment matters have been made against them in the last three years, or if any of their contracts have been terminated on the grounds of failure to comply with legislation prohibiting discrimination or contract conditions relating to equal opportunities.
- 5.53 Suppliers will be asked to confirm that they have a complaints procedure in place and that complaints are addressed and monitored in relation to discrimination.

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<sup>1</sup> Welsh Language Act (1993): [http://opsi.gov.uk/acts/acts1993/Ukpga\\_19930038\\_en\\_1.htm](http://opsi.gov.uk/acts/acts1993/Ukpga_19930038_en_1.htm)

<sup>2</sup> Race Relations Amendment Act (2000):  
[http://www.opsi.gov.uk/acts/acts2000/ukpga\\_20000034\\_en\\_1](http://www.opsi.gov.uk/acts/acts2000/ukpga_20000034_en_1)

5.54 Suppliers must have an Equal Opportunities Policy for staff and customers, which should consider issues such as:

- recruitment processes;
- meeting the needs of the varying customer groups;
- access to premises; and
- publicising the project to ensure equal treatment.

### **Sustainable development**

5.55 DWP supports the main goal set out in the UK Strategy for Sustainable Development, *Securing the Future*,\* which is to “enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations”.

5.56 The UK Strategy for Sustainable Development has four main aims:

- social progress that recognises the needs of everyone;
- effective protection of the environment;
- prudent use of natural resources; and
- maintenance of high and stable levels of economic growth.

5.57 An overview of sustainable procurement in DWP can be found in Annexe 12. This document also gives details of the Sustainable Operations on the Government Estate (SOGE) targets that DWP, along with all other central Government departments, must make progress towards.

5.58 When delivering services outside the DWP estate, suppliers (including subcontractors) should, where possible, make all reasonable endeavours to comply with the principles set out in the UK Strategy for Sustainable Development and the SOGE targets.

5.59 When delivering services on the DWP estate (Jobcentre Plus premises) suppliers (including subcontractors) should, where possible, work with DWP to assist in making progress towards the SOGE targets and the wider sustainable development principles.

5.60 Suppliers will be required to complete a policy statement (within six months of the contract start date) to demonstrate how they will satisfy and adhere to the principles of sustainable development. As part of this policy statement, suppliers will need to give an assurance that their waste is disposed of by a registered waste collector, in accordance with current regulations, and that items such as ink cartridges and toners are recycled or disposed of in the correct way. Assurance must also be provided that Waste Electrical and

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\* Securing the Future: <http://www.sustainable-development.gov.uk/publications/uk-strategy/index.htm>

Electronic Equipment (WEEE) regulations\* are observed with regard to the disposal of electrical and electronic equipment.

- 5.61 Suppliers must produce an action plan (within six months of the contract start date) to explain:
- how waste produced will be minimised and the promotion of recycling within their business;
  - how energy consumption will be minimised;
  - how the use of transport will be minimised and how they will promote the use of public transport;
  - how staff awareness of sustainability will be increased;
  - details of a baseline assessment of their current position in terms of waste minimisation, recycling levels and energy consumption (energy consumption will only be required if current energy usage is available); and
  - annual estimates of the progress of their actions detailed in their plan.
- 5.62 Sustainability must be integrated into services so that they are delivered through a sustainable, innovative and productive economy that delivers high levels of employment and a just society that promotes social inclusion, sustainable communities and personal well being. This will be done in ways that protect and enhance the physical and natural environment and uses resources and energy as efficiently as possible.
- 5.63 Provision will improve the employability of customers and deliver environmental or community benefits by:
- using innovative methods (including those that reduce travel requirements) to deliver services;
  - supporting skills and jobs identified that will work towards improving conservation;
  - identify skills needed in work areas that will have a positive effect on the environment;
  - reduce skills gaps locally; and
  - providing placements delivered through local and charitable organisations.

### **European Social Fund requirements**

- 5.64 DWP will choose Flexible New Deal provision as match funding to support our ESF co-financed programmes in England. Suppliers will be informed that they will have to abide by a specific set of additional European Union requirements. ESF provision in Scotland and Wales has different arrangements. An outline of all these requirements is provided in Annexe 8.

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\* The Waste Electrical and Electronic Equipment Directive:  
[http://www.netregs.gov.uk/netregs/275207/1631119/?version=1&lang=\\_e](http://www.netregs.gov.uk/netregs/275207/1631119/?version=1&lang=_e)

- 5.65 Any contracts used by DWP as match funding cannot be used by suppliers as match funding for ESF direct bids to Government Offices, the Scottish Government or the Welsh European Funding Office. If suppliers wish to consider using Flexible New Deal as match funding in direct bids they should first contact:
- Andrew Whisker (England) on 0114 240 8593;
  - Jean Thompson (Scotland) on 0141 207 3212; or
  - Andrew Heylin (Wales) on 02920 804113.
- 5.66 More information on the requirements of the European Social Fund and the differing arrangements for ESF provision in Scotland and Wales are detailed in Annexe 8.

<h1>Annexes</h1>
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## ANNEXE 1. AN OUTLINE OF THE STRATEGIC POLICY CONTEXT AND CRITICAL PARTNERSHIPS

### Purpose

- 1.1 This annexe outlines the wider strategic policy environment, summarising the wider welfare reform agenda, the *DWP Commissioning Strategy*, the Skills agenda and various elements of local strategic partnership working which impact on how Flexible New Deal suppliers will be expected to operate. Where appropriate, it highlights important differences between England, Scotland and Wales, and any differences that exist between the English regions to help bidders make contact with appropriate organisations and direct their research more effectively. This is to help ensure that the Flexible New Deal forms part of an integrated and seamless package of employment and skills focused support, tailored to local labour markets. This links to the local labour market information provided in Annexe 11.

### The wider welfare reform agenda

- 1.2 The Command Paper, *Ready for Work: full employment in our generation*,\* outlined a number of measures to improve support for lone parents – introducing more expectations of lone parents, including gradually reducing entitlement to Income Support (on the basis of being a lone parent) to those whose youngest child is under seven years old. In addition, it outlined plans for the new Employment and Support Allowance (ESA), which will replace incapacity benefits for most new and repeat customers.

### The impact of ESA implementation on the Flexible New Deal

- 1.3 ESA will be an integrated contributory and income-based allowance, replacing incapacity benefits and Income Support paid on the grounds of incapacity for most new and repeat customers from October 2008. It will be the main working age benefit for disabled people and people with health conditions. It will help people who are not working due to ill-health or disability to move towards sustainable employment whilst providing support for people for whom the prospect of work is unrealistic, even in the long term.
- 1.4 When a new customer applies for ESA they will enter an assessment phase lasting three months. They will have their functional capacity assessed to determine their entitlement to ESA. This is called the Work Capability Assessment (WCA). People who do not meet the necessary requirements will be asked to claim JSA. This will increase the proportion of benefit customers receiving JSA. Information on the impact of ESA implementation on JSA customer volumes is provided in Annexe 3.
- 1.5 At its simplest therefore, Pathways to Work will be the main source of work focused support for people claiming ESA, whilst the enhanced JSA regime

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\* DWP Ready for work: full employment in our generation:  
<http://dwp.gov.uk/welfarereform/readyforwork/>

and the Flexible New Deal will be the main source of work-focused support for people claiming JSA. It is anticipated that the implementation of ESA and the WCA will result in an increase in JSA customers with mild to moderate health conditions and related barriers to work. Suppliers of the Flexible New Deal must take account of this when designing their services.

- 1.6 If the need for specialist disability provision is identified, both ESA and JSA customers may be able to access a more appropriate type of work-focused support.

#### Child poverty and support for lone parents

- 1.7 Children born into poverty are less likely to attend school regularly, get qualifications, or go to college. They are more likely to end up doing the very low paid jobs (if any job at all) and more likely to be the victims of crime or commit crime themselves. Research shows that parental employment is likely to reduce the risk of children growing up in poverty.
- 1.8 In 2006/2007, 58 per cent of children in non-working lone parent families lived in poverty (defined as less than 60 per cent of contemporary median household income). By contrast, just 17 per cent of children of lone parents working part-time lived in poverty and 7 per cent of those working full-time. In the same period, 68 per cent of two-parent households where both parents were out of work lived in poverty, compared to 2 per cent of those where both parents worked.<sup>1</sup> Supporting parents into work, and once in work supporting them to keep and progress in employment, is therefore central to lifting children out of poverty. This is why the Government's parental employment policy is at the centre of our child poverty strategy.
- 1.9 We are currently assessing the flow of lone parents onto JSA. More details will be provided in due course.
- 1.10 The Command Paper, *Ready for Work: full employment in our generation*<sup>2</sup> outlined a number of specific measures to improve support for lone parents. The paper also introduced more expectations of lone parents:
- from October 2008, lone parents with the youngest child aged 12 or over will no longer be entitled to income support on the basis of being a lone parent;
  - from October 2009, lone parents with the youngest child aged 10 or over will no longer be entitled to income support on the basis of being a lone parent; and
  - from October 2010, lone parents with the youngest child aged 7 and over will no longer be entitled to income support on the basis of being a lone parent.

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<sup>1</sup> DWP (2008) Households Below Average Income: an analysis of the income distribution 1994-1995 to 2006-2007, p.88.

<sup>2</sup> DWP Ready for work: full employment in our generation:  
<http://dwp.gov.uk/welfarereform/readyforwork/>

- 1.11 These changes will therefore result in more lone parents moving onto other benefits, including JSA and therefore joining the enhanced JSA regime and the Flexible New Deal.
- 1.12 Lone parents will be subject to the same mandatory requirements as any other customer if they move onto JSA from Income Support. Suppliers must therefore acknowledge that lone parents may have specific job search restrictions/ requirements and will need to ensure that provision is tailored to their specific needs and addresses related barriers to employment. Whilst receiving support from Jobcentre Plus they will be able to access New Deal for Lone Parents on a voluntary basis, until they are mandated to the Flexible New Deal. Customers referred to Flexible New Deal suppliers will cease to receive support from a Jobcentre Plus Lone Parent Adviser.

#### Support for older workers

- 1.13 Between April 2010 and 2020, the State Pension Age (SPA) will gradually equalise for men and women. As this happens, people aged 60 to 64 who are out of work will need to claim a 'working age' benefit. Although it is the SPA for women that is rising, this will also affect men because they will no longer have the option of claiming the Pension Credit Guarantee at the age of 60. This will mean that people aged 60-64 who are out of work will increasingly remain on, or make a claim to, JSA. Flexible New Deal suppliers will therefore be required to support a greater proportion of older customers as this policy change takes effect during the lifetime of the contract.
- 1.14 One million more older people will need to be in work if the Government is to achieve its aim of an 80 per cent employment rate. Suppliers must therefore ensure that older customers, including those affected by the change in State Pension Age, receive an equivalent level of support – helping them to tackle their specific (often multiple) barriers to work such as a lack of skills, caring responsibilities, personal health issues and age discrimination.

#### Vulnerable groups

- 1.15 A proportion of customers referred to Flexible New Deal suppliers will be from specific vulnerable groups. A list of these vulnerable groups can be found at paragraph 2.4 in Annexe 2.

## Skills agenda - England

- 1.16 *Opportunity, Employment and Progression: making skills work\** builds on the Government's commitment to integrate employment and skills and specifies how DWP and DIUS will work together (in England) to ensure that more people gain the training and support they need, to move from benefits to work and then to progress in work. The key messages from this document are:
- To succeed in the emerging world economy and achieve our 80 per cent employment aspiration we must use the skills, talents and aspirations of all our people.
  - The ability to get, and keep, a job and then to progress in work is the best route out of poverty. This is why a key principle of the welfare reform agenda is a focus on retention and progression, not just job entry. Enhancing skills is vital to achieve this.
  - It is a priority to encourage JSA and other customers to become active 'skills seekers' as well as jobseekers, and to match the talents of those on benefits to the needs of local employers. The Government will put new duties on individuals to get the skills they need and to look for a job.
  - The key commitment to customers and employers is a joined up employment and skills system with immediate, flexible help which is work-focused and tailored to individuals' and employers' needs.

### Integrated employment and skills service (IES)

- 1.17 DWP are working with DIUS to develop a new adult advancement and careers service in England to drive progression in learning, work and careers support. The service will support both those in work and looking to progress in their careers, as well as people out of work. It will draw together a range of advice and support on jobs, skills, financial issues, childcare, housing and personal issues to address the broad needs of its customers.
- 1.18 In England, the Learning and Skills Council and Jobcentre Plus are developing a joint approach to employment and skills support for employers and individuals. This will help employers to be confident that their employees will have the skills they need to do their job and help employees remain and progress in employment to higher skilled, better paid work.
- 1.19 DWP is working with DIUS and Jobcentre Plus to develop pilots to test aspects of the new IES service in England, including skills screening for all new customers, Skills Health Checks and Skills Accounts. This will help to inform roll-out and ensure the service meets the needs of both individuals and employers. These tests will initially involve JSA customers from Autumn 2008. Trials involving ESA and IS customers will take place from 2009.

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\* Opportunity, Employment and Progression: making skills work: <http://www.official-documents.gov.uk/document/cm72/7288/7288.pdf>

- 1.20 IES trials for JSA customers will commence in the West Midlands from September 2008. This **may** impact on Flexible New Deal suppliers in:
- Birmingham & Solihull;
  - Black Country; and
  - Coventry & Warwickshire, the Marches and Staffordshire.
- 1.21 Trials to test the universal aspects of skills accounts (DIUS/LSC) will also be tested from Autumn 2008 in the East Midlands and the South East. This **may** impact on Flexible New Deal suppliers in:
- Derbyshire;
  - Kent;
  - Lincolnshire & Rutland;
  - Leicestershire & Northamptonshire; and
  - Nottinghamshire, and Surrey & Sussex.
- 1.22 IES Trials for customers will be expanded during 2008/09 operational year in:
- London Central;
  - Lambeth, Southwark & Wandsworth;
  - Manchester Central;
  - Manchester East & West;
  - Cambridgeshire & Suffolk;
  - Norfolk; and
  - Hampshire & the Isle of Wight.
- 1.23 Locations for the second phase of IES trial areas (roll out from March 2009) have yet to be decided. Wider trialling may take place in 2009 with a view to full national implementation in of the IES service in 2010.

#### Mandatory Training Pilots

- 1.24 As part of the broader IES agenda, Mandatory Training Pilots will be run in some IES trial areas. These pilots will be aimed at JSA customers with an identified skills need. The exact locations have yet to be decided.

#### Delivering Skills within the Flexible New Deal

- 1.25 In addition to the requirements of the enhanced JSA regime and the Flexible New Deal, customers should still be able and encouraged to seek skills advice through the adult advancement and careers service in England, and access appropriate training in line with JSA requirements. Suppliers will need to consider how they can build upon any skills-related activity that has already started when the customer begins the Flexible New Deal and utilise the

support that is available to address any skills gap, where this is proving to be a barrier to sustainable work.

- 1.26 Suppliers must also work in partnership with the adult advancement and careers service in England and other local skills and training suppliers, with a view to referring customers for skills-related support. This might be in the form of a referral for a Skills Health Check, use of a Skills Account or onward referral to training.
- 1.27 The longer term ambition for the new type of skills provision is that it should be flexible, demand led, employment focused and responsive to the needs of the local labour market. A customer should be able to access the provision on a full or part time basis, to address their individual skills needs in order to find a job, to remain in that job and to progress further within employment. This provision will be free to Flexible New Deal customers and Flexible New Deal suppliers.
- 1.28 Flexible New Deal suppliers may identify that a customer needs to undertake full-time skills training as part of the action plan. If so, the supplier should ensure that the training provision is relevant and addresses the customer's specific skills gaps. The rationale for undertaking the training should be reflected in the customer's action plan.
- 1.29 If the training is full-time, the customer will be required to move off JSA and onto a training allowance for the duration of the provision. Jobcentre Plus should be notified so that the appropriate action may be taken regarding payment of the customer's benefit.

#### Employment and Skills Boards

- 1.30 As outlined in the Leitch Review of Skills, below national level in England, there are numerous bodies involved in delivering employment and skills services to individuals and employers. To integrate these services better, it was recommended that the UK Commission for Employment and Skills (see below) should support a new network of local employer-led Employment and Skills Boards.
- 1.31 A 'light touch' approach has been taken to implementing proposals on Employment and Skills Boards to allow partners to develop models that suit them. There is no one-size-fits-all approach.

#### **Employability and skills in Scotland**

- 1.32 The employment and skills approach in Scotland (and Wales) varies from that in England. This means that local arrangements for the delivery of skills support and the interaction of Flexible New Deal suppliers and skills bodies will vary.

### Workforce Plus (Employability) Partnerships

- 1.33 Workforce Plus is the Scottish Government's employability framework for Scotland. In summary, it aims to ensure that all the relevant agencies, both at local and national/UK levels, work together better and make better use of existing resources aimed at helping people into work. Although initially focused on seven priority areas, a further 15 areas have voluntarily engaged with the framework.
- 1.34 In terms of the UK policy dimension, suppliers should note that Workforce Plus overlaps with all three City Strategy areas in Scotland. It also overlaps with the contract areas/packages selected for Phase One of Flexible New Deal implementation (i.e. Inverclyde, South Lanarkshire, North Lanarkshire, East Ayrshire, North Ayrshire, Dumfries and Galloway, East Dunbartonshire, Scottish Borders and Edinburgh).
- 1.35 More information on Workforce Plus can be found in *Workforce Plus: An Employability Framework for Scotland*.\*
- 1.36 Workforce Plus Partnerships fit within the Community Planning Partnerships (CPPs) structure which operates at the local authority level.

### Skills delivery

- 1.37 The new skills body, Skills Development Scotland (SDS), draws together a range of functions delivered by pre-existing bodies. These functions include all-age careers advice (formerly delivered by Careers Scotland), management of the Scottish Government's national training programmes (formerly delivered by Scottish Enterprise and Highlands & Islands Enterprise) and skills brokerage (delivered by learndirect Scotland). Whilst there is no current intention to introduce Employment and Skills Boards in Scotland, SDS is looking to establish strong links with the local employability partnerships.
- 1.38 SDS delivers two national training programmes specifically for unemployed people:
- **Training for Work** – a voluntary vocational training programme for people over 18 who have either been unemployed for over six months or face some form of disadvantage in the labour market.
  - **Get Ready for Work** – a voluntary programme with a strong vocational element for 16-18 year olds who require tailored support to improve their prospects of employment.
- 1.39 Both programmes are in the process of being reviewed.
- 1.40 A body with which SDS intends to build strong links is the Scottish Funding Council for Further and Higher Education (SFC). The SFC is the non-

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\* Workforce Plus - An Employability Framework for Scotland:  
<http://www.scotland.gov.uk/Publications/2006/06/12094904/0>

departmental public body responsible for funding Scotland's 43 further education colleges and 20 universities/Higher Education Institutions. It also works closely with Her Majesty's Inspectorate of Education (HMIE) to ensure that a high quality of provision is maintained in both sectors. The Scottish Government provides strategic guidance to the SFC on an annual basis.

- 1.41 SDS is also likely to make increasing links with adult literacy and numeracy provision, which is currently delivered through local authority funded partnerships. Adult literacy and numeracy provision is comparable to basic skills provision in England. However, it is important to note that Scotland operates a 'social practice' model, with less of an emphasis on qualifications than on distance travelled.
- 1.42 All skills delivery in Scotland, from early years provision through to higher education and beyond, is embraced within the Scottish Government's Skills Strategy, *Skills for Scotland: A Lifelong Skills Strategy*,<sup>1</sup> for which the Scottish Government is developing an implementation plan.
- 1.43 Information on the skills proposals in Scotland can be found in *More Choices, More Chances: A Strategy to Reduce the Proportion of Young People not in Education, Employment or Training in Scotland*.<sup>2</sup>

### Skills agenda in Wales

- 1.44 The skills agenda in Wales is a devolved responsibility of the Welsh Assembly Government and is therefore distinct from the undertakings in England. The Welsh Assembly Government's approach is outlined in the paper, *Skills that Work for Wales*,<sup>3</sup> published on 16th July 2008.
- 1.45 Skills provision in Wales is wide ranging, and is a combination of UK nationally delivered programmes and those supported by the Welsh Assembly Government. The latter includes initiatives such as Skill Build, aimed at unemployed learners of all ages and designed to meet basic skills needs and other vocational skills issues. Future progress of the skills agenda in Wales will be informed through the Welsh Employment and Skills Board which will act as a key advisor to the Welsh Assembly Government.

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<sup>1</sup> Skills for Scotland: A Lifelong Skills Strategy:

<http://www.scotland.gov.uk/Resource/Doc/197204/0052752.pdf>

<sup>2</sup> More Choices, More Chances: A Strategy to Reduce the Proportion of Young People not in Education, Employment or Training in Scotland:

<http://www.scotland.gov.uk/Publications/2006/06/13100205/0>

<sup>3</sup> Skills That Work For Wales:

[http://new.wales.gov.uk/topics/educationandskills/policy\\_strategy\\_and\\_planning/skillsthatforwales/?lang=en](http://new.wales.gov.uk/topics/educationandskills/policy_strategy_and_planning/skillsthatforwales/?lang=en)

### The Wales Employment and Skills Board

- 1.46 The Wales Employment and Skills Board was established to advise, influence and help Welsh Assembly Government ministers drive-up skills and employment and business performance in Wales. It will:
- monitor and contribute to the development of the implementation of future skills strategies and action plans in Wales;
  - advise on business support, skills and employment priorities (and related business support) in Wales; and
  - consider the role and performance of Sector Skills Councils in Wales, including progress in implementing Sector Skills Agreements and Sector Qualification Strategies.

### **UK Commission for Employment and Skills (UKCES)**

- 1.47 The UK Commission for Employment and Skills was launched on 1 April 2008 to assess UK progress towards achieving world class skills with full employment and to advise on how employment and skills services can best work together to deliver an integrated service for employers and individuals. The Commission will promote employer investment in people and the use of their skills and to do so will fund and manage the performance of the Sector Skills Councils and the Councils' re-licensing. A network of employer-led Employment and Skills Boards report to the Commission.

### **Strategic partnership working**

- 1.48 We are moving away from a basic contract compliance model and into an approach where we will be able to share future strategic thinking and insights from other delivery/management experience, jointly identifying opportunities for efficiency gains or better outcomes. We will be looking to suppliers to signal changes they are experiencing in customer characteristics so that we can factor those changes into policy development.
- 1.49 By working more strategically, suppliers will need to understand and behave in a way that recognises that they are delivering part of the Government's wider agenda – social cohesion, social inclusion, sustainability, progression, equality and diversity, and joined-up government. In particular, suppliers must demonstrate an understanding of the integrated employment/employability and skills agenda in England, Scotland and Wales.
- 1.50 Just as Jobcentre Plus will engage its key local partners in the delivery and supported job search (stage three of the enhanced JSA regime), suppliers will be expected to engage and work with other local strategic partners in the delivery of the Flexible New Deal. This will involve working within Local Strategic Partnerships with, for example, Local Employment Partnerships, City Strategy consortia, Local Area Agreements, Working Neighbourhoods Fund,

Community Planning Partnerships, Communities First Partnerships and Careers Ladders Wales. These bodies are summarised below.

#### Local Strategic Partnerships (England only)

- 1.51 Local Strategic Partnerships (LSPs) are non-statutory, multi-agency partnerships, which match local authority boundaries. LSPs bring together at local level the different parts of the public, private, community and voluntary sectors; allowing different initiative and services to support one another so that they can work together more effectively.
- 1.52 Further information relating to LSPs can be obtained from the LSP Government Guidance:  
<http://www.neighbourhood.gov.uk/publications.asp?did=187>

#### Local Employment Partnerships

- 1.53 Local Employment Partnerships (LEPs) are a key component of the Government's employment strategy (see *In work, better off: Next steps to full employment*) and were launched in the Budget 2007. They are a key feature of integrated employment and skills agenda, which is being introduced in response to the Leitch Review of Skills. This puts both customers' and employers' needs at the heart of service delivery.
- 1.54 LEPs are about Jobcentre Plus and partners working with major employers, service providers and other public sector bodies to ensure that disadvantaged customers get the preparation and training that enables them to meet employers' needs and expectations. The aim is to place 250,000 priority customers into LEP jobs by December 2010, and is a genuinely new approach, creating opportunities for people who have been too long overlooked.
- 1.55 All DWP contracted suppliers are expected to work together in partnership with Jobcentre Plus to deliver the government's objectives and targets with regard to Local Employment Partnerships (LEPs) and in doing so provide a better service for employers and individual customers.
- 1.56 Upon contract award, suppliers will be contacted by Jobcentre Plus and offered a LEP Partnership Agreement. This will enable suppliers to enter into LEP verbal agreements with the employers they work with, therefore avoiding multiple and confusing contacts to employers. Under the Partnership Agreement suppliers will also be copied in to all Jobcentre Plus LEP vacancies for customers, and have access to Jobcentre Plus Local Labour Market Intelligence.
- 1.57 So that progress can be reported, in return suppliers will be expected to provide information to Jobcentre Plus on Flexible New Deal customers placed into jobs, either through Jobcentre Plus LEP vacancies or their own Employer LEP agreements. The LEP Partnership Agreement should apply to subcontractors as well as prime contractors.

### City Strategy

- 1.58 The City Strategy, also mentioned in the Green Paper, *In work, better off: Next steps to full employment*, brings together the public, private and voluntary sectors through a consortium to improve the way support for individual jobless people is co-ordinated and delivered on the ground. By pooling or aligning budgets with some DWP funding, we aim to get more or better outcomes from existing resources.
- 1.59 Local consortia will be expected to provide the drive and focus for cross agency activity to help jobless residents move into and progress through work, and in doing so contribute to the achievement of the government's long-term employment and child poverty goals. Jobcentre Plus will be an important member of each local consortium.
- 1.60 It will be important that there is a cohesive service offered in those areas covered by a City Strategy. Bidders will need to ensure that the service they provide enhances and does not replicate existing provision. Working with the consortia they will need to identify gaps in provision and ensure that these gaps are suitably filled where appropriate.
- 1.61 As the Secretary of State for Work and Pensions signalled at the Welfare to Work Conference on 25<sup>th</sup> June 2008, we want local partners to have a role not only in determining the context for the Flexible New Deal, but to have a role in evaluating proposals from bidders. We are therefore inviting City Strategy consortia colleagues to review anonymised responses to the ItT and provide feedback on the contents in terms of the strategic and delivery fit with the employment and skills landscapes within the relevant contract package(s). The DWP evaluation team will take these comments into account when evaluating and scoring tenders. As such, we expect providers to work very closely with the Pathfinders in their areas when putting their bids together.
- 1.62 The City Strategy areas are:
- Birmingham, Coventry and the Black Country;
  - Blackburn with Darwen;
  - Dundee;
  - East London;
  - Edinburgh;
  - Glasgow;
  - Heads of the Valley;
  - Leicester;
  - Liverpool;
  - Greater Manchester;
  - Nottingham;
  - Rhyl;

- South Yorkshire;
- Tyne and Wear; and
- West London.

#### Local Area Agreements (England only)

- 1.63 Local Area Agreements (LAAs) set out the priorities for a local area agreed between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level. LAAs simplify some central funding, help join up public services more effectively and allow greater flexibility for local solutions to local circumstances. Through these means, LAAs are helping to devolve decision making, move away from a 'Whitehall knows best' philosophy and reduce bureaucracy.
- 1.64 LAAs set out the local priorities that will make specific towns, cities or communities better places to be; they have been negotiated between all the main public sector organisations each area, each local authority and central Government. The ideas behind them are to:
- recognise that 'one size does not fit all' and local services should reflect what local people want;
  - give more flexibility to local authorities and other public sector organisations in the ways they deliver services for local people;
  - make local authorities and other public services more accountable to local people;
  - reduce red-tape and improve value for money; and
  - enable local people to get more involved in decisions about local services.
- 1.65 For more information see:  
<http://www.communities.gov.uk/localgovernment/performanceframeworkpartnerships/localareaagreements/>

#### Multi area agreements (England only)

- 1.66 A multi area agreement (MAA) is designed to be cross-boundary local area agreement (LAA). They bring together key players in flexible ways to tackle issues that are best addressed in partnership – at a regional and sub-regional level. The major issues that MAAs can tackle include:
- skills deficits
  - housing market imbalances
  - transport and infrastructure projects
  - economic development
- 1.67 MAAs complement and do not duplicate the work of existing LAAs, the new performance framework or existing regional strategies. MAAs are not needed

where existing sub-regional partnerships are sufficient. The wider environment can include partners across towns, cities or sub-regions.

- 1.68 MAAs are similar to LAAs in that strategic partners across boundaries can agree targets and pooling of funding arrangements with their Government Office. There is a particular attraction to aligning rather than pooling funding at MAA level to ensure control of spending.

#### Working Neighbourhoods Fund (England only)

- 1.69 The Working Neighbourhood Fund replaces the current Neighbourhood Renewal Fund. It provides resources to local authorities to tackle worklessness and low levels of skills and enterprise in their most deprived areas. The fund will provide the basis for a new approach, recognising the need to tackle worklessness on a community wide basis and including those claiming JSA and those on incapacity benefits.
- 1.70 For more information visit:  
<http://www.communities.gov.uk/publications/communities/workingneighbourhoods>

#### Community Planning Partnerships (Scotland)

- 1.71 Workforce Plus Partnerships fit within the Community Planning Partnerships (CPPs) structure, which operates at the local authority level. There are 32 local authorities in Scotland, each with its own CPP. As well as local authorities, a range of other bodies – including health boards, police and fire services, enterprise and transport agencies – have a statutory duty (under the Local Government in Scotland Act 2003) to participate in community planning.
- 1.72 CPPs are responsible for the allocation of monies from the newly created Fairer Scotland Fund (FSF). Similar in aim to the Working Neighbourhoods Fund in England, this simplified fund (which is worth £435m over the period 2008-11) replaces seven previous Scottish Government funding streams, namely: the Community Regeneration Fund, Community Voices Fund, Working for Families, Workforce Plus, More Choices More Chances, Financial Inclusion, and Changing Children's Services. Allocation of 75 per cent of the fund is based on area measures of deprivation from the Scottish Index of Multiple Deprivation (SIMD) 2006. The remaining 25 per cent is based on individual measures of deprivation using the income domain of SIMD 2006.

#### Communities First Partnerships

- 1.73 Communities First is a long-term programme undertaken by the Welsh Assembly Government. Its aim is to improve opportunities and quality of life in the most disadvantaged communities in Wales, as identified by the Welsh Index of Multiple Deprivation.

- 1.74 The Partnership is the group of people who will take on the main responsibility of the running of the Communities First programme in their area. A Partnership needs to be made up of the following:
- one third community members;
  - one third statutory agencies (e.g. council, health authority or the police); and
  - one third representatives from voluntary organisations and businesses.
- 1.75 The number of community representatives must be at least equal to any other group.

#### Careers Ladders Wales

- 1.76 The Careers Ladders Wales model is part of the Welsh approach to integrated employment and skills and is outlined in *Skills that Work for Wales*,\* the Welsh Assembly Government's skills and employment strategy.

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\* Skills That Work For Wales:  
[http://new.wales.gov.uk/topics/educationandskills/policy\\_strategy\\_and\\_planning/skillsthatforwales/?lang=en](http://new.wales.gov.uk/topics/educationandskills/policy_strategy_and_planning/skillsthatforwales/?lang=en)

## **ANNEXE 2. THE ENHANCED JOBSEEKER'S ALLOWANCE REGIME AND FLEXIBLE NEW DEAL PROCESS**

### **Self-managed job search (stage one)**

- 2.1 The first six weeks of a customer's claim will follow the current JSA regime. Customers wishing to claim JSA will be required to attend a New Jobseeker Interview (NJI) with a Jobcentre Plus adviser where they will agree and sign a Jobseeker's Agreement (JSAg). Some customers will be fast-tracked to the supported job search stage (stage three) at this point.
- 2.2 Most customers leave Jobseeker's Allowance (JSA) quickly – around 60 per cent leave within 13 weeks. Customers have fortnightly job reviews with Jobcentre Plus staff to review the action they have agreed to take to find work and which is outlined in their Jobseeker's Agreement.

### Fast-tracked customers

- 2.3 Customers with a history of claiming benefit (22 of the last 24 months on JSA) will be fast-tracked to 'supported job search' (stage three) from the start of their claim. In addition, 18 year olds who have been continuously out of employment, education or training for six months prior to making a claim or subsequently (i.e. a combination of NEET\* and JSA) will be fast-tracked to supported job search.
- 2.4 People in vulnerable groups can also volunteer for early entry to supported job search, subject to capacity. The vulnerable groups are:
- customers who have completed a custodial sentence;
  - refugees and other customers granted leave to stay in the country;
  - homeless customers (including rough sleepers);
  - customers affected by drug addiction (including alcoholism);
  - customers who have been in residential care;
  - ex-HM Armed Forces customers;
  - customers with language, literacy or numeracy problems;
  - customers who are lone parents, carers, disabled people and people with health conditions who are claiming JSA instead of other benefits (including those customers with mild to moderate mental health issues);
  - customers who have failed, Employment Support Allowance Work Capability Assessments or Incapacity Benefit Personal Capability Assessments; and
  - customers at adviser discretion (in exceptional circumstances).

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\* Not in employment, education or training.

- 2.5 Customers are fast-tracked to the supported job search stage. Customers will not be fast-tracked to any other part of the process.
- 2.6 All customers who are referred to the Flexible New Deal will have had a minimum of 26 weeks of work-focused support from Jobcentre Plus.

#### Initial skills screening

- 2.7 At their NJI with Jobcentre Plus, all customers will undertake an initial skills screening to identify any potential need. This will include:
- observing the customer's ability to read, write and/or speak English/Welsh;
  - discussing any previous experience a customer may have in a work environment;
  - looking at areas in a customer's life where English and Maths are used; and
  - collecting details of customer's qualifications.
- 2.8 We anticipate that in the future Jobcentre Plus will record the customer's highest qualification level, which will then be used at later stages to identify certain customer groups for priority skills support on the basis of greatest need.
- 2.9 If the screening suggests that the customer has a basic skills need that is preventing them from obtaining sustainable work, they will be referred to information, advice and guidance services provided by Skills Development Scotland, Careers Wales in Wales, and what will become the adult advancement and careers service in England. Any time the customer spends undertaking full-time skills training will not count towards their time within stages one to three.

#### Back to Work Sessions

- 2.10 In the self-managed job search stage customers will be required to attend a mandatory Back to Work Session at around week eight of their claim which will set out customer rights and responsibilities for finding work, what is expected of them and where to go for help.

#### **Directed job search (stage two)**

- 2.11 After three months, if the JSA claim continues the customer will, as now, have a formal review of their Jobseeker's Agreement and will be expected to extend their job search based on travel to work distances, and working hours rather than by preferred employment or occupation. All customers will be submitted to suitable vacancies.

### Targeted additional interviews

- 2.12 At the 13 week review meeting Jobcentre Plus advisers will identify around 20 per cent of customers, whose benefit history or skills requirements suggest that they would benefit from additional help to find employment. Identified customers will receive two additional interviews with a Personal Adviser during this stage.

### Basic skills screening

- 2.13 Customers requiring additional interviews will have a mandatory ten-minute basic skills screening at one of these interviews. We are looking at conducting targeted screening by skill level in the future but all customers who have been identified as having a potential basic skills need at the self-managed stage will have a mandatory basic skills screening.
- 2.14 If the assessment highlights a basic skills need that is preventing the customer from obtaining sustainable work they will be referred to information, advice and guidance services provided by Skills Development Scotland, Careers Wales in Wales, and what will become the adult advancement and careers service in England.

### **Supported job search (stage three)**

- 2.15 After six months claiming JSA, customers will enter the supported job search stage. Customers will be caseloaded to a Jobcentre Plus Personal Adviser and will be subject to mandatory interviews, their first being a formal review where the adviser will review the JSAG and with the customer will agree an action plan that outlines the activity they will take to move closer to work.

### The Jobcentre Plus action plan

- 2.16 A customer's action plan enables the recording and reviewing of agreed activities. The action plan will describe specific steps, which are agreed with the customer to help them move from benefit into employment.
- 2.17 The action plan will be additional to the JSAG, which already outlines the active steps the customer will take each week to look for work, for instance using Jobcentre Plus' job vacancy pages, employment agencies, newspaper advertisements, etc.
- 2.18 The action plan will complement the JSAG but will help the customer take additional steps to make themselves more employable and increase their job chances. For instance, the action plan might include activity to address basic or occupational skills needs, attend modules offered by Programme Centres (or their replacement) to help with interview skills or making job applications, take action to address drugs or housing problems, etc.

- 2.19 In some circumstances, customers such as disabled customers, lone parents and carers may have restrictions relating to the days and hours for which they are available to work set out in their JSAg. These restrictions will also apply and will be detailed in the customer's Jobcentre Plus action plan.

#### Supported job search mandatory activity

- 2.20 Within the supported job search stage the Personal Adviser will identify which of the identified activity/activities detailed on the customer's action plan are mandatory and the customer will have to commit to up to three activities. The number will depend on how onerous or challenging the activity is. There will be regular interviews with the Personal Adviser throughout the supported job search stage to ensure that the customer is complying with this requirement and identify what other actions need be taken.
- 2.21 We are introducing these requirements to create a better balance between rights and responsibilities at this stage (i.e. more employment support is available but we expect customers to take more responsibility in making best use of that support). Activity might include:
- referral to skills advice or a skills assessment;
  - support through non-contracted sources such as voluntary or community organisations; or
  - referral to contracted Programme Centre or successor provision.

#### **Mandatory basic skills screening**

- 2.22 Customers attending their first supported job search interview, who have not already been assessed during their present claim to JSA will have a mandatory ten-minute basic skills screening. If the assessment highlights a basic skills need that is preventing the customer from obtaining sustainable work, they will be referred to information, advice and guidance services provided by Skills Development Scotland in Scotland, Careers Wales in Wales, and what will become the adult advancement and careers service in England. Any time the customer spends undertaking full-time skills training will not count towards their time within stages one to three.

#### **Support available during stages one, two and three**

- 2.23 Currently customers claiming JSA have access to a range of services before and sometimes after they become eligible for support under the existing New Deals, some of these services are contracted for by DWP (e.g. Programme Centres), whilst others are contracted for by local authorities and other local partners. DWP is currently exploring options for developing the services it buys to complement the enhanced JSA.
- 2.24 For JSA customers we expect this support will continue to be targeted at job ready customers who need additional support with job search skills to secure

a job (e.g. CV preparation and interview skills). These services will focus mainly on customers claiming JSA between six and 12 months.

- 2.25 We aim to publish a specification for this provision in Autumn 2008 with a view to starting this support from Autumn 2009.

### **Self employment provision during stages one, two and three**

- 2.26 We are currently exploring the scope for developing and piloting eight-week packages of support for customers interested in entering self employment. We envisage a package of short training modules on key issues such as finance, marketing, business planning and taxation, and perhaps tasks or milestones for customers to achieve between sessions. A business mentor would agree the package and oversee progress.
- 2.27 This approach will involve partnership working between Jobcentre Plus suppliers of enterprise support. We expect pilots to commence later this year and the evaluation of these pilots will inform the development of the model of self employment support that we aim to be available nationally from April 2009.
- 2.28 Suppliers must decide how they should accommodate a customer's self employment related needs, even if a customer is part way through a course at the point of referral from Jobcentre Plus. It may well be in the interests of the supplier to continue any self employment related support, particularly where the customer had made progress in this area and was close to becoming self employed.

### **The Flexible New Deal (stage four)**

- 2.29 Nationally, it is anticipated that some eight percent of customers making a new claim will need specialist help (i.e. the Flexible New Deal) at the end of the supported job search stage.

#### Customer referral from Jobcentre Plus

- 2.30 Customers will attend a pre-provision interview with Jobcentre Plus where they will be informed that they will be contacted by an external supplier. Jobcentre Plus will then make a referral to the supplier and send a copy of the customer's Jobcentre Plus action plan.

- 2.31 In addition to the customer's Jobcentre Plus action plan, the following customer information will be sent to the supplier:
- full name (including title);
  - National Insurance Number;
  - address;
  - date of birth;
  - disability status;
  - lone parent status;
  - a contact telephone number;
  - the date of referral;
  - the customer's signing day, cycle and pattern;
  - fast-track status; and
  - the customer's voluntary early entry category, where applicable (see the list of vulnerable groups at paragraph 2.4).
- 2.32 In addition to the above Jobcentre Plus will also send any details of customers who are potentially violent.

#### **Initial interview with the supplier**

- 2.33 The supplier will invite customers to their face-to-face start up process, ensuring the customer is aware of possible sanction activity if they fail to attend. When the customer attends, they will have an individual assessment to assess their needs, agree an action plan and notify Jobcentre Plus of the customer's start.
- 2.34 Customers will then receive a maximum 52 week\* flexible package of intensive and personalised support, delivered through the supplier (and their subcontractors). Throughout this period, customers (unless in receipt of a training allowance) will be required to attend Fortnightly Jobsearch Reviews with Jobcentre Plus, these reviews allow Jobcentre Plus to ensure people are actively seeking work and remain entitled to JSA.

#### **Customer fails to attend the initial interview**

- 2.35 If the customer fails to attend the notified start up meeting with the supplier, without good cause a sanction of the customer's benefit may be appropriate. As the customer will have failed to comply with a mandatory activity the supplier will gather relevant information and notify Jobcentre Plus requesting a sanction decision.

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\* The period of support may be extended on a voluntary basis by up to six months.

- 2.36 Jobcentre Plus will make a sanction decision based on the information gathered by the supplier and will notify the customer of the decision as well as undertaking any resulting payment actions. The customer will then be invited to another start up meeting by the supplier, again being made aware of possible sanction activity if they fail to attend.

### **Customer fails to comply or doubts in entitlement are raised**

- 2.37 As participation in the Flexible New Deal is mandatory, if a customer fails to comply with any element/activity, or if the customer's actions bring about doubts of their entitlement to JSA, the supplier will consider if a referral to Jobcentre Plus for sanction activity is appropriate. The supplier will gather relevant information and notify Jobcentre Plus requesting a sanction decision.
- 2.38 Jobcentre Plus will make sanction or entitlement decisions based on the information gathered by the supplier and will notify the customer of the decision as well as undertaking any resulting payment actions.

### **Customer change of circumstances**

- 2.39 While participating with the supplier, the customer will report to the Jobcentre Plus office handling their claim, any change of circumstances that might affect their entitlement to benefit. Customers may require access to telephones (the preferred method of contact for change of circumstances) and Jobcentre Plus forms for reporting a change of circumstances.
- 2.40 Customers where necessary, may require assistance with completing the forms and sending them to Jobcentre Plus. Jobcentre Plus will then process all changes of circumstances and pass any relevant information to the supplier.

### **Movement from JSA to a training allowance**

- 2.41 When customers undertake certain full-time activities (16 hours or more per week) during their Flexible New Deal period, the supplier will notify Jobcentre Plus that the customer is to be transferred from JSA onto a training allowance.
- 2.42 Customers will agree with the supplier appropriate activity, and the supplier will notify Jobcentre Plus of the activity, including details of the proposed start and end dates, also indicating whether the activity attracts a training allowance.
- 2.43 The supplier will notify Jobcentre Plus once the customer has started, and Jobcentre Plus will initiate the training allowance payment. Whilst in receipt of the allowance the customer is not required to attend Fortnightly Jobsearch Reviews with Jobcentre Plus.
- 2.44 The supplier will notify Jobcentre Plus once the customer has ended participation in the activity, detailing the completion/ or any sanction activity appropriate.

- 2.45 If the customer reclaims JSA within the Flexible New Deal period, Jobcentre Plus will facilitate the movement of the customer back to the supplier. Once a claim is re-established the customer will be required to resume attending Fortnightly Jobsearch Reviews with Jobcentre Plus.

### **Mandatory work-related activity**

- 2.46 Suppliers are required to ensure that every customer undertakes a minimum of four weeks continuous full-time work-related activity within their 52 weeks of participation. This applies if the customer has not previously had at least four weeks continuous full-time paid work since starting with the supplier.
- 2.47 If the customer is referred to work-related activity designed to satisfy the mandatory work-related activity period, but does not complete four continuous weeks, the supplier will continue to arrange further periods of work-related activity until the customer completes a continuous period of four weeks.

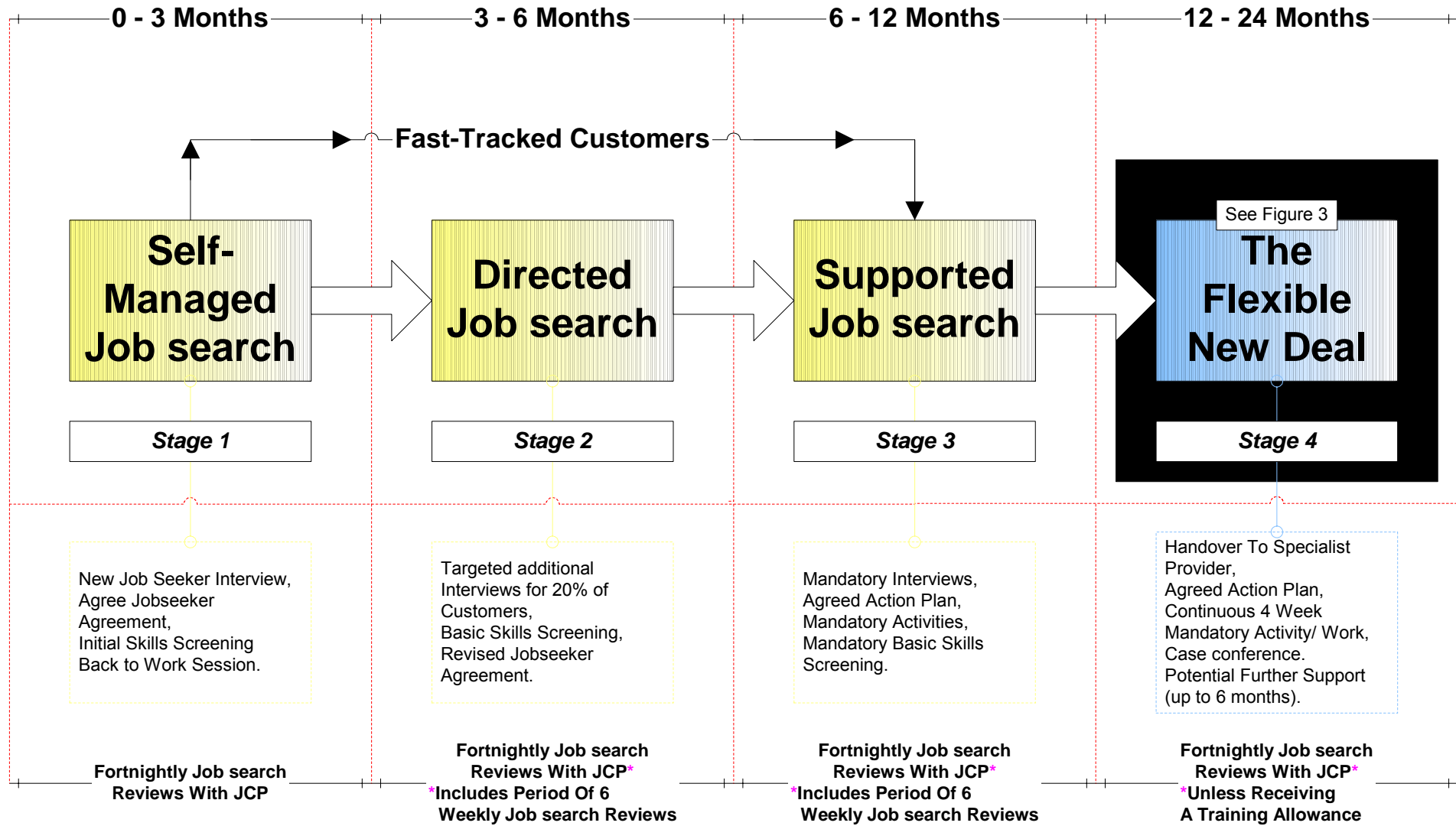
### **At the end of the Flexible New Deal period**

- 2.48 If the customer remains unemployed, at around week 50 of participation with the supplier, a case conference will take place between the supplier and Jobcentre Plus to agree the appropriate next steps for the customer. The customer's record of progress and individual action plan will be used to inform the discussion. If the supplier wants to extend support, the customer will then either agree to further support from the supplier or return to Jobcentre Plus for further activity and support relevant to their position in the labour market.

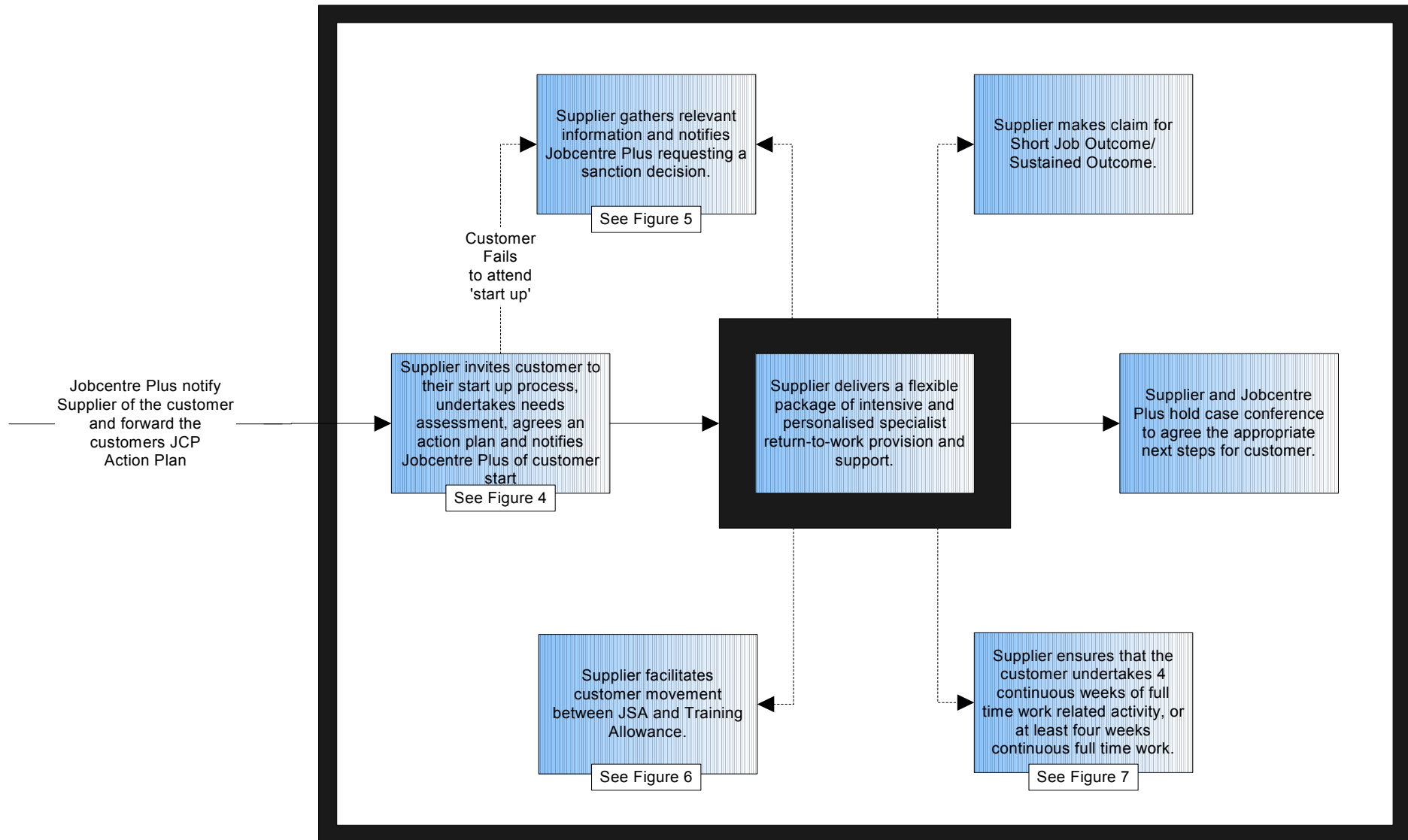
### **Further support**

- 2.49 Once a customer agrees to an extension, participation is mandatory and they will remain subject to the same requirements and conditions as in the previous 52 week Flexible New Deal period (e.g. ensuring they follow their action plan, attending and participating with the supplier, etc.). As within the previous 52 weeks, failure to do so could result in referral to Jobcentre Plus for sanctions.
- 2.50 Customers will then receive a further period of up to six months intensive and personalised support.
- 2.51 If the customer remains unemployed, or a decision is made to end the extension early the customer will return to Jobcentre Plus for further activity and support relevant to their position in the labour market.

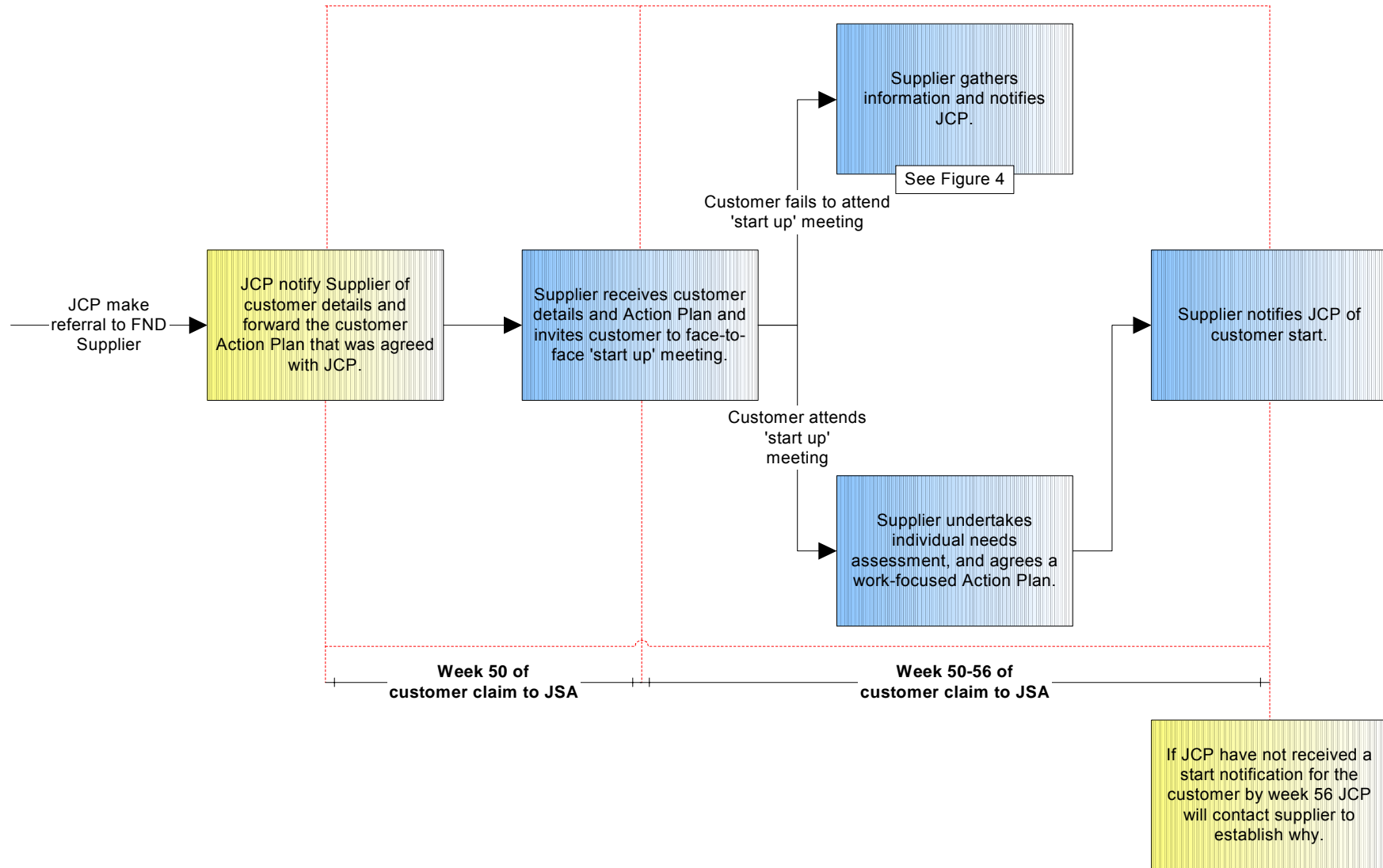
Figure 2. The enhanced Jobseeker’s Allowance regime and Flexible New Deal process



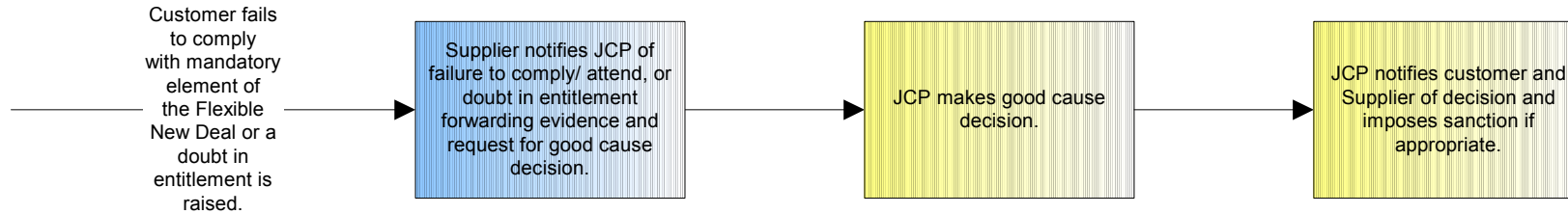
**Figure 3. The Flexible New Deal (stage four) process overview**



**Figure 4. Jobcentre Plus referral and customer start with supplier**



**Figure 5. Sanction activity**



**Figure 6. Movement from Jobseeker’s Allowance to a training allowance**

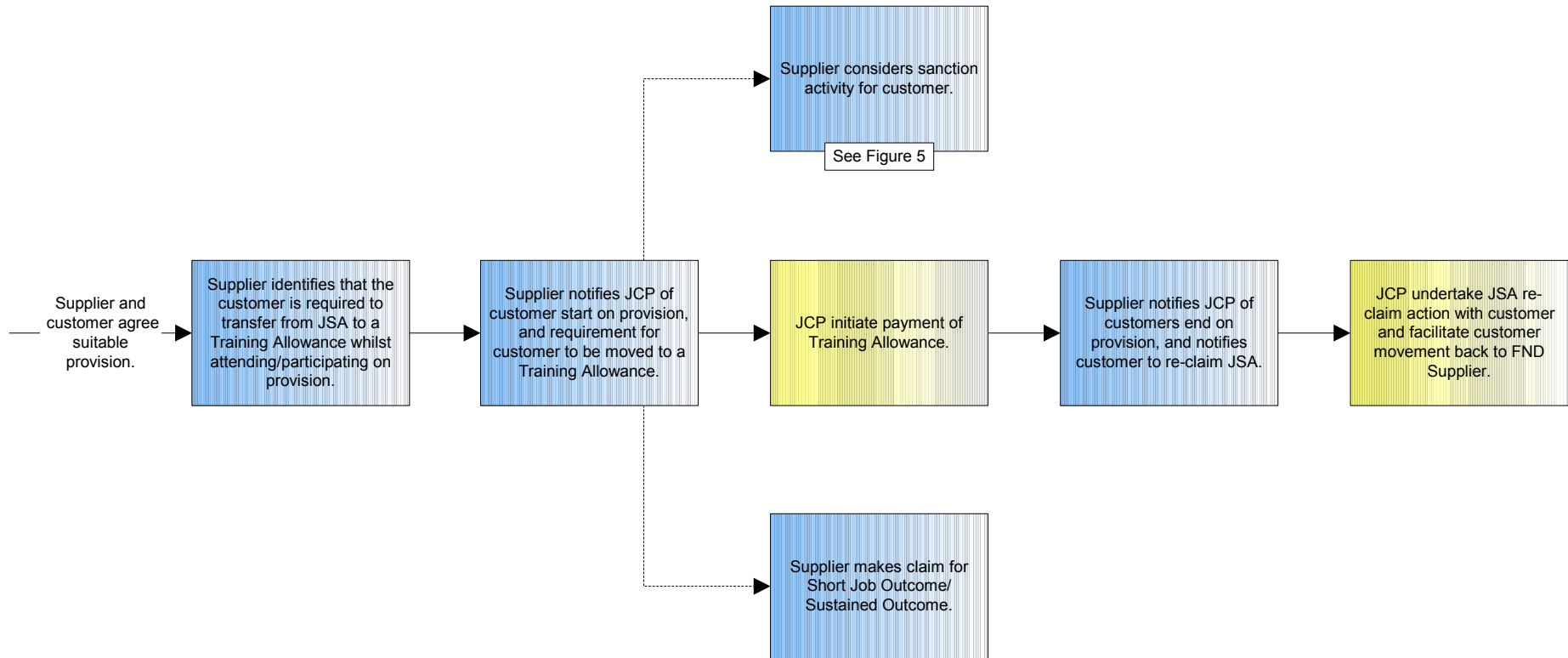
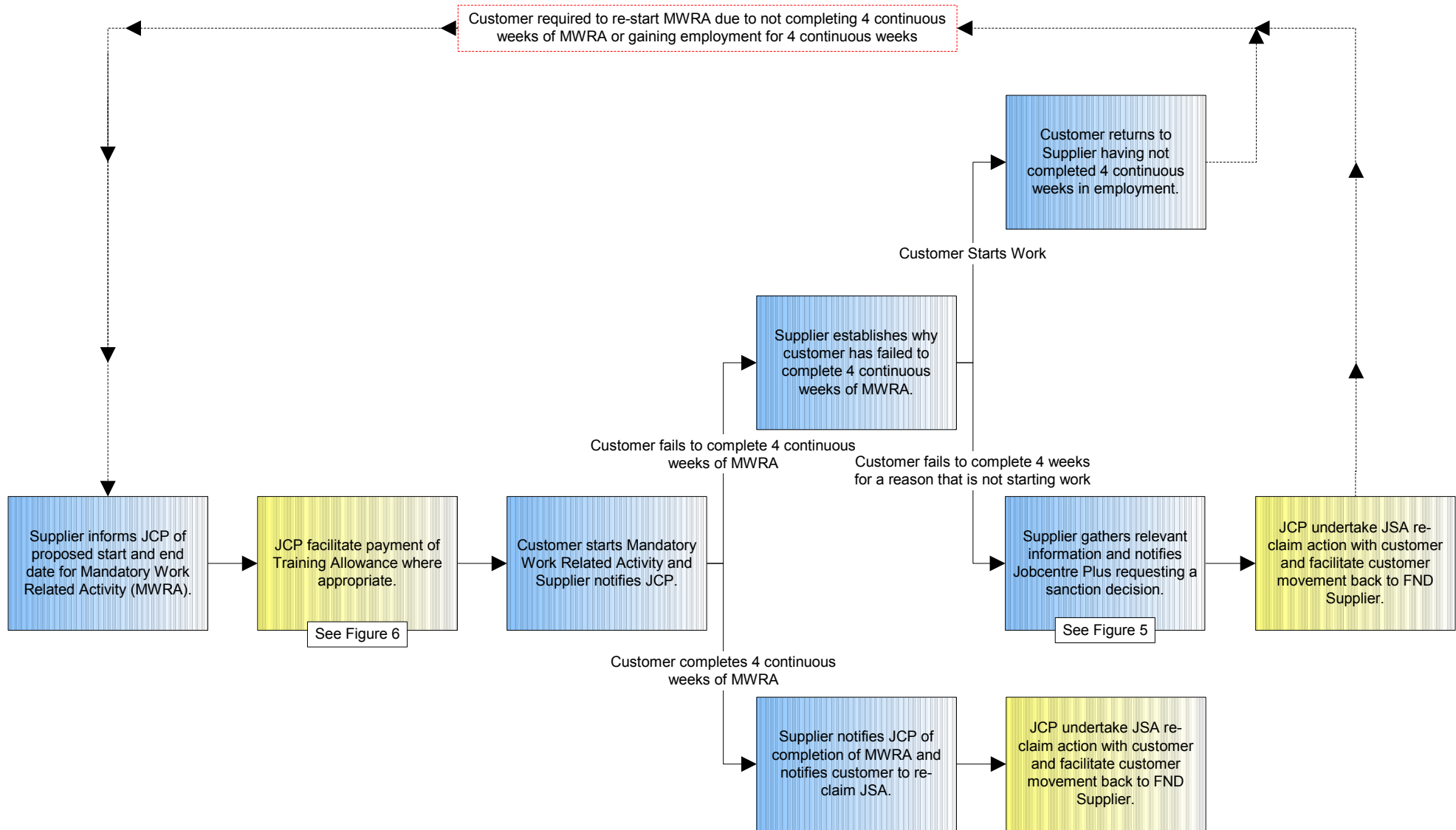


Figure 7. Mandatory Work-related Activity



## ANNEXE 3. INDICATIVE BUDGETS AND CUSTOMER VOLUMES

### Flexible New Deal volumes

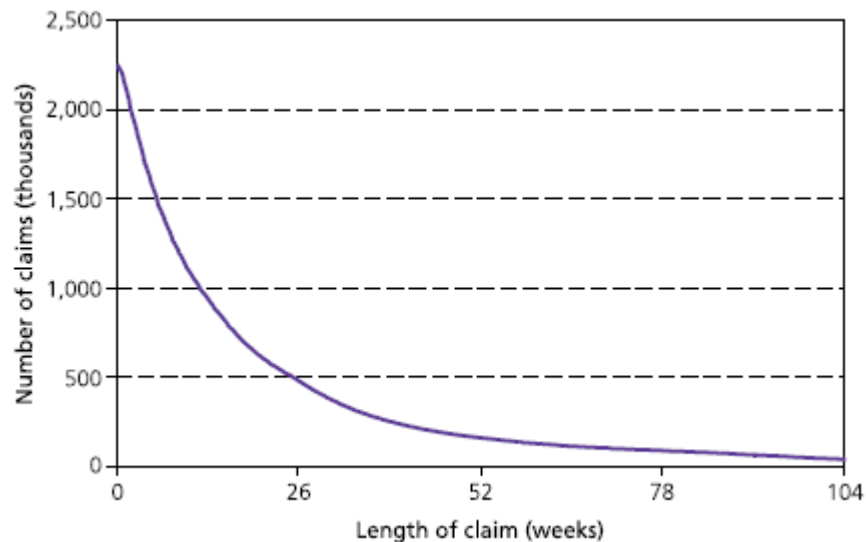
- 3.1 This section provides estimates for the number of customers expected to start the Flexible New Deal during the period October 2009 to September 2014.
- 3.2 The volumes in Table 1 have been revised and updated since the Pre Qualification Questionnaire and are based on the best of our knowledge. To calculate the volumes it has been necessary to make a number of assumptions about the number of customers likely to reach 12 months unemployment and the impact of current and future welfare reforms.
- 3.3 Where assumptions have been made they are stated below, and where appropriate, are based on the Government's publicly stated position. It is important that potential bidders recognise that assumptions are potentially subject to change. For example, the Green Paper, *No one written off*, is consulting on a range of proposals, which could impact on the volume of customers expected to start the Flexible New Deal. If, following the consultation, these proposals are implemented, DWP will work together with suppliers to understand the impact of these changes on the volume of customers expected to start the Flexible New Deal.
- 3.4 The Department for Work and Pensions makes no guarantees of these volumes and therefore referrals to suppliers.

### Factors – an overview

- 3.5 There are three sets of factors that affect the number of customers expected to start the Flexible New Deal:
- the number of customers expected to reach 12 months unemployment if the reforms to the JSA regime were not introduced;
  - the impact of the enhanced JSA regime; and
  - the impact of wider policy changes on the number of customers expected to start the Flexible New Deal.
- 3.6 Beneath these categories there are a number of factors that will affect the volume of customers starting the Flexible New Deal (further details are provided below).
- 3.7 To place these factors in context, Figure 8 shows the number of JSA claims started in 2004/05 that lasted different durations, for example, 13 and 26 weeks. The figures show there were approximately 2.25 million claims for JSA in 2004/05, of which around 60 per cent ended within 13 weeks, 80 per cent within 26 weeks and 90 per cent within 52 weeks.
- 3.8 The high volume of short claims means that even small changes in the speed that customers find jobs and end their Jobseeker's Allowance claims could have a significant affect on the number of customers who will start the Flexible

New Deal. For example, if the proportion of customers reaching 12 months on Jobseeker's Allowance increased (decreased) by just two percentage points then the number of customers starting the Flexible New Deal could increase (decrease) by 45,000 nationally.

**Figure 8. Length of Jobseeker's Allowance claims for claims started in 2004/05**



### Approach to estimating Flexible New Deal starts

- 3.9 A two-step process has been used to estimate the Flexible New Deal volumes. First, the number of customers expected to start the Flexible New Deal has been estimated at a national level. Second, the national Flexible New Deal volumes have been allocated to Jobcentre Plus districts.
- 3.10 Bidders should be aware that there are a range of wider local and national initiatives to help JSA customers find employment. It has been assumed that the impact of these initiatives will be constant, but future initiatives may affect the number of customers joining the Flexible New Deal in each contract package. It has therefore not been possible to capture their impact in these indicative volumes.
- 3.11 Details of the approach and assumptions made to estimate Flexible New Deal customer volumes are provided below.

### Step 1: Estimating national Flexible New Deal volumes

3.12 This section details the approach and assumptions made to estimate the national Flexible New Deal volumes.

<b>Factor</b>	<b>Description</b>
<b>Baseline volumes</b>	
1	<p>Baseline volume of customers expected to reach 12 months unemployment.</p> <p>A key variable and uncertainty in identifying the number of customers expected to join the Flexible New Deal is the number of customers who would be expected to reach 12 months unemployment if the reforms to the JSA regime were not introduced.</p> <p>It has been assumed that the level of new JSA claims and the number reaching 12 months unemployment will be broadly consistent with the level in 2005/06, with basic adjustments for the current uncertainty around the economy.</p> <p>A flat profile for the number of claims expected to reach 12 months unemployment from 2011/12 onwards has been assumed.</p>
<b>Impact of the enhanced JSA regime</b>	
2	<p>Differences to the current New Deals</p> <p>Together with the introduction of the Flexible New Deal, the existing JSA regime is being revised. These reforms include:</p> <ul style="list-style-type: none"> <li>• the introduction of a Back to Work Session during the first 13 weeks of customers' claims;</li> <li>• the introduction of additional targeted interviews for around 20 per cent of customers between months three and six of their claims;</li> <li>• the introduction of the supported job search stage for all customers after six months unemployment;</li> <li>• the introduction of a linking rule during supported job search, so that customers leaving JSA for less than a specified period return to supported job search.</li> <li>• Customers with long benefit histories or who face particular disadvantages will be fast-tracked to supported job search.</li> </ul> <p>To estimate the impact of new interventions during the first 12 months of customers' claims, the impact of similar interventions has been assumed.</p>

Factor	Description
	<p>To estimate the impact of the linking rule during the supported job search stage on the number of customers expect to start the Flexible New Deal, the linking rule has been applied to existing customers aged 25 years or more. The estimated impact of the linking rule on flows through 12 months has then been applied to the volume of customers expected to start the Flexible New Deal.</p> <p>To estimate the impact of fast-tracking on Flexible New Deal volumes it has been assumed that ‘fast-trackers’ will flow off JSA at the same rate as customers with a significant history of claiming JSA.</p>
3 Existing customers during the transition	<p>During the transition from the existing New Deals to the enhanced JSA regime there will be a number of adult customers, unemployed for between 6 and 18 months in April 2009, caught between the two regimes. To estimate how many existing customers will join the Flexible New Deal, the following assumptions have been made:</p> <ul style="list-style-type: none"> <li>• Existing customers will join the supported job search stage over a six-month period, and will therefore also start the Flexible New Deal over a six-month period from October 2009;</li> <li>• Customers with the longest unemployment durations will join the supported job search stage first; and</li> <li>• Existing customers will have the same off-flows as customers whose claims started in 2004/05.</li> </ul>

#### **Impact of wider welfare reforms** (as set out in *Ready for Work: full employment in our generation*)

4 Introduction of the Employment and Support Allowance (ESA)	<p>The introduction of the new, more accurate, Work Capability Assessment under the ESA is expected to increase the number of people not qualifying, by comparison with current incapacity benefits. It has been assumed that around half of these people will subsequently make a claim for JSA.</p> <p>It has been assumed that these reforms could increase the number of claims for JSA by around 18,000 per year (national average over the five year contract), with around a quarter of them lasting a year. It has therefore been assumed that the reforms will increase the number starting the Flexible New Deal on around 4,000 per year (national average over the 5 year contract).</p>
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Factor	Description
	<p>It has been assumed that the supported job search and supported job search linking rules will impact the same proportion of customers impacted by the introduction of ESA as current JSA customers.</p> <p>There are plans to transfer existing Incapacity Benefits customers onto Pathways and undergo a work capability assessment starting with the under 25s. It has not been possible to estimate the impact on the numbers starting the Flexible New Deal. They have not therefore been accounted for in these volumes. The impact of these reforms on the number of customers starting the Flexible New Deal is expected to be small.</p>
5	<p><i>Ready for work: full employment in our generation</i> included proposals to reduce lone parents' eligibility to Income Support on the basis of the age of their youngest child. A proportion of lone parents affected by these reforms are expected to make a claim for JSA and start the Flexible New Deal.</p> <p>Based on the destinations of lone parents who lose eligibility to Income Support when their youngest child reaches 16, we estimate that around half of lone parents affected will move onto JSA.</p> <p>Based on our assumptions around how lone parents will flow off the benefit relative to other groups on JSA currently, we estimate that 10,000 to 15,000 lone parents will reach the 12 month point of JSA and start the Flexible New Deal per year in Phase one areas.</p> <p>The numbers making a claim for JSA and starting the Flexible New Deal will be slightly greater in the first few years, as the existing Income Support lone parent caseload is transferred.</p> <p>It has been assumed that the supported job search and supported job search linking rules will impact the same proportion of lone parents reaching the 12 month point as current JSA customers.</p> <p>We are currently assessing the flow of lone parents onto JSA. More details will be provided in due course.</p>
6	<p>Equalising the state pension age for females, and increasing the age that males can begin to claim Pension Credit, will increase the number of people claiming JSA and consequently the number of customers expected to start the Flexible New Deal.</p>

Factor	Description
	<p>ESPA will be introduced gradually between 2010 and 2020 with the state pension age increasing by one month every two months. The impact of this reform will therefore build up during the life of the Flexible New Deal contracts.</p> <p>To estimate the impact of this reform the following assumptions have been made:</p> <ul style="list-style-type: none"> <li>• Customers affected by ESPA will flow off JSA at the same speed as 55 to 60 year old customers; and</li> <li>• Revisions to the first 12 months of the JSA regime will have the same impact on customers claiming JSA as a result of ESPA as current customers claiming JSA.</li> </ul>
7 Better Off In Work Credit pilot	<p>The Better Off In Work Credit pilot in the Yorkshire and Humber region will ensure that all customers who have been receiving JSA for 26 weeks or more will have an in-work income that is at least £25 more a week than they received from their out of work benefits. The credit will last for a maximum of 26 weeks.</p> <p>It is difficult to estimate the potential impact of this pilot on the number of customers expected to start the Flexible New Deal. It has therefore not been possible to adjust the volumes to control for the pilot.</p>
8 Skills proposals	<p><i>Opportunity, Employment and Progression: making skills work</i> set out proposals for establishing integrated employment and skills services. Further information on these reforms is included in Annexe 1.</p> <p>These proposals could further increase the number of customers' flowing off JSA and into work before the Flexible New Deal stage. Ahead of the IES trials and evaluation it is difficult to estimate the impact of planned skills interventions so they have not been taken into account in the modelling.</p> <p>The Department will be piloting mandatory training for customers with basic and wider skills needs, identified at the new claim stage after September 2008. This will mean that we will mandate customers to provision from March 2009. Locations are yet to be decided, but will be in the IES trial areas. Until the pilots are undertaken we will not know how this is likely to affect volumes entering Flexible New Deal, but we will keep suppliers informed of developments.</p>

Factor	Description
9 Local Employment Partnerships	<p>The introduction of Local Employment Partnerships could increase the number of customers finding employment and flowing off JSA before the Flexible New Deal.</p> <p>It is difficult to estimate the potential impact of this reform on the number of customers expect to start the Flexible New Deal. It has therefore not been possible to adjust the volumes to control for the introduction of Local Employment Partnerships.</p>
10 City Strategy	<p>It is difficult to estimate the potential impact of current and future City Strategy initiatives on the number of customers expect to start the Flexible New Deal. It has therefore not been possible to adjust the volumes to control for the impact of the City Strategy.</p> <p>Information on the City Strategy is available in Annexe 1.</p>

### Step 2: District level Characteristics

- 3.13 At the Pre-Qualification Questionnaire bidder events in April 2008 we said we would provide some more information on how some wider policy changes may affect the number of Flexible New Deal starts. The following proportions are for the national totals for starts:
- around 8 per cent will be those affected by the changes to lone parent eligibility to Income Support;
  - less than 2 per cent of the Flexible New Deal starts are expected to be a result of the introduction of ESA; and
  - the proportion of Flexible New Deal starts expected to result form ESPA build up over time from less than 1 per cent in 2009/10 to around 3 per cent in 2014/15.
- 3.14 To allocate the national volumes to each of the contract packages the following assumptions have been made:
- It has been assumed that JSA customers will have the same geographical distribution as current JSA customers reaching 12 months unemployment. This geographical distribution for young customers has been adjusted to control for the impact of the first 12 months of the enhanced JSA regime.
  - It has been assumed that the additional Flexible New Deal starts, resulting from the introduction of ESA, will have the same geographical distribution as incapacity benefits customers who currently satisfy the Personal Capability Assessment, but would not satisfy the Work Capability Assessment.

- It has been assumed that the additional Flexible New Deal starts resulting from the reforms to benefits for lone parents will have the same geographical distribution as Income Support lone parents.
- It has been assumed that the additional Flexible New Deal starts, resulting from equalisation of the state pension age, will have the same geographical distribution as customers aged 55 to 60 years reaching 12 months unemployment.

### Conducting labour market research

- 3.15 Bidders are expected to conduct research on the labour market and the demographics of the customers in the areas they are bidding for. Sources of further information on proportions of key customer groups:
- **NOMIS Official Labour Market Statistics:** <http://www.nomisweb.co.uk> NOMIS provides a history of information on JSA counts and flows. It is possible to breakdown by geographical areas, certain characteristics, claim durations, occupation sought and recorded destination on leaving JSA.
  - **DWP Tabulation Tool:** <http://www.dwp.gov.uk/asd/tabtool.asp> - The Tab Tool provides a history of information on counts and flows for other benefits and Jobcentre Plus mainstream employment programmes.

### How to use NOMIS to obtain data on JSA flows

- 3.16 JSA count figures can be obtained from [www.nomisweb.co.uk](http://www.nomisweb.co.uk). These can be produced for a range of geographical areas and can be aggregated to Flexible New Deal contract areas. The figures can also be broken down by gender, age and duration of claim.
1. To obtain the JSA count by duration:  
Select Advanced query → Claimant count → Claimant count –age and duration.
  2. Use the options menu on the left side to select geographical area of interest, date (a monthly time series as far back as 1985 can be produced), age and gender.
  3. To get individual duration bands select this from the drop down menu under the age and duration option. This gives frequent duration bands up to 3 months and then gives claimant count in 3 month duration bands.
  4. Select Review selections → Format/Layout → Download data.
- 3.17 To calculate threshold flows then the claimant off flow information is also required. This is obtained through Advanced query → Claimant count → Claimant flows – age and duration. Then follow steps 2 to 4 to select subcategories required.
- 3.18 Thresholds flows are calculated as the number flowing through a particular duration point, e.g. six months, during a particular quarter. For example, to obtain the six month threshold flow for April 2008 calculate the difference

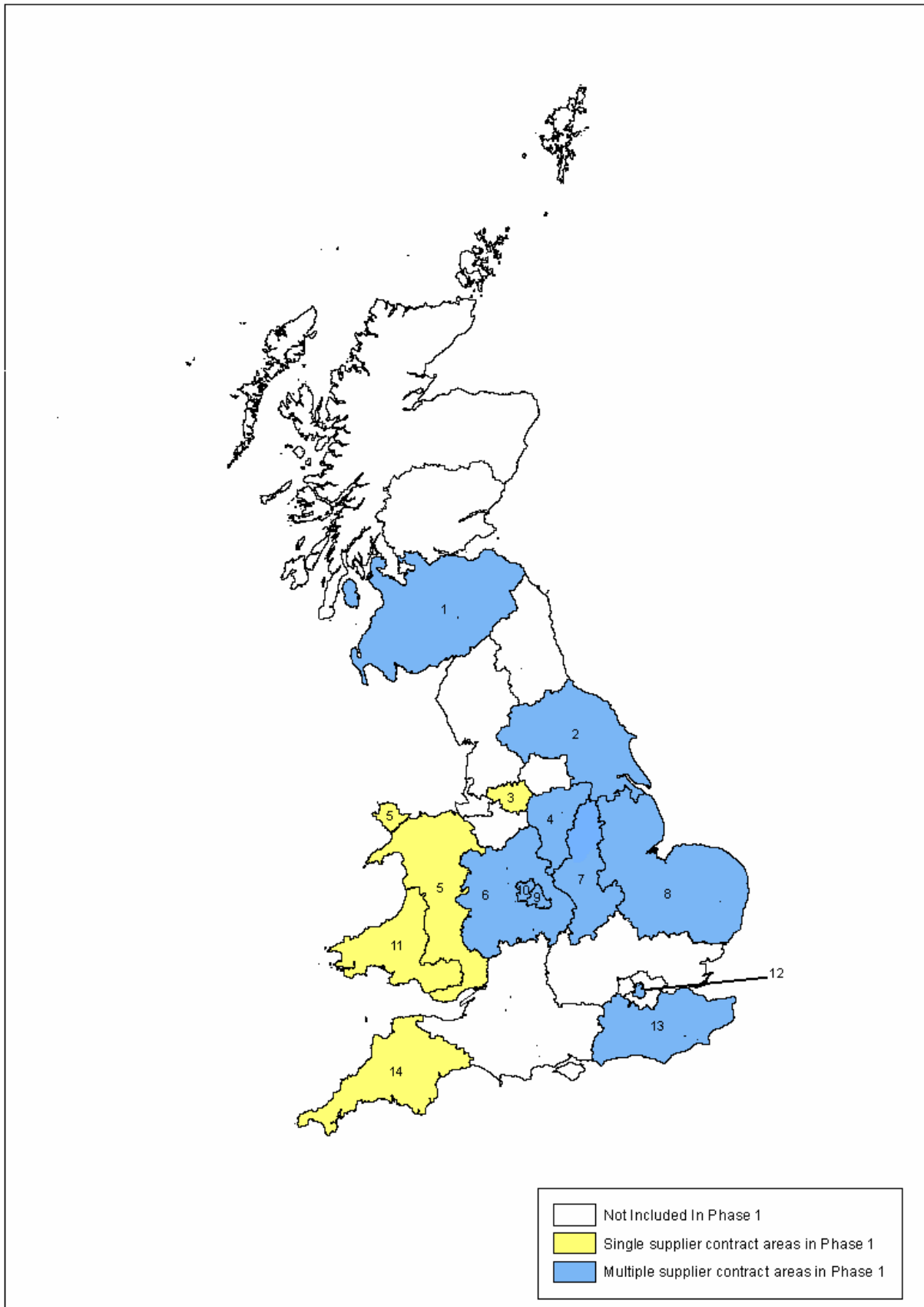
between the six month plus claimant count in April 2008 and the same figure three months earlier. Then add the claimant off flows for claims over six months in the three months to April 2008.

- 3.19 This data does not include non-computerised clerical claims, which make up approximately one per cent of JSA claims.

**Data by contract package**

- 3.20 Figure 9 (below) shows each of the 14 Phase One Flexible New Deal contract packages by geographic coverage; Table 1 provides the indicative budgets and customer volumes.

**Figure 9. Phase one contract packages**



**Table 1. Summary of contract packages, indicative budgets and customer volumes**

Ref. Number (see map)	Contract package / Jobcentre Plus districts	Number of suppliers per contract package	Annual indicative contract package total* (£ million)	Expected number of Flexible New Deal starts *					
				October 2009 to March 2010	April 2010 to March 2011	April 2011 to March 2012	April 2012 to March 2013	April 2013 to March 2014	April 2014 to September 2014
1	Ayrshire, Dumfries, Galloway & Inverclyde / Edinburgh, Lothian & Borders / Lanarkshire & East Dunbartonshire	2	£17.11	7,100	10,600	11,000	10,900	10,800	5,400
2	North East Yorkshire & the Humber / Tees Valley	2	20.99	8,900	12,900	13,500	13,400	13,200	6,600
3	Greater Manchester Central / Greater Manchester East & West	1	18.52	8,200	12,600	13,100	12,900	12,600	6,300
4	Derbyshire / South Yorkshire	2	17.86	7,500	11,000	11,500	11,300	11,200	5,600
5	South East Wales / North & Mid Wales	1	8.59	3,800	5,900	6,100	6,000	5,900	3,000
6	Coventry & Warwickshire / The Marches / Staffordshire	2	17.18	7,100	10,600	11,100	10,900	10,800	5,400
7	Leicestershire & Northamptonshire / Nottinghamshire	2	18.32	7,700	11,300	11,800	11,600	11,500	5,800
8	Cambridgeshire & Suffolk / Lincolnshire & Rutland / Norfolk	2	15.91	6,700	9,800	10,300	10,100	10,000	5,000
9	Birmingham & Solihull	2	22.82	10,100	14,100	14,700	14,600	14,500	7,200
10	Black Country	2	16.56	7,200	10,200	10,600	10,500	10,400	5,200
11	South West Wales / South Wales Valleys	1	9.39	4,200	6,400	6,700	6,500	6,400	3,200
12	London Central / Lambeth, Southwark & Wandsworth	2	26.78	10,000	14,300	14,900	14,800	14,700	7,400
13	Kent / Surrey & Sussex	2	20.37	8,400	12,600	13,100	12,900	12,800	6,400
14	Devon & Cornwall	1	6.19	2,700	4,200	4,400	4,300	4,300	2,100
<b>Phase one totals</b>			<b>236.59</b>	<b>99,600</b>	<b>146,500</b>	<b>152,800</b>	<b>150,700</b>	<b>149,100</b>	<b>74,600</b>

\* These values are estimates expressed as an annual value for each contract package in millions. For example, in Kent, Surrey and Sussex between £20.37 million would be shared annually between two suppliers. These values given are in Pounds Sterling £ (GBP) at current prices.

## ANNEXE 4. PERFORMANCE EXPECTATIONS AND TARGETS

### Introduction

- 4.1 The information below sets out the Department's expectations for supplier performance. It also outlines requirements on claiming outcomes and the basis upon which these have been determined.
- 4.2 DWP Ministers' expect that the £1,183m investment in the Flexible New Deal over the next five years must be justified by a step-change in performance. A combination of greater flexibility to innovate, longer contracts and greater competition between suppliers has been introduced specifically to enable this step change in performance.
- 4.3 Flexible New Deal suppliers will deliver the outcomes set out in the critical success factors below and in doing so contribute to the Department's strategic objectives,<sup>1</sup> including:
- reducing the number of children living in poverty;
  - maximising employment opportunities for all;
  - reducing the numbers on out-of-work benefits; and
  - reducing the gap between the overall employment rate and the employment rates of disabled people, lone parents, ethnic minorities, people aged 50 and over, those with no qualifications, people living in the most deprived wards and those most likely to be socially excluded.<sup>2</sup>
- 4.4 Whilst we are not introducing direct targets for these objectives, we expect bidders to describe in their proposals how they intend to support these objectives. We will also monitor Flexible New Deal suppliers and their overall contribution to these strategic aims.

### Critical success factors

- 4.5 We have established a set of critical success factors (CSFs) for the Flexible New Deal, defined as the areas where suppliers will need to be successful in order to deliver the overall aims of the Flexible New Deal. These are listed in Section 2.

### Job outcomes

- 4.6 We expect the Flexible New Deal to deliver a step change in performance from existing DWP employment programmes, in terms of the numbers of customers entering and sustaining employment. Our performance baselines

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<sup>1</sup> The New Deal Performance Framework:  
<http://www.dwp.gov.uk/aboutus/PerformanceFramework2008-2011.pdf>

<sup>2</sup> The four groups of adults with the highest risk of becoming socially excluded are: care leavers, adult offenders under probation supervision, adults in contact with secondary mental health services and adults with moderate to severe learning disabilities.

for Short and Sustained Job Outcomes reflect this expectation. In meeting these baselines suppliers will also be delivering good value for money.

### Quality of service

- 4.7 Suppliers will deliver high quality provision to all customers in line with the DWP Quality Framework.
- 4.8 Suppliers will achieve high standards at external inspection by developing their continuous improvement strategies in line with the relevant Common Inspection Framework.

### **Contract targets**

- 4.9 Suppliers will be accountable for the following targets:
- x%, of those customers who start Flexible New Deal, resulting in a Short Job Outcome payment.
  - y%, of those customers who start Flexible New Deal, resulting in a Sustained Job Outcome payment as.
  - A minimum of 95 per cent of customers who leave Flexible New Deal will complete a minimum of four continuous weeks of full-time work or work related activity, within the 52 week Flexible New Deal period.
  - Suppliers will register a Flexible New Deal start for at least 85 per cent of customers, providing they continue to claim JSA, within 15 working days of being referred by Jobcentre Plus.
- 4.10 These targets are further explained below. More detailed information on the number of people expected to start the Flexible New Deal is contained in Annexe 3.

### Job Outcomes

- 4.11 In their proposals, bidders must put forward an annual performance offer for both Short and Sustained Job Outcomes (see definitions below). These offers must be expressed in volumes terms. For contract management purposes, the offer (section E & F of the pricing proposal) will be converted into a percentage target using the starts (Section D). These percentages (x and y) will become outcome targets and paid outcomes will count towards achievement of these targets.

### Mandatory work-related activity

- 4.12 The clear aim of the Flexible New Deal is to deliver sustained employment outcomes for those customers who participate. We expect the majority of customers who leave the programme to enter employment. However, suppliers must ensure that all customers who fail to leave the programme and sustain work (for 26 out of 30 weeks) within 12 months of provision have undertaken at least four continuous weeks of full-time work or work-related activity.

- 4.10 However, DWP accepts that despite suppliers' best efforts, not all customers will comply with the requirement to undertake a four-week period of full-time work or work-related activity. Suppliers are therefore required to ensure this applies to 95 per cent of customers who fail to leave the programme and find sustained employment. All suppliers will have this same target.
- 4.11 In cases where customers fail to comply with this requirement, suppliers will need to initiate a referral for a sanction decision with Jobcentre Plus. Suppliers must also continue to make every effort to ensure customers comply with this activity. Suppliers should keep evidence to demonstrate that this action has been taken.

#### Registering starts

- 4.12 Suppliers are expected to ensure that customers are contacted and engaged promptly. The 85 per cent target will be the same for all Flexible New Deal suppliers. This reflects Jobcentre Plus targets for similar types of activity. As with the mandatory work-related activity target, where customers do not comply, we will expect suppliers to keep evidence that every effort has been made to start customers on the programme (such as sanction activity and re-booking appointments).

#### **Performance baselines**

- 4.13 Our national performance expectations for Flexible New Deal are:
- 55 per cent of those customers starting on Flexible New Deal will achieve a Short Job Outcome; and
  - 50 per cent of those customers starting on Flexible New Deal will achieve a Sustained Job Outcome.
- 4.14 Whilst the baselines set out our national expectations, we expect bidders to look at the local labour market and submit, what their analysis determines is a realistic and stretching expectation for the area. Bidders will be required to justify performance offers within the bid and the Department will assess that justification.

#### **Definitions**

- 4.15 The definitions for outcomes and Flexible New Deal starts are set out below.

#### Short Job Outcome - lasted 13 weeks

- 4.16 A Short Job Outcome must be for a job that:
- involves a minimum of 16 hours per week;
  - involves continuous employment lasting 13 weeks (no breaks in employment);
  - started prior to completing allotted time with the supplier or within six weeks of completing the allotted time.

- 4.17 There is no specified number of jobs and outcomes can include self employment and subsidised employment.
- 4.18 Only a single claim can be made per customer.

Sustained Job Outcome – continuous employment for 26 weeks out of 30:

- 4.19 A Sustained Job Outcome must be for a job that involves a minimum of 16 hours per week, where the customer is in employment for at least 26 weeks out of 30. Breaks in employment must total no more than four weeks and the job must be started prior to completing the allotted time with the supplier or within six weeks of completing the allotted time.
- 4.20 There is no specified number of jobs and outcomes can include self employment and subsidised employment.
- 4.21 Only a single claim can be made per customer.

Self employment

- 4.22 The supplier cannot claim an outcome until the customer is off benefit and trading independently. Once the customer has traded independently for 13 weeks the supplier will be entitled to claim for 13 weeks job outcome, and if they trade for 26 weeks out of a 30 week period the supplier can claim the 26 weeks Sustained Job Outcome payment.

Subsidised employment

- 4.23 A supplier can make a claim for a customer entering subsidised employment, including clients employed by the supplier provided all the outcome conditions are met.

Employing Customers

- 4.24 DWP acknowledges that suppliers may employ individuals who originally start out as Flexible New Deal customer. This is acceptable; however, the strategic intent of the Flexible New Deal is to place customers into sustained employment that extends beyond the duration specified for performance and payment purposes. In that respect, DWP would not expect suppliers to continuously turnover their employee base with programme participants merely as a means of enabling Short and Sustained Job Outcomes to be reported and subsequent payments claimed.

### Allotted Time

- 4.25 The 'allotted time' is defined as follows:
- the customer has completed 52 weeks on the Flexible New Deal;
  - the customer has completed 52 weeks plus the appropriate period of extension (up to 78 weeks) as agreed by the supplier, Jobcentre Plus adviser and customer;
  - the customer has been away from the supplier and off benefit for 26 weeks; or
  - a Sustained Job Outcome has been successfully claimed in respect of the customer.
- 4.26 A six-week tracking period will commence following one of these events. Only one tracking period can be applied per customer during their stay on the programme.

### Number of claims the supplier can make

- 4.27 Once a customer has started on the Flexible New Deal, the supplier is contracted to supply 52 weeks of provision (or up to 78 weeks if the participation is extended). Time not claiming JSA, or in paid employment does not count towards completion of the 52 week period in which the supplier is contractually obligated to support a customer to find employment. The supplier's contractual obligation to complete the 52 week period is discharged when a customer has been off benefit for 26 weeks or a sustained job outcome is successfully claimed. Suppliers are, expected to provide support (e.g. mentoring and coaching) to a customer whilst they are in employment (up to at least the point where they can claim for a sustained job outcome).
- 4.28 When a customer has been in employment for 26 out of 30 weeks, the supplier will notify DWP/Jobcentre Plus that the customer has completed their allotted time on the Flexible New Deal. The date the supplier will use will be the day after the customer has been in employment for 26 out of 30 week. This will constitute the customer's leaving date.

### Start

- 4.29 Suppliers can only claim a job outcome for customers once a start has been registered with DWP. In order to fulfil the requirements, suppliers must have had a face to face meeting with a customer, assessed their needs and started to develop an action plan.

### **Analysis informing the performance baselines**

- 4.30 The expected job entry rates are for all customer groups at the national level for the lifetime of the Contract and are derived from baselines which, whilst informed by analysis of the performance of our current employment

programmes, are not the product of simple extrapolation. Setting baselines for a new programme is inevitably a mix of evidence and expectation and in this case reflect ministers' clear ambitions to make a substantial impact on long term customers finding and sustaining employment.

- 4.31 This section describes the analysis undertaken to inform the baseline setting. A two-stage process has been used, first, short job entry rates have been calculated, and second, the number of short job entries expected to be converted into Sustained Job Outcomes have been calculated.
- 4.32 The analysis is based on the best performing Employment Zones for 25+ customers (EZ25+) in terms of both job entries and 13 week sustained job outcomes. The analysis is based on EZ25+ because it is a programme with a similar design to the Flexible New Deal

#### Stage 1: Short job entry rates

- 4.33 To identify the short job entry rates we have examined the performance of the best EZ25+ providers in terms of both job entry and conversion into 13 week sustained job outcomes over the period 2000 to 2006. This performance has then been adjusted to control for the following key differences in the designs of EZ25+ and Flexible New Deal.
- 4.34 **National programme:** Employment Zones were introduced in 13 of the most challenging labour markets in Great Britain. In contrast, the Flexible New Deal will be a national programme operating in all labour markets. To adjust for this difference we have analysed the difference in performance between New Deal areas, which are the comparator areas for Employment Zones, and the average New Deal performance.
- 4.35 **Earlier eligibility:** customers will join the Flexible New Deal after 12 months unemployment compared with 18 months for EZ25+. To adjust for this difference we have analysed the difference in performance between Employment Zones (EZs), which had a 12 month eligibility, with EZs, which had an 18 month eligibility, between 2000 and 2003/04.
- 4.36 **Longer programme:** customers spend a maximum of seven months with EZ25+ suppliers, whereas suppliers will spend a maximum of 12 months with Flexible New Deal customers. To adjust for this difference we have analysed the proportion of jobs achieved through the New Deals during the first seven and the first twelve months on the programme between 2000 and 2006.

## Stage 2: Sustained Job Outcomes

4.37 To identify the proportion of Short Job Outcomes that are converted into Sustained Job Outcomes, the following assumptions have been made:

- It has been assumed that suppliers will be as successful at converting 13 week outcomes into 26 week outcomes as the best EZ25+ suppliers have been at converting job entries into 13 week outcomes; and
- HMRC tax record data has been used to estimate how many more Sustained Job Outcomes would be expected because the Sustained Job Outcome definition is 26 weeks work during a 30 week period rather than 26 week work during a 26 week period.

## ANNEXE 5. THE FLEXIBLE NEW DEAL FUNDING MODEL

### High Level Overview of Funding Model

- 5.1 The funding model for Flexible New Deal contracts will follow DWP's standard funding model principles. It will have the following payment elements and ratios:
- a service fee worth 20 per cent of the overall contract value;
  - a Short Job Outcome payment worth 50 per cent of the overall contract value; and
  - a Sustained Job Outcome payment worth 30 per cent of the overall contract value.
- 5.2 Bidders will be required to complete a pricing proposal detailing their contract costs and performance offer, and to assist with this, they will need to refer to the customer volumes and indicative budgets at Annexe 3, together with the performance expectations and targets at Annexe 4. Bidders will be expected to live within these budgets.

### Service Fee

- 5.3 The service fee is intended to provide bidders with a guaranteed monthly payment by way of contribution towards the delivery of the contract service. DWP anticipates that, as a consequence of its new and more challenging outcome definitions, it will take a number of months for provider payments to build up to their full 'live running' level. Analysis suggests that the potential working capital requirements of Flexible New Deal contracts may be challenging for some bidders.
- 5.4 In recognition of this, the service fee payments will be front loaded, to assist suppliers with their cash flow in the early part of the contract life, and will be paid at four rates over the life of the contract:
- 58 per cent\* of the average annual contract value for the first six months of the contract;
  - 32 per cent\* of the average annual contract value for the next six months; and
  - 13.8 per cent\* of the average annual contract value during years two to five; and
  - 0 (zero) per cent for years six and seven.
- 5.5 The service fee will remain as set throughout the life of the contract, only subjected to inflationary changes as detailed in your bid, and will not be sensitive to the flow of volumes entering the Flexible New Deal.

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\* These percentages assume that inflation and efficiency savings have no effect on the price.

**Contract duration**

- 5.6 Referrals will be made to suppliers for a five year period from the contract start date. The service fee will only be paid during this five year period.
- 5.7 Suppliers must continue to provide the service for a further 12 months to accommodate the Flexible New Deal caseloads at that point. Suppliers can continue to claim job outcome payments during this period.
- 5.8 The final 12 months will be a tracking period intended only for suppliers to claim any remaining job outcome payments.
- 5.9 The contract end date will therefore be October 2016, giving suppliers sufficient time to provide a complete service to, and claim any outcomes for, those individuals referred to them in the fifth year.

**Short Job Outcomes**

- 5.10 Bidders will be required to put forward an offer of Short Job Outcomes, which will be subject to qualitative evaluation which will assess the reasonableness of the performance offer against localised information and performance baselines. Bidders will be expected to justify their volume/performance offers.
- 5.11 Short Job Outcome payments will be made on a unit price basis, adjusted for inflation each year, which will be calculated by taking 50 per cent of the total contract price and dividing it by the number of job outcomes offered by the bidder.

**Sustained Job Outcomes**

- 5.12 Bidders will be required to put forward an offer of Sustained Job Outcomes, which will be subject to qualitative evaluation which will assess the reasonableness of the performance offer against localised information and performance baselines. Bidders will be expected to justify their volume/performance offers.
- 5.13 Sustained Job Outcome payments will be made on a unit price basis, adjusted for inflation each year, which will be calculated by taking 30 per cent of the total contract price and dividing it by the number of Sustained Job Outcomes offered by the supplier.

**Making payments to suppliers**

- 5.14 DWP does not guarantee volumes as detailed within this Invitation to Tender. The service fee payments will be fixed for each year, taking account of inflation, regardless of the number of volumes entering the Flexible New Deal.
- 5.15 Suppliers will not be limited/restricted to the achievement of their performance offer and therefore capping will not be applied to these contracts at contract inception, but DWP reserves the right to implement such in future.

- 5.16 DWP has an expectation that all claims are made by suppliers to the Department promptly within three months and this will be reviewed at the first and subsequent FAM visits.

### **Service Fee payments**

- 5.17 Suppliers will be paid service fees monthly in arrears, in line with their agreed bid price, and the amounts as agreed in the contract schedules to the terms and conditions.
- 5.18 Service Fee payments will be automated through the new electronic system, and will be subject to validation rules.
- 5.19 Service Fee payments will be automated when due, and will be part of a self generated invoice within the new IT system, which will require intervention by the supplier before DWP authorisation. In the event of any delay to system implementation, then contingency arrangements will be deployed.

### **Short Job Outcome payments**

- 5.20 Before raising claims, suppliers will need to assure themselves that a customer has been in work for the relevant period, and therefore must obtain/maintain adequate assurance/evidence to support any claim should a review of the claim be undertaken by DWP (e.g. FAM, exceptions report or failure to pass validation within the electronic payment system).
- 5.21 Suppliers will need to become familiar with and understand the standard definition for a Short Job Outcome, which can be found within the performance expectations and targets annexe at Annexe 4. All claims for Short Job Outcomes will be validated against this standard definition.
- 5.22 Short Job Outcomes will only be paid once in respect of each customer for each completed period of their allotted time on the Flexible New Deal.
- 5.23 The rate payable for a Short Job Outcome will be the rate prevailing for the contract year within which the Short Job Outcome criteria was achieved, and the supplier becomes eligible for payment. This may not be the prevailing rate at the point of invoice.
- 5.24 Suppliers will claim for Short Job Outcomes using the IT system. The detail and development of the IT system is still being worked through, however, it is anticipated that Short Job Outcomes will be claimed by the supplier as soon as possible, as and when they become due.
- 5.25 Payment of all eligible amounts will be released on a weekly basis. In the event of any delay to system implementation, then contingency arrangements will be deployed.
- 5.26 Suppliers will explicitly need to confirm that they believe that a customer has entered employment and that they are content a payment is due. This will be in the form of a statement when the supplier completes the electronic claims process.

### **Sustained Job Outcome payments**

- 5.27 Before raising claims, suppliers will need to assure themselves that a customer has been in work for the relevant period, and therefore must obtain/maintain adequate assurance/evidence to support any claim should a review of the claim be undertaken by DWP (e.g. FAM, exceptions report or failure to pass validation within the electronic payment system).
- 5.28 Suppliers will need to become familiar with and understand the standard definition for a Sustained Job Outcome, which can be found within the performance expectations and targets annexe at Annexe 4.
- 5.29 All claims for Sustained Job Outcomes will be validated against this standard definition.
- 5.30 Sustained Job Outcomes will only be paid once in respect of each customer for each completed period of their allotted time on the Flexible New Deal.
- 5.31 The rate payable for a Sustained Job Outcome will be the rate prevailing for the contract year within which the Sustained Job Outcome criteria was achieved and the supplier becomes eligible for payment. This may not be the prevailing rate at the point of invoice.
- 5.32 Suppliers will claim Sustained Job Outcome payments using the IT system. The detail and development of the IT system is still being worked through, however, it is anticipated that Job Outcomes will be claimed by suppliers as and when they become due, and will be paid weekly. Where this is delayed, contingency arrangements will be deployed.
- 5.33 In making their claim, the supplier will need to confirm that they have evidence that a customer has been in employment for the required duration and that they are content that a payment is due.

### **Evidence requirements and checks to support claims**

- 5.34 Suppliers will be expected to maintain sound systems of internal control which must include appropriate checks, monitoring and evidence to ensure that they only submit claims for payments to which they are entitled. For more information see Section 3.
- 5.35 DWP will validate all claims for payment using off benefit checks and audit inspections. In the event of any claims failing the off benefit check, suppliers will be invited to supply additional evidence which will have to be sent to DWP prior to payment of the outcome claim.

## ANNEXE 6. KEY RELEVANT BENEFIT REGULATIONS

### Purpose

- 6.1 This annexe summarises the key existing areas of social security legislation considered relevant to the enhanced JSA regime and the Flexible New Deal. It is not, nor can be quoted as, a replacement for the legislation itself. Suppliers are expected to familiarise themselves with the full legislation, which can be viewed at:
- Jobseeker's Act 1995, Chapter 18:  
[http://www.opsi.gov.uk/ACTS/acts1995/ukpga\\_19950018\\_en\\_1](http://www.opsi.gov.uk/ACTS/acts1995/ukpga_19950018_en_1)
  - Jobseeker's Allowance Regulations 1996:  
[http://www.opsi.gov.uk/SI/si1996/Uksi\\_19960207\\_en\\_1.htm](http://www.opsi.gov.uk/SI/si1996/Uksi_19960207_en_1.htm)
- 6.2 The impact of the enhanced Jobseeker's Allowance regime and Flexible New Deal will be included in the JSA Regulations from March/April 2009.

### Content

- 6.3 Two key areas of legislation have been impacted:
- Primary Legislation – **Jobseeker's Act 1995 (chapter 18)** – The Act determines the framework of eligibility criteria for JSA, the conditions for continuing receipt, circumstances in which entitlement can be sanctioned, the extent of what Regulations may specify (i.e. 'powers') and the Parliamentary controls necessary for any changes; and,
  - Principal Regulations – **Jobseekers Allowance Regulation 1996 (SI 1996/207)** – The Regulations provide much of the detail for the conditions in the Act, providing interpretation, specifying the calculation of benefit, variations and exemptions to conditions, sanction durations.

### Entitlement

- 6.4 To be entitled to JSA, customers must, amongst other conditions, be available for and actively seek employment. At the beginning of a claim an adviser will check if there are any doubts about whether a jobseeker has satisfied the entitlement conditions and agree a Jobseeker's Agreement (JSAg). The following conditions apply.

## **Jobseeker's Agreement**

- 6.5 The jobseeker must have entered into a JSAg which remains in effect. The JSAg is intended to:
- set out details of a jobseeker's availability for work including any 'pattern of availability' they have agreed to and any acceptable restrictions on their availability for work;
  - help customers get back to work by agreeing the most appropriate steps for them to take when seeking employment; and
  - provide a basis for their job search activities to be monitored and reviewed.

## **Availability**

- 6.6 The Jobseekers Act provides that a person claiming Jobseeker's Allowance (JSA) must be available for employment. This means that they must be willing and able to take up employment immediately of at least 40 hours a week. Some restrictions can apply, such as lone parents. Further details will be available in the [DWP Provider Guidance](#).

## **Actively Seeking Employment**

- 6.7 The Jobseeker's Act and regulations provide that a person claiming JSA must actively seek employment in each week of their claim. This means that they must take those steps each week which:
- are reasonable in their case; and
  - offer their best prospects of securing employment.
- 6.8 To satisfy the actively seeking employment condition customers are normally expected to take at least three steps each week.

## **Failure to attend interviews/provide a signed declaration**

- 6.9 The law requires customers to attend at such place and at such time as an Employment Officer may specify by a notification which is given or sent to the jobseeker and which may be in writing, by telephone or by electronic means.
- 6.10 Legislation also states that, where required to do so by the Secretary of State, customers must provide a signed declaration that they are available for and actively seeking employment and there has been no change in their circumstances.

## **Neglect to avail employment / Refusal and failure to apply for or accept employment**

### Implications of refusing employment

- 6.11 It must always be made clear to the jobseeker at the time they are made aware of a job that refusal or failure to apply for the job, or subsequent non-acceptance of the job when offered, may result in loss of JSA. This ensures that the jobseeker can make their decision in the full knowledge of the possible consequences.

### Customers participating in full-time and part-time study

- 6.12 Customers who undertake a course of full-time study or training are not generally entitled to JSA because they are not regarded as available for employment.

### Self employed work

- 6.13 Employment, for the purposes of refusal or failure, excludes self-employed work. Therefore, a jobseeker cannot be sanctioned if they refuse or fail to apply for or accept a notified self-employed job.

### Temporary jobs

- 6.14 A jobseeker may be sanctioned if they refuse or fail to accept a temporary job notified by an Employment Officer. When referring such cases, advise the LM Decision Maker of the date the temporary job would have ended.

## **Refusal or failure to carry out a Jobseeker's Direction**

- 6.15 Jobseeker's Directions are given with a view to helping the jobseeker to find work and improve their prospects of securing employment, and must be reasonable, having regard to their circumstances.
- 6.16 The adviser who issues the direction must always explain to the jobseeker, at the time they give it, that refusal or failure to carry out the direction may result in loss of JSA. This ensures that the jobseeker can make their decision in the full knowledge of the consequences.

## **Employment Officer**

- 6.17 The definition of an Employment Officer is an officer of the Secretary of State or such person as may be designated by an order made by the Secretary of State. The Employment Officer's role is to agree the steps a customer is willing to take to find work, keep a check on those steps and to offer practical help and advice.

## **Jobseeker's Act 1995 (ch 18) - Part I The Jobseeker's Allowance**

### **Entitlement (Sections 1 – 5)**

6.18 The first five sections determine what the Allowance is, the entitlement conditions for the contribution-based, income-based and joint-claim components, as well as amounts payable and duration for contribution-based JSA.

### **Section 1: The Jobseeker's Allowance**

- 6.19 The main entitlement criteria are that a customer:
- is available for employment;
  - has entered into a Jobseeker's Agreement which remains in force;
  - is actively seeking employment;
  - satisfies the conditions set out in section 2;
  - is not engaged in remunerative work;
  - is capable of work;
  - is not receiving relevant education;
  - is under pensionable age; and
  - is in Great Britain.
- 6.20 Section 1 also allows regulations to determine that certain unemployed childless couples must both claim by make a joint-claim to JSA.

### **Section 2: Contribution-based conditions**

6.21 Defines the relevant income tax years, benefit year and first and second Contribution Conditions relevant to a claim, and are to be used in assessing whether the customer has paid and/or been credited with sufficient Class 1 National Insurance to give entitlement to contribution based JSA.

### **Income-based conditions and rates of JSA (Sections 3 – 4A)**

6.22 This section explains the conditions for entitlement to income-based JSA for an individual and/or their family. Section 3A outlines the conditions for joint claim couples for income-based JSA. Sections 4 and 4A explain the various categories of JSA that are payable, such as single age-related categories, couple rates, and premiums.

### **Section 5: Duration of contribution based JSA**

6.23 This section determines that JSA(CB) can be paid for 182 days for any claims based on the same Relevant Income Tax Years. Crucially, where there is entitlement to, but no payment of, JSA(CB) this determines that the relevant

period erodes the 182-day period. This will cover periods of sanction or full abatement of benefit (e.g. by occupational/personal pensions).

### **Jobseeking (Sections 6 – 10)**

- 6.24 These sections expand on the labour market conditions in section 1 for continuing entitlement to JSA. That is, a person is immediately available for and capable of full-time work, is actively seeking employment, has entered into a Jobseeker's Agreement (JSAg) or variations to it. This part also describes the attendance and information-giving requirements a customer must meet during their claim.
- 6.25 For a more detailed explanation of these requirements, see the description for JSA Regulations 5 – 40.

### **Income & capital (Sections 12 – 13)**

- 6.26 These sections handle how income, (such as earnings from part time work) and capital are treated for calculating entitlement to JSA.

### **Section 16: Severe Hardship**

- 6.27 This section allows a severe hardship JSA to be paid to customers under 18 years old who are not entitled to JSA or income support. Such customers must be registered for, but not receiving, training and would (not might) be in severe hardship without financial support.

### **Section 17: Reduced payments**

- 6.28 Allows regulations to determine the circumstances in which severe hardship JSA is reduced, such as refusing a training place.

### **Denial of JSA (Sections 19 – 20A)**

#### **Section 19: Sanctions**

- 6.29 Where there is entitlement to JSA, Section 19 outlines the circumstances in which JSA can be sanctioned for "offences" in respect of Jobseekers Directions, losing employment (leaving voluntarily, misconduct, refusal of employment), training courses and employment programme (refusing, leaving, misconduct). Section 20A replicates these arrangements for joint-claim JSA.

#### **Section 20: Exemptions from s19**

- 6.30 This provides a number of exemptions to s19 (sanctions) – e.g. no sanction is applicable to a vacancy subject to a Trade Dispute or a job left during a trial period. This section also allows for the payment of JSA Hardship when a sanction applies.

## **Jobseeker's Allowance Regulations 1996 (SI 1996/207)**

### **Part I General**

- 6.34 1-3: Citation, commencement and interpretation; these regulations provide definitions and meanings of certain expressions used throughout the Regulations. Terms/expressions that are unique to a specific Part or chapter are defined in that section (e.g. see Reg 4 and 75).

### **Part IA Joint claim couples**

- 6.35 3A-3G: Defines a joint claim couple where one of a childless, unemployed, couple was born after 28 Oct 1957. These Regulations cover entitlement to joint claim JSA at the start of a claim, during a claim or at the end of the relationship. They also provide for one member of the couple to be exempt from the requirements for a variety of reasons, (e.g. caring for a child, in relevant education, claiming incapacity benefit, pregnant or over state pension age).

### **Part V Sanctions**

#### 69 Prescribed periods of sanctions (s19 and 20A)

- 6.36 Defines the fixed lengths of sanctions for:
- failing to comply with a Jobseeker's Direction, other than a Back to Work Session – two weeks or four weeks for further failures in 12 months; and
  - refusing or losing a place on an employment programme or training scheme (including the New Deal) – two weeks, four weeks for second offence in 12 months and 26 weeks for a third act within 12 months of the second (and 26 weeks for subsequent acts/omissions).
- 6.37 This regulation will be amended to include failure to comply with a Jobseeker's Direction in respect of a "Back to Work Session", which will carry a one-week sanction from April 2009.

#### 70 Sanctions of discretionary lengths

- 6.38 For losing a job voluntarily, through misconduct, refusing employment, or neglecting to avail themselves of a job opportunity a variable sanction can be applied for up to 26 weeks, taking into account the circumstances of the loss.

#### 71 Voluntary redundancy

- 6.39 This regulation protects a customer as being treated as leaving voluntarily where they are dismissed from employment, or leave on an agreed date, having agreed to be made redundant voluntarily. It also protects those laid off or on short time who leave that employment after four weeks (or six continuous weeks out of 13).

72 Good cause for s19(5)(a) and (6)(c) and (d) (and 20A – joint claims)

6.40 For failing to comply with a Jobseeker's Direction, refusing to apply for or accept a job, or neglecting to avail themselves of a job opportunity this details the:

- circumstances that count as good cause;
- matters to be taken into account; and
- circumstances that do not count as good cause.

Good cause

6.41 The following circumstances constitute good cause:

- The job is for less than 24 hours p/w (16 hours if restrictions on availability for less than 24 hours p/w apply). This ground does not apply to a Jobseeker's Direction although the Direction may be challenged as unreasonable.
- The job is vacant because of a trade dispute.
- The customer is within their Permitted Period' (Reg 16) and the job does not meet their type/pay criteria.
- The customer has trained for a particular type of work for at least two calendar months – they do not have to accept work in any other kind of employment for four weeks after the training ends.
- The job is with a 'qualifying former employment' (i.e. an employer the customer has worked for in the last 12 months).
- The customer is laid off or on short-time working and refuses to take some other type of work (other than casual).
- The customer is exempt from having to start work immediately (carer, volunteer etc) or the job does not meet their pattern of availability.
- The customer fails or refuses to apply for, or accept, a job, or 'neglect to avail' themselves of an opportunity of employment with a 'qualifying former employer' (see above) while on a 'qualifying course' as a full-time student (see Reg 17A) and
  - this happens in the four weeks before the end of the course or examinations; or
  - it is other than casual employment during the vacation, unless it is permanent full-time paid work (16 hours or more a week).

6.42 Matters taken into account include:

- restrictions in availability applicable to the person;
- the job or Direction would or did cause significant harm damage or mental/physical stress;
- failure to comply originated from a religious or conscientious belief;
- caring responsibilities would, or did, make it unreasonable to comply;

- time to travel to the employment or place in a Direction by a means appropriate to the person; and
- the expense that was, or would be, incurred exclusively in connection with the Direction or employment, together with the expense of travel, would be an unreasonable amount of any remuneration (for employment) or other income they received (for Directions) whilst complying.

6.43 Circumstances not considered good cause include:

- the rate of pay offered, unless it is below the minimum wage;
- the customer's income or outgoings as they are, or would be if they took the job or carried out the Direction (e.g. they cannot argue they need a high wage because of a large mortgage or expensive lifestyle); and
- unless unreasonable because of health or caring responsibilities, the travelling time between a customer's home and place of work or a place mentioned in a Direction if this is less than:
  - one hour either way, during the first 13 weeks of a claim; or
  - one and a half hours either way, in all other cases.

73 Good cause for s19(5)(b) (and 20A – joint claims)

6.44 This details the good causes when a jobseeker refuses, loses or neglects to avail themselves of a place on an employment programme, training scheme (defined in Regulation 75) of which they have been notified of by an Employment Officer.

- The jobseeker has a disease or physical/mental disability that means they were unable to attend, or their health (or that of others) would have been at risk if they had done so.
- The jobseeker gave up a place and their continued participation would have put their health and safety at risk.
- The failure to participate in the scheme or programme resulted from a customer's sincerely held religious or conscientious objection.
- Travelling time to and from the scheme or programme would have exceeded one hour in each direction. Where there are no appropriate schemes within an hour's travelling distance, the customer may be expected to travel for over one hour but may have good cause if travel is difficult (e.g. because of a disability or poor health, or the distance involved is very long).
- The jobseeker is on a 'qualifying' full-time educational course (Reg 17A) and:
  - fails to attend or abandon the course because it was unsuitable, or lacked the ability to do it, or it is less than four weeks since they started it; or
  - fails to apply for or attend an employment programme if this was at a time that would have prevented them from attending the qualifying course.

- The jobseeker had caring responsibilities and no close relative of the person cared for or member of that person's household was available to provide the care, and it was not practical to make other arrangements.
- The jobseeker was arranging or attending the funeral of a close relative or a close friend.
- The jobseeker had to deal with a domestic emergency.
- The jobseeker was crewing or launching a lifeboat, working as a part-time fire-fighter or doing work as part of an organised group for the benefit of others in an emergency.
- No written notification was given about the scheme in question that warned about that payment of JSA could be sanctioned (New Deal scheme sanctions only).
- Regulation 73(2) JSA Regulations
- Regulation (JSA) 7/03 discusses the meaning of 'conscientious objection' in this context.
- Regulation 73(2B) and (4) JSA Regulations
- Regulation 73(2A) JSA Regulations

#### 74 Persons of prescribed description for s20(3)

- 6.45 'Trial periods': Describes those customers who are protected from a variable length sanction (in Reg 70) for leaving voluntarily or neglecting to avail themselves of a job without just cause. The customer must not have been in employment, self-employed, a full-time student or in relevant education in the 13 weeks preceding the date they started a job. The trial period can be up to 12 weeks long.

#### 75 Interpretation

- 6.46 This defines the employment programme (including New Deal) and training schemes to which s19(5)(b) applies – see Reg 73 above.

## Useful publications

6.47 Please see below:

- Child Poverty Action Group (2008) Welfare benefits and tax credits handbook 2008/2009, ISBN 978-1-906076-12-2 (Also available on-line by subscription: [www.cpag.org.uk](http://www.cpag.org.uk))
- Social Security Legislation 2007/08 Volume II – income support, jobseeker's allowance, state pension credit and the social fund, Sweet & Maxwell
- Office of public sector information, 'UK legislation' <http://www.opsi.gov.uk/legislation/uk.htm>
- 'Jobseeker's Allowance – Help while you look for work', DWP leaflet 1002 (ISBN 978-1-84763-026-1 [http://www.jobcentreplus.gov.uk/JCP/stellent/groups/jcp/documents/webcontent/dev\\_015482.pdf](http://www.jobcentreplus.gov.uk/JCP/stellent/groups/jcp/documents/webcontent/dev_015482.pdf))

## **ANNEXE 7. TRANSFER OF UNDERTAKINGS (PROTECTION OF EMPLOYMENT) REGULATIONS 2006 (TUPE)**

- 7.1 The scope and nature of the work being contracted out will include support for customers to help find and keep work, which is currently being provided, in some instances by Jobcentre Plus staff, and in others by staff employed by the external suppliers of the New Deal programme. Bidders are therefore advised that they will need to consider the likelihood that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) will apply to this transfer of work.
- 7.2 The purpose of TUPE is to protect employment rights, continuity of employment and the terms and conditions of service of people who are transferred from one employer to another when a business or part of a business (“an undertaking”) in which they work is transferred. The new employer takes over all rights, duties and obligations of the former employer. It is as though the individual’s contract of employment was originally made with the new employer and not the original employer.
- 7.3 Under TUPE, where there is a relevant transfer, TUPE applies the principle of an automatic transfer of contracts of employment from the previous service supplier to the new service supplier, whether the new supplier is a prime contractor or a subcontractor. If the same services are to be delivered by a new prime contractor, then, all other things remaining equal, TUPE would operate to transfer staff to that supplier. But if that prime contract subcontracts the delivery of the services then, all other things remaining equal, it is the subcontractor who would inherit the previous supplier’s staff. This principle applies no matter how much subcontracting is done down the line. The key is identifying which organisation ends up actually delivering the service in question: it is that organisation that may pick up liability to employ the staff previously engaged in delivering that service. Note also that TUPE may also apply when it is only *part* of a service that is subcontracted: in that case, staff who worked in the relevant part can expect to transfer to the subcontractor delivering that part of the service. The operation of TUPE can become very complex when subcontracting is involved and/or the service ends up being delivered by a number of suppliers. Suppliers should seek their own advice in relation to this.
- 7.4 Set out below is the DWP position with regard to TUPE and its application within the new Flexible New Deal contracts based on our legal advice.
- 7.5 In the context of the re-tendering of a contract, a relevant transfer under TUPE occurs:
- when there is a transfer of an economic entity that retains its identity in the hands of the new supplier; or
  - when there is a service provision change, as defined (i.e. where previously a supplier had an organised grouping of employees carrying out activities on behalf of a customer who intends that the same activities be carried out by another supplier).

- 7.6 Further, the *Cabinet Office Statement of Practice Staff Transfers in the Public Sector*, published in January 2000, requires that TUPE should apply to a re-tendering of contracts where staff originally transferred from the public sector.
- 7.7 Where there is a relevant transfer, employees assigned to the undertaking being transferred have their contracts transferred automatically to the new supplier.
- 7.8 DWP expects successful bidders to investigate whether TUPE applies in all cases to establish whether there should be an automatic transfer of staff from outgoing suppliers. Often this is straightforward but the position here is complicated by the fact that there are multiple suppliers providing services within each Flexible New Deal contract package, both before and after the re-tendering, and they may not of course be the same suppliers before and after. Further, some suppliers cover a number of Flexible New Deal contract packages and may not have teams dedicated to each area.
- 7.9 It follows that, even if either definition of a relevant transfer is satisfied, it may be impractical to identify which employees are assigned to the undertaking being transferred and impossible to identify the entity to which the contract had been transferred.
- 7.10 Equally, if it is clear where an employee is assigned to an undertaking which transfers to an identifiable new supplier, TUPE must be allowed to apply so that the contract transfers in the usual way. It is also open to preferred bidders to offer employment to staff working in the service even if TUPE does not strictly apply to transfer employment automatically.
- 7.11 DWP will take very seriously any failure by preferred bidders to apply the law further, any such failure will expose preferred bidders to legal action in the employment tribunal by redundant staff. It is imperative therefore, that each of the preferred bidders seeks its own legal advice as to the application of TUPE and the *Statement of Practice*.

### **Support for bidders on supplier to supplier TUPE**

- 7.12 To assist bidders in the completion of their tenders we propose to provide indicative numbers of existing supplier staff currently delivering New Deal and Employment Zone contracts in Phase One Flexible New Deal contract areas/packages. This information is to support bidders in developing their TUPE-costed bids and will be provided in August 2008.
- 7.13 Clearly it is in all our interests to ensure that there is an early exchange of information to allow all stakeholders to consider the options and effect transfers where this is legally required or where both parties agree that it will ensure a smooth transition to the new contracts.
- 7.14 DWP will facilitate, where necessary, the exchange of full and complete TUPE information between out-going suppliers of the service and the incoming service supplier. We shall expect the transferor and transferee to reach agreement on compliance with the information provisions of TUPE and will not

be offering any warranties as to the completeness of any information where we facilitate exchange (since we have no way of assuring this).

- 7.15 Consequently DWP cannot provide an indemnity against any losses or liabilities resulting from failure to comply with TUPE.
- 7.16 We will write to the existing New Deal and Employment Zones suppliers to let them know who the preferred bidders are in each Flexible New Deal contract package. We will be asking suppliers to supply locations and job details of those staff employed on New Deal / Employment Zones and who may be the subject of a TUPE transfer to the preferred bidders as soon as possible, if they have not already done so.
- 7.17 It is then for preferred bidders to obtain their own advice as to whether TUPE applies in each situation. However, in these circumstances DWP are also happy to facilitate contact between existing New Deal / Employment Zone suppliers and preferred bidders in order to allow suppliers to discuss and agree options for staff.
- 7.18 If you have specific examples of suppliers who are not providing information to assist you in carrying out your TUPE obligations, please let us know the details and we will do what we can to ensure contracts are complied with.

### **Pensions**

- 7.19 While DWP has stated that it does not expect that any DWP staff will transfer to new suppliers, there will be groups of staff potentially transferring to new suppliers from other existing suppliers for whom pension arrangements will need to be made.
- 7.20 These arrangements are set out in the following legislation and codes and statements of practice:
- Local Government Pension Scheme (Amendment etc.) Regulations 1999;
  - Staff Transfers in the Public Sector (2000, rev 2007);
  - A Fair Deal for Staff Pensions (2002) and (2004);
  - Code of Practice on Workforce Matters in Local Authority Service Contracts (2003);
  - Pensions Act 2004;
  - Transfer of Employment (Pension Protection) Regulations 2005;
  - Code of Practice on Workforce Matters in Public Sector Service Contracts (2005); and,
  - The Best Value Authorities Staff Transfers (Pensions) Direction 2007.
- 7.21 Although the transfer of occupational pensions is excluded from TUPE, the Cabinet Office has set out best practice guidelines initially in *Staff Transfers in the Public Sector* (2000) and subsequently *A Fair Deal for Staff Pensions (Fair Deal)*. A copy of these guidelines can be obtained from the Cabinet Office ([www.cabinetoffice.gov.uk](http://www.cabinetoffice.gov.uk)).

- 7.22 The guiding principles are that the new employer must provide transferring staff with the option of membership to a pension scheme, which, though not identical, is certified by the Government Actuary's Department as "broadly comparable" to the public service pension scheme which they are leaving. Staff should also be given options for the handling of the accrued benefits which they have already earned. It will be a condition of the contract that the successful supplier will comply with these requirements.
- 7.23 In addition, transfers from local authorities are covered by the *Code of Practice on Workforce Matters in Local Authority Service Contracts* (the Code) which was set out in the *Department for Communities and Local Government circular 02/2003*. A copy of the Code can be found at: <http://www.communities.gov.uk/publications/localgovernment/odpmcircularbest>
- 7.24 The Code obliges the new employer to make pension provision for the transferred employees, as in *Fair Deal* above, or to apply for admitted body status, thus allowing employees to remain members of the Local Government Pension Scheme (LGPS), by virtue of the enabling provisions of the *Local Government Pension Scheme (Amendment etc.) Regulations 1999*.
- 7.25 Further, employees who transfer from local authorities or who had previously transferred from local government service are protected under *The Best Value Authorities Staff Transfers (Pensions) Direction 2007* (the Pensions Direction). Made under section 101 of the Local Government Act 2003, the Pensions Direction requires that all employees and former employees of "best value" authorities (as listed in section 1 of the Local Government Act 1999) are entitled to enforceable pension protection after a change of employer on a contracting-out exercise or subsequent contract. 'Pension protection' is defined in the Pensions Direction as the right to acquire pension benefits which are the same as, or count as broadly comparable to, or better than, those which the employees had the right to acquire before the change of employer. The Pensions Direction can be found at: <http://www.communities.gov.uk/publications/localgovernment/authorities-staff-transfers>
- 7.26 Transfers from public sector organisations other than local authorities are covered by the *Code of Practice on Workforce Matters in Public Sector Service Contracts* which requires a treatment of staff pensions similar to that provided for by the Code. It can be found at: [http://archive.cabinetoffice.gov.uk/opsr/workforce\\_reform/code\\_of\\_practice/index.asp](http://archive.cabinetoffice.gov.uk/opsr/workforce_reform/code_of_practice/index.asp)
- 7.27 Suppliers' employees who are in private pension schemes are excluded from the provisions of *The Fair Deal for Staff Pensions* and the Code. This is likely to include Further Education Establishment employees. Pension provision for this group of employees is covered by the *Pensions Act 2004* (the Pensions Act) at: [http://www.opsi.gov.uk/Acts/acts2004/ukpga\\_20040035\\_en\\_1](http://www.opsi.gov.uk/Acts/acts2004/ukpga_20040035_en_1) and the *Transfer of Employment (Pension Protection) Regulations 2005* at: <http://www.opsi.gov.uk/si/si2005/20050649>

### **Identified employee groups for pensions purposes**

7.28 Potential suppliers will need to consider the pension arrangements required for the following groups of employees who could transfer to them from existing suppliers:

- Local Authority employees who are members of the Local Government Pension Scheme;
- City Technology College (which are part of Central Government) employees; and
- Supplier's employees in private pension schemes - including Further Education Establishment employees and other Private Sector suppliers.

### **Local authority staff**

7.29 Local authority staff working for current local authority suppliers will be members of the Local Government Pensions Scheme (the LGPS). For these employees a new employer must either:

- provide, under Fair Deal, a pension scheme certified by Government Actuary's Department as "broadly comparable" to the relevant LGPS scheme for their future service and a bulk transfer agreement to allow them, if they wish, to maintain the link between their future earnings growth and their past service pension benefits. The authority will provide a bulk transfer agreement with the relevant actuarial assumptions specified; or
- under the Code, apply for admitted body status, thus allowing employees to remain members of the LGPS, by virtue of the enabling provisions of the Local Government Pension Scheme (Amendment etc.) Regulations 1999; and
- in either case, observe the Pensions Direction by providing for pensions protection (as defined) to be enforceable for the relevant staff transferring to them. This may be achieved by the inclusion in the relevant contractual documents with the DWP a provision for the right to pension protection to be enforced pursuant to the Contracts (Rights of Third Parties) Act 1999.

### **City Technology college staff**

7.30 City Technology suppliers are central government bodies and are covered by *Fair Deal*.

7.31 Under *Fair Deal* a new employer must provide a pension scheme certified by Government Actuary's Department as "broadly comparable" to the relevant scheme for their future service and a bulk transfer agreement to allow them, if they wish, to maintain the link between their future earnings growth and their past service pension benefits. The transferring employer will provide a bulk transfer agreement with the relevant actuarial assumptions specified.

**Suppliers' employees in private pension schemes (including further education establishment employees and other private sector suppliers)**

- 7.32 Suppliers are advised to check the status of Further Education Establishment pension schemes. If there is any doubt whether they are private pension schemes or not advice should be sought from DWP on the expected treatment of such schemes.
- 7.33 These employees will be covered by the Pensions Act and the *Transfer of Employment (Pension Protection) Regulations 2005* which require the new employer to offer transferring employees the opportunity to participate in an occupational or stakeholder pension scheme following the transfer if they are eligible to participate in an occupational pension scheme before the transfer.
- 7.34 Minimum benefits of the schemes to be offered are set out in the Pensions Act.

**Supplier requirements**

- 7.35 Suppliers must provide details of their proposals for providing a pension scheme for all the above groups of staff.
- 7.36 In order to achieve the requirements of *Fair Deal* in respect of provision of broadly comparable pension schemes and bulk transfer agreements it is **mandatory** that suppliers start these negotiations as soon as possible so that the likely outcome of these negotiations is transparent before the award of contract.
- 7.37 Suppliers must provide details of their proposals for negotiating a pensions bulk transfer including a timetable with the incumbent service supplier and the employer's actuary.
- 7.38 In addition, consideration must be given to pensions arrangements for new joiners to the workforce following commencement of the contract, as required by the Code, which applies to employees transferring out of local government service, and the *Code of Practice on Workforce Matters in Public Sector Service Contracts*, which applies to employees transferring out of other public sector organisations.

## ANNEXE 8. EUROPEAN SOCIAL FUND REQUIREMENTS

### Background

- 8.1 The European Social Fund (ESF) is one of four European Structural Funds\* designed to strengthen economic and social cohesion in the European Union (EU). Broader background information about all the European Structural Funds and their administration in the United Kingdom is contained in the UK National Strategic Reference Framework, available from the Department for Business, Enterprise and Regulatory Reform website ([www.berr.gov.uk](http://www.berr.gov.uk)).
- 8.2 The ESF aims to:
- help unemployed and inactive people enter work;
  - provide opportunities for people at a disadvantage in the labour market;
  - promote lifelong learning;
  - develop the skills of employed people; and
  - improve women's participation in the labour market.
- 8.3 The ESF channels its money into strategic, long-term programmes in member states and regions across the EU, particularly those where economic development is less advanced. Seven-year programmes are planned by member states together with the European Commission and then implemented through a wide range of organisations, both in the public and private sector. These organisations include national, regional and local authorities, educational and training institutions, non-governmental organisations (NGOs) and the voluntary sector, as well as social partners, for example, trade unions and works councils, industry and professional associations, and individual companies.
- 8.4 The ESF is administered differently across the United Kingdom. England, Northern Ireland, Scotland and Wales each receive their funding allocations separately and have chosen to deliver ESF programmes differently. As a Government department with responsibilities across England, Scotland and Wales, DWP plays a different role in the delivery of ESF programmes in each country.

### England

- 8.5 ESF Division, within the Joint International Unit, has overall accountability for ESF in England and manages central funding that is used to add value to national policy initiatives. ESF Division distributes the funding via Government Offices in the English regions. The Government Offices work with regional committees to develop and approve the proposals of organisations such as the Learning and Skills Councils, DWP, Regional Development Agencies and other organisations such as local authorities. These organisations (known as

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\* The other three Structural Funds are the European Regional Development Fund, the European Agricultural Fund for Rural Development and the European Fisheries Fund.

Co-financing Organisations) then deliver or arrange delivery of ESF projects at regional level.

- 8.6 Most ESF money in England is distributed to projects through Co-financing Organisations (CFOs). These organisations are responsible for finding the match funding (see below). This system of 'co-financing' enables successful applicants to receive 100 per cent funding for their projects.
- 8.7 All Government departments and their local representatives (i.e. the Regional Development Agencies, local authorities, Learning and Skills Councils and Jobcentre Plus regions) work within this framework to develop delivery plans in order to secure ESF monies from the Government Offices. Since the strategic delivery model for DWP involves delivery through the private and voluntary sector, DWP must contract with suppliers to deliver the agreed projects.

### Scotland

- 8.8 The Scottish Government is responsible for administering ESF programmes in Scotland. Each of the Scottish regions has its own Intermediate Administration Body (IAB), which performs certain functions on behalf of the Scottish Government within each region (a bit like the Government Offices do for ESF in England). However, rather than Jobcentre Plus Office for Scotland working with DWP to develop a Co-financing Plan and submitting it to the Scottish Government, suppliers of DWP/Jobcentre Plus programmes (including the Flexible New Deal) can submit bids to deliver ESF programmes direct to the appropriate IAB. As with all ESF programmes, these have to produce clear additional outputs and outcomes over and above the chosen match funded provision.

### Wales

- 8.9 The Welsh European Funding Office (WEFO) is responsible for administering ESF programmes in Wales. Like the Scottish Government, WEFO uses the 'direct bid' approach, inviting all potential ESF suppliers to submit bids directly to them.

## **ESF requirements in England**

### Match funding

- 8.10 The ESF only funds a proportion of the total overall project costs; the rest must be found by the (publicly funded) organisation(s) delivering the project(s). As one of these organisations, DWP has to identify broadly similar domestically funded contracts to secure ESF monies. These contracts are known as 'match funded'.
- 8.11 Contracts can be part funded by ESF or entirely funded by ESF. DWP has chosen to fund all its co-financed ESF contracts entirely by ESF, but it can only do this if the total value of other match contracts is in the right proportion

to the value of ESF contracts. For example, if ESF provide a 50 per cent proportion and domestic funding 50 per cent, for every £50 spent on ESF provision DWP has to show that £50 has been spent on match provision.

- 8.12 It is expected that the majority of DWP match funding will be from the Provider-led Pathways to Work, Programme Centres and the Flexible New Deal programme. Any contracts used by DWP as match funding cannot be used by suppliers as match funding for ESF direct bids to Government Offices, the Welsh European Funding Office or the Scottish Government.
- 8.13 Like the ESF-funded contracts, suppliers of domestic match contracts like the Flexible New Deal must also comply with ESF programme requirements in the following areas:
- Marketing and publicity;
  - Document retention; and
  - ESF audit requirements.
- 8.14 It will be possible that, owing to a change in the amount of match funding required, a supplier may be asked part way through a year to either start following these requirements or indeed to cease doing so in cases where sufficient match funding has been obtained.

#### Marketing and publicity

- 8.15 There are a number of regulatory requirements in terms of marketing and publicity and these apply equally to those suppliers who deliver ESF funded provision and those who deliver match funded provision. ESF funding can be withdrawn if the requirements are not followed.
- 8.16 To meet the regulatory requirements suppliers must have specific ESF publicity measures, which must include but are not restricted to the following:
- publicising funding opportunities to potential applicants;
  - ensuring that all ESF and match funded support activities are publicised to customers and the general public;
  - providing DWP with “Good News” stories, this includes collecting the relevant information and obtaining customer permissions;
  - displaying an ESF 2007-2013 plaque in each delivery location, in a prominent place, where it is clearly visible to staff, customers and wherever possible, others using the building;
  - reminding ESF and match funded customers of EU and ESF support throughout their activity;
  - supplying supplier and provision details for inclusion in the ESF public databases;
  - using the ESF logo in line with guidance on any documents including forms and letters concerning the administration of the ESF or match

funded activity (information and a copy of the ESF 2007-2013 logo can be found at <http://www.esf.gov.uk>);

- approving all publicity materials with DWP before publishing and use; and
- issuing customers with an ESF11 form which explains ESF funding.

#### Document retention

- 8.17 There are specific rules that apply to ESF provision about the length of time documents must be retained. This includes documents and information generated by suppliers. For the 2007-2013 programme, ESF documentation must be retained until at least 31 December 2022. Suppliers will be updated should this date be changed at any stage in the future. Suppliers with programmes (both ESF and match funded) part or fully funded by ESF are required to keep evidence of the project costs they claim from DWP for the full retention period. The contract will specify what these costs are and the documentation that must be kept. There is a requirement under EU Regulations that these costs must be actual, eligible and relevant to the project and be supported by original documents. Non-compliance can result in recovery of funds.
- 8.18 Where a subcontractor ceases to trade or is no longer doing business with the prime contractor, the prime contractor must ensure that all original documents are retained for the full retention period (i.e. until at least 31 December 2022).
- 8.19 Where a prime contractor ceases to trade or is no longer doing business with DWP, all original documents must be passed to the DWP Contract Manager.
- 8.20 Suppliers can keep documents as either the original paper copies or as an electronic copy of the originals. If keeping copies of original documents electronically, they must meet with Commission Regulation (EC) 2355/2002. Please see Annexe 7 of [Chapter 12 of the DWP Provider Guidance](#).

#### ESF audit requirements

- 8.21 Both prime contractors and subcontractors of match funded provision are subject to audit controls and review. The following is a list of the bodies, which require access for audit purposes - it is not exhaustive:
- European Social Fund – ESF Audit Authority;
  - The European Court of Auditors;
  - The European Commission’s Auditors;
  - The National Audit Office;
  - DWP and Pensions Risk Assurance Division; and
  - other bodies as required by or on behalf of DWP/European Commission.
- 8.22 Failure to meet audit requirements results in a high financial risk for both suppliers and DWP, as funds used inappropriately or for ineligible customers or purposes are recoverable.

### ESF evaluation

- 8.23 Independent evaluation is an important element of ESF provision. The Flexible New Deal, as match funded provision, is also subject to evaluation. The full design of the evaluation programme is still under development but it is likely that suppliers will be asked to support a variety of evaluation projects, including:
- evaluation by ESF Division;
  - regional evaluation commissioned by or on behalf of the Regional Skills Partnership; and,
  - programme delivery evaluation commissioned by DWP.
- 8.24 Other interested parties may administer further evaluations.
- 8.25 Suppliers of Flexible New Deal match funded contracts will be expected to assist all evaluating bodies, as required. Evaluation by ESF Division will include a two-stage national cohort study of customers from 2009, and a range of other studies focusing on, for example, gender, disadvantaged groups, equal opportunities, in-work training, sustainable development and the delivery of ESF in relation to ESF targets and the Regional ESF Frameworks.
- 8.26 Suppliers will also be asked to report on progress and evaluate their own provision at regular intervals to support DWP's reporting requirement to the Managing Authority (ESF Division) at regional and national levels. An end of project evaluation report will also be required, summarising project activities and outcomes achieved, and highlighting key issues.

### **Further information about the ESF in England**

- 8.27 To comply with these requirements in full, suppliers must familiarise themselves with the Chapter 12 of the DWP Provider Guidance:  
[http://www.dwp.gov.uk/supplyingdwp/what\\_we\\_buy/provider\\_guidance.asp](http://www.dwp.gov.uk/supplyingdwp/what_we_buy/provider_guidance.asp)
- 8.28 More general information about administration of the European Social Fund in England and the implications of ESF match funding can be found at:  
<http://www.esf.gov.uk>.

### **ESF arrangements in Scotland and Wales**

- 8.29 Information about the ESF in Scotland can be found at: <http://www.esep.co.uk>.
- 8.30 Full Information, including details of the ESF Convergence and Regional Competitiveness and Employment programmes operating in Wales, regulatory requirements, application processes and all appropriate guidance can be found at:  
<http://www.wefo.wales.gov.uk> or <http://www.wefo.cymru.gov.uk>

## ANNEXE 9. THE ETHNIC MINORITY EMPLOYMENT GAP AND EMPLOYMENT PROGRAMME PERFORMANCE

- 9.1 Information on the ethnic minority employment gap is not easily accessible through public information sources so this annexe provides this information for each contract package.
- 9.2 This annexe also provides instructions on how to obtain ethnic minority performance information on the Department's current mandatory employment programmes from the DWP tabulation tool. Although the instructions are specific to ethnic minorities, there are options within the tabulation tool to provide similar information for a range of characteristics, for example, gender, disability and age.

**Table 2. Ethnic minorities employment**

Contract Reference Number	Contract Area	Ethnic Minority Employment Rate	Overall Employment Rate	Gap
1	Ayrshire, Dumfries, Galloway & Inverclyde / Edinburgh, Lothian & Borders / Lanarkshire & East Dunbartonshire	64.5%	75.7%	11.3%
2	North East Yorkshire & the Humber / Tees Valley	66.6%	75.4%	8.8%
3	Greater Manchester Central / Greater Manchester East & West	53.2%	71.5%	18.4%
4	Derbyshire / South Yorkshire	54.5%	72.8%	18.3%
5	North & Mid Wales / South East Wales	59.8%	73.9%	14.1%
6	Coventry & Warwickshire / The Marches / Staffordshire	63.4%	76.7%	13.3%
7	Leicestershire & Northamptonshire / Nottinghamshire	61.1%	76.1%	14.9%
8	Cambridgeshire & Suffolk / Lincolnshire & Rutland / Norfolk	72.6%	77.1%	4.6%
9	Birmingham & Solihull	51.2%	65.1%	13.9%
10	Black Country	55.0%	69.2%	14.2%
11	South Wales Valleys / South West Wales	51.1%	69.0%	17.9%
12	London Central / Lambeth, Southwark & Wandsworth	54.9%	68.6%	13.7%
13	Kent / Surrey & Sussex	71.8%	78.0%	6.3%
14	Devon & Cornwall	69.4%	75.8%	6.4%

**Notes:**

Source - Annual Population Survey (APS) based on data collected between January 2007 and December 2007. The survey is based on approximately 360,000 people in 170,000 households. Further information on the APS can be found at the following link:

<http://www.statistics.gov.uk/about/data/guides/LabourMarket/sources/household/aps.asp>

## Identifying the employment programme performance of ethnic minorities

- 9.3 Performance of ethnic minorities on New Deal 25plus, New Deal for Young People and Employment Zones can be obtained from the DWP tabulation tool website. Instructions on how to use the tabulation tool can be found at: <http://www.dwp.gov.uk/asd/tabtool.asp>

### Instructions for New Deal 25plus and New Deal for Young People

1. Scroll down and click on 'Employment Programmes'.
2. Click on the desired employment programme (New Deal 25plus or New Deal for Young People)
3. Select leavers (spells) or leavers (individuals)
4. Select the following for each option
  - Analysis – Leavers (thousands)
  - Row – Immediate destination on leaving
  - Column – Ethnic Minority Indicator
  - Subset – Jobcentre Plus district then select the desired district
  - Date – select the latest date available
  - Click on 'get table'
5. From here you can calculate the proportion of ethnic minorities leaving the programme which leave to employment. Similar proportions can be calculated for all leavers.

### Instructions for Employment Zones

1. Scroll down and click on 'Employment Programmes'
2. Click on 'Employment Zones'
3. Select leavers (spells) or leavers (individuals)
4. Select the following for each option
  - Analysis – Leavers (thousands)
  - Row – Ethnic Minority Indicator
  - Column – Client Group of EZ participant
  - Subset – EZ area then select the desired area

- Date – select the latest date available
  - Click on 'get table'
5. Open a new window and repeat steps 3 & 4 but select jobs (spells) or jobs (individuals) at step 3.
  6. Combine the information in the leavers table and the jobs table to calculate the proportions of leavers into employment for ethnic minorities or all.

## ANNEXE 10. SOURCES OF ADDITIONAL INFORMATION

10.1 Further background information can be found in the following:

- Careers Wales:  
<https://www.careerswales.com/home.asp?language=English>
- Cabinet Office Code of Practice on Workforce Matters in Public Sector Contracts:  
[http://archive.cabinetoffice.gov.uk/opsr/workforce\\_reform/code\\_of\\_practice/index.asp](http://archive.cabinetoffice.gov.uk/opsr/workforce_reform/code_of_practice/index.asp)
- City Strategy: [http://www.dwp.gov.uk/welfarereform/cities\\_strategy.asp](http://www.dwp.gov.uk/welfarereform/cities_strategy.asp)
- Corporate Publications: <http://www.dwp.gov.uk/resourcecentre/corporate-publications.asp>
- Data Protection Act 1998, Chapter 29:  
[http://www.opsi.gov.uk/acts/acts1998/ukpga\\_19980029\\_en\\_1](http://www.opsi.gov.uk/acts/acts1998/ukpga_19980029_en_1)
- Disability Discrimination Act 2005, Chapter 13:  
[http://www.opsi.gov.uk/Acts/acts2005/ukpga\\_20050013\\_en\\_1](http://www.opsi.gov.uk/Acts/acts2005/ukpga_20050013_en_1)
- Disability Equality Duty (DED): <http://www.dotheduty.org/>
- DWP Ready for work: full employment in our generation:  
<http://dwp.gov.uk/welfarereform/readyforwork/>
- DWP Information Directorate Statistical Tab Tool:  
<http://www.dwp.gov.uk/asd/tabtool.asp>
- DWP Commissioning Strategy:  
<http://www.dwp.gov.uk/publications/dwp/2008/com-strategy/cs-rep-08.pdf>
- DWP (2007) In work, better off: Next steps to full employment:  
[www.dwp.gov.uk/welfarereform/in-work-better-off](http://www.dwp.gov.uk/welfarereform/in-work-better-off)
- DWP Policy Publications: <http://www.dwp.gov.uk/resourcecentre/policy-publications.asp>
- DWP Provider Guidance:  
[http://www.dwp.gov.uk/supplyingdwp/what\\_we\\_buy/provider\\_guidance.asp](http://www.dwp.gov.uk/supplyingdwp/what_we_buy/provider_guidance.asp)
- DWP Quality Framework:  
[http://www.dwp.gov.uk/supplyingdwp/what\\_we\\_buy/quality\\_framework.asp](http://www.dwp.gov.uk/supplyingdwp/what_we_buy/quality_framework.asp)
- DWP Research Report Index: <http://www.dwp.gov.uk/asd/asd5/rrs-index.asp>
- DWP Tabulation Tool: <http://www.dwp.gov.uk/asd/tabtool.asp>
- DIUS (2007) World Class Skills: Implementing the Leitch Review of Skills, Cm 7181: <http://www.dius.gov.uk/publications/worldclassskills.pdf>
- DIUS (2006) Prosperity for all in the global economy: world class skills:  
[www.hm-treasury.gov.uk/media/6/4/leitch\\_finalreport051206.pdf](http://www.hm-treasury.gov.uk/media/6/4/leitch_finalreport051206.pdf)
- DIUS & DWP (2007) Opportunity, Employment and Progression: making skills work, Cm 7288: [www.dius.gov.uk/publications/7381-TSO-Skills.pdf](http://www.dius.gov.uk/publications/7381-TSO-Skills.pdf)

- European Social Fund in England: <http://www.esf.gov.uk/>
- Employer Helpdesk: 01256 846414 and email: [employerhelpdesk@cabinet-office.x.gsi.gov.uk](mailto:employerhelpdesk@cabinet-office.x.gsi.gov.uk)
- Information on Civil Service Pensions: <http://www.civilservice-pensions.gov.uk/Menu.asp>
- Jobseeker's Allowance – Help while you look for work: [http://www.jobcentreplus.gov.uk/JCP/stellent/groups/jcp/documents/webseitecontent/dev\\_015482.pdf](http://www.jobcentreplus.gov.uk/JCP/stellent/groups/jcp/documents/webseitecontent/dev_015482.pdf)
- Jobseeker's Act 1995, Chapter 18: [http://www.opsi.gov.uk/ACTS/acts1995/ukpga\\_19950018\\_en\\_1](http://www.opsi.gov.uk/ACTS/acts1995/ukpga_19950018_en_1)
- Jobseeker's Allowance Regulations 1996: [http://www.opsi.gov.uk/SI/si1996/Uksi\\_19960207\\_en\\_1.htm](http://www.opsi.gov.uk/SI/si1996/Uksi_19960207_en_1.htm)
- Local Strategic Partnerships Government Guidance: <http://www.neighbourhood.gov.uk/publications.asp?did=187>
- More Choices, More Chances: A Strategy to Reduce the Proportion of Young People not in Education, Employment or Training in Scotland: <http://www.scotland.gov.uk/Publications/2006/06/13100205/0>
- NOMIS Official Labour Market Statistics: <https://www.nomisweb.co.uk/Default.asp>
- National Minimum Wage: <http://www.hmrc.gov.uk/nmw>
- No one written off: reforming welfare to reward responsibility: <http://www.dwp.gov.uk/welfarereform/noonewrittenoff/noonewrittenoff-complete.pdf>
- Office of public sector information - UK legislation: <http://www.opsi.gov.uk/legislation/uk.htm>
- Office for National Statistics at [www.statistics.gov.uk](http://www.statistics.gov.uk) or [www.ons.gov.uk](http://www.ons.gov.uk)
- Race Relations Amendment Act (2000): [http://www.opsi.gov.uk/acts/acts2000/ukpga\\_20000034\\_en\\_1](http://www.opsi.gov.uk/acts/acts2000/ukpga_20000034_en_1)
- Skills Development Scotland: <http://www.skillsdevelopmentscotland.co.uk/>
- Skills for Scotland: A Lifelong Skills Strategy: <http://www.scotland.gov.uk/Resource/Doc/197204/0052752.pdf>
- Skills That Work For Wales: [http://new.wales.gov.uk/topics/educationandskills/policy\\_strategy\\_and\\_planning/skillsthatforwales/?lang=en](http://new.wales.gov.uk/topics/educationandskills/policy_strategy_and_planning/skillsthatforwales/?lang=en)
- The Law Relating to Social Security: <http://www.dwp.gov.uk/advisers/docs/lawvols/bluevol/>
- Staff Transfers in the Public Sector Statement of Practice, Annex A: [http://www.hm-treasury.gov.uk/media/D/C/staff\\_transfers\\_145.pdf](http://www.hm-treasury.gov.uk/media/D/C/staff_transfers_145.pdf)
- The Transfer of Undertakings (Protection of Employment) Regulations 2006: <http://www.opsi.gov.uk/si/si2006/20060246.htm>

- The Waste Electrical and Electronic Equipment Directive:  
<http://www.netregs.gov.uk/netregs/275207/1631119/?version=1&lang=e>
- Welsh Assembly Government website: <http://www.wales.gov.uk>
- Welsh European Funding Office (English language version):  
<http://www.wefo.wales.gov.uk>
- Welsh European Funding Office (Welsh language version):  
<http://www.wefo.cymru.gov.uk>
- Welsh Language Act (1993):  
[http://opsi.gov.uk/acts/acts1993/Ukpga\\_19930038\\_en\\_1.htm](http://opsi.gov.uk/acts/acts1993/Ukpga_19930038_en_1.htm)
- DWP Welsh Language Scheme:  
[http://www.dwp.gov.uk/publications/dwp/2004/wls/Annex\\_E.asp](http://www.dwp.gov.uk/publications/dwp/2004/wls/Annex_E.asp).
- Work Skills: <http://www.dius.gov.uk/publications/workskills.pdf>
- Workforce Plus - An Employability Framework for Scotland:  
<http://www.scotland.gov.uk/Publications/2006/06/12094904/0>
- Working Neighbourhoods Fund:  
<http://www.communities.gov.uk/publications/communities/workingneighbourhoods>

## ANNEXE 11. BACKGROUND LABOUR MARKET INFORMATION

11.1 This annexe provides background labour market information for each of the 14 Phase One Flexible New Deal contract packages. The information is presented by Jobcentre Plus district. These districts are:

- Ayrshire, Dumfries, Galloway & Inverclyde;
- Lanarkshire & East Dunbartonshire;
- Edinburgh, Lothian & Borders;
- Birmingham & Solihull;
- Black Country;
- Cambridgeshire & Suffolk;
- Norfolk;
- Lincolnshire & Rutland;
- Central London;
- Lambeth, Southwark & Wandsworth;
- Coventry & Warwickshire;
- The Marches;
- Staffordshire;
- Derbyshire;
- South Yorkshire;
- Devon & Cornwall;
- Greater Manchester Central;
- Greater Manchester East & West;
- Kent;
- Surrey & Sussex;
- Leicestershire & Northamptonshire;
- Nottinghamshire;
- North & Mid Wales;
- South East Wales;
- North East Yorkshire & the Humber;
- Tees Valley;
- South Wales Valleys; and
- South West Wales.

## **Ayrshire, Dumfries, Galloway & Inverclyde**

### **Area**

This district covers five local authorities: North, South and East Ayrshire, Dumfries & Galloway and Inverclyde. Ayrshire Dumfries Galloway and Inverclyde district covers some 3,700 square miles of South West Scotland, from the Scotland-England border in the south, as far east as Moffat, and as far north as Port Glasgow on the Firth of Clyde. The district also encompasses the Isle of Arran.

### **Population**

The total population is 596,000. There are 273,800 people in employment which equates to 76.2 per cent of the population. Unemployment is higher than the Scottish average in parts of Ayrshire and Inverclyde.

### **Infrastructure**

The district consists of both rural and urban areas and the main towns, Greenock, Ayr, Kilmarnock and Dumfries, are well served with both rail and road links. However, many of the smaller communities are more isolated and access to limited transport is seen as a major barrier. The Ayr, Irvine, Kilmarnock and Saltcoats areas are within easy public transport / travelling distance to Glasgow. However, the number of customers willing to travel to work in this area is low.

### **Principal industries / key employers**

The large employers in the district are: the local authorities, the NHS, Tesco, Morrisons, Asda, Diageo, Stellar UK, Pinney's of Scotland, Stena Line Ltd, National Autistic Society, Brown Brothers, Amazon, T-Mobile, TSC, UPM Kymmene UK Ltd, Highland Meats, Glaxosmithkline, Haven, DSM, BAE Systems Ltd.

In each of the local authorities the main growth areas for employment are in the retail, hospitality and care sectors. Jobcentre Plus Account Managers and Employer Engagement staff will be working with employers and partners to ensure as many priority customers as possible are matched to these job opportunities.

The public sector continues to be a major employer across the district, employing around 29 per cent of the working population. Jobcentre Plus is building closer links with those organisations who are currently recruiting, particularly NHS, who provide a large number of opportunities at entry level.

The area continues to have a greater than average dependence on manufacturing which is experiencing a major downturn. There were several large scale redundancies in this sector in the fourth quarter of 2006/07 which resulted in the closure of several key manufacturers. PACE funding has been secured through the Scottish Government to support retraining for the workers affected by the closures. The aerospace industry remains buoyant in Ayrshire. However, the jobs tend to be highly skilled and not always suitable for our priority customer groups. Jobcentre Plus continues to work closely with Scottish Enterprise and local training providers to up-skill customers wherever possible to enable them to take advantage of the opportunities in this industry.

To date, there are 298 employers who have committed or signed up to Local Employment Partnerships (LEP) in the district.

Suppliers should note that Workforce Plus overlaps with all three City Strategy areas in Scotland. It also overlaps with the contract areas/packages selected for Phase one of Flexible New Deal implementation (i.e. Inverclyde, South Lanarkshire, North Lanarkshire, East Ayrshire, North Ayrshire, Dumfries and Galloway, East Dunbartonshire, Scottish Borders and Edinburgh).

### **Private and voluntary sector provision**

#### Key stakeholders include:

Local authorities (all areas), Fairer Scotland / Community Planning Partnerships, Skills Development Scotland and the NHS.

#### Key contracted suppliers include:

Microcom Training, Working Links, The Wise Group, Scottish Council Voluntary Organisations, Stewartry Council of Voluntary Services, JHP Training, Management Introductions, Scottish Wildlife Trust, BEST, The Trust, Scottish Training Foundation, and Apex Scotland.

#### Key non-contracted suppliers include:

Access to Employment, Carrick Building Learning Centre, North Ayrshire Working for Families, Turning Point Scotland and Community Employment Initiative Services.

### **Jobcentre Plus offices**

Ayr, Annan, Cumnock, Dumfries, Girvan, Greenock, Irvine, Kilbirnie, Kilmarnock, Port Glasgow, Saltcoats and Stranraer.

## **Lanarkshire & East Dunbartonshire**

### **Area**

The district covers some 933 square miles of Central Scotland. It includes three local authorities – East Dunbartonshire, North Lanarkshire and South Lanarkshire. The district has a mixture of urban and rural communities with 34 Deprived Area Wards within the local authorities. There are three local authorities within the district:

- North Lanarkshire Council;
- South Lanarkshire Council; and
- East Dunbartonshire Council.

### **Population**

The total population for North Lanarkshire in 2006 was 323,800. The working age population stood at 204,000 in 2005 – an increase of just 1,000 since 1994 - similar to the trends across Scotland. Over the next decade, the working population in North Lanarkshire is predicted to decline by around 2 per cent. This is slightly faster than the decline forecast for Scotland as a whole (-1%), but in contrast to Great Britain where the population is predicted to increase by 4 per cent. Like most parts of the region, North Lanarkshire appears to have experienced the same ageing of the

workforce seen elsewhere. There was an increase of 11 per cent (+5,000) in the over-50s age group between 1994 and 2005, while numbers aged 16-24 and 25-49 declined by 7 per cent and 1 per cent respectively. This ageing of the population is expected to continue over the next decade.

The total population for South Lanarkshire in 2006 was 307,700. The working age population stood at 191,000 in 2005, an increase of just 1,000 (+0.3%) since 1994. Over the next decade, the working population is predicted to increase by around 1 per cent. This is better than the forecast for Scotland as a whole where a decline of (-1%) is expected, but in contrast to Great Britain where the population is predicted to increase by 4 per cent. Like most parts of the region, South Lanarkshire appears to have experienced the same ageing of the workforce seen elsewhere. There was an increase of 15 per cent (+6,000) in the over-50s age group between 1994 and 2005, whilst numbers aged 16-24 and 25-49 declined by 3 per cent and 4 per cent respectively. This ageing of the population is expected to continue over the next decade.

The total population for East Dunbartonshire in 2006 was 105,500. The working age population stood at 63,700 in 2005, a decrease of 4,400 (-6%) since 1996. This contrasts to the population growth seen across in Scotland and the UK. Over the next decade, the working population in East Dunbartonshire is predicted to decline by a further 5 per cent. This is faster than the decline forecast for Scotland as a whole (-1%), but in contrast to the rest of Great Britain, where the population is predicted to increase by 4 per cent. Like most parts of the region, East Dunbartonshire appears to have experienced the same ageing of the workforce as seen elsewhere. There was an increase of 10 per cent (+1,600) in the over-50s age group between 1996 and 2006, while the 16-24 age group was unchanged, and the 25-49 age group declined by 15 per cent. This ageing of the population is expected to continue over the next decade – Numbers of people aged between 25-49 will further decrease by 14 per cent (-5,000), those aged between 50 and retirement age will expand by 9 per cent (+2,000) and there will be a fall of 5 per cent among those young persons aged 16-24 (-1,000).

### **Infrastructure**

Transport links between the major towns are good. However, difficulties are experienced for people commuting within local authority areas and particularly to business parks normally located on the outskirts of towns where no formal public passenger transport links exist. Jobcentre Plus and local authorities have this issue high on their agenda and have been working with transport groups to try and resolve the current position.

### **Principal industries / key employers**

Some of the key large employers for this District are: Asda, Tesco, Morrisons and Marks and Spencers (retail), HSBC, HBOS, First Direct, Goldfish, Norwich Union Insurance (financial), Be Cogent, Kwik Fit Insurance, Virgin Media, HMRC, I Response, Scottish Power, Scottish Gas, NCR (contact centres), British Bakeries, TDG Logistics, Bartletts, Wm Grant distillers, Tunnocks, Lightbody's, DWP, the NHS, the three local authorities and HMRC. There are also some major hotel chains including Hilton, DAKOTA, Alona, Crutherland and Holiday Inn. The care sector has mainly private residential care homes as well as home care.

Growing Industry: Ravenscraig – regeneration and full redevelopment of former steel works site which will include rebuilding of Motherwell College due to open in summer 2009, housing, retail and leisure facilities – planned to 2020. As well retail expansions – both extensions to existing premises and new stores at Asda, Marks and Spencers, Tesco and Dobbies Garden centre.

Approximately 450 employers have signed up to Local Employment Partnerships including 80 National Account managed employers.

### **Local developments / initiatives**

A variety of partnerships exist within the local authority areas, of which Jobcentre Plus is a key partner:

- Community Planning Partnerships strategic and operational groups with a strong emphasis on employability;
- Routes To Inclusion – strategic representative group for all major partners in Lanarkshire – North and South Lanarkshire Councils, Skills Development Scotland, Lanarkshire Health service, Voluntary sector and Local colleges – leading and supporting organisations develop and design assistance for workless population on skills, health, education and life long learning and the strong emphasis on employability; and
- Clyde Gateway (new initiative) – a new approach to regeneration linked to the completion of the M74 creating jobs and business space.

Jobcentre Plus in Lanarkshire and East Dunbartonshire is a central partner working with the local authorities to improve the quality of advice and support to customers, increase access to employment and training opportunities particularly for the disadvantaged groups. They play an active role within all the strategic and operational partnership groups.

All council areas have a recent history of transition and regeneration and have made significant progress in improving the quality of life of many people. Some communities, particularly in the Deprived Area Wards, suffer disproportionately from worklessness, low income and poor health, and enormous strides have been made through working in partnership with a variety of forums and initiatives to transform and revitalise the communities.

There are still significant challenges facing the local authorities to regenerate the area and transformation has already started to impact and will continue through the Ravenscraig development and others in North Lanarkshire and in the South the Clyde Gateway project both will bring economic growth and sustainable jobs.

There is a strong focus on Enterprise, Employability and Lifelong Learning within all the local authorities who are implementing national and local initiatives targeted at priority groups. This focus will strengthen links to businesses, create opportunities and develop support systems to those with barriers to employment working with partners in Jobcentre Plus, Skills Development Scotland, National Health Service and Criminal Justice Authority.

**Jobcentre Plus offices**

Airdrie, Bellshill, Cambuslang, Cumbernauld, East Kilbride, Hamilton, Kirkintilloch, Lanark, Motherwell, Rutherglen.

**Edinburgh, Lothian & Borders****Area**

In the East and South East of Scotland, Edinburgh, Lothian and Borders (ELB) is a widespread district incorporating Scottish Borders, East Lothian, Midlothian, West Lothian and Edinburgh City local authorities.

**Population**

The total population of the district as at the end of April 2008 was 885,131.

**Infrastructure**

The Edinburgh, Lothian and Borders district is demographically diverse with a mix of urban and rural communities. International connections can be made at Edinburgh Airport. Edinburgh is also well served by rail links from both East Lothian and West Lothian. Easy access to the main transport networks makes the area an ideal business location for expanding companies.

The City of Edinburgh is the largest centre of population within the district and as a result is well served by public transport. There are frequent bus services across the City as well as frequent services from the outlying communities particularly in East and Midlothian.

The East Lothian, Midlothian and West Lothian areas are a mix of urban and rural. Each area has a main town within it – Musselburgh in East Lothian, Dalkeith in Midlothian and Livingston in West Lothian. There are also a number of rural villages and towns across each of these areas although the towns referred to are the main centres of population. Both East Lothian and Midlothian areas have a fairly robust public transport network particularly into the City of Edinburgh. Public transport is less robust in the more rural areas. West Lothian public transport is similar to that in the East and Midlothian areas (i.e. less robust in the rural areas with the main services running in to and out of Livingston). There are also strong bus and rail transport links in to Edinburgh.

The Borders is predominantly rural in its geography with Galashiels being the largest town in the area. As a predominantly rural area there are issues around the supply and availability of public transport across the locality. The labour market within the City of Edinburgh attracts a high volume of commuters in to the City from the Fife and Forth Valley areas. Travel into the city is supported by the existing rail network in the main.

**Principal industries / key employers**

Employment across the district reflects its urban and rural make up with finance, IT, business services, local and central government (within Edinburgh) and with farming, fishing and manufacturing in other locations, while retail and tourism are spread across the district. There has, in recent years, been a shift from manufacturing to the

service sector across the district. The following sectors have all seen growth across the district, tourism, hospitality, finance and retail.

Key employers and examples of Local Employment Partnerships (LEP) activity include:

- Large Employers: NHS Lothian, City of Edinburgh Council, Asda, Tesco, Morrisons;
- Growing Industry: financial services sector, hospitality and tourism, retail, health care and security;
- LEPs: 353 Small to Medium Employers currently implementing LEP throughout the district;
- LEPs: Actively working with ten Jobcentre Plus national account managed employers – including Asda, Morrisons and Tesco who have new stores opening in October and November in Edinburgh with around 1,000 retail vacancies on offer; and
- 260 priority group customers have gone into employment to date as a result of LEP.

### **Local developments / initiatives**

A 'triangle' of science and technology centres has been created in Edinburgh and the Lothians. The centres are working together to showcase Scotland as a leading force in the science sector. They hope that collectively, they can attract new jobs and investment into their areas. The initiative, which is supported by Scottish Enterprise Edinburgh and Lothian, is a key step towards creating an 'ideas and knowledge hub' that will act as a magnet and incubator for world-class research and innovation. Supporters believe the initiative could help create 15,000 new high-value jobs across 500,000 square mile of campus space – and generate up to £750 million a year for the local economy.

Suppliers should note that Workforce Plus overlaps with all three City Strategy areas in Scotland, and overlaps with Phase One Flexible New Deal contract packages (i.e. Inverclyde, South Lanarkshire, North Lanarkshire, East Ayrshire, North Ayrshire, Dumfries and Galloway, East Dumbartonshire, Scottish Borders and Edinburgh).

### **Private and voluntary sector provision**

A4E Scotland are the contract holders for New Deal in Edinburgh, East Lothian and Midlothian. They deliver the full range of New Deal provision apart from the Gateway to Work element.

A4E also deliver the Positive Moves (Programme Centre) provision for Edinburgh. Carnegie College are the contract holders for New Deal in the Borders and also deliver the Gateway to Work contract across the entire District including Edinburgh. Carnegie College also deliver the Positive Moves (Programme Centre) provision across the Borders and West Lothian areas.

West Lothian Council are the contract holders for New Deal in West Lothian, although they subcontract some elements of delivery to West Lothian College and Voluntary Action West Lothian.

Work Directions are contracted to deliver the Pathways to Work programme across the entire District.

Apex Scotland in partnership with Phoenix Futures delivers the progress2work programme across the entire district.

### **Jobcentre Plus offices**

Dalkeith, Leith, Livingston, Edinburgh City, Musselburgh, Wester Hailes, Eyemouth, Hawick, Galashiels, Penicuik, Bathgate, Broxburn and High Riggs.

## **Birmingham & Solihull District**

### **Area**

Birmingham and Solihull encompasses the administrative area of Birmingham City Council and Solihull Metropolitan Borough Council.

### **Population**

Birmingham is Britain's second largest city and has a population of 1,006,500, with a working age population of 625,400. Birmingham's population is changing, 44 per cent are under age 30. By 2010, it is estimated that Birmingham will have 60,000 fewer white people of working age. At the same time, the number of people of working age of ethnic minority origin is expected to increase from 25 to 34 per cent, most noticeably in the 16-24 year old group. The proportion of Pakistani and Bangladeshi young people will rise from 35 to 43 per cent. Over one in five of the population of Birmingham are from ethnic minority groups. Solihull has a population of 203,000, with a working age population of 121,300. 25 per cent of its population over age 65 and 25 per cent below age 19, and 16 per cent of its neighbourhoods are amongst the ten per cent most deprived.

### **Employment rates:**

	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Non-whites</b>
Birmingham	68%	56.9%	62.4%	46.7%
Solihull	78.5%	74.5%	76.5%	73.2%
West Midlands (Government Office Region)	77.2%	67.4%	72.5%	54.4%
National (Great Britain)	78.5%	69.8%	74.3%	54.4%

### **Principal industries / key employers**

In Birmingham, the major sectors are Distribution, Hotels and Restaurants (24%), Public, Administration and Health (30%) and Banking and Finance (21%).

Manufacturing is 4th largest sector with 11 per cent.

Birmingham has a long tradition linked to engineering and metal working industries. However, manufacturing has sharply declined from its peak in 1971 when it made up half of the city's employment, to its current rate of employing 15 per cent of the workforce. The Public Administration, Education and Health sector employs double that proportion – 30 per cent.

In Solihull, the major four sectors are Public Administration and Health (23%), Banking and Finance (23%), Distribution, Hotel and Restaurants (22%) and Manufacturing (9.8%). Manufacturing remains a significant source of employment, including Land Rover. Business tourism is also a key sector, and Solihull includes the airport and the NEC. There is also a growing retail and leisure sector accounting for over 20,000 jobs.

There are some 7,150 businesses in the Borough, and 83 per cent of them employ ten people or less. Forecasts for the numbers of workers required in 2015 in the following industries will be: Business and Professional Services, 50,000 jobs, Retail Hospitality and Leisure, 10,000 jobs, Public Sector and Health and Social Care, 10,000 jobs Construction 2,000 jobs, Transport and Logistics 15,000 jobs.

Unemployment has remained consistently high in some inner city wards and outer lying neighbourhoods and the trend is now increasing again. Economic inactivity (worklessness) including numbers on Incapacity Benefit and lone parents, are now as challenging as unemployment count. Employment is projected to grow over next ten years with demand for higher skilled jobs. The percentage of people in each local authority area with no qualifications is Birmingham 37 per cent, Solihull 28 per cent (North Solihull 45.9%).

### **Local developments / initiatives**

'Be Birmingham' is the Local Strategic Partnership for Birmingham and sets a vision for the city through its Community Strategy and seeks to deliver this vision through the Local Area Agreement (LAA). It brings together at citywide level, and local level through ten Constituency Strategic Partnerships (CSPs), key public agencies and representatives of the business, community and voluntary sectors to achieve more effective joined up action, particularly in relation to tackling deprivation and reducing inequalities. It is now responsible for overseeing the Working Neighbourhoods Fund (WNF).

This activity is also being informed by and informing the consultation exercise on the re-vamped West Midlands Regional Economic Strategy (WMRES) known as 'Connecting to Success'. Commencing in April 2008 the WMRES sees Birmingham's economic prosperity as pivotal to the successful delivery of its action plan for change. Jobcentre Plus is feeding into this consultation at a number of levels.

Birmingham Economic Development Partnership (BEDP) has recently undergone a transformation with a streamlined membership, governance and delivery structures. Activity is underway to produce and publish a partnership working protocol between the local authority, the LSC and Jobcentre Plus to ensure appropriate accountabilities are managed and directed.

The Economic Development and Enterprise element of the LAA is working with key partners (such as Jobcentre Plus, City Council and the LSC) to agree priority targets include reducing the levels of worklessness in neighbourhoods where it is highest, raising the employment rate and reducing child poverty across the city. Employment Strategy Group (ESG) and Worklessness – on behalf of the BEDP, the ESG is responsible for delivering those elements of the LAA above via a Worklessness Delivery Plan. A Core Management Team (CMT) of senior managers from Jobcentre Plus, LSC and Birmingham City Council, co-ordinate the strategy and

report to ESG. It uses WNF funding to identify gaps in provision to help those most in need of support and uses the Integrated Employment and Skills model, developed from the City Strategy, to shape strategies.

Access to Employment Groups (AEGs) are a local representation of the Employment Strategy Group. Key partners included Jobcentre Plus, LSC, Birmingham City Council Regeneration, Connexions and other agencies. The AEGs also bring together local organisations engaged in employment support. This includes local regeneration projects, Area Based Initiatives like Aston Pride NDC and the voluntary and community sector. AEGs are a hybrid of both strategy and operations. They are a key element of current interventions within the City Strategy and LAA Delivery Plan, and a point of intelligence gathering to identify and address local needs and influence the commissioning of projects to meet gaps in provision. They are also an important networking group and the AEG website provides a vehicle for sharing information and job opportunities. There are nine AEGs across Birmingham and Solihull: A key role has been the development of Ward Action Plans to identify local needs and seek improvements, and these are now being developed after the City Strategy model into Neighbourhood Employment and Skills Plans and Constituency Employment and Skills Plans.

City Strategy has contributed to a significant improvement in the working age employment rate across the West Midlands – particularly for disadvantaged groups such as long-term benefit claimants, lone parents, older people and people from ethnic minority groups – through helping more people find and progress through, work. The strategy is based on the premise that local stakeholders are best placed to deliver more if they are able to combine and align their efforts and are given more freedom to be innovative. The West Midlands consortia approach is about improving outcomes for disadvantaged people by building upon and improving local partnerships and empowering them to identify and respond to local problems.

Priority wards are targeted and Neighbourhood Employment and Skills Plans (NESP)s are being developed for each one. Where smaller (Super Output Area, SOA) neighbourhoods within wards are identified as priority areas for help, it is anticipated that Constituencies will be responsible for developing action plans for these and for developing Constituency Employment and Skills Plans (CESPs). Targets are set to achieve a reduction in the overall claimant count in each priority ward or SOA. Closer working with employers will ensure that disadvantaged clients have equal access to jobs. The integrated employment and skills model is used to better link up customer engagement, training and skills and employer engagement. City Strategy funding ends in March 2009 but the Strategy continues through the LAA Delivery Plan using WNF.

Public Service Compact for Birmingham and Solihull is a collaborative approach to recruitment, retention and staff development by employers in the Public and voluntary sectors. Public Service organisations in Birmingham and Solihull employ over 100,000 people, which is approximately 25 per cent of the working population of the sub-region and somewhat higher than the national figure of 18 per cent. Solihull Partnership is the Local Strategic Partnership for Solihull. The Solihull Partnership provides a framework for multi-agency working and allows local groups and organisations to work together in a co-ordinated way to achieve the aims of Solihull's Community Strategy. The Solihull Partnership aims to add value and

ensure that various partnership working arrangements are efficient and effective. It has three main components: The Forum, an Executive Group and six Thematic Groups.

East Birmingham North Solihull Regeneration Zone: one of six zones established by Advantage West Midlands to bring local focus to delivery of the Regional economic Strategy. It covers most of East Birmingham and three wards in North Solihull. Three of the biggest employment sites in the Solihull area are the Birmingham International Airport (BIA), the National Exhibition Centre (NEC) and the Touchwood retail centre. Between them they provide hundreds of employment opportunities each year with both permanent and seasonal jobs on offer but applicants must have the skills that employers need.

Jobjunction is a very successful training and recruitment partnership project based at Birmingham Airport Jobcentre – the training element coming from Pertemps and Solihull College. It provides a rolling eight-week training programme designed to equip customers that require the most assistance, with the skills needed to fill those jobs. Jobjunction provides a bespoke one-week induction course to give participants an insight into the working environment and then follows on with a two-week “Skills for Work” course, covering things such as: Customer Service, Communication Skills, Conflict Handling, Being a ‘Welcome Host’, First Aid, Health & Safety, Confidence and Team Building. Whilst people are taking part in these courses, the Jobjunction team obtain the relevant references required for them to take up employment. Following completion of the course, participants are then given assistance in preparing for interviews, completing application forms and in CV writing. Jobjunction promotes them to relevant employers to secure suitable two-week work placements or guaranteed interviews.

Integrated employment and skills (IES) service is to be trialled in Birmingham and Solihull from September 2008.

### **Jobcentre Plus offices**

Birmingham City at Ladywood, Birmingham South West at Northfield, Birmingham Broad Street, Chelmsley Wood, Erdington, Handsworth, Kings Heath, Perry Barr, Selly Oak, Solihull, Sparkhill, Sutton Coldfield, Washwood Heath, Yardley.

## **Cambridgeshire & Suffolk**

### **Area**

In the East of England, Cambridgeshire and Suffolk Jobcentre Plus District comprises the administrative areas of Cambridgeshire County Council, Peterborough City Council (unitary authority) and Suffolk County Council. Within these, the borough/district authorities are Cambridge City, Fenland, East Cambridgeshire, Huntingdonshire, South Cambridgeshire, Babergh, Forest Heath, Mid Suffolk, Suffolk Coastal, Waveney, St. Edmundsbury and Ipswich.

### **Population**

The total population of the area (2001 Census) is 1,377,272. Of this, the working age population is 808,639. There are established ethnic minority communities in many

parts of the district and growing ESOL needs in some – most notably Peterborough and Fenland, which have the greatest cultural mix and a shifting picture of migrant workers, languages spoken and support needed. A total of 698,900 are in work which represents 86.4 per cent of the total working age population.

The labour market in the district is likely to increase in diversity over the next couple of years as Jobcentre Plus work focused interview activity and the range of employment support and programmes increases, bringing previously inactive benefit recipients and their adult dependents into the labour market. Retaining employment is as important as securing it.

### **Infrastructure**

Cambridgeshire has good road and rail links throughout the south and east of the county. The A1(M), M11 and A14 allow good access to Cambridge, Huntingdon, St Neots and Peterborough. These excellent road links have led to a large increase in the number of vacancies in the road haulage and transportation industries. Although March is on the main rail network the Fens area of the county suffers from lack of good transport links. Ely has good rail links and a local bus service, but these do not cover all of the outlying areas.

In Suffolk the A12 and A14 are the main road links from Ipswich to Lowestoft and Ipswich to Bury St Edmunds, and on into Cambridgeshire. Ipswich is well served on the main Norwich to London rail route, and is the main interchange for rail links to other parts of the county, for whom services are more infrequent. The bus services connecting the three largest towns with their surrounding area are good, but there is a limited cross county bus service (often at peak times only), and very infrequent services to rural locations which leaves some outlying villages with very little service at all. There can be public transport issues across towns and out to industrialised areas too.

Travel to work patterns are not just within Cambridgeshire and Suffolk but into neighbouring counties/Jobcentre Plus districts. Cambridge, Ipswich and Peterborough are commutable to London.

### **Principal industries / key employers**

Key occupational sectors in the area are construction, health, care, public services, business administration, retail, customer services, hospitality, leisure, tourism, logistics, management and professional. The district has employment opportunities in construction, retail, hospitality, call centres and finance, with high tech and professional, key in Cambridge.

Peterborough has a variety of employment opportunities including call centre work, finance and retail centres. Peterborough notably has a thriving logistics sector, both IKEA and Tesco have distribution centres there, but manufacturing is in decline, with a recent increase in redundancies in the area. Huntingdon also has opportunities in logistics. Fenland has a number of large food processing factories around Wisbech, March and Chatteris. Rural areas have limited seasonal temporary agricultural work, often filled by migrant workers. Social/residential care is the second largest sector in Fenland.

In Suffolk there are three significant ports Ipswich, Felixstowe and Lowestoft, Ipswich has a vibrant legal, financial and business services sector. In Lowestoft retail, tourism, service and construction sectors have seen improved job prospects together with the offshore wind industry. Tourism is a major sector across the county. Further growth has taken place in the construction and hospitality sectors.

At the end of June 2008, the Cambridge and Suffolk Jobcentre Plus district had over 130 employers committed to Local Employment Partnerships (LEP). A few examples are Adecco, Adnams Brewery, Addenbrooks Hospital, Ipswich Buses and Royal Mail. To date Cambridge and Suffolk Jobcentre Plus district has around 600 live job opportunities each week, and the number filled by LEP eligible customers is growing accordingly. Suppliers are working closely with Jobcentre Plus on LEP both as employers themselves and as key support to increase their customers' employability and skills.

### **Local developments / initiatives**

Haven Gateway – the ports of Felixstowe in Suffolk (and Harwich in Essex) through the Haven Gateway Partnership and Investors in Communities (IiC) is developing projects to support infrastructure and expansion in the ports and associated transportation.

Building One Stop Shop (BOSS) in Ipswich is a recruitment initiative for the building and construction industry for the development and regeneration work being carried out at Ipswich Docks. Locally significant retail and housing developments are happening across the District. Cambridge's Grand Arcade and Bury St Edmund's Cattle Market Project are larger retail examples.

In addition to Jobcentre Plus employer links from the core vacancy servicing business, Jobcentre Plus work in a variety of ways with other government departments, local Chambers of Commerce, private recruitment agencies and Development Agencies. Jobcentre Plus award the Disability Symbol to local employers who meet the national criteria and work with key partners to offer a Rapid Response Redundancy service.

Jobcentre Plus work closely with the local authorities, East of England Development Agency (EEDA) and other key stakeholders to move forward projects supporting the Local Area Agreements (LAA) and Investors in Communities (IiC). They have proactive relationships with the Learning Skills Council (LSC), Connexions, Business Link, Chambers of Commerce and employers, Ufl and Learn Direct, Princes Trust, IAG, local/national voluntary organisations (including Citizens Advice Bureau), Probation Service, HMRC and many others.

The newly opened University Campus Suffolk (UCS) brings both a welcome higher and further educational facility and may retain more young talent in the area as well as bringing others in.

There is a joint regional (and district) Welfare to Workforce development plan, between Jobcentre Plus and the Learning and Skills Councils (LSC). Jobcentre Plus Labour Market Recruitment Advisers have built links with their Train to Gain Brokers. Jobcentre Plus uses the LSC Employability Skills provision to help customers with literacy, numeracy and employability skills needs. Skills for Jobs, provides pre-

employment training tailored to Local Employment Partnership recruitment. Sustainable jobs and workforce development are key to labour market and community improvements. In a successful pilot, LSC Skills Coaching providers (delivering independent mentoring and information, advice and guidance) worked alongside Advisers in Jobcentres, and with employers, to offer choice and complementary services.

Jobcentre Plus has a good relationship with Primary Care Trusts with an awareness of what they are already delivering and how this relates to Jobcentre Plus services.

Integrated employment and skills service trials will be conducted from 2008/09.

### **Private and voluntary sector provision**

There are two New Deal prime contracts – one with Shackleton Associates centred on Peterborough and Wisbech, and the other with YMCA Training centred on Cambridge, Ipswich, Lowestoft and Bury St Edmunds. NWES provide the New Deal self employment route through subcontractors across both counties, and Armstrong Learning deliver both New Deal for Musicians and New Deal Mentoring.

Seetec deliver Programme Centre services across the whole district and a dedicated employment programme for lone parents called Fresh Steps. They also deliver the new ESF provision (from 23 June 2008) – comprises an Intermediate Labour Market, and a Flexible Routeway.

Provider Led Pathways to Work started in April 2008 with Reed in Partnership.

Service level agreements (SLAs) are in place with many LSC and learndirect providers, and with Princes Trust, to make their provision more accessible to New Deal for Lone Parents (NDLP) and New Deal for Partners (NDP) customers, and New Deal for Young people respectively.

Cambridgeshire ACRE, Suffolk ACRE, Suffolk Association of Voluntary Organisations (SAVO) and the Cambridge County Council GET group are the county groups for the voluntary and community sector. Both the Jobcentre Plus District External Relationships team and the local Jobcentres have many contacts within this sector, often using their services to help customers overcome barriers to sustainable employment.

There is a range of childcare available in the district, through private nurseries across both counties, and through the Sure Start/Children's Centres. See website <http://www.surestart.gov.uk>

All Jobcentre Plus offices have good links with local employers and regular events with both contracted providers and other local service providers to advertise and arrange access to a wide range of support for customers.

### **Jobcentre Plus offices**

Beccles, Bury St Edmunds, Cambridge, Ely, Felixstowe, Haverhill, Huntingdon, Ipswich, Leiston, Lowestoft, Mildenhall, Newmarket, Peterborough, Stowmarket, Sudbury, Wisbech and Woodbridge.

## Norfolk

### Area

Norfolk encompasses the administrative area of Norfolk County Council. This includes the district authorities of Breckland, Broadland, North Norfolk, South Norfolk, the boroughs of Great Yarmouth, Kings Lynn and West Norfolk and Norwich City Council. Norfolk is served by Norfolk County Council. This includes the areas served by Norwich City Council and the district authorities of Breckland, Broadland, Great Yarmouth, Kings Lynn and West Norfolk, North Norfolk and South Norfolk. This structure is currently under review with likely development of unitary authorities to be announced later this year.

### Principal industries / key employers

Overall, 23 per cent of employers are production businesses (agriculture, manufacturing, utilities and construction) and 77 per cent are service organisations. This matches regional averages. However, Norfolk has more wholesale, retail and repair, hotel and restaurant businesses, but significantly less real estate, renting and business activity firms, in comparison with regional averages.

Norfolk employers with hard to fill vacancies experience difficulties in terms of literacy and numeracy skills, as reported by 50 per cent of employers in production (manufacturing especially) and construction and 25 per cent of those in the service sector. Principal employers include Norwich Union, the NHS and Bernard Matthews.

### Local developments / initiatives

Regeneration and new initiatives include:

- Growth Point status granted to Thetford, Norwich and Kings Lynn, supporting large scale housing, infrastructure and economic development;
- large-scale investment in regeneration of Great Yarmouth economy. Projects include the current construction of an outer harbour, one of the largest recent UK new port developments;
- formation of 1st East (Urban Regeneration Company), key player in developing the economy and job opportunities in the Gt. Yarmouth and Lowestoft area;
- Working Neighbourhood Funds of £7.1m awarded to Gt. Yarmouth for 2008-11;
- Local Enterprise Growth Initiative (LEGI) funding awarded to Gt. Yarmouth and to Norwich;
- large scale investment in regeneration in King's Lynn economy, projects include Nar-Ouse/Water-front and Marina regeneration projects; and
- New Deal for Communities project in Norwich.

Key employers engaged with Local Employment Partnerships include Tesco, NCS and Centre Parcs.

Formation of the Employment and Skills Group in Great Yarmouth (responsible to the LSP) – commissioning projects through Investing in Communities and Working Neighbourhoods Funds that holistically address barriers to employment experienced

by working-age benefit customers and is responsive to the current and evolving needs of local employers.

Local Area Agreement: Jobcentre Plus leading on reducing worklessness across Norfolk by 1 per cent over 3 years and by up to 3 per cent in the worst performing Lower Super Output Areas (i.e. benefit rate 25 per cent or more).

Integrated employment and skills services trials for customers will be delivered from 2008/09.

### **Private and voluntary sector provision**

Voluntary Norfolk is the largest voluntary sector infrastructure organisation in Norfolk and manages three voluntary sector development forums in Great Yarmouth, North Norfolk and in Norwich city.

Current Employment and Skills Priorities:

Priority industrial sectors which are the mutual focus of Jobcentre Plus and Learning and Skills Council provision and services are:

- agriculture and food processing
- construction
- engineering (including energy)
- health and social care
- public services
- retail
- tourism and hospitality

New Deal prime contractors, A4e, deliver Gateway, Options, and Follow-through for NDYP and ND25plus across the district from three centres, Norwich, Gt Yarmouth and Kings Lynn. Self Employment is delivered by Norfolk and Waveney Enterprise Services for the whole district for NDYP and ND25+. A mentoring service is available to lone parents, NDYP and ND25+ delivered by Armstrong Learning.

New Deal for Lone Parents customers can access Freshsteps provision at Norwich, Gt Yarmouth and Kings Lynn delivered by Seetec. New Deal for Musicians is delivered by Armstrong Learning.

A4e deliver Programme Centre Services in Norwich, Kings Lynn and Gt Yarmouth.

### Progress2WorkLinkup

Shaw Trust offer help for those with a history of drug/alcohol abuse, homelessness, an offending background and are disadvantaged in the labour market to take up and/or remain in employment provision and to secure and sustain jobs.

### Provider Led Pathways to Work

Shaw Trust deliver across Norfolk from three main centres in Norwich, Gt Yarmouth and Kings Lynn and from outreach centres (such as Libraries) in most market towns throughout the district.

### Workstep and Work Preparation

These programmes for customers with disabilities are provided by Meridian East and Remploy.

### LSC Employability Provision

Skills for Life and ESOL provision delivered for the district from Norwich, Gt Yarmouth and Kings Lynn by Seetec.

### Service level agreements

SLAs exist in Norfolk to allow access for NDLP and NDP customers to learndirect provision at various locations across the district and to available LSC provision at College of West Anglia in Kings Lynn and City College in Norwich.

### Non Contracted Provision

A number of Intermediary agreements are in place for non-contracted provision and cover the district offering a range of support to help move customers into the labour market.

### Princes Trust

Princes Trust 'Team' programmes are run periodically at various locations and are offered to ND customers as either Gateway or Option provision. Mainstream customers can access this as an intermediary opportunity. 'Get Into' courses can be accessed as an intermediary or as a ND Option when available in the district.

### European Social Fund

Commencing in June 08 and running through to 2013 two ESF funded programmes, Flexible Routeway and Intermediate Labour Market will be delivered by CeeMac and Shaw Trust respectively.

### **Jobcentre Plus offices**

There are ten offices: Dereham, Diss, Thetford, Norwich, Great Yarmouth, Kings Lynn, Hunstanton, Cromer, Fakenham, and North Walsham.

## **Lincolnshire and Rutland District**

### **Area**

This is one of the smallest districts in the country from a Jobcentre Plus resource point of view, but is geographically one of the largest rural unitary authorities in the country. Lincolnshire is the fourth largest county in England and covers an area of 2,280 square miles and has a distance of 80 miles between its most northerly and southerly edges. Rutland on the other hand is the smallest county in England covering just 16 square miles.

There are nine local authorities within the Lincolnshire and Rutland district and they are: Lincolnshire County Council, Rutland County Council, Boston Borough Council, East Lindsey District Council, North Kersteven District Council, South Holland District Council, South Kesteven District Council, West Lindsey District Council.

The area is made up of nine differing labour markets all with their own particular features therefore particular attention to each location's specific needs is required. The general educational qualification levels within the county is lower than the national and regional averages with particular hot spots, in Boston, Skegness Louth and Spalding, which could hamper the development of future inward investment if not addressed. The skills shortages to date, have been met by a large influx of migrant workers, particularly noticeable in the south east of the county and Lincoln, but is also evident in most locations now. Many of these workers are skilled, but often choose to take low skilled jobs making it more difficult for the indigenous low skilled population to compete for those jobs.

### **Population**

The total population of Lincolnshire (as of 2006) was 686,200 with the working age population 406,400 (59.2%) and the population in employment was 235,200 (2006). For Rutland the total population (as of 2006) was 38,300 with a working age population of 22,800 (59.6%) and the number of people in employment was 19,200 (2006).

The district has an ageing population, with numbers of people approaching retirement moving into the area. At the same time younger people are leaving the county to take up college and university places in other parts of the country and then not returning to Lincolnshire.

Sector skills that are particularly difficult to fill are:

- high end skills jobs (often affected by the lower wage levels and lifestyles available within the county);
- engineering skills, noticeably welding; and
- public sector professions (e.g. social workers).

Basic Skills in literacy and numeracy is increasingly a requirement with many food production worker jobs now requiring a minimum level of competency. This has limited the opportunities available to those who have been less successful in education.

### **Infrastructure**

The rural nature of the district often necessitates travel. Public transport is sparse in many areas and can be a barrier to employment. Grantham is the best served being on the commuter belt for the A1 and a mainline station on the East Coast line with London approximately an hour by rail. Stamford is also on the A1 although public transport to other parts of the district is poor. Efficient public transport links have been established to Peterborough, the nearest city.

There are efficient transport links from Sleaford to Boston, Grantham and Lincoln but customers in the surrounding areas have difficulty travelling into Sleaford. The coastal strip provides the most obstacles regarding public transport, for example it takes over an hour to travel from Skegness to Lincoln by bus. There are plans to develop a new rail link, which should improve this service.

Gainsborough has effective links to Lincoln, Sheffield and Doncaster. In Boston and Spalding several large employers are situated outside the public transport links. This often proves a barrier to potential employees.

### **Principal industries / key employers**

In general the District has historically seen an agricultural based economy in the south of Lincolnshire, tourism based economy along the east coast and engineering based in Gainsborough, Lincoln and Grantham. However over the last ten years there have been significant changes as the economy has become more diverse. Currently public sector employment now accounts for up to a third of all paid employment opportunities.

The service sector has also seen significant increases in most locations but in particular in Lincoln with the development of Lincoln University.

Retail has also seen significant developments in Gainsborough, Lincoln, Grantham, Stamford and Spalding. Further expansion is planned in Skegness, Boston, Sleaford and Lincoln.

The East coast has historically realised significant fluctuations in its JSA register owing to the predominance of seasonal work, this is reducing as companies look at ways of extending the season beyond the historical summer season.

Some of the larger employers in the District are: public sector employers – local authorities, NHS Hospital Trust, Police, DWP. Along with Bakkavor, Lincolnshire Co-op, Curtis, Lincoln College, New College Stamford, RAF.

Boston is a small port town situated on the edge of the Wash. Since the port industry declined Boston has developed an agricultural based labour force. The main types of employment in the area are land work or food processing in local factories and administration. The area has a growing retail and leisure base. The main employer in the town is the Pilgrim Hospital with around 2,000 employees.

Gainsborough is a market town situated in the north west corner of the county bordering on North Lincolnshire. The town once had a thriving engineering industry but this has declined to a few smaller companies who specialise in packaging machinery. The local economy mainly comprises of small to medium employers. Recent developments have included the regeneration of the riverside and the Development of Marshall's Yard retail park.

Grantham is an expanded town situated close to the A1. Predominately the main employers are food processing and retail. There are three large hotels and a range of pubs and small hotels. Downtown and Brakes Logistics are major employers that are situated just outside Grantham.

Spalding is a small market town which hosts the Spalding flower festival. It also has a new out of town shopping complex called Springfields. The main employment is in agriculture and food production. Holbeach is a very small town with the main employer being Bakkavor.

Horncastle is a small market town situated on the Lincolnshire Wolds. It is located on the A158 between Lincoln and Skegness. The main types of employment are care work, hospitality, clerical and agricultural. RAF Coningsby, Polypipe, Gymplex and

Mortons the Printers are major employers. This area also has a high number of antique shops which attract tourism.

Lincoln is the administrative centre for the county. The biggest growth area in the last few years has been in the service sector within retail and catering (bars, restaurants etc). New outlets such as Primark have boosted the retail industry. The University has brought young people into the city resulting in a booming evening economy, which has impacted on hospitality and security sectors. The NHS Trust, Lincoln County Council and Lincoln Mouchel Business Services are amongst the largest employers. More high tech employers such as Siemens, Minebea and E2V employ a substantial number of engineering/production workers. There are RAF bases at Waddington, Coningsby and Scampton, which are near Lincoln. Louth is a small market town on the edge of the Lincolnshire Wolds and is a designated area of outstanding beauty. There is some industry in the town mainly situated on the industrial estate. The main employers are East Lindsey District Council and the local hospital.

Mablethorpe is situated on the coast to the north of Skegness, it is a seasonal town and its labour market reflects this. The companies in the area are mainly small scale operations employing from 1 or 2 to a maximum of 200 plus in the season at Bourne Leisure. Skegness has a large labour market but it is 95 per cent dominated by the service industries. The largest employers are Butlins Funcoast World, part of Bourne Leisure and Fantasy Island. The seasonal labour market starts at around Easter and continues through to September/October. Some employers are beginning to extend their season but this is limited at present. There is a rapidly expanding industrial estate and retail park.

Rutland is the smallest county in England and Oakham is the largest town. Rutland Water, which is 16 miles long, and has a shoreline of approximately 26 miles. It attracts lots of tourists, bird watchers and water-sports enthusiasts. The largest employer in the county is Lands End Direct Merchants, an American mail order company, which came to Oakham ten years ago.

Sleaford is a small market town with a rapidly expanding housing market. The main industry is food processing with Moy Park, chicken processing, and Adams Pork Products the main employers. The headquarters for Interflora are based in Sleaford but there are few other large organisations with more than 20 employees. Stamford is one of the oldest market towns in England and Burghley Horse Trials, an international event is held annually at Stamford and the town boasts an open-air theatre, which mainly produces Shakespearian plays, both are both tourist attractions. The main employers tend to be tourist related including hotels and catering.

Employment opportunities in Lincolnshire have been affected by the influx of economic migrant workers, particularly in Boston, South Holland and East Lindsey. Local Employment Partnerships (LEP).

As Lincolnshire and Rutland does not have any designated Disadvantaged Group/Area Wards, the aim is to move 1,154 Priority Group 1 and 2 customers into sustainable employment between 1 April 2008 and 31 March 2009.

The following is a list of local employers, who have signed the LEP agreement: Bracebridge Hall Retirement Home, Burley Appliance Ltd, Green Ability, Butlins, Haven, Fantasy Island, East Lindsey DC, Leisure Link, Lincolnshire County Council, Lincolnshire Constabulary, Erineceous Insurance Services, Medico, Wilkinsons, Linkage community Trust, West Lindsey, Claimar Care, North Kesteven District Council, DWP, JYSK, Mortons of Horncastle, TNG, Lincoln College, South Kesteven District Council, the Lincoln Hotel, CU in UK, WH Smith, Travelodge, PGL Ltd, Thera Trust, Translinc, New College Stamford, Marks and Spencers, Carewatch UK, Sands, Shredmaster, MOD, the Brown Cow, The fun Farm, Mecca Alte (UK) Ltd, Jewson Ltd, Asda (Grantham), FedEx Sleaford, Walnun Care, A4E (Grantham), Euro Pat Test, Lindum Care, Riverside Catering, Scolarest (c/o Fortuna Primary School), Bakkavor Pizza, Bakkavor Spalding.

### **Local developments / initiatives**

Jobcentre Plus is currently looking to develop outreach facility for parents in line with the Government's agenda to reduce child poverty. This will involve Jobcentre Plus advisers delivering help and support for parents within Children's Centres' premises.

Although, as a District, Jobcentre Plus is not currently involved in 'Making the Connection' progress is being made to launch this strategy by Autumn 2008. 'Making the Connection' will support the aims & objectives of the Local Area Agreement, Local Strategic Partnerships and East Midlands Development Agency's Employment & Skills Plan. It offers targeted professional support to key partners. It provides specialist advisers to work at a local level and engage with local issues.

Key stakeholders/partners that Jobcentre Plus work with: Strategic IAG Steering Group, Local Strategic Partnerships, Local Area Agreements, Learning and Skills Council Joint Planning, Lincolnshire Assembly, Connexions, Princes Trust, Coastal Action Zone, Children's Centres, Lincolnshire Enterprise. Jobcentre Plus also work closely with Community and Voluntary Organisations: Citizens Advice Bureau, Community Lincs, 11 learning Community Centres and nine Multi-use Centres.

Trials to test the universal aspects of skills accounts will be tested from Autumn 2008 in Lincolnshire and Rutland.

### **Private and voluntary sector provision**

The New Deal contract is held by A4E who deliver directly and subcontract through First College and Lagat.

The Programme Centre contract is held by A4E who deliver directly and subcontract through First College.

Provider Led Pathways to Work contract is held by TNG who deliver directly and subcontract through Working Links and Employment Options.

TNG have recently been appointed the contract to deliver ESF provision in Lincolnshire from 28 July 2008. The Outreach Flexible Routeway provision will address the needs of those customers who face barriers to work, real and perceived, who are subsequently disadvantaged in the labour market. Emphasis for ESF is placed on delivery through outreach workers working within Multi-agency Employment Teams (Job-Maets) in appropriate local centres, focusing on the most

disadvantaged and excluded customers and communities. Innovative and flexible delivery approaches are encouraged, demonstrating effective working with Employment and Skills Boards, Local Strategic Partnerships, local community/neighbourhood/voluntary groups.

### Jobcentre Plus offices

Boston, Gainsborough, Grantham, Lincoln, Louth, Skegness, Sleaford, Spalding and Stamford. There is no Jobcentre Plus presence in Rutland and the nearest office is in Stamford.

## Central London

### Area

This district covers the London Boroughs of Islington, Westminster, Camden and the Royal Borough of Kensington and Chelsea.

### Population

The combined population is approx 651,836 and has to compete for jobs with commuters outside of the district.

### Infrastructure

Recent regeneration of St Pancras International station has opened up direct links to Europe. Local residents find it difficult to secure jobs in the area because they have to compete with the large number of commuters who travel into the Central London to work. Central London Districts incorporates the following tube lines and stations:

<b>City of Westminster</b>				
<b>Bakerloo Line</b>	<b>Central Line</b>	<b>Circle Line</b>	<b>District Line</b>	<b>Hammersmith &amp; City Line</b>
Baker Street Charing Cross Edgware Road Embankment Maida Vale Marylebone Oxford Circus Paddington Piccadilly Circus Regent's Park Warwick Avenue	Bond Street Lancaster Gate Marble Arch Oxford Circus Queensway	Baker Street Bayswater Edgware Road Embankment Great Portland Street Paddington St James's Park Temple Victoria Westminster	Bayswater Edgware Road Embankment Paddington St James's Park Temple Victoria Westminster	Baker Street Edgware Road Great Portland Street Paddington Royal Oak Westbourne Park
<b>Hammersmith &amp; City Line</b>	<b>Jubilee Line</b>	<b>Metropolitan Line</b>	<b>Northern Line</b>	<b>Piccadilly Line</b>
Baker Street Edgware Road Great Portland Street Paddington Royal Oak Westbourne Park	Baker Street Bond Street Green Park St John's Wood Westminster	Baker Street	Charing Cross Embankment Leicester Square	Covent Garden Green Park Hyde Park Corner Leicester Square Piccadilly Circus
<b>Victoria Line</b>				
Green Park Oxford Circus Pimlico Victoria				

<b>London Borough of Camden</b>				
<b>Central Line</b>	<b>Circle Line</b>	<b>Hammersmith &amp; City Line</b>	<b>Jubilee Line</b>	<b>Metropolitan Line</b>
Chancery Lane Holborn Tottenham Court Road	Euston Square King's Cross St Pancras	Euston Square King's Cross St Pancras	Finchley Road Swiss Cottage West Hampstead	Euston Square Finchley Road King's Cross St Pancras
<b>Northern Line</b>	<b>Piccadilly Line</b>	<b>Victoria Line</b>		
Belsize Park Camden Town Chalk Farm Euston Goodge Street Hampstead Kentish Town King's Cross St Pancras Mornington Crescent Tottenham Court Road Warren Street	Holborn King's Cross St Pancras Russell Square	Euston King's Cross St Pancras Warren Street		
<b>London Borough of Islington</b>				
<b>Circle Line</b>	<b>Hammersmith &amp; City Line</b>	<b>Metropolitan Line</b>	<b>Northern Line</b>	<b>Piccadilly Line</b>
Farringdon	Farringdon	Farringdon	Angel Archway Old Street Tufnell Park	Arsenal Caldeonian Road Finsbury Park Holloway Road
<b>Victoria Line</b>				
Finsbury Park Highbury & Islington				
<b>Royal Borough of Kensington &amp; Chelsea</b>				
<b>Central Line</b>	<b>Circle Line</b>	<b>District Line</b>	<b>Hammersmith &amp; City Line</b>	<b>Piccadilly Line</b>
Holland Park Notting Hill Gate	Gloucester Road High Street Kensington Notting Hill Gate Sloane Square South Kensington	Earl's Court Gloucester Road High Street Kensington Notting Hill Gate Sloane Square South Kensington West Brompton	Ladbroke Grove	Earl's Court Gloucester Road Knightsbridge South Kensington

### **Principal industries / key employers**

Main occupations notified to Jobcentres in the district are sales and retail assistants, cleaners and domestics, postal workers/ messengers/couriers, and kitchen/catering assistants and bar staff.

Westminster is home to the theatres, concert halls, opera houses, the West End cinemas and museums and art galleries. It has an unrivalled range of entertainment facilities including 2,590 bars, pubs and restaurants, and casinos.

A great proportion of large employers are in the retail sector. Jobcentre Plus deals with all the large chains (i.e. Marks and Spencer, Next, Boots, Primark, Uniqlo, Waitrose, Tesco, TKMax, River Island and WH Smiths).

Central London has three of the largest retail areas in London:

- Oxford Street (plus Mayfair) – a major retail centre of regional/national significance;
- Covent Garden (taking in the Holborn area); and
- Kensington (most notably High Street, Kensington).

Main growth areas are security, hospitality, construction (Kings Cross development and the Emirates development in Highbury), call centres and therapy (alternative therapies, gyms, sports clubs, etc.). In the North of the district (Highgate and Barnsbury) growth areas are hair and beauty (nail bars and hairdressers, etc.).

### **Local developments / initiatives**

Kings Cross central – a proposed mixed use development of 67 acres of land between and to the north of King's Cross and St Pancras which during the next ten years is expected to create up to 30,000 jobs and at least 1,800 new homes.

### Local Employment Partnerships (LEP)

In Central London 162 employers in Central London are officially signed to LEP. Jobcentre Plus have developed recruitment practices which are piloting successfully with 2 large employers: Uniqlo and Whole Foods. This is now the model being used for most recruitment with large employers. Central London currently has on-going LEP recruitments with:

- Primark (via Work Trial route ways); and
- WH Smith (Travel) – working with training providers to create multiple route-ways.

Integrated employment and skills services will be trialled during 2008/09.

### **Private and voluntary sector provision**

There are numerous organisations in the district offering assistance to a whole range of customers, much of this is not contracted to Jobcentre Plus. A few examples of these are:

- North Kensington Opportunities Centre – Jobsearch and career guidance for residents of W9, W10 and W11.
- City West Homes – Modern Apprenticeships in various aspects of construction
- NOVA – Numeracy/Literacy, ESOL, IAG and Open Learning
- U can Do IT – computer and internet training
- One Parent Families – 3 Days of pre-employment training focusing on confidence building and increasing motivation. Followed by a two week placement with Marks and Spencer

- Hungerford Project (Islington Borough) – a dedicated Drug Outreach Project that offers a daily afternoon drop in service. Services include holistic drug treatments, referral processes, and a range of in-house therapies, including Indian Head massages, shiatsu, acupuncture, and homeopathy.
- Dress for Success (Islington Borough) – Dress for Success London offers free clothes for job interview and job search help, preparation for interview and presentation skills/ interview techniques. They also offer suitable workplace clothes and support for women once in work.
- NHS Jobshop (Camden Borough) – the NHS Jobshop supports people in Camden and Islington to find local vacancies, get additional training and assist customers to complete good quality applications for jobs in the NHS. They have access to a range of jobs from hands on healthcare to office and support roles based in hospitals and in the community.

An Employment Zone currently operates in parts of the London Borough of Islington.

### **Jobcentre Plus offices**

Kentish Town, Barnsbury, Finsbury Park, Highgate, North Kensington, St Marylebone and Westminster.

## **Lambeth Southwark & Wandsworth**

### **Area**

This district comprises of the three boroughs of Lambeth, Southwark and Wandsworth.

### **Population**

The combined population is 820,200 of which 590,800 are of working age. Lambeth has experienced continuing growth in jobs in recent years but suffers from a relatively high rate of economic activity. It has a highly mobile, diverse population with a higher than average proportion of lone parents and low-skill adults. Both Lambeth and Southwark are well above the unemployment average for London and are ranked nationally at 17th and 26th respectively, for levels of deprivation. Throughout the Lambeth Southwark and Wandsworth boroughs, educational and qualification levels remain poor. This, along with childcare needs, creates a discouraged potential workforce.

Southwark has a population of 243,000 and is one of London's larger boroughs. Southwark is 63 per cent white, 16 per cent black African and 8 per cent black Caribbean. Despite its proximity to some of London's most affluent areas, Southwark is the eighth most deprived local authority area in England and Wales. Employment rates in Southwark stands at 69 per cent of the working population.

Wandsworth is inner London's largest borough, which covers 14 square miles and has a population of around 265,000, and 78 per cent of the population is White, 5 per cent Black Caribbean, 4 per cent Black African and 3 per cent Indian. Employment rates in Wandsworth stands at 77.3 per cent of the working population.

**Infrastructure**

As part of London the district enjoys an extensive Public transport system served by a large regular bus network, several Underground lines and links into the main rail termini. Links between Southwark and Lambeth are excellent by bus and rail, though Wandsworth tends to have better links with Central London rather than its neighbours to the east.

Lambeth has extensive Bus routes through the borough and stops on the Victoria, Northern, Bakerloo and Jubilee Underground lines. Waterloo is in the borough with connections to the rest of London by tube and the South East region by Rail. Southwark is well served by an extensive bus and rail service with easy connections into most parts of the Capital. The borough has limited Underground stations in the south but is still served by the Northern, Jubilee and Bakerloo lines. The East London line is currently suspended but when opened (in time for the Olympics in 2012) it will further improve links into central London.

Wandsworth is very well connected with transport links for travel both within the borough and to the city and beyond. Clapham Junction is in the north east of the borough and is the busiest railway station in the UK. It provides mainline services to the south and south east and to the Central London terminals of Waterloo and Victoria. This is at the heart of public transport in the borough together with rest of the rail and Underground network. With six Underground stations and eight railway stations, travel is easy both within the borough and beyond.

**Principal industries / key employers**

There is a high proportion of public sector work as well as construction, retail and hospitality. LB Southwark and three NHS hospital trusts with vacancies for St Thomas' and Guy's (brokered through the Waterloo Job Shop). There are a number of supermarket chains including four Tesco stores, three Asda, nine Sainsbury's and four Waitrose. Other business chains with multi outlets include, Boots, William Hill and McDonalds. The Home Office, Met. Police, London Central buses, the Royal Festival Hall, Shield Guarding, Sodexo and Federal Express are also key employers.

**Local developments / initiatives**

There are a number of regeneration projects within the district. These include the:

- 38 acre site of Battersea Power Station, which is to be transformed into a new cultural, entertainment and commercial events focus for London. It will include supporting hotel, retail and leisure amenities. An estimated 9,000 new jobs will be created across the construction, hospitality, commercial leisure and retail sectors. Jobcentre Plus resources a Job Shop by the entrance to the Power Station to support local people into local jobs
- regeneration of the Elephant and Castle shopping centre and surrounding area
- the East London Railway Line (1st tier).

Integrated employment and skills services will be trialled during 2008/09.

**Private and voluntary sector provision**

Southwark is currently covered by an Employment Zone and Pathways to Work is led by Work Directions UK.

**Jobcentre Plus offices**

Brixton, Brixton Hill, Clapham Common, Kennington Park, Stockwell, Streatham, Camberwell Green, London Bridge, Peckham and Wandsworth.

**Coventry & Warwickshire****Area**

In the heart of the Midlands, Coventry and Warwickshire is made up of 6 local authority areas (City of Coventry, North Warwickshire Borough, Nuneaton and Bedworth Borough, Rugby Borough, Warwick District – including Leamington and Kenilworth – and Stratford Upon Avon District).

**Population**

The combined population is 838,000 (2001 census).

**Infrastructure**

Generally, public transport in Coventry, Leamington Nuneaton and Bedworth is acceptable during the day. However, there can be difficulties for shift workers and it takes at least two buses to get from one side of Coventry to the other. Public transport in Atherstone, Rugby and Stratford and their outlying villages can be a problem due to infrequency and times of public transport. There is a notable reluctance for customers to want to leave their home location and travel to other parts of the district, irrespective of the quality of public transport. There are very good road and motorway connections around the district.

Links to other areas are as follows:

- Atherstone has links to Staffordshire
- Bedworth has links to Coventry and Nuneaton
- Coventry has links to Birmingham and London
- Leamington has links to London, Birmingham and Banbury
- Nuneaton has links to Hinckley, Leicester and London
- Stratford has links to Redditch, Worcester and Cheltenham.

**Principal industries / key employers**

The area has played a key role in the motor industry in the past; however, with the closure of Agco and Peugeot and the reduction in the workforce at Jaguar this is no longer the most significant industry. The main employers in the district are local authorities, NHS, various public sector employers, universities, transportation, Coventry Airport Retail, care and construction.

In Coventry, the major sectors are public, administration and health (32%) and manufacturing (19%). Distribution, hotels and restaurants (16%) and banking, finance and insurance (13%) are in third and fourth position.

In Warwickshire, the major sectors in order are public, administration and health (24%), distribution, hotels and restaurants (20%), manufacturing (18%) and banking, finance and insurance (14%).

### **Local developments / initiatives**

Coventry has several large retail parks, notably the recent development of the Ricoh Arena which includes Coventry City Football Ground and the Isle of Capri Casino. GAP Clothing has its European headquarters at Central Park, Rugby. On the outskirts of Rugby is DIRFT logistic centre, which includes the Royal Mail Distribution centre, and the Tesco distribution centre. The demand by logistic companies for LGV drivers has led to a skills shortage in this area.

### Local Employment Partnerships (LEPs)

LEPs are a key priority within the District and a great deal of work has been put in to signing up local and national employers. So far the district has signed up 89 Small and Medium Enterprises (SMEs) and 29 national employers to LEP. This position is changing weekly.

The district recently held a successful LEP event for the contracted providers, at which all Prime Contractors signed up to LEP. They continue to work with Jobcentre Plus in partnership to contribute to the achievement of the target. There is also an active Recruitment Network in the district which also supports the achievement of Jobcentre Plus (JCP) targets.

### Local Jobs Team

Local Jobs is a groundbreaking partnership initiative initially established to manage large scale recruitment for the Foleshill regeneration initiative. It is led by Jobcentre Plus and Coventry City Council and also includes the Learning and Skills Council, Connexions and Warwickshire County Council operating under the shared branding of 'Local Jobs'. It operates through very close links with local community and voluntary sector organisations, which generate high levels of referrals to and from third sector partners. It brings provision to residents of priority neighbourhoods and communities, who do not always readily access statutory services, with an alternative means of accessing support that is delivered within their communities and is responsive to their needs.

In its first major recruitment the team achieved its aims in that 95 per cent of jobs went to local people, 55 per cent to ethnic minorities, and 45 per cent to residents of the 3 deprived areas surrounding the development. Subsequent customer surveys have demonstrated the 'gap' between the employment rate of priority neighbourhoods and the city falling from 25 per cent to 15 per cent to 7 per cent in 2008, and a reducing number of people quoting 'lack of access' to jobs, advice and guidance as a barrier to work. Local Jobs has made a significant contribution to these quantifiable improvements in customer service.

The most recognisable feature of Local Jobs is the highly visible Jobs Bus, taking vacancies and services into the heart of local communities. Through the efforts of the team Local Jobs has maintained the support of partners, and become a recognisable and highly valued feature of Coventry's employment landscape, helping over 1,000 people into work. Building on its success, it has recently extended its services into deprived communities in Warwickshire.

More recently the partnership with Coventry City Council has been enhanced to incorporate Local Enterprise Growth Initiative (LEGI) resource which encourages enterprise and investment in deprived areas. This enables customers to receive support from LEGI job brokers who work with customers to overcome barriers to work and provide ongoing job search guidance. Since the introduction of this approach 371 customers have received this enhanced support and an additional 148 job outcomes have been recorded.

Local Jobs has built on the original concept and developed a highly influential role, for example now organising a wider network of employer facing resources. The Local Jobs manager chairs the Employer Engagement Forum comprised of organisations offering recruitment services, and to avoid multiple employer contact has facilitated development of protocols for employer engagement and vacancy sharing.

Integrated employment and skills services will be trialled from September 2008.

### **Private and voluntary sector provision**

The Recruitment Network is a Coventry and Warwickshire-wide network of private and voluntary sector organisations providing employment support and training, and employer engagement. They are a key network, with protocols in place for employer contact and vacancy sharing. They are delivery partners for local enhancements to the 'Employer Offer' and support delivery of Local Employment Partnerships. The network is facilitated by the City Council, with strong links to Local Jobs.

### **Jobcentre Plus offices**

Atherstone, Bedworth, Coventry Cofa Court, Coventry Tile Hill, Leamington, Nuneaton, Rugby and Stratford upon Avon.

## **The Marches**

### **Area**

The district consists of three counties: Herefordshire, Shropshire and Worcestershire, and is primarily a rural district but with urban issues in selected areas, including Telford, Kidderminster, Redditch and Worcester.

- Herefordshire and Worcestershire have two local authorities – Herefordshire and Worcestershire. The four main towns are: Hereford, Kidderminster, Redditch and Worcester.
- Shropshire has two local authorities: Shropshire and Telford and Wrekin. The two main towns are Shrewsbury and Telford.

### **Population**

District population – 1,181,900 (81.5 per cent of the working age population are in employment).

### **Infrastructure**

The district is served by a comprehensive road network but as a rural area potential bidders need to be aware that public transport is limited, infrequent and expensive

making it difficult for customers to access provision from the more rural areas. Trains are available within the district between a limited number of towns.

### **Principle industries / key employers**

Main employment opportunities notified to Jobcentre Plus are as below:

Vacancy Information: data source as of April 2008

- Elementary Admin and Service Occupations 19.4%
- Sales 19%
- Plant and Storage related 11.4%
- Admin 8.4%
- Process and Machine Operatives 6.6%
- Care and Personal Service Occupations 5.7%
- Transport and Drivers 5.2%

Key Employers:

- Local authorities
- Primary Care Trusts
- West Midlands Safari Park
- Tesco
- Asda
- Morrison
- Sainsbury
- Royal Mail

### **Local developments / initiatives**

Integrated employment and skills service (IES) is to be trailed in the Marches from September 2008.

### **Private and voluntary sector provision**

- Existing New Deal and Programme Centre contracts end on 27/09/09 but are currently delivered by one Prime Contractor in Herefordshire and Worcestershire and one in Shropshire.
- Jobcentre Plus let ESF contracts are due to start on 23/06/08 and again will be delivered by one Prime Contractor in Herefordshire and Worcestershire and one in Shropshire.
- The Provider led Pathways to Work contract is held by Remploy but sub contracted in Shropshire and parts of Herefordshire and Worcestershire to other providers.
- Non contracted provision includes partnership working with the LSC (delivery of the Employability Skills Programme) and help for lone parents to access training with learndirect sites across the district.

- The district is currently a test site for stages one to three of the enhanced JSA regime.

### **Jobcentre Plus offices**

Bromsgrove, Evesham, Hereford, Kidderminster, Leominster, Malvern, Redditch, Ross, Worcester, Bridgnorth, Madeley, Market Drayton, Oswestry, Shrewsbury, Telford, Wellington and Whitchurch.

## **Staffordshire**

### **Area**

The district covers two authorities: Staffordshire County Council and Stoke On Trent Unitary Council.

### **Population**

- Population of the area – 1,055,000
- Employment rates by district – Staffordshire 76.3 per cent; Stoke on Trent 69.4 per cent.

### **Infrastructure**

Transport – the county's strategic location at the heart of the country has been a catalyst in the way the county has developed and been shaped over the past. Staffordshire is a natural cross roads for a number of key communication routes including the M6, M54 and M42 motorways and the A500 (Stoke) and A38 trunk roads, as well as the more recently constructed M6 Toll Road in the south and the upgrade of the A50 (linking the M6 at Stoke to the M1 at Nottingham) in the north. Staffordshire's communication links are completed by the Birmingham to East Midlands and West Coast Mainline rail routes.

### **Principal industries / key employers**

Large employers:

The economic base of Staffordshire has undergone significant change over the last decade and now has a more diverse employment structure with well over 50 per cent of those employed, working in public administration, education and health, retail, distribution and hotels and catering. There is still significant reliance on manufacturing with 17 per cent of all employees compared to a national average of 11 per cent. Named large employers include NHS, local authorities and major retailers such as Tesco.

Growing industry:

Employment growth across the district over the last five years was led by the distribution, hotel and catering sectors with the health sector the main growth sector in Stoke on Trent. Projections for future growth show around 20,000 new jobs and 173,000 replacement jobs by 2014. Regeneration projects could also see a further 29,000 jobs being created.

Local Employment Partnerships (LEPs) – all major local employers already signed up to LEP include Stoke and Staffordshire Council's, UHNS Stoke, Tesco, Alton Towers etc.

## Local developments / initiatives

- City Consortia – not applicable in Staffordshire. However the North Staffs Regeneration Partnership (NSRP) has a similar remit to improve the prospects across the north of the district and in particular Stoke on Trent using a variety of funds including ESF, Sustainable Urban Development (SUD) and Working Neighbourhoods Fund.
- Employment and Skills Boards – the NSRP will be taking the lead role in developing a ‘board’ for north Staffordshire and will be headed by the Employment and Skills group made up of key stakeholders from across the area for example Jobcentre Plus, LSC, UHNS, local employers.

Integrated employment and skills services are to be trialled from September 2008.

## Private and voluntary sector provision

There are a large number of voluntary and private organisations that Jobcentre Plus work with to support and move customers into work across the whole of the district. Some of these organisations specialise in working with specific ethnic minority groups.

## Jobcentre Plus offices

Burton, Cannock, Hanley, Kidsgrove, Lichfield, Longton, Newcastle, Stafford, Tamworth.

## Derbyshire

### Area

Derbyshire consists of the two local authorities Derby City Council (unitary authority) and Derbyshire County Council and has eight district councils within it. The eight are Amber Valley, Erewash, Bolsover, Chesterfield, North East, High Peak, Derbyshire Dales and South Derbyshire.

### Population

The county is home to 754,100 people, set to rise by 4.8 per cent over the next decade. There are an additional 236,300 people live in Derby City.

### Employment Rates by District

Derby City	72.3%
Derbyshire	77.1%
Amber Valley	80%
Erewash	81.2%
Bolsover	74.9%
Chesterfield	73.6%
North East	73.9%
High Peak	79.1%
Derbyshire Dales	72.7%
South Derbyshire	78.4%

**Infrastructure**

Derbyshire is easily accessible from surrounding major cities such as Manchester, Nottingham, Sheffield and Leicester. Good train links to Derby City and Chesterfield. Transport in rural areas is more difficult with workless customers struggling to get to main employment sites. Bus links between Nottingham and Derby to the airport which is used by plane passengers and airport employees – runs 23 hours daily.

**Principal industries / key employers**

Derby City is a major engineering base with one of its major employers being Rolls Royce with around 11,000 workers. Toyota is also based on the outskirts of the city. Public sector also accounts for approx 26 per cent of the cities employees. Distribution, hotels and restaurants account for 24,500 jobs with finance, IT and other business services accounting for 21,000.

Derbyshire is heavily reliant on a few large employers that provide employment for over a fifth of the Derbyshire workforce. There is a high reliance on manufacturing accounting for almost one quarter of all employment (22%), twice the national rate of 22 per cent. Employment in banking, finance and the insurance sector is 14 per cent compared to 22 per cent nationally. Public administration accounts for 26 per cent and distribution, hotels and catering account for 24 per cent. Tourism is also an important sector.

**Local developments / initiatives**

Derby City has an Employment and Skills Board known as the Job and Skills Group that is a sub group of the City Growth Executive, part of Derby City Partnership, the Local Strategic Partnership. This Board is employer chaired and Jobcentre Plus provide secretariat.

Derbyshire has an Employment and Skills Board who are looking to develop a strategy through consultants. This group is also part of The Derbyshire Partnership Forum, the LSP for Derbyshire.

There is also an Employment and Skills Board in the Alliance Sub Strategic Partnership area (North Notts and North East Derby District).

From Autumn 2008, trials to test the universal aspects of skills accounts will be tested in Derbyshire.

Derbyshire has some Jobcentre Plus ESF funding called job-mates to provide a number of advisers to work in the community to help people back into work. This was one of the recommendations from the Worklessness sub group of the Employment, Skills and Productivity Partnership last year. One of the contract holders is Working Links who have a delivery start date of 23 June 2008 and will cover Derby City and other parts of the County. There is a second contractor for the North East but post tender negotiations are still taking place.

**Private and voluntary sector provision**

TBG have the Jobcentre Plus New Deal Contract for Derbyshire. Pathways to Work is undertaken by Jobcentre Plus advisers. There are numerous VCS organisation throughout the county that Jobcentre Plus work closely with.

**Jobcentre Plus offices**

Alfreton, Derby St Peters. Belper, Matlock, Bolsover, Shirebrook, Chesterfield, Swadlincote, Clay Cross, Ilkeston, Derby – Wardwick, Heanor, Derby – Becket Street, Long Eaton, Derby – Normanton Road, Glossop, Staveley.

**South Yorkshire****Area**

The Jobcentre Plus District of South Yorkshire covers the four local authorities/Metropolitan Boroughs of Sheffield, Rotherham, Barnsley and Doncaster.

**Population**

The district has a population in excess of 1.2 million. South Yorkshire has a diverse ethnic make up. Sheffield in particular has a large ethnic minority profile with South Asian groups being the largest percentage. Rotherham and Doncaster also have significant numbers of ethnic minorities and communities of refugees.

**Infrastructure**

South Yorkshire is well served by both rail and motorway links and the new Robin Hood Doncaster Sheffield Airport is now operational.

**Principal industries / key employers**

South Yorkshire has a diverse labour market and although retains a skilled workforce in the engineering sector, the high volume heavy industries of metals and mining have been replaced by jobs in the service sectors. The main occupational sectors being:

Construction

Most of the major towns and cities are undergoing major redevelopment work (Heart of the City – Sheffield, Interchange – Doncaster), which have created skill shortages across most construction occupations.

Transportation

The Transportation industry is another area that is experiencing skills shortages with demand for LGV/PCV driver as well as warehouse operatives. South Yorkshire is strategically well placed in the centre of the UK and is well served by motorways and rail links, Doncaster in particular has high demand for transportation and logistics employees being in close proximity to the A1, M1 and M18, also Doncaster is on the East Coast main line and has the new Robin Hood Doncaster Sheffield Airport.

Business Admin (Clerical, IT, Contact Centre)

Barnsley, Doncaster and Sheffield have significant contact centre operations and demand for operatives remains high. Yorkshire Forward has recently announced plans to further expand contact centre operations in the Yorkshire and the Humber Region, South Yorkshire is well positioned to take advantage on any further growth in this sector.

Customer Service (Retail & Hospitality)

The redevelopment of the major town and city centres (Heart of the City – Sheffield, Interchange – Doncaster) across South Yorkshire will mean that demand for people

to work in the sector is likely to increase over the next few years. The Meadowhall Centre, the Yorkshire/ Lakeside outlet and Parkgate are well-established shopping centres with constant demand for workers.

#### Health (Care, NHS, Public Services)

Studies show that the health care sector will be one of the largest providers of job vacancies in South Yorkshire over the next few years.

#### Hospitality

Hospitality industry is one of the fastest growing sectors. Traditionally recruitment has focussed on young people with 30 per cent of the workforce under 24. The number of hotels restaurants, leisure businesses and visitor attractions throughout South Yorkshire is growing with people coming to the area for business conferences and meetings. The skills shortage areas are Chef's, kitchen and housekeeping.

#### **Local development / initiatives**

Jobcentre Plus has used its ESF funding in collaboration with LSC to develop a 'Whole Person' approach to tackling worklessness, this approach will aim to engage priority customers, offer them ongoing support to move towards sustainable employment by utilising the full range of opportunities available in the sub region.

#### Cities Strategies

City Strategy is a DWP – led initiative and Jobcentre plus has a responsibility to work in partnership as part of the consortium. South Yorkshire is one of 15 pathfinder areas that were identified last year and these areas have consortia in place. This has brought together local government, agencies, employers and the private and voluntary sector with a role to play in getting people off welfare and into work. The South Yorkshire consortium is lead by Sheffield Local Authority with a South Yorkshire Board, each borough has its own Work and Skills Board who have the responsibility to deliver locally tailored solutions to tackle worklessness and reduce child poverty, using Deprived Area Funding and also influencing the use of funding such as Working Neighbourhoods Funds, LEGI, ESF, etc.

#### City Strategies South Yorkshire Activities

Sheffield – in Sheffield an employer led Work and Skills Board has been established to provide a strategic steer. The Sheffield pathfinder has developed implementation plans and has already allocated £48,000 of Deprived Area Funding (DAF) to meet the aims, including recruiting community keyworkers, a pilot project for 18-24, 0 to 6 Month JSA customers and additional support for Incapacity Benefit customers. A number of other projects in the most deprived areas of Sheffield are under active consideration. Spending plans for the £11 million Working Neighbourhood Fund allocation have yet to be finalised but will be closely aligned to the activities of the Work and Skills Board.

Rotherham – the Work and Skills board in Rotherham is employer-led board with the aim of establishing the needs of employers and influencing those responsible for funding employment and skills initiatives. As part of this pilot project, the DWP has set aside £320k for Rotherham from the Deprived Areas Fund (DAF) to meet the aims. Initial work has taken place with employers to establish what they need from their workforce (such as identifying "soft skills") and what interventions are required as a result. Further work by Rotherham Knowledge Diffusion will be specific to the

needs of the call centre and care sectors and will involve standardising what is meant by the different requirements. The DAF money is also to be used to help reduce confusion for employers by creating a central hub or gateway that holds information on the various programmes, interventions and delivery agencies. Further pilot work using the DAF money has been to extend the successful Stepping Stones project into another community based at Wath Montgomery Hall covering Wath and Swinton, particularly the neighbourhood renewal pockets.

Barnsley – have a Work and Skills Board in place and are currently formulating plans to utilise the Deprived Area Funding (DAF) allocated to the borough.

BMBC have received 12 Deprived Area Funding Proposals and these have been sifted down to six by the Work and Skills Board. They have not yet announced if any of the six projects will be given funding.

There is no information available at present on plans for WNF spending.

Doncaster – has a Work Skills and Enterprise Board 'Enterprising Doncaster' which comprises of major Doncaster Employers and public sector organisations LSC, JCP, DMBC, BLSY, PCT. The Board answers to the Local Strategic Partnership, The DTS Board. A Doncaster CS Officers Group supports 'Enterprising Doncaster'. An implementation plan is now in place with key recommendations included in local action plans. City Strategies is also commissioning a skills passport project which is currently in the early stages of development.

### **Private and Voluntary Sector Provision**

Jobcentre Plus have a large number of voluntary and private organisations that they work with to support and move customers into work across the whole of the district. Many of these specialise in working with specific ethnic minority groups.

#### **Jobcentre Plus offices:**

##### Barnsley / Rotherham

Barnsley  
Dinnington  
Goldthorpe  
Hoyland  
Maltby  
Rotherham  
Wombwell

##### Doncaster

Doncaster  
Thorne  
Mexborough

##### Sheffield

Bailey Court  
Cavendish Court  
Hillsborough  
Eastern Avenue  
Woodhouse  
Chapelton

## Devon & Cornwall

### Area

Devon and Cornwall Jobcentre Plus District comprises two large counties and the Isles of Scilly that sit some 28 miles off the coast of Lands End, and presents a very challenging geography in terms of service delivery. The labour market varies across the area which includes economically vibrant patches, areas of considerable deprivation and pockets of worklessness that are often masked within a rural context.

Devon and Cornwall boasts a spectacular coastline, areas of outstanding natural beauty, two National Parks and a World Heritage Site. The environment is a major asset and is seen as a key driver for future economic success. Devon has three prisons, with a disproportionate number of offenders opting to resettle in the district. Cornwall and the Isles of Scilly attracts European Union Convergence Investment, the highest level of EU Structural Fund intervention, due to low levels of economic productivity measured by GVA (Gross Value Added) per head of population.

In Devon, there are two unitary authorities in Plymouth and Torbay, and a two-tier County Council covering the rest of Devon. In Cornwall, the current two-tier Cornwall Council is in transition to unitary status which will be in place by April 2009, and a Council for the Isles of Scilly. It is possible that authority boundaries in Devon will change with the impending Boundary Review and a proposal for unitary status by Exeter City Council.

### Population

- Population of the area – 1,576,186
- Employment rates – Cornwall 75.6%, Devon 79.8%, Plymouth 71.9%, Torbay 74.4%

### Infrastructure

The main road link is via the M5, which ends in Exeter, then continues as the A38 to Plymouth. Torbay is reached by the A380 and North Devon by the A39 or A361. The A30 provides a link from Exeter to West Devon and through Cornwall to Lands End. The A30 has recently undergone significant improvements. There are regional airports at Exeter, Plymouth and Newquay.

In many of the more rural areas there are local transport issues due to the infrequency and/or expense of public transport. Some areas are not served at all by public transport. Rail links cover key towns across the spine of the district with branch line services to some coastal areas.

### Principle Industries / Key Employers

The economy is dominated by small employers, with 93 per cent of businesses in Devon and Cornwall employing less than 25 people and only 1 per cent of businesses employing over 200 people. The decline of traditional industries such as fishing, farming and mining has been replaced by a growth in service sector employment. In spite of overall growth in the number of jobs, employment remains dominated by lower value sectors with a tendency to offer lower wages and fewer opportunities for workforce development. In Cornwall and Scilly in particular,

productivity is low (hence Convergence status) and there is a drive to create more quality jobs and to significantly raise the skills of the current and the future workforce

Vacancies notified have grown in construction, retail, hospitality, care (including childcare and social care), and call centre based business. In sectors such as care and hospitality, vacancies can be hard to fill due to unpopular work conditions, lower wages, shift patterns, temporary and part-time contracts. Vacancies in other sectors are hard to fill due to skill shortages (e.g. skilled construction trades, chefs, HGV and PCV drivers for example).

### Local Employment Partnerships

The number of employers signing up to Local Employment Partnerships across Devon and Cornwall is increasing rapidly. Around 280 were in place by the end of June 2008. Jobcentre Plus has dedicated teams throughout the district engaging with employers promoting the benefit of LEP and the support that can be provided for customers.

Examples of LEPs include the large retailers, Asda, B&Q, Tesco, Marks and Spencer, Sainsbury's and Primark; public sector organisations including DWP and Devon Primary Care Trust; a range of small and medium sized employers throughout the district, primarily in the retail, hospitality, care and manufacturing sectors.

### **Local Developments / Initiatives**

#### Local Government and Local Strategies

Each area is developing a long-term Sustainable Community Strategy (Cornwall and the Isles of Scilly are combined) through the relevant Local Strategic Partnerships. Linked to this there are four Local Areas Agreements relating to Plymouth, Torbay, Devon County Council and Cornwall. The Isles of Scilly LAA is yet to be agreed. Each LAA has up to 35 key priorities that are tailored to the areas. Each contains priorities relating directly to worklessness and unemployment and other related outcomes such as reducing child poverty, increasing volunteering and raising skills. More information regarding the LAAs in each area can be found on the relevant Local Authority or linked Local Strategic Partnership websites.

The make-up of Local Strategic Partnerships and respective sub-groups varies across the district, but as a minimum each LSP has an economic theme group that sets the key economic strategy for the area.

Plymouth has already established an Employment and Skills Board with developments under discussion in each of the other areas. Both Cornwall and Devon County LSPs have Social Inclusion theme groups, the most organised being Inclusion Cornwall.

Jobcentre Plus has led the development of partnerships focussing on worklessness and unemployment in each area. The most developed of these is Cornwall Works which provides an overarching strategy and brand for welfare to workforce activity in the county. Linked to this is the Real Choices ~ Tackling Child Poverty in Cornwall programme, funded through the Treasury to Invest to Save budget and delivered in partnership with Cornwall County Council, Jobcentre Plus and the Voluntary Sector Forum.

In Plymouth, the Worklessness Delivery Driver Group (WDDG) currently oversees the delivery of the worklessness elements of the local area agreement (it is likely that this will be subsumed into the Employment and Skills Board). The Devon Worklessness Group has agreed and is responsible for the delivery plan for the worklessness targets within Devon's LAA. The partnership in Torbay is less well developed and a worklessness group is currently being established. Typically groups consist of partners from the Local Authority, Government Office, Regional Development Agency, Voluntary and Community Sector and key providers.

### European Investment

The county of Devon, including Plymouth and Torbay is covered by the Competitiveness and Employment programme that provides both capital investment through the European Regional Development Fund (ERDF) and investment in people and skills through the European Social Fund (ESF). ERDF investment is targeted at Plymouth and Torbay, with both areas developing Strategic Investment Frameworks.

Cornwall and the Isles of Scilly are covered by the Convergence Programme that also provides ERDF and ESF investment, but to a much larger scale.

ESF is delivered through co-financing by the Learning and Skills Council (LSC) and DWP (via Jobcentre Plus), with the exception of a proportion of ESF in Cornwall that is directed towards higher level skills.

There is a comprehensive range of ESF programmes within the District, especially in Cornwall and it is vital that this continues to add value to and not duplicate mainstream provision.

### **Private and Voluntary Sector Provision**

There are a number of well organised private sector forums:

- West Cornwall Business Network
- Devon and Cornwall Business Council
- Cornwall Business Network
- Plymouth Chamber of Commerce
- Torbay Business Forum

There are a range of strategic and delivery organisations in the voluntary and community sector:

- Plymouth Guild
- Plymouth Community Partnership
- Plymouth Community Learning Network
- Cornwall Voluntary Sector Forum
- Penwith Community Development Trust
- Cornwall Centre for Volunteers
- Torbay Advice Network
- Devon Rural Community Council

**Jobcentre Plus offices**

Plymouth and South East Cornwall Zone: Devonport, Plymouth Old Tree Court, Liskeard

Exeter, East and North Devon Zone: Barnstaple, Bideford, Bude, Exeter, Honiton, Tiverton.

South Devon Zone: Brixham, Newton Abbot, Torquay, Totnes,

Mid and West Cornwall Zone: Bodmin, Helston, Launceston, Newquay, Penryn, Penzance, Redruth, St Austell, Truro.

**Greater Manchester Central****Area**

Greater Manchester Central District (GMC) is in the North West region and covers 3 local authorities: Manchester, Salford and Trafford.

**Population**

The total population for GMC is 881,800 (Nomis 2006 All people) this splits down to:

- Manchester 452,000
- Salford 218,000
- Trafford 211,800

Manchester is the third most deprived district in the country. Wards with particularly high levels of deprivation are: Harpurhey, Miles Platting, Newton Heath, Ardwick & parts of Wythenshawe. There are also wards with particularly high levels of BME population. In Salford, Broughton, Little Hulton, Langworthy, Ordsall and Irwell Riverside also have high levels of deprivation. The district also has two designated New Deal in the Community areas in East Manchester and Seedley and Lower Kearsley Salford.

Employment rates by district (Nomis APS Oct 06-Sept 07): Salford – 71.7%, Trafford – 76.9%, Manchester – 64.4% and total GMC – 71.6%. The number of customers on benefits (Nomis May 08) is: Salford – 3,923, Trafford – 2,222, Manchester – 10,673 and total for GMC – 16,818.

**Infrastructure**

Transport – the district has an extensive public transport network including the Metro Link system. Bus services run on all major routes in and out of the city centre providing easy access into Manchester city centre. Travel across the district is not as well served. The Metro Link light transport system (tram) provides good access to the north and south of the district and access into Salford. There are easy links to all major motorways with both an inner and outer ring road and the district has good public transport links and access to all motorway links.

**Principal industries / key employers**

Large Employers include: Manchester City Council, Salford City Council, NHS Trust MRI & Wythenshawe, Manchester University, Trafford Centre / Manchester Arndale Centre (retail outlets), Contact Centres and Manchester Airport. Manchester has a

wide mix of employers. The largest being the local authority closely followed by the NHS. It is a service centre with nearly 75 per cent of its employment being in the service sector and 25 per cent in manufacturing. The biggest single sector is business services, and within that category, banking, finance and insurance. An estimate of over 111,000 additional jobs is forecast within the next 15 years. Major employers include Royal Bank of Scotland, Co-operative Financial Services, Manchester Arndale Centre and Manchester University Hospital Trust.

Salford has a predominant SME employer base, covering a variety of sectors and a proportionately small number of large employers mainly in Public Administration, including Education and Health, Distribution, Hotels and Restaurants, Banking and Finance and Insurance, Manufacturing. Salford Quays has a large number of call centres, hotels and the Lowry Outlet Mall and will be home to the BBC Media City due to be complete in 2011. Major employers include Salford Royal Hospital Trust, Barclays Bank plc, BUPA and The University of Salford. There are opportunities for future growth due to the development of Media City and the relocation of the BBC.

Trafford has the most buoyant economy in Greater Manchester and has the greatest number of businesses and jobs per head, the most skilled workforce and the highest wage levels. It provides 40,000 more jobs than required by its own residents, and is a net importer of labour. The economic buoyancy is partly because of its large business zones, particularly Trafford Park, one of the largest business parks in Europe. It is also home to the Trafford Centre which employs over 5,000. Major employing industries are Banking and Finance, Insurance, Distribution, Hotels and Restaurants, Public Administration, Education and Health, Manufacturing. Some of the major employers include Kellogg's, Wincanton Logistics and Robert Wiseman Dairies.

In recent years it has also faced a down turn in manufacturing with closures of long established businesses like Carborundum, Fermec Engineering and Trafford Park Bakery. Since April 385 redundancy notices have been issued. Retail, Hospitality and Call Centres are a Growing Industry.

An increasing number of employers, both national and SMEs, are signing up to Local Employment Partnerships (LEP). Since April 2008 there have been 200 LEP opportunities notified. Major local employers who have signed up to LEP include Local Hospital Trusts and local authorities – Wythenshawe, Salford Royal Hospital, Manchester City Council and Salford City Council. Large scale recruitments under LEP include the recent Barton Square complex at the Trafford Centre and several Tesco stores due to open in the near future.

### **Local Developments / Initiatives**

City Consortia – all three local authorities are part of the Greater Manchester City Strategy consortia.

Employment and Skills Boards will be established for Greater Manchester as part of a recently submitted Multi-Area Agreements proposal.

Integrated employment and skills services will be trialled during 2008/09.

### Private and Voluntary Sector Provision

The district has two Prime Contract providers for provision these are: New Deal Options - A4E, New Deal Gateway – Standguide.

New Deal for Disabled People (NDDP) is provided by three Prime Contractors: Sencia, A4E and Seetec.

The new ESF provision is due to come on line in July and the Prime contractor will be Working Links.

The District has Jobcentre Plus led Pathways to Work provision within all local offices.

There is a wealth of non contracted provision across the District and further details can be provided if needed.

### Jobcentre Plus offices

<b>Manchester LA</b>
Airport
Alexandra Park
Cheetham Hill
Chorlton
Didsbury
Longsight
Newton Heath
Openshaw
Rusholme
Wythenshawe

<b>Salford LA</b>
Eccles
Irlam
Salford
Worsley

<b>Trafford LA</b>
Altrincham
Stretford
Trafford Centre

### Greater Manchester East and West

#### Area

The district covers the boroughs of: Bury, Bolton, Oldham, Rochdale, Stockport, Tameside and Wigan.

#### Population

The district has a diverse population with Black and Minority Ethnic Groups making up 14 per cent of the population in Oldham and 12 per cent in Rochdale. Indian and Pakistani ethnic groups reside in five of the Boroughs of Bolton wards, representing 11 per cent of the population. There are pockets of severe deprivation and high unemployment in Bolton and Wigan, with large numbers of Incapacity Benefit customers in Rochdale.

#### By Local Authority

<u>Bolton</u>		<u>Oldham</u>	
Population	262,400	Population	219,600
<u>Bury</u>		<u>Rochdale</u>	
Population	182,900	Population	206,500

<u>Stockport</u> Population	280,600	<u>Tameside</u> Population	214,400
<u>Wigan</u> Population	305,500		

### **Infrastructure**

There are good transport links with rail and motorway networks to all North West regions across the district. Bury has good transport links with the Metrolink to Manchester and motorway networks to all regions. Some people from Oldham will commute to Manchester, as existing transport links are good. Future extension of the Metrolink here will add significant capacity. Oldham sits next to the M62 motorway. Rochdale is adjacent to the M62 motorway with connections to all regions. Stockport is located directly on the M60 motorway and within close proximity to Manchester Airport, its excellent transport links make it highly attractive to many international companies. People from Hyde and Denton commute to other areas of Tameside, Manchester and Stockport for work, due to links to the M60 motorway network. Haydock Park industrial area attracts employees from out of the area due to its good links with the M6 and M62 motorways. Other areas of Wigan however do not have close access to the motorway network.

### **Principal industries / key employers**

The principal employment sectors are: public services including education and health, distribution, hospitality, manufacturing, finance, IT, business activities, transport, communications, construction and tourism.

Some of the major employers across the various boroughs include: British Aerospace, Georgia Pacific, the major hospitals, Park Cakes, Warburton's Bakery, Stateside Foods, Reality, Indespension Ltd, Asda, Sainsburys, Marks and Spencer.

Contact centres for O2, DSG, Genesis and Lloyds/TSB. Retail centres at Millgate and Rock Triangle and manufacturing centres including Swintex, Cromptons, Polyflor, Milliken, and Tetrosyl, Thumbs Up, Cormar, TNT, Jason Plastics.

Shop Direct, Littlewoods, Seton Healthcare, Zetex, First Manchester, Woolworths.

Rochdale MBC, Minky, JD Sports, Boots, Argos, McBride's Chemicals, Express Gifts, distribution centres for Marks and Spencer's, Asda, JJB, Littlewoods, Aldi, Tesco and Woolworth's.

Adidas, Hotpoint, Cussons, British Aerospace, Phillips,

Grampian Pork, Hill Biscuits, Tulip Ltd, British Gas, Tameside and Glossop NHS Trust.

Pataks, Hitchens Foods, Rivington Foods, B&Q,

Stockport is one Manchester's highest performers in the business finance sector.

Bolton has a large retail parks at Middlebrook, which incorporates the Reebok Stadium, home to Bolton Wanderers Football Club.

Bury is a former mill town on the northern side of Greater Manchester. Today, virtually all the cotton mills have disappeared, with Bury relying on the service and

hospitality industries to provide additional employment opportunities. Plans for the Rock Triangle retail development will increase opportunities in this sector.

Oldham town centre is developing into a thriving retail centre with its Spindles shopping centre and Town Square.

The Kingsway Business Park in Rochdale is a strategic development site of regional importance and is expected to attract over £300 million of private investment to 2012 and create 7,250 jobs in total across many sectors.

There has been significant investment into Tameside over the last few years, with notable retail developments such as Crown Point North and Ashton Moss. Furniture superstore IKEA opened in Ashton in October 2006 and has created 500 jobs and was a major boost for inward investment and the local economy.

The Sports Village in Leigh and Wigan's Grand Arcade provide many employment opportunities, in the retail, leisure and hospitality sectors.

### **Local Developments and Initiatives**

- City Consortia
- Employment and Skills Board

### **Local Employment Partnerships**

An increasing number of employers, both national and SMEs, are committing to providing more recruitment opportunities to a wider range of applicants including those traditionally on the periphery of the labour market – people with disabilities, those on Incapacity Benefit, single parents, older people, ethnic minorities.

Businesses include:

Bolton and Bury area: Marks and Spencer, Morrisons, First Bus, Pennine Acute NHS Trust, Thumbs Up.

Wigan and Leigh area: First Bus, Whitbread Restaurants, Park Inn, Tesco, Anchor Care, Solutions for Independence, VSG Security

Tameside and Stockport area: Stockport MBC, Tameside MBC, British Gas, Wilkinson's, Kingsmaid Ltd, Hill Biscuits Ltd, LBM Ltd, John Lewis, marks and Spencer, Village Hotel, DWP Pensions, Stockport NHS Foundation trust, Marks and Spencer, Solutions SK, Gap Personnel.

Oldham and Rochdale area: Pennine Acute NHS Trust, Moto Services M62, First Bus, Solutions for Independence, Express Gifts. Blue Arrow, Next Distribution, All Secure, Rochdale Cash and Carry, Tesco Metro, Blue Arrow, Claimar Care.

Integrated employment and skills service trials for customers will be expanded during 2008/09 in Manchester East and West.

### **Private and Voluntary Sector Provision**

- New Deal – Gateway Inspire to Independence (i2 i) private company
- New Deal – Options TNG – private company
- Progress to Work EASE – private company/Shaw Trust-Charitable status
- Pathways to Work – Shaw Trust

- ESF Projects – Shaw Trust

### **Jobcentre Plus offices**

Ashton in Makerfield, Ashton under Lyne, Atherton, Bolton, Bury, Farnworth, Heywood, Hyde, Leigh, Middleton, Oldham, Prestwich, Rochdale, Stalybridge, Stockport and Wigan.

## **Kent**

### **Area**

Kent (and Medway) comprises the unitary authority of Medway Towns and the County of Kent. The County of Kent includes twelve local authorities: Ashford, Canterbury, Dartford, Dover, Gravesham, Maidstone, Sevenoaks, Shepway, Swale, Thanet, Tonbridge and Malling, Tunbridge Wells.

### **Population**

Kent and Medway has a total population of just below 1.6 million with a working age population of 966,000, 60 per cent of the total. A population increase of around 286,000 is predicted by 2028, an average annual growth rate of 0.7 per cent.

51% of the Kent and Medway population are female.

29% of people aged under 19 live in the Medway Towns.

43% of people aged 20-49 live in Dartford.

41% of people aged 50 and over live in Thanet

97% of residents in Kent and Medway are of white ethnicity

### **Infrastructure**

The south east has enjoyed 20 years of continuous economic growth. Whilst Kent has benefited to some extent, it has lacked the dynamism of the west and central parts of the south east and significant areas of deprivation remain, particularly along the coastal margins.

Kent covers 1,442 square miles and is UK's most populous county. However it has large rural communities with the density of population being higher in the north of the county. Almost one third of people live in coastal districts. Generally transport links are good throughout the county with rail links across the county and Kent County Council supporting a public transport strategy that tries to maintain underused bus routes. The M2 and M20 run the length of the county but getting to the centre by road can be challenging. The channel tunnel and port of Dover provide easy links to Europe.

There are 8 deprived wards in Kent: Cliftonville West, Margate Central, Newington in Thanet, Stanhope in Ashford, Castle in Dover, Park Wood in Maidstone, Folkestone Harvey Central in Shepway and Sheerness West in Swale.

### **Principal industries / key employers**

In Kent and Medway 75 super output areas are in the 20 per cent most deprived Super Output Areas (SOAs) in England. There are also 175 SOAs in the 20 per cent most deprived education, skills and training SOAs in England. These measures suggest that Kent and Medway is the most deprived area in the south east, with Thanet having the highest levels of deprivation.

Six out of the thirteen authorities in Kent and Medway are ranked in the 45 per cent most deprived authorities in England.

62 per cent of the resident population are of working age, which is 1 per cent below that of the south east.

Current annual demand for labour in Kent and Medway is 138,500, the bulk of which is in the wholesale and retail sector; followed by health and social work, manufacturing, real estate and construction.

A fifth of employers report workforce skills gaps, 50 per cent have reported hard to fill vacancies, citing skills shortages as the main reason. Hard to fill vacancies and skills shortages are more prevalent in the health and social work, construction, transport, storage and communication sectors and occupations such as construction, personal household goods (covering repair and retail of household goods) and in manufacturing (technical, skilled and operative).

The most sought occupations overall are in retail and general office work.

45 per cent of working age residents in Kent and Medway are qualified to NVQ level 3 and above, which is below the south east proportion of 51 per cent. Nearly 13 per cent of the working age population have no qualifications, which is 25 per cent of all people in the south east with no qualifications.

### **Local developments / initiatives**

Two of the Government's Sustainable Communities growth areas are in Kent at the Thames Gateway and Ashford. Exploiting a location between London and Europe, the Kent part of the Thames gateway is expected to create around 84,000 new employment opportunities (by 2021) and Ashford a further 28,000 (by 2031). The 2012 Olympics will also provide unique opportunities in the construction industry and supply chains.

The largest shopping mall in Europe is situated at Bluewater and the Channel Tunnel and Port of Dover provide easy links to Europe. A high-speed rail link from the Channel tunnel to London is currently under construction, including a new international station at Ebbsfleet and 2 motorways run the length of the county.

Over the next ten years, Kent and Medway will be given unique opportunities from the Thames Gateway, Ashford and the 2012 Olympics and Paralympics.

From Autumn 2008 trials to test the universal aspects of skills accounts will be tested in Kent.

### **Private and voluntary sector provision**

The main external partners include Kent County Council, LSC, Business Link, local authorities, Connexions, Primary Care Trusts and the Probation Service.

Kent also uses a number of intermediaries offering a variety of services to support Jobcentre Plus customers e.g. CVs, Jobsearch, basic skills, advice and guidance, many of these for customers with disabilities.

### **Jobcentre Plus offices**

- Dover, Folkestone, Margate and Ramsgate
- Ashford, Canterbury, Herne Bay/Whitstable, Sheerness and Sittingbourne
- Bluewater, Dartford, Gravesend, Maidstone, Tonbridge and Tunbridge Wells
- Medway (Chatham)

## **Surrey & Sussex**

### **Area**

Surrey and Sussex District encompasses the administrative areas of Surrey County Council, East Sussex County Council, West Sussex County Council and Brighton and Hove City Council. This includes the relatively low population density rural area of the Sussex Weald and the larger urban population centres of Brighton, Hastings, Eastbourne, Worthing, Crawley, Guildford and Redhill.

### **Population**

The combined population (all ages) of Surrey and Sussex is 2,552,770 (2001 Census).

The latest reported employment rate is 78 per cent, varying from 74.3 per cent in Brighton and Hove to 81.4 per cent in Surrey.

### **Infrastructure**

Most areas of the district are within 1-2 hours reach of London by main line railway and motorway links. Expanding airports at Gatwick and Heathrow (on border) provide links with markets further a-field. However, the rural areas of East and West Sussex and those towns (e.g. Hastings) furthest from the major road infrastructure do impact on potential business investment/growth.

### **Principle Industries / Key Employers**

Across the district the most significant employers are almost wholly within the public sector – including the county and unitary authorities, health services and education (schools and further and higher education).

Sussex has some 55,000 businesses the greatest proportion of which employ less than ten people and account for nearly a quarter of all employment. This shows the economic dependence on the minority of large business organisations. Recently the Sussex economy has grown faster than the UK economy, in significant part by expansion at Gatwick airport, a high proportion of 'high-tech' manufacturing industry, continued growth in financial services and a cluster of new technology businesses in the Brighton area.

Other key business sectors throughout the county are public services, financial services, tourism and leisure, retail and health and social care.

The main employment in Surrey is concentrated in the central towns. The southern half of the county (which is mainly rural) is associated with high wealth, residential/commuter green belt. There are approximately 58,000 companies operating in Surrey. The county is a service-based economy and almost three quarters of the business units in banking, finance and insurance, distribution, hotels and restaurants or other services. Almost half the workforce is employed in organisations employing less than 50 staff and a quarter of organisations employing ten people or less. Less than a third work for companies employing more than 200 staff and there are relatively few of these organisations in Surrey. Surrey has a very high proportion of high skill occupations. Sectors employing the largest number of unskilled people are distribution, hotels and restaurants and part of the public sector.

## **Local Developments / Initiatives**

There are several areas of regeneration throughout the district – largely along the south coast, these include major cities and towns such as Brighton and Hove, and Hastings, both of which have a history of attracting discretionary funding e.g. European Social Fund (ESF), Neighbourhood Renewal Funds and, in Brighton, New Deal for Communities funding. A significant proportion of this funding has focussed on increasing economic activity rates.

Jobcentre Plus “Out and About” – Surrey and Sussex district operates a mobile unit, supporting outreach delivery (especially customer engagement) in both rural and urban peripheral areas, away from Jobcentre Plus offices. The unit targets activity in hot spot areas, where there are concentrations of highest priority customers, including lone parents and people with health conditions and disabilities. The unit is DDA compliant and is frequently used in partnership with contracted and other third party organisations (e.g. NextStep).

Significant urban/brown-field redevelopment and expansion in Brighton and Hove, Bognor Regis, Eastbourne and Hastings (total investment >£3billion over 2-8 years) is bringing the construction sector to the fore of local joint Jobcentre Plus and Learning and Skills Council planning, in partnership with the relevant local authorities’ planning and economic development teams. Local Construction Sector Partnerships and Charters has been established in Eastbourne and Hastings and, in Brighton and Hove, a sector employer engagement and training/recruitment project (Constructing Futures and First Footings) has been established with the city’s major FE college.

## **Private and voluntary sector provision**

From Autumn 2008 trials to test the universal aspects of skills accounts (DIUS/LSC) will be tested 2008 in Surrey & Sussex.

## **Jobcentre Plus offices**

Bexhill, Bognor Regis, Brighton, Camberley, Chichester, Crawley, Eastbourne, Epsom, Guildford, Hastings, Haywards Heath, Horsham, Hove, Lewes, Littlehampton, Newhaven, Redhill, Staines, Weybridge, Woking and Worthing.

## **Leicestershire & Northamptonshire**

### **Area**

Located in the East Midlands Region, the Jobcentre Plus Leicestershire and Northants District encompasses the administrative areas of Leicester Unitary Authority (Leicester City), and also all of Leicestershire and Northamptonshire. The district includes the Leicestershire local authorities of Blaby, Charnwood, Harborough, Hinckley and Bosworth, Melton. North West Leicestershire, Oadby and Wigston; and the Northamptonshire Districts of Corby, Daventry, East Northamptonshire, Kettering, Northampton, South Northamptonshire and Wellingborough.

**Population**

The combined figure for the District is 1,593,900. Leicester City 289,700; Leicestershire 635,100 and Northamptonshire 669,100. The Employment Rates( NOMIS Figures Oct2007-September 2007) are: 67.5% in Leicester City, 81.3% in Leicester County (excluding the UA) and 81.6% in Northamptonshire. In addition to Leicester City, other local authority areas currently below the 80 per cent Employment Target mark are Hinckley and Bosworth 78.5%; Oadby and Wigston 78.5%; and East Northamptonshire 79.1%.

**Infrastructure**

Transport links in most parts of the district are regarded as good especially for industry located near to the M1 and A14 roads. This has encouraged a great deal of warehouse and distribution growth in recent years due to the relative proximity of large markets in the West Midlands, London and the South East. Rail links to London and the Midlands and North are also good. Customers in rural areas and small towns however are at a disadvantage as public transport in these areas is poor.

**Principal industries / key employers**

Traditional industries such as footwear, textiles and engineering have been in decline in recent years. Sectors that have seen an increase in the district are warehouse and distribution, retail and also business services.

Major employers, in addition to local authorities and the Health Service include Walkers Crisps, the Alliance and Leicester Building Society, British Gas and Next in Leicestershire, RS Components, Weetabix, Barclaycard and Nationwide Anglia in Northants.

**Local Developments / Initiatives**

Growth is expected in Leicester City with the opening of the Hammerson's Development of the High Cross retail centre in October 2008. The centre will be anchored by a branch of John Lewis, and will have 120 other employers including a multi-plex cinema.

In Northamptonshire planned growth is expected under the South Midlands/Milton Keynes Development Initiative; as well as further market-led growth in distribution and financial and business services.

Local Employment Partnerships have been agreed with most large retail establishments, other sectors that have been engaged are hospitality, care (public and private), security, warehouse and distribution, and call centres.

From Autumn 2008 the universal aspects of skills accounts will be tested in Leicestershire and Northamptonshire.

**Private and Voluntary Sector Provision**

Leicester City/Leicestershire has a PSL New Deal; Northants had been a designated BoND District and traditional ND Programmes had been extended.

**Jobcentre Plus offices**

Leicester City – Charles Street, New Walk and Wellington Street.

Leicestershire – Coalville, Hinckley, Loughborough, Market Harborough and Melton Mowbray.

Northamptonshire – Corby, Daventry, Kettering, Northampton, Rushden and Wellingborough.

**Nottinghamshire****Area**

Nottinghamshire local authorities: Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark and Sherwood, Nottingham and Rushcliffe.

**Population**

	<b>Total</b>	<b>Date of latest figures</b>
Population	1,055,500	2006
Employment rates	474,500	Sept 2007

**Infrastructure**

The most northerly point within the Nottinghamshire District is Bassetlaw, it is linked to Nottingham via the Robin Hood rail line. Worksop and Retford also have direct rail links with Sheffield and Lincoln. Worksop area has a good bus network but there are limited services in the rural areas around Retford. Situated in the west of Nottinghamshire is the Ashfield area which has three main towns, Kirkby-in-Ashfield, Sutton-in-Ashfield and Hucknall. Ashfield has rail links to Nottingham and Worksop. Hucknall has regular trams into Nottingham. There are good bus links to most areas with the exception of the villages of Selston, Pinxton and Jacksdale. Situated in the North West of Nottinghamshire is the Mansfield area, which is linked to Nottingham and Worksop via the Robin Hood rail link. There is a good bus network to most areas. To the east of Nottinghamshire are Newark and Sherwood. Newark has good bus and rail links into Nottingham but there is a limited service from the outlying rural areas. Nottingham City and conurbations is the regional business capital of the East Midlands.

**Principle industries / key employers**

Overall the key sectors are:

Retail and hospitality, health and care, call centre – customer service, public sector, construction, logistics, manufacturing.

Bassetlaw's main sectors for vacancies are now largely in the logistics, food production and public sector. Key employers include Wilkinsons, Greencore, B & Q Distribution Centre, Solway, Ranby Prison and NHS hospitals.

Ashfield's major industries are; public sector – including local authorities and NHS Trust hospitals, health and care and retail, with key employers being Ashfield District Council, Kings Mill Hospital and Asda.

Mansfield's economic base contains a high proportion of distribution, hospitality – bars and restaurants, and retail. Major employers include the local authority and Mansfield Community hospital.

Newark and Sherwood's areas of strength are food and drink manufacturing, logistics, hospitality and tourism, with its largest employers being Centre Parcs, Laurens Patisseries and British Sugar and DSGI.

Nottingham has a diverse range of industries, with two famous universities as well as being home to over 50 international, national and regional headquarters covering both the private and public sectors – Experian, HM Customs & Revenue, East Midlands Development Agency and Government Office.

Nottingham has around 20,000 businesses of which 1,100 are retail outlets.

Nottingham is reported to be one of the fastest growing cities in the country, creating more jobs than any other city in the UK.

Key industries within Nottinghamshire are retail, hospitality, call centres, public sector – local authorities, logistics and NHS hospitals, health care, including private homes and hospitals, food manufacturing and tourism.

### Local developments / initiatives

Local employers, who are in implementation, or who have signed the LEP agreement or are committed to LEP:

Company Name	Location	Sector
Alea Casino	Nottingham City	Hospitality
Asiana Ltd	Bulwell	Logisitics
Britannia Hotel	Nottingham	Hospitality
Carillion/Sky Blue	Nottinghamshire	Construction
DOC OS	Worksop	Public Sector
DWP Jobcentre Plus	Nottingham City	Public Sector
Eurest Catering	Nottingham City	Hospitality
Felicini	Nottingham City	Hospitality
Greencore	Worksop	Manufacturing
Imagenta Mouldings	Worksop	Manufacturing
Jet International	Nottingham	Manufacturing
JYSK UK Ltd	Mansfield	Retail
Kemet Radio	Nottingham	Media
KHI Ltd	Nottingham City	Other
LAK Legal Services	Nottingham City	Other
Laurens Patisseries	Newark	Manufacturing
MJ Systems	Nottingham City	Security
Marks & Spencer	Nottingham City	Retail
Methodist Homes for the Aged	Nottinghamshire	Care
Moda Restaurant	Hucknall	Hospitality
New Look	Nottingham City	Retail
Next	Nottingham City	Retail
Nottingham City Transport	Nottingham City	Public Sector
P A Freight	Newark	Logistics
Papas Fish Restaurant	Worksop	Hospitality
Prolog Connect	Sutton in Ashfield	Call Centre
Quality care (EM) Ltd	Sutton in Ashfield	Care
Ranstad	Nottinghamshire	Agency
Riverside Farm	Nottingham	Hospitality
Rufford Care Home	Worksop	Care
Southwell Court Care Home	Newark	Care

<b>Company Name</b>	<b>Location</b>	<b>Sector</b>
Subway	Nottingham City	Hospitality
Tesco	Nottingham	Retail
Wilkinson	Hucknall	Retail
Wilkinson	Nottingham	Retail
Ye Olde Bell	Retford	Hospitality
Alea Casino	Nottingham City	Hospitality
Asiana Ltd	Bulwell	Logisitics
Britannia Hotel	Nottingham	Hospitality
Carillion/Sky Blue	Nottinghamshire	

Nottinghamshire outreach strategy is intended to support deprived and disadvantaged neighbourhoods; it is based upon data of highest benefit claim rates and covers lone parents, IB customers and areas with high BME communities.

The strategy directly links into 'Making the Connection' and supports the aims and objectives of the Local Area Agreement, City Strategy, Local Strategic Partnerships, and Neighbour Renewal and EMDAs Employment and Skills Plan. It offers targeted professional support to key partners through NRF sites. It provides specialist advisers to work at a local level and engage with local issues.

#### **Private and voluntary sector provision**

Trials to test the universal aspects of skills accounts (DIUS/LSC) will be tested from Autumn 2008 in Nottinghamshire

Nottingham City Strategy and Making the Connection – Jobcentre Plus is involved in the consortium that has been formalised to develop a delivery plan for delivering the objectives of the City Strategy. A big part of this will be directed through the highly innovative Making the Connection programme – a local partnership strategy aimed at connecting local people to the key employment and training opportunities in Greater Nottingham. Making the Connection aims to directly support key indicators in the City Local Area Agreement (LAA) aimed at tackling IB and IS (lone parents) unemployment and increasing the employment rate. Making the Connection is steered by the Greater Nottingham Skills Board.

ESF – the Outreach Flexible Routeway provision will address the needs of those customers who face barriers to work, real and perceived, who are subsequently disadvantaged in the labour market. The provision will inspire and empower customers to achieve their potential by identifying and providing the skills to find sustainable work activity is targeted at DWP priority groups, particularly those that are unemployed or economically inactive. It is individually tailored provision, which provides a full and inclusive range of support in order to move customers into work. It is envisaged that a variety of approaches will be used to achieve this aim, including person-centred support and modular training. Emphasis is placed on delivery through outreach workers working within Multi Agency Employment Teams (Job-mates) in appropriate local centres, focusing on the most disadvantaged and excluded customers and communities. Innovative and flexible delivery approaches are encouraged, demonstrating effective working with Employment and Skills Boards, Local Strategic Partnerships, local community/neighbourhood/voluntary groups.

**Jobcentre Plus offices**

Worksop; Retford; Newark; Mansfield; Sutton-in-Ashfield; Arnold; Bulwell; Nottingham (Station Street); Beeston; Nottingham (Parliament St.); Nottingham Hyson Green Jobshop.

**North & Mid Wales****Area**

The North & Mid Wales Jobcentre Plus district covers the seven local authorities of Wrexham, Flintshire, Denbighshire, Conwy, Gwynedd, Powys and Isle of Anglesey. The district covers two thirds of the landmass of Wales and is mainly rural with many remote communities.

**Population**

The total population is 805,200 with a working age population of 443,841 with 353,100 (80%) in employment. Recent years have seen a significant population shift as the pressures of economic change have forced many younger residents to leave rural locations within the district in search of employment. Welsh is widely spoken – as much as 70 per cent of the population in some areas.

**Infrastructure**

Transport links across North & Mid Wales are limited in many areas due to the rural nature of the area. Many services are limited and run infrequently which impacts on the accessibility of work to people who rely on public transport. Transport links in the larger towns and surrounding areas is more accessible but people often need to make two or more bus journeys to travel from their home village to industrial estates. Many of the bus links do not coincide with shift patterns offered by local employers.

The A55 expressway that runs east to west across North Wales is a key road artery, linking North Wales with the North West of England and the motorway network. It also provides speedy links to the Irish ferry routes at Holyhead and the airports at Manchester & Liverpool. Train travel is more accessible in the north of the district and there is a rail link from Holyhead with Chester and Liverpool.

Some localised transport initiatives exist across the District that aim to help people access work and/or training. For example, the Deeside and Wrexham Shuttle Bus offers subsidised bus transport on demand via a centralised booking office. Flintshire and Powys Wheels to Work are scooter hire schemes, offering scooters for long term unemployed people for six months when they start work. Assignments of scooters are via an application and sift process as demand outweighs supply. Both schemes have ESF funding and under the Convergence and Competitiveness ESF objective.

North East Wales is spatially aligned with the North West of England. A partnership exists between North East Wales and North West of England under the strategic forum called the Mersey Dee Alliance. The Alliance discuss strategic issues facing the two sub regions including transport infrastructure, economic inactivity, employment and high level manufacturing excellence linking high value manufacturing process and development of high level skills at Vauxhall at Ellesmere Port and Air Bus UK and Toyota on Deeside.

**Principal industries / key employers**

The district supports a wide range of industries and commercial interests. There has been a decline in heavy industry in the last decade. Employment is now predominantly within the service industries, particularly: public sector (23%), health and education (30%) and tourism and retail distribution (27%). These continue to be the main growth sectors.

The district has large areas of industrial conurbation (particularly on Deeside in Flintshire and in Wrexham). However, the majority of private employers are generally small and medium sized enterprises, with approximately 85 per cent of registered employers employing ten people or less. In Gwynedd, Powys and Anglesey, manufacturing accounts for less than ten per cent of the labour force, as does construction. However, in Wrexham and Flintshire manufacturing (food and light industries) has been a growth area.

Although future trends are difficult to predict, it is fairly safe to say that statistical data suggests that the best potential for our customers are within Retail, Clerical, Cleaning & Care Work. In addition these sectors offer the most potential for our priority customers.

**Local developments / initiatives**

Major developments within North & Mid Wales during 2008/09 include:

- Eagles Meadow – a large leisure and retail development in Wrexham due to open this Autumn with the anchor tenants being Debenhams, Marks & Spencer.
- Parc Cybi a large retail and industrial development taking place in Holyhead.
- Bryn Cegin - A new £60 million business park with the potential of sustaining 1,600 jobs is being developed on the outskirts of Bangor.
- The Welsh Assembly Government has plans to transfer work to its new development within Llandudno Junction.

Local Employer Partnership agreements have been signed with over 100 employers including Tesco, Asda, B&Q, Debenhams, DWP/Jobcentre Plus, Marks and Spencer, Sainsburys, The Book People, Haven Leisure, Whitbread Premier, Pengwer College, Daillycer, Siemens, Wilkinsons, Morrisons, Poundland, TwentyFour Seven, Rainbow Recruitment, TK Max and all 3 NHS Trusts.

Jobcentre Plus is leading on the Welsh Assembly supported Want2Work initiative. This is a community-based project, looking to raise economic activity. It is open to all economically inactive individuals including Incapacity Benefit customers. This project is being developed and will focus on Priority Wards in Gwynedd and Anglesey and the two DAF wards in Rhyl.

Communities First projects are in place in deprived areas throughout the District. All Community First areas will in the next few months be putting in funding proposals for 'Communities Next' which will operate from 2009/10 for three years. The whole ethos of Communities Next will be a focus on outcomes and activities rather than capacity building.

Wrexham CBC also has several areas in Wrexham where it is focussing on redevelopment – the most established team is in West Wrexham, which covers (roughly) Coedpoeth, Brymbo, Brynteg, Gwersyllt and Llay. Gwynedd CC and Conwy CC have been given funding to set up projects to address child poverty across the counties.

Rhyl City Strategy brings together a range of partner organisations in order to tackle worklessness in the town, it forms part of the UK government's "Cities Strategy" programme, which is aimed at bringing down rates of unemployment in targeted areas of England, Wales and Scotland. An innovative and varied programme of activity is planned for the coming year to help meet its target of reducing the numbers of unemployed people in Rhyl.

### **Private and voluntary sector provision**

Within the District there are many examples of private and voluntary sector provision that is available to support all Jobcentre Plus customers and help them to move into employment, many of these projects are funded through various sources of funding this means that what is available is constantly changing. Some of the projects that are currently in place are:

- Genesis 2 - will provide a comprehensive package of client centred activity focussing on 'hard to reach individuals', especially women.
- Cais - treat and support people with drug and/or alcohol concerns.
- Several of the Local Authorities offer Business Start Up courses and general advice on self Employment
- Disability Wales - Support self employment for disabled people and people with health condition.
- Groundwork - Assist with intermediate labour market support
- DAWN project - aims to address the needs of individuals who are currently misusing substances - or - those who might be at risk of Substance Misuse, Criminal Behaviour and/or Social Exclusion
- Princes Trust - Team and Get into programmes.
- National Childminding Association - How to become a registered Childminder in Wales.

WBLa/Skillbuild provision is delivered by various providers under contract to DCELLS (Department for Children, Education and Lifelong Learning Skills) and is funded by the Welsh Assembly Government.

Careers Wales (North East, North West and Mid Glamorgan and Powys) – Provide free Careers information and advice for adults.

### **Jobcentres plus offices**

Llangefni, Holyhead, Amlwch, Caernarfon, Porthmadog, Pwllheli, Bangor, Dolgellau, Brecon, Ystradgynlais, Llandrindod Wells, Newtown, Welshpool, Machynlleth, Colwyn Bay, Llandudno, Rhyl, Shotton, Mold, Flint and Wrexham.

## South East Wales

### Area

There are also significant Black and Minority Ethnic communities within both Cardiff and Newport, particularly in the southern parts of each city.

With the ascension of EU counties last year, Cardiff and Newport has seen a significant influx of migrant workers, attracted by the abundance of readily available and comparatively well-paid jobs within the tourism, hospitality, leisure and food manufacturing sectors.

Cardiff is the capital city of Wales and has the typical geography and issues of any major city. At a more local level this translates into, some of the most affluent local authority wards in Wales, which often masks the fact that Cardiff also has several wards with the highest levels of deprivation. The city is the established civic and administration centre for Wales. It is also one of the UK's top ten destinations for shopping. Coupled to that is the expansion of the city as a major public events venue, particularly at the Millennium Stadium. This has resulted in unprecedented growth in the sectors that support this e.g. Tourism, leisure and hospitality. The re-developed Bay area houses numerous bars; restaurants and hotels situated are an area of cultural attraction.

### Population

Area	Total Pop 2006	Working Age Pop 2006
Cardiff	317,500	207,600
Vale	123,300	73,800
Newport	140,100	84,400
Torfaen	91,000	54,500
Monmouth	87,900	51,400

### Deprived areas in our district

Cardiff:	Newport:	Torfaen:	Vale of Galmorgan:
Adamsdown	Bettws	Abersychan	Castleland
Butetown	Pillgwenlly	Brynwern	Court
Caerau	Ringland	Cwmyniscoy	Gibbonsdown
Ely	Tredegar Park	St Cadocs & Penygarn	
Llanrumney	Stow Hill	Snatchwood	
Splott		Trevethin	
Trowbridge		St. Dials	

### Infrastructure

The city's transport infrastructure is well served. Buses operate on a 'Hub' basis from the city centre to all suburbs of the city. This does however mean that cross-city travel usually requires a change of bus. The local rail network also serves some parts of the city, as well as mainline destinations. The city centre is within 5 miles of the M4 Motorway which opens up the access to the South West area of Wales and the East towards the second Severn Crossing.

Newport is newly designated City Status. It is also situated on the M4 Motorway. The city is well served by the bus network although on occasions there is a need to travel on more than one bus if travelling across the city. The Rail network has a mainline station at Newport with forward stations at Cardiff to the West, Caldicot, Chepstow and Bristol to the East and Cwmbran Pontypool and Abergavenny to the North. Newport City Centre is undergoing regeneration with construction opportunities available. Retail opportunities are expected to increase with the large retail development currently being completed in the city centre.

### **Principal industries /key employers**

The largest Employers within the district are unsurprisingly the local authorities with Five in total. All Local Authorities are resorting to developing Online Recruitment as their major method of recruiting employees. Traditional methods of recruitment will still be available for each Local Authority, but with current development of software enabling all previous applicants to be matched to new vacancies, the need for all Customers to utilise the Online application process is imperative. This is replicated with other large Employers within the District i.e. Marks and Spencer, Royal Mail, who are moving more and more towards Online Recruitment to meet their recruitment needs.

Although future trends are difficult to predict, it is safe to say that the sectors that continue to offer the best potential for continued opportunities for Customers are Construction, Retail, Clerical, Cleaning and Care Work. In addition there is as yet untapped potential in other sectors such as Call Centres and Hospitality where a high percentage of vacancies notified to the District go unfilled. In addition South East Wales is experiencing a current Construction boom with substantial developments in Cardiff (St Davids 2 and International Sports Village) and Newport (City Centre Regeneration), which are set to last over a number of years. This is on top of higher levels of construction vacancies normally associated with highly populated urban areas.

Local Employer Partnerships continues to develop throughout the District. Notable National Employers who have signed up such as ASDA and Wetherspoons with local Employers such as Parkwood Leisure and Cardiff and the Vale NHS. Opportunities have been predominantly in retail and customer service. Jobcentre Plus Account Managers and Labour Market Recruitment Advisers are developing an ever increasing network of Employers that are committed to the ethos of LEP.

### **Local developments / initiatives and private & voluntary sector provision**

- Various local authority run networks eg Cardiff Council 'Vision' Board
- SE Wales Economic Forum
- Community Consortia for Education and Training (CCET), Cardiff, Vale, Newport and Torfaen
- Communities First Partnerships (Cardiff and Newport)
- Asylum Seeker and Refugee stakeholder group.
- Health Action groups across Cardiff (Sylvia Norrish)
- Wales Refugee Council equal project.

- AWEMA equal project
- Community First Allotment project in Ely, Cardiff.
- Salvation Army crèche in Ely, Cardiff.
- Cardiff Volunteer Bureau.
- RNID.
- Womens Workshop (BME)
- Inroads have also been a good help for customers with drug and alcohol issues by providing free acupuncture treatments and advice.
- CSV (New Deal Provider) have also been good at taking customers on for voluntary work.
- Torfaen Economically Inactive Group

### **Jobcentre Plus offices**

Charles Street (Cardiff), Caradoc House (Cardiff), Alexander House (Cardiff), Penarth, Barry, Newport, Cwmbran, Pontypool, Abergavenny, Chepstow, Caldicot.

## **North East Yorkshire & the Humber**

### **Area**

North East Yorkshire and the Humber District covers a large and diverse area, made up of the Local Authority areas of North Lincolnshire, North East Lincolnshire, Kingston upon Hull, East Riding of Yorkshire, City of York and North Yorkshire. The district encompasses an area of 11,826 sq km. The District handles over 101,000 vacancies per year.

The diverse geographical area includes rural, coastal, urban and industrial areas and as such the employment characteristics of the District vary greatly. All parts of the District have experienced an influx of migrant workers over the past two years, particularly within manufacturing, agriculture and seasonal employment.

### District labour market predictions in 1-2 years time

We know that manufacturing, as a share of the jobs in the labour market, will reduce. We are aware that more than 2,200 manufacturing jobs will be lost during 2008. Logistics, warehousing and distribution is a growing sector, particularly as the excellent port and motorway links are being capitalised upon, along the Humber corridor. Retail and service sectors will continue to expand throughout the whole District. As the West and South Yorkshire parts of the region become increasingly saturated with call centres, businesses are now looking to this District to site new contact centres. The health sector (in line with national predictions) will require major growth over the next decade and beyond.

### Local Authorities

The District is co-terminus with 12 local authorities - Kingston Upon Hull; York; North East Lincolnshire; North Lincolnshire; East Riding of Yorkshire; Craven; Harrogate; Richmond; Ryedale; Scarborough; Selby; Whitby.

The unitary authorities and some of the smaller District Councils are served by Local Strategic Partnerships and their various sub groups. There is a Social Inclusion Partnership that serves the York and North Yorkshire areas. Other partnership working tends to focus on strategy development covering Local Area Agreements, Neighbourhood Renewal Funding (NRF), Working Neighbourhood Funding (WNF), Community Strategies etc. At present there are no major employer coalitions in the District. However, work is currently progressing to establish a coalition of local employers in the City.

### **Population**

North East Yorkshire and the Humber has a total population of 1,469,500 (working age population 994,000). The North Yorkshire area has a relatively low unemployment rate, but due to the labour market, the register in this area fluctuates due to seasonal variations. Although most areas are affluent, there are pockets of deprivation, rural isolation and transport can be problematic.

York with an unemployment rate of 1.5 per cent, is the major city in the county and has a thriving retail and tourist industry, however its traditional manufacturing sector has declined significantly. Investment in science and technology developments within the city will be a major growth sector over the next decade as York positions itself as the 'Science City'. Retail developments continue apace with a new Morrison's superstore having recently opened at Fosse Island.

Scarborough is undergoing significant regeneration activity and has secured over £25 million of public and private investment. Building work has commenced on a new £9.6million scheme at Eastfield, which will see the existing business park on the A64 corridor double in size, opening up the area for new industrial and business development which could see over 1,000 new jobs created over the next ten years. The expansion will build on the success of the current business park and create opportunities for local people and boost the local economy by offering year round employment. The business park is situated within the Eastfield ward, a Jobcentre Plus priority ward.

The area surrounding the river Humber has some large petrochemical industries, major bio-medical technology companies and a significant proportion of food manufacturing industries. The ports and associated industries around Hull, Goole, Grimsby and Immingham make up the largest ports complex in the UK handling 22 per cent of the UK's total imports. The Humber area occupies a key strategic position on the east coast of the UK facing the continent midway between London and Edinburgh. A number of initiatives are underway to maximise the potential of this unique asset. A recent major study by IBM international consultants identified the following sectors for development as key strengths of Hull and the Humber:

- renewable energy;
- ports and added value logistics;
- healthcare and bio-medical technologies.

The city of Kingston upon Hull has the highest unemployment in the Y&H region at 4.9 per cent and has ten of the most disadvantaged areas in the country. The total stands at 14,480. There are also a large number of lone parents within the city at

5,820. There are 2,510 customers in the 18-24 age group and 4,415 within the 25+ group.

The city is now experiencing major investment and regeneration. The 52,000 sqm St Stephens scheme is a unique town centre retail and leisure destination of the kind usually only seen in out of town developments. Opened in Autumn 2007, the development will ultimately create over 2,000 retail jobs alone, with hundreds more within the hospitality and leisure sector. Further developments in Hull include the Humber Quays, Quay West and the Fruit Market regeneration. Manufacturing is still a major sector with 17.9 per cent of jobs in the Humber within this sector (compared to 14.6 per cent regionally and 12 per cent nationally). However recent announcements of closures in Hull at Birds Eye (loss of 600 jobs) and Youngs Bluecrest (200 jobs) highlight the vulnerability of this sector as a whole.

There are a number of labour market developments and opportunities within the East Riding of Yorkshire. The new Tesco Distribution Centre at Goole will create 1,000 mainly logistics jobs. A mixed-use development at Melton Park by St Modwen Properties will include 150,000sq ft of industrial distribution and office space supported by a new hotel, family pub and crèche. It is estimated this could create 3,000 jobs. Two wards within Bridlington and Goole experience unemployment above the national average.

The North East Lincolnshire area comprises the main towns of Grimsby and Immingham with its surrounding villages. Unemployment is above average at 3.4 per cent. New developments for the area are mainly in construction, in particular at Total Lindsey Oil Refinery and at the Conoco CHP Plant (subject to approval). Seasonal jobs are a key feature of the labour market in this area with Thorpe Park and Pleasure Island theme parks in Cleethorpes generating approximately 300 seasonal posts.

North East Lincolnshire has been awarded £41m through the Local Enterprise Growth Initiative to encourage enterprise and new business among disadvantaged communities. E-factor, part of the national Local Enterprise Growth Initiative, is initially a 3 year programme (potentially ten years) that aims to promote, stimulate and assist new business growth and enterprise in North East Lincolnshire, particularly in areas that are challenged with high levels of unemployment and deprivation such as the 12 super output areas previously targeted by NRF.

The outputs are all linked to the Local Area Agreement and include 450 jobs created, 450 businesses started and 900 businesses assisted. E-factor describes activities which are concerned with culture change and specific targets directly relating to economic impacts. At its most fundamental it is about providing support to help people have the confidence, ability and aspirations to recognise and grasp an opportunity as it arises.

The North Lincolnshire area comprises the main towns of Scunthorpe and Barton on Humber with its surrounding villages. Unemployment is around the national average at 2.4 per cent. Transfer of the public housing stock is likely to create a number of jobs within the administrative and construction sectors. The Total LOR development will also draw in people from this area. The south bank of the Humber has also been

identified as a key area for investment in renewable energy sources such as bio-fuels and wind power.

### **Infrastructure**

Transport links are generally quite good in the major towns and cities, but the rural areas of North Yorkshire, parts of North and North East Lincolnshire and the East Riding, means that having your own transport is a definite pre requisite for living in these locations. There are however some Wheels to Work projects in the Richmondshire, Northallerton, Ryedale, Harrogate and Craven Districts. Travel to work patterns include Selby based residents travelling to West Yorkshire, Richmond to Darlington and Teeside, Skipton to the Leeds/Bradford area and a more limited link from Scunthorpe to Lincoln.

### **Principal industries / key employers**

It is expected that the new enterprise park at Normanby, Scunthorpe will benefit from an £8 million investment programme, which is hoped will generate up to 390 jobs by November 2008. A “green” company, specialising in renewable energy will be locating in Grimsby, which should create up to 1,200 jobs. Cranswick Foods, an East Yorkshire based company, are expanding and it is envisaged that a further 170 jobs will be created. £8 million is due to be invested in the Hull port area to improve communication/ transport links between the East Coast mainline. The scheme is due to be completed by 2011. The Local Employment Partnership initiative is continuing to gain momentum, with employers from all sectors signing up. Significant impact has been made in the hospitality, retail and care industries.

### **Local developments / initiatives**

There is no City Consortium operating within the District nor is there an Employment and Skills Board. However, efforts are underway to develop Employer Coalitions in both East and West Hull.

### **Private and voluntary sector provision**

There are numerous private and voluntary training organisations throughout the District, offering skills for life training, information and advice, support/mentoring and one to one support. Pathways to Work is Private Sector Led (PSL) and we operate a Choices pilot across the whole District. Current New Deal provision is split between a PSL model in North and North East Lincolnshire and more usual Prime Contract model elsewhere.

In addition we will shortly have ESF provision delivered through two contracts, Programme Centre provision and provision dedicated to supporting lone parents. We also have a suite of smaller programmes that deliver specialist support for people referred by our Disability Employment Advisers.

### **Jobcentre Plus offices**

Barton, Beverley, Bridlington, Goole, Grimsby, Harrogate, Hessle, Immingham, Market Place, Hull, Northallerton, Richmond, Scarborough, Scunthorpe, Selby, Skipton, York Monkgate, York Stonebow, Whitby, Hull Britannia, Grimsby, Ryedale.

## **Tees Valley**

### **Area**

Tees Valley is situated in the south of the Jobcentre Plus North East region and comprises the Unitary Authority Areas of Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton. Although the general image of the Tees Valley is urban, 65 per cent of the sub-region is rural.

### **Population**

The combined population of the Tees Valley area is 649,600.

71 per cent of the working age population of Tees Valley is in employment.

### Basic skills

People in Tees Valley tend to have lower Numeracy and Literacy levels compared to people in other parts of the country. 28.4 per cent of residents of local authority wards have poor numeracy skills and 27 per cent have poor literacy skills compared to national average of 24 per cent per ward

(Basic skills in the Tees Valley report- Tees Valley Joint Strategy Unit).

### **Infrastructure**

There is easy access to the main transport networks makes Tees Valley the ideal business location. There are several large retail parks across the District, all within easy access of the motorway infrastructure – A1M, A19 and A66 motorways and other key links include:

Teesport – with regular container/ goods services to Europe, Asia and the Mediterranean.

- Durham Tees Valley Airport- with its links to Heathrow and Amsterdam
- The East Coast main line with a regular service to London and Edinburgh from delivering goods from Teesport and the chemical/steel industry across the country

### **Principal industries / key employers**

The Tees Valley economy is based on the largest, integrated heavy industrial complex in the United Kingdom and there are three main components:

The petrochemical cluster at Wilton, Billingham and Seal Sands is the largest chemicals complex in the UK in terms of manufacturing capacity and the second largest in Europe. The last three years have seen £700 million of investment in the industry in Tees Valley, including £200 million by Huntsman, to construct the world's largest polyethylene plant. It is backed by the Wilton Centre, the largest private sector research centre in Western Europe and world class engineering design and plant maintenance industry employing 5,000 people throughout the Tees Valley. The Redcar Steel Complex has secured long term contracts to supply 3.4 million tonnes of slab a year, mostly for export.

Teesport, the second largest port in the UK, handles ten per cent of all UK traffic with oil and gas based chemicals, iron ore import, coal imports and steel exports accounting for 75 per cent of its trade. The port is the only deep-sea port on the East Coast and is capable of taking vessels up to 150,000 tonnes. It has the potential to

become a major deep sea container port catering for the growing Far East trade creating in the long-term 5,500 jobs.

As a result of activity in heavy industry, Tees Valley is developing a unique combination of energy related activities, including bio-fuels, biomass, hydrogen and oil and gas. The area has developed a strong logistics industry based around the port, focusing on the distribution of chemicals, steel, engineering products. Darlington has become a major logistics centre serving the North of England. Financial and business services, including advanced call centre functions, have been developed in Darlington, Teesdale in Stockton, Middlesbrough and Hartlepool Marina. There is also substantial growth in Tourism and the Public Sector, notably Education and the Health Services

Because of the number of major contracts being awarded to in the areas detailed above there is a real threat of potential skills shortages within Tees Valley in the following areas: Mechanical Engineers, Plumbers, Heating and Ventilation Engineers, Steel Erectors, Electrical/Electronic Engineers, Electricians, Electrical Fitters, Precision Instrument Makers and Repairers, Metal working production and maintenance fitters, Tool makers, tool fitters and marker out, Metal machining setters and setter operators, Pipe fitters, Welding Trades, Metal plate workers, shipwrights, riveters, Scaffolders, staggers, riggers

Customers have registered with Jobcentre Plus to find work in specific occupational areas, but their skill and qualification levels are unknown.

The table below details the occupational sectors required by customers in receipt Job Seekers Allowance in Tees Valley and the number of vacancies in each sector:

Sector Caseload	Tees Valley District	
	Sought	Vacancies Held
1 - Retail	3010	1329
2 - Customer Service/Call Centre	408	726
3 - Care	981	804
4 - Administration	1968	814
5 - Factory	3262	430
6 - Warehouse	1430	100
7 - Construction	3861	615
8 - Driving	1399	547
9 - Cleaning	590	179
10 - Bar/Hospitality	1000	294
11 - Catering	162	92
12 - Security	239	180
13 - Gardening	321	25

#### Local Employer Partnerships (LEP)

Over 300 employers, including the five Local Authorities, have been contacted regarding the introduction of Local Employer Partnerships and have given their commitment to take on and up-skill Priority Group Customers.

## **Local developments / initiatives**

### City Consortium

Tees Valley Local Authorities submitted a 'city region' business case to the Secretary of State which led to the creation of "Tees Valley Unlimited", a partnership coordinating economic improvement across Tees Valley. Strong Governance arrangements have been developed with a non local authority chair and an overall membership of organisations that will add value to Tees Valley Unlimited 's objective of improving economic performance in Tees Valley.

Work on a Multi Area Agreement, which includes work-place related programmes, will provide government with the additional comfort that plans are in place to improve economic prosperity and help deliver the LAA targets.

### Employment and Skills Board

One element of Tees Valley Unlimited is the Employment and Skills Board, which is currently commissioning a shared intelligence consultancy to meet with key partners, prior to submitting a report to inform the development of an employability strategy for Tees Valley as a whole.

## **Private and Voluntary Sector Provision**

- Progress to Work
- Independent Basic Skills Assessment
- Employment Zones
- ESF – Engagement, Mentoring and Sector Specific Routeways

## **Jobcentre Plus offices**

Middlesbrough James Cook House, Middlesbrough East, Darlington, Stockton, Redcare, Hartlepool, Eston, Billingham, Guisborough, Thornby, Loftus.

## **South Wales Valleys**

### **Area**

The district covers the unitary authorities of Blaenau Gwent, Merthyr, Caerphilly, Rhondda Cynon Taff and Bridgend

### **Infrastructure**

There are significant issues in the outlying areas of the valleys and travel across valleys is problematic. There are ongoing efforts to improve the transport links in the district and most recently the re-opening of the Ebbw Vale to Cardiff railway has opened up the Cardiff labour market to Blaenau Gwent residents.

Many customers are able to use public transport down the valleys towards Cardiff, a major employment hotspot in the industries of retail and service sectors. Blaenau Gwent and Caerphilly local authority areas are also able to access Newport, where a regeneration scheme is attracting investment both in the centre and outlying retail developments.

**Principal industries / key employers**

The Eastern Valleys area of the district was traditionally dominated by heavy industry such as coal and steel manufacture. Due to demise in these industries over recent years traditional manufacturing type jobs have disappeared. In recent years the local economy has diversified from this reliance on heavy industry and public sector is now the largest employer throughout the Eastern Valleys area. Manufacturing however still plays a part within this area. For example, food-manufacturing industries employ approx 2,500. The retail sector also features heavily in the make up of the workforce and is considered to be a growth area. There is also a healthy service sector with Call Centres situated within the Caerphilly and Merthyr Tydfil local authority areas. There are over 3,000 small to medium (1-250 employees) employers operating within the Eastern Valleys area of the district and leisure, tourism and catering industries are growing year on year. The areas labour market is considered to be one of the most diverse in the UK.

Skills shortage areas include jobs within the service, care and trade industries, for example plumbing and engineering. Within the Bridgend/Rhondda Cynon Taf part of the district there have recently been a number of large-scale redundancies within the manufacturing industry. The main employment sectors within the two boroughs are retail and service sector with Mac Arthur Glen Retail Park and Talbot Green Retail Park playing a major role.

**Local developments / initiatives**

Angel Way By-Pass and Retail development (Bargoed) – By-Pass due to be completed spring 2009. Retail development and 5 screen cinema planned for the area.

St David's Two development (Cardiff) – Jobcentre Plus is working in partnership with the main contractor Bovis Lend Lease to provide labour for this project. Estimated numbers of construction vacancies is approx 350 over the next two years with another 2,000 retail positions on completion of the shopping complex. This will have a big impact on the Caerphilly and Valleys labour market. Jobcentre Plus offices in these areas will be working closely with Cardiff colleagues in order to promote the opportunities available.

City Consortia – under the Cities Strategies there was a successful bid by the Heads of the Valleys Consortia. The consortia have implemented the Jobmatch delivery model in the deprived wards covered by the Heads of the Valleys area.

Jobcentre Plus has been awarded DAF funds for the deprived wards sitting outside of the Heads of the Valleys. Provision has been procured for a Community Engagement Team, vocational training and funding to support early entry to Programme Centres.

**Private and Voluntary Sector Provision****Local Service Boards (LSB)**

Historically there has been a long history of partnership working throughout the local authority areas with the respective Community Strategies acting as the main driver. The Beecham review identified 5 top areas for action, one being the establishment of Local Service Boards. This was followed in early 2007 with an invitation from WAG to bid to become a pilot LSB. Most of the LAs in Wales submitted bids but only 6

were approved, namely Caerphilly, Cardiff, Carmarthenshire, Gwynedd, Neath Port Talbot and Wrexham.

Each of the successful areas adopted different approaches to the concept but in the main they followed a similar makeup:

- Public, third and private sectors working together as equal partners within the LA area.
- LSB will agree and ensure delivery of a set of priority joint actions within the LA area.
- Each pilot LSB has a senior WAG official designated to work with it.
- Each LSB has decided its own representation.

RCT, Merthyr, Blaenau Gwent and Bridgend local authorities have also established/in the process of establishing Local Service Boards and the partners who sit on these LSBs seem to be standardised across the area. Typically the LSB is made up of:

- Council Leader
- Local Authority Chief Exec
- Teaching LHB Chief Exec
- Caerphilly Teaching LHB Chair
- Chief Superintendent, Gwent Police
- Assistant director Voluntary Org, e.g. GAVO, Interlink, etc
- WAG Official.

There is a wealth of organisations within the South Wales Valleys area funded in many different ways – Welsh Assembly, DCELLS, local authority, charitable – that can provide many important services to our customers. It is important that staff can signpost to these organisations to assist our customers overcome barriers to re-enter work.

These organisations offer advice guidance and training in, for example, the following areas:

- Community Information
- Business Start Up Support
- Support for Health Issues
- Substance Misuse Support
- Debt Management
- Homelessness/ Accommodation Issues
- Childcare Issues
- Women's Support Groups
- Ex Offender Support

- Specific Vocational Training

### Genesis

A highly successful childcare project that has been operating in Rhondda Cynon Taf since 2002 has now been launched across the whole of Wales.

The Genesis project, funded by the unitary authorities, the Welsh Assembly Government and Objective One European funding, has enabled almost 2,000 local people (mainly parents) to access free childcare, advice and guidance in order to attend learning, training and work opportunities in the local area.

### Want2Work Programme

Want2Work (W2W) is built on a sound evidence base, the project concept originating from work undertaken with the Welsh Assembly Government (Raising Economic Activity Rates), along with research undertaken for the Office of the Deputy Prime Minister (Jobs and Enterprise in Deprived Areas) and DWP research into “Maximising the role of outreach in client engagement”.

Common features of the above research projects include:

- Concentrations of worklessness
- Two/three generations of worklessness
- Low levels of qualifications and skills
- High levels of limiting long term illness
- Multiple disadvantage
- Low aspirations for work and study
- High levels of dependency on welfare benefits, particular incapacity benefits and income support
- Narrow travel horizons
- Distrust of state agencies.

Each of the above have been woven into the design and delivery of the current Want2Work project which to date has engaged with over 6,000 beneficiaries (these being additional to the overall number of beneficiaries who make up the combine project outputs of ESF and mainstream activity). The success of the approach is demonstrated in the results of W2W, over 2,000 of the 6,000 ‘additional’ beneficiaries having moved into work.

Added value and additional features are key elements of the W2W proposal. In designing the project full account has been taken of the full range of DWP employment programmes (New Deal, Pathways to Work, New Deal for Disabled People, New Deal for Lone Parents. In addition to these key programmes the proposal takes into account those people who are economically inactive, but are not in receipt of any welfare benefits (non-customers).

**Jobcentre Plus offices**

Caerphilly, Blackwood, Bargoed, Tredegar, Abertillery, Ebbw Vale, Merthyr Tydfil, Porth, Treorchy, Tonypany, Aberdare, Mountain Ash, Bridgend, Porthcawl, Pyle, Maesteg, Pontypridd and Llantrisant

**South West Wales District & South Wales Valleys District****Area**

The Jobcentre Plus district South West Wales covers 5 authorities Ceredigion County Council, Pembrokeshire County Council, Carmarthenshire County Council, Swansea City and Borough Council, Neath Port Talbot County Borough Council.

**Population**

Working Age Population of the area

Age	Carms	Ceredigion	Neath Port Talbot	Pembs	Swansea	South West Wales District
Total working age population	100,200	45,700	80,400	64,400	135,500	426,200
Total working age population with 60-64	112,300	50,900	88,500	72,600	148,200	472,500

**Infrastructure**

In the more rural areas of the district the public transport infrastructure is not good, with little or no coverage, which disadvantages some customers in search for work. Although in the more urban areas the transport infrastructure is more accessible with the M4 providing easy access to Swansea and links up to the rest of South Wales. The same can be said of rail travel with better links available the further south you go.

**Principal industries / key employers**

The South West Wales District is large geographically when compared to many other Jobcentre Plus districts. It is a diverse district in respect of its labour market, with Swansea, a city location compared to the more rural areas for example Ceredigion.

A general trend could be summarised by stating there is growth in service based occupational sector for example care, retail, hospitality/leisure and especially contact centres. Also large developments such as Bluestone, Amazon, Pembrokeshire, SA1 Swansea and the LNG Pembroke development have recently fuelled the construction and hospitality sectors. There is still a significant element of seasonality in the hospitality and leisure sectors, although this is less of an impact than in recent years, with Wales, and particularly this district being a target location for short breaks.

It is clear the decline continues in the manufacturing sector (a sector that has traditionally provided many opportunities for entry-level jobs) for example the redundancies at Dura Automotive, Alcoa, Calsonic Kinsei, Krupp Camford and 3M Gorseinon announced April 08 to start September 08.

Mainly rural, this district is heavily reliant on agriculture, tourism and hospitality. Prominent in this district is the City of Swansea with its key retail, service and contact centre employers. As with all Welsh Districts, the public sector is proportionately very important, local authorities, NHS Trusts and the DVLA are all significant employers.

A recent major employer to move into this area is Amazon, with its distribution centre eventually employing approximately 1,000 staff. The M4 Motorway runs through the south of this district making this the area of greatest employer density. Other notable developments include the 'Bluestone' leisure development in West Wales. Also the Liquid Nitrogen Gas Pipeline project centred around Pembroke Dock which has created opportunities in petrochemical and construction sectors.

### **Local developments / initiatives**

South West Wales District's Diversity agenda, efforts in respect of ethnicity will be focussed on the Swansea area, building on existing relationships with community groups and employers. To promote the disability agenda the district will continue to drive forward the Pathways initiative with customers looking for work, and engaging employers through Field Account Managers and Labour Market Recruitment Advisers (LMRAs) in particular. The district will promote age diversity using existing products and strategies that include flexible New Deal and supporting Partner Age Positive.

Key challenges in the district are to maximise performance through working directly, with partners and contracted providers to support people from welfare and redundancy from traditional sectors into new growth sectors, through skills development and effective promotion on a variety of jobs.

Jobcentre Plus will target resources on a range of activities planned to support the effective conversion of LMS and non-LMS vacancies into Local Employment Partnerships (LEP) job entry opportunities for priority customers.

The Options and Choices employer events are aimed specifically to encourage employers to fully consider lone parents, with a particular focus on those in receipt of Incapacity Benefits.

South West Wales District will respond positively to new business opportunities as they arise. They will ensure awareness of these opportunities from the activities of Labour Market Recruitment Advisers, Account Managers, District Employer Engagement Managers and other colleagues. The level of service offered will reflect the employer's commitment to work closely with Jobcentre Plus in respect of priority customer recruitment.

### **Private and Voluntary Sector Provision**

- 19 wards in the district which have ESF funding for Want 2 Work provision.
- Pathways to Work is led by Jobcentre Plus.

### **Jobcentre Plus offices**

Aberystwyth, Ammanford, Cardigan, Carmarthen, Gorseinon, Haverfordwest, Llanelli, Milford Haven, Morriston, Neath, Pembroke Dock, Port Talbot and Swansea

## ANNEXE 12. DEPARTMENT FOR WORK AND PENSIONS SUSTAINABLE PROCUREMENT TARGETS



### SUSTAINABLE PROCUREMENT GUIDANCE FOR DWP SUPPLIERS AND PROVIDERS

The Department for Work and Pensions is highly regarded in Government as an active proponent of Sustainable Procurement best practice. From the top down DWP's commercial function has endorsed social and environmental concerns as a single agenda and this will now be a 'key work objective' for the Permanent Secretary. DWP supports the most vulnerable in society, working to reduce child and pensioner poverty, to help all those who can work to do so, and ensure people with disabilities can play their full part. In doing so, DWP aims to promote economic growth, tackle poverty and social exclusion, and minimise its own environmental impact – objectives which align with and fully support the 3rd UK Strategy for Sustainable Development – 'Securing the Future'. As the aims and priorities of the Department are to provide effective welfare reform, child support and pensions services we are in a prime position to take the lead on delivering the Government set targets for Sustainable Procurement.

It is our clear goal to incorporate Sustainable Development into our thinking but more importantly, into our actions. Considering what our actions mean for business, the environment and the community must become second nature in all of our

commercial dealings. DWP is making progress towards achieving this goal but the Department's size, spending power, resources and welfare objectives mean that we still have much more to do within the procurement community. The DWP Sustainable Procurement Strategy is key to ensuring that we specify sustainable goods and services wherever possible and encourage best sustainable practice throughout our supply chains. In achieving sustainability in its fullest sense we will maximise the potential our contracts hold for driving important social, economic and environmental improvements. If DWP is to fully meet its responsibilities and match the Government's commitment and targets for Sustainable Development then we need to deliver – and we are looking to our suppliers and providers to help us achieve more. We are supplying you with details of the targets that we are required to achieve. They are challenging - because Government does not underestimate the need.

DWP wants to manage its demand for goods and services - to actively make them more sustainable. So we will talk to you about our needs, and draw upon your skills and expertise to help meet the real threat of climate change - support equality in the workplace and tackle unlawful discrimination.

Contract Management in DWP requires that whatever you are supplying, your contract will be the subject of management review meetings.

#### SUSTAINABLE PROCUREMENT IS INTELLIGENT PROCUREMENT

As a supplier to DWP you can expect to have sustainable issues and Sustainable Development on the agenda.

Our commercial representatives will ask about sustainability in delivery of your contract - and this will include an understanding of your supply chain. The Department wants to be confident that Equality and Diversity, equal opportunity, fair pay and good employment practice exist throughout the supply line. Your organisations efforts, however large or small your business is, can contribute to our targets and objectives. If you are in business with this Department you will be pursuing sustainability.

So we have asked your DWP Contract Manager to pass this information sheet to you - to make plain the Department's intention to help tackle unsustainable demand and waste in society by managing our own business and our suppliers with sustainability in mind.

The Department has a Sustainable Procurement Strategy.

DWP has made the commitment to improving supplier performance



through partnership with our providers - achieving recognition as a leading light in social and environmental procurement. The Department has a large social agenda which it must balance with securing value for money for the taxpayer while also improving its environmental performance. DWP has backed this drive by developing Sustainable Procurement specialists and supporting its commercial representatives with

training and tools to assess social and environmental impacts in Procurement. DWP is seeking to lead Government in delivering environmental and social sustainability. Whether you are a current supplier, or a potential one - take a look at the targets we are aiming for overleaf.....

**DWP** Department for Work and Pensions

COMMERCIAL DIRECTORATE

DWP has a dedicated Sustainable Procurement team - Hayley Addison MCIPS & Dave Blackburn MCIPS. Contact them at Hayley.Addison@dwp.gsi.gov.uk or David.Blackburn@dwp.gsi.gov.uk.

Hayley and Dave are based at Benton Park View, Newcastle upon Tyne. (Room BP5101) They perform a central role in advising upon and pulling together the work of DWP Commercial Directorate in Sustainable Procurement - though if you are currently supplying to DWP the Departments contract managers can be your first port of call.

The DWP Commercial Directorate "Sustainable Procurement Implementation Group" (SPIG) is the hub of practitioner and strategic Sustainable Procurement activity. All the major contracting teams in the Department have a representative who is responsible for holding that teams sustainable strategy and plan. Those strategies underpin the Departmental



The DWP Sustainable Procurement Conference 2007. Top left - Hayley Addison takes the 100 strong commercially based audience through SPRAM. Top Right - Peter Shields DWP Commercial Policy Manager speaks on eradicating unlawful discrimination in contracts. Below - the DWP Sustainable Procurement Implementation Group review individual contract strategies for goods and services supplied to DWP.



Photograph by Alan Neilson

Sustainable Procurement strategy and feed into its objectives. Those objectives include all Government Flexible Framework and Quick Win targets. Full details can be found at [www.sustainable-development.gov.uk/publications/index.htm](http://www.sustainable-development.gov.uk/publications/index.htm)

**Sustainable Procurement Risk Assessment Methodology** is the tool our contracting teams must apply before commencing a procurement. SPRAM - as we call it, provides the basic thinking that ensures that the Departments Sustainable Procurement targets and objectives are factored in to contract programs, so that value for money includes consideration of whole life costs and social issues. It is only used by DWP and reflects the Departments specific welfare role in society. SPRAM ensures that relevant and proportionate attention is paid to sustainability when we specify requirements and consider proposals.

Most importantly - once a supplier is on board - we want to continue to work together to make ongoing improvements to the sustainable efficiency of services and supplies. We can only achieve this in partnership with you - our suppliers, our partners in business.

The Sustainable Operations on the Government Estate (SOGE) targets are key goals for DWP. See below.

### The Sustainable Operations on the Government Estate (SOGE) Targets

#### Carbon emissions from Offices

Reduce carbon emissions by 12.5% by 2010/2011, relative to 1999/2000 levels. Reduce carbon emissions by 30% by 2020, relative to 1999/2000 levels.

#### Carbon emissions from Road vehicles

Reduce carbon emissions from road vehicles used for Government administrative operations by 15% by 2010/2011 relative to 2005/2006 levels.

Achieve carbon emissions of 130g/km CO<sub>2</sub> or lower for new road vehicles used for Government administrative operations by 2010/2011.

#### Carbon neutral

Central Governments office estate to be carbon neutral by 2012.

#### Energy efficiency

Departments to increase their energy efficiency per m<sup>2</sup> by 15% by 2010, relative to 1999/2000 levels.

Departments to increase their energy efficiency per m<sup>2</sup> by 30% by 2020, relative to 1999/2000 levels.

#### Waste arisings

Departments to reduce their waste arisings by 5% by 2010, relative to 2004/2005 levels.

Departments to reduce their waste arisings by 25% by 2020, relative to 2004/2005 levels.

#### Recycling

Departments to increase their recycling figures to 40% of their waste arisings by 2010.

Departments to increase their recycling figures to 75% of their waste arisings by 2020.

#### Biodiversity

Departments to meet or exceed the aim of having 95% of Sites of Special Scientific Interest (SSSI's) in sole ownership or control in target condition by 2010.

#### Water consumption

Reduce water consumption by 25 % on the office and non office estate by 2020 , relative to 2004/2005 levels.

Reduce water consumption to an average of 3m<sup>3</sup> per person/per year for all new office builds or major office refurbishments.

DWP is a global buyer and is aiming to be the leading Government Department with regard to Sustainable Procurement and Sustainable Development.



This note will be provided on disk as a PDF file.

**ANNEXE 13. GLOSSARY OF TERMS**

AACS (adult advancement and careers service)	The adult advancement and careers service is a new service being established by DIUS in England. AACS will not be the name or brand of the eventual organisation who will be invited to deliver it.
Action Plan / Back to Work Action Plan	A document that describes the specific steps, which are agreed with the customer, to help them move from benefit into sustainable employment.
Better Off Calculation (BOC) / Better off in work calculation	A better off calculation produces accurate estimates of how much better off a customer could be in work. Based on information supplied by the customer, of potential in-work benefits and tax credits, it can be a powerful and valuable tool in influencing a customer to leave benefit and enter paid employment.
Careers Service	Careers Service in England is now known as Connexions. They offer information, advice and guidance to young people and adults about any issues which might affect learning and work.
Careers Wales	Careers Wales was launched in April 2001; bringing the seven Welsh careers companies under a national brand name. Careers Wales has responsibility for delivering: careers information, advice and guidance to young people and adults across Wales; the Work Force Development initiative; Education Business Partnerships and Youth Gateway.
CEP	Contracted Employment Provision
City Strategy	The City Strategy aims to tackle worklessness in our most disadvantaged communities across the UK – many of which are in major cities and other urban areas. The strategy is designed to empower local areas, giving them the flexibility to provide local solutions to local problems to deliver a significant improvement in employment rates amongst people of working age in their local area.
Co-financing	Co-financing is the chosen method of administering the ESF in England. It involves the simultaneous award of ESF and match funding as a unitary flow of money to suppliers of training and other human resource development initiatives. Co-Financing Organisations (CFOs) are the various organisations that develop and seek funding for ESF programmes. They include the Department for Work and Pensions, the Learning and Skills Councils, the Regional Development Agencies and some Local Authorities.
Common Inspection Framework	Both Ofsted (England) and Estyn (Wales) use a similar Common Inspection Framework (CIF) that sets out the principals of inspection and ensures a uniform approach is applied across the sector.

Contract package	Successful suppliers will be offered contracts to deliver in specific areas. In some cases Jobcentre Plus districts have been brigaded. Contract package is the term used to describe the geographic area as well as the total amount of funding available for that area.
Critical Success Factors	The factors (i.e. the positive outcomes or benefits) against which the success of a programme will be judged in order to justify the investment.
Customer	An individual of working age who uses Jobcentre Plus services for the purposes of returning to work or claiming benefits.
DBERR	The Department for Business, Enterprise and Regulatory Reform
DIUS	The Department for Innovation, University and Skills.
DWP	The Department for Work and Pensions.
DWP Quality Framework	The DWP Quality Framework provides the basis of our approach to maintaining and improving quality in DWP contracted employment provision.
ESA	Employment and Support Allowance is a replacement for incapacity benefits for new claims only from October 2008. ESA will be paid to those eligible in return for undertaking work related interviews, agreeing an action plan and participating in work-related activity.
Employment Zones	Employment Zones were created to provide fresh new ways to help eligible people find and keep a job. The initiative, created in 2000, is a three-stage programme offering practical back-to-work support for people living in one of thirteen designated zones.
ESF Division	As the Certifying Authority and Managing Authority for ESF in England and Gibraltar, European Social Fund Division within the Joint International Unit, has overall accountability for ESF and manages the funding that is used to add value to national policy initiatives. ESF Division works closely with policy divisions in DWP, DIUS, DBERR and other Government Departments to identify initiatives that are aligned to the objectives of ESF and could be expanded and enhanced with European funding.
Estyn	The Office of Her Majesty's Inspectorate for Education and Training in Wales aims to raise standards and quality of education and training in Wales through inspection and advice.
Fast-tracked	A term used to describe customers who move straight to supported job search within the enhanced JSA regime.
Government Actuary's Department	The Government Actuary's Department (GAD) is an independent actuarial consultancy working within government. GAD provides actuarial advice to a wide range of public sector and private sector organisations, throughout the UK and internationally.

Government Office(s)	The Government Offices represent eleven Whitehall departments and are involved in regenerating communities, fighting crime, tackling housing needs, improving public health, raising standards in education and skills, tackling countryside issues, and reducing unemployment. They attempt to join up the delivery of Government policies across the <b>English</b> regions - supporting projects like ESF that cut across the agendas of the various Departments. With specific regard to ESF, Government Offices act as ESF fund holders for each region and work with the Regional ESF Committees to approve projects and programmes proposed by the various Co-financing Organisations. In Wales and Scotland, the Welsh Assembly Government and Scottish Government perform the functions of the Government Offices.
IES / IES service	Integrated employment and skills (service) – England only.
Invitation to Tender (ItT)	A package of documentation issued to bidders at the second stage of a two-stage procurement exercise.
Jobcentre Plus	Part of the Department for Work and Pensions, Jobcentre Plus provides an integrated service to people of working age. It offers help to people looking to move into work and support for people who cannot. Jobcentre Plus also provides a range of services to help employers fill their vacancies quickly.
Jobcentre Plus district	A specified area of England, Scotland or Wales within which to deliver services to Jobcentre Plus customers.
Joint International Unit	The JIU serves the Department for Work and Pensions, the Department for Children, Schools and Families and the Department for Innovation, University and Skills. It exists to support the domestic policies and international objectives of these Departments and to achieve the wider foreign policy objectives of the UK Government. It pursues these aims through the machinery of the European Union, through partnership with overseas countries, through membership of international organisations and through the delivery of programmes funded by the EU or UK Government.
JSA	Jobseeker's Allowance – a-n allowance payable to customers who are out of work, or working less than 16 hours a week, are aged under 65 (for men) or under 60 (for women) and are actively seeking and capable of work.
LSC	Learning and Skills Council
Local Strategic Partnership (LSP)	LSPs (England only) are non-statutory, multi-agency partnerships, which match local authority boundaries. They bring together at a local level the different parts of the public, private, community and voluntary sectors; allowing different initiatives and services to support one another and work more effectively.

Match funding	Match funding is a requirement of EU regulations. ESF meets only part of the eligible costs of a project and the balance (match funding) must be found from other (public) sources. Under Co-financing, Jobcentre Plus, LSCs and other public agencies supply match funding. This means ESF suppliers in England do not need to find their own match funding.
NAO	National Audit Office
New Deal for Lone Parents	A range of support offered to help lone parents overcome barriers to work, such as ongoing support from a Jobcentre Plus personal adviser, financial support, childcare help and training opportunities.
New Deal for Young People	The New Deal for Young People targets people between the ages of 18 and 24. It was implemented as part of New Labour's Welfare-to-Work agenda to address youth unemployment and benefit dependency.
Off-flows	This term is used to describe the volumes of customers leaving benefit. This will include those moving into work and those people who move onto other benefits.
Ofsted	Office for Standards of Education inspects and regulates care for children and young people, and inspects education and training for learners of all ages.
Pension Credit	Pension Credit is an entitlement for people aged 60 and over. It guarantees everyone aged 60 and over a weekly income.
Pre-Qualification Questionnaire	The first stage of a procurement exercise, in which a shortlist of suppliers is selected to move onto the second stage (the Invitation to Tender).
Primary supplier	A single organisation that delivers no provision directly and is contracted to appoint and manage performance of other organisations as subcontractors to deliver all aspects of the provision specification.
Prime contractor	Where an organisation chooses to deliver a service via a network of subcontractors, the 'prime contractor' is the main contract holder with the buying organisation.
Private Sector Led New Deal	In specific locations across Great Britain, New Deal for Young People, New Deal 25plus, New Deal 50 plus and New Deal for Musicians are delivered by organisations from the private and voluntary sector.
Provider guidance	Detailed guidance and information (including processes) which is provided by DWP/Jobcentre Plus to the successful suppliers to use when delivering the contracted service.
Provision	A term used to describe the services offered to a customer when they are participating in a government programme. These can be services provided in-house, for example, by Jobcentre Plus, or by organisations from the private and voluntary sector.

Sanction	A 'sanction' is a measure that reduces or extinguishes benefit even when there is underlying entitlement. Sanctions can be imposed by a Decision Maker for a fixed period and is imposed as a result of an action, for example, misconduct resulting in loss of employment for JSA purposes.
Skills Development Scotland	Single skills body taking forward and delivering on the vision set out in the Scottish Government's skills strategy 'Skills for Scotland'. Bringing together Careers Scotland, Scottish University for Industry, and key skills elements in Scottish Enterprise and Highlands and Islands Enterprise.
Skills Health Check	A personalised assessment of a customer, undertaken by a careers adviser, to identify any skills issues preventing them from gaining employment. This will be introduced for all new customers by 2010. (England only)
Supplier(s)	The term used to describe suppliers (providers) of the Flexible New Deal. This includes all subcontractors involved in service delivery under the prime contractor procurement model.
TUPE	Transfer of Undertakings (Protection of Employment) – The 2006 regulations are now the main piece of legislation governing the transfer of an undertaking. They are designed to protect the rights of employees in a transfer situation, enabling them to enjoy the same terms and conditions, with continuity of employment, as formerly.
WEEE	The Waste Electrical and Electronic Equipment Regulations aim to reduce the amount of this waste going to landfill and improve recovery and recycling rates.
Welsh Assembly Government	The Devolved Government administration of Wales. Its role is to exercise the functions devolved to it (e.g. the economy, health, education, local government and other aspects) on behalf of the people of Wales. It is led by the First Minister with a Cabinet of Ministers, to make decisions on matters which affect Welsh people's daily lives; to develop and implement policy; make subordinate legislation (e.g. regulations and statutory guidance) and propose Assembly Measures (Welsh laws).
Welsh European Funding Office (WEFO)	Part of the Welsh Assembly Government's Department for Economy and Transport, WEFO is responsible for EU funding programmes as applicable to Welsh regions, as Managing and Certifying Authority.
Work-benefit history	A customer's employment history and/or benefit claiming history.