

Phase Two – Flexible New Deal

Provision Specification and Supporting Information

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1. EXECUTIVE SUMMARY

Introduction

- 1.1. The purpose of this document is to outline the service we would like suppliers to deliver for Phase 2 of the Flexible New Deal. The information is provided to help prospective suppliers decide whether to compete in the first stage of this competition. A more detailed specification will be made available to those who are short-listed and move onto the second stage of the competition.
- 1.2. The Flexible New Deal is a key part of the Government's Welfare Reform plans, and supports a refreshed Jobseekers Regime aimed at helping more people, more quickly into employment and, once there, helps them to stay in work.
- 1.3. Flexible New Deal is being introduced across Great Britain in two phases to provide value for money and allow incorporation of lessons learned. The rationale is based on;
 - driving value for money as there would be rolling provision and ongoing competitive pressure;
 - integrating improvements to the contractual and delivery process;
 - providing a learning experience for unsuccessful bidders from Phase 1, and so might widen the pool of bidders.
- 1.4. Procurement for Phase 1 is already underway so this competition focuses only on suppliers who wish to deliver the Flexible New Deal in Phase 2 from October 2010. Unsuccessful bidders from Phase 1 are welcome to apply for Phase 2 contracts
- 1.5. This first section provides a summary of the background to the Jobseekers Regime and Flexible New Deal, the procurement approach, contracts, the funding model and the Transfer of Undertakings Regulations 2006. This document reflects the service requirement at this time. More information will be provided in the Invitation to Tender (ItT).

Background to the Jobseekers Regime and Flexible New Deal

- 1.6. The current support regime for unemployed people on Jobseeker's allowance (JSA) is very successful, even during a downturn, with over half finding work within three months. The New Deal programme, introduced in 1998 has made a significant contribution by helping 2 million people into work including reducing long term youth unemployment. However the labour market continues to change at a rapid rate, there are signs that the performance of existing programmes is levelling off, and we need to ensure that we meet the challenges of the current economic climate and those of the future.

- 1.7. The Government now wants to build on the success of the New Deal Programme. In December 2007, the Department for Work and Pensions (DWP) published *Ready for Work: full employment in our generation*¹. This document sets out the Government's plans for welfare reform, including refreshing the Jobseekers Regime and modernising the New Deal. The publication of the *DWP Commissioning Strategy*² in February 2008 marked the first milestone in taking forward these reforms, signalling the move to larger, longer outcome based employment programme contracts aimed at driving a step change in performance. The Flexible New Deal is the first opportunity to put the new Commissioning Strategy into practice.
- 1.8. The Government is also keen to look for opportunities to devolve responsibility to individuals and to communities. Like Phase 1 of the Flexible New Deal, customers will be offered a choice of provider in most areas. In Phase 2 we also want to explore opportunities to enter into co-commissioning agreements with local partnerships (City Regions, Multi-Area Agreement and City Strategy Partnership areas). These agreements, where they are set up will add value to Flexible New Deal Phase 2 contracts and enhance the service to the local community.
- 1.9. The downturn means more people looking for work, and many finding it harder to get that next job. In the April 2009 Budget, Jobcentre Plus and our private and voluntary suppliers were allocated an extra £1.7 billion over the next two years to maintain the support we offer and £1.1 billion to increase the support offered through Future Jobs Fund and Young Persons Guarantee. We are committed to doing everything we can to help jobseekers find work as quickly as possible, and in return we will ask them to make a clear commitment to their own journey back to work.
- 1.10. The Jobseekers Regime and Flexible New Deal and additional measures that have been introduced contain the flexibility to offer support for all customers regardless of their barriers to work. Annex 1 provides more detail.
- 1.11. The Command Paper, *Opportunity, Employment and Progression: making skills work*³, published in November 2007, outlined how DWP and the Department for Innovation, Universities and Skills will work together in England to ensure that an ever increasing number 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.
- 1.12. We work closely with the Devolved Administrations in Northern Ireland, Scotland and Wales, recognising their particular and varying responsibilities for employment

¹ DWP Ready for work: full employment in our generation: <http://dwp.gov.uk/welfarereform/readyforwork/>

² DWP Commissioning Strategy: <http://www.dwp.gov.uk/publications/dwp/2008/com-strategy/cs-rep-08.pdf>

³ DIUS & DWP (2007) Opportunity, Employment and Progression: making skills work: <http://www.official-documents.gov.uk/document/cm72/7288/7288.asp>

and skills. While most of the proposals in the Paper are specific to England, the challenges are common across the four countries. We will work with the Devolved Administrations to address them in ways that meet their own particular circumstances and needs.

- 1.13. The implementation of the Jobseekers Regime and Flexible New Deal should be seen as integral to the developments in the Government's skills agenda, and wider reforms for lone parents and disabled people.

The Flexible New Deal

- 1.14. The Jobseekers Regime and Flexible New Deal replaces the current mandatory New Deals, which are the Private Sector Led New Deals, New Deal 50plus, New Deal for Young People (18 – 24), the New Deal 25 Plus, New Deal Self Employment and New Deal for Musicians. It also replaces Employment Zones. It will focus on helping customers into sustained employment and improving skills where necessary.
- 1.15. The new regime is a four-stage process, with Jobcentre Plus delivering stages one to three. The suppliers successful in the second stage of this competition will deliver stage four – the Flexible New Deal. Organisations from the public, private and third sector will provide a flexible and innovative package of support to help customers find and keep employment.
- 1.16. Customers will undertake a minimum of four weeks of *either* full-time employment or continuous mandatory full-time, work-related activity within 12 months of starting Flexible New Deal.
- 1.17. More detail on the new Jobseekers Regime and Flexible New Deal model can be found at Annex 1 of this document.

Implementation

- 1.18. For Phase 1, stages one to three were introduced for new customers from April 2009. These customers will enter the Flexible New Deal (stage four) from October 2009. Transitional arrangements between April and October 2009 were agreed involving additional referrals to existing New Deal (including Private Sector-led) and Employment Zone providers being maintained until June 2009, with those services being continued alongside the enhanced Jobseekers Regime at a level that will enable customers to complete their provision and be returned to Jobcentre Plus on a phased basis by the end of September 2009 and enter the appropriate stage of the revised Jobseekers Regime.
- 1.19. For this second phase, stages one to three will be introduced for new customers by April 2010. These customers will enter the Flexible New Deal (stage four) from October 2010. Transitional arrangements have not yet been finalised, but as with Phase 1, all customers referred to the existing New Deal (including Private Sector-led) and Employment Zone providers will need to complete their participation by

the end of September 2010 to enter the appropriate stage of the revised Jobseekers Regime.

The Flexible New Deal commissioning cycle

- 1.20. The *DWP Commissioning Strategy*⁴ sets out principles which should be applied to the commissioning of all DWP provision. The Commercial Strategy for the Flexible New Deal reflects those principles. It 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.
- 1.21. The customer experience is also at the heart of the commissioning strategy and will be one of the measures to assess the performance of suppliers. In addition, we will implement the provider capability framework as set out in the *DWP Commissioning Strategy* and will contract, inspect, manage and intervene on that basis.

Procurement approach

- 1.22. We will procure this service via a two-stage procurement exercise:
- this first stage will be the Pre-Qualification Questionnaire (PQQ) and will shortlist a number of bidders, for each contract, against the criteria outlined in the Instructions to Bidders; and
 - the second stage will be a full ItT for the short listed bidders.
- 1.23. The Flexible New Deal will be delivered by a network of prime contractors. We expect all prime contractors to ensure that their sub-contractors, whether in the private, public or third sector are treated fairly.

Flexibility within the contracts

- 1.24. 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 increases or decreases in the volumes and types of customers to be supported. Such opportunities will be subject to discussion and agreement at the appropriate time.

⁴ DWP Commissioning Strategy: <http://www.dwp.gov.uk/publications/dwp/2008/com-strategy/cs-rep-08.pdf>

Budget and Funding model

- 1.25. Table 1 in Annex 3 shows the indicative volumes of Phase 2 Flexible New Deal starts. Due to the current economic position it is possible that these could change. Updated information will be provided in the ItT. Suppliers should be aware that the DWP does not guarantee volumes or the number of referrals to suppliers.
- 1.26. Table 2 in Annex 3 lists the contract package areas and the approximate percentage of Phase 2 Flexible New Deal volumes we expect in each contract package. We estimate that the overall unit price for each start to be consistent with that of Phase 1, subject to recognising the later start date, at £1,530. Further information will be provided in the ItT.
- 1.27. We assume the overall contract value will be split into a service fee and employment outcomes. Our ultimate aim is a service fee of 20 per cent of the overall contract value with 80 per cent of the overall contract value representing employment outcomes. The service fee will be paid monthly over the life of the contract and is likely to be front loaded to reflect infrastructure requirements whilst job outcome revenue is earned. The unit price for outcomes will be derived from the overall contract value and performance offer within the bids and it is anticipated that 50% of the indicative contract value will be paid for a short job outcome and 30% of the indicative contract value for a sustained job outcome. The funding model therefore requires bidders to be able to demonstrate the ability to fund the initial period until outcome revenue is earned. More details on the funding model and definition of employment outcomes can be found in Annex 2 of this document.
- 1.28. The competition for Phase 1 of the Flexible New Deal is nearing completion. During the competition DWP has worked with bidders to incorporate a number of measures to help cope with changes in the economic climate and increases in volumes. Similarly, for Phase 2, DWP will work closely with bidders to respond to any changes that may impact on this competition in order to ensure provision continues to meet need.

Contract size and duration

- 1.29. We will be providing longer and larger contracts, seeking bids which reflect proposals for contracts lasting 5 years. Referrals will be made to suppliers for a five year period from the contract start date. Suppliers must continue to provide the service beyond the five year period to accommodate customers referred up to the end of year five. After year five, there will not be a service fee and only job outcome payments will apply.
- 1.30. There will be 14 contract packages in this second phase.
- 1.31. Each of the following 5 contract packages will be delivered by a single supplier:
- Highlands, Islands, Clyde Coast and Grampian

- Forth Valley, Fife and Tayside
- Cumbria and Lancashire
- Cheshire and Warrington
- North and North East London (Barking and Dagenham, Havering, Redbridge only).

1.32. Each of the remaining 9 contract packages will be delivered by two suppliers:

- Glasgow
- Northumbria and Gateshead/South Tyne and Wear Valley
- Halton and Merseyside
- West Yorkshire
- Essex/Bedfordshire and Hertfordshire
- Dorset and Somerset/Gloucestershire, Wiltshire and Swindon/West of England
- Olympic Host Boroughs and City of London
- West London (Brent, Ealing, Hammersmith, Harrow, Hillingdon, Hounslow only)
- South London (Bromley, Croydon, Kingston upon Thames, Lewisham, Merton, Richmond upon Thames, Sutton only).

1.33. More information about these contract packages can be found in Annex 4.

1.34. Two areas will pilot the Personalised Employment Programme (PEP) from March 2011. PEP will deliver a single employment programme for multiple client groups. Annex 5 provides more information. The pilot areas will be excluded from the Flexible New Deal Phase 2 competition. The two pilot areas are:

- Barnet, Enfield and Haringey
- Hampshire and the Isle of Wight, Thames Valley (Berkshire, Buckinghamshire and Oxfordshire).

1.35. This means that all JSA customers in all Jobcentre Plus districts in England, Scotland and Wales will fall into either Flexible New Deal Phase 1 or Phase 2, or a PEP pilot.

Customer choice & market share

- 1.36. The Government wants to ensure that customers are empowered to engage with and influence the quality of the services they receive. To encourage competition, customer choice will operate in those areas where there will be more than one supplier. We envisage that for the first 18 months of Flexible New Deal the market share will be divided equally between suppliers. After that we envisage that the proportion of market share has the potential to move between suppliers for two reasons:
- **Customer choice:** customers will be empowered to make informed choices about suppliers. We will provide information on supplier performance and customer experience.
 - **Performance reward:** by moving market share from poorer performers to stronger performers.
- 1.37. More information will be provided at the bidder events and in the ItT exercise.

Localisation/Devolution

- 1.38. In the White Paper *Ready for Work: full employment in our generation*⁵, we committed to devolve power in welfare to allow us to draw on the expertise of the providers of employment support, in local communities and individuals. We also confirmed our intention to devolve power to communities and set out three levels of local devolution within DWP commissioning. These levels represent progressively greater flexibility and discretion to tailor services to meet local needs and will facilitate and support efforts to join up services at the local level.
- 1.39. Level 1 will involve more consultation with Sub-Regional partnerships who will be required to engage at this Level as a minimum.
- 1.40. Level 2 (co-commissioning) will allow Sub-Regional partnerships to bring additional investment and funding to DWP contracts. However, DWP will retain control of procurement and the contract management. Suppliers will be expected to work with key local partners in the delivery of Phase 2 of the Flexible New Deal. We fully expect that a number of areas will be required to deliver at Level 2.
- 1.41. Level 3 (further devolution) could include devolving responsibility for contracting to Sub-Regional partnerships. We do not expect Level 3 to be a factor of Flexible New Deal.
- 1.42. Annex 4 provides more detail on Sub-Regional Partnerships.

⁵ DWP Ready for work: full employment in our generation: <http://dwp.gov.uk/welfarereform/readyforwork/>

Transfer of Undertakings (Protection of Employment) Regulations 2006

- 1.43. As a consequence of these service delivery and design changes, Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) may apply. If TUPE applies, individual employees with existing service suppliers may be eligible to transfer with TUPE protection, to the new suppliers.
- 1.44. If public sector staff transfer, the new supplier will also be required to comply with the provisions of the Cabinet Office “Staff Transfers in the Public Sector Statement of Practice” and in particular the requirements for pensions laid down in Annex A “A Fair Deal for Staff Pensions”⁶ including the provision of pensions certified by the Government Actuary’s Department as being broadly comparable to those provided by the Principal Civil Service pension Scheme and the option for staff to transfer accrued benefits under a bulk transfer arrangement.
- 1.45. Suppliers are also required to have regard to the Code of Practice on Workforce Matters in Public Sector Contract and the Code of Practice on Workforce Matters in Local Authority Service Contracts.
- 1.46. Jobcentre Plus as part of DWP delivers part of the current New Deal service and this element of work falls within the undertaking. Whilst TUPE is considered to apply to this service provision change, Jobcentre Plus anticipates that no DWP staff will be working within this undertaking when the work transfers in October 2010.
- 1.47. Annex 6 provides more detail.

⁶ A Fair Deal for Staff Pensions http://www.hm-treasury.gov.uk/d/pensions_bta_guidance_290604.pdf

2. THE SERVICE REQUIREMENT

- 2.1. The purpose of this section is to provide potential suppliers with the DWP's requirements in order to successfully deliver the Flexible New Deal.

The aim

- 2.2. The Flexible New Deal is part of a long term strategy that will give suppliers the flexibility to deliver a more personalised and responsive service tailored to the individual employment and skills needs of long-term jobseekers. With this additional flexibility and the mandatory elements of Flexible New Deal, suppliers will be expected to deliver a significant increase in the quality of support and the numbers of long-term jobseekers entering and sustaining employment.
- 2.3. The success of the Flexible New Deal will be measured against a number of factors. Suppliers will need to play their part in delivering these. Full details will be provided in the ItT but in general terms, the factors will relate to:
- high achievement of Short and Sustained Job Outcomes compared with previous programmes;
 - providing all customers with support appropriate to their needs;
 - delivering a service that represents excellent value for money and is a step change in performance compared with previous programmes;
 - helping to reduce the gap in outcomes between different customer groups, for example older workers, disabled people and those with health conditions;
 - complying with DWP standards, for example the Quality Framework, the Code of Conduct, DWP Policy on Equality and Diversity, DWP Security Requirements;
 - creating and managing healthy high performing supply chains; and
 - delivering locally tailored provision by alignment with local strategies for employment and skills, working closely with Jobcentre Plus.

Eligibility and target group

- 2.4. Customers participating in the Flexible New Deal will be in receipt of JSA. Those entering stage four (the Flexible New Deal) will normally have been in receipt of JSA for 12 months. However, a proportion of customers will be 'fast-tracked' through to stage three. These customers will be identified based upon their work-benefit history and specific needs.

- 2.5. Customers can be fast-tracked from day one of their claim onwards and will join stage three at any point. If they do not find work during stage three they will therefore join the Flexible New Deal after a minimum six months on JSA.

Service requirement overview

- 2.6. Suppliers will be required to deliver the Flexible New Deal in Phase 2. This will be available from October 2010 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. Suppliers will have up to 12 months to work with the customer to find sustained employment. Subject to certain conditions, there will also be the opportunity for a follow-on 6 months with the supplier if the customer has not obtained sustained employment at the end of the 12 months of Flexible New Deal. This is a **voluntary** arrangement, but all mandatory elements will continue to apply. Should no extension be agreed, the customer will return to the beginning of the Jobseekers Regime and all relevant fast tracking criteria applied. More detail will be included in the ItT.
- 2.8. Customers who leave their Flexible New Deal provider 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 participation on the Flexible New Deal.
- 2.9. 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.
- 2.10. Suppliers are required to deliver their services in a way that supports the Government's aim of a fully integrated approach to employment and skills. Suppliers are required to provide tailored 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 expect 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;
 - ensure that every customer 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, for example, to comply with their mandatory, full-time activity and to continue to attend Jobcentre Plus fortnightly and understand that failure to comply with mandatory activities could result in loss of benefit;
 - notify Jobcentre Plus where a customer fails to comply with mandatory activities or where there is doubt a customer is complying in order for Jobcentre Plus to consider a potential benefit sanction. Jobcentre Plus will be responsible for communicating with customers as well as any resulting payment actions;
 - maintain contact with every customer, using a method and frequency appropriate to each customer;
 - ensure that within the 12 months of starting Flexible New Deal, all customers undertake a minimum of four weeks continuous full-time employment or continuous full-time work-related activity (according to the customers conditions of availability – see Annex 1 for more detail); and
 - ensure that an up-to-date action plan is held for all customers who leave the programme and return to Jobcentre Plus.
- 2.11. It is for the supplier to determine, in consultation with the customer, the support they require. However, as part of the service requirement and in addition to the service set out above, it will be for the supplier to offer labour market advice and support. For example:
- providing better off (in work) calculations;
 - promoting in work benefits; and
 - assisting with tax credit applications.
- 2.12. Successful suppliers will be required to work with all customers and must be able to demonstrate that they possess and are able to access and build on experience and expertise in tackling customers' barriers to finding and keeping work, including self employment.
- 2.13. Suppliers are expected to deliver a quality service that focuses on customer experience and gives equal focus to all customers, including those with multiple and complex barriers to work.

Travel, Childcare, Financial Assistance and Equipment

- 2.14. Suppliers are responsible for ensuring customers have the support they need to move towards employment and to undertake the activities within their action plan. Suppliers will be expected to cover these costs within their organisation. Bidders

will need to include these costs within the financial part of their bid at the second stage. Further information about this will be provided in the ItT.

- 2.15. In some circumstances suppliers may need to coordinate childcare arrangements with Jobcentre Plus. Further details will be included in the ItT.

Data Protection

- 2.16. 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.
- 2.17. Data must not be transferred outside the UK without the express permission of DWP, which must be applied for in writing.

3. QUALITY, PERFORMANCE AND CONTRACT MANAGEMENT

- 3.1. The purpose of this section is to provide suppliers with the information required to meet contractual requirements.
- 3.2. DWP is committed to raising the standards of provision so continuous improvement is an integral part of our contracting arrangements.

Quality

- 3.3. Suppliers are required to apply the principles set out in the DWP Quality Framework⁷ which provides the foundation to maintaining and improving the quality of DWP contracted employment provision.
- 3.4. 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.
- 3.5. 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. We expect suppliers to:
 - 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 Department's Diversity and Equality policy.
- 3.6. Rigorous self-assessment and action planning are key factors in effective quality assurance. Suppliers will be required to produce an annual Self-assessment Report which feeds into the Contract Management Review process. The report should be supported by an action plan that shows how the supplier will address areas for improvement and build on strengths.

Performance

- 3.7. Suppliers will be expected to achieve a step change in performance of Job Outcomes compared with previous programmes. This will relate to both short and sustained job outcomes. More information will be provided at the bidder events and in the ItT.

⁷ DWP Quality Framework: http://www.dwp.gov.uk/supplyingdwp/what_we_buy/quality_framework.asp

- 3.8. Suppliers will be expected to achieve the performance targets agreed within their contracts to contribute towards achievement of the national performance expectations and will be required to give feedback to the DWP. The Management Information that DWP requires from suppliers will be included in more detail in the 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.

Contract management

- 3.9. The Flexible New Deal contracts will be managed in line with DWP Contract Management arrangements. Suppliers will need to take responsibility for managing issues and addressing poor performance with sub-contractors. Suppliers will also be responsible for ensuring that sub-contractors meet all performance, quality, equality and legislative standards.

Inspection Regimes

- 3.10. DWP provision is subject to external inspection against a Common Inspection Framework⁸ by Ofsted in England. DWP is currently working with Her Majesty's Inspectorate of Education to introduce an inspection regime in Scotland during 2009/10.
- 3.11. External inspection provides assurance to the taxpayer, through the Secretary of State for Work and Pensions that publicly funded provision is delivering a quality service to individual customers.
- 3.12. This includes the evaluation of the quality of provision, outcomes for individuals, leadership and management; and the supplier's capacity to improve.
- 3.13. Star Rating is an assessment of a supplier's performance in terms of outcomes and quality, DWP plans to apply Star Rating to all contracted employment provision and details of how the process would apply to the Flexible New Deal (Phase 2) will be supplied at the ItT stage.

You can learn more about Star Rating as it applies to Employment Zones at: http://www.dwp.gov.uk/supplyingdwp/what_we_buy/starrating.asp

Referral and payment systems

- 3.14. It is planned that from October 2009, DWP will be using an electronic provider referral and payment system to replace the current Commercial Employment Provision (CEP) referral and payment process. The new system will replace the existing paper-based process for referring Jobcentre Plus customers and their Jobcentre Plus action plans. It will also enable suppliers to claim their payments electronically through a self billing facility.

⁸ Common Inspection Framework: <http://www.ofsted.gov.uk/publications/2434>

- 3.15. Suppliers will be required to work with DWP to ensure the integration of their processes and systems with DWP provider referral and payment systems, in line with the security standards in operation at the time.

Evaluation

- 3.16. The 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, the DWP, and the Department for Innovation, Universities and Skills. This may include details of participants' age, gender, ethnicity, disability, progress and achievements. Further details will be included in the ItT.

Annexes

ANNEX 1. THE JOBSEEKERS REGIME AND FLEXIBLE NEW DEAL

- 1.1 This annex provides more detail about the Jobseekers Regime and Flexible New Deal and the impact of the current economic climate.

Background to the Jobseekers Regime and Flexible New Deal

- 1.2 The Green Paper *In work better off: Next steps to full employment*⁹, published in July 2007 sets out the Government's intention to reform its main employment programmes.
- 1.3 Following a consultation period, the Command Paper, *Ready for Work: full employment in our generation*¹⁰ was published. It sets out our plans for the Flexible New Deal, drawing on the experience of public, private and third sector provision, so that we can harness the strengths of each for jobseekers.
- 1.4 The Government is determined to end the cycle of repeated returns to long-term unemployment and benefits that some people experience. The New Deal is being modernised so that it better meets the employment and skills needs of those who have been on benefit for a long time or who have struggled to find a stable pattern of work. The Jobseekers Regime and Flexible New Deal has the flexibility to support all customers regardless of their barriers to work. The reform principles are:
- **a stronger framework of rights and responsibilities** to move benefit customers from being passive recipients to being active jobseekers, by giving them the support they need to keep and progress in work and gain relevant skills;
 - **a personalised and responsive approach**. We will empower advisers and give increased discretion both to Jobcentre Plus staff and to public, private and third sector suppliers;
 - **we will maximise innovation in all sectors**, contracting on the basis of what works, leading to more and better outcomes; and
 - **not just jobs, but paid, sustainable 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 training¹¹.
- 1.5 Jobcentre Plus will remain at the heart of the system, working in partnership with public, private and third sector specialist suppliers, to deliver a flexible and personalised service.

⁹ DWP (2007) In work, better off: Next steps to full employment: www.dwp.gov.uk/welfarereform/in-work-better-off/

¹⁰ DWP Ready for work: full employment in our generation: <http://dwp.gov.uk/welfarereform/readyforwork/>

¹¹ DIUS & DWP (2007) Opportunity, Employment and Progression: making skills work: <http://www.official-documents.gov.uk/document/cm72/7288/7288.asp>

- 1.6 The Jobseekers Regime and Flexible New Deal replaces the current mandatory New Deals, which are the Private Sector Led New Deals, New Deal 50plus, New Deal for Young People (18 – 24), the New Deal 25 Plus, New Deal Self Employment and New Deal for Musicians. It also replaces Employment Zones. It will focus on helping customers into sustained employment and improving skills where necessary.
- 1.7 Customers who will participate in the revised Jobseekers Regime and Flexible New Deal are JSA recipients. Some of these customers will be lone parents who are now no longer eligible for Income Support. The majority of these customers will begin participation at stage one from the beginning of their claim.
- 1.8 Customers, who move to an external supplier, will remain on JSA during stage four and will be required to attend for fortnightly signing. It will be Jobcentre Plus' continuing responsibility to oversee the customer's journey through Flexible New Deal.

Impact of the Current Economic Climate

- 1.9 Since the response to the Green Paper was published in December 2007, the economic climate has changed substantially, and our immediate priority is to provide all the help we can during this economic downturn. That means putting in place the reforms now to get the system into shape for the future.
- 1.10 The downturn means more people looking for work, and many finding it harder to get that next job. In the April 2009 Budget, Jobcentre Plus and our private and voluntary suppliers were allocated an extra £1.7 billion over the next two years to maintain the support we offer and £1.1 billion to increase the support offered through the Future Jobs Fund and Young Persons Guarantee. We are committed to doing everything we can to help jobseekers find work as quickly as possible, and in return we will ask them to make a clear commitment to their own journey back to work. The Jobseekers Regime and Flexible New Deal model (paragraph 1.16 of this annex) and the additional measures contain the flexibility to offer support for all customers regardless of their barriers to work. The additional measures are:

The Day One Offer

- 1.11 Newly unemployed jobseekers will be offered help and advice in finding a job and whether they are entitled to benefits and tax credits.
- 1.12 For people who have recently left a professional or executive job and need help with job search techniques, we will offer a service delivered by specialist organisations (including recruitment agencies).

6 Month Offer

- 1.13 From April 2009, everyone reaching six months unemployment will receive extra support from Jobcentre Plus advisers. This extra support will involve regular extended meetings to discuss the best strategies for finding work. Advisers will also be able to discuss with customers a range of work and training options which they may be able to access.
- 1.14 The attached link provides more detail on these offers:
http://www.dwp.gov.uk/supplyingdwp/what_we_buy/cust_journey_creative.pdf

Young Persons' Guarantee

- 1.15 As part of the April 2009 Budget, the Government announced its intention to guarantee young people aged between 18-24 a job, or training prior to the 12 month stage of their claim on a voluntary basis. Detailed proposals for this guarantee are still being worked up, but it is envisaged that it will delay for some young people the stage at which they start the Flexible New Deal for up to six months. The impact of this on the Flexible New Deal has been taken into account in the indicative volumes outlined elsewhere in this document and further details will be available in the ItT.

The Jobseekers Regime and Flexible New Deal model

- 1.16 The following paragraphs give information about the four stages of the Jobseekers Regime and Flexible New Deal Model.

Self-managed job search (stage one)

- 1.17 The first six weeks of a customer's claim will follow the current Jobseekers Regime. Customers wishing to claim JSA will be required to attend a New Jobseeker Interview with a Jobcentre Plus Personal Adviser where they will agree and sign a Jobseeker's Agreement. Some customers will be fast-tracked to the supported job search stage (stage three) at this point. In addition, there will be a mandatory back-to-work session between weeks 6 and 9 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)

- 1.18 After three months, if the JSA claim continues the customer will, as now, have a formal review of their Jobseeker's Agreement. At this review Jobcentre Plus Personal 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. These customers will receive two additional interviews with a Personal Adviser during this stage and will have a mandatory ten-minute skills screening at one of these interviews.

Supported job search (stage three)

- 1.19 After six months of claiming JSA, customers will enter the supported job search stage and 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.
- 1.20 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 to be taken.
- 1.21 Jobcentre Plus will work within Sub-Regional Partnerships to ensure that there is a wide range of options for employability-focused activity during stage three.

Flexible New Deal (stage four)

- 1.22 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 employment and skills needs. Suppliers are encouraged to provide a flexible and innovative package of support to help customers find and keep employment.
- 1.23 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.
- 1.24 Customers will remain on JSA. It will be Jobcentre Plus' continuing responsibility to oversee the customer's journey throughout their claim to JSA. Suppliers are required to notify Jobcentre Plus where a customer's actions bring their entitlement to JSA into question. Jobcentre Plus will then make sanction or entitlement decisions.
- 1.25 If the customer remains unemployed, suppliers will either decide to extend support up to a maximum of six months, with the agreement of the customer and Jobcentre Plus, or, return the customer to Jobcentre Plus for further activity and support relevant to their position in the labour market. The expectation is that this will apply to a small number of customers.

Restrictions on mandatory work-related activity

- 1.26 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.
- 1.27 Any restrictions listed on the customers Jobseeker's Agreement will be detailed in the customer's Jobcentre Plus action plan that will be sent to the supplier when the customer is referred. 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.
- 1.28 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.

Links with the Skills agenda

- 1.29 In its response to the Leitch Review of Skills¹² the Government committed to creating a new integrated employment and skills service in England. The aim is to create a seamless customer journey within which Jobcentre Plus is responsible for identifying those customers requiring skills-related help to increase their employability. From 2010 in England, these customers will be referred to a new adult advancement and careers service, which would make a more detailed assessment of need and work with the customer and the Jobcentre Plus adviser to agree an appropriate course of action.
- 1.30 The devolved administrations are also taking forward the integration of employment and skills services. In Scotland, this is being progressed through a partnership between Jobcentre Plus Office for Scotland, Skills Development Scotland and the Scottish Government
- 1.31 *Ready for work: full employment in our generation*¹³ further announced that skills screening would be embedded within the Flexible New Deal.
- 1.32 At Stage 1 there will be an "initial skills screen" as now.
- 1.33 At Stage 2, for those customers that are chosen to receive an extra two adviser interventions the adviser should consider applying the more in depth skills screen.

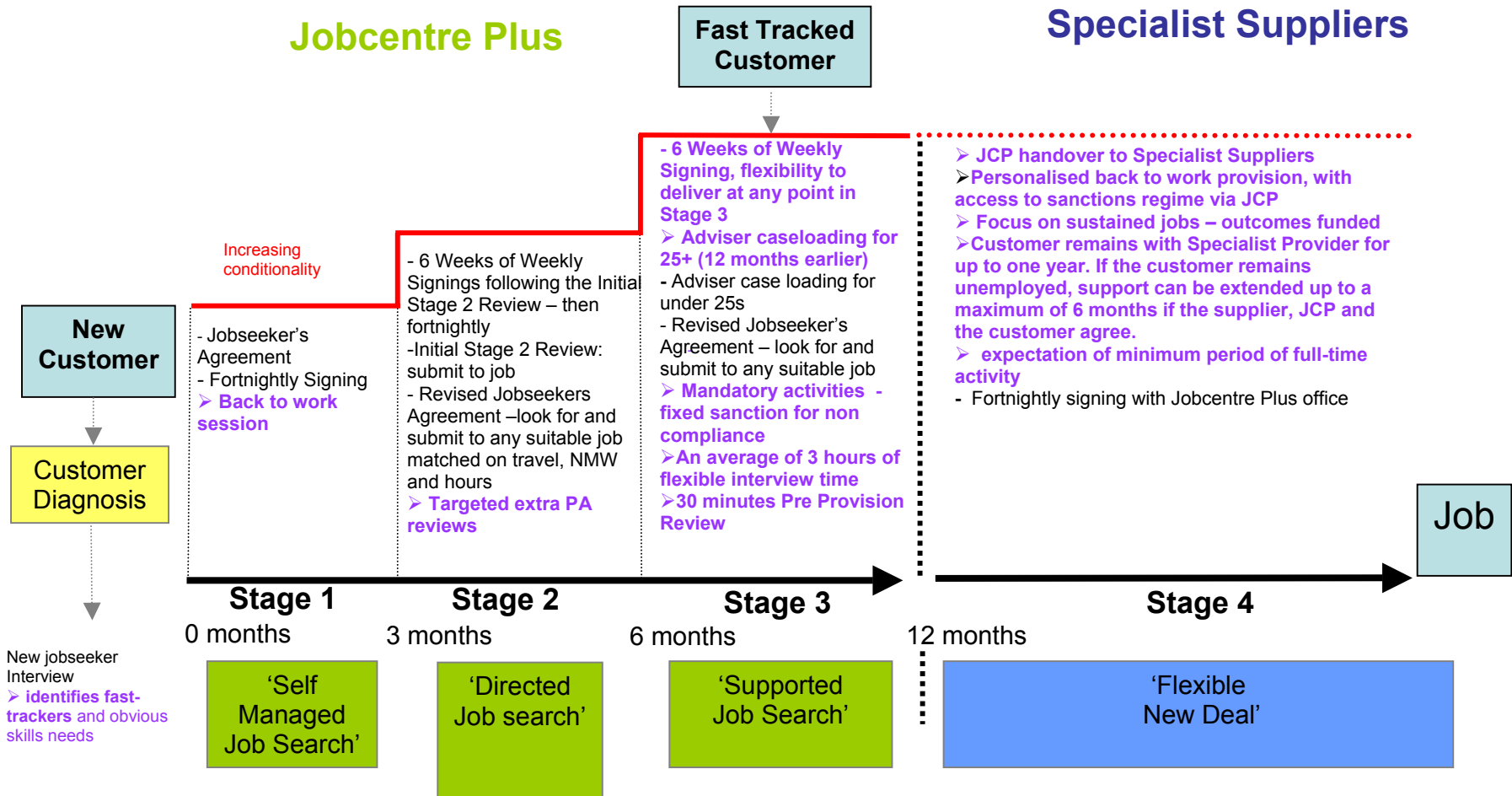
¹² DIUS (2007) World Class Skills: Implementing the Leitch Review of Skills, Cm 7181 http://www.hm-treasury.gov.uk/d/leitch_finalreport051206.pdf

¹³ DWP Ready for work: full employment in our generation: <http://dwp.gov.uk/welfarereform/readyforwork/>

- 1.34 At Stage 3, customers reaching this stage should undertake the more in depth skills screen if they have not done so already. In England, this should form one of the three mandatory activities in the customer's action plan. At present this is not required in Scotland.
- 1.35 Customers who are identified with skills needs will be referred either directly to provision or to the adult carer's service in England and equivalent bodies in Scotland.
- 1.36 We expect that Jobcentre Plus and appropriate adult advisory careers services will share customers' skills records with suppliers at the point of transfer to Flexible New Deal. Jobseekers will still be able to seek skills advice through the adult careers and guidance services and will be able to access training in line with JSA requirements.
- 1.37 During the Flexible New Deal we expect that suppliers will continue to identify and address skills needs that customers have, building on work already undertaken as part of stages one to three and to deliver their services in a way that supports the Government's aim of a fully integrated approach to employment and skills.
- 1.38 Full implementation of the Integrated Employment and Skills service in England will commence in 2010/11. Prior to this there will be a phased trial of elements of the service in a number of locations throughout England. This will mean that local arrangements for the delivery of skills support and the subsequent interaction with Flexible New Deal suppliers will vary. Further information will be made available in the ItT.

Figure 1: The Jobseekers Regime and Flexible New Deal

Key:
 - Current feature
 > New feature



ANNEX 2. FUNDING MODEL OVERVIEW

- 2.1. This annex provides details of the funding model for suppliers of Phase 2 of the Flexible New Deal.
- 2.2. We assume the overall contract value will be split into a service fee and employment outcomes. Our ultimate aim is to implement the following model:
 - a service fee worth 20 per cent of the overall indicative contract value;
 - a Short Job Outcome payment worth 50 per cent of the overall indicative contract value; and
 - a Sustained Job Outcome worth 30 per cent of the overall indicative contract value.
- 2.3. The competition for Phase 1 of the Flexible New Deal is nearing completion. During the competition DWP has worked with bidders to incorporate a number of measures to help cope with changes in the economic climate and increases in volumes. Similarly, for Phase 2, DWP will work closely with bidders to respond to any changes that may impact on this competition in order to ensure provision continues to meet need.
- 2.4. **The service fee** is likely to be front loaded to reflect investment required whilst job outcome revenue is earned and will be paid in monthly instalments. This will provide each successful bidder with a guaranteed contribution to help maintain the infrastructure and deliver the mandatory inputs.
- 2.5. **The Job Outcome Payments** will be paid on a unit price basis. The definitions are:
 - **Short Job Outcome** - a job with a minimum of 16 hours per week, continuous employment lasting 13 weeks.
 - **Sustained Job Outcome** - a job with a minimum of 16 hours per week, in employment for at least 26 weeks out of 30. (i.e. breaks in employment totalling 4 weeks or less are acceptable).
- 2.6. Provider payments will be made against these definitions and on the basis of evidence as set out in the contract.
- 2.7. More detail about the above will be provided at the bidder events and in the ItT.

ANNEX 3. CONTRACT PACKAGE AREAS and CUSTOMER VOLUMES

Flexible New Deal volumes

3.1 This annex provides estimates on the number of customers expected to start the Flexible New Deal in Phase 2 areas during the period October 2010 to September 2015.

Table 1: Indicative Phase 2 customer volumes

3.2 The figures in Table 1 below represent the indicative volumes of Phase 2 Flexible New Deal starts. Due to the current economic position it is possible that these could change. Updated information will be provided in the ItT. Suppliers should be aware that the DWP does not guarantee volumes or the number of referrals to suppliers.

Indicative number of Phase 2 Flexible New Deal starts				
October 2010 to September 2011	October 2011 to September 2012	October 2012 to September 2013	October 2013 to September 2014	October 2014 to September 2015
480,000-600,000	335,000-420,000	275,000-340,000	275,000-340,000	275,000-340,000

Table 2: Summary of contract packages, Jobcentre Plus districts and customer volumes

3.3 Table 2 below lists the contract package areas and the approximate percentage of customer starts based on the Phase 2 volumes in Table 1. We estimate that the overall unit price for each start to be consistent with that of Phase 1, subject to recognising the later start date, at £1,530. Further information will be provided in the IT.

Ref. Number	Contract package areas	Number of suppliers per contract package	Percentage of Phase 2 volumes*	Jobcentre Plus Districts	Sub-Regional Partnerships			
					City Strategy Partnerships	Multi Area Agreements	Multi Area Agreements to be signed off Summer 2009	City Regions
1	Highlands, Islands and Clyde Coast and Grampian	1	4%	<ul style="list-style-type: none"> Highlands, Islands and Clyde Coast and Grampian 				
2	Forth Valley, Fife and Tayside	1	5%	<ul style="list-style-type: none"> Forth Valley, Fife and Tayside 	Dundee			
3	Glasgow	2	5%	<ul style="list-style-type: none"> Glasgow 	Glasgow			
4	Northumbria and Gateshead South Tyne and Wear Valley	2	9%	<ul style="list-style-type: none"> Northumbria South Tyne and Wear Valley 	Tyne and Wear	Tyne and Wear		
5	Cumbria and Lancashire	1	5%	<ul style="list-style-type: none"> Cumbria and Lancashire 	Blackburn and Darwen	Pennine Lancashire	Fylde Coast	
6	Cheshire and Warrington	1	2%	<ul style="list-style-type: none"> Cheshire, Halton and Warrington (<i>Only covering Cheshire and Warrington</i>) 				
7	Halton Merseyside	2	11%	<ul style="list-style-type: none"> Cheshire, Halton and Warrington (<i>only covering Halton</i>) Merseyside 	Liverpool / Merseyside	Liverpool City Region		
8	West Yorkshire	2	10%	<ul style="list-style-type: none"> West Yorkshire 		Leeds City Region		Leeds City Region
9	Bedfordshire and Hertfordshire Essex	2	10%	<ul style="list-style-type: none"> Bedford and Hertfordshire Essex 				
10	Dorset and Somerset Gloucestershire, Wiltshire and Swindon West of England	2	7%	<ul style="list-style-type: none"> Dorset and Somerset Gloucestershire, Wiltshire and Swindon West of England 		Bournemouth, Dorset and Poole	West of England	

Ref. Number	Contract package areas	Number of suppliers per contract package	Percentage of Phase 2 volumes*	Jobcentre Plus Districts	Sub-Regional Partnerships			
					City Strategy Partnerships	Multi Area Agreements	Multi Area Agreements to be signed off Summer 2009	City Regions
11	Olympic Host Boroughs and City of London	2	13%	<ul style="list-style-type: none"> City and East London North and North East London (Waltham Forest only) South London (Greenwich only) 	East London		Olympic Boroughs	
12	West London	2	8%	<ul style="list-style-type: none"> West London 	West London			
13	North and North East London	1	3%	<ul style="list-style-type: none"> North and North East London (Barking and Dagenham, Havering, Redbridge only) 				
14	South London	2	8%	<ul style="list-style-type: none"> South London (excluding Greenwich) 				

* The percentages represent the total for each contract package area. For those packages that have two suppliers, the percentage will be divided by two.

ANNEX 4. Localisation/Devolution

- 4.1. This annex provides information about co-commissioning DWP Contracted Employment programmes with Sub-Regional Partnerships which are:
- Multi-Area Agreement areas;
 - City Strategy Partnership areas; and
 - City Region forerunner pilots announced in the April 2009 Budget.
- 4.2. In the White Paper *Ready for Work: full employment in our generation*¹⁴, we committed to devolve power in welfare to allow us to draw on the expertise of the providers of employment support, on local communities and individuals. We set out three levels of devolution to local communities. These levels represent progressively greater flexibility and discretion to tailor services to meet local needs.
- 4.3. Level 1 (consultation) will give Sub-Regional Partnerships more influence over contract specifications, full use of the flexibility available within contracts and improved communication between suppliers and other local bodies. We want our suppliers to play a full role in the delivery of emerging employment and skills plans worked up by Sub-Regional Partnerships, working closely with Jobcentre Plus. Level 1 is the minimum level of engagement required.
- 4.4. In Level 2 (co-commissioning), funding streams may be arranged in innovative ways to support shared commissioning of services. In developing the ItT, we will discuss with Sub-Regional Partnership areas the level of their involvement in Phase 2 of the Flexible New Deal. During this stage of devolution, we would be trying to develop new partnerships to test and improve delivery and we fully expect that a number of areas will be required to deliver at Level 2. More information will be included in the ItT.
- 4.5. Level 3 (further devolution) goes further and could include devolving responsibility for delivery and contracting to Sub-Regional Partnerships. At this level, money and control could be given to the locality with the DWP and other parts of central government specifying only the outcomes to be achieved. We do not expect Level 3 to be a factor of Flexible New Deal.
- 4.6. We believe that devolution will facilitate efforts to join up services and enable the Department's contracted employment programmes to respond to local needs.

¹⁴ DWP Ready for work: full employment in our generation: <http://dwp.gov.uk/welfarereform/readyforwork/>

Sub-Regional Partnerships

- 4.7. The City Strategy Partnerships, also mentioned in the Green Paper, *In work, better off: Next steps to full employment*¹⁵ aims to empower local areas giving them the flexibility to provide local solutions to local problems. By pooling or aligning budgets, we aim to get more or better outcomes from existing resource.
- 4.8. 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.
- 4.9. Both Dundee and Glasgow City Strategy Partnership who are within the Flexible New Deal Phase 2 areas have been consulted on Level 2 (Co-commissioning). Scotland also has a broader network of employability partnerships developed under the auspices of 'Workforce Plus: the employability framework for Scotland'. These partnerships (of which there are currently 26 out of a total of 32 local authority areas) work by seeking to align the funding and priorities of the various agencies involved in helping people into work locally and we will be working with the Scottish Government and Jobcentre Plus to understand how these partnerships support delivery of DWP programmes in Scotland.
- 4.10. It will be important that there is a cohesive service offered in those areas covered by Sub-Regional Partnerships. 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.
- 4.11. The City Strategy Partnership areas that relate to Phase 2 Contract Package areas are:
- Dundee
 - Glasgow
 - Tyne and Wear
 - Blackburn with Darwen
 - Liverpool/Merseyside
 - East London
 - West London

¹⁵ DWP (2007) *In work, better off: Next steps to full employment*: www.dwp.gov.uk/welfarereform/in-work-better-off/

- 4.12. **Multi-Area Agreements** bring together local public and private sector partners to coordinate action across a wide range of policy interventions. The Government's ambition is to drive growth in local economies and to close the gap with the top performing areas in the country through partnerships that cross local authority boundaries. As well as local authorities, partners include government agencies such as Jobcentre Plus and the Learning and Skills Council along with the private and third sectors. Agencies acting together, in support of shared priorities, aligning and possibly pooling financial and human resources will ensure that efforts to boost prosperity are maximised helping people to reach their potential - connecting them to jobs, skills, and affordable homes, regardless of where they live or work.
- 4.13. In the Flexible New Deal Phase 2 contract package areas, Multi-Area Agreements have been signed in:
- Tyne & Wear
 - Pennine Lancashire
 - Liverpool City Region
 - Leeds City Region
 - Bournemouth, Dorset & Poole
- 4.14. We anticipate that three further Multi-Area Agreements in the Phase 2 contract package areas will gain sign off in summer 2009 during the procurement process. These are:
- Fylde Coast
 - West of England
 - Olympic Boroughs
- 4.15. The April 2009 Budget announced two **City Region forerunner** pilots and we intend to work with Leeds City Region in the West Yorkshire contract package area to further test localisation.
- 4.16. Table 2 at Annex 3 shows the Sub-Regional Partnerships that are located within the relevant contract packages.

ANNEX 5. WELFARE REFORMS

- 5.1. The purpose of this annex is to give suppliers details of other Welfare Reforms currently being undertaken.

Jobcentre Plus Support Contract

- 5.2. The Jobcentre Plus Support Contract is a national programme delivering a range of vocational and personal development services to support Jobcentre Plus customers and help them move towards the job market. It will be implemented in December 2009 and will support the new Jobseekers Regime by delivering provision to JSA customers prior to entry to the Flexible New Deal.
- 5.3. Support contracts are not part of this competition. There is a separate competition for these contracts.

Personalised Employment Programme

- 5.4. Two areas will pilot the Personalised Employment Programme (PEP) from March 2011. PEP will deliver a single employment programme for multiple client groups. For example, Flexible New Deal and Pathways to Work could be combined in a single programme. The precise design of the programme is still being worked through. However, the pilot areas will be excluded from the Flexible New Deal Phase 2 competition. The two areas are:

- Barnet, Enfield and Haringey
- Hampshire and the Isle of Wight and Thames Valley (Berkshire, Buckinghamshire and Oxfordshire).

Work-for your benefit pilots

- 5.5. Following a consultation period, the Command Paper *Raising expectations and increasing support: reforming welfare for the future*¹⁶ the Government announced its intention to pilot a 'Work for Your Benefit' programme for some customers who complete Flexible New Deal without finding sustained work. These pilots will also involve piloting a more intensive support regime from Jobcentre Plus for some customers who complete Flexible New Deal and referring some customers to the Work for Your Benefit programme earlier in their claim if advisers think this would be beneficial for the customer. These pilots are intended to start in 2010 and current plans envisage them being in Flexible New Deal Phase 1 areas.

¹⁶ DWP (2008) Raising expectations and increasing support - reforming welfare for the future;
<http://www.dwp.gov.uk/welfarereform/raisingexpectations/fullversion.pdf>

Child poverty

- 5.6. Children born into poverty are less likely to attend school regularly, get qualifications, or go to college. They are more likely to be forced into the worst jobs, if any job at all, and are more likely to be the victims of crime or commit crime themselves.
- 5.7. We know that parental employment is likely to reduce the risk of children growing up in poverty. So, we see supporting parents into work, and once in work supporting them to keep and progress in their role, as central to lifting children out of poverty. This is why parental employment policy has been and still is at the centre of the Government's child poverty strategy. More information is in the following paragraphs.

Lone parents

- 5.8. By April 2011, all lone parents with a youngest child aged 7 or over will no longer be able to claim Income Support solely on the basis of being a lone parent.
- 5.9. These changes will result in more lone parents moving onto other benefits, including JSA and therefore joining the Jobseekers Regime and Flexible New Deal.
- 5.10. Lone parents will be subject to the same mandatory requirements as any other Jobseeker when they move onto JSA. During stages one to three, lone parents will still be able to access New Deal for Lone Parents on a voluntary basis. Suppliers will need to acknowledge that lone parents may have specific job search requirements and will need to ensure that provision is tailored to these specific requirements.

Expecting more of partners

- 5.11. In the Green Paper "*no one written off: reforming welfare to reward responsibility*"¹⁷, the Government set out proposals to introduce an increased requirement for partners of benefit customers to look for work.
- 5.12. Couples with children aged 7 or over in which both partners are capable of work will be required to make a joint-claim for JSA. Under these arrangements both members of the couple will need to be available for and actively seeking work as a condition of receiving JSA. These customers will therefore join the Jobseekers Regime and Flexible New Deal.
- 5.13. The Government intends to introduce these changes taking a phased approach starting from 2012-13.

¹⁷ DWP (2008) no one written off: reforming welfare to reward responsibility;
<http://www.dwp.gov.uk/welfarereform/noonewrittenoff/noonewrittenoff-complete.pdf>

Older workers

- 5.14. 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. We would expect suppliers to support this aim by helping older jobseekers tackle their specific and often multiple barriers to work, such as lack of skills, caring responsibilities, personal health issues and age discrimination.

Employment and Support Allowance

- 5.15. From October 2008 the new Employment and Support Allowance replaced incapacity benefits for most new and repeat customers. As part of the implementation, the new Work Capability Assessment will be applied to new and, over time, existing customers. This may result in an increase in jobseekers with mild to moderate health conditions with related barriers to work.

Specialist Disability Employment Programme

- 5.16. This new programme takes forward changes to the Specialist Disability Employment Provision and will replace the existing DWP Work Preparation and WORKSTEP programmes and the Job Introduction Scheme. The aim is to provide a tailored, coherent range of specialist employment services which can respond more flexibly to the individual needs of disabled people and their employers and make better use of resources.

Merged progress2work and progress2workLinkUP

- 5.17. The progress2work and progress2workLinkUP programmes will be merged. The new programme will offer personalised additional support for customers such as recovering drug and alcohol misusers, homeless people or ex-offenders to help them to move into work. There will be some pilots in England to test a new mandatory regime for problem drug users. The pilots will support individuals whilst they take action to stabilise their drug condition and help them to address any other barriers to work that they face.

Specialist Employment Programme

- 5.18. The Welfare Reform White Paper *Raising expectations and increasing support: reforming welfare for the future*¹⁸ includes a proposal to refer all identified problem drug users to an NHS Drugs Adviser, to draw up a rehabilitation plan to stabilise their drug condition and to move towards employment.
- 5.19. They will also be supported through a new Specialist Employment Programme, which will replace Pathways to Work and Flexible New Deal (only for these customers). Participation onto the new Specialist Employment Programme will be

¹⁸ DWP (2008) Raising expectations and increasing support - reforming welfare for the future; <http://www.dwp.gov.uk/welfarereform/raisingexpectations/fullversion.pdf>

mandatory for current crack cocaine and heroin drug users in England; this differs from progress2work which is a voluntary programme for drug users in recovery. The Specialist Employment Programme provider will draw up a rehabilitation plan with the individual.

Better Off In Work Credit

- 5.20. The new Better Off in Work Credit (BWC) is available for customers who live and claim benefit in Yorkshire and Humber Region.
- 5.21. It aims to encourage customers into sustained paid work of 16 hours per week or more (or 24 hours for their partners), by providing them with in-work income, including in-work benefits and credits, of at least £25 per week more than their benefits when out of work for up to 26 weeks, paid by Jobcentre Plus. This is intended to remove one of the main barriers to customers taking a job and help them to move into and settle into work. BWC is not available for customers who become self employed.

Local Employment Partnerships

- 5.22. Local Employment Partnerships (LEPs) were announced in the March 2007 Budget. The Command Paper, *DWP Ready for work: full employment in our generation*¹⁹ set out the principles underpinning the Government's labour market policies, and Local Employment Partnerships are a key part of this reform agenda.
- 5.23. LEPs are a new way of working with employers to provide more job opportunities for disadvantaged jobless people. Following a Government announcement in the Pre Budget Report of November 2008, LEPs have been extended so that they now also help people who have lost their jobs in the downturn.
- 5.24. Local Employment Partnerships are based on a simple 'deal' with employers in all sectors, public and private, from manufacturing to services:
- the government ensures that jobless customers get the preparation and support that enables them to meet employers' needs and expectations;
 - employers with vacancies give them fair shot at the job – through, for example, adjusting recruitment practices, guaranteeing interviews, offering work trials or pre-employment training.

LEP Partnership Agreements

- 5.25. 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 LEP and in doing so provide a better service for employers and individual customers.

¹⁹ DWP Ready for work: full employment in our generation: <http://dwp.gov.uk/welfarereform/readyforwork/>

- 5.26. 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.

Local Employment Partnership Pre-employment Training (LEP PET)

- 5.27. Suppliers will be expected to participate in Local Employment Partnerships through local LEP Partnership Agreements with Jobcentre Plus districts, and will occasionally be expected to provide LEP PET for LEP eligible customers where for whatever reason the Learning Skills Council or Devolved Administrations are unable to deliver it. Jobcentre Plus District Managers and their external relations team will work with employers and providers to design appropriate LEP PET provision to reflect local and specific employer requirements.
- 5.28. More information about how Local Employment Partnerships fit with Flexible New Deal will be included in the ItT.

ANNEX 6. TRANSFER OF UNDERTAKINGS (PROTECTION OF EMPLOYMENT) REGULATIONS 2006

- 6.1. This annex advises suppliers that they will need to consider the likelihood that Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) will apply to this transfer of work.

Background information on TUPE Regulations and its application in a transfer from the public sector

- 6.2. Transfer of Undertakings (Protection of Employment) Regulations 1981 was the United Kingdom implementation of the EC Acquired Rights Directive. As from April 2006, this was updated by the Transfer of Undertakings (Protection of Employment) Regulations 2006.
- 6.3. 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. TUPE also places obligations on both the existing employer (the transferor) and the new employer (the transferee) to inform, and where appropriate, consult, representatives of all “affected employees”.
- 6.4. 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. Note 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 is delivered by a number of suppliers. Bidders should seek their own advice in relation to TUPE.
- 6.5. Set out below is the DWP position with regard to TUPE and its application within this programme based on our legal advice.
- 6.6. 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
 - 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).
- 6.7. In January 2000, the Cabinet Office also published guidelines for the treatment of staff affected by the transfer of work from the public to private sector. A copy of

Staff Transfers in the Public Sector Statement of Practice can be obtained from the Cabinet Office. Suppliers are advised that the policies in this framework will be adopted.

- 6.8. 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.
- 6.9. Where it is clear 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.
- 6.10. DWP will take very seriously any failure by suppliers to apply the law. Further, any such failure may expose suppliers to legal action in the employment tribunal by affected 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.
- 6.11. Information may be available in due course concerning potential numbers of transferees from existing suppliers. We shall expect the transferor and transferee to reach their 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.

New Deal Services Delivered by DWP

- 6.12. Jobcentre Plus as part of DWP delivers part of the current New Deal service and this element of work falls within the undertaking. Whilst TUPE is in scope for this transfer of work, Jobcentre Plus anticipates that no DWP staff will be working within this undertaking when the work transfers in October 2010.

Fair Deal for Pensions - Procurement of Bulk Transfer agreements and related issues

- 6.13. Although occupational pensions are not protected in TUPE regulations, (except in so far as the Pensions Act 2004 applies) the Cabinet Office has set out best practice guidelines, initially in “Staff Transfers in the Public Sector “ (2000) and subsequently in 2007, “The Fair Deal for Staff Pensions”. A copy of these guidelines can be obtained from HM Treasury <http://www.hm-treasury.gov.uk/>
- 6.14. The guiding principles are that the new employer must provide relevant 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 contractor will comply with these requirements.

- 6.15. Before acceptance of the bid, you will be required to agree and give details of acceptable arrangements for 'bulk transfer' of staff pensions from the relevant public sector pension schemes into your pension arrangements.
- 6.16. Suppliers are advised to contact the Government Actuary's Department for further information.²⁰
- 6.17. Whilst it is not expected that any DWP staff will transfer to new suppliers, there will be groups of staff potentially transferring to new suppliers from existing suppliers for whom pension arrangements will need to be made.

Identified employee groups for pensions purposes

- 6.18. 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;
 - Suppliers' employees in private pension schemes - including Further Education Establishment employees and other Private Sector suppliers.
- 6.19. These arrangements are set out in the following legislation and codes and statements of practice:
 - Local Government Pension Scheme (Amendment etc.) Regulations 1999;
<http://timeline.lge.gov.uk/Amended/SI/19993438.htm>
 - Staff Transfers in the Public Sector (2000, rev 2007);
http://www.civilservice.gov.uk/Assets/stafftransfers2_tcm6-2428.pdf
 - A Fair Deal for Staff Pensions (2002) and (2004);
http://www.hm-treasury.gov.uk/d/pensions_bta_guidance_290604.pdf
 - The Cabinet Office Code of Practice on Workforce Matters in Local Authority Service Contracts (2003);
http://archive.cabinetoffice.gov.uk/opsr/workforce_reform/code_of_practice/index.asp
 - Pensions Act 2004;
http://www.opsi.gov.uk/Acts/acts2004/ukpga_20040035_en_1
 - Transfer of Employment (Pension Protection) Regulations 2005;
<http://www.opsi.gov.uk/si/si2005/20050649.htm>
 - The Cabinet Office Code of Practice on Workforce Matters in Public Sector Service Contracts (2005);
<http://archive.cabinetoffice.gov.uk/opsr/documents/pdf/copwm.pdf>

and,

²⁰ enquiries@gad.gov.uk

- The Best Value Authorities Staff Transfers (Pensions) Direction 2007;
<http://www.communities.gov.uk/publications/localgovernment/authorities-staff-transfers>.

Supplier Requirements

- 6.20. Suppliers must provide details of their proposals for providing a pension scheme for the above groups of staff.
- 6.21. 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.
- 6.22. 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.
- 6.23. In addition, consideration must be given to pensions arrangements for new joiners to the workforce following commencement of the contract, as required by the relevant Codes of Practice on Workforce Matters, which apply to employees transferring out of public sector organisations.

Prevention of a "Two-tier" Workforce

- 6.24. Suppliers should also be aware of the Code of Practice on Workforce Matters²¹ in Public Sector Contracts and the Code of Practice on Workforce Matters in Local Authority Service Contracts. It will be a condition of the Contract that the successful Supplier will be required to comply with the relevant Codes of Practice on Workforce Matters. Non-compliance with this requirement means automatic elimination from this procurement exercise.
- 6.25. The intention of DWP, in line with this guidance, will be to select only those suppliers who offer staff a package of terms and conditions which will secure high quality service delivery throughout the life of the contract; and which will prevent the emergence of a 'two tier' workforce.

²¹ The 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

ANNEX 7. BACKGROUND LABOUR MARKET INFORMATION (by Jobcentre Plus District)

7.1. This annex contains information that has been provided by each of the Phase 2 Jobcentre Plus Districts and gives brief background information about the local labour market.

- Highland, Islands, Clyde Coast and Grampian
- Forth Valley, Fife and Tayside
- Glasgow
- Northumbria
- South Tyne and Wear Valley
- Cumbria and Lancashire
- Cheshire, Halton and Warrington
- Merseyside
- West Yorkshire
- Bedfordshire and Hertfordshire
- Essex
- Dorset and Somerset
- Gloucestershire, Wiltshire and Swindon
- West of England
- City and East London
- North and North East London
- South London
- West London

HIGHLANDS, ISLANDS, CLYDE COAST AND GRAMPIAN DISTRICT

Highlands, Islands, Clyde Coast and Grampian (HICC&G) Jobcentre Plus District crosses 11 Local Authority (LA) areas: - Shetland, Orkney, Comhairle nan Eilean Siar, Highland, Moray, Aberdeenshire, Aberdeen City, Renfrewshire, East Renfrewshire (part), West Dumbartonshire and Argyll and Bute.

Population

Although HICC&G covers approximately 60% of the landmass in Scotland, it is home to only 1,262,400 (24.5%) of the total population. The employment rate is 82% but there is a wide variation across LAs from 76% in West Dumbartonshire to 92% in the Shetland Islands. There has been an influx of migrant workers over the last few years.

Principal Industries/Key Employers

The main sources of employment are Public Sector, NHS, Service, Contact and Call Centres and Retail. The huge geography of the District leads to a variation in the local labour markets. Tourism forms a large part of the economy particularly in the Highlands and Islands whilst in Aberdeen the Oil, Gas, Admin and Construction dominate. In the South of the district the Care Sector is one of the Key Sectors. In the Highlands we are working closely with a number of employers in different sectors: Lifescan, 3 Tesco Stores and Contact Centres, industries include Service, Retail, Medical Testing kits, Manufacturing, Development of Biomedical & Life Sciences Research facilities. Other employers include Isleburn Mackay & Macleod, Global Manpower; these employ people in Fabrication & Construction, Fish Processing, Call Centres and Nursing Homes. In the northern highlands there is some growth in Wind Farm & Tidal Energy. Within the Moray area Baxter's and Walkers are two major employers in Food Processing. In the Western and Northern Isles, Fishing, Contact Centre and Harris Tweed are a large part of the local economy.

Local Developments/Initiatives

Key partner on each of the LAs in Renfrewshire, East Renfrewshire and West Dumbarton Employability Strategy including Employer Engagement Strategies and More Choices, More Chances.

Renfrewshire Workforce Plus is the biggest employability programme attracting £11.4m European Social Fund/Fairer Scotland Fund funding. Jobcentre Plus has contributed Deprived Areas Fund funding to the wider employability programme.

Paisley Jobcentre Plus is the Renfrewshire trial for the joint Jobcentre Plus/Skills Development Scotland Careers Scotland Integrated Employment and Skills Support. Close partnership working with North Strathclyde Criminal Justice Authority. Initiative developed to bring closer working relationships with Jobcentre Plus Prison Advisers and Criminal Justice Social Workers.

Private and Voluntary Sector Provision

There are no Private or Voluntary Sector suppliers in HICCG.

Local Service Outlets

There are currently 29 offices located in Aberdeen (2), Alexandria, Banff, Barrhead, Buckie, Campbeltown, Clydebank, Dingwall, Dumbarton, Dunoon, Elgin, Forres, Fort William, Fraserburgh, Helensburgh, Invergordon, Inverness, Johnstone, Kirkwall, Lerwick, Oban, Paisley, Peterhead, Portree, Renfrew, Rothesay, Stornoway, and Wick.

FORTH VALLEY, FIFE AND TAYSIDE DISTRICT

The Jobcentre Plus District of Forth Valley, Fife and Tayside covers the seven local authority areas of Falkirk, Stirling, Clackmannanshire, Perth & Kinross, Fife, Dundee City and Angus. The District has three Operational Clusters, Forth Valley and Perthshire, Fife, Dundee and Angus – each led by a Customer Service Operations Manager.

Population

The population of this District is 1,043,500, with a working age total of 641,400. The main population centres around Stirling, Falkirk, Perth and Dundee. However there are a number of rural areas in Fife and Tayside where travel can be a barrier to work.

Principal Industries/Key Employers

Principal industries include call centres, public sector (DWP, NHS, Local Authorities), some manufacturing, care, finance and retail. Key employers include Prudential/Capita in Stirling, Alexander Dennis (Coachbuilders) in Falkirk, INEOS in Grangemouth, Norwich Union in Perth, Scottish & Southern Energy in Perth, and HBOS in Dunfermline.

Local Developments/Initiatives

FVF&T offices are testing the joint Jobcentre Plus/Skills Development. Scotland Careers Scotland Integrated Employment and Skills Support.
Support Employment in Falkirk, Raith Rovers, Dundee.
Dundee City Strategy including the Discover Opportunities Centre with Dundee Employability team.
Fife Works.
Dundee Healthcare Academy and Public Sector Recruitment Approach.
Perth & Kinross Health & Social Care Academy.
Support Employment Plus – Polmont YOI.
Solve IT in Falkirk and Arbroath.
School Learning Assistant Programme in Stirling.
Security guard initiative in Dundee.

Private and Voluntary Sector Provision

Forth Valley is Private Sector New Deal delivered by Triage Central Limited. Pathways to Work is led by Triage Central Limited and their sub-contractors, Working Links. Other Suppliers include: JHP, DEAP, Claverhouse, Wise Group, Fife Council, Falkirk Solutions, APEX, Adam Smith College, Carnegie College and SCVO.

Local Service Outlets

18 local offices based in Grangemouth, Falkirk, Stirling, Alloa, Perth, Blairgowrie, Dunfermline, Cowdenbeath, Kirkcaldy, Glenrothes, Leven, Cupar, St Andrews, Dundee Wellgate, Dundee Gellatly St, Montrose, Arbroath, Forfar.

GLASGOW DISTRICT

The Jobcentre Plus district covers the area within the Glasgow City Council Boundary.

Population

Glasgow's population is 580,000, 11% of Scotland. The make-up of the City's population is diverse - people from minority ethnic groups account for over 6% of the City's population. The working age population is around 388,500. Of the working age population 3% are Lone Parents and 8% of the working age population are unemployed. There are a high number of deprived areas with rates of unemployment between 30 – 60%. The employment rate for the district is 68.4%.

Principal Industries/Key Employers

The key sectors in Glasgow are Financial and Business Services, Health, Education, Retail, Tourism and Hospitality. Key Employers are NHS, Strathclyde Police, Glasgow City Council, BT, Scottish Power, National Australia Group, Lloyds TSB and BBC. Glasgow is Scotland's largest city and is the commercial capital of Scotland. There are 13,000 employers supporting 400,000 jobs. It is the UK's largest retail centre after London. Most of the job growth is predicted to be in administrative, professional (teachers, nurses etc), care occupations and service occupations. Most new jobs are in the business services, public admin, health and retail. Fewer than 1 in 10 jobs are in the Manufacturing and Utilities industry. Retail & Hospitality remain two of the largest sector for employment (55,000 & 25,000 respectively).

Local Developments/Initiatives

Glasgow City and Parkhead offices are testing the joint Jobcentre Plus/Skills Development Scotland Careers Scotland Integrated Employment and Skills Support.

City Strategy brings together the public, private and voluntary sectors into a consortium to improve the way support for jobless people is co-ordinated and delivered in the most deprived areas of Glasgow.

Private and Voluntary Sector Provision

Glasgow is a Multiple Employment Zone district. This programme is delivered by Working Links, Reed in Partnership and The Wise Group.

Local Service Outlets

17 local offices in total. **14 local offices** offering the full range of JCP services are – Anniesland, Bridgeton, Castlemilk, Drumchapel, Easterhouse, Govan, Langside, Laurieston, Maryhill, Newlands, Parkhead, Partick, Shettleston, and Springburn. **3 local offices**, Glasgow City, Hillington and Shawlands are job shops.

NORTHUMBRIA DISTRICT

Northumbria District is wide and varied in its make up and encompasses both urban areas such as Newcastle City and Gateshead stretching through Blaydon, Felling, South East Northumberland, North Tyneside and the more rural areas of Berwick in the North and Hexham and Prudhoe in the West of Northumberland.

Population

The population of this district is 964,300. Almost one third of the population resides in Newcastle upon Tyne with a further 20% in both North Tyneside and Gateshead. The remainder of the population is located between Blyth Valley, Wansbeck, Tynedale, Castle Morpeth, Alnwick and Berwick-upon-Tweed.

Principal Industries/Key Employers

The main sectors are Transport, Retail, Hospitality, Public Sector, Business and Finance, Construction, Health Care, Leisure and Tourism, Agriculture, Engineering and Manufacturing. Some of the largest employers with the District include: DWP, National Health Service, Arriva, Barratt, Dunlop, Formica, Greggs, Nestle, Northern Rock, Orange, Procter & Gamble, and Sage.

Local Developments/Initiatives

Northumberland - Retail, tourism, public and business services have all seen major growth over the last 10 years.

North Tyneside - The area survived the previous downturn by expansion of retail, education, government and leisure sectors.

Newcastle - There has been a resurgence of marine engineering and stability of financial and professional services. There is a growth of universities and colleges as businesses in their own right.

Gateshead - Work is currently underway to completely redevelop Gateshead Town Centre.

Private and Voluntary Sector Provision

Within our District we have Private Sector Led New Deal for North Tyneside and one Prime Provider delivering New Deal for the remainder of our District. European Social Fund provision is available via a Prime Provider contract.

Local Service Outlets

There are 18 Local Offices: Newcastle City, Newcastle East, Newcastle West, Gateshead, Blaydon, Felling, Alnwick, Ashington, Morpeth, Bedlington, Berwick, Blyth, Cramlington, Hexham, Wallsend, Whitley Bay, North Shields and Killingworth. Our District Office is based within Cobalt House, North Tyneside.

SOUTH TYNE & WEAR VALLEY DISTRICT

The District of South Tyne and Wear Valley incorporates the areas of South Tyneside, City of Sunderland and County Durham. April 2009 saw County Durham Unitary Authority's structural change, replacing the 2 tier system of local government and amalgamating the former 7 District Councils spanning County Durham.

Population

Total population for the district is 936,200 with a working age population of 577,700.

Principle Industries/Key Employers

County Durham - has a strong reliance on the manufacturing sector (24.5%) for all employment within the County; with 30.5% of employees in the County being employed in Public Administration, and Education and Health (indicating a 5.9% increase over the past two years). The latter part of 2008 saw many large scale redundancies particularly affecting the manufacturing sector.

South Tyneside - in December 2001 had the worst unemployment rate in England and Wales. After significant efforts by Jobcentre Plus and its partners to tackle the problems of unemployment and economic regeneration, South Tyneside had climbed 12 places up the list by December 2004 of index of multiple generation and a further 5 places by December 2005 (Source NOMIS Jobseeker's Allowance customer count rate).

City of Sunderland - is being transformed to an area that provides high quality service-delivery outlets and large scale automated manufacturing. There has been a rise in the number of call centres and with the development of hi-tech offices and purpose built industrial units. The largest five industrial sectors account for 72% of the city's manufacturing employment. These are motor vehicles (22%) mechanical engineering (17%) electrical engineering (16%) followed by paper, printing, clothing and textiles.

Local Developments/Initiatives

Jobcentre Plus has engaged with 1,700 employers who have signed up to Local Employment Partnership agreements.

The retail sector is increasing with large scale recruitments currently in place for new stores for Asda, Tesco Morrisons, Wilkinsons, New Look and KFC.

Private and Voluntary Sector Provision

South Tyne & Wear Valley is a Jobcentre Plus led Pathways to Work District.

Working Neighbourhood Funds for local councils and communities to develop more concentrated, concerted, community-led approaches to getting people in the most deprived areas of England back to work, has been allocated to 4 Local Authority areas in Durham: (Derwentside, Easington, Sedgefield and Wear Valley), South Tyneside and Sunderland.

Local Service Outlets

There are 16 offices within the District.

South Durham: Bishop Auckland, Crook, Newton Aycliffe, Spennymoor

East Durham: Peterlee, Seaham

North Durham (Derwentside): Consett, Stanley

Central Durham: Chester le Street, Durham

Sunderland: Houghton le Spring, Southwick, Sunderland, Washington

South Tyneside: Jarrow, South Shields

CUMBRIA & LANCASHIRE JOBCENTRE PLUS DISTRICT

Cumbria and Lancashire Jobcentre Plus District comprises of the administrative areas for the two county councils of Cumbria and Lancashire. Within these there are two unitary authorities, Blackburn with Darwen and Blackpool, along with eighteen local councils.

Population

The total population of the area is 1.9 million, the majority of which (75%) live in the Lancashire county area. The total working age population of the district is just over 1.1 million. There are established ethnic minority communities in many parts of the district but mainly centred in East Lancashire and the city of Preston where some areas have twice the national average of ethnic minority residents.

Principal Industries/Key Employers

Cumbria - The largest employer in the county is the public sector employing 52,000 people whilst around 43,000 work in retail. The manufacturing industry employs 37,000. Tourism provides an important boost to the county's economy and 21,000 people work in hotels and restaurants across Cumbria. Just over 3,000 people are directly employed in agriculture with the industry supporting a further 10,000 jobs. The sector is crucial because the farmed areas tend to be the most sparsely populated. West Cumbria boasts considerable expertise in renewable energy, including offshore wind farms, oil and gas. It's an integral part of Britain's Energy Coast™ Masterplan.

Lancashire - one of the largest sub-regions in Britain in respect of its contribution to national output with a £21bn per annum economy and home to more than 41,000 businesses. The districts employment opportunities vary according to locations. Blackpool has a high percentage in tourism; East Lancashire has a manufacturing base, and Preston and Barrow host BAE systems offering high level engineering careers.

Local Developments/Initiatives

City strategies – Blackburn with Darwen.

2 Multi Area Agreements (MAA) - Pennine Lancashire MAA, with 5 non unitary authorities and Blackburn with Darwen and Fylde Coast MAA, with 2 non unitary authorities and Blackpool. Jobcentre Plus works closely with all the county councils, unitary and local authorities through Local Area Agreements (LAA). LAAs simplify some central funding, help join up public services more effectively and allow greater flexibility for local solutions to resolve local circumstances.

Private and Voluntary Sector Provision

The Jobcentre Plus European Social Fund contract is delivered across the district by one provider. Working closely with the Learning and Skills Council suppliers on the Local Employer Partnership (LEP) agenda the District offers both employers and customers pre-employment training to LEP vacancies. The local Primary Care Trusts are our partners in the delivery of Pathways to Work.

Local Service Outlets

Accrington, Bacup, Barrow, Blackburn, Blackpool, Burnley, Carlisle, Chorley, Cleator Moor, Clitheroe, Colne, Darwen, Fleetwood, Kendal, Lancaster, Leyland, Maryport, Morecambe, Nelson, Ormskirk, Penrith, Preston, Rawtenstall, Skelmersdale, St Anne's, Whitehaven, Workington.

MERSEYSIDE DISTRICT

Merseyside is the largest Jobcentre Plus district in the North West, covering the 5 Local Authorities (LAs) of Knowsley, Liverpool, Sefton, St Helens and Wirral.

Population

The population of this district is 1,403,000 (As of 2001, source ONS). Almost one third of the population resides in Liverpool with a further quarter in the Wirral. The remainder of the population is located between Sefton, St Helens and Knowsley. People from Black and Minority Ethnic groups account for over 11.6% of the district population.

Principal Industries/Key Employers

Retail - Various extensive retail outlets opening throughout the district over the coming twelve month period including Tesco, Asda, Morrisons, Iceland, Aldi and Dunelm Mill. **Care** - A growth area across the district, with a large number of opportunities for employment within the care sector. Social Services have estimated they will need approx 2,000 more staff to cope with their care packages across Merseyside. **Construction** - Jobcentre Plus has been given assurances from employers that a high percentage of the construction workforce will be recruited from the local labour market. **Hospitality & Local Tourism** - Following the success of Capital of Culture there has been an increase in this sector. There are plans for a number of new hotels, and hospitality establishments e.g. Hilton Hotels, Novotel and Travelodge.

Local Developments/Initiatives

City Employment Strategy for the 5 LA areas plus Halton LA.

A £100 million investment in a new post-panamax facility at Port of Liverpool combined with the fastest growing airport in the UK.

There are plans for £10 billion worth of private investment in Liverpool and Wirral waterfronts that will transform the areas providing major commercial and residential growth opportunities.

Private and Voluntary Sector Provision

Merseyside Jobcentre Plus is a co-financing organisation for two large European Social Fund contracts who aim to benefit Jobcentre Plus Priority Groups. Service Level Agreements are in place with many Learning & Skills Council suppliers, and with Prince's Trust making their provision accessible to New Deal for Lone Parents and New Deal for Partners customers.

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.

Local Service Outlets

23 local offices in Aintree, Belle Vale, Birkenhead, Bootle, Bromborough, Crosby, Edge Hill, Everton, Garston, Huyton, Kirkby, Newton Le Willows, Norris Green, Old Swan, Southport, St Helens, Toxteth, Upton, Hoylake, Wallasey, Wavertree, West Derby, Williamson Square.

CHESHIRE HALTON AND WARRINGTON DISTRICT

From 1 April 2009 the Jobcentre plus District of Cheshire, Halton and Warrington is covered by the new unitary authorities of Cheshire East, Cheshire West and Chester joint authority. Both Halton Borough Council and Warrington Borough Council remain. Geographically Cheshire Halton and Warrington covers a large geographical area. Demographically the District has its contrasts with areas of significant affluence together with wards of marked deprivation. The parts of Cheshire covered by the District include the larger towns of Crewe, Warrington and Macclesfield together with the City of Chester. Halton includes the towns of Runcorn and Widnes.

Population

The population of Cheshire and Halton number 808,200. Proportionally, towns with the highest rates of JSA customers are Warrington 21.4%, Crewe 12.8% and Runcorn 11.7%.

Principal Industries/Key Employers

Manufacturing accounts for no more than 14% and construction just under 5%, just over 81% of industry is covered by services, largest of which are over 25% in distribution, hotels and restaurants and over 22% in finance, IT and other business activities, with a further 23% in public admin, education and health. Major supermarkets have large distribution centres at Middlewich (Tesco) and Northwich (Morrisons). Warrington has multiple large organisations distributing from its Hardwick Grange Industrial Estate adjacent to the M6 and M62 Motorways. The automotive sector is of major importance to Cheshire with over 60 companies and 9,000 skilled personnel, from large to small scale suppliers, major motor manufacturers include Vauxhall and Bentley Motors in Ellesmere Port and Crewe. The Biotechnology and Pharmaceuticals sector is of key importance to Cheshire's economy, with 50 companies employing 8,500 staff, Astra Zeneca in Macclesfield being the world's second largest manufacturing plant. Tourism in Cheshire is worth over £800 million annually

Local Developments/Initiatives

The Major Projects Department of Halton Borough Council is currently managing the Castlefields Regeneration, Widnes Waterfront Economic Development Zone and Mersey Multimodal Gateway.

Private and Voluntary Sector Provision

Cheshire and Warrington is a provider led Pathways to Work Choices District, this provision is delivered by In-Training and TNG. Our European Social Fund contract covers Cheshire Halton and Warrington and is delivered by TNG.

Local Service Outlets

Chester, Congleton, Crewe, Ellesmere Port, Macclesfield, Nantwich, Northwich, Runcorn, Warrington, Widnes, Wilmslow, Winsford.

WEST YORKSHIRE DISTRICT

West Yorkshire comprises the clusters of Bradford, Calderdale, Kirklees, Leeds and Wakefield. It is a vibrant mix of ethnic cultures and includes almost half of the regions economic output. It is the largest Jobcentre Plus District and falls under the administrative area of 5 Local Authorities – Leeds City Council, Bradford Metropolitan District Council, Wakefield Metropolitan District Council, Kirklees Council and Calderdale Council.

Population

The population of West Yorkshire is 2,181,200. The working age population is 1,378,300. 72.4% of the working age population are in employment.

Principal Industries/Key Employers

West Yorkshire's economy has been relatively buoyant over the last few years. With the decline of its traditional textile and heavy engineering industries the district is now a major centre for finance, manufacturing and commerce and has a large presence of public services including health, education and government. The economic downturn has impacted on Distribution and Warehouse, Manufacturing and Retail. Key growth sectors include communications industries, health and social care, care assistants and home carers hospitality, logistics and agencies.

Local Developments/Initiatives

Leeds is seen as the fastest growing city outside London.

The Aire Valley Regeneration initiative in the city has opened the largest employment site in Northern England. It is estimated that over 30,000 jobs will be created within the city over the next 20 years.

Wakefield's economy is moving forward and the city is taking advantage of its strategic location and development opportunities: Wakefield Waterfront project, Marsh Way development and Westgate re-development.

Smaller scale regeneration initiatives and mill redevelopments have been focused in the areas of Halifax, Dewsbury and Keighley.

Huddersfield also has a number of opportunities based upon its University, strength in the creative industries, and development potential in the Lower Colne Valley.

Bradford has Local Enterprise and Growth Initiative funding over three years to fund enterprise and self-employment activities. They have also been successful in securing working neighbourhood funds.

Private and Voluntary Sector Provision

BEST deliver the New Deal provision. Action for Employment deliver the Pathways to Work provision. Throughout West Yorkshire there are numerous organisations that form part of the Voluntary Community and Faith Sector who deliver support to worklessness individuals and families. Local authorities also take responsibility for the worklessness agenda.

Local Service Outlets

There are 25 Jobcentre Plus offices in West Yorkshire.

Leeds: Eastgate, Guiseley, Harehills, Morley, Park Place, Pudsey, Seacroft, South Leeds, Southern House.

Bradford: Eastbrook Court, Westfield House, Keighley and Shipley.

Wakefield: Castleford, Hemsworth, Pontefract and Wakefield.

Calderdale: Brighouse, Huddersfield Castle House Halifax, Crossfield House Halifax Horton Street, Todmorden.

Kirklees: Batley, Dewsbury, Spen Valley.

BEDFORDSHIRE AND HERTFORDSHIRE DISTRICT

Bedfordshire and Hertfordshire Jobcentre Plus District comprises Luton Borough Council, Bedford Borough Council and Central Bedfordshire Local Authorities. Luton and Bedford are unitary authorities. Hertfordshire county council has 10 borough council or district authorities (Three Rivers, Hertsmere, Broxbourne, Dacorum, East Hertfordshire, St Albans, Welwyn & Hatfield, North Hertfordshire, Watford BC and Stevenage BC).

Population

The working age population is 1,035,200. In Luton and Bedford there are sizable ethnic minority populations.

Principal Industries/Key Employers

The service sector features strongly in Hertfordshire and Bedfordshire to provide employment opportunities. Over 70% of employees work in distribution, hospitality, banking and finance and the public sector (local authorities, health authorities and education.) In Hertfordshire the largest employer is the County Council. Other major employers include GlaxoSmithKline, Fujitsu, T-Mobile, DSG (Head Office in Hemel Hempstead), Ocado, Tesco (stores and Head Office) JD Wetherspoon (Head Office) and the University of Hertfordshire. In Bedfordshire, Luton retains some vehicle production (IBC) and the Luton Airport site provides both permanent and seasonal vacancies – 5,000 jobs across a range of employers including retail, security and aircraft servicing. Three large airlines, Thomson, Monarch and easyJet are based at the airport. Superdrug has a large distribution warehouse in Dunstable, there is an Asda distribution centre near Bedford and Amazon has a warehouse by the M1 junction 13. Other distribution and warehouse sites are situated close to the main routes.

Local Developments/Initiatives

Planning permission has been granted for a Center Parcs village in mid Bedfordshire which will provide jobs in the hospitality & associated sectors.

In Luton the former Vauxhall car plant site, now known as Napier Park, has planning permission to develop a mix of residential and employment units for use as retail and a hotel development.

Private and Voluntary Sector Provision

There are 3 New Deal suppliers in the district, TNG in Luton, Bedford and Waltham Cross, Kennedy Scott in Watford and Hemel Hempstead and North Hertfordshire College (NHC) in Hitchin and Stevenage. NHC also provides the Work Preparation Programme for customers with disabilities. Programme Centre provision is contracted out to Seetec and is run in Luton, Bedford, Watford and Stevenage along with Lone Parent Programmes in these locations. Shaw Trust provides the Pathways to Work programme across the District and has contracts for two European Social Fund funded programmes. The main Workstep provider is Bedfordshire County Council.

Local Service Outlets

There are 14 Jobcentres in the District. Bedford, Biggleswade, Dunstable, Leighton Buzzard and Luton in Bedfordshire and Borehamwood, Hatfield, Hemel Hempstead, Hertford, Letchworth, St Albans, Stevenage, Waltham Cross and Watford in Hertfordshire.

ESSEX DISTRICT

Population

The District had a population of 59,418 in 2001. Southend-on-Sea is the largest town in Essex, with a population of around 176,000. Chelmsford has a population of almost 156,000.

Principal Industries/Key Employers

Major employers in Essex include GlaxoSmithKlein, Fords and BAE systems, E2V, Olympus KeyMed, Britvic, Konica Minolta, Nortel, Selex Communications, Raytheon. Stansted airport is the third busiest airport in UK, and one of the UK's largest air-freight terminals. Essex has 2 major ports at Harwich and Tilbury, and the new London Gateway container port (a £1.5 billion investment at a former oil refinery) will become one of the UK's most important hubs. Through Thames Gateway the District is the commercial and business centre of South Essex and accounts for nearly a quarter of the manufacturing output of Essex. Much of the riverside area of Thurrock is highly industrialised, particularly to the west of the Port of Tilbury and in the extreme east of the Borough, the oil refineries at Coryton and Shell Haven. Harlow is home to approximately 1,500 businesses employing over 33,000 people.

Local Developments/Initiatives

Essex District has been recognised as the business hub within the Thames Gateway South Essex initiative.

Jobcentre Plus has worked in partnership with the 3 top tier Local Authorities (Essex, Southend and Thurrock) on Local Area Agreements and using Economic Participation funding to plug gaps in mainstream provision.

Private and Voluntary Sector Provision

New Deal for Disabled People	Shaw Trust & SEETEC
Programme Centre	SEETEC
New Deal – Harlow & Southend	YMCA
Grays & Basildon	TNG
Mid & North Essex	SEETEC
European Social Fund – Flexible Routeway	Intraining
European Social Fund – Intermediate Labour Market	Shaw Trust
Progress 2 Work	C.O.A.S.T
Get Into....	Prince's Trust
Workprep	Mencap, Papworth Trust & Salvation Army
Mentoring	Armstrong Learning
New Deal Self Employed	NWES

Local Service Outlets

Basildon, Braintree, Brentwood, Canvey Island, Chelmsford, Clacton-On-Sea, Colchester, Grays, Harlow, Harwich, Maldon, Rayleigh, Southend-On-Sea, and Witham.

DORSET AND SOMERSET DISTRICT

Dorset & Somerset consists of 4 Local Authority areas: Somerset, Dorset, Bournemouth and Poole.

Population

Of the total population of 1.2 million, 43% live in Somerset; 33% in Dorset.

Principal Industries/Key Employers

The District has major firms like AgustaWestland, Honeywell Aerospace. Clarks Shoes, Relvon Beds and Yeo Valley Organics all have their headquarters in Somerset. International companies such as Numatic, Gaymers (cider producers) and small specialist manufacturers like Ariel are in the District. BAE Systems (British Aerospace), Cobham plc and Bournemouth Airport's Aviation Park make Dorset a centre of aviation excellence. In Poole there is Sunseeker International. Poole supports Brittany and Condor Ferry operators as well as providing offshore/onshore support for BP Exploration and various bulk cargo ships. This harbour, alongside an impressive and diversified range of countryside, national park areas and heritage coastlines make Somerset and Dorset a very popular tourist destination. This has generated multiple holiday parks in the form of Butlins - Minehead, Warner - Cricket St.Thomas, Haven – Rockley/Weymouth Bay/Seaview/Littlesea/ Burnham-on-Sea and Doniford Bay amongst others. Other companies with a strong presence are JP Morgan, Barclays, LV(Liverpool Victoria), RIAS, Lush Manufacturing Ltd, Ryvita, Kerry Foods Ltd, Unisys, Hamworthy Combustion Engineering Ltd, Penny&Giles, Revvo and Farrow&Ball to name but a few who give Dorset a varied and extensive blend.

Local Developments/Initiatives

Single Gateway Pilot for Information Advice & Guidance in Dorset.

Private and Voluntary Sector Provision

Somerset

Business Start Up programmes
SCC and the Pluss organisation
Prince's Trust Team
Nextstep
Citizens Advice Bureaus
Housing Associations

Dorset

Bridge2 Work (B2W)
Learning and Skills Council/European Social Fund Skills 4Jobs Programme.

Local Service Outlets

6 offices in Somerset – Taunton, Bridgwater, Yeovil, Frome, Wells, Minehead
6 offices in Dorset – Bournemouth, Poole, Weymouth, Bridport, Blandford, and Winton

GLOUCESTERSHIRE, WILTSHIRE AND SWINDON DISTRICT

Gloucestershire, Wiltshire and Swindon covers the two County Council areas of Gloucestershire and Wiltshire along with the Swindon Unitary Authority area.

Population

The District has relatively small numbers of Black and Ethnic Minority groups and these tend to be concentrated in Gloucester and Swindon. Unemployment rates have been historically low across the District with small pockets of deprivation within certain rural and urban wards. The economic downturn has had a marked impact on the District with significant increases in customer totals.

Principal Industries/Key Employers

In Cheltenham GCHQ attracts approximately 6,000 jobs covering various aspects of Defence work. Manufacturing within the Cheltenham and Gloucester district is made up defence contracts. There are major construction companies in Gloucester and Swindon. Retail throughout the district - Designer outlet village – M&S in Orbital Park, Asda Walmart, Major supermarkets, Major retail development in Gloucester with various retailers, and a wide range of retail outlets in Cheltenham. Manufacturing in Swindon - Honda, Kenbrey Wiring, Biomet, Smiths and Messier-Dowty defence industry.

Local Developments/Initiatives

Gloucester City is undergoing extensive regeneration and “Gloucester Works” is the organisation that is coordinating activity to ensure that local people are able to access the jobs that are being created.

In Swindon, the New Swindon Company is responsible for a 10 year programme of work to improve the Town Centre area. This £1bn investment is expected to generate over 6,000 jobs.

Private and Voluntary Sector Provision

The District was part of the Phase 2 rollout of Pathways to Work and the provider is Working Links. The District offers a full range of Provision under a Prime Contract and includes, New Deal Gateway, New Deal Options – Environmental Task Force, Voluntary Sector Option, Full Time Education and Training, Basic Skills, Work experience, Self Employment both for 18-24 and 25+ customers. The District offers Pathways, Workstep, Workprep, Job Introduction Scheme, Access to Work contracts for customers on Incapacity Benefit and European Social Fund will also be available to these customers.

Local Service Outlets

12 local Jobcentre Plus offices based in Tewkesbury, Cinderford, Coleford, Gloucester, Cheltenham, Stroud, Cirencester, Swindon, Chippenham, Devizes, Trowbridge, Salisbury.

WEST OF ENGLAND DISTRICT

The West of England District covers an area of 730 square miles and covers the local authority areas of Bristol, Bath and North East Somerset, North Somerset and South Gloucestershire.

Population

The total population of the District is 1 million and has a working population of approx 522,000. The district has a diverse population with Black and Minority Ethnic groups making up 10.7% of the population. It has a long established African-Caribbean, Pakistani, Indian and Chinese population and a more recent influx from Somalia and Eastern Europe. There are areas of severe deprivation and higher than average unemployment. These include the local authority wards of Weston Super Mare, South and Central, Filwood, Ashley and Lawrence Hill.

Principal Industries/Key Employers

Major employers include Rolls Royce, Bristol, BANES & South Glos Councils, NHS, Lloyds TSB, Axa Sun life, HBOS, RBS - Call centre, Airbus, RAC, Orange - call centre, Computershare and the Ministry of Defence - 5000 staff. Bristol has a number of out of town retail parks which are often linked with major supermarkets and hospitality chains offering many opportunities for employment. The extension of the central shopping area through the building of Cabot Circus in 2008 has attracted new high level retail outlets to the city. Construction opportunities exist with the building of Bath Southgate Shopping Mall and expansion of NHS services in Hengrove and Southmead. Further opportunities will become available through the building of several hi-tech Business Parks. Avonmouth Dock area is predominantly made up of commercial and distribution depots due to its motorway links. North Bristol, Aztec West area has a large number of call centres supporting national organisations.

Local Developments/Initiatives

Bath Southgate – Retail and Leisure, Phase 1 opening Autumn 2009.

Spark – Bristol and Bath Science Park (Hi-tech), Phase 1 (hub and embryonic units) to start 2009.

Bristol International Airport expansion, planned start 2009.

Locking Parklands (Weston Super Mare) Hi Tech Business Park.

Private and Voluntary Sector Provision

Pathways to Work is led by Working Links.

European Social Fund Jobcentre Plus delivery is led by Tomorrows People Trust.

Local Service Outlets

11 local offices based in Central Bristol, Bedminster, Bishopsworth, Easton, Horfield, Kingswood, Shirehampton, Yate, Bath, Clevedon and Weston-Super-Mare.

CITY AND EAST LONDON DISTRICT

The Jobcentre Plus District of City and East London covers three London Boroughs, Newham Tower Hamlets, Hackney and the City of London Borough.

Population

There is a population of over half a million people broken down as follows, City of London- 8,100, Hackney -161,900, Newham – 190,400 and Tower Hamlets – 167,600. These Boroughs possess three of the lowest employment rates in rates in London, the lowest being Newham at 57%, Tower Hamlets at 60.8% and Hackney at 63.3%.

Principal Industries/Key Employers

The District has a concentration of financial service businesses (within City of London and Tower Hamlets). Redundancies are starting to have a ripple effect on the Service Sector. The District is characterised by Small and Medium Enterprises (SMEs) - in Hackney SMEs account for 9 in 10 employing units. The two main retail clusters in the district are Beckton (2 retail parks) and Canary Wharf. There is also a significant hospitality sector with hotels clustered in Newham and Tower Hamlets and bars, restaurants and leisure centres throughout the district. Key employers in the District include the Local Authorities, NHS, Met Police, a number of retail sector employers including Asda, Morrisons, Sainsbury's, Tesco, Game and Next. The district has 569 employers signed up to Local Employment Partnerships, 85 of these are large/national employers.

Local Developments/Initiatives

East London City Strategy pathfinder. The District has three of the 5 Boroughs featured in the Pathfinder including Newham, Tower Hamlets, Hackney, Greenwich and Waltham Forest.
Canning Town Regeneration Project.
Crossrail.
Olympic Park and Athletes Village.
Royal Docks Silver Town Quays.
Stratford City, Docklands Light Railway Extension
Stratford International Station.

Private and Voluntary Sector Provision

New Deal Prime Contract (Newham/Tower Hamlets), Private Sector Led (Hackney), Employment Zones (District Wide), Learning and Skills Council Employability Skills Programme Basic Skills Provision (District Wide) Skills for Jobs, European Social Fund English for Speakers of Other Languages, Post New Deal Support and In Work Support (June 2008).

Local Service Outlets

9 offices based in Canning Town, City, Dalston, East Ham, Hackney, Hoxton, Plaistow, Poplar, and Stratford.

NORTH & NORTH EAST LONDON DISTRICT

North & North East London Jobcentre Plus District covers seven London Local Authorities of Haringey; Enfield; Barnet; Waltham Forest; Redbridge; Havering and Barking & Dagenham.

Population

The total population of the area is 1,711,500 with a working age population of 1,093,400. The District is culturally diverse with a large refugee population, particularly in Haringey. A significant number of customers within this group have no English language skills, and many are illiterate in their own language. Countries of origin include: Eastern Europe, Somalia and South Asia.

Principal Industries/Key Employers

North and East London has an historic association with manufacturing and distribution. However, the largest expanding service sectors in the past 5 years have been in the financial services sector with significant employment growth in retail, tourism and leisure, creative and cultural industries and new media technologies. With the exception of large national retail chains and companies and a large public sector (predominantly the Local Authorities and NHS), the local labour market is characterised by very high numbers of small to medium enterprises (under 200 employees) with the vast majority (nearly 75%) being micros (1-4 employees) and only less than 1% having more than 199 employees.

Local Developments/Initiatives

London 2012 Olympics.

The Barking Riverside development is one of the largest development sites in London, Graham Park development scheme, the regeneration of Cricklewood, Brent Cross and West Hendon is a £4 billion scheme with a vision to “create a new gateway for London and a vibrant urban area in Barnet”.

Jobcentre Plus works closely with the Local Authorities and other key stakeholders to move forward projects supporting the Local Area Agreements. They have proactive relationships with the Learning Skills Council, Connexions, Business Link, Chambers of Commerce, employers, Learn Direct, Prince’s Trust, IAG, local/national voluntary organisations (including Citizens Advice Bureau), Probation Service and many others.

Local Employment Partnership agreements have been signed with over 2,360 employers which include Tesco, Marks & Spencer, Asda, Sainsbury’s, Toys “R” US, TK Maxx, Next, Argos, Currys and First Choice.

Private and Voluntary Sector Provision

Provisions available to customers in North and North East London include:-

Employment zone, Prince’s Trust - Team programme, Advice & Guidance, Women into the Construction Industry and Childminding Business Start up training.

Local Service Outlets

Barking, Dagenham, Romford, Hornchurch, Leytonstone, Redbridge, Enfield, Wood Green, Tottenham, Edmonton, Palmers Green, Hendon, Edgware, Walthamstow, Barnet and Finchley.

SOUTH LONDON DISTRICT

South London District is the largest district, geographically, in London and covers 9 Local Authorities.

Population

South London has a population of over 2 million of which 65% are working age. 1,081,300 are regarded as being economically active, of which 1,017,600 are in employment. As of August 2008 South London had 77,830 Income Support recipients, of which 34,900 were lone parents.

Principal Industries/Key Employers

The largest sectors of employment within this District are Elementary Administration & Service Occupations, Sales and Caring Services.

Croydon is one of the largest office and retail centres in the South East outside Central London and has attracted a number of domestic and international companies. Kingston has now become our largest source of job vacancies in the South London District. The area includes one of a number of premier shopping centres in the South East area. Richmond is a diverse economy, with over two thirds of businesses sole traders or independents and large multi-nationals. Richmond has many elements of a 'seaside economy'. Vacancies within care work are fast becoming an area of expansion. Sutton has successfully attracted a number of domestic and international companies. Bromley is another large retail centre with significant business involvement in the travel industry and call centres. Lewisham, Greenwich and Bexley all have pockets of real deprivation and areas of prosperity. The development of the O2 Centre at the Greenwich peninsular and cross-rail will be central to these London boroughs.

Local Developments/Initiatives

Throughout the district there are various projects, these include:

the regeneration of Croydon Gateway, New Addington, Tolworth Broadway, Sutton Town Centre, Kingston Town Centre, Merton Town Centres, Erith Town Centre, Thames Gateway, Woolwich and Greenwich Peninsular.

There are plans for East London Line Extension, Tramlink Extension, Cross Rail, South Thames Trains and various Health Care Projects.

There will also be benefits from the 2012 Olympic Project.

Private and Voluntary Sector Provision

South London is a Provider led Pathways to Work District – this programme is delivered by Reed in Partnership.

Local Service Outlets

There are 15 Jobcentre Plus delivery sites in South London; Bromley, Orpington (due to close 31.03.09), Croydon, Purley, Thornton Heath, Sutton, Mitcham, Kingston, Twickenham, Eltham, Deptford, Forest Hill, Woolwich, Lewisham & Bexleyheath

WEST LONDON DISTRICT

The Jobcentre Plus district of West London covers the six local authority areas of Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon and Hounslow.

Population

Total population for the District is 1,433,700 (2007 figures). The District has a diverse population with Black and Minority Ethnic groups making up 71 per cent of the population in Brent, 55 per cent in Ealing and Harrow, 44 per cent in Hounslow, 42 per cent in Hammersmith and Fulham, and 28 per cent in Hillingdon. The employment rate for the District is 74.1 per cent ranging from 71.7 per cent in Hammersmith and Fulham to 76.3 per cent in Harrow.

Principal Industries/Key Employers

West London has a diverse economic base, with over 87,000 businesses, with two-thirds of the workforce employed in small and medium enterprises. It has a large scale service sector; major employers include Heathrow Airport, and services associated with the airport. This includes British Airports Authority, over 90 major airlines, numerous hotels, and hotel chains such as Travelodge, Hilton, and Arora International Group, and independents, and airport support services such as airline catering. There are large scale warehouse developments in and around the airport. There are major retail outlets in Westfields and Brent Cross; Westfields, located in White City/Shepherds Bush, is the largest city centre retail outlet in Europe, with over 260 stores, including a number which are exclusive to Westfields, and employing some 7,000 staff. West London has 10 of the UK's most prestigious business parks, including Park Royal, which is the largest in Europe. There are large scale food and drink manufacturers, including Hazelwood Foods in Willesden, McVitie's Biscuits in Harlesden and Noon Products in Southall. There are many international companies based in West London, including CISCO Communications, British Airways, GlaxoSmithKline, Sky Discovery Channel and the BBC.

Local Developments/Initiatives

City Strategy for West London.

Private and Voluntary Sector Provision

Private Sector led New Deal (in Hammersmith & Fulham borough). Pathways to Work led by Reed in partnership. Numerous voluntary and private training organisations located within West London District. At least 200 organisations currently working with Jobcentre Plus to provide assistance to customers within the West London District.

Local Service Outlets

16 Jobcentres located in West London - Acton, Ealing, Southall, Harlesden, Kilburn, Wembley, Willesden, Fulham, Hammersmith, Shepherds Bush, Harrow Kings House, Harrow Station Road, Hounslow, Heathrow, Hayes and Uxbridge.

ANNEX 8. ADDITIONAL INFORMATION

8.1. Further background information can be found in the following:

- A Fair Deal for Staff Pensions (2002) and (2004);
http://www.hm-treasury.gov.uk/d/pensions_bta_guidance_290604.pdf
- The Best Value Authorities Staff Transfers (Pensions) Direction 2007;
<http://www.communities.gov.uk/publications/localgovernment/authorities-staff-transfers>.
- The Cabinet Office Code of Practice on Workforce Matters in Local Authority Service Contracts (2003);
http://archive.cabinetoffice.gov.uk/opsr/workforce_reform/code_of_practice/index.asp
- The 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
- The Cabinet Office Code of Practice on Workforce Matters in Public Sector Service Contracts (2005);
<http://archive.cabinetoffice.gov.uk/opsr/documents/pdf/copwm.pdf>
- City Strategy information;
http://www.dwp.gov.uk/welfare-reform/cities_strategy.asp
- Common Inspection Framework:
<http://www.ofsted.gov.uk/publications/2434>
- Data Protection Act 1998, Chapter 29;
http://www.opsi.gov.uk/acts/acts1998/ukpga_19980029_en_1
- The Disability Discrimination Act 2005, Chapter 13;
http://www.opsi.gov.uk/Acts/acts2005/ukpga_20050013_en_1
- Disability Equality Duty (DED);
<http://www.dotheduty.org/>
- DIUS (2006) Prosperity for all in the global economy: world class skills;
http://www.hm-treasury.gov.uk/d/leitch_finalreport051206.pdf
- DIUS (2007) World Class Skills: Implementing the Leitch Review of Skills, Cm 7181;
http://www.hm-treasury.gov.uk/d/leitch_finalreport051206.pdf

- DIUS & DWP (2007) Opportunity, Employment and Progression: making skills work, Cm 7288;
<http://www.official-documents.gov.uk/document/cm72/7288/7288.asp>
- Drugs: protecting families and communities: The 2008 drug strategy;
<http://drugs.homeoffice.gov.uk/publication-search/drug-strategy/drug-strategy-2008?view=Binary>
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<http://www.dwp.gov.uk/publications/dwp/2008/com-strategy/cs-rep-08.pdf>
- DWP Information Directorate Statistical Tab Tool;
<http://www.dwp.gov.uk/asd/tabtool.asp>
- DWP (2007) In work, better off: Next steps to full employment;
www.dwp.gov.uk/welfarereform/in-work-better-off
- DWP (2007) Ready for work: full employment in our generation;
<http://dwp.gov.uk/welfarereform/readyforwork/>
- DWP (2008) no one written off: reforming welfare to reward responsibility;
<http://www.dwp.gov.uk/welfarereform/noonewrittenoff/noonewrittenoff-complete.pdf>
- DWP (2008) Raising expectations and increasing support - reforming welfare for the future;
<http://www.dwp.gov.uk/welfarereform/raisingexpectations/fullversion.pdf>
- DWP Quality Framework;
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>
- Employer Helpdesk: 01256 846414;
Email: employerhelpdesk@cabinet-office.x.gsi.gov.uk
- Information on Civil Service Pensions;
<http://www.civilservice-pensions.gov.uk/>
- Jobseekers Act 1995, Chapter 18;
http://www.opsi.gov.uk/ACTS/acts1995/ukpga_19950018_en_1
- The Jobseeker's Allowance Regulations 1996;
http://www.dwp.gov.uk/advisers/docs/lawvols/bluevol/pdf/a11_4001.pdf

- Local Government Pension Scheme (Amendment etc.) Regulations 1999;
<http://timeline.lge.gov.uk/Amended/SI/19993438.htm>
- NOMIS Official Labour Market Statistics;
<https://www.nomis.co.uk>
- Pensions Act 2004;
http://www.opsi.gov.uk/Acts/acts2004/ukpga_20040035_en_1
- Scottish Executive (2006) Workforce Plus: An Employability Framework for Scotland;
<http://www.scotland.gov.uk/Publications/2006/06/12094904/0>
- Scottish Government (2007) Skills for Scotland: A Lifelong Skills Strategy;
<http://www.scotland.gov.uk/Publications/2007/09/06091114/0>
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http://www.civilservice.gov.uk/Assets/stafftransfers2_tcm6-2428.pdf
- Staff Transfers in the Public Sector Statement of Practice, Annex A;
http://www.hm-treasury.gov.uk/d/staff_transfers_145.pdf
- Supporting our customers throughout their journey back to work;
http://www.dwp.gov.uk/supplyingdwp/what_we_buy/cust_journey_creative.pdf
- Transfer of Employment (Pension Protection) Regulations 2005;
<http://www.opsi.gov.uk/si/si2005/20050649.htm>
- The Transfer of Undertakings (Protection of Employment) Regulations 2006;
<http://www.opsi.gov.uk/si/si2006/20060246.htm>

ANNEX 9. GLOSSARY OF TERMS

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.
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	Ofsted in England uses a 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.
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.
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.
Employment and Support Allowance (ESA)	ESA 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.
European Social Fund (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, The Department for Business, Enterprise and Regulatory Reform and other Government Departments to identify initiatives that are aligned to the objectives of ESF and could be expanded and enhanced with European funding.
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. In Wales and Scotland, the Welsh Assembly Government and Scottish Government perform the functions of the Government Offices.

HMle	Her Majesty’s Inspectorate of Education in Scotland inspects and reports on the quality of education in pre-school centres, primary schools, secondary schools, special schools, community learning and development services, colleges, and residential educational provision. They also inspect the education functions of local authorities and carry out joint inspections of services for children.
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.
Jobseeker’s Allowance (JSA)	JSA – an 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.
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.
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.
Multi-Area Agreement (MAA)	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.
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.
Ofsted	Office for Standards of Education (in England) 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.
PQQ	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.
Procurement	The process of purchasing goods and/or services, from identification on need to payment.

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 are 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)
SME	Small and medium sized enterprises – any business employing under 250 staff.
Sub-Regional Partnership	A strategic body, directing, influencing and co-ordinating a range of economic development and regeneration activities made up of City Strategy Partnerships, Multi Area Agreements and City regions.
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.
Work-benefit history	A customer's employment history and/or benefit claiming history.