



Invest to Save Pathfinders

(Invest to Save (ItS) is a working title for these pathfinders and may therefore be subject to change during the competition)

Provision Specification and Supporting Information

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1. EXECUTIVE SUMMARY

- 1.1. This document outlines the service required by the Department for Work and Pensions (DWP) for suppliers to deliver in the Invest to Save Pathfinders, as part of the Government's Welfare Reforms programme. It also provides indicative budgets and customer volumes, an example of the likely funding model, and information about performance and contract management arrangements.
- 1.2. This information is provided to help prospective suppliers decide whether to compete in the first stage of this competition (Pre-Qualification Questionnaire – PQQ). A more detailed specification (Descriptive Document) will be made available to those suppliers who are successful at the PQQ stage and invited to the next stage of this competition.
- 1.3. Details about bidder events, along with our questions and answer process, can be found in the Instructions to Bidders (part of the PQQ pack) available on the ['Supplying DWP' website](#).

Introduction

- 1.4. A proposal to take forward pathfinders to test the model was announced in the Green Paper of July 2008, with the intention to implement the pathfinders confirmed in the December 2008 [White Paper](#). 'Raising expectations and increasing support: reforming welfare for the future'. It is these pathfinders that suppliers are being asked to bid for and that is detailed in this pack.
- 1.5. The proposal to implement 'Invest to Save' contracts in the welfare-to-work policy area has its origins in an independent report to the Government on welfare to work, which was published in March 2007¹. This report set out a range of specific recommendations on welfare reform, one of which was to tackle long-term benefit dependency through increasing use of public, private and third sector contractors to deliver support, which would be funded out of the benefit savings achieved by helping customers return to employment.

The DWP Commissioning Strategy

- 1.6. The DWP Commissioning Strategy sets out principles which should be applied to the commissioning of all DWP provision. The Commercial Strategy for Invest to Save 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.
- 1.7. Suppliers should experience a seamless cycle from commissioning strategy to commercial strategy to procurement strategy to performance management arrangements. We will work with suppliers to draw out the implications of implementation of the strategy for the management of Invest to Save contracts and market development. This will include a review of performance management arrangements.

¹ Reducing dependency, increasing opportunity: options for the future of welfare to work, David Freud, March 2007

- 1.8. The customer experience is also at the heart of the commissioning strategy. We expect to implement the capability framework in the course of these contracts, and accordingly adjust the inspection, management and intervention regime.

Procurement Approach

- 1.9. DWP will use the Competitive Dialogue procedure to procure these services.
- 1.10. This will involve an initial Pre-Qualification Questionnaire (PQQ) stage to establish that bidders meet the minimum standards as outlined in the Instructions to Bidders, and identify a 'long-list'.
- 1.11. The second stage will be an Invitation to Participate in Dialogue (ITPD) for those bidders successful following the PQQ stage.
- 1.12. During the Dialogue selected bidders will be required to participate in an interactive and iterative process with DWP, through joint workshops, face to face meetings and telekits in order to explore, develop and refine written delivery proposals and the funding structure for the provision.
- 1.13. DWP will at all times respect bidders' commercial confidence and intellectual property rights throughout the dialogue process. However, in order to facilitate the dialogue and refine the legal, financial and technical make-up of the project, we may at certain stages in the dialogue process seek bidders' permission to use aspects of their proposals in the descriptive document(s) developed by DWP.
- 1.14. The Invest to Save provision will be delivered by a Single Lead entity (Prime Contractor) in each contract package area. We expect all prime contractors to ensure that sub-contractors, whether in the private, public or third sector are treated fairly and in line with the Code of Conduct, contained within the DWP Commissioning Strategy.
- 1.15. We expect all prime contractors to develop effective delivery arrangements that ensure they have the capability to meet a wide range of needs from a diverse customer group. The supplier capabilities laid out in the [DWP Commissioning Strategy](#) will need to be demonstrated at both bid stage and during live running.
- 1.16. The stages of the procurement will be supported by a number of supplier briefing events. More information about these and the bidding process can be found in the Instructions to Bidders section available on the '[Supplying DWP](#)' website.

Localisation and Devolution

- 1.17. In the White Paper, 'Raising expectations and increasing support: reforming welfare for the future'², DWP committed to devolve more decision making to local communities, drawing on their understanding of local labour markets and opportunities to provide enhanced support for people returning to work.
- 1.18. We set out 3 levels of devolution to local communities within DWP commissioning. These levels, outlined in **Annex 8**, represent greater flexibility and influence by Sub-Regional Partnerships over DWP provision to tailor services to meet local needs. DWP will engage with sub-regional partners within the pathfinder areas as an integral part of the commissioning process for Invest to Save.

² DWP Raising expectations and increasing support: reforming welfare for the future – <http://www.dwp.gov.uk/docs/fullversion.pdf>

- 1.19. It is not expected that Level 3 will be a factor in the commissioning of Invest to Save.
- 1.20. Sub regional partnerships will aim to identify and possibly procure local services which complement and support Invest to Save provision. Sub Regional Partnerships in Glasgow, Manchester and West Midlands are currently engaged with DWP to develop the programme specification and to define the services which they may wish to align with Invest to Save (subject to service availability in 2011 -14) . In some areas these aligned services may include for example dedicated referral routes, complimentary provision and/or opportunities to co-locate. Further information on the type of services specific to each area will be provided during the dialogue phase. Sub Regional Partnerships will be in attendance at the PQQ bidder events where you will have the opportunity to network with them.
- 1.21. The London Development Agency (covering Lambeth Southwark and Wandsworth in the Invest to Save pathfinder areas) has also expressed an interest in working with DWP and potential suppliers to identify and possibly procure local services which complement Invest to Save provision. Again, further information on the type of services will be provided during the dialogue phase
- 1.22. Similarly, Norfolk County Strategic Partnership have expressed an interest that they would wish to work with DWP and potential suppliers via the County Employment & Skills Board.

Competitive Dialogue and Localisation

- 1.23. There are Sub-Regional Partnerships (SRP) in Glasgow, Manchester and West Midlands and it is for the SRP to decide who represents the partnership (which includes Jobcentre Plus). The Jobcentre Plus District Manager of each of the Districts will also provide local input.
- 1.24. Where no SRP exists, such as in Norfolk and Lambeth, Southwark and Wandsworth the Jobcentre Plus District Managers will provide the local input.
- 1.25. We expect the following levels of involvement with the SRP during the Invest to Save procurement exercise:
 - Specification Development: consultation will take place regarding specification design and local input;
 - Pre-Qualification Questionnaire (PQQ): SRPs will be invited to the PQQ bidder events. However, they will have no involvement in the PQQ assessment, as this is a fairly generic process about the capability and capacity (including financial) of the bidding organisation and not about delivery of the programme;
 - Initial Conference: SRP will be invited to the initial conference to launch the Competitive Dialogue (CD);
 - Outline Solution: SRPs will have involvement in the dialogues that take place between bidders and DWP which will take place in each locality prior to submission of outline solutions;

- Local Fit: SRPs will be invited to comment on the “local fit” of Invest to Save provision with local services;
- Bid Evaluation: SRPs will be invited to comment on the local fit of submissions;
- Post Tender Discussions: SRPs may be invited to participate in Post Tender Discussions;
- Post-Contract Award Briefings (PCAB) and Walkthroughs: SRPs may be invited to attend and participate in PCAB and Walkthroughs. At this stage, where there is an SRP in place, it is appropriate for both Jobcentre Plus and SRP to be involved.

The Invest to Save approach

- 1.26. The Invest to Save approach is a unique proposal which aims to tackle long-term benefit dependency through increasing use of private / public and voluntary sector contractors to deliver support, which would be funded out of benefit savings achieved by helping customers return to, and stay in, employment.
- 1.27. Key policy issues which have helped shape the proposal are:
- That we tackle the large pool of existing customers who have been on benefit for a long time, to break the cycle of benefit dependency;
 - That we consider alternative funding arrangements which looks at the overall costs to Government of these benefit customers and seeks to cut across existing Departmental and Treasury funding divisions;
 - That we incentivise suppliers to achieve more sustained job outcomes rather than focusing on short-term job outcomes to help break the cycle of benefit dependency; and
 - That this is a significant change to previous funding models that needs to be tested through the use of “pathfinders” so that lessons can be learned, before any consideration of national implementation.
- 1.28. More detail on the new model can be found at **Annex 2** of this document.

Gregg Conditionality Model

- 1.29. In December 2008 Professor Paul Gregg delivered his independent report on conditionality and support ‘[Realising potential: A vision for personalised conditionality and support](#)’ to the Department for Work and Pensions.
- 1.30. This report sets out Professor Gregg’s vision for a single personalised conditionality and support regime, where virtually everyone claiming benefits and not in work should be looking for or engaging in activity to help them move towards employment. In summary these include:
- Personalised support for all customers;
 - Regular Work Focused Interviews;
 - Action plans for all customers; and
 - Escalating sanctions regime.

Implementation

- 1.31. Invest to Save will be introduced within 5 pathfinder regions commencing March 2011, to test elements of the future vision for the delivery of employment support to ESA customers who have moved from incapacity benefits as part of the migration process.

Contract Size and duration

- 1.32. The Invest to Save contract package areas are:
- North West (Greater Manchester Central, Greater Manchester East and West Jobcentre Plus Districts)
 - Scotland (Glasgow Jobcentre Plus District)
 - West Midlands (Birmingham & Solihull, Black Country, Coventry & Warwickshire Jobcentre Plus Districts)
 - East of England (Norfolk Jobcentre Plus District)
 - London (Lambeth, Southwark and Wandsworth Jobcentre Plus District)
- 1.33. It is anticipated that contract durations will be for a period of 4 years. More information about these contract packages can be found in **Annex 4 (table's 1, 2 and 2a)** of this document.

Budget and funding model

- 1.34. The Invest to Save funding mechanism, including longer job sustainment payments of up to 18 months, will be funded solely from benefit savings achieved. There will be no upfront payment or service fee. Contract payments will therefore be entirely dependant upon Job Outcomes achieved and as such will be uncapped, i.e. the more sustained job entries suppliers achieve, the more money they will earn.

Customer Choice

- 1.35. Whilst there will be no customer choice at Prime contractor level, primes may be able to offer customers an element of choice between sub-contractors within their contract package. This approach will provide customer choice and diversity of provision, as suppliers will be asked to demonstrate how they would meet individual customer needs through using specialist sub-contractors or Special Purpose Vehicle (SPV)/consortium partners.

Transfer of Undertakings (Protection of Employment) – TUPE

- 1.36. Invest to Save is provision that, for the most part, does not currently exist, and therefore job roles that are performed will be additional to existing arrangements. However, in parts of the proposed North West contract package area there are some pilot contracts currently in existence delivering similar types of provisions which *may* give rise to TUPE actions. As such, with the possible exception of the proposed North West contract package area, we do not anticipate that there will be widespread TUPE, Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) applications.
- 1.37. Potentially if TUPE applies there may be a transfer of employees from existing service providers to the new suppliers. **Annex 5** provides further background

information relating to these requirements and the successful bidder's responsibilities

Flexibility within the contracts

- 1.38. In addition to the service requirements within this specification, DWP may make available further opportunities during the life of the contract, for instance, extension of provision to other customer groups, changes in delivery model to reflect good practice or changing Ministerial and policy requirements. These could involve substantial change in the numbers and types of customers to be supported. Such opportunities will be subject to discussion and agreement at the appropriate time.
- 1.39. SRPs and/or other funding bodies such as the London Development Agency may wish to procure complementary provision during the life of the contracts. Suppliers need to demonstrate a willingness to work with SRPs and funding bodies to ensure 'local fit' of any such provision is maximised.

2. THE SERVICE REQUIREMENT

- 2.1. This section describes the minimum requirements for contracted Invest to Save provision in the pathfinder areas.
- 2.2. Invest to Save is a mandatory employment provision designed to increase a customer's chance of entering sustained employment. The customer group will mainly be existing, long-term (2 years plus), Incapacity benefits (Incapacity Benefit and Income Support) customers that have migrated on to Employment Support Allowance (ESA), completed the Work Capability Assessment (WCA) and are placed in the Work Related Activity Group (WRAG).
- 2.3. Customers in the ESA Support Group may also access this provision on a voluntary basis, provided they are not participating in Pathways to Work, although volumes are expected to be low. Customers in the support group will have been assessed as having a condition so severe that they could not reasonably be expected to undertake work related activity.
- 2.4. Customers will be identified for referral to Invest to Save provision during their Initial Work Focused Interview undertaken by Jobcentre Plus after migrating from Incapacity benefits on to ESA and being placed in the WRAG. The intention is to refer Customers to commence Invest to Save via the Provider Referrals and Payment System (PRaP).
- 2.5. Invest to Save contracts will be awarded for a period of 4 years. During this time customers will enter the programme on migration to ESA on a rolling basis over the period of the first 30 months. The maximum length of time a customer would be required to work with a supplier on a mandatory basis will be 24 months (this is a fixed period which starts from the date the customers joins the programme), with this progressively decreasing down to 18 months for customers starting in months 24-30.
- 2.6. Customers who reach the end of their provider engagement period without securing employment will have their position reviewed at that time with the opportunity to access further employment provision on a voluntary basis.
- 2.7. Invest to Save will allow suppliers the flexibility to deliver a more personalised and responsive service tailored to the individual employment and skills needs of long-term inactive customers. With this additional flexibility, suppliers will be expected to deliver a significant increase in the quality of support and the numbers of long-term inactive customers entering and sustaining employment.

Service requirement overview

- 2.8. Suppliers are required to provide individually tailored support for each customer. We are looking for suppliers to deliver an innovative and flexible service to customers. We want suppliers to determine the best method of delivery, with a focus on flexible use of Gregg conditionality rather than extensive mandatory provision for all customers. We would still agree with the suppliers a standard minimum and maximum amount of contact but allow flexibility within these parameters. However, in line with the Gregg conditionality model, we expect suppliers to ensure customers in the work-related activity group:

- Actively engage with their adviser on an ongoing basis;
- Agree an Action Plan comprising work related activities they think will improve prospects of moving into work;
- Undertake these agreed activities as part of their own journey towards employment; and
- Follow directions from advisers where these are strictly necessary, underpinned by ultimate recourse to sanctions for those failing to engage with support without good cause.

Potential Work Related Activities could include (this list is not exhaustive):

Address their own or their wider family situation	<ul style="list-style-type: none"> ~ Assessing childcare options. ~ Parenting or family learning courses. ~ Starting to use Children’s Centre services. ~ Stabilising housing situation. ~ Seeking debt advice.
Manage their health for work	<ul style="list-style-type: none"> ~ Condition Management programme. ~ Drug and alcohol rehabilitation. ~ Therapy or physiotherapy for a common health condition.
Improve their readiness for work	<ul style="list-style-type: none"> ~ Undertaking a Skills Health Check. ~ Undertaking a Basic Skills programme. ~ Short motivational and confidence building courses. ~ Attending work-related training programme. ~ Participating in literacy and numeracy courses. ~ Participating in English language training.
Looking for Work	<ul style="list-style-type: none"> ~ Working with Incapacity benefits/ESA or provider advisers to consider jobseeking ideas. ~ Developing or reviewing a CV. ~ Independent and/or provider assisted job search. ~ Becoming aware of job opportunities in the local area. ~ Applying for jobs. ~ Attending job interviews.
Preparing for full-time employment	<ul style="list-style-type: none"> ~ Participating in a Work Trial. ~ Undertaking voluntary work. ~ Preparing for self-employment. ~ Undertaking part-time work.

2.9. 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.

2.10. 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.

Eligibility and target group

- 2.11. It is anticipated that customers to be supported by suppliers in the Invest to Save pathfinders will be existing Incapacity benefits customers, once they have been migrated to ESA, completed the WCA and joined the Work Related Activity Group (WRAG). Individuals who will reach State Pension Age during the migration period will not be migrated to ESA, and therefore will not form part of the Invest to Save customer group. 'Existing Incapacity benefits customers' include those on Incapacity Benefit, on Income Support on the grounds of disability or ill health, those on Severe Disablement Allowance and also ex Invalidity Benefit (IVB) customers. All customers, by this point, are likely to have been on benefit for 2 years or longer.
- 2.12. More specifically once on ESA, it is intended that:
- Mandatory participation will apply to migrated customers who have been in receipt of benefit for 2 years or more and are in the Work Related Activity Group
 - Voluntary participation will be offered to all customers who have been on benefit for 2 years or more and are in the Support Group (and not participating in Pathways to Work)

A simple outline of the anticipated customer journey is shown at **Annex 2 (Fig.1)**.

Sanctions

- 2.13. Although there will be a focus on flexible use of Gregg conditionality rather than extensive mandatory provision for all customers, the increased conditionality within Invest to Save will be underpinned by a new system of escalating sanctions for those failing to engage with support without good cause. The 5 stage model consists of:
- Formal written warning
 - Short financial sanction
 - Longer and larger financial sanction
 - Review of customer's circumstances and reasons for non-compliance
 - Indefinite sanction down to hardship level until the customer fully engages
- 2.14. Jobcentre Plus will make sanction decisions based on the supplier's information and will be responsible for communicating directly with customers as well as any resulting payment actions.

Travel, Childcare, Financial Assistance and Equipment

- 2.15. Suppliers will be responsible for providing and up-front funding (or making use of pre-existing free provision) all the support that customers need to move towards employment and to undertake the activities within their action plan. Suppliers' reimbursement will be through revenue earned on placements. This will be discussed further and developed during Competitive Dialogue.

- 2.16. In some circumstances suppliers may need to coordinate childcare arrangements with Jobcentre Plus. In all instances childcare must be provided by a registered childminder or nursery.

Provider Referral and Payment (PRaP)

- 2.17. In October 2009, DWP introduced and began using an automated Provider Referrals and Payments (PRaP) system which replaced the clerical processes for new Contracted Employment Provision. The PRaP system delivers a quicker, more secure and accurate service for customers and suppliers.
- 2.18. It is envisaged that Invest to Save suppliers will use PRaP for the payment process and to exchange management information with Jobcentre Plus.
Following the Dialogue phase if the resulting funding model is not compatible with PRaP a stand alone system to make payments to Suppliers will be implemented.
- 2.19. Suppliers will use a standard web browser (Internet Explorer) to access PRaP following user authentication via the Government Gateway. Suppliers will be able to download referral information such as contract details and other relevant customer data.
- 2.20. Suppliers will need to record certain actions within PRaP e.g. start dates, leaver dates and outcomes. PRaP will automate payments of outcomes in accordance with the Contract (subject to compatibility of the agreed funding model).
- 2.21. Direct access to PRaP will be limited to prime suppliers and, as suppliers will have access to personal customer data, they will need to comply with the DWP Security policies and the Data Protection Act for onward transfer of this data through their own systems.
- 2.22. DWP Minimum Security Standards can be found at **Annex 9**. These are not new but DWP will need assurance that suppliers are compliant with them before they will be given access to PRaP. This will be done via a Security Plan which short listed suppliers will be asked to submit at the Final Tender Stage of the Competitive Dialogue. The standards will be included in the contract Terms & Conditions and suppliers should make them available to their planning and IT departments.

3. QUALITY, CONTRACT MANAGEMENT AND PERFORMANCE

- 3.1. This section provides Suppliers with the information required to meet contractual arrangements.
- 3.2. DWP is committed to raising standards of provision so continuous improvement is an integral part of its contracting arrangements.

Quality

- 3.3. Suppliers are required to apply the principals set out in the DWP Quality Framework³ 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 order to deliver an excellent customer experience.
- 3.5. For suppliers to offer the most effective support possible to Invest to Save customers a number of key features need to be integral to its delivery. We would therefore expect suppliers to:
 - Focus strongly on sustained outcome performance;
 - Deliver quality support;
 - Provide minimum standards of support for all;
 - Build strong links with local employers, key partner organisations, and sub-regional partnerships (where appropriate);
 - Support DWP Diversity and Equality policy; adhere to the Disability Equality Duty, Race Equality Duty and the Gender Equality Duty.
- 3.6. Rigorous self-assessment and effective action planning is a key aspect of effective management systems. Suppliers will be required to evaluate their provision against the requirements in the Ofsted Common Inspection Framework⁴ (in England) or HMIE (in Scotland) and submit an annual report that feeds into the DWP 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.

Contract Management

- 3.7. The Invest to Save 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.
- 3.8. Suppliers will also be responsible for ensuring that sub-contractors meet all performance, quality, equality and legislative standards.
- 3.9. Suppliers will be monitored on a pre-agreed range of quality measures which will be detailed during the next stage of the competition.

³ DWP Quality Framework: [DWP Quality Framework](#)

⁴ Common Inspection Framework: [Ofsted home / Ofsted - Ofsted](#)

Contracted Employment Programme (CEP) Provider Assurance Team

- 3.10. The primary purpose of the CEP Provider Assurance Team is to provide the DWP Employment Group (EG) Delivery Director with an assurance that:
- Payments made to DWP Contracted Employment Programme Providers are in accordance with DWP and HMT requirements;
 - Public funds and DWP data are protected;
 - Value for money has been obtained.
- 3.11. This is achieved through the operation of a national standard risk based approach to Provider Assurance work.
- 3.12. The Provider Assurance Team will operate at a national level enabling them to present CEP providers operating across regions with a single view of the effectiveness of their systems – each provider will have a nominated Senior Provider Assurance Manager and therefore a single point of contact within DWP for management of assurance related issues/concerns.
- 3.13. The work of the Provider Assurance Team is delivered primarily by visiting providers to review the systems of internal control in place to manage the risks to DWP in relation to CEP expenditure. This will include the arrangements they have in place for their sub-contractors.
- 3.14. At the conclusion of their visit the Provider Assurance Team will discuss their findings with the provider and subsequently produce a report which will include an assurance rating for the overall system and an action plan detailing areas where control could be improved if necessary.
- 3.15. Senior Assurance Managers will feedback to contract managers, Supplier Relationship Managers and other key stakeholders any relevant issues.
- 3.16. As part of their requirements, Suppliers will arrange, where necessary, access to any of their delivery locations, including those operated by sub-contractors. More details will be included in the DWP Provider Guidance.

Performance

- 3.17. DWP is committed to raising standards of provision so continuous improvement is an integral part of its contracting arrangements. Suppliers will be measured on achievement of job outcome and job sustainment targets and on offering quality support to customers. For Invest to Save contracts, a Job Outcome will be defined as where the customer starts a job of 16 hours per week or more within 6 weeks of leaving the provision, and where the customer remains in work for at least 4 consecutive weeks. The frequency of payment for each eligible outcome will be developed and agreed with the Supplier during Competitive Dialogue.
- 3.18. Suppliers will be required to give feedback to the DWP on performance. The Management Information that the Department requires from suppliers will be included in more detail in the Provider guidance. This may include arrangements for collection of data and the timetables for returns. Where the Department requires additional information, suppliers must complete and return such requests within the agreed time limits.

Ofsted, Estyn and HMIE inspections

- 3.19. Suppliers of Government funded training or education, are covered by the Learning and Skills Act 2000 and are subject to inspection by Ofsted in England, HMIE in Scotland and Estyn in Wales (Estyn will not be applicable to ItS as Wales is not a Pathfinder Region).
- 3.20. External inspection gives an independent, public account of the quality of provision and keeps the funding body and Secretary of State for Work and Pensions informed of the standards and efficiency of DWP contracted employment provision.
- 3.21. The primary focus of inspection is the experience and expectations of customers on provision, through the evaluation of standards and achievements, quality of training and learning, effectiveness with which provision is managed, quality assured and improved, how efficiently resources are used to ensure value for money and the extent to which provision is educationally and socially inclusive and promotes equality of access to education and training.

Evaluation

- 3.22. 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 DWP. This may include details of participants' age, gender, ethnicity, disability, participation rates, progress and achievements. Customers and staff may also be asked to take part in interviews to inform the evaluation.

Equality of Opportunity

- 3.23. In the specification, Prime Suppliers will be advised that they must take steps during the lifetime of the contract to ensure that they remain compliant with current and future changes in the law.
- 3.24. Suppliers are responsible for ensuring they comply with all Equal Opportunities legislation. The more recent legislation includes the Equality Act 2006, Race Relations (Amendment) Act 2000, the Employment & Equality (Age) Regulations 2006, Employment & Equality (Religion & Belief) Regulations 2006 and the Employment & Equality (Sexual Orientation) Regulations 2006.
- 3.25. Suppliers will also be expected to support DWP in meeting their obligations under the Disability Discrimination Act (DDA) and Human Rights Acts (HRA). This includes the new Disability Equality Duty (DED), which places a new obligation upon Public Authorities to promote equality of opportunity for disabled people.
- 3.26. Additionally, suppliers must also comply with the Race Equality Duty, which was introduced into legislation in the Race Relations (amendment) Act 2000 and the Gender Equality Duty.
- 3.27. Further information on the above can be obtained using the following link:
<http://www.equalityhumanrights.com/advice-and-guidance/>
- 3.28. Customers must be provided with an environment free from discrimination or harassment, which protects their dignity. Suppliers must ensure that provision makes a positive contribution to achieving the Government's equal opportunities

objectives. They must work with DWP and Jobcentre Plus to achieve outcomes set out in equal opportunities action plans, which will be developed by Jobcentre Plus locally.

- 3.29. These action plans should identify specific activities to improve equality of access and outcomes for customers on Jobcentre Plus provision. Suppliers must be aware of and deliver provision that takes account of equal opportunities issues in their local area and more generally, for example providing full access and support for disabled people, avoiding age, ethnicity and gender stereotyping, encouraging and facilitating access by people from all minority groups and tailoring provision to meet the needs of all customers.

Health and Safety

- 3.30. Suppliers must:
- Ensure appropriate precautionary measures are taken when customers could come into contact with vulnerable groups such as children or the elderly;
 - Ensure that all elements of provision are delivered in a safe environment and customers receive health and safety equipment, which is appropriate to the provision being delivered (these are statutory requirements for all employees and customers);
 - Ensure that all health and safety arrangements set out within the contracting process are monitored and reviewed as appropriate, both at the suppliers' and at any sub-contractors' premises;
 - Provide Jobcentre Plus with timely and accurate reports of any relevant accidents occurring to Jobcentre Plus customers.
- 3.31. The above requirements are in addition to Health and Safety legislation e.g. RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 1995) and the suppliers own accident and investigation arrangements.

<h1>Annexes</h1>

ANNEX 1. WELFARE REFORMS & INVEST TO SAVE

- 1.1. David Freud’s report “Reducing Dependency, Increasing opportunity” published March 2007 proposed using future benefit savings to reward suppliers for supporting customers back into work, based on an innovative financing agreement between DWP and HMT (Her Majesty’s Treasury). Paul Gregg’s independent report “Realising Potential: A vision for Personalised Conditionality and Support” published December 2008 proposed a supportive regime of personalised conditionality. These proposals were brought together in the White Paper; Raising expectations and increasing support: reforming welfare for the future, published December 2008 and formed the basis of the Commissioning Note “Invest to Save (AME-DEL) pathfinders” which set out DWP’s policy intent to provide support to existing customers on migration to ESA utilising Freud’s proposed financing agreement and Gregg’s approach to conditionality.
- 1.2. This proposal is to be implemented by contracting with public, private and voluntary sector suppliers and funded by an innovative ‘Invest to Save’ financing agreement between DWP and HMT. This approach will be tested within 5 pathfinder regions.
- 1.3. Although there remains a strong aspiration to work again among many existing Incapacity benefits customers, many within this group will not have had to consider work plans or had to attend Work Focused Interviews (WFIs) potentially for a considerable time. To ensure this model can be sensitively and effectively delivered, we therefore think it will be particularly important to:
 - Ensure that customers are made aware of the process they will need to engage in at the start of transferring from Incapacity benefits to ESA.
 - Ensure suppliers fully understand the flexibilities they have, for example, encourage customers to increase the activity they undertake over time.
 - Ensure a minimum level of contact and engagement across all groups so no-one is written off.
- 1.4. The Government has an aspiration of an 80 per cent employment rate and as part of this we are determined to end the cycle of repeated returns to long-term inactivity and benefits that some people experience. We are modernising the Incapacity benefits regime 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.
- 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.
- 1.6. Customers who will participate in the Invest to Save regime are Employment and Support Allowance recipients. Most of these will be customers that were in receipt of Incapacity benefits who have been migrated on to ESA.
- 1.7. More information about the process model can be found in **Annex 2, figure 1** of this document.

Skills

- 1.8. Customers will still be able to seek skills advice through the adult careers advice and guidance services and will be able to access training in line with Employment and Support Allowance requirements.
- 1.9. During participation on Invest to Save we would expect that suppliers will continue to identify and address any skills needs that customers have, building on any work already undertaken. We would expect suppliers to ensure delivery of these services is in a way that supports the Government's aim of a fully integrated approach to employment and skills.

European Social Fund (ESF)

- 1.10. Bidders should note that DWP does not envisage using Invest to Save provision as match funding to support our ESF co-financed programmes. Suppliers wishing to submit ESF direct bids to Government Office are however, advised to consult the ESF website for further information - <http://www.esf.gov.uk/>

ANNEX 2. EMPLOYMENT AND SUPPORT ALLOWANCE REGIME AND THE INVEST TO SAVE PROCESS**ESA****Assessment & Eligibility**

2.1 ESA customers migrated from Incapacity benefits (i.e. those customers whose claim period exceeds 2 years) will undergo a Work Capability Assessment (WCA). It is expected that all stages of the WCA will have been completed within 13 weeks of commencement of the migration process. A DWP decision maker will decide on the outcome of the claim based on advice received from the WCA and may decide that:

- The customer is assessed capable of work and is not eligible to claim ESA, in which case the customer could claim Jobseeker's Allowance (JSA); or
- The customer has limited capability for work, but the Department could reasonably require them to undertake some work related activity to move them closer to the labour market, in which case the customer would be placed in the Work Related Activity Group (WRAG); or
- The customer's condition is so severe that they could not reasonably be expected to undertake work-related activity, in which case they would be placed in the Support Group.

Initial Work Focused Interview

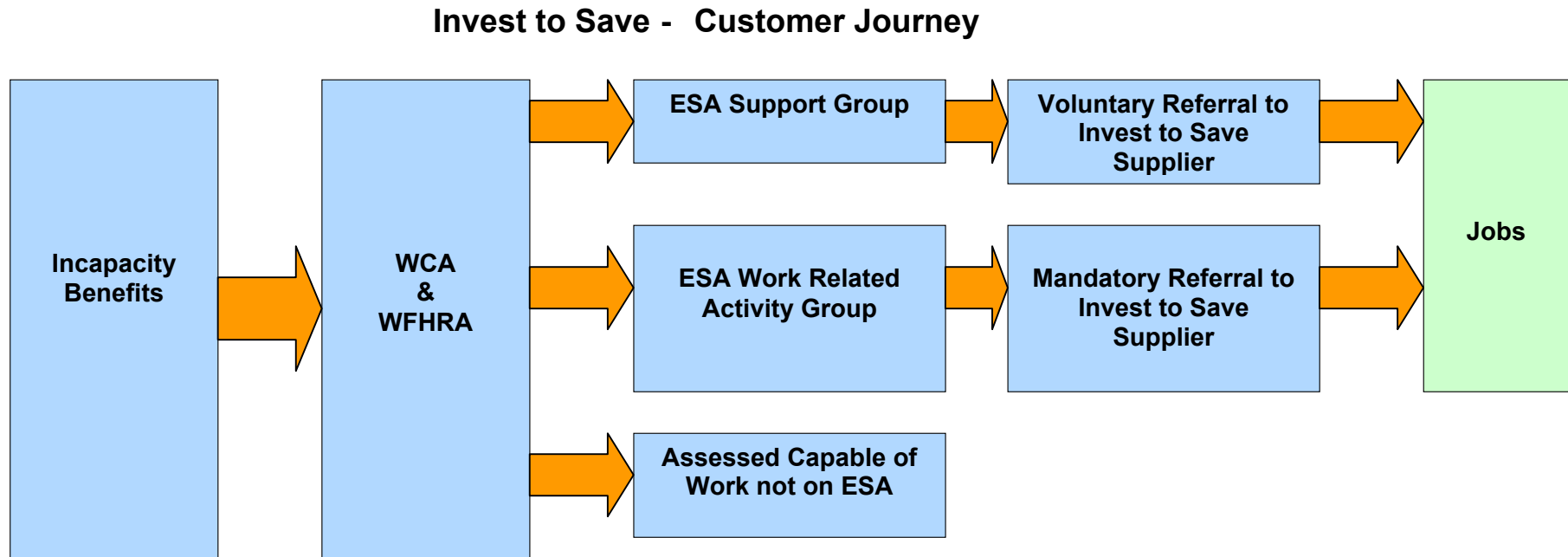
2.2 As soon as possible after migration to ESA, customers will be invited to an initial Work Focused Interview (WFI) at their local Jobcentre Plus office. The purpose of this face to face WFI is to help ESA customers who have Limited Capability for Work (LCW) move into work as quickly as possible by:

- Assisting the customer to understand the ESA regime
- Answering any questions the customer might have regarding their new benefit status
- Identifying the customer's views about work including training, educational and rehabilitation opportunities, that the customer may undertake that will make staying in or obtaining work more likely
- Also at this stage the adviser will inform the customer of the Invest to Save regime and how this will help them in moving into work
- The adviser will also make a referral to Invest to Save during this WFI

Subsequent Work Focused Interviews

2.3 After the initial WFI, that will have been undertaken at the customer's local Jobcentre Plus office, subsequent WFIs in the Invest to Save pathfinder districts will be conducted by the Supplier. Suppliers will be required to deliver a minimum number of WFIs to every customer, which will be decided through the Competitive Dialogue process.

Figure 1: Employment and Support Allowance (ESA) and the Invest to Save Customer



WCA – Work Capability Assessment

WFHRA – Work Focused Health Related Assessment

ANNEX 3. FUNDING OVERVIEW

3.1. The funding model will be explored and agreed via dialogue with bidders. This may result in 5 different funding models being proposed but may equally lead to DWP defining one or more standard funding models through discussions and decisions made as a result of dialogue. Bidders will be provided with a summary of funding principles on which to base their funding proposals, these principles are:

- Does not include a service fee or other advance payment
- Rewards suppliers from ESA benefit savings delivered
- Discourages perverse incentives (such as creaming/parking)
- Generates financial rewards for Government
- Encourages suppliers to place customers into sustainable employment
- Outcome payments do not exceed the ESA benefit saving generated (therefore does not include the natural attrition⁵)
- Must be scaleable (including deliverable) and applicable to different target groups, including groups with different levels of natural attrition.

3.2. Our starting assumption is that where a Supplier achieves a job outcome, they will be paid from the ESA benefit savings generated over a maximum period of 18 months, using a percentage of the money that would otherwise have been spent on paying for the individual's benefit.

3.3. A worked example of a possible funding model will be presented to bidders at the opening dialogue. This example which will meet the principles defined and is intended to stimulate discussion regarding funding solutions.

Funding model example – a variable payment structure

- DWP and the provider agree an anticipated level of performance of 5% Job Entry rate (above natural attrition)
- DWP agree to pay 75% of monthly benefit savings (£315⁶) where 5% outcomes achieved (excluding natural attrition)
- Payment in arrears for each month a customer is in employment and off benefit up to a maximum of 18 months
- If performance is below anticipated, the level of payment per outcome falls proportionately - for example, 35% (£145 in this example) is paid for outcomes between the natural attrition level and 5%

⁵ This is the proportion of job outcomes, based on evidence, which would have occurred without intervention of the Pathfinder

⁶ Based on average 4 weekly payments of £420 – an indicative average amount of monthly benefit saving

ANNEX 4. INDICATIVE BUDGETS AND CUSTOMER VOLUMES

Invest to Save volumes

- 4.1. This section provides estimates on the number of customers expected to start on the Invest to Save provision during the period of the pathfinders.
- 4.2. The volumes shown in Table's 1, 2 and 2(a) below are indicative and such are subject to change. Revised volumes which reflect existing Incapacity benefits customer numbers and anticipated WCA rates will be issued during the dialogue phase. Suppliers should be aware that DWP does not guarantee volumes or the number of starts to suppliers.

Factors

- 4.3. The factors that affect the number of customers forecast to start Invest to Save are:
 - The successful implementation of the Incapacity Benefit migration to the Employment and Support Allowance (ESA);
 - The impact of the associated disallowance rates from the Work Capability Assessment.

Table 1: Summary of contract packages, Jobcentre Plus districts, indicative customer volumes and budgets.

	Region	Contract package / Jobcentre Plus Districts	¹Anticipated migration volumes during contract lifetime	²Payment to provider at 75% of benefit savings, 2-2.5% annual performance, £m
1	North West	Greater Manchester (Central), Greater Manchester (East & West)	41,000	3-4
2	Scotland	Glasgow	13,000	1-1
3	West Midlands	Birmingham & Solihull, Black Country and Coventry & Warwickshire	39,000	2-4
4	East of England	Norfolk	8,000	1-1
5	London	Lambeth, Southwark and Wandsworth	9,000	1-1

Notes: 1) Estimated volumes provided by strategy have taken into account Jobcentre Plus migration timetable and projected WCA disallowance rates.
 2) These estimates are provisional and subject to revision. They are based on a funding mechanism whereby providers get paid 75% of the average ESA benefit savings, if they achieve an annual conversion rate of 2% and 2.5%, respectively.
Rounding: £m estimates rounded to nearest £1m

Table 2: ⁷Summary of customer group make-up across the 5 pathfinders by duration on Incapacity benefits as at May 2009

Duration on benefit					
Up to 3 months	3 months up to 6 months	6 months up to 1 year	1 year and up to 2 years	2 years and up to 5 years	5 years and over
0.46%	0.47%	5.83%	10.06%	20.49%	62.69%

Source: Nomis

Table 2 (a): Summary of Incapacity benefits customer group make-up across the 5 pathfinders by age range as at May 2009

Age Range								
Aged 16-17	Aged 18-24	Aged 25-34	Aged 35-44	Aged 45-49	Aged 50-54	Aged 55-59	Aged 60-64	Aged 65 and over
0.09%	4.77%	11.98%	22.33%	14.37%	15.63%	18.33%	11.48%	1.01%

Source: Nomis

⁷ These figures are representative of the whole IB customer group and as such will include non-Invest to Save customers

ANNEX 5. TRANSFER OF UNDERTAKINGS (PROTECTION OF EMPLOYMENT) REGULATIONS 2006 (TUPE)

- 5.1. Invest to Save is provision that, for the most part, does not currently exist, and therefore job roles that are performed will be additional to existing arrangements. Potentially if TUPE applies there may be transfer of employees from existing service suppliers to the new suppliers.
- 5.2. The purpose of TUPE is to protect employment rights, continuity of employment and the terms and conditions of service to 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.
- 5.3. 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 (the transferor) and the new employer (the transferee) to inform, and where appropriate, consult, representative of all “affected employees”.
- 5.4. 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 also that TUPE may also apply when it is only part of a service that is subcontracted: in that case, staff who worked in the relevant part can expect to transfer to the subcontractor delivering that part of the service. The operation of TUPE can become very complex when subcontracting is involved and/or the service ends up being delivered by a number of suppliers. Suppliers should seek their own advice in relation to TUPE.
- 5.5. Set out below is the DWP position regard to TUPE and its application within this programme. In the context of 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;
 - When there is a service provision change, as defined (i.e. where previously a supplier had an organised grouping of employees carrying out activities on behalf of a customer who intends that the same activities be carried out by another supplier).
- 5.6. Further, the Cabinet Office Statement of Practice Staff Transfers in the Public Sector, published in January 2000, requires that TUPE should apply to contracts where staff originally transferred from the public sector.
- 5.7. Where there is a relevant transfer, employees assigned to the new undertaking being transferred have their contracts transferred automatically to the new supplier.

- 5.8. DWP expects successful bidders to investigate whether TUPE applies in all cases to establish exactly whether there should be an automatic transfer of staff from outgoing suppliers.
- 5.9. 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 of employment automatically.
- 5.10. DWP will take very seriously any failure by preferred bidders to apply the law. Further, any such failure may expose preferred bidders to legal action in the employment tribunal by redundant staff. It is imperative therefore, that each of the preferred bidders seeks its own legal advice as to the application of TUPE and the Statement of Practice.

Potential Transferees

- 5.11. It is not expected that there will be a transfer of DWP staff to the new supplier(s). However, there may be potentially Provider to Provider TUPE transfer which may include Local Authority/ex Local Authority staff.
- 5.12. Clearly it is in all our interests to ensure that there is an early exchange of information to allow stakeholders to consider the options and effect transfers where this is legally required or where both parties agree that it will ensure a smooth transition to the new contracts.
- 5.13. DWP, where possible, will facilitate the exchange of full and complete TUPE information between out-going suppliers of the service and the incoming service supplier(s) in line with the statement set out in DWP Code of Conduct, Annex 1 to the DWP Commissioning Strategy 2008. We shall expect the transferor and transferee to reach agreement on compliance with the information provisions of TUPE and will not be offering any warranties as to the completeness of any information where we facilitate exchange (since we have no way of assuring this).
- 5.14. Consequently DWP cannot provide an indemnity against any losses or liabilities resulting from failure to comply with TUPE.

Pensions

- 5.15. Whilst it is unlikely that any DWP staff will transfer to new suppliers, there may be groups of staff potentially transferring to new suppliers from existing supplier for whom pension arrangements will need to be made.
- 5.16. These arrangements are set out in the following legislation and codes and statements of practice:
- Local Government Pension Scheme (Amendment etc.) Regulations 1999;
 - Staff Transfers in the Public Sector (2000, rev 2007);
 - A Fair Deal for Staff Pensions (1999) and (2004);
 - Pensions Act 2004;

- Transfer of Employment (Pension Protection) Regulations 2005;
 - Code of Practice on Workforce Matters in Public Sector Direction 2007; and;
 - The Best Value Authorities Staff Transfers (Pensions) Direction 2007.
- 5.17. 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 2004, “The Fair Deal for Staff Pensions”. A copy of these guidelines can be obtained from the Cabinet Office (www.cabinetoffice.gov.uk).
- 5.18. 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.
- 5.19. Before acceptance of the bid, you will also be required to agree and give details of acceptable arrangements for ‘bulk transfer’ of staff pensions from the Principal Civil Service Pension Schemes into your pension arrangements.
- 5.20. Suppliers should contact the Government Actuary’s Department for further information⁸.
- 5.21. Details of the five schemes which make up the Principal Civil Service Pension Scheme (PCSPS) can be found on the Civil Service Pensions website⁹
- 5.22. 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.

⁸ Employer Helpdesk: 01256 846414; Email: employerhelpdesk@cabinet-office.x.gsi.gov.uk

⁹ <http://www.civilservice-pensions.gov.uk/Menu.asp>

ANNEX 6. ADDITIONAL INFORMATION

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

- Realising Potential: A Vision for Personalised Conditionality and Support: <http://www.dwp.gov.uk/policy/welfare-reform/legislation-and-key-documents/realising-potential/>
- Raising expectations and increasing support: reforming welfare for the future: <http://www.dwp.gov.uk/policy/welfare-reform/legislation-and-key-documents/raising-expectations/>
- DWP Ready for work: full employment in our generation: <http://dwp.gov.uk/policy/welfare-reform/>
- Building Britain's Recovery: Achieving Full Employment: <http://dwp.gov.uk/policy/welfare-reform/legislation-and-key-documents/building-britains-recovery/>
- DWP Information Directorate Statistical Tab Tool: <http://research.dwp.gov.uk/asd/tabtool.asp>
- DWP Commissioning Strategy: <http://www.dwp.gov.uk/docs/cs-rep-08.pdf>
- NOMIS Official Labour Market Statistics: <https://www.nomisweb.co.uk>
- DWP (2007) In work, better off: Next steps to full employment: <http://www.dwp.gov.uk/policy/welfare-reform/legislation-and-key-documents/in-work-better-off/>
- DIUS (2006) Prosperity for all in the global economy: world class skills: www.hm-treasury.gov.uk/media/6/4/leitch_finalreport051206.pdf
- Employer Helpdesk: 01256 846414; Email: employerhelpdesk@cabinet-office.x.gsi.gov.uk
- The Transfer of Undertakings (Protection of Employment) Regulations 2006: <http://www.opsi.gov.uk/si/si2006/20060246.htm>
- 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/>
- Data Protection Act 1998, Chapter 29: http://www.opsi.gov.uk/acts/acts1998/ukpga_19980029_en_1
- City Strategy information: <http://www.dwp.gov.uk/policy/welfare-reform/city-strategy/>
- DWP Research Report Index: <http://research.dwp.gov.uk/asd/asd5/>
- DWP Quality Framework: <http://www.dwp.gov.uk/supplying-dwp/what-we-buy/welfare-to-work-services/quality-framework/>
- Employment and Support Allowance: <http://www.dwp.gov.uk/policy/welfare-reform/legislation-and-key-documents/employment-and-support-allowance/>
- Pathways to Work: <http://www.dwp.gov.uk/policy/welfare-reform/pathways-to-work/>

ANNEX 7. BACKGROUND LABOUR MARKET INFORMATION BY DISTRICT

Region / Country	Jobcentre Plus Districts
West Midlands	Birmingham & Solihull Black Country Coventry & Warwickshire
Scotland	Glasgow
North West	Greater Manchester Central Greater Manchester East & West
London	Lambeth, Southwark and Wandsworth
East of England	Norfolk

Birmingham & Solihull

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

Population

Birmingham is Britain's second largest city and has a population of 1,001,200, with a working age population of 617,500. Birmingham's population is changing. 44 per cent are under age 30. By 2010, it's estimated that Birmingham will have 60,000 fewer white people of working age. At the same time, the population of working age population of ethnic minority origin is expected to increase from 25 per cent to 34 per cent, most noticeably in the 16-24 year old group. The proportion of Pakistani and Bangladeshi young people will rise from 35 per cent to 43 per cent. Over one in five of the population of Birmingham are from ethnic minority groups. Solihull has a population of 200,400 with a working age population of 119,500. 25 per cent of its population is over 65 years old and 25 per cent are below age 19. 16 per cent of its neighbourhoods are amongst the 10 per cent most deprived. Over 40 per cent of worklessness benefit customers live in three wards in the north of the Borough.

Principal Industries/Key Employers

In Birmingham, the major sectors are Public, Administration and Health (40%) and Banking and Finance (23%). Manufacturing is 4th largest sector with 18 per cent. Birmingham has a long tradition linked to engineering and metal working industries. However, manufacturing has sharply declined from its peak in 1971 when it made up half of the City's employment, to its current rate of employing 15 per cent of the workforce. Public administration, education & health sector employs double that proportion at 30 per cent. In Solihull, four sectors (Public Admin and Health, Banking and Finance, Distribution, Hotel and restaurants and Manufacturing) all employ between 19 per cent and 22 per cent of the workforce. Manufacturing remains a significant source of employment, including Land Rover. Business tourism is also a key sector, and Solihull includes the airport and the NEC. There is also a growing retail and leisure sector accounting for over 20,000 jobs. There are some 7150 businesses in the Borough, and 83 per cent of them employ 10 people or less.

Local Developments & Initiatives (including skills)

The District is involved in a wide range of partnerships and initiatives including the City Strategy, Birmingham Strategic Partnership (BSP), Birmingham Local Area Agreement (LAA), Access to Employment Groups (AEGs), Employment hubs: Building Health; Eastside City Jobs; North West City Jobs; Public Service Compact.

Private and Voluntary Sector Provision

- DWP ESF provision.
- An Employment Zone in Birmingham.
- Private Sector Led New Deal in Solihull.
- Pathways to Work led by Work Directions UK.
- LSC Provision.

Local Service Outlets

There are 14 local offices: Birmingham City, Birmingham South West, Birmingham Broad Street, Chelmsley Wood, Erdington, Handsworth, Kings Heath,

Perry Barr, Selly Oak, Solihull, Sparkhill, Sutton Coldfield, Washwood Heath, Yardley.

Black Country

The Black Country District is located to the north west of Birmingham and encompasses the four Boroughs of Dudley, Sandwell, Wolverhampton and Walsall. It is a major urban area with excellent motorway and rail links. There is an international airport at Birmingham which makes the Black Country an ideal Business location.

Population

The combined population is 1,084,000 (working age 653,400). 68.9 per cent of the working age population of The Black Country are in employment.

Principal Industries / Key employers

Traditional industries, manufacturing, engineering and foundry industries are reducing in size, but increasing in their sophistication. Now only 19 per cent of people in the Black Country make their living in these occupations. The major growth sectors in the District are now Banking, Finance and Insurance. The area has prestigious business/ science parks and a large shopping complex at the Merry Hill Centre.

Local Developments & Initiatives

Throughout all Local Authority areas in the Black Country there is a wide range of Regeneration Development initiatives on the horizon, which have the potential to create a significant number of job, training and business opportunities. These range from the development of Summer Row, Transport Interchange and I54 Technology corridor in Wolverhampton, the completion of the Public building and development of West Bromwich town centre including a new Tesco store, the Waterfront, College and Tesco developments in Walsall and further development at Merry Hill, Dudley Zoo and the Black Country Museum in Dudley.

Private and Voluntary Sector Provision

- Various intermediary provision including LSC training)
- Pathways to Work is led by Seetec.

Local Service Outlets

There are 14 offices:

Sandwell – West Bromwich, Oldbury, Smethwick and Tipton

Walsall – Bridle Court, Bayard House, Willenhall and Brownhills

Dudley – Dudley, Halesowen and Stourbridge

Wolverhampton – Bilston, Chapel Court and Molineux House

Coventry and Warwickshire

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

Population

The combined population is 838,000 (2001). In Coventry, 6.5 per cent of the economically active working age population are unemployed. In Warwickshire the figure is only 3.5 per cent.

Principal Industries / Key employers

The area has played a key role in the Motor Industry in the past; however, with the closure of Agco and Peugeot and the reduction in the workforce at Jaguar this is no longer the most significant industry.

In Coventry, the major sectors are Public, Administration and Health (32%) and Manufacturing (19%). Distribution, hotels and restaurants (16%) and Banking, finance and insurance (13%) are in third and fourth position.

In Warwickshire, the major sectors in order are Public, Administration and Health (24%), Distribution, hotels and restaurants (20%), Manufacturing (18%) and Banking, finance and insurance (14%)

Local Developments & Initiatives (including skills)

Easy access to the main transport networks makes it the ideal business location for expansion minded firms. International connections can be made at both Coventry and Birmingham International Airports. Coventry has several large retail parks, notably the recent development of the Ricoh Arena which includes Coventry City Football Ground and the Isle of Capri Casino. GAP Clothing has its European headquarters at Central Park, Rugby. On the outskirts of Rugby is DIRFT logistic centre, which includes the Royal Mail Distribution centre, and the Tesco distribution centre. The demand by logistic companies for LGV drivers has led to a skill shortage in this area.

Private and Voluntary Sector Provision

Pathways to Work led by Working Links.

Local Service Outlets

There are eight offices: Atherstone, Bedworth, Coventry Cofa Court, Coventry Tile Hill, Leamington, Nuneaton, Rugby and Stratford upon Avon.

Glasgow

Glasgow District covers the area within Glasgow City Council boundary. The Glasgow labour market has changed significantly over the last 30 years. In the early 70s nearly 50% of jobs were in construction or production. Glasgow has reflected the national trend in labour market changes and now there are less than 25% of these types of jobs. The majority of jobs are now in the service sector. Over the last 20 years, Glasgow has become a major hub of the Scottish economy. Despite the clutches of the recession, Glasgow continues to demonstrate signs of encouraging performance across some sectors including financial services with new job opportunities with TESCO Financial Services and Esure. Retail and hotel sectors fair well compared to other Scottish cities and construction has benefited from the building of commercial property, M74 extension, unlocking of development sites in the east end and the developing infrastructure for the Commonwealth Games.

Population

Current figures state the population of Glasgow is 581,900* (*Source – NOMIS 2007)

Total employment in Glasgow has increased to nearly 441,000*, a record 25 year high. Glasgow's jobs base has grown nearly twice the rate for Scotland and Britain over the past 10 years.

The number of working age residents in the city is 388,500* of which 281,900* are economically active. [*Source – NOMIS October 2008]

Number and Types of Offices

There are 18 Jobcentre Plus (JCP) offices – Anniesland, Bridgeton, Castlemilk, Corunna House, Drumchapel, Easterhouse, Glasgow City, Govan, Hillington, Langside, Laurieston, Maryhill, Newlands, Parkhead, Partick, Shawlands, Shettleston and Springburn.

A key feature of City JCP office is the Professional & Recruitment Team specialising in providing assistance to professional and executive customers. There are currently 3,260 customers in this category compared to 1,995 in October 2008. Shawlands JCP office features a new recruitment service for customers expressing an interest in work within NHS.

The claimant count in October 2009 decreased for the second time in twelve months to 24,390 however this is an increase of 48.6 % compared to the same period last year.

In Glasgow, a common strategy for tackling worklessness, known as Glasgow Works, has been adopted by the Public Sector partners and by the Employer Coalition and Chamber of Commerce.

The strategy is led by a Board, chaired by a leading Industrialist, and made up of Glasgow City Council, Jobcentre Plus, Skills Development Scotland, Glasgow Community Planning Partnership, NHS Greater Glasgow and Clyde and the Glasgow Employer Coalition.

A dedicated staff team co-ordinate and report on the Employability activities of the Partners and of programmes funded by them.

The strategy has three objectives:

- Increasing the alignment of funding decisions across the Partners, creating joint investment mechanisms and developing synergies between Public Services.
- Undertaking direct procurement of Employability services to increase impact, innovation and focus on priority target groups.
- Providing a job brokerage service for Employers and acting as a co-ordinator and intermediary in the collective services available for Employers

A key activity for Glasgow Works is therefore supporting organisations contracted by DWP to provide services, to ensure that the activities of the local Partners complement the contracted provision to maximise impact.

One of the priority client groups for Glasgow Works is the stock of Incapacity benefits claimants in the City. Research shows that the stock have been entering work in relatively small numbers and the Partners are committed to supporting measures to increase that off flow. At October 2009, there were 45,342 Incapacity benefits claimants compared to 53,843 in October 2008 – a decrease of 15.8 %. Employment Support Allowance (ESA) went live on 27th October 2008 with 9,485 claimants by October 2009. This is an increase of 3.4 % compared with September 2009.

To date, Glasgow Works has contracted with local organisations to provide a voluntary programme of assistance for Incapacity benefits claimants to assist them to take steps back towards employment.

In support of that, the NHS and Social Work Services have realigned front line Health and Care services to complement Employability Interventions with Person Centred services such as Occupational Therapy, Condition Management and Talking Therapies.

The presence of these services as part of the mix for Incapacity benefits claimants has significantly increased the effectiveness of Employability interventions, and we are committed to supporting Invest to Save provision by aligning these Health and Care Services with the contracted provision.

We would intend to make introductions to local services for the appointed contractor and to assist in the formation of working relationships.

A key support post introduced by Jobcentre Plus is the Mental Health Co-ordinator introduced in Glasgow District in Aug 2009.

Principal Industries / Key employers

Key sectors in Glasgow include: Financial and Business Services, Creative Industries, Health, Education, Knowledge Economy, Retail, Tourism and Hospitality.

Key employers in the region include: First Group, Strathclyde Police, Silverburn Retail Centre, NHS, British Telecom, Scottish Power, Scottish Media Group and BBC.

The Financial and Business sector has continued to grow significantly in Glasgow and is now the biggest sector. It has also seen higher employment growth in its Knowledge Economy than any UK city, now employing more than 75,000 people.

Greater Manchester Central

The Greater Manchester Central District covers the three local authority areas of Manchester, Salford & Trafford.

Population

Manchester, Salford & Trafford have a combined working age population of 492,000 (2006 figures) with an employment rate of 71.6 per cent. The District is the third most deprived in the country. Wards with particularly high levels of deprivation in Manchester are: Harpurhey, Miles Platting, Newton Heath, Ardwick & parts of Wythenshawe. There are also wards with particularly high Black and Minority Ethnic populations with comparatively poor employment rates. In Salford, Broughton, Little Hulton, Langworthy, Ordsall and Irwell Riverside have high levels of deprivation, as do the wards of Bucklow and Clifford in Trafford.

LA	Employment rate (BME)
Manchester	66.0% (49.6%)
Salford	71.0% (58.8%)
Trafford	77.8% (70.1%)

Principal Industries/Key Employers

The key industrial sectors in the district are Retail, Hospitality, Public Sector and Contact Centre. The largest employers are the local authorities, the NHS, the universities and the

Trafford & Arndale shopping centres. Nearly 75 per cent of employment in Manchester is in the service sector, with 25 per cent in manufacturing. The biggest single sector is business services, mainly banking, finance and insurance. Major employers in Manchester are Manchester City Council, the NHS, Manchester University, Manchester Airport and the Arndale shopping centre. In Salford and Trafford the major employing industries are: Public Sector (Health and Education), Distribution, Hospitality, Manufacturing and Finance. Major employers in Salford are Salford City Council, the NHS, the Lowry Outlet Mall and HM Revenue & Customs. Major employers in Trafford are the Trafford Centre, Trafford Council, the NHS and Greater Manchester Police.

Local Developments/Initiatives

A number of high profile strategies aimed at tackling worklessness are in place, including the Greater Manchester City Employment Strategy pathfinder, New Deal for Communities and Urban Regeneration Areas.

Private and Voluntary Sector Provision

- ESF funded provision is in place
- Pathways to Work is led by Jobcentre Plus.
- Flexible New Deal Phase 1 District

Local Service Outlets

17 Jobcentres based in Manchester Airport, Alexandra Park, Altrincham, Cheetham Hill, Chorlton, Didsbury, Eccles, Irlam, Longsight, Newton Heath, Openshaw, Rusholme, Salford, Stretford, Trafford Centre, Worsley and Wythenshawe.

Greater Manchester East & West

The Jobcentre Plus district of Greater Manchester East & West covers the boroughs of Bolton, Bury, Oldham, Rochdale, Stockport, Tameside and Wigan.

Population

The district has a diverse population with well established Black and Minority Ethnic Groups resident in most Local Authorities. There are pockets of deprivation and high unemployment in all of the local authority areas to varying degrees.

Population by Local Authority

Bolton	262,800
Bury	183,100
Oldham	219,500
Rochdale	206,100
Stockport	281,000
Tameside	215,500
Wigan	306,800

Principal Industries/Key Employers

Vacancies Notified by Industry (from Nomis August 2009)

Industry	Bolton	Bury	Oldham	Rochdale	Stockport	Tameside	Wigan
Agriculture & Fishing	0	3	0	1	1	2	1

Energy & Water	2	15	15	4	9	10	0
Manufacturing	59	43	10	32	33	20	82
Construction	32	34	33	29	46	7	36
Distribution/Hotels & Restaurants	288	57	90	59	111	75	198
Transport and Communications	14	9	23	18	39	57	32
Banking, Finance and Insurance	371	232	360	568	822	316	566
Public Administration, Education & Health	130	157	163	150	260	147	297
Other Services	83	16	63	19	47	23	40
Totals	979	566	757	880	1368	657	1252

The principal employment sectors are: Public Services including Education and Health, Distribution, Hospitality, Manufacturing, Finance, IT, Transport, Communications, Construction and Tourism.

Each local authority in the District is a major employer in its own right, and the District benefits from the employment opportunities presented by a number of NHS Trusts and Hospitals. In addition, significant employers include:

Bolton – Georgia Pacific, Park Cakes, Warburton’s Bakery, Stateside Foods, Reality, Indespension Ltd, Asda, Sainsbury’s, Marks & Spencer. Bolton has a large retail and office park at Middlebrook, which incorporates the Reebok Stadium, home to Bolton Wanderers Football Club.

Bury – Contact centres for O2, DSG, Genesis and Lloyds/TSB. Retail centres at Millgate and Rock Triangle and manufacturing centres including Swintex, Cromptons, Polyflor, Milliken, and Tetrosyl, Thumbs Up, Cormar, TNT, Jason Plastics. Plans for the Rock Triangle retail development, currently under construction and due for completion mid 2010, will massively increase opportunities in this sector. Other town centre construction underway includes a hotel and large areas of office space.

Oldham – Shop Direct, Home Delivery Network (successor to Littlewoods) Seton Healthcare, Zetex, First Manchester. The town centre is developing into a thriving retail centre with its Spindles shopping centre and Town Square.

Rochdale – Minky, JD Sports, Argos, McBride’s Chemicals, Express Gifts, and distribution centres for Marks & Spencer’s, Asda, JJB, Littlewoods, Aldi and Tesco. The Kingsway Business Park in Rochdale, currently in the early stages of development, is a strategic site of regional importance expected to create over 6000 jobs in total across many sectors.

Stockport – Adidas, Hotpoint, Cussons, British Aerospace (site due to close 2011), Phillips, British Gas, Automobile Association. Stockport is one of Manchester’s highest performers in the business finance sector.

Tameside – Hills Biscuits, Tulip Ltd, British Gas, Tameside and Glossop NHS Trust. There has been significant investment into Tameside over the last few years, with notable retail developments such as Crown Paints North, Ashton Moss and furniture superstore IKEA.

Wigan – Pataks, Hitchens Foods, Rivington Foods, B&Q, the Sports Village in Leigh and Wigan's Grand Arcade provide many employment opportunities in the retail, leisure and hospitality sectors.

Local Developments/Initiatives

- City Employment Strategy for all of Greater Manchester
- Oldham and Rochdale have a £600million Housing Market Renewal Pathfinder

Private and Voluntary Sector Provision

New Deal – Gateway Inspire to Independence (i2i) (private company)

New Deal – Options TNG – (private company)

From October 2009, Flexible New Deal has been delivered by a range of sub-contractors managed by SERCO.

Progress to Work – EASE (private company) & Shaw Trust (charitable status)

Pathways to Work – Shaw Trust

ESF Projects – Shaw Trust

Local Service Outlets

16 local offices based in Ashton-In-Makerfield, Ashton-Under-Lyne, Atherton, Bolton, Bury, Farnworth, Heywood, Hyde, Leigh, Middleton, Oldham, Prestwich, Rochdale, Stalybridge, Stockport, Wigan.

Lambeth, Southwark & Wandsworth

This District consists of the three London Boroughs of Lambeth, Southwark and Wandsworth.

Population

Lambeth, with a population of 269,100, is the second largest of the Inner London boroughs. 37.6% of its residents are from ethnic minorities, of which the most significant is the black community. Lambeth has a high level of poverty, and particularly high numbers of lone parents. The unemployment rate in Lambeth is 5.7%, 11,704 JSA customers.

Southwark has a population of 257,700, of which 36.9% are from ethnic minorities, mostly from the black community. The population profile is getting increasingly younger due to high birth rates and a large student population. More than 40% of the borough is covered by an existing or planned regeneration area. The unemployment rate in Southwark is 5.0%, 9,889 JSA customers.

Wandsworth has a population of around 281,400 and is geographically Inner London's largest borough. 22% of the population are from ethnic minorities, a significantly lower figure than Lambeth or Southwark. It has a much higher proportion of Asian/Asian British people than the other boroughs and there is also a long-established Polish community. Wandsworth is largely suburban in character, and though there are undeniably poorer areas the borough

is not subject to the levels of deprivation found in Lambeth or Southwark. The unemployment rate in Wandsworth is 3.2%, 6,813 JSA customers.

Infrastructure

The District enjoys an extensive public transport system served by a large regular bus network, several Underground lines and links into all the main rail termini, of which London Bridge, Waterloo, Vauxhall and Clapham Junction are within the District.

Travel to the centre of London is simple from any part of the District. For travel across the District there is an efficient network of bus and rail links between neighbourhoods in the boroughs of Lambeth and Southwark, but Wandsworth’s public transport is focused more on links to the centre and the suburbs to the south and west.

The London Underground is concentrated north of the Thames: for the South the rail network has always been more important. Nevertheless many parts of the District are well-served by the Underground – the Northern Line serves the central part of the District, with nine stations from London Bridge down to Tooting Bec. Along the Thames, the Jubilee Line extends to Bermondsey, where the Docklands Light Railway can then offer links to the business zones of East London. In the borough of Wandsworth there are Underground stations in Balham, Tooting Bec and Tooting Broadway (Northern Line) and East Putney and Southfields (District Line).

The East London line is being redeveloped as part of the preparations for the 2012 Olympics, a project for which our Employer Engagement Team have provided many construction workers from Lambeth, Southwark and Wandsworth.

Unemployment

The District has certainly been affected by the economic downturn, with a 57.7% increase in our JSA register (from 18,750 to 29,575 customers) over the period from October 2008 to October 2009. This represents an increase of 10,825 additional customers. However unemployment has not risen as severely as in other parts of London, or in the country as a whole, which has seen an increase of over 80% in the same period.

The sharpest increases happened in January and February 2009. Whilst it is still rising the rate of increase has slowed considerably since March, and the numbers of off-flows are starting to match the number of on-flows.

The economic downturn affected this District very differently to elsewhere in the country where unemployment had started to rise significantly from the spring of 2008: in LSW unemployment was continuing on a downward trend until July 2008, and prior to January 2009 LSW’s register was still lower than it had been in March 2007.

Generally speaking unemployment has risen fastest in those offices which serve a suburban catchment area, such as Streatham and Wandsworth: however there are notable rises in the regenerated inner-city areas, such as Camberwell and Clapham, where many financial sector and professional workers live.

Jobcentre	JSA register October 2009	Change since October 2008
Brixton	3035	55.2%
Camberwell Green	2375	101.3%
Clapham Common	2680	100.0%

Kennington Park	2260	31.4%
London Bridge	3020	49.1%
Peckham	4080	46.5%
Stockwell	2085	64.2%
Streatham	6055	60.7%
Wandsworth	3986	47.2%

Principal industries / key employers

Despite the economic downturn the vacancy situation still remains strong. In fact LSW took more (3182) vacancies in September 2009 than in September 2008 (2775 vacancies). There are signs that recruitment is increasing again in the private sector professional occupations, which were particularly affected when the economic downturn began.

The District continues to work with the NHS, local authorities and large food retailers such as Sainsbury, Tesco, Morrisons and Asda, providing a diverse variety of vacancies: one new Morrisons supermarket in Streatham is expected to provide over 150 new vacancies. The main sectors placing vacancies currently within LSW are Administration, Transport, Retail, Construction, Security and Cleaning.

In addition Jobcentre Plus itself has been a significant source of vacancies since June 2008, though there are no recruitments currently. The majority of these new jobs have been in an advisory capacity.

Local Employer Partnerships have been successful in LSW since the launch: in the last operational year LSW was among the highest performing Districts in the country. The District has, as of September 2009, already exceeded its targets for the current operational year. 769 individual LEP vacancies were notified in September, and from April to September 2009 3114 LSW customers were placed into work through the help of LEPs.

The Future Jobs Fund, launched in October 2009, is set to be a significant source of vacancies for young unemployed people in the District. Already 198 vacancies are to be created at Lambeth Council, with 112 at Southwark Council, and the South Bank entertainment complex is also set to be a major source of FJF vacancies.

Local developments / initiatives

The District encompasses a number of long-term regeneration projects including the redevelopment of the Elephant and Castle shopping centre (£1.5 billion) and the surrounding Aylesbury Estate (£2.5 billion), and the Battersea Power Station. For the latter we have established a Job Shop next to the Power Station site to deal with vacancies arising from the redevelopment and this helps to ensure that local people have access to these jobs. The new US Embassy complex, to be built in the Nine Elms area of Battersea, is also going to be a major source of vacancies across all sectors within the next few years.

LSW shall also be involved in the new Shard of Glass – a £2 billion business and entertainment development currently being built at London Bridge – and new transport infrastructure is being built in LSW with the extension to the East London railway line and Cross Rail.

LSW is a pilot District for Integrated Employment and Skills, which was launched in March of this year.

Lambeth is one of ten boroughs selected nationally to deliver Work Focussed Services, which is being trialled in three local Children's Centres. The pilot is funded by Department of Children, Schools and Families (DCSF) and will last for three years ending in March 2011. The aim is to reduce child poverty by supporting parents into paid employment. We have provided four experienced Jobcentre Plus Family Advisers to work directly from the Brixton, Larkhall and Tree House Children's Centres to assist parents in taking steps to employment.

We have appointed three Band D Drug Coordinators, one for each borough, who liaise with drug treatment providers and Jobcentre advisers to arrange treatment for customers with drug addiction problems. They are initially focusing on heroin and crack cocaine as these drugs are a particular social problem in this part of London.

We have appointed a Care Partnership Manager to address the needs of customers with caring responsibilities, and a specialist Mental Health Coordinator who will be focusing on moving people with mental health condition into sustainable work.

In LSW all Jobcentre Plus Work-Focused Interviews for ESA and legacy Incapacity Benefit customers are now conducted from Pathways to Work provider premises. LSW was the first District in London to adopt this policy and the approach is now being adopted across the other Districts.

Private and voluntary sector provision

LSW has been operating as a Phase 1 Flexible New Deal District since April of this year. This means that the Employment Zone, which covered the borough of Southwark from 1998 and was delivered jointly by Work Directions and Reed in Partnership, has been wound down and no further new referrals were taken after April 2009. The Employment Zone contract formally ended on 25 September 2009.

Providers for Stage 4 of Flexible New Deal have now been formally appointed, and Stage 4 was launched in October 2009. The companies are **Calder UK** and **A4E**.

LSW has borough-wide coverage of Children's Centres with over 50 designated by March 2009. Jobcentre Plus has partnered effectively with all Children's Centres to deliver a range of employment and training events. The District has a well established working relationship with the Children's and Young People's Services to deliver on the local authority Local Area Agreement Child Poverty-related targets.

ESF Provision for the hardest-to-help was launched in August 2008 and is currently being delivered by Work Directions. However a new contract with Igneus will commence from December 2009. ESF provision includes sector led pre-employment training which guarantees participants a job interview. ESF provision also offers enhanced support for ex-offenders, homeless people, young people from ethnic minorities and self-employment.

We have signed agreements with the three Primary Care Trusts in the District to assist them in the delivery of the NHS Improving Access to Psychological Therapies (IAPT) programme. IAPT aims to address the most widespread mental illnesses, such as anxiety, depression or OCD, and thus help people with these conditions regain the confidence to start looking for work. The eight Disability Employment Advisers are now referring customers directly to this provision. An IAPT representative is currently visiting Kennington Park Jobcentre Plus on a

weekly basis for consultations with customers and this is shortly to be extended to the Brixton and Clapham Common sites.

Local Service Outlets

There are 9 Jobcentre Plus offices within the district:

Brixton, Camberwell Green, Clapham Common, Kennington Park, London Bridge, Peckham, Stockwell, Streatham and Wandsworth. With 2 Benefit Delivery Centres: Makerfield and Balham (Social Fund)

Norfolk

In East Anglia, Norfolk is served by Norfolk County Council. This includes the areas served by Norwich City Council and the District authorities of Breckland, Broadland, Great Yarmouth, Kings Lynn & West Norfolk, North Norfolk and South Norfolk.

Population

The working age population is 446,914 (2001 census). 75.3% of the working age population of Norfolk are in employment. 3.5% of the population residing in the area are claiming Job Seekers Allowance (nationally 4.2%). Customers in receipt of Income Support comprise 4.9% and those in receipt of Incapacity Benefit 7.2%.

Principal Industries / Key employers

Norfolk is the largest county in the Eastern Region and fifth largest county in England but has a relatively low population density. It is largely rural in character and contains a network of market towns. Norwich is the largest population centre and over one third of the county's jobs are in Norwich.

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

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

Developments / Initiatives

- Partnership agreement between Business Link and Jobcentre Plus in place and fully active
- Two new ESF/Jobcentre Plus co-financed three-year projects launched, Flexible Routeways to Employment and Intermediate Labour Markets, in June and July respectively – both addressing skills needs/support for people suffering multiple/severe disadvantages in the labour market.
- Local Employer Partnerships aimed at increasing job opportunities for Jobcentre Plus priority customers gathering pace with nearly 2000 SMEs and over 300 locally-based national employers 'signed-up' by end of Sep 09;
- Working with Investing in Communities funded programmes, particularly those addressing rural issues, e.g. Kickstart, referring/signposting customers as appropriate

- Delivery of 10 projects worth £1.8 million underway in Great Yarmouth under Working Neighbourhood Funding from Sept 09 led by Great Yarmouth Borough Council targeted at most deprived wards in area. Projects range from supporting business in deprived areas, life skills and voluntary opportunities, work experience and workplace mentoring. Further project funding around the employer engagement aspects of WNF due shortly
- Greater Norwich Development Partnership moving forward initiatives under challenge Connect Change agenda
- PCT implementing Individual Access to Psychological therapies with emphasis on reducing worklessness via support workers across county
- Norfolk County Council leading bid for Future Jobs Fund delivering 300 plus jobs for young people under age 25 who are long term unemployed or NEET from October 09

Local Service Outlets

Jobcentre Plus currently has 9 offices open to the public in Norfolk. These are in Norwich, Great Yarmouth, Kings Lynn, Cromer, Dereham, Fakenham, North Walsham, Thetford and Diss.

ANNEX 8. Localisation / Devolution

- 8.1. In the White Paper, *Raising expectations and increasing support: reforming welfare for the future*, which was issued in December 2008, we committed to devolve more decision making to local communities, drawing on their expertise and understanding of local labour markets and opportunities to provide enhanced support for people returning to work. 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.
- 8.2. Level 1 involves improved influence over contract specifications, full use of the flexibility available within contracts and improved communications between Suppliers and other local bodies. In practice this means that SRPs will have the opportunity to comment on specifications, to be involved in evaluation of bids and performance management.
- 8.3. At Level 2 funding streams may be arranged in innovative ways to support shared commissioning of services. In practice this will provide SRPs with the opportunity to align local services with DWP provision.
- 8.4. Level 3 goes further and could include devolving responsibility for delivery and the contracting of DWP contracted employment programmes to SRPs. It is not expected that Level 3 will be a factor in the commissioning of Invest to Save.
- 8.5. For the procurement of Invest to Save we will embrace the principles of partnership working with SRPs, which exist in Glasgow, Greater Manchester and West Midlands. These partnerships have been consulted about the Invest to Save programme and the procurement exercise will seek to identify local services in these areas, which compliment and support Invest to Save provision. This will enable them to play an active role in supporting a harder to help customer group, some of which have remained outside DWP interventions regimes e.g. 2yr plus Incapacity Benefit
- 8.6. The London Development Agency (covering Lambeth Southwark and Wandsworth in the Invest to Save pathfinder areas) has also expressed an interest in working with DWP and potential suppliers to identify and possibly procure local services which complement Invest to Save provision. Again, further information on the type of services will be provided during the dialogue phase
- 8.7. Similarly, Norfolk County Strategic Partnership have expressed an interest that they would wish to work with DWP and potential suppliers via the County Employment & Skills Board.

Strategic Partnership Working

- 8.8. We are moving away from a basic contract compliance model and into an approach where we will be able to share future strategic thinking and insights from other delivery/management experience, jointly identifying opportunities for efficiency gains or better outcomes. We will be looking to suppliers to signal changes they are experiencing in customer characteristics so that we can factor those changes into policy development.

- 8.9. By working more strategically, suppliers will need to understand and behave in a way that recognises that they are delivering part of the Government's wider agenda – social cohesion, social inclusion, sustainability, progression, equality and diversity, and joined-up government. In particular, suppliers must demonstrate an understanding of the integrated employment/employability and skills agenda.
- 8.10. Suppliers will be expected to engage and work with appropriate strategic partners in the delivery of Programmes. This will involve working with Local Strategic Partnerships, Local Employment Partnerships, City Strategy consortia, Multi Area Agreement and City Regions, summarised below.

Local Strategic Partnerships

- 8.11. Local Strategic Partnerships (LSPs) are non-statutory, multi-agency partnerships, which match local authority boundaries. LSPs bring together at local level the different parts of the public, private, community and voluntary sectors; allowing different initiative and services to support one another so that they can work together more effectively.

Local Employment Partnerships

- 8.12. Local Employment Partnerships (LEPs) are a key component of the Government's employment strategy (see In work, better off: Next steps to full employment) and were launched in the Budget 2007. They are a key feature of integrated employment and skills agenda, which is being introduced in response to the Leitch Review of Skills. This puts both customers' and employers' needs at the heart of service delivery.
- 8.13. LEPs are about Jobcentre Plus and partners working with major employers, service suppliers and other public sector bodies to ensure that disadvantaged customers get the preparation and training that enables them to meet employers' needs and expectations. The aim is to place 250,000 priority customers into LEP jobs by December 2010, and is a genuinely new approach, creating opportunities for people who have been too long overlooked.
- 8.14. 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 LEPs and in doing so provide a better service for employers and individual customers.
- 8.15. 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.
- 8.16. So that progress can be reported, Suppliers will be expected to provide information to Jobcentre Plus on PEP customers placed into jobs, either through Jobcentre Plus LEP vacancies or their own Employer LEP agreements. The LEP Partnership Agreement should apply to subcontractors as well as prime contractors.

City Strategy Partnerships

- 8.17. The City Strategy Partnerships (CSPs), also mentioned in the Green Paper, In work, better off: Next steps to full employment, brings together the public, private and voluntary sectors through a consortium to improve the way support for individual jobless people is co-ordinated and delivered on the ground. By pooling or aligning budgets with some DWP funding, we aim to get more or better outcomes from existing resources.

Multi Area Agreements

- 8.18. A Multi Area Agreement (MAA) is a voluntary agreement between two or more top-tier unitary local authorities, their partners and Government to work collectively to improve local economic prosperity. They bring together key players in flexible ways to tackle issues that are best addressed in partnership – at a regional and sub-regional level. MAAs tackle the following sorts of issues:
- worklessness;
 - skills deficits;
 - housing market imbalances;
 - transport and infrastructure projects; and
 - business growth.
- 8.19. MAAs complement and do not duplicate the work of existing LAAs, the new performance framework or existing regional strategies. Key principles include ‘fit’ with local and regional strategies and the demonstration of value-added. The wider environment can include partners across towns, cities or sub-regions.
- 8.20. MAAs are the Government’s preferred method of further devolution of responsibility for employment and skills to local partnerships and are similar to LAAs in that strategic partners across boundaries can agree targets and pooling of funding arrangements with their Government Office. There is a particular attraction to aligning rather than pooling funding at MAA level to ensure control of spending.

City Region

- 8.21. In the 2009 Budget the Government announced Greater Manchester and the Leeds city-region as the two City Region Forerunners.
- 8.22. The City Region Forerunners build upon the progress local areas have made in increasing policy flexibility and improving collaboration through Multi Area Agreements (MAAs), which will continue to be a key tool for cooperation on economic priorities across local authority boundaries. They complement the suite of MAAs in operation and in development, by making clear the Government's intention to extend a comprehensive range of powers and freedoms to both areas who have demonstrated their ambition and capacity to deliver real improvements in economic growth and resilience, jobs, skills, housing and transport.

ANNEX 9. DWP Baseline Security Standards

- 9.1. The Provider is required to verify the four elements outlined below for each of their staff/sub-contractors who is given access to the Authority's Assets (defined as premises, systems, information or data):
- Identity;
 - Employment history (for a minimum of past 3 years)
 - Nationality and Immigration Status;
 - Criminal Record (unspent convictions only)
- 9.2. To allow the four elements of the Standard to be verified, individuals should be asked to provide the following:
- Confirmation of name, date of birth and address;
 - National Insurance number or other unique personal identifying number where appropriate (Please note National Insurance Numbers can be acquired fraudulently and therefore should not be accepted as a sole means of identification or as a wholly reliable indicator of entitlement to work in the UK);
 - Full details of previous employers (name, address and dates), for a minimum of past 3 years;
 - Confirmation of any necessary qualifications/licences;
 - Education details and references where someone is new to the workforce when these are considered necessary;
 - Confirmation of permission to work in the UK, if appropriate;
 - A Criminal Record Declaration Form.
- 9.3. Once an individual has met the requirements of the Standard, the checks do not have to be repeated during any continuous employment with the Provider.
- 9.4. Where the contract of employment of an individual member of staff transfers from one organisation to another under the terms of the TUPE Relegations the receiving organisation must satisfy itself that the Standard has been met.
- 9.5. Having obtained this information, the Provider must, in all cases, take steps to confirm the accuracy of the information provided.
- 9.6. Following a conditional offer of employment, to confirm the accuracy of the information regarding unspent convictions provided a 'Basic Disclosure Certificate' should be obtained from:
- Disclosure Scotland (www.disclosurescotland.co.uk); or
 - The Criminal Records Bureau (www.crb.homeoffice.gov.uk)
- 9.7. Unless otherwise stated in the relevant commercial agreement, the Provider is required to satisfactorily complete this process in respect of each individual before they are permitted to access the Authority's Assets.
- 9.8. Guidance on ID documentation checks is available from the Centre for Protection of the National Infrastructure (CPNI) 2007:

[http://www.cpni.gov.uk/Docs/Document_verification_guidance - July 2007.pdf](http://www.cpni.gov.uk/Docs/Document_verification_guidance_-_July_2007.pdf)

For further information on Baseline Personnel Security Standards -
<http://www.dwp.gov.uk/docs/aquidefordwpcontractors.pdf>

ANNEX 10. GLOSSARY OF TERMS

Action Plan / Personal 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.
City/Cities Strategy Partnerships	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.
Common Inspection Framework	Both Ofsted (England) and Estyn (Wales) use a similar Common Inspection Framework (CIF) that sets out the principals of inspection and ensures a uniform approach is applied across the sector.
Competitive Dialogue	A procurement procedure used in the award of complex contracts.
Contract Package	Successful suppliers will be offered contracts to deliver in specific areas. In some cases Jobcentre Plus Districts have been brigaded. Contract package is the term used to describe the geographic area as well as the total amount of funding available for that area.
Critical Success Factors	The factors (i.e. the positive outcomes or benefits) against which the success of a programme will be judged in order to justify the investment.
Customer	An individual of working age who uses Jobcentre Plus services for the purposes of returning to work or claiming benefits.
Descriptive Document	The document which defines DWP’s needs and objectives. The first version of the descriptive document will be the ITPD.
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)	Employment and Support Allowance replaced Incapacity Benefit and Income Support, paid because of an illness or disability, for new claims from 27 October 2008.
Estyn	The Office of Her Majesty’s Inspectorate for Education and Training in Wales aims to raise standards and quality of education and training in Wales through inspection and advice.
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.
HMIE	Her Majesty’s Inspectorate for Education in Scotland
Incapacity Benefit (IB)	Incapacity Benefit is paid to customers that are sick and/or disabled, and unable to work. From October 2008, for new customers IB has been replaced with ESA.
Invest to Save (ItS)	Invest to Save is a new innovative funding model using savings generated from placing customers into work to pay suppliers for their outcome payments.
ITPD (Invitation to Participate in Dialogue)	A Descriptive Document which invites bidders who have been successful at the PQQ stage, to participate in the first stage of the tender process.
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 can't. 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.
Local Strategic Partnership (LSP)	LSPs 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.
LSC	Learning and Skills Council
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.
NAO	National Audit Office
Off-flows	This term is used to describe the volumes of customers leaving

	benefit. This will include those moving into work and those people who move onto other benefits.
Ofsted	Office for Standards of Education inspects and regulates care for children and young people, and inspects education and training for learners of all ages.
OGC	The Office of Government Commerce is responsible for improving value for money by driving up standards and capability in procurement.
Pension Credit	Pension Credit is an entitlement for people aged 60 and over. It guarantees everyone aged 60 and over a weekly income.
PRaP	DWP's automated Provider Referral and Payments system (introduced October 2009)
Pre-Qualification Questionnaire (PQQ)	PQQ - The first stage of a procurement exercise, in which a shortlist of suppliers is selected to move onto the next stage.
Prime contractor / lead supplier	Where an organisation chooses to deliver a service via a network of sub-contractors, the 'prime contractor' is the main contract holder with the buying organisation.
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 is imposed as result of an action.
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.
SME	Small and medium sized enterprises – any business employing under 250 staff. *
Supplier(s)	The term used to describe prospective or incumbent service providers.
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

	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.
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* Definition consistent with National Audit Office definitions.