

Jobcentre Plus Delivery Plan 2011 to 2012

April 2011

jobcentreplus

Department for
Work and Pensions

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Chief Executive Foreword

Jobcentre Plus successfully met a number of challenges over the last year. Although falling slightly, workloads remained high, meaning significant numbers of people needed our help to find work. We responded well, working hard to help people find work while maintaining high service and performance levels. We also responded quickly to support new Ministers and prepare to deliver the policies of the new Coalition Government.

We face significant challenges in the coming year. Jobcentre Plus is at the heart of delivering the Coalition Government's ambitious agenda to reform the welfare system. We will also continue our journey towards becoming a smaller, leaner and more flexible organisation which delivers more of its services over the telephone and internet. We will review our spending on estates, because we are likely to need fewer sites from which to operate and we need to make sure we are getting the best value for money. Our vision is to be recognised as the best and most innovative public employment service in the world by 2015.

We have already introduced a number of measures to help 'Get Britain Working' with more help becoming available during the course of 2011-12. Plans to revise and simplify the various existing welfare programmes and services under a single Work Programme are progressing well. The Work Programme will harness the energy and ability of the private and voluntary sectors by rewarding real performance and getting people back to work. We will continue to have a key role in supporting people during the early stages of unemployment, and in working alongside Work Programme providers.

We have also started to support planning for the introduction of the Universal Credit, the biggest single welfare change in a generation. Universal Credit will make sure that work pays, creating a simpler, more efficient and fairer benefits system.

We will continue to reassess Incapacity Benefit claims and make improvements to the Work Capability Assessment. This is an ambitious programme which over three years, will see the review of over 1.5 million claims. The result of the assessment activity will be to ensure that no one is left without support or a sense of when and how they might get back to work.

We will continue to modernise and transform our service to individuals and employers, making the most of new technology. We have made good progress in moving to a single telephone network for benefit enquiries, enabling us to take more calls and improve our telephone services. Following the success of 'JSA online' where we have seen around 17% of new JSA claims made online, we have plans to expand our online services further. From April, a new benefits enquiry service will be available and our 'Transforming labour market services' project will improve services for employers placing vacancies with us, and for people searching for jobs online.

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We will maintain our focus on working collaboratively with local and national partners to deliver professional services. We will increasingly share buildings and work together with public, voluntary and contracted partners to deliver more localised and better services. Representatives from voluntary organisations will be co-located in many of our jobcentres, providing opportunities to help people develop new skills and gain experience. These partnerships will enable us to actively support the Big Society. We will also allow managers to make more decisions at local level in a series of 'Earned Autonomy' trailblazer districts.

Our people are essential to the continuing success of Jobcentre Plus. The coming year will bring significant change and at times, some uncertainty, as we review our corporate and support costs to ensure we have the right structure for the future. We are committed to handling this fairly and communicating clearly to our people at every stage.

We will have a new performance management framework which will replace the previous system of process driven targets with a streamlined, outcome focused regime. The public will be able to judge our performance on two key indicators: how quickly we help people move off benefits into work, and our ability to reduce fraud and error losses by making accurate and timely benefit payments.

We will continue to roll out our programme of continuous improvement, empowering our people to remove waste from our systems and processes and improve service delivery.

We have a proven track record in helping people back to work quickly, giving high quality advice and tailored support, and processing benefits accurately, efficiently and on time. I am proud of the hard work and dedication of the people in Jobcentre Plus and our partners, and I am confident that we will successfully work together, to meet the challenges that lie ahead in 2011-12.



Darra Singh
Chief Executive



Our services

Jobcentre Plus is a public employment service and an executive agency of the Department for Work and Pensions. We play a key role in achieving the wider departmental and structural reform objectives published in the [Department's 2011-15 Business Plan](#).

We work with private, public and voluntary sector partners and in 2011-12 will support the delivery of the Work Programme. We are committed to working ever more closely with employers and local and national partners to improve our services.

In delivering our services we promote equality and fairness. We aim to eliminate discrimination, supporting departmental objectives by making our services accessible to everyone.

Helping our customers find and stay in work

We help people find work using personal adviser support. Advisers assess and tailor the amount of support an individual needs through adviser interviews and using local provision. We engage in local partnerships enabling the private, public and voluntary sectors to bring their expertise in helping individuals find work. We tailor our services to help people gain the support and skills training they need to move from benefits into work, with careers advisers co-located in most jobcentres. We provide extra support through, for example, the 'Get Britain Working' measures and help for those engaging with us for the first time. New and increased support is linked to a strengthened conditionality regime and we expect people to actively look for work, providing appropriate support while they do.

Supporting our customers

We provide advice on the range of benefits available and explain the conditions for receiving them, helping to prevent fraud and prevent people claiming more benefits than they are entitled to. We aim to pay benefits accurately and efficiently, ensuring individuals meet their responsibilities in return, enforcing a welfare system that is firm but fair. We also make payments or loans from the Social Fund when individuals need additional financial support. We continue to exploit new technology to support our service delivery, enabling easier access to our service. People will save time by being able to make and track claims online and make changes to their personal information. The opening hours in our jobcentres and contact centres allow people to speak to us at convenient times and we increasingly deal with multiple enquiries in a single call.

Working with employers

We support employers by providing advice on the jobs market, recruitment services and training, including diversity advice. We provide extra support for small and medium sized employers through our 'Small Business Recruitment Service'. We find people with the right skills to apply for vacancies and help to prepare potential recruits through local partnerships offering flexible, tailored support. We provide support and advice on employing disabled people. We advertise jobs from across the UK and Europe for which potential applicants can search online and over the phone. We also work closely with partners to help employers manage redundancies.

Working with local partners

We play a key role working with other local partners, including colleges and adult learning providers, recruitment agencies, HMRC, local authorities, credit unions, customer representative organisations and community organisations. In doing so, we aim to ensure our customers' needs are kept at the forefront when influencing and developing partnerships such as Local Enterprise Partnerships and their delivery plans. As part of that work, we will work with others to help people to find work and develop our partnerships to deliver our services better.

Our priorities for 2011-12

Get Britain Working

We will continue to work closely with private, public and voluntary sector partners to help people back to work. We will do this by:

- working with partners to ensure individuals benefit from 'Get Britain Working' measures (work clubs, the new enterprise allowance scheme, work experience, service academies, and skills training) and ensuring a smooth transition to the Work Programme;
- developing the personalised support offered by our advisers;
- providing a Rapid Response service for people affected by job losses;
- improving Access to Work support; and
- planning for the introduction of Universal Credit.

Customer commitment

We are constantly looking for ways in which to improve our service to individuals and employers, by:

- developing, increasing and promoting our digital services beginning with automated service delivery of Jobseeker's Allowance claims;
- introducing digital champions in our jobcentres who will help customers to apply for jobs and to make and manage benefit claims online;
- introducing an online benefits enquiry service for seven working age benefits;
- increasing the use of reminder text message alerts to customers who have adviser appointments;
- reassessing Incapacity Benefit claims and improving the Work Capability Assessment, providing back to work support for those who need it;
- preventing, identifying and dealing with more fraud and error cases;
- extending current support for lone parents to prepare for work to those with a youngest child aged 5 or over; and
- improving and increasing adviser support for people with mental health problems.

Outward looking

We will increase our involvement with the private, public and voluntary sectors in order to successfully help people find work. Working in partnership, we will reform and improve services. To achieve these aims we will:

- help deliver the Work Programme with private and voluntary sector partners;

- work with external partners to plan reform to the Social Fund;
- look for opportunities to share offices with other organisations; and
- develop our digital services for employers through our 'Transforming labour market services' project. Jobseekers will be automatically matched to vacancies placed online by employers.

A role model for delivery

We have ambitious plans to become more efficient, change the way we deliver services locally and further develop our contact centres, enabling us to deliver greater value for money. To achieve this we plan to:

- implement findings from our review of corporate and support costs to more effectively support service delivery;
- achieve financial savings;
- allow managers to make more local decisions in Earned Autonomy trail blazer districts;
- focus on workforce planning, ensuring we make the best use of all our people;
- improve productivity in our benefit centres by applying a standard approach, using new IT software to support managers and by ensuring our processes are as efficient as possible; and
- grow a vibrant and successful public sector contact centre business starting with a six month trial for the UK Border Agency.

Involve, develop and support our people

Our people are our greatest assets in helping to achieve our priorities. In order to involve, develop and support our people we plan to:

- support our staff through change and uncertainty so that we continue to deliver services effectively;
- continue to deliver against our People Promise which commits line managers to hold regular discussions with their staff;
- use our People Survey results to identify where we need to do more to engage our staff;
- continue to develop our managers to lead, inspire and motivate as we transform.

Our performance framework

A new performance management framework for Jobcentre Plus will be introduced from April 2011. The new framework supports the Coalition Government's aims by replacing the previous system of process driven targets with a streamlined, outcome focused regime.

These measures will enable the public to judge how successfully we achieve our business priorities.

The new framework places the emphasis on the delivery of two priority outcome measures:

- quickly moving people off benefits and into jobs; and
- to reduce fraud and error losses by making accurate and timely benefit payments.

The off-flow rate into employment measure

This is the main outcome measure of our labour market performance. We will report the rate at which people leave Jobseeker's Allowance, Income Support and Employment and Support Allowance and move into employment.

To support the achievement of the off-flow rate into employment measure we will monitor off-flow rates from benefit to all destinations.

Fraud and error

The Department for Work and Pensions has a strategic objective to administer benefits effectively and efficiently.

We will contribute towards this objective by reducing the amounts lost to fraud and error made from the administration of Income Support and Jobseeker's Allowance.

A range of supporting data will be available to help us manage the two outcome measures. This will include:

- data on business process and policy delivery; and
- data on productivity and customer experience.

This will be monitored by business units in Jobcentre Plus.

Reporting our performance

Performance reporting is essential to help identify and address risks and issues at the earliest opportunity.

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We monitor how well we have performed throughout the year against the priority measures. The measures support the Department for Work and Pensions 2011-15 Business Plan and the Coalition Government's structural reform priorities.

We provide monthly progress and performance reports to the Jobcentre Plus Board, the Department and Ministers.

You can find more information about our performance and how we are doing locally and nationally, at our performance information pages on the DWP website. Go to www.dwp.gov.uk/jobcentreplus and follow the link to **Targets and performance**.

Our people and our values

Our values are the guiding principles for how we deliver our services to our customers. They underpin our commitment to putting customers first.

Achieving the best

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

Respecting people

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

Making a difference

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

Looking outwards

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

Our people activity

Our main priority in the coming year is to involve, develop and support our people through what will be a year of significant change and at times, some uncertainty, as we reorganise Jobcentre Plus both in operations and central directorates. We will do this by:

- actively managing our workforce as we transform our organisation to ensure we have the right numbers of staff in the right locations;
- wherever possible ensuring that staffing consequences of change are managed through redeployment and natural wastage; and
- supporting and developing our managers to lead, inspire and motivate as we transform.

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We will promote a culture which values staff and cares for their well being by:

- acting on the results of our People survey to identify where we need to do more to engage our staff; and
- completing the roll out of Phase 2 of the 'Live Well Work Well' initiative to all teams to improve the well being of our staff and reduce absence rates.

We will maintain professionalism, equipping our people with the skills and capabilities to deliver our services by:

- delivering one day workshops for advisory services teams to support the increased personalisation of adviser services;
- providing learning for adviser managers to support increased personalisation of Jobcentre Plus services;
- continuing a programme of job specific accreditation within each section of our business; and
- ensuring that our skills strategies are in line with our business volumes and business change plans.

We will actively develop and manage talent by:

- continuing the Jobcentre Plus Talent Management Trainee Scheme to develop our leaders for the future; and
- identifying leadership development opportunities for senior leaders through talent forums.

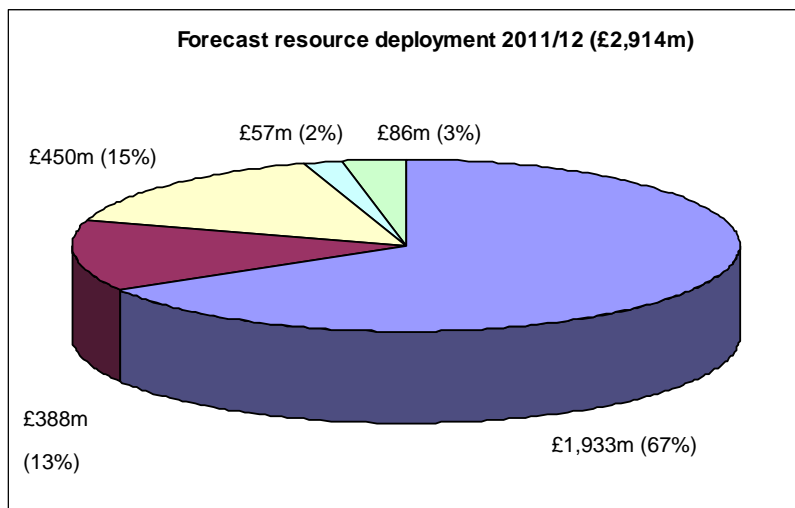
We will manage the performance of all our people throughout the year by:

- ensuring every staff member has regular reviews to assess their performance results, skills and behaviours; and
- continuing to improve productivity through attendance management and performance management frameworks.

Our resources

Planned expenditure in 2011-12

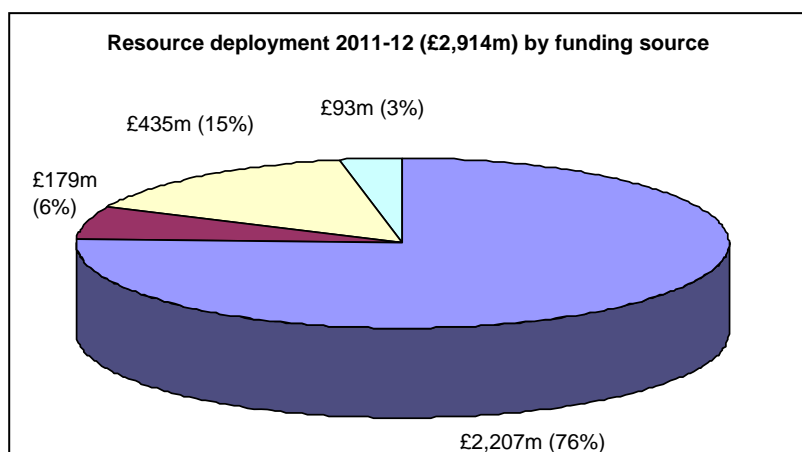
The main expenditure categories



- **Staff costs** – the costs of staff salaries and related costs – £1,933m (67%)
- **Non-staff and capital costs** – including IT costs and major contracts such as medical services and office services – £388m (13%)
- **Estates** – recurring facility price and utility costs for our sites and one-off investment costs – £450m (15%)
- **Non-cash** – depreciation costs of fixed assets and capitalised software – £57m (2%)
- **Employment Programme** – payments to customers and providers (funds delegated from DWP) – £86m (3%)

The chart above shows the current Jobcentre Plus allocations for 2011-12 by the main spending categories. The allocations will be kept under review throughout the year to reflect changes to our delivery plans. This excludes costs managed centrally in the Department for Work and Pensions such as IT desktops and some provider and customer payments.

The main funding sources



- **Baseline core** – the core funding allocated to support Jobcentre Plus (includes non-cash) – £2,207m (76%)
- **Baseline change** – including funding for IB Reassessment and Automated Service Delivery (includes capital) – £179m (6%)
- **Recessed workloads** – additional funding to support increased workload volumes – £435m (15%)
- **Other non baseline** – additional funding to support policy initiatives including lone parent obligations – £93m (3%)

The chart above shows the main funding sources for Jobcentre Plus in 2011-12. All areas have been set challenges to manage Department for Work and Pensions funding risks.

Our corporate responsibilities

Promoting equality and fairness, eliminating discrimination and delivering accessible services

We work hard to understand the diverse needs of our customers and staff so that we can make our services accessible and appropriate for all.

In July 2009 the Equality and Human Rights Commission published a report into our compliance with race, disability and gender equality legislation. The report gave us a practical framework for deepening our compliance. We have put new processes and guidance in place in response to this report and in 2011-12 will further develop these, taking account of the 2010 Equality Act, by:

- engaging with organisations representing customer interests (including the protected groups defined in the 2010 Act);
- reviewing and addressing the support needs of our people to ensure we deliver compliance with the new Public Sector Duty and wider Act;
- using our Diversity Challenge to promote equality and fairness and review our performance across the business;
- working wider with the Department for Work and Pensions to comply with the data publishing requirement in the 2010 Act; and
- supporting delivery of equality impact assessments through our strengthened processes and a new system of support for managers.

Delivering a sustainable future

Jobcentre Plus has a duty to promote and support sustainable development. We will:

- continue to strengthen the commitment to sustainability among our people, customers, partners and stakeholders, recognising the need to move towards a more sustainable future and continue to recruit and support local energy and environmental champions;
- provide and maximise the use of local level data to enable us to continue to identify opportunities for increasing efficiency, minimising waste, reducing business travel, energy consumption and related emissions from greenhouse gases and spending taxpayers' money wisely;
- with our main suppliers and partners, jointly monitor and maximise the efficiency and effectiveness of our use of natural resources;

- comply with all relevant climate change and carbon reduction legislation requirements; and
- ensure all key decisions and policies take account of an appropriate sustainable development impact assessment.

Environmental performance

New environmental performance indicators have been introduced to replace the Sustainable Operations Government Estate targets which ended in March 2011. The new measures are designed to reduce adverse environmental impact in government operations and procurement by 2015. We will be required to:

- cut carbon emissions by 25% from our estate and business related transport and specifically, cut domestic business travel flights by 20%;
- reduce the amount of waste we generate by 25% and specifically, cut paper use by 10% in 2011-12;
- reduce water consumption and report on office water use against best practice benchmarks; and
- ensure we buy more sustainable and efficient products and engage with our suppliers to understand and reduce the impacts of our supply chain.

Performance is reported in the Jobcentre Plus Annual Report and Accounts.

Accessing Jobcentre Plus services

<p>Looking for work?</p>	<ul style="list-style-type: none"> • Visit www.direct.gov.uk/jobseekers to search through our vacancies online at times that suit you. • Call Jobcentre Plus on 0845 606 0234, or • 0845 605 5255 if you use a textphone*, or • 0845 606 7890 if you speak Welsh and live in Wales, or • 0845 604 4022 to use Welsh on a textphone* <p>Lines are open Monday to Friday, 8am to 6pm.</p>
<p>Making a new claim for benefit?</p>	<ul style="list-style-type: none"> • Visit www.direct.gov.uk/benefits to claim JSA online (restrictions apply – see the website). • Call Jobcentre Plus on 0800 055 6688, or • 0800 023 4888 if you use a textphone* or • 0800 012 1888 if you speak Welsh and live in Wales. <p>Lines are open Monday to Friday, 8am to 6pm.</p>
<p>Applying for a National Insurance number?</p>	<ul style="list-style-type: none"> • Call 0845 600 0643, or • 0845 600 0644 if you use a textphone* <p>Lines are open Monday to Friday, 8am to 6pm.</p>
<p>Suspect benefit fraud?</p>	<ul style="list-style-type: none"> • To report benefit fraud online go to www.direct.gov.uk/fraud • Call the national hotline on 0800 854 440, or • 0800 328 0512 if you use a textphone* or • 0800 678 3722 if you speak Welsh and live in Wales. <p>National Lines are open every day, 7.00am to 11.00pm. The Welsh line is open from 8.00 am to 6.00 pm, Monday to Friday, (a messaging service is available outside these times).</p>
<p>0800 calls are free from BT landlines and from Vodafone, T-Mobile, O₂, Orange, Virgin Media and Tesco mobile networks. Call costs from other mobile networks or landline phone networks may be different.</p> <p>0845 calls are charged. These charges vary according to phone company and tariff.</p> <p>*Textphones are for customers who find it hard to speak or hear clearly. They do not accept text messages from mobile phones.</p>	
<p>Continued overleaf</p>	

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An employer needing to fill vacancies?	<ul style="list-style-type: none">• Employers can advertise their vacancies online at www.businesslink.gov.uk/jobcentreplus• Call Jobcentre Plus on:<ul style="list-style-type: none">- 0845 601 2001, or- 0845 601 2002 if you use a textphone*• Fax Jobcentre Plus on 0845 601 2004.• If you speak Welsh and live in Wales call:<ul style="list-style-type: none">- 0845 601 4441, or- 0845 601 4442 to use Welsh on a textphone* <p>Lines are open Monday to Friday, 8am to 6pm.</p>
Need general information?	For more information, please visit Directgov at www.direct.gov.uk
<p>0800 calls are free from BT landlines and from Vodafone, T-Mobile, O₂, Orange, Virgin Media and Tesco mobile networks. Call costs from other mobile networks or landline phone networks may be different.</p> <p>0845 calls are charged. These charges vary according to phone company and tariff.</p> <p>*Textphones are for customers who find it hard to speak or hear clearly. They do not accept text messages from mobile phones.</p>	

Feedback

We welcome your feedback. Please send any comments, questions or views about anything in our Delivery Plan by email or by post, as follows.

Email

SPAD.Leads@jobcentreplus.gsi.gov.uk

Post

The Strategic Planning and Assurance Division
Jobcentre Plus
Room 3C21
Quarry House
Quarry Hill
Leeds
LS2 7UA

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