



Jobcentre Plus Business Plan 2010 – 2011

jobcentreplus

Part of the Department
for Work and Pensions

The Jobcentre Plus Board



Members from Jobcentre Plus

David Chapman, Ruth Owen, Roland Ginn, Darra Singh, Doug Watkins, Matthew Nicholas, Jacinda Humphry, Jeremy Groombridge CB.



Isobel Stephen

Jobcentre Plus
Director, currently
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Member from the Department for Work and Pensions

Mark Fisher CBE –
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Contents

- Chief Executive's foreword 4
- Our services 6
- Our 2010-2011 business priorities 8
- Our corporate responsibilities 12
- Delivering performance – our targets for 2010-2011 14
- Delivering the values through our people 18
- Our resources 20
- Jobcentre Plus beyond 2010-2011 22
- Accessing Jobcentre Plus services 26



Chief Executive's foreword

Jobcentre Plus



Jobcentre Plus has faced some tough challenges over the last year with significantly rising workloads and customers needing more help than ever to find work. We responded quickly to these challenges, working at pace to build up our capacity quickly, offer extra support to customers and maintain high service and performance levels. We also continued to deliver the welfare reforms, with the successful roll out of Flexible New Deal as planned, and provided more tailored and personalised help than ever before.

This coming year will be equally challenging and we are ready to respond. In addition to delivering a full range of support to all our customers, one of our top priorities will be to help ensure that young people do not suffer from the long term effects of unemployment. Delivering real help through the Backing Young Britain campaign, the Young Person's Guarantee and the Future Jobs Fund, we will make every contact we have with young people count.

We are committed to building on the work of my predecessor, Mel Groves and continuing to make Jobcentre Plus a service that really makes a difference. In 2010-2011 we will continue to modernise and enhance our service to customers and employers, making the most of new technology. We have already started work on providing a single telephone network for benefit enquiries enabling us to take more calls and improve our telephone services. We are also improving our services so that customers will be able to claim Jobseeker's Allowance online and it will be even easier for employers to place vacancies with us online.

We will maintain our focus on working collaboratively with local and national partners to deliver professional services for the benefit of our shared customers, to tackle unemployment and deliver value for money. We will build on the success of our Local Employment Partnerships and continue to increase our support for both employers and individuals facing redundancy. Customers will benefit as we continue to strengthen partnerships, enabling us to deliver more joined up, professional and efficient services. For example, customers will see a big



improvement as we roll out a service which means they only have to inform government once of a birth or death.

A key priority over the next year will be continuing to work in partnership with a wide range of organisations at national, regional and local levels. Notable examples include working with local authorities in the Total Place pilots; developing innovative ways of bringing services together to improve the end result for local residents and deliver better value for money; working with the Federation of Small Businesses, the British Chambers of Commerce and others to deliver a new service to our small business customers; and with the new Skills Funding Agency and the Regional Development Agencies to continue to develop the integrated delivery of skills and employment support.

Our people are key to the continuing success of Jobcentre Plus. Over this coming year we will focus on strengthening the skills and capabilities they need to deliver excellent service to customers. We will build on our managers' skills and expertise in leading change and involving people. We will also continue to roll out our programme of continuous improvement, empowering our people to remove waste from our systems and processes and improve customer service.

Looking ahead, we will have some stretching performance targets, a tough financial settlement and our constant aim of continuing to deliver the help and support our customers need. We will also be delivering on the commitments set out in the 2009 Welfare Reform Act which aims to promote choice and independence, helping people to actively seek and prepare for work.

I am confident that the hard work, dedication and pride in their work of the people in Jobcentre Plus and our partners, will enable us to tackle the challenges that lie ahead with energy and commitment as we work together to make 2010-2011 a success for Jobcentre Plus and its customers.

Darra Singh
Chief Executive



Our services



Jobcentre Plus is an executive agency of the Department for Work and Pensions and we play a key role in achieving wider departmental objectives.

During the economic downturn, we have seen the volume of Jobseeker's Allowance (JSA) claims double. We have scaled up our services and remained focused on our purpose of work for those who can and support for those who cannot. We have worked hard to ensure we have the capacity and flexibility to handle changes in demands for our services now and in the future.

We now offer extra support to customers at the start of their JSA claim and to those unemployed for six months and longer. The increasing demands on our services makes our support in moving customers into work even more important and most people still leave JSA quickly. Around half of new claims last less than three months and around three quarters last less than six months.

We also want to provide greater choice and personalised support to everyone who needs it, giving them every opportunity to get into and remain in work. We will continue to progress with plans to modernise our service by expanding our online services for customers and employers. We are also committed to working ever more closely with employers and local and national partners, to improve our services to customers.

In delivering our services we promote equal opportunities and aim to eliminate unfair or unlawful discrimination, supporting departmental strategic objectives by making our services accessible to all our customers.



Helping our customers find and stay in work

We will continue to help our customers find work, using increased personal adviser support and more Local Employment Partnership opportunities. We will tailor our services to help people gain the support and skills training they need to move from benefits into work. We now provide extra support for our customers through, for example, the Backing Young Britain campaign and help for those engaging with us for the first time or after long periods of employment.

Supporting our customers

We provide advice on the range of benefits available and explain the conditions for receiving them, helping prevent fraud and people claiming more benefits than they are entitled to. We will pay benefits accurately and on time. We also make payments or loans from the Social Fund where customers need additional financial support. We have also improved the service we provide for carers.

Working with employers

We support employers by providing advice on the jobs market, recruitment services and training including diversity advice and access to recruitment and training subsidies. We advertise jobs from across the UK and Europe for which potential applicants can search online and over the telephone. We find people with the right skills to apply for them and help to prepare potential recruits through Local Employment Partnerships. We provide support and advice on employing disabled people. We also work closely with partners to help employers manage redundancies.

Working with local partners

We play a key role working with other public sector organisations, notably the Skills Funding Agency, the Regional Development Agencies and local authorities, tackling unemployment in particular areas. In doing so we seek to ensure our customers' needs are kept at the forefront of influencing and developing partnerships, sub regional strategies and delivery plans. As part of that work we are closely involved in initiatives such as multi area agreements and the Total Place pilots.



Our 2010-2011 business priorities

Help people into work

We will continue to help all our customers into work, in particular young people and our most disadvantaged customers by, for example:

- focusing strongly on reducing youth unemployment;
- bringing forward eligibility for the Young Person's Guarantee to six months unemployment and providing additional opportunities including Future Jobs Fund jobs, work-focused training, internships and Routes into Work;
- requiring young people to participate in work experience through the Community Taskforce if they have remained unemployed for 10 months without taking part in an opportunity to improve their employability;
- providing dedicated support to 18-24 year olds from a named adviser, with access to a range of flexible support throughout their claim along with strengthened jobsearch support and additional time with their adviser between 13 and 26 weeks;
- providing more back to work support through Jobcentre Plus and providers for customers aged over 50, professionals, people wanting to become self-employed, people with a history of unemployment and by putting in place full time mental health coordinators in each district;
- piloting, in four districts, an accelerated model of delegated flexibility. These will hold local managers and advisers to account for sustained job outcomes and give them control over their resources and flexibility to tailor services to individual needs;
- establishing outreach teams in each region and country, building on existing success in Merseyside, South Tyne and Wear and South London. These will tackle worklessness on housing estates in partnership alongside local partners;
- working more closely with Connexions to strengthen the support available to 16 and 17 year olds including additional adviser support, job-broking help and group sessions;
- completing the roll out of Flexible New Deal, providing long term unemployed customers with personalised, tailored help in getting a job;
- working with employers sector skills councils and the Skills Funding Agency to help even more people into work through our Local Employment Partnerships and pre-employment training;
- strengthening the support our personal advisers give to customers by, for example, providing better diagnostic tools and additional training to help identify customers' needs and skills requirements and improving their knowledge of the local economy; and
- extending elements of the successful Integrated Employment and Skills (IES) service pilots across the country for jobseekers (and further testing for other customer groups), where advisers work closely with nextstep careers advisers to better help customers get the skills they need to enter and progress in sustainable work.¹

¹ This is an interim arrangement until the new Adult Advancement and Careers Service is introduced during 2010.



Case Study: David Simcock

The first element of the Young Person's Guarantee to be launched was Future Jobs Fund, which has already helped a wide-range of young people into work.

David Simcock, aged 23, from Stoke-on-Trent, had been unemployed for a year after being made redundant from a temporary job.

Stoke-on-Trent, especially the locality where David lives, had been hit hard by the recession.

David's main barrier to work had been lack of jobs in the gardening/horticultural sector and he had no success when applying for other jobs in different sectors.

Things started looking up for David when he met Daniel Dykes from Hanley Jobcentre, who was to be his Young Person's Adviser – a role set up to support 18-24 year olds through the Young Person's Guarantee.

At their first interview, Daniel matched David's skills and experience against current Future Jobs Fund vacancies and found two he felt were ideal, as they involved quite heavy, outdoors work on a small holding and farm.



After an interview and a two-hour work trial with employer NCA Enterprises, David began his job, which includes helping out with the live stock of chickens and goats.

David said:

“ I'm really pleased to be back at work. I've been trying for nearly a year without success and this is the break I've been hoping for. ”

Deliver our performance targets

We will seek to meet all our performance targets, paying our customers the right amount of benefit at the right time and reducing fraud and error by:

- getting benefit claims right first time and keeping them right;
- maintaining performance standards and providing excellent customer service even when there is increased demand for our services;
- ensuring performance is consistent across our business by aiming to bring performance in all of our offices up to the levels of the higher-performing offices; and
- playing a key role in meeting the Department's objective to reduce fraud and error, in partnership with other organisations such as local authorities, banks, building societies and government departments.

Modernise customer service

We are passionate about enhancing our customer service through increasing the scope of our online and self service facilities as well as working more closely with employers and local and national partners. This includes:

- creating a single telephone network for benefit enquiries, enabling us to take more calls and improve the service we provide customers who contact us by phone;
- improving and extending our self service offering so more customers can make JSA claims online;

- exploring ways of helping more people self-serve and access their own information more easily;
- broadening our online service access and offering increased digital inclusion, including work to develop a customer online job search facility and making it easier for employers to advertise vacancies online;
- introducing an automated matching service which will proactively link up customer information with employer requirements, providing electronic notification of opportunities for the benefit of jobseekers, employers and our business;
- working with government and local authorities to roll out a service where people only inform one government agency once of a birth or death and piloting a similar service for reporting changes of address;
- working with partners both at regional and local authority level to improve the connection between our core services and those delivered by partners, in particular by effective participation in local and multi area agreements, Total Place pilots, City Region Forerunners and other initiatives; and
- working closely with our partners and suppliers, keeping them informed of new developments to ensure they have the capacity to handle increased demand during the economic downturn.



Drive up efficiency

We will use Lean continuous improvement techniques to help deliver value for money and drive up our efficiency and effectiveness by:

- empowering our people to continually improve our processes, reduce waste and improve our customer service and productivity;
- making our processes and procedures more efficient by reducing the amount of paper we use; and
- continuing to plan our resources carefully, in line with changing workloads and efficiency challenges.

Involve our people

To involve our people we plan to:

- use our People Survey and Investors in People assessment results to identify where we need to do more to engage our people and deliver improvements in priority areas;
- extend our Back to the Floor programme where senior managers spend time delivering customer facing services so they know what our customers want and what our people need;
- continue to develop our managers' abilities to lead, inspire and motivate their staff through internal development programmes such as Making a Difference, Manage the Business and Lead the Business; and
- ensure managers regularly discuss performance and development needs with all of their people, through our performance management system.

Deliver welfare reform

We will implement welfare reform measures by:

- beginning to migrate Incapacity Benefit (IB) customers onto Employment and Support Allowance (ESA);
- working with others in the Department to deliver the Welfare Reform Act 2009 by:
 - piloting a new approach to JSA and ESA customers with heroin or crack cocaine problems;
 - supporting the long term unemployed with full time work experience and additional employment support;
 - giving lone parents with young children the flexibility they need to prepare for work in the future and move closer to the job market;
 - implementing 'Payment On Account' of benefits, removing a need for customers to claim a Crisis Loan pending their first benefit pay day; and
- delivering other measures including additional support for our customers to get the skills and training they need and making sure work pays by testing a 'better off credit'. This guarantees that everyone who takes up work after six months unemployment or more will be £40 per week better off in work.



Our corporate responsibilities

Promoting equality, eliminating discrimination
and delivering accessible services



We constantly strive to learn more about the diverse needs of our customers and staff and how to 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 gives us a practical framework for improving our compliance and we will continue to build on the progress we have made so far. During 2010-2011 we will, for example:

- continue to involve and consult with organisations representing customer interests;
- better equip our people to understand and respond to individuals' needs and comply with equality legislation;
- evaluate and publish progress against our 2008-2011 race, disability and gender equality schemes;
- continue to review and improve the accessibility of our services; and
- strengthen our equality impact assessment process to ensure every assessment considers each element of the public service duties.



Delivering a sustainable future

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

- continue to raise the sustainability awareness of our people, customers, partners and stakeholders, recognising the need to move towards a more sustainable future;
- work with our main suppliers and partners to monitor and maximise the efficiency and effectiveness of our use of natural resources;
- identify where we could increase efficiency, minimise waste, reduce business travel (through increased use of video conferencing) and reduce energy consumption and emissions from greenhouse gases;
- fully 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.



Delivering performance – our targets for 2010-2011



Our stretching performance targets reflect the way we aim to improve our service delivery by putting the customer at the centre of all that we do. They support our purpose of helping people move from welfare dependency into work and providing timely and accurate benefit support to those who cannot work.

Job Outcome Target

This strategic target measures the results of the support the Department delivers to customers to help them find work through a Jobcentre Plus intervention or service, or through external specialist provision. Both Jobcentre Plus and the Department are jointly accountable for performance against this target.

The target is measured by awarding points based on the priority we place on getting different customer groups into work, reflecting the relative disadvantage they face in the labour market. For example, lone parents or customers who receive ESA attract 12 points, people who start work after claiming JSA for less than 6 months attract 4 points and people who change jobs attract one point.

Our target for 2010-2011 is to achieve 11.47 million points.



Fraud and Error

The Department has a strategic objective to overpay no more than 1.82% of all benefit and to underpay no more than 0.76% of all benefit by March 2011.

The contribution made to the objective from the benefits administered by Jobcentre Plus is measured by the following target, for which both Jobcentre Plus and the Department are jointly accountable:

- by March 2011, to ensure that losses from fraud and error in working age Income Support (IS) and JSA amounts to less than 4.2% of overall expenditure.

To support the delivery of this target, we have an internal operational target, which focuses on anti-fraud activities and other measures designed to mitigate the risk of fraud and error entering the system.

Employer Engagement Target

The Employer Engagement Target measures how well we deliver our services to employers. We measure:

- **outcome** – whether the employer filled their vacancy and if so, whether they did so within their required timescale;
- **timeliness** – how quickly an employer can access our services;
- **accessibility** – the availability of our online and telephone services; and
- **accuracy and professionalism** – the quality of our vacancy taking service and accuracy of the resulting vacancies.

Our target for 2010-2011 is to achieve 91% against the standards we have set for delivering services to employers.

Customer Service Target

The Customer Service Target measures how well we deliver our services to our individual customers. The target is assessed against the Department's Customer Charter service standards of 'Right Treatment', 'Right Result', 'On Time' and 'Easy Access'.

We measure:

- **treatment** – how customers are treated, specifically measuring the behaviours of our people against criteria that customers say are important to them;
- **result** – the accuracy and completeness of information supplied to customers;
- **time** – how quickly a customer can access our services; and
- **access** – the availability of our services to customers, particularly those most vulnerable.

Our target for 2010-2011 is to achieve 86% against the standards set for each of the above.



Interventions Delivery Target

This target is about helping our customers move into work by providing timely work-focused support to those entitled to JSA and lone parents receiving IS.

The target requires us to conduct timely interviews in 85% of cases overall, made up of the following:

- 83% of IS lone parent work-focused reviews within 3 months of when they are due; and
- 87% of JSA interviews within 6 weeks of when they are due.

Average Actual Clearance Time target

This target requires us to deal quickly with claims to benefits. It measures the average number of working days² we take to process claims for IS, JSA and ESA. The targets for 2010-2011 are:

- IS – 9 days
- JSA – 11 days
- ESA – 14 days.

Reporting our performance

We measure how well we have performed throughout the year against each of our targets. The targets are designed to maximise our contribution to the delivery of the Public Service Agreements and Departmental Strategic Objectives. They are supported by a set of key management indicators against which business units are measured.

Performance reporting is essential to monitoring performance against targets and to help identify and address risks and issues early on. We provide monthly progress and performance reports on all our targets to the Jobcentre Plus Board, the Department and Ministers. You can find more information on our targets and how we are doing locally and nationally at www.dwp.gov.uk by following the links - 'About DWP' 'Jobcentre Plus' 'Targets and Performance'.



² 'working days' is defined as Monday to Friday



Environmental performance

Government departments and agencies have targets to reduce their environmental impact. Jobcentre Plus contributes towards the Department's targets.

Jobcentre Plus sustainable operations on government estate target levels

	2010-2011 Target
Business road travel – CO ² emissions (tonnes)	7,839
Business road travel – miles (000's)	23,845
Energy consumption of offices – KgC emissions	33,427,781
Electricity efficiency – KW/h m ²	275

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



Delivering the values through our people



Our values which we share with our parent, the DWP, are the guiding principles for how we deliver our services to our customers. They underpin our commitment to putting customers first and help us focus not only on what we deliver but how we do it, recognising the key contribution our people make in delivering our services. We will apply our values in our day-to-day work environment, helping our people to deliver a professional customer service of consistently high quality.



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 priority for the year is to involve our people, building on the skills and expertise of our managers to lead change at pace and providing training and development for people new to the organisation to make them effective as quickly as possible. This will help us meet the continuing challenges we face in increased demand for our services through the current economic downturn and in preparation for the recovery.

We will strengthen the level of workforce engagement by:

- supporting our managers with tools and techniques such as the Lean continuous improvement methodology;
- rolling out the Live Well Work Well initiative to all teams to improve the well being of our people and continue to reduce absence rates;
- developing a culture which actively supports our business transformation plans; and
- ensuring our most senior managers spend time delivering customer facing services through the Back to the Floor programme, so they may better know what our customers expect from us and what our people need to deliver.

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

- rolling out Advisory Services of the Future training to support the personalisation of adviser services;
- refreshing learning for adviser managers to support personalisation;

- implementing a programme of job specific accreditation within each section of our business;
- ensuring that our skills strategies and the resources to support them are in line with our business volumes and business change plans; and
- continuing the professional development of people in our key support areas through the assessment of development needs supported by rigorous development plans.

We will actively develop and manage talent by:

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

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

- consolidating people performance by ensuring everyone receives regular reviews to assess delivery of required performance targets, skills and behaviours; and
- continuing to deliver productivity improvements through attendance management and performance management frameworks.

We are also proud to support our peoples' contribution to local community life through the Department's Community 5000 scheme. This aims to encourage people from across the Department to lend a hand, by offering their time or expertise to organisations that support our customers. The scheme also helps our people better understand the needs of our most disadvantaged customers.

Our resources

In 2010-2011 we need to:

- maintain the right staffing levels to support a high level of professional customer service while achieving planned efficiencies;
- create flexibility in our delivery and support arrangements to deliver value for money and contribute to additional efficiencies required;
- maintain information security and apply adequate business controls;
- continue to improve our productivity while delivering increased outputs; and
- manage our non staff costs and ensure we consider value for money in their deployment.

We plan to do this by:

- developing a proactive workforce planning process, to ensure we have the right people across the business, and supporting workforce management procedures to enable us to quickly adjust to economic circumstances and demands on our business;
- capitalising on process improvements across our operations and our central and support functions identified using Lean continuous improvement techniques, to improve our efficiency and productivity;
- exploiting opportunities for automation and increasing access to our online services, for example JSA online and proposals for transforming labour market services;
- requiring our central and support functions to continually increase their productivity through implementing new ways of working;

- ensuring that robust control environments and mechanisms are in place, in line with business policies and priorities;
- ensuring that appropriate measures are in place to safeguard our information assets and methods, ensuring that these are complied with;
- working in partnership with DWP's Commercial Services Directorate to achieve the best value from outsourced strategic contracts for medical services, IT and office services;
- managing our non staff running costs with the focus on:
 - the cost of running our information technology systems;
 - the size and cost of our estate;
 - our medical services contract;
 - travel and utilities expenditure; and
- improving our expenditure forecasting and understanding of cost drivers so that we can better support decision making in the business, use our resources more efficiently and deliver value for money.

Carbon Budget

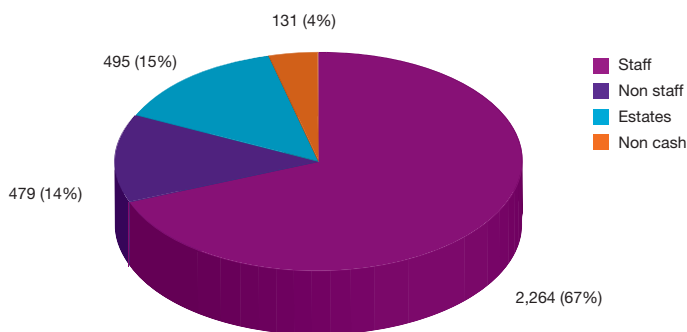
Carbon budgets introduced in the Chancellor's 2009 Budget set a limit on the amount of greenhouse gases that an organisation's operations may emit. The first budget period runs from January 2008 to December 2012. Jobcentre Plus contributes towards the Department's carbon budget through its business travel and energy consumption. In doing so, we are helping to meet our sustainability targets.



Planned Expenditure in 2010-2011

The main expenditure categories are:

Forecast Resource Deployment 2010/11 £3,369m



Staff costs – the costs of staff salaries and related costs

Non staff costs – including IT costs and major contracts such as medical services and office services

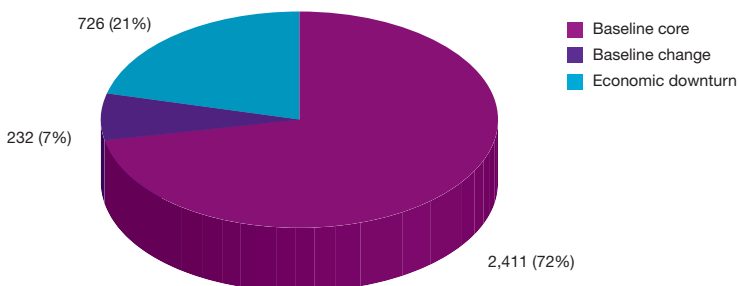
Estates – recurring facility price and utility costs for our sites and one-off investment costs

Non cash – depreciation costs of fixed assets and capitalised software

The above chart shows the current Jobcentre Plus allocations for 2010-2011 by the main spending categories. The allocations will be kept under review throughout the year to ensure that they keep in line with our budgets and with revisions to our business plans driven by the workloads we experience.

The major funding sources are:

Resource Deployment 2010/11 £3,369m by Funding Source



Baseline core – the core funding allocated to support Jobcentre Plus

Baseline change – including funding for the IB to ESA migration programme

Economic downturn – additional funding to support new policy initiatives and increased workload, secured from HM Treasury

Jobcentre Plus beyond 2010-2011



Looking beyond 2010-2011 we will keep up the pace of change, continuing to focus on delivering the help and support our customers need to get into work. We will also continue exploiting online and self service options to provide excellent service for customers and employers. In doing so we will deliver services while reducing costs and increasing value for money to the taxpayer.

More help and support for customers

We will:

- continue to develop a professional, personalised, flexible service for customers while supporting our personal advisers as they enhance their employment expertise;
- extend our support for JSA customers to both members of a couple who do not have children or who have older children;
- increase work-focused support for IB customers where it is reasonable to do so and they are able to work, as they continue to transfer to ESA; and
- continue to simplify our benefit systems, making them easier to understand, by aligning some ESA contribution conditions with JSA.

Delivering our services efficiently and effectively

We will:

- continue to exploit new technologies, for example by offering a wider range of our services through alternative technologies such as mobile telephony and digital TV; and
- use technologies to enable our advisers to deliver more proactive help and support to customers. For example, advisers can email online learning and job links and view a customer's job search activity so that their appointments focus on what customers need to do next.



Case Study: Little TREASURES

Little TREASURES is a small business in Market Harborough, Leicestershire, which provides home services including cleaning, garden maintenance and shopping. Through a Local Employer Partnership with Jobcentre Plus, it has used Work Trials to recruit a diverse local workforce.

The LEP enabled Little TREASURES to use Work Trials to take on nine new staff in a six month period. Six of them are lone parents and three were on Incapacity Benefit.

Christine Roberts is the owner of Little TREASURES:

“ We offer flexible hours which are suitable for lone parents, people returning to work or those with family commitments. Work Trials offer the best of both worlds; candidates can show us their abilities while they decide if the job is right for them. ”



Christine says:

“ Jobcentre Plus is now my only port of call when we need to take on new staff. I've saved a lot of money and they've found me a fantastic workforce. The pride and independence of being back in work have helped my staff shine. ”

Work effectively with employers, partners and providers

We will continue to:

- provide a professional account management service for both national and local employers who work closely with us to open up opportunities for our priority customers;
- work with the key business representative bodies to continue improving our recruitment service, particularly for small businesses;
- work with HMRC to link our support to businesses into the development of the businesslink online service;
- work closely with our partners and suppliers, keeping them informed of new developments to ensure they have the capacity and flexibility to handle changes in demand during the economic downturn and subsequent economic recovery;
- actively work in partnership with our contracted providers to ensure that customers get the support they need; and
- identify further opportunities to work collaboratively at a national, regional and local level with key partners to tackle worklessness and improve the coherence and cost-effectiveness of wider services for local people.

Delivering value for money

As part of the drive to continuously improve financial management, we will continue to scrutinise and challenge our Directorate and Operations expenditure plans.

We will do this through:

- the monthly forecasting and expenditure reporting process;
- reporting to the Jobcentre Plus Board including our non-executive directors;
- National Audit Office and internal audit reviews of key areas in 2010-2011; and
- active management and reporting of the temporary economic downturn resource and planning for additional workloads.





Case Study: Newcastle City Council

Jobcentre Plus, alongside key strategic partners including Newcastle City Council, has created a not for profit company – Newcastle Futures Ltd (NFL) – to tackle worklessness in Newcastle upon Tyne.

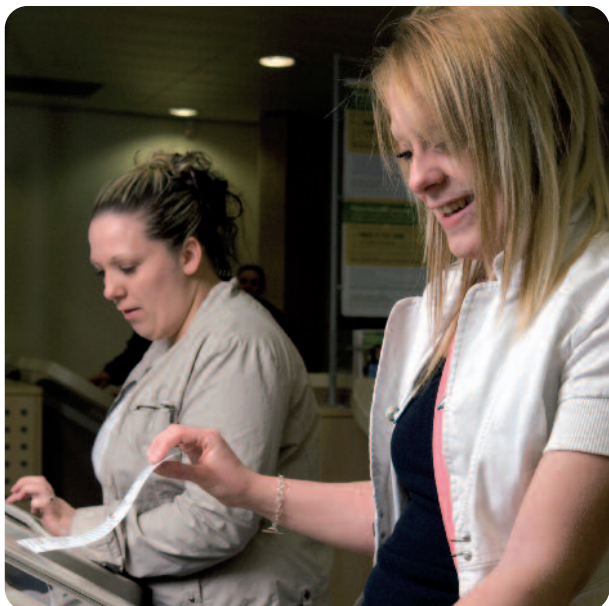
Critical to the success of NFL is the collaborative nature of the partnership and the funding it receives from Newcastle City Council's Working Neighbourhood Fund. NFL offers a diverse range of first step training and support to unemployed people to create provision which adds to Jobcentre Plus and Skills Funding Agency mainstream programmes and operate a confidential advice and guidance service to people who are considering employment. The partnership operates from community centres, customer service centres, libraries and other public buildings in the heart of the most disadvantaged areas to ensure its services are easily accessible.

By encouraging joint working between a range of public, private and voluntary sector groups, NFL helps get better value from Government funded initiatives and improve progress towards achieving the Local Area Agreement targets for helping people off benefits and into sustained employment.



Between April and December 2009, nearly 1,500 people across the city registered with NFL with over half of them moving into work despite the impact of the recession – with 70% of those getting a job being from areas of high deprivation.

Accessing Jobcentre Plus services



Jobcentre Plus is working to make it as easy as possible for our customers to access our services quickly and efficiently, depending on their needs. We run a network of telephone contact centres and offices across Great Britain.

Looking for work?

- Visit www.direct.gov.uk/jobsearch
You can 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 textphone³, or
- 0845 606 7890 if you speak Welsh and live in Wales, or
- 0845 604 4022 to use Welsh on a textphone³.

Lines are open Monday to Friday, 8am to 6pm, and Saturday, 9am to 1pm.

Making a new claim to benefit?

- Visit www.direct.gov.uk/benefits
- Call Jobcentre Plus on 0800 055 6688, or
- 0800 023 4888 if you use a textphone³, or
- 0800 012 1888 if you speak Welsh and live in Wales, or
- 0800 023 4888 to use Welsh on a textphone³.

Lines are open Monday to Friday, 8am to 6pm.



Applying for a National Insurance number?

- Call 0845 600 0643, or
- 0845 600 0644 if you use a textphone³.

Lines are open Monday to Friday, 8am to 6pm.

Suspect benefit fraud?

- To report benefit fraud online go to www.dwp.gov.uk/benefit-thieves
- Call the national hotline on 0800 854 440, or
- 0800 328 0512 if you use a textphone³, or
- 0800 678 3722 if you speak Welsh and live in Wales.

National lines are open every day, 7am to 11pm. The Welsh line is open Monday to Friday 8am to 6pm (a messaging service operates from 7am to 8am and 6pm to 11pm weekdays and from 7am to 11pm at weekends).

Want to know more about the Flexible New Deal?

- Visit www.direct.gov.uk/jobseekers and follow the links under 'Programmes and Services'.

Employer needing to fill vacancies?

- Employers can advertise their vacancies online at www.businesslink.gov.uk/jobcentreplus
- call Jobcentre Plus on:
 - 0845 601 2001, or
 - 0845 601 2002 if you use a textphone³
 - fax Jobcentre Plus on 0845 601 2004.
- If you speak Welsh and live in Wales you can call:
 - 0845 601 4441, or
 - 0845 601 4442 if you use a textphone³.

Lines are open Monday to Friday, 8am to 6pm, and Saturday, 10am to 4pm.

Need general information?

For further information, please visit Directgov at www.direct.gov.uk

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.

0845 calls are charged. These charges vary according to phone company and tariff.

³ Textphones are for customers who find it hard to speak or hear clearly. They do not accept text messages from mobile phones



Want to know more? Then see our information at:

www.dwp.gov.uk/jobcentreplus

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

E-mailing us at:

Business-plan@jobcentreplus.gsi.gov.uk

OR

Posting them to:

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