Country Report

United Kingdom

Client: European Commission

Rotterdam, London, 20 October 2011

Country Report PES PMS

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ECORYS

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Summary

ID	
Country	UK
Name PES	Jobcentre Plus (JCP)
Name researcher	LS/IA/TV
Additional remarks (e.g. source gaps, problems, challenges)	New performance management system applies from April 2011. Some useful diagrams etc. taken from the internal PMS handbook are included as an Annex.

1 Background information

General information PES		Source*
Mission & tasks & targets	Jobcentre Plus (JCP) is the operational delivery unit within the UK government Department for Work and Pensions (DWP) responsible for the delivery of services supporting people of working age from welfare into work, and helping employers to fill their vacancies. JCP is at the heart of delivering the Coalition Government's ambitious agenda to reform the welfare system. Corporate documents use the following headings to describe the activity undertaken: • Helping customers find and stay in work; • Supporting our customers; • Working with employers; • Working with local partners. Key objectives: • Increase the effective supply of labour by promoting work as the best form of welfare and helping unemployed and economically inactive people move into employment; • Work towards parity of outcomes for ethnic minority customers; • Pay customers the correct benefit at the right time and protect the benefit system from fraud, error and abuse; • Provide high-quality and demand-led services to employers, which help fill job vacancies quickly and effectively with well-prepared and motivated employees; • Help people facing the greatest barriers to employment to compete effectively in the labour market and move into and remain in work; • Improve continuously the quality, accessibility and delivery of services to all customers; • Ensure that people receiving working age benefits fulfil their responsibilities while providing appropriate help and support for those without work; • Increase overall productivity, efficiency and effectiveness in the delivery of Jobcentre Plus services. Targets for DWP delivery of JCP services are agreed with the Secretary of State for Work and Pensions, and published in the annual business plan. These targets are designed to improve overall productivity, efficiency and	Website. Business Plan 2011-2015. Interviews. Internal performance management handbook.

General information PES		Source*
	effectiveness. The following targets were set for 2010/11 (see below for description of indicators): • Helping people into work - to achieve a total points score of 11.47 million based on the job outcomes JCP achieves; • Helping employers to recruit - to achieve 91% in the delivery of services to employers according to the standards we have set for our business; • Delivering a good service to our customers - to achieve 86% in the delivery of customer services according to the standards we have set for our business; • Providing work-focused support at the right time - to ensure that JCP work-focussed support is given to customers at the correct time in 85% of cases measured; • Timely processing of benefit claims - to process claims within an average number of working days, Income Support (IS) – 9 days, Jobseeker's Allowance (JSA) – 11 days, Employment and Support Allowance (ESA) – 14 days. The Minister for Employment agreed to remove three of these targets at the mid-year stage (October 2010). This was done to provide a stepping stone for the introduction of a new performance management framework from April 2011. As a result, JCP ceased to report performance against the: • Interventions Delivery Target (IDT) from the beginning of July 2010; • Customer Service Target (CST) from the beginning of October 2010; and • Employer Engagement Target (EET) from the beginning of August 2010. JCP also contributes to Department for Work and Pensions' (DWP) wider target to ensure that losses from fraud and error in paying IS and JSA amount to less than 4.2% of overall expenditure. The new performance management system introduced in April 2011 reduces the number of headline measures to two - getting people into jobs as quickly as possible (measured by benefit off flows), and efficient benefit processing that reduces fraud and error.	

General information PES		Source*
	The first measure (into jobs) has two main elements: **Off-flow rates** - measure the percentage of customers leaving JSA, ESA and IS after a number of weeks; and **Percentage of off-flow into employment** element of the measure - measures the proportion of people leaving benefit that move to recorded employment. The second measure (fraud and error) relates to JSA and IS claims. A random sample of Job Seekers Allowance (JSA) and Income Support (IS) claims is checked for fraud or mistakes. It is categorised in the following way: • mistakes made by staff (known as official error); • mistakes made by customers (known as customer error); and • customer fraud.	
Organisational setup (nr. of central, regional and local offices)	JCP services are delivered through a network of telephone contact centres and offices across Great Britain. There is a DWP (Ministry) Head office and a network of customer facing offices. Back office functions to support these customer facing offices (including the contact centres) are also spread across the UK. Work is underway to ensure that DWP becomes a smaller, leaner and more flexible organisation. To support this agenda more JCP services will be delivered over the telephone and internet. Spending on estates is under review as fewer sites are likely to be needed.	Delivery Plan. Interviews.
Human resources (nr. of staff if possible fte's) Please mention the year	The average number of full-time equivalents delivering JCP services ll (excluding staff on secondment to other organisations, agency staff and staff on loan to JCP) during 2009/10 was 78,626. Increased volumes of work during 2009/10 led to a staff increase of 16,000 full time equivalents.	Annual Report.
Financial resources (annual budget) Please mention the year	Resources 2010/11 £3,369m; Baseline core – the core funding allocated to support JCP £2,411m; Baseline change – including funding for the IB to ESA migration programme £232m; Economic downturn – additional funding to support new policy initiatives and increased workload, secured from HM Treasury £726m. Planned resources for 2011/12 £2,914m; Baseline core – £2,207m; Baseline change – £179m; Recession workloads £435m; Other non-baseline – to support policy initiatives including lone parent obligations £93m.	Business Plan. Delivery Plan.

Institutional context		Source
How closely linked is the PES to relevant governmental body? (*deconcentration*: is this a part of a ministry, is it a legal form, a separate agency?)	JCP was previously an Executive Agency of the DWP, it had been created in 2002 by the merger of the PES and benefits agency, Following a review of the Ministry corporate structure in October 2011 JCP status changed and it reverted to being an integral part of DWP. As such the budget is determined and the strategy and direction are set by DWP which is accountable to DWP Ministers.	Annual report. Interviews.
How much autonomy is given to regional and local level in PES? (*decentralisation*: who designs budget, the strategy etc.)	One of the ways for JCP services to be delivered more efficiently is to allow managers to make more local decisions in Earned Autonomy trail blazer districts during 2011/12. Budgets for the delivery of Jobcentre Plus services are determined by DWP which sets the strategy and direction with accountability to Ministers. There is some autonomy for District Managers (JCP network is organised along District lines – these are sub-regional units) but in practice they deliver according to a national remit / plan. Systems of support to PES customers and benefit delivery are designed nationally and implemented locally. JCP as an Executive Agency was historically a relatively centralised organisation with limited decentralised autonomy – other than some limited pilot initiatives this remains the case within the DWP structure. However, part of the stated rationale of the new PMS is to use the reduced numbers of prescriptive centralised targets to free up local managers to be able to make more decisions locally.	Delivery Plan. Internal performance management handbook.
To what degree are services or tasks outsourced to voluntary or private sector? (*Privatisation*: which services are outsourced and to whom?)	Under the DWP Commissioning Plan (2008) which built on the recommendations of the Freud Review (2007) the expectation is that many of the PES services are outsourced on the basis of competitive tendering and payment by results. Service delivery of support initiatives for JCP customers, including counselling of the longer term unemployed and other customers farthest from the labour market are largely outsourced and delivered by a mixture of public, voluntary and private sector providers. The general model used is one of large prime contractors who commission sub-contractors to deliver specialist and geographically based services – this is the model used for the new Work Programme which is now the main JCP programme.	Commissioning Plan. Interviews.

Country information		Source
Sending or receiving country? Please elaborate.	UK is overwhelmingly a receiving country, particularly for migrants from Eastern Europe. EURES managers noted that this has become a particular issue in the current economic context with less jobs being available. There is a perception that the UK needs to better put across the message that opportunities are now limited to ensure that people make well informed decisions when considering moving to the UK only when they have the firm offer of a job.	Interviews.
Background information: • % of employment; • % of unemployment; • the main challenges on the labour market.	The economic downturn has created a much higher demand for JCP services. In 2009/10 JCP received 4 million new Jobseeker's Allowance claims (around 600,000 more than in 2008/09). In March 2010 the JSA claimant count was 1.54 million, compared to 1.45 million in March 2009. The priority for 2011/12 is to 'get Britain working,' this includes 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 providing a Rapid Response service for people affected by job losses. Unemployment hovered at around 5% from 2002-2008 before rising sharply as a result of the recession to almost 8% between 2008 and 2010. Latest rate is 7.7% (April 2011). Historically unemployment has been unevenly spread across the UK, concentrated in deprived areas particularly in inner cities, with higher rates in the North of England and London but with pockets elsewhere. Number of people claiming inactive benefits (e.g. Incapacity Benefit (now Employment Support Allowance) has been seen as a key challenge alongside unemployment in the last decade. UK is generally considered to have a flexible labour market relative to a number of other comparable Western European states. Progress is being made in revising and simplifying the various existing welfare programmes and services under a single Work Programme. JCP will also support planning for the introduction of the Universal Credit, the biggest single welfare change in a generation, and will also continue to reassess IB claims and make improvements to the Work Capability Assessment.	Annual report. Interviews. Eurostat.

2 PES performance measurement systems – Design

Purpose		Source
For which purpose was the performance measurement system established and for which level? (check for accountability; management information)	From April 2011 there is a new performance management framework which will replace the previous system of process driven targets with a streamlined, outcome focused regime. It is intended that this will enable the public to judge performance on two key indicators: how quickly JCP helps people move off benefits into work (the off-flow rate into employment), and its ability to reduce fraud and error losses by making accurate and timely benefit payments. The new framework is intended to support the Coalition Government's desire for more streamlined performance measurement frameworks and the need to demonstrate accountability for the use of public funds. It will also be used for management purposes and monitored by individual business units within JCP. The rationale for the new framework is that previous targets and indicators relied overly on administrative data entered manually by staff in offices and were as such unreliable. The number of measures was also seen as excessive creating the need for additional staff merely for measurement (hence creating additional expense), and the framework overall was seen as focusing too much on process rather than outcome measurement. Handbook notes that the '…change under the new framework is to move away from process driven targets, key management indicators and simply counting activities. Instead performance management will be driven by outcomes around continuously improving customer experience…' The idea is that the measures in the new framework and performance against them will be accessible by all staff. . The plan is to develop a series of management reports and 'MI packs' tailored to different staff levels. The key targets relating to JCP services are headline measures - getting people into jobs as quickly as possible (measured by benefit off flows), and efficient benefit processing that reduces fraud and error. Overall accountability is vested within DWP.	Delivery plan 2011/12. Interviews. Internal performance management handbook.

Indicators		Source
What types of indicators are used to measure performance? (in terms of: inputs, outputs, results, impacts)	Performance management from April 2011 (the new PMS): The off-flow rate from benefits and off-flow rate into employment are the main results measures of labour market performance. The rate at which people leave JSA, IS and ESA is reported to support the achievement of the off-flow rate into employment measure off-flow rates from benefit to all destinations are monitored. More efficient administration of IS and JSA is key to the achievement of the DWP strategic objective to reduce fraud and error. A range of supporting data will be available to help manage the two result measures. This will include: • data on business process and policy delivery; and • data on productivity and customer experience. The full list of indicators for supporting data is included in the performance management handbook. See annex one for the main performance measures which form part of the supporting data being collected.	Delivery Plan. Interviews. Internal performance management handbook.
Which (sub-) indicators are used for each type? (if there many, please put them in an annex)	The full list of indicators for supporting data is included in the performance management handbook (see Annex).	Interviews.
Do indicators presuppose causal relationships (input-output; output-results; results-impact)? How?	Causal relationships are presupposed between input – output process measures around service quality and productivity and outcome / results relating to the two main headline indicators. The handbook accompanying the new PMS makes it explicit that the service and productivity measures are intended to drive the output measures – i.e. improving performance against the former will influence the latter.	Interviews. Internal performance management handbook.

Targets		Source
Do targets exists, i.e. are indicators quantified? For who are targets set (central office, local offices, individual employees)?	Yes, a system of targets is included in the new PMS from 2011. The full list of targets can be seen in the 'minimum level' column in the *Summary of Main Performance Measures* table included in the Annex. These function as targets in the sense of providing a minimum acceptable level of performance. Targets which were previously in place in 2010/11: *Helping people into work* – this strategic target measured the results of the support the Department delivered to customers to help them find work through a JCP intervention or service, or through external specialist provision. Both JCP and DWP were accountable for performance against this target. The target was measured by awarding points based on the priority placed 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 attracted 12 points, people who started work after claiming JSA for less than 6 months attracted 4 points and people who changed jobs attract 1 point. *Helping employers to recruit* – the Employer Engagement Target measured how well JCP services were delivered to employers by measuring: • outcome – whether the employer filled their vacancy and if so, whether they did so within their required timescale; • timeliness – how quickly an employer could access services; • accessibility – the availability of online and telephone services; • accuracy and professionalism – the quality of the vacancy taking service and accuracy of the resulting vacancies. *Delivering a good service to our customers* – the Customer Service Target measured how well JCP delivers services to individual customers. The target was assessed against DWP's Customer Charter service standards, measured as follows: • treatment – how customers were treated, specifically measuring the behaviours of staff against criteria that customers say are important to them; • result – the accuracy and completeness of information supplied to customers; • time – how quickly a customer could access services; • access – the availability of services to customers,	Internal performance management handbook. Website.

Targets		Source
	particularly those most vulnerable. *Providing work-focused support at the right time* – this target was about helping customers move into work by providing timely work-focused support to those entitled to JSA and lone parents receiving IS. The target required JCP to conduct timely interviews in 85% of cases overall, made up of 83% of IS lone parent work-focused reviews within 3 months of when they were due and 87% of JSA interviews within 6 weeks of when they were due. *Timely processing of benefit claims* – this target measured the average number of working days JCP took to process claims for IS, JSA and ESA.	
Are targets SMART?	Generally yes. Cf. previous section.	

Tools		Source
Does the PES PMS includes a Data Warehouse (DWH) and to which other administrations is this DWH linked?	The PMS includes a DWH.	Interviews.
Is a tool (e.g. Balanced Scorecard) for presenting management information available?	The PMS as a whole has been developed in a structured way which links the objectives of DWP for the delivery of JCP PES services to the headline measures and supporting data being collected (cf. annexed diagram and tables). At present staff can run certain reports to check on performance – the intention is that the amount of reports available will be gradually increased as the new system becomes fully operational.	Interviews. Internal performance management handbook.

Quality assurance		Source
Is quality of client satisfaction measured? How and frequency?	Customer satisfaction is measured through an annual survey of a stratified sample of customers. This forms part of the PMS and is also published as a DWP Research Report – the latest survey will be available within a month on the DWP Research website. Measures are focussed on the customer experience and their views on the services received. Findings are reported at national and group level against the four main benefit types: JSA, IS, ESA and IB and key demographics such as age, gender, and disability. The survey involves a 25 minute telephone interview conducted between January and March. The majority of questions ask customers to indicate how satisfied or dissatisfied they are with the service they received from JCP; only a few questions are open ended. Survey data is collected by an external research company on behalf of DWP.	Interviews. Internal performance management handbook.

Management and support		Source
What are the main data sources of the PMS?	About half of the required data for the new PMS is collected automatically through computerised benefits payment systems – e.g. this feeds into the measure on benefit off flow rates. The idea was to limit the data collection that required manual collation and input so as to reduce error and remove opportunities for manipulation. Other sources include the customer survey (externally administered), DWP's Labour Market System (LMS) which is the system that frontline staff use and enter data into as part of processing claims and liaising with customers. Data is largely stored centrally through a dedicated IT system. There is a separate IT system used for investigating fraud measures. In addition parts of the data collected (e.g. from the Contact Centres) is stored on their dedicated IT systems. Teams within DWP are responsible for processing and analysis as required – e.g. if research into a particular aspect of performance is underway or if managers wish to interrogate aspects of performance.	Interviews.
How is data collected and updated?	Most data for the PMS is collected on a continuous basis (e.g. that from the computerised benefits systems). Some specific data is collected on an annual recurring basis (e.g. customer survey). Only ad hoc element is in terms of the analysis of data due to particular requests (e.g. from DWP policy or research staff).	Interviews.
Who has access to the data generated by the PMS?	The new PMS was designed by a dedicated project team within JCP's Strategic Planning and Assurance Directorate and involved liaison and consultation with senior JCP staff. A working group was set up to oversee the process with regular meetings and comments on drafts being provided. PES PMS information as available at operational, tactic and strategic level. A range of performance MI is available to managers at different levels and in different parts of the PES. (see annex for a list of performance MI). This is used to measure the performance of individuals, offices and districts depending on the measures concerned. The idea is that managers will be increasingly free to use the data and manage as they see fit with greater autonomy rather than working to a long list of centrally prescribed targets. Indications are that it is quite early on in the life of the new PMS to assess whether it is having this effect. However, an internal evaluation is planned which will consult with a selection of managers and frontline staff to gather their views on how the new system is working in practice.	Interviews. Internal performance management handbook.

Tagging customers		Source
Are customers willing to work abroad or willing to hire foreigners especially tagged in the system?	Customers are not tagged as such because there is no direct follow up service available for them.	Interviews.

Tracking customers		Source
Is contact maintained with clients to ascertain the results of activity/support provided? For example, are any follow-up surveys undertaken?	Customers are encouraged to use online self-service portals where ever possible. This is to encourage self reliance and enable resources for face to face interviews to be concentrated on those customers needing the most. assistance. In this business model tracking customers would be very insufficient and add little value so it has been abandoned.	Interviews.

Influence PES resources on PMS		Source
In which ways and to what extent is the PES PMS influenced by the PES resources, business models and national priorities?	New performance measurement system is largely influenced by the new Coalition Government priority of reducing unnecessary targets and measurement / collection of data across public services. Resources play a part in that some of the rationale for the new streamlined system relates to reducing expense of the previous system (see above for more detail).	Interviews. Internal performance management handbook.

3 PES performance measurement systems - Use

Performance management areas		Source
Is performance measurement being use for the operational, tactical or strategic level? By whom?	The intention of the new PMS is that it will be used at operational and strategic levels given the design is intended to facilitate performance management, assessment of service quality and delivery, and assessment of outcomes. Use is therefore designed for operational managers and the data will be analysed in response to requests by more senior DWP staff and potentially Ministers.	Interviews. Internal performance management handbook.
At which level (s) of the organisation is performance management practiced?	At a number of levels from individual through team level through office level to JCP district level. Data is available for team managers and above through specifically tailored reports for their use. These can be used to assess performance on an on-going basis and focus resources / efforts at any problem areas that emerge and / or take remedial action. The way the PMS is used for performance management will vary according to the level of the manager using it – e.g. team managers can use it to manage the performance of their team members and ensure that the team as a whole is performing as expected; office managers will use it at a slightly higher level and can benchmark performance against other offices as can District Managers.	Interviews.
In which management areas (Human resources, Financial resources, Quality management, and Strategy development) are the findings of performance measurement used?	PMS includes measures and indicators relevant to the wide range of management areas within DWP – e.g. there are measures on cost and efficiency relevant to and intended for use by financial elements of the organisation, measures on staff satisfaction, attendance etc. for use by HR, performance measures for use in quality management and outcome measures relevant to strategy development. A full list of indicators is in the guidance handbook.	Interviews. Internal performance management handbook.

PES mission and target setting		Source
Please describe the target-setting process: actors involved, frequency, etc.	Ministers provide the overall policy framework and key objectives for DWPs delivery of a PES service. Strategy, and other relevant staff within the Ministry translate this into measures for the PMS. The new PMS was designed by a dedicated project team with a working group being set up to oversee the process. This involved regular meetings and comments on drafts being provided. A similar system will be used to further refine the system on an on-going basis as required.	Interviews.

Benchmarking		Source
Are sub national PES offices benchmarked for functional reasons, including	Yes, benchmarking is used on a District and site (individual office) basis to assess performance on an on-going basis, Benchmarking is through application of certain minimum standards that Districts and offices are expected to meet and by measuring and comparing performance against these. See summary of main performance measures table in the annex for the full list of minimum performance levels / measures.	Interviews. Internal performance management handbook.

Rewards		Source
Is target-realisation rewarded? How?	Not clear from interviews or other information gathered whether there is any reward system operating.	N/A.

4 EURES

Information about EURES		Source
General information about EURES (number fte's, cooperation with PES)	EURES in the UK is small and resources are limited – i.e. in a recent re-organisation they have moved from 16 full time equivalent (fte) staff in Great Britain (England, Scotland, and Wales) to 12. There are a further 3 advisers in Northern Ireland. The intention is that the service is fully integrated into the PES. In practice there are issues around the degree of visibility it achieves and hence recognition levels of EURES amongst many JCP managers and front line staff are limited. Increasing visibility and collaborative working with JCP staff outside EURES is seen as a strategic priority for the service in the future.	Interviews.
Most important stages and tools	Main tool used is the information available on the Direct Gov websites for Great Britain and Northern Ireland (e.g. http://www.direct.gov.uk/en/Employment/Understandingyourworkstatus/Migrantworkers/DG_173236 http://www.nidirect.gov.uk/index/contacts/contacts-az.htm/european-employment-services-eures) These can be used as a reference point for staff and for signposting customers to relevant information re geographical labour mobility. As well as this providing access to information on jobs in other Member States people are advised to use Jobpoints in JCP offices to search for vacancies (Note: Jobpoints are effectively a stand-up computer terminal with searchable vacancies). At the moment EURES staff are developing a wider resource library and there is also a 'knowledge hob' on the staff intranet that can be accessed (includes labour market information etc.). Idea is to develop standard practice amongst advisors and identify any gaps in resources. Again these tools are dual use – i.e. information for staff but also information that can be printed off for customers or that customers can be signposted to.	Interviews.
Assessment of the tools: what works well and why and what needs some improvement.	All seen as working well generally – no major problems reported and it was noted that the knowledge hub is useful in enabling staff to look at particular economic sectors and identify where 'hotspots' of job opportunities / labour requirements are. However, it was also recognised that the service can always improve in its use of data and in the	Interviews.

Information about EURES		Source
	materials and tools available. The idea is to further develop use of data to improve the service delivered, and to develop a resource library by way of improving consistency in the use of materials by advisers and identify / address any gaps in information available.	
Which factors facilitate or hinder cross-national placement of individuals by EURES. Describe short their impact.	Close working with colleagues from EURES in other Member States and the use of Jobs Fairs were seen as the main facilitating factors assisting cross national placements. Also the system of account managing employers is likely to be looking to recruit migrant labour in the UK where there are skill shortages in specific, occupations. Building relationships with them, was seen as an important factor in ensuring that opportunities can be identified. Nothing major seen as hindering placements beyond the current limited opportunities in the UK due to the economic downturn. Conversely, limitations regarding language are seen as the main barrier to more UK citizens working abroad.	Interviews.
Opinion on the current way/form of reporting in the EA Monthly reports? What works well what does not.	Current reporting using the portal is generally seen as easy and working ok. However, it was noted that there have been some issues with the functionality of the portal at times. Also, monthly reports were viewed as being of limited use in actually measuring the important elements of the service and in capturing what it does. It was noted that the monthly reports focus on traditional process and input rather than output or result measures. It was also noted that job entry data is not collected for use in the EURES report as there is no tracking of outcomes from contacts (also, the view is that this would be difficult and unnecessarily burdensome).	Interviews.
alternative ways for measuring the performance of EURES (describe shortly)	There are plans to extend measurement of activities beyond the data collected for the EURES portal – the idea behind this is to provide something more than the basic numbers collected at present. Some of this will be in the form of case studies highlighting liaison with employers and individuals and the outcomes that result. At present thinking in this area is at an early stage however, There was a notable reluctance to consider outcome measures based on client tracking – this was seen as overly burdensome and not practical.	Interviews.
What other data is available for measuring the performance of EURES (other than that included in the monthly reports)?	EURES managers do review relevant sources of information on an ad-hoc basis (see below). There are no links between the DWP PMS and EURES activity – i.e. no EURES related measures are included in the main PMS. The only link is a loose one in the sense that all JCP services (including	Interviews.

Information about EURES		Source
	EURES) are intended to help performance against the main 2 headline indicators in the PMS.	
In your opinion, what are (or could be) the best indicators for measuring the impact of EURES on geographical mobility?	Difficult to assess due to the serious reluctance / objection to considering any outcome measures based on tracking. A combination of qualitative self reporting (i.e. using case studies as is already under consideration) and measuring outcomes where possible (i.e. in respect of specific time bound and relatively small scale recruitment projects) may be the only practical solution.	

5 Geographical labour mobility

5.1 Design

Specific to geographical mobility		Source
Is the performance of geographical mobility activities other than EURES assessed?	At present there are limited performance management metrics for EURES in general – those that are present are traditional process and input rather than output or result measures. The targets in place are thus those required by the Commission only – e.g. those around individual customer contacts, group contacts, staff contacts. Note that job entry data is not collected for use in the EURES report as there is no tracking of outcomes from contacts (also, the view is that this would be difficult and unnecessarily burdensome). The only placements that have been able to be measured and identified in the past have related to small and specific projects – e.g. project to recruit bus drivers from Poland on behalf of the First Bus company. There are plans to extend measurement of activities beyond the data collected for the EURES portal – the idea behind this is to provide something more than the basic numbers collected at present. Some of this will be in the form of case studies highlighting liaison with employers and individuals and the outcomes that result. At present thinking in this area is at an early stage.	Interviews.
Do indicators related to geographical mobility activity exist within the PES performance measurement system?	There are no indicators related to geographical mobility at present.	Interviews.
Are targets in place?	No targets are in place as there are no measures beyond the monthly reporting to the Commission.	Interviews.
Does the PES collect any (other) data on geographical mobility activity (i.e. which is not included in the performance measurement system)?	Yes but only on an ad-hoc basis - EURES managers indicated that they do review migration data and data on sectoral needs in the UK (partly given that the UK is primarily a receiving country). This is more from an intelligence point of view to inform the focus of services, events, specific projects etc. and is not done in a formalised or regular way at present.	Interviews.
Does the PES also monitor geographical labour mobility on the basis of data provided by another organisation (e.g. statistical office)? Which indicators are used?	Not formally but EURES managers do this informally as indicated above.	Interviews.

Specific to geographical mobility		Source
Where in the PES is data collected and processed?	Individual advisors record the data required for returns to the Commission. This information is collated by EURES managers and submitted as required.	Interviews.
How is quality of service/client satisfaction related to geographical labour mobility activities measured?	There is little formal measurement of service quality or client satisfaction at present. The only service quality indicators are those required by the Commission though it is acknowledged that these do not really relate to service quality as such. There was some discussion about the potential for developing a quality assurance framework (QAF) though it appears that thinking in this area is in its early stages. In terms of client satisfaction in the past there has been some informal canvassing of employers on the back of events and job days etc. Equally, some questionnaires have been handed out to attendees at Jobfairs to get a sense of how the individuals attending view the event. This has all tended to be informal and ad-hoc however. The view is that advisors and managers attending events etc. generally have a sense of how well they have gone. However, EURES staff are involved in developing new more specific and formalised systems to assess client satisfaction and plan to trial some of them at a forthcoming event in Manchester. The idea is to start with the intended outcomes from the event and see whether / how these can be measured (it appears that thinking in this area is also at a relatively early stage however).	Interviews.
Is contact maintained with clients to ascertain the results of services related to geographical labour mobility provided? For example, are any follow-up surveys undertaken?	No – clients are generally not tracked at all. Contact would only be maintained if this was from the client side.	Interviews.

5.2 Use

Specific to geographical mobility		Source
At what organisational level (strategic, operational, etc.) and frequency is the effectiveness of services related geographical mobility monitored?	Given the small size of the service monitoring is relatively informal. There is an overall EURES manager who oversees the work of the service as a whole and service managers underneath who line manage advisers. Beyond this the only service quality indicators are those required by the Commission though it is acknowledged that these do not really relate to service quality as such. There was some discussion about the potential for developing a quality assurance framework (QAF) though it appears that thinking in this area is in its early stages.	Interviews.
Is monitoring information or data used to inform future activity/resource allocation?	Not at present though there are plans to introduce some customer satisfaction measures, perhaps tailored to specific events in the first instance, along with the potential for some form of QAF around service quality (see above).	Interviews.
Are good practices identified and shared? By whom?	There is some sharing of information with staff from other countries but this tends to be informal and connected with specific events or when a joint project is occurring between EURES in the UK and other Member States. There are plans to provide case studies highlighting liaison with employers and individuals and the outcomes that result. At present thinking in this area is at an early stage.	Interviews.
Where and when is information on geographical mobility and associated activity used? Is it shared with cross-border/trans-national partners?	Only use is on an ad-hoc basis in response to requests for information from individuals or EURES staff in other Member States. The main message that UK EURES staff seek to get across is that the UK is a difficult labour market at present and that opportunities (other than in limited specific sectoral areas) are more constrained than they might have been in the past.	Interviews.

Annex

Used sources
Annual Report 2009/10
Business Plan 2010/11
Business Plan 2011-2015
Delivery Plan 2011/12
DWP, JCP and DirectGov websites
Internal DWP/JCP PMS guidance / handbook

List of indicators (as of August 2011)

1. Benefit off-flow rates into employment:
   - **Off-flow rates -** measure the percentage of customers leaving JSA, ESA and IS after a number of weeks; and
   - **Percentage of off-flow into employment element of the measure -** measures the proportion of people leaving benefit that move to recorded employment.
2. Monetary value of fraud and error (MVFE):
   - mistakes made by staff (known as official error);
   - mistakes made by customers (known as customer error); and
   - customer fraud.

Supporting data by Directorate:

Supporting data – labour market:

- Benefit recycling/churn data.

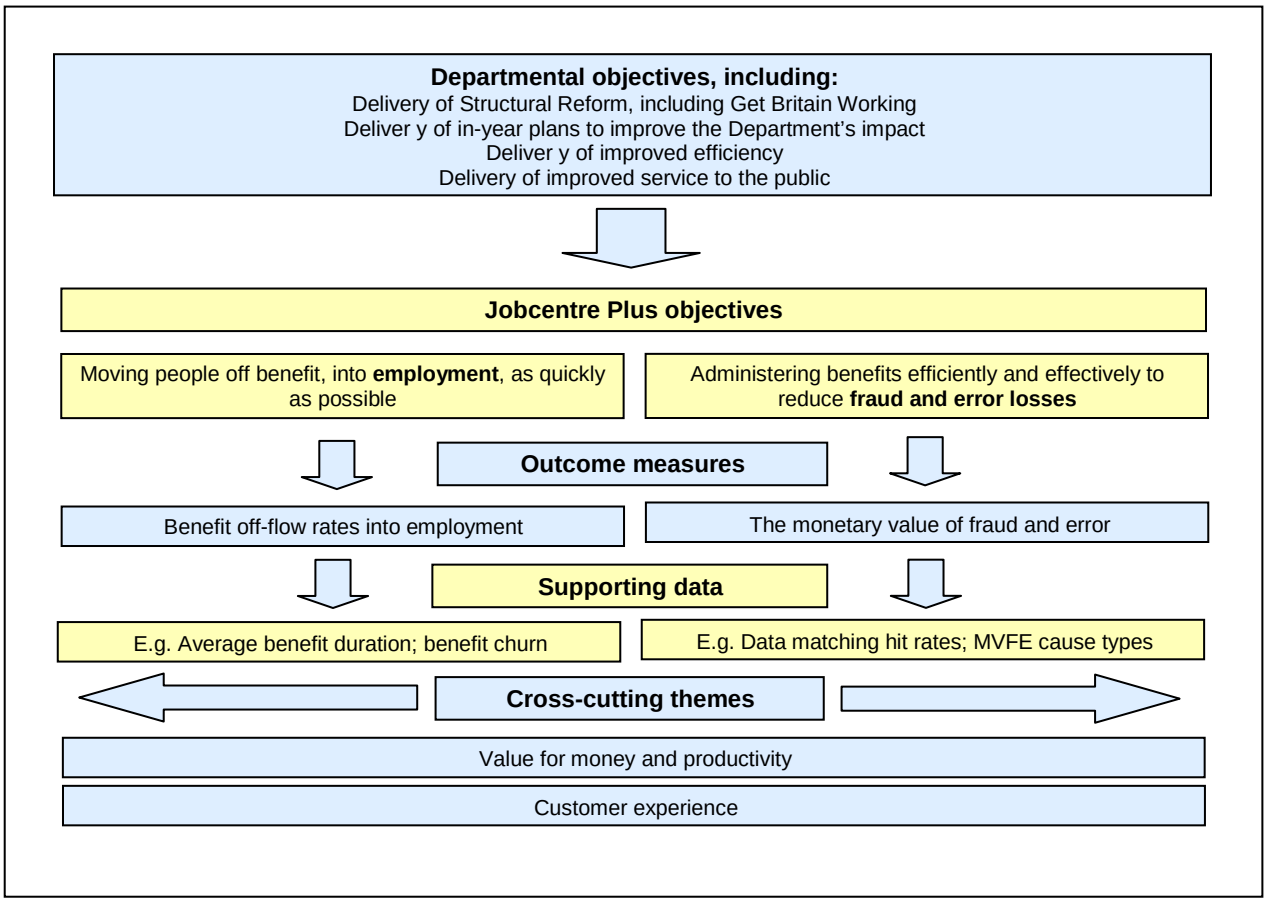
Supporting data – fraud and error:

- Volume of overpayments identified and auctioned;
- Fraud referral rate and quality;
- Group Delivery Network (GDN) error reports;
- Generalised Matching Service (GMS) - official error;
- Customer compliance suite;
- Claims clearance speed time bands (IS);
- Social Fund applications clearance speed time bands;
- Volume of benefit claims received, processed, and outstanding (JSA and ESA);
- Volume of benefit claims received, processed, and outstanding (IS);
- Volume of Social Fund applications received, processed, and outstanding;
- Claims/Applications awarded as a percentage of those processed;
- Average actual clearance times;
- Change of circumstances speed time bands (JSA);
- Change of circumstances speed time bands (ESA);
- Change of circumstances speed time bands (IS);
- Change of circumstances received volume;
- Work capability assessment (WCA) process speed time bands suite;
- Volume of completed work capability assessments and outcome.

Differences between the old (pre April 2011) and new PMS

Old framework	New framework
Public accountability for multiple targets	**Public accountability for two outcome measures:** Jobs and efficient benefits payment, reducing
Reliance on KMIs and internal targets to manage performance	**Performance will be managed using data more relevant to business needs**
Reliance on volumetric/business process measures	**Focus on understanding and managing the quality of interventions/ processes**
Limited understanding of value for money and productivity	**Greater use of value for money and productivity data**
Top down performance management system	**More local devolution, LEAN working and flexibility** for performance management

Diagram showing link between objectives and indicators



Summary of the main performance measures

Contact Centre Directorate		
Measure	**Minimum Level**	**Notes**
Percentage Calls Answered	90% 80% CLDM	**Service**
Average Speed of Answer	1.00 min	**Service** Excludes Crisis Loan decision making service line for which a separate level is being worked up.
Cost per Customer Minute	Q1 - £0.53 Q2 - £0.51 Q3 - £0.53 Q4 - £0.49	**Effectiveness** Only to include direct costs we have control over. Further work required with Finance.
Customer Minutes per Agent per Day	Q1 – 290 Q2 – 289 Q3 – 286 Q4 – 309	**Effectiveness** A flight plan to be developed to achieve 290 by Q4.
Error Checking	To be developed	**Quality** Steer of 85% as a level - this is the level for BCD and JD.
Quality of Interventions – Primary Service Lines and Enquiries	85%	**Quality** CEF process being updated to support this new measure, to be reviewed at Q1.
Quality of Interventions – Employer Direct	85%	**Quality**
First Call Resolution	Q1 - 70%	**Quality** Will be reviewed following outcomes of the handover T&FG.
Attendance Management	10.4 days	**Effectiveness**
Productivity – AHTs for each Service Line:		
• First Contact	16.00 mins	**Effectiveness** Levels for Q1 – reviews to take place for Q2 and onwards.
• ESA (New Claims)	16.00	
• ESA (Enquiries)	5.35	
• JSA	5.00	
• IB Enquiries	4.45	
• IS Enquiries	4.45	
• Social Fund	3.20	
• Crisis Loans	16.42	
• Jobseekers Direct	3.40	
• Employer Direct	6.15	
• NINo Allocation	5.00	
• National Benefit Fraud Hotline	6.40	
• Tax Evasion Hotline	6.20	
• Maternity Allowance	4.10	
Channel Shift		**Effectiveness** Under development.
Staff Engagement – Quarterly Update	49%	**Effectiveness** Standard cross COO stretch of 5% based on DWP survey 2010.

Jobcentre Directorate		
Note: All off-flow rate levels need to be recalibrated once Atomic Data Store MI is available		
Measure	**Minimum Level**	**Notes**
JSA off-flow rate 13 weeks	No District / site below 55%+	**Outcome** Minimum expectation at District / site level 55 %. Plus a stretch to achieve 58% at national level.
JSA off-flow rate 26 weeks	No District / site below 75%.	**Outcome** Minimum expectation at District / site level 75 %. Plus a stretch to achieve 78% at national level.
JSA off-flow rate 52 weeks	No District / site below 90%.	**Outcome** Minimum expectation at District / site level 90%. Plus a stretch to achieve 92.5% at national level.
18 -24 off-flow rate 39 weeks	No District / site below 92%	**Outcome** Minimum expectation 92%. No stretch.
ESA off-flow rate 65 weeks	No District / site below 68%	**Outcome** Minimum expectation 68%. No stretch.
IS Off Flow rate 52 weeks	No District / site below 43%	**Outcome** Minimum expectation 43%. No stretch.
Error Reduction (internal checking) JSA	85% accuracy	**Quality**
Error Reduction (internal checking) ESA	85% accuracy	
Error Reduction (internal checking) IS	85% accuracy	
Customer Compliance conversion rate – proportion of interventions that result in a positive outcome	30%	**Outcome** Levels set for Qtr 1 – Fraud and Error Task Force working up measures from qtr 2.
Customer Compliance average MVA Rate	£63	
Productivity	Work in progress	**Effectiveness** Work on-going with Finance to agree measures and levels.
DOC+3	80%	**Service** 80% minimum expectation.
Attendance Management	7.4 days	Effectiveness.
Channel Shift		Under development.
Staff Engagement Index	54%	**Effectiveness** Standard cross COO stretch of 5% based on DWP survey 2010.

Benefit Centre Directorate		
Measure	**Minimum Level**	**Notes**
JSA Claims Cleared 1 – 5 days	No more than 10% over 16 days	**Service**
JSA Claims Cleared 6 – 10 days		
JSA Claims Cleared 11 – 16 days		
JSA Claims AACT	10 days	**Service**
JSA CoCs AACT	3 days	**Service**
ESA Claims Cleared 1 – 5 days	No more than 15% over16 days	**Service**
ESA Claims Cleared 6 – 10 days		
ESA Claims Cleared 11 – 16 days		
ESA Claims AACT	10 days	**Service**
ESA CoCs AACT	3 days	**Service**
IS Claims Cleared 1 – 5 days	No more than 10% over 13 days	**Service**
IS Claims Cleared 6 – 13 days		
IS Claims AACT	8 days	**Service**
IS CoCs AACT	3 days	**Service**
Attendance Management	7.4 days	**Effectiveness**
Direct Payment - % of total payments that are not cheques	96%	**Effectiveness**
Call Back Resolution at First Attempt	95% in 3 hours	**Quality** To be reviewed by Handover T&FG – expected Qtr 1.
Priority call back within 1 hour	100%	**Quality** Aspirational level.
Channel Shift		**Effectiveness** Under development.
Staff Engagement	45%	**Effectiveness** Standard cross COO stretch of 5% based on DWP survey 2010.
Productivity Measures:		
• JSA Claims	10 per day	Levels for qtr1 - to be reviewed for qtr 2.
• JSA Changes	18	
• ESA Claims	4.5	
• ESA Changes	15	
• IS Claims	5.5	
• IS Changes	17	
Error Reduction:		
• Overpayment Referrals	1.14m	**Effectiveness**
• Checks % correct for payment	98%	**Quality** Levels agreed for Q1 and will be reviewed when revised checking regime has embedded.
• Checks % correct for quality	85%	
Social Fund Measures:		
CL AACT	2 days	**Service** Work on-going to agree meaningful time band performance and levels.
CCG AACT	9 days	
BL AACT	6	
FP AACT	16	
SSMG AACT	5	

Benefit Centre Directorate		
Measure	**Minimum Level**	**Notes**
Reviews AACT	10	
CCG Productivity	6	**Effectiveness** Levels agreed for Q1 – to be reviewed at the Q2 stage.
BL Productivity	25	
FP Productivity	3.5	
SSMG Productivity	14	
Reviews Productivity	5	
Call back resolution at first attempt	95% in 3 hours	**Quality** To be reviewed by Handover T&FG expected Qtr 1.
Attendance Management	7.4 days	**Effectiveness**
Staff Engagement	45%	**Effectiveness** Standard cross COO stretch of 5% based on DWP survey 2010.
Social Fund Recoveries		**Effectives** Work on-going.
Fraud Investigation Service:		
		Outcome (work on-going)

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