COUNTRY FICHE: UNITED KINGDOM

PES NAME: Jobcentre Plus (JCP)

Basic Organisational Model

Type of organisation/relation to government

Employment Service within the Department for Work and Pensions (DWP). It performs the operational delivery of employment policy designed and held by the Department. The Chief Operating Officer (COO) is directly accountable to the Permanent Secretary of DWP who is accountable to the Secretary of State for Work and Pensions and the Ministerial team. The COO is also responsible for the Pensions, Disability and Carers Service (PDCS), the other operational arm of DWP.

Structure and organisational levels

- Officials from DWP oversee the running of JCP from a national perspective and are responsible for the longer-term vision of DWP operations.
- JCP has three core delivery arms:
  - Jobcentres helping people to find work and checking peoples' entitlement and job-search;
  - Contact centres taking customer calls and claims to benefit; and
  - Benefit delivery processing claims and responding to customers' enquiries, and investigating fraud.
- The delivery network is managed in Groups, which encompass broad geographical areas (e.g. Central England) and co-ordinate the activity of the associated district offices;
- District Offices, often based on county boundaries, co-ordinate the activities of the local offices in their area;
- Local Offices conduct all the front facing activity of JCP;
- Jobcentre Plus also delivers services from over 1200 other outreach locations and operates a mobile service.

Management structures and the role of social partners

- Management: JCP is part of DWP, and comes under the oversight of the DWP Permanent Secretary.
- Supervision: The Chief Operating Officer is the principal adviser to Permanent Secretary and Ministers on operational matters involving the development and provision of JCP's services. On these matters, the Permanent Secretary is directly accountable to, and has right of access to, the Secretary of State.
- Social partners: frequently act as stakeholders and have a right to act as a lobby group, but they are not directly involved in the management/supervision of JCP.

Financing Model

PES financing by source, GB Pounds (million)

	Expenditure (GBP million)						Change 2010-2011 (%)		
	2010			2011 (forecast)					
Source of funding (%)	Total Budget	Operating costs	ALMP	Total Budget	Operating costs	ALMP	Total Budget	Operating costs	ALMP
Total	3.013 (100%)	3.013 (100%)		2.969 (100%)	2.969 (100%)		-1%	-1%	
Social security contributions	476 (15.8%)	476 (15.8%)		536 (18.0%)	536 (18.0%)				
Government and other public funding	2.537 (84.2%)	2.537 (84.2%)		2.448 (82.0%)	2.448 (82.0%)				
ESF									
Other EU Funding									
EURES									
PES own revenues									
Other									

Note: these figures only concern the cost of JCP activity; ALMP programme funding is held by the parent Government Department (DWP).

Human Resources

PES human resources. Date of observation: March 2011

	Number of staff	% directly servicing clients
Total	**72,939**	95%

Note: this includes staff at central, regional, district and local offices and those in the Contact and Benefit Centres. In full-time equivalent, about 49.6% of JCP staff work in frontline positions.

Integration of Employment Services and Benefit Payments

Unemployment and related benefits:

- JCP administers the Jobseeker's Allowance: it undertakes initial registration and on-going monitoring of continued eligibility, and also takes care of payments at Benefit Centres.

Other social benefits:

- JCP is also responsible for the Employment and Support Allowance (incapacity benefits and income support paid on incapacity grounds).

JCP provides employment services to benefit recipients, but, dependent on their requirements, jobseekers may be referred to private providers.

Clients/Customers

Jobseekers. Date of observation: November 2010

Jobseeker client group	Number	%
Total	5.685,60	100%
Jobseekers	1.328,91	23%
ESA and incapacity benefits recipients	2.586,42	45%
Lone parents	648,30	11%
Carers	445,44	8%
Disabled	399,38	7%
Others on income related benefit	192,03	3%
Bereaved	85,11	1%

Note: Breakdowns used for monitoring purposes include: age, duration of unemployment, disability, ethnicity, lone parents (but not gender).

Employers

All employers have access to JCP's baseline service of taking and advertising vacancies, mostly through self-service channels. JCP does not hold readily available data for the percentages of employer customer groups (by business size). Most employers receive support locally, though accounts with nationwide employers such as retail chains etc. are managed at the national level.

Types and Methods of Service Provision

Services for jobseekers

JCP offers jobseekers the right to:

- Personal adviser service and fortnightly job-search reviews (face-to-face interviews for all Jobseeker's Allowance and ESA recipients);
- Work clubs (group coaching sessions, particularly for the long-term unemployed);
- Work together (volunteering programmes, particularly for the young unemployed);
- New enterprise allowance (mentoring support for benefit recipients willing to start a business);
- Self-services (online matching, employer self-upload of vacancies, registration for benefits);
- Soft skills training (in-house training sessions addressing job-search skills such as CV writing, interview techniques, etc.);
- Work Programme (employment services including soft skills training, vocational skills etc., for those out of employment for over 12 months, or earlier for certain vulnerable customer groups).

Services for employers

Employers are offered:

- Recruitment advisory services (free access to a range of practical measures and financial support to help employers meet their recruitment needs in return for working with JCP candidates);
- Small business recruitment service (helps small businesses to find the right person for the job by offering tailored recruitment support including a bespoke matching and screening service);
- Rapid response service (draws together services from partners – e.g. Skills Funding Agency, Business Link, employer representative groups, Local Authorities – to help employers support their employees facing redundancy);
- Advertising of vacancies, predominantly through self-service channels.

Job Vacancies and Market Share

Collecting information on job vacancies

Employers can choose to advertise their job vacancies with JCP. Vacancy notices are then visible to thousands of jobseekers through the jobs and skills facility on www.directgov.co.uk, the network of touch screens ('jobpoints') in JCP outlets, and the Jobseeker Direct telephone service. Around 330,000 employers use JCP for their recruitment every year. Around 80,000 employers work in partnership with JCP to take on applicants from previously overlooked backgrounds.

Vacancies and referrals

Latest count of vacancy notifications: 302,859 (in June 2011). Data on filled vacancies are no longer collected.

Matching of supply and demand

JCP does not monitor the match between labour market needs and jobseekers' skills nationally. Yet each of the JCP Districts have an employer engagement plan which is used to determine local engagement and partnership with employers based on the make-up and demographics of the local job-seeking customer base. The move to a self-service digital platform in March 2012 will see employers' job requirements automatically matched with jobseekers' profiles.

Market share

The 2007/08 'Annual Employer Survey' found that just over a third (35%) of employer vacancies was advertised by JCP. An interim survey in 2009 also found a similar proportion.

Active Labour Market Policies

LMP Services

Name of service	Brief description	Delivery
Fortnightly Job-search Reviews	Brief face to face interview.	Front facing staff in local offices.
Personal Adviser Interviews Soft Skills Sessions	Face to face interviews. In house training sessions addressing job-search skills such as CV writing, interview techniques etc.	Personal Advisers in local offices. Front facing staff in local offices/ local trainers.
Group Sessions	In house sessions looking to share experiences and address the barriers of those unemployed for longer than 13 weeks. Groups tend to be divided into jobseekers and young jobseekers (18-24).	Front facing staff in local offices – advisers tend to specialise in leading session with specific groups e.g. young jobseekers.
Work Together	Volunteering Programme.	Local employers, voluntary organisations.
Work Clubs	Group Coaching Sessions.	Local bodies including voluntary. organisations, local authorities etc.
Work Programme	Employment Services provided by partner delivery agents.	A range of private, public and voluntary providers.

LMP Measures

Name of measure	Category	Brief description	Delivery
Training Allowance	2	Funding equivalent to Jobseeker's Allowance for up to 8 weeks (13 for specialist shortage occupations) of suitable vocational training.	Local colleges/training providers and Jobcentre Plus.
New Enterprise Allowance	7	Financial and business mentoring support.	Local business partners offering mentoring support.
Work Choice	5	Employment Support for disabled people with complex barriers. Work Choice is the umbrella name for a raft of programmes including supported businesses, in work aides etc.	In partnership with specialist private, public and voluntary providers.

Cooperation/partnership

JCP works with private and voluntary providers to deliver LMP Services and Measures. Under the Work Programme, the long-term unemployed and those with barriers to joining the labour market will move to private/voluntary providers depending on their needs (earliest being after 3 months). Providers will operate under a 'black box' approach: they are free to offer the services they believe most effective to individuals without government prescription. This is facilitated by an outcome-based approach with funding based on outflows into sustained employment. JCP's partnerships with private providers of employment services are based on contractual arrangements decided at departmental level. JCP works with local colleges/training providers to best signpost jobseekers into suitable vocational training, where appropriate, and with local employers to provide volunteering opportunities for jobseekers These arrangements are predominantly decided at regional and district level.

Evaluation

It is standard practice for DWP to evaluate ALMPs. The majority of research is contracted out to a mix of research organisations, including academic institutions, commercial and not-for-profit organisations. All such research is published via the DWP website. Results of evaluations are taken into account, along with a range of other factors, in developing future policy.

Management Logic and Performance Measurement

Planning process

Goals and funding for JCP are decided annually by the DWP and the Treasury, and set forth in the JCP business plan.

Types of objectives and targets

In line with a new performance management framework implemented with effect from April 2011, JCP will publish information on two outcome measures, for which it will be accountable to DWP:

- Benefit off-flow rates into employment;

- The monetary value of fraud and error.

To support the achievement of outcome measures there will be a range of supporting data, including information on customer and employer experience, benefit administration, labour market, fraud and error, productivity, and value for money.

Monitoring

JCP has a highly developed output monitoring system, which is the responsibility of a special management information unit. Every quarter, JCP reports to the DWP on how well it has achieved its targets, so that countermeasures can be taken quickly where needed. The Permanent Secretary in his capacity as Accounting Officer for JCP is answerable directly to Parliament on the stated performance indicators for the organisation.

Lean management

Lean tools are adopted within JCP and delivered by the Continuous Improvement Team. At local level 'Lean Champions' lead on all lean activity in a particular region or district. Success stories include in the streamlining of benefit processing. Lean Champions have worked across local offices and benefit centres to help staff create Value Stream Maps (visually represent every step of a particular process) in order to remove unnecessary work (wastage) and create more efficient processes. Where waste is identified and a process changed, this is communicated across all benefit centres and reflected in the new guidance directed at staff.