

**REPORT TO:** Employment Learning and Skills and  
Community Policy and Performance Board

**DATE:** 19 September 2011

**REPORTING OFFICER:** Strategic Director Children and Enterprise

**SUBJECT:** Single Work Programme Update

**WARDS:** All Wards

### **1.0 PURPOSE OF THE REPORT**

To provide a progress report on the delivery of the Work Programme in Halton.

### **2.0 RECOMMENDATION: That**

- 1. Members note the progress report; and**
- 2. Members agree to receive 6 monthly updates on the Work Programme**

### **3.0 BACKGROUND**

The Work Programme aims to provide a single, personalised welfare to work programme for all customer groups, regardless of the benefit they claim. It has replaced many national programmes previously on offer and these have now been phased out with the Work Programme commencing in summer 2011.

The Work Programme gives providers longer to work with customers and greater freedom to decide the appropriate support for them. Work Programme Providers are required to deliver an individually tailored service for each customer which could last up to 2 years (the 'allotted time' for this service will be 104 weeks) if the customer does not move into and sustain employment. It offers providers the opportunity to deliver a flexible and personalised package of support and the chance to improve people's lives through sustainable employment.

The Work Programme (WP) will deliver provision for customers on:

- Jobseeker's Allowance (JSA);
  - Employment and Support Allowance (ESA);
- and when Universal Credit is introduced, the WP will continue to provide support to relevant customers.

Halton People into Jobs (HPiJ) bid to deliver Work Programme provision on a sub contract arrangement with 7 of the 16 shortlisted Prime Contractors (Ingeus UK Ltd, A4e Ltd, Serco, Reed in Partnership, G4S, InTraining, Working Links). On 1<sup>st</sup> April 2011 DWP announced that the successful Prime Contractors for CPA6 – North West were Ingeus UK Ltd and A4e Ltd.

- **A4e** is a large private sector organisation with an annual turnover of around £150m. They are one of the largest commercial welfare to work specialists in the UK with over 20 years experience in the direct delivery of services.

- **Ingeus** is a global welfare to work provider and is one of the UK's leading providers. Prior to the Work Programme Ingeus delivered high-quality, flexible employment programmes to long-term and recently unemployed people, those with health conditions and single parents across London, the Midlands and Scotland. They have supported over 66,000 clients into suitable, lasting work since 2002. In May 2011 the Ingeus and Deloitte joint venture was awarded seven Work Programme contracts by the Department for Work and Pensions, in the following areas: East of England, East Midlands, West London, North East, North West (Cumbria, Lancashire, Merseyside & Halton), Scotland and West Yorkshire

HPiJ was awarded 'end to end' delivery contracts for both organisations in Halton and will be responsible for delivering a total of 75% of Work Programme provision in Halton. End to end delivery means that HPiJ will be delivering the full programme of activities/support within each delivery model for both Ingeus UK Ltd and A4e UK. Ingeus UK Ltd have sub-contracted the whole of their Halton delivery to HPiJ, whilst A4e Ltd will be delivering 50% of their contract in Halton, with HPiJ delivering the remaining 50% in Halton.

## **4.0 PROGRESS UPDATE**

### **Ingeus**

Contract delivery for Ingeus commenced on Monday 27<sup>th</sup> June 2011. Ten Employment Officers and three Tutors have been assigned to this contract and delivery is across Widnes and Runcorn. There have been some significant issues with the bespoke IT system, IngeusWorks. This has impacted upon staff training and delivery. However, this is not surprising given the speed at which the contract was negotiated and implemented and is not unexpected given that, at the time of writing, the contract has been operating for 7 weeks.

To date (end of July) HPiJ had received 216 referrals (appendix 1) to the Ingeus contract and 127 have commenced upon the programme (engaged). The number of referrals has been 60% greater than expected. Of the 172

Runcorn referrals 99 customers (56%) have been 'engaged' although 100% of Widnes referrals have been engaged. Our focus at present is to reduce the backlog of customers arising out of the delay to the start of the contract so as to increase the conversion of referrals to attachments (starts) and to improve the job starts.

Of the 127 customers seen to date approximately 22% are 'job ready'. Many customers have numerous constraints preventing them moving into employment including long term unemployment (2years+), substance misuse and health conditions and will require long term measures to assist them to move closer to the employment.

During August HPIJ increased the group 'welcome' sessions and have increased the number of 1:1 appointments per week. In addition, weekly meetings are being held with Ingeus to discuss performance against a monthly forecast and monthly performance review meetings are taking place. Ingeus have been extremely supportive in helping with staff training.

#### **A4e**

The delivery of the contract for A4e was expected to commence on 1<sup>st</sup> June 2011 but did not go live until 11<sup>th</sup> July 2011. The delay was due to data security issues linked to the completion of a complex Data Information Security Plan and the results of a Penetration Test that had to be completed and passed prior to 'going live'. At the end of July 2011 Halton Borough Council was the only local authority within Contract Package Area (Merseyside, Halton, Lancashire and Cumbria) to have commenced delivery for A4e.

Six Employment Officers have been assigned to work on the A4e contract, supported by three Tutors. The main issue has been the delay in delivery linked to the complex Data Security Plan requirements of A4e. ICT colleagues have worked hard to complete the Data Security Plan, arrange a Penetration Test and negotiate with A4e over numerous requirements. Halton Borough Council will be subject to a Security Audit by A4e in October 2011.

As with Ingeus there have also been some issues with A4e's bespoke IT system, MyA4eDesk, including access delays for some staff, which have had some impact upon delivery.

Performance for A4e is detailed in Appendix 2. The delayed start date has impacted upon delivery, as by the end of July there should have been 110 starts upon the contract but there have only been 31 starts. Of the 31 customers who have attended their 'About You' appointment approximately 22% are considered to be 'job ready' whilst other customers have complex and multiple barriers to work. Additional 'Meet & Greet' group sessions were

timetabled during August and the Employment Officers are booking in 15-20 customers per week for 'About You' appointments to bring delivery and performance back on line.

## **5.0 POLICY IMPLICATIONS**

- 5.1 The delivery of the Work Programme contributes to employment, learning and skills key priorities contained in the Halton Sustainable Communities Strategy and the Liverpool City Region Employment & Skills Strategy.
- 5.2 The work of Halton People into Jobs in delivering the Work Programme also contributes to performance against National Indicators relating to employment, enterprise and learning.

## **6.0 FINANCIAL IMPLICATIONS**

Halton People into Jobs must achieve the profiled targets of starts, job outcomes and sustainability to generate income necessary to sustain the service beyond March 2012.

## **7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

### **7.1 Children and Young People in Halton**

The Work Programme supports people over 18 providing intensive support to young people who will be offered the opportunity to explore employment and training opportunities, including access to apprenticeships, which will better prepare them for applying for employment.

### **7.2 Employment, Learning and Skills in Halton**

The Work Programme supports the employment, learning & skills agenda in Halton by providing customers who are unemployed and in receipt of benefit with the ongoing advice, guidance and the skills required to better prepare them for the world of work

### **7.3 A Healthy Halton**

The Work Programme will assist placing hard to help groups currently disadvantaged in the labour market into employment and training opportunities. The programme also incorporates a Health & Wellbeing service

### **7.4 A Safer Halton**

### **7.5 Halton's Urban Renewal**

The Work Programme includes an Enterprise module which will support customers into self employment or business start up.

## **8.0 RISK ANALYSIS**

8.1 The failure to achieve the profiled targets set within the contracts with Ingeus Deloitte and A4e will result in a loss of income and potentially the loss of the contracts.

## **9.0 EQUALITY AND DIVERSITY ISSUES**

The Halton People into Jobs operates within the LSP framework, which in turn operates under the Council's Equality and Diversity policy.

## **10.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

10.1 None under the meaning of the Act.

## Appendix 1

### HPIJ Ingeus Performance (end July 2011)

	Actual Referrals	Contracted Target	Actual Attachments	Contracted Target	Actual Praped Attachments	Contracted Target	Actual Job Starts	Contracted Target
<b>Runcorn (achieved)</b>	172		99		99		0	
<b>Widnes (achieved)</b>	44		28		28		1	
<b>Total</b>	<b>216</b>	130	<b>127</b>	117	<b>127</b>	117	<b>1</b>	10

## Appendix 2

### HPIJ A4e Performance (end July 2011)

Halton People into Jobs Delivery		June 2011		July 2011	
		Contracted	Actual	Contracted	Actual
	<b>Referrals</b>	49	0	61	<b>59</b>
	<b>Starts</b>	49	0	61	<b>31</b>
	<b>Job Starts</b>	0	0	3	<b>1</b>