

# Withdrawn

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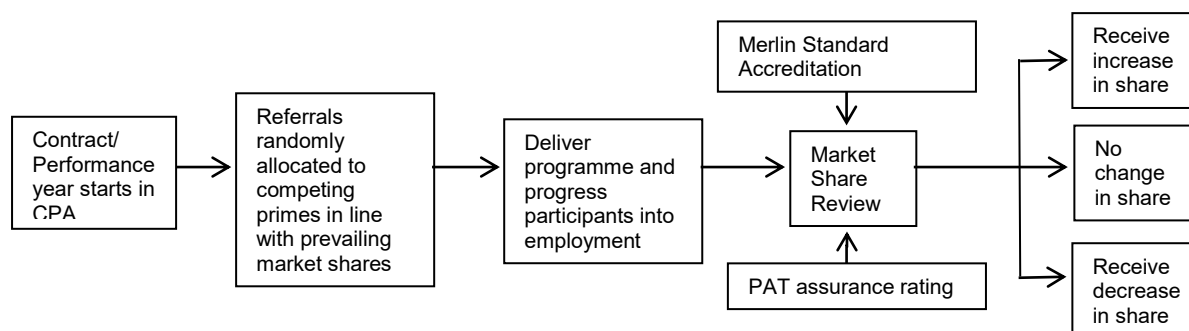
## Chapter 11 – Market Share Shift

**Please Note: Referrals to this programme ended on 31 March 2017. This guidance is for existing Work Programme participants only.**

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### High level must dos



### Performance Attainment Level

1. It is for you to deliver provision to Work Programme participants, and in doing so maximise your legitimate achievement of Job Outcomes and thereby your Performance Attainment Level. For further information please also see [Work Programme Provider Guidance Chapter 15 - Standard definitions](#) and [Generic Provider Guidance Chapter 5 - Evidencing/validating payments: Job Outcomes and Sustained Job Outcomes](#).

### Actions

- You must ensure you correctly action referrals/attachments on the Provider Referral and Provider system (PRaP) and action Job Outcomes in accordance

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with [Work Programme Provider Guidance Chapter 9 – Evidencing/validating payments.](#)

### **Consequence**

If you do not correctly utilise PRaP it may leave you ineligible to gain market share, even if you outperform the other providers in the Contract Package Area (CPA) in real terms.

### **Background**

2. Further detail is provided in the [Detailed background and further information section.](#)

### **Merlin Accreditation and Provider Assurance Team Rating**

3. It is for you to comply with the requirements of the Merlin Standard and ensure you maintain a rating of 'excellent,' 'good' or 'satisfactory' in the Merlin Standard assessment process.
4. It is for you to ensure you achieve the required Provider Assurance Team rating of 'reasonable' or 'strong'.

### **Actions**

- You must adhere to the requirements of the Merlin Standard and ensure you maintain a rating of 'excellent,' 'good' or 'satisfactory' in the Merlin Standard assessment process throughout the contract duration.
- You must also ensure that you operate and have systems in place which enable you to achieve the required Provider Assurance Team rating of 'reasonable' or 'strong.'

### **Consequence**

If you do not achieve a rating of 'excellent,' 'good' or 'satisfactory' in the Merlin Standard assessment process and a Provider Assurance Team assurance rating of 'reasonable' or 'strong,' you will not be eligible to receive an increase in market share

### **Background**

5. Further detail is provided in the [Detailed background and further information section.](#)

### **Receiving an increase in market share**

6. On review if you are shown to have met all the requirements as explained in [paragraph 8](#) to be considered for an increase in market share, you must ensure you are in a position to accept that increase at the point that market share shift is confirmed by DWP.

### **Actions**

- You must ensure you have the capacity and capability to deal with an increase in new referrals immediately after a shift is confirmed.

### **Consequence**

Failure to accept or having the capacity and/or capability to accept a market share increase may result in contractual breach action by DWP.

### **Background**

7. Further detail is provided in the [Detailed background and further information section](#).

## **Background and Further Information**

### **To be considered for an Increase in Market Share**

8. To be eligible for consideration of an increase in market share for a Payment Group you must, at the point of consideration, have met **all** of the following criteria:
- have the highest Performance Attainment Level in the CPA for the Payment Group in question
  - have outperformed the other Work Programme Prime Provider(s) in the CPA by 10 percentage points (or more), in terms of the achieved Performance Attainment Level for the Payment Group in question
  - hold Merlin Standard accreditation of either 'excellent,' 'good' or 'satisfactory'
  - have achieved a rating of 'reasonable' or 'strong' in your most recent Provider Assurance Team assessment.

### **Performance Attainment Level**

9. In order to determine whether you have met the requirements of the first two criteria in [paragraph 8](#), your performance and that of the other Work Programme Prime Providers delivering in the CPA will, for each available Payment Group, be ranked based on the achieved Performance Attainment Level for the Payment Group in question.
10. To meet the criteria you must, in terms of that ranking, have the highest Performance Attainment Level and have outperformed the Provider with the lowest performance by 10 percentage points (or more).
11. In determining the ranking of each Provider, performance will be measured using the Performance Attainment Level achieved in the prior Performance Year (ending 31 March) as held on PRaP at the point of consideration.

### **Merlin Accreditation and Provider Assurance Team Rating**

12. To meet the requirements of the final two criteria in [paragraph 8](#), you must hold a rating of 'excellent,' 'good' or 'satisfactory' in the most recent Merlin Standard assessment and have attained in your most recent Provider Assurance Team assessment a rating of 'reasonable' or 'strong.'

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13. Further information regarding Merlin Standard accreditation and the assessment process can be found in [Generic Provider Guidance Chapter 2 - Delivering DWP provision](#).
14. Further information regarding Provider Assurance and the assessment process can be found in [Generic Provider Guidance Chapter 6 - Provider Assurance](#).
15. At the point of consideration, where you have met the specified performance requirements ([see paragraph 9](#)) but have not attained Merlin Standard accreditation and/or achieved the required Provider Assurance Team rating (see [paragraph 12](#)), and subsequently meet these requirements within the six months following that consideration (subject to a planned review having been conducted and the outcome published) you may then be eligible to be considered for a market share shift.

### **Receiving an increase/decrease in market share**

16. Assessment of the first Market Shift Review Period (April 2012 to March 2013) was carried out by DWP based on the data available to DWP on 30 June 2013 and the resulting increase/decrease in market share took effect from 5 August 2013. Assessment of the Market Shift Review Period (April 2013 to March 2014) was carried out by DWP based on the data available to DWP on 30 September 2014 and the resulting increase/decrease in market share took effect from March 2015. Assessment of the Market Share Review Period (April 2014 to March 2015) was carried out by DWP based on the data available to DWP on 15 September 2015 and the resulting increase/decrease in market share took effect from 21 September 2015.
17. Assessment of future Market Shift Review Periods will be carried out by DWP based on the data available to DWP on the 31 July falling immediately after the end of the relevant Market Shift Review Period.
18. Consideration will be within a CPA at individual Payment Group level, excluding Payment Group 8.
19. To be eligible for consideration of an increase in market share you must have met the necessary requirements. However, you should note that meeting these requirements does not automatically entitle you to any increase in market share.
20. An individual shift of market share will increase by five percentage points the share of new referrals in the CPA for the Payment Group in question received by the highest performing provider, with a corresponding decrease in referrals received by the lowest performing provider.
21. In a CPA with three providers, the provider ranked in the middle (between the lowest and highest performing provider) will not receive any change in market share. However, where two providers achieve the same lowest Performance Attainment Level score or highest Performance Attainment Level, the five percentage point shift to or from those providers will be split equally 2.5 percentage points each.

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22. Market share shift will be applied following conclusion of the market share review. It will apply to new referrals only and continue in force for the remaining duration of the contract until or unless revised by a further shift in market share.