

# Withdrawn

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# CPA 18 Work Programme Provider Guidance

## Chapter 12 – Performance Management

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### Introduction

1. This chapter sets out information on the following performance measures for Work Programme:



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- Minimum Performance Levels (MPL) – Flow of New participants
  - Minimum Performance Levels – Transferred Group of participants
  - Quarterly and Twelve Month Rolling MPL(s)
  - Twelve Month Rolling Performance
  - Comparative Performance
  - Supporting Measures
  - Exit Report
  - Minimum Service Levels
2. For the purpose of performance management, the flow of new participants and the transferred group of participants will be measured separately.

### **Minimum Performance Level - Flow of New participants**

3. The Department will set a non-intervention performance for Payment Groups 1, 2, 6A and 6B reflecting the number of Job Outcomes that would be expected to occur in the absence of the WP. This is calculated by the Department based on the analysis of historical data.
4. The national Work Programme Minimum Performance Levels are set at non-intervention level plus 10% for end of each cohort.
5. These End of Cohort Profiles are:
- PG1 – 38.4%
  - PG 2 – 29.8%
  - PG6A – 13.2%
  - PG6B – 6.6%
6. However, the contracted MPL is determined by the commitment made in the tender submitted by the Prime Provider. This will be at or above the national programme MPL outlined above for the payment groups shown and for this contract there is an MPL for all payment groups. This is reflected in the terms and conditions of your contract and will be used by the Department for performance management.

## **Minimum Performance Level - Transferred Group of participants**

7. This group of participants is unique to CPA18. The contracted MPL for this group is determined by the commitment made in the tender submitted by the Prime Provider. There is an MPL for each Payment Group of existing participants transferred into the contract. This will be used to measure your performance.

### **How the profiled cohort performance is calculated**

8. There are four pieces of information used to calculate the End of Cohort Profile :
  - The number of referrals to the Work Programme provider each calendar month
  - The minimum performance level for each cohort of referrals based on the MPL in your contract
  - The profile or distribution for the length of time between claimants being referred to the Work Programme and achieving a job outcome; and
  - A one month lag has been added between a job outcome being achieved and a job outcome being claimed to allow for administrative activities.
9. The number of referrals to each Work Programme provider is as those reported in the standard MI Dashboard issued to provider every month.
10. These four pieces of information are combined to calculate the number of job outcomes required to meet the Quarterly MPL(s) or the Twelve Month Rolling MPL(s).

### **Worked Example of how the profiling cohort is calculated**

11. Consider a contract where for PG 1 (MPL = 38.4%) if there were 1,000 referrals in June 2011, allowing the 1 month lag:
  - We would not expect any Job Outcomes until January 2012 as it takes 6 months to gain a Job Outcome and we allow a month for Providers to report JOs to DWP.



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- In January 2012 we expect  $1000 * 1.8\% = 18$  Job Outcomes
- In February 2012 we expect  $1000 * 2.7\% = 27$  Job Outcomes
- In March 2012 we would expect  $1000 * 2.6\% = 26$  Job Outcomes
- By December 13, the last month in the profile trajectory (month 31) this cohort should provide a total of 384 Job Outcomes. This represents the 38.4% MPL for PG 1.

**NB: These figures are for demonstration purposes only and do not reflect the active profiling for PG1.**

12. The total number of expected Job Outcomes per month is reported by repeating this process across all Cohorts and adding the monthly profile for each cohort.
13. [Annex 1](#), [Annex 2](#), [Annex 2a](#) and [Annex 3](#) provides pictorial diagrams showing how the cohort's profiles combine to provide a total number of Job Outcomes for the month and for 12 month rolling periods.

### Quarterly MPL (s) and Twelve Month Rolling MPL(s)

14. The Quarterly MPL(s) and the Twelve Month Rolling MPL(s) apply to all Payment Groups. Quarterly MPL(s) for each of the Payment Groups means the number of Job Outcomes that the provider must achieve in the Quarter by the expiry of that Quarter.
15. The Twelve Month Rolling MPL(s) for each of the Payment Groups means the total cumulative number of Job Outcomes that the provider must achieve in the Twelve Month Rolling Period.
16. DWP will assess Work Programme provider performance by converting referrals to the Programme into Job Outcomes against their Twelve Month Rolling MPL(s) over a 12 month rolling period.

In this programme:-

- A cohort represents one calendar month of Referrals e.g. January 2014.
- Participants can achieve a Job Outcome up to 30 months after they are referred.



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- To meet MPL in provider bid for PG 1, PG2 and PG9 cohort must achieve a Job Outcome during 30 months.
  - To meet MPL in provider bid for PG3, PG4, PG5, PG 6A, PG6B, PG7 and PG8 cohort must achieve a Job Outcome during 27 months.
17. [Annex 4a](#) provides a worked example of how the Department will calculate the rolling twelve month target.
18. [Annex 4b](#) provides a worked example of how the Department will calculate the Quarterly MPL.

### Twelve Month Rolling Performance

19. At the end of each Quarter, the Department will measure the number of Job Outcomes achieved for each of the Payment Groups to assess whether the Work Programme Provider has met the Twelve Month Rolling MPL for each of the Payment Groups for the Twelve Month Rolling Measurement period up to and including the last day of the Quarter.
20. Failure to reach the Twelve Month Rolling MPL for any Payment Group at the expiry of each Quarter may lead to the Department instigating the formal performance improvement process.

### Comparative Measurement

21. The Department will also assess the Work Programme Providers performance against the other Providers within the Contract Package Area.
22. The Department will share this information with you so you can see how you are performing alongside the other Providers and where you may need to make improvements to match or exceed them.
23. The Department will also encourage Providers to share good practice with other providers both within the CPA and more widely to ensure all participants are receiving quality provision.

## **Supporting measures**

### **Attachment of participants**

24. Work Programme Providers are required to attach a participant to provision within 15 working days of their referral to you from Jobcentre Plus.
25. For the bulk transfer of participants, the provider must engage with the participant and register the attachment. We expect the engagement and attachment to take place within 4 weeks of the bulk transfer.
26. The provider should note that all diagnostic interviews must be completed within 8 weeks of the bulk transfer taking place.
27. If the participant was referred to the Provider under the Day 1 support opportunity type having made their claim to JSA in advance of their release from prison the Provider is required to attach them to the provision within 25 days.
28. Performance Managers will monitor both requirements to ensure participants are able to access provision within the stated timescales.

### **Exit reports**

29. Providers are expected to provide 100% of exit reports within 10 working days of notification from Jobcentre Plus. Performance Managers will monitor this via information they receive from Jobcentre Plus. For more detail regarding exit reports please see CPA 18 Work Programme Guidance Chapter 10 – Completing the Work Programme.

### **Customer Service Standards**

30. The Department has agreed Customer Service Standards for each Work Programme contract and Work Programme Providers must adhere to these standards. Work Programme Providers are required



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to provide written information regarding the Customer Service Standards to Jobcentre Plus. Jobcentre Plus advisers will give this document to participants when they refer participants to the Work Programme.

31. Providers will receive monthly reports on the delivery of these Customer Service Standards which will inform regular discussions with the Departments Performance Manager. This also applies to paragraphs relating to Exit Reports and Customer Service Standards.

### European Social Fund (ESF) compliance monitoring

32. ESF Contract Monitoring Officers (CMO) will undertake compliance checks for all Work Programme claimant groups. Performance Managers will liaise with the CMO to ensure you are meeting the necessary required standards for the ESF audit. For more information regarding ESF compliance please see the [Generic Guidance Chapter 11- ESF Requirements](#).

### Further Information

33. Further information on the Departments approach to performance management of the Work Programme and interaction with Work Programme Providers, please see the **Performance Management Regime** -

<https://www.gov.uk/government/publications/work-programme-performance-management-regime-provider-guidance>



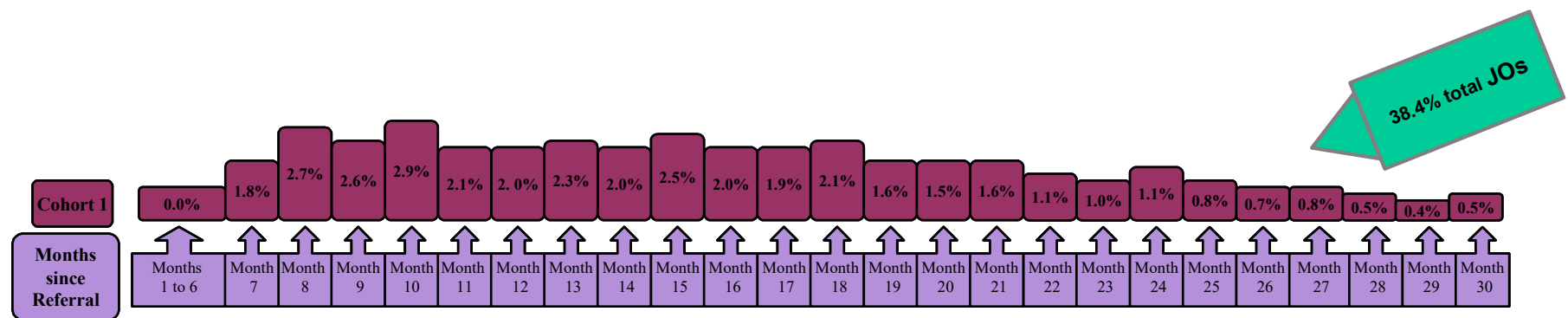




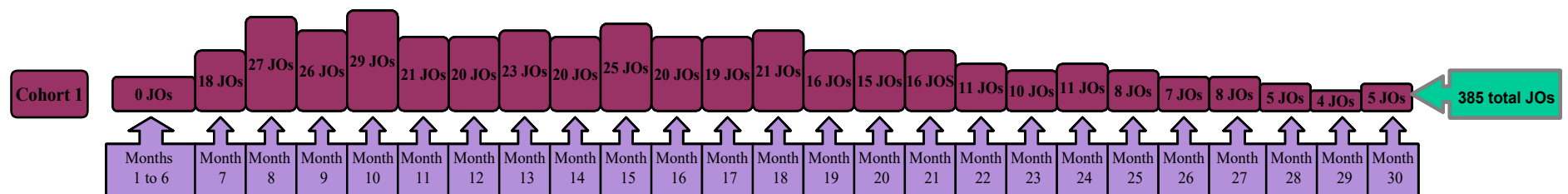
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### Annex 1 – Profiled Cohort Metric Example: An illustration of how job outcomes for new referrals build up

For Payment Group 1, for one cohort, for example



If we had 1,000 Referrals in one cohort, this would translate into the following Job Outcomes:



NB: Sum of Job Outcomes above does not equal the cohort total due to rounding effects.

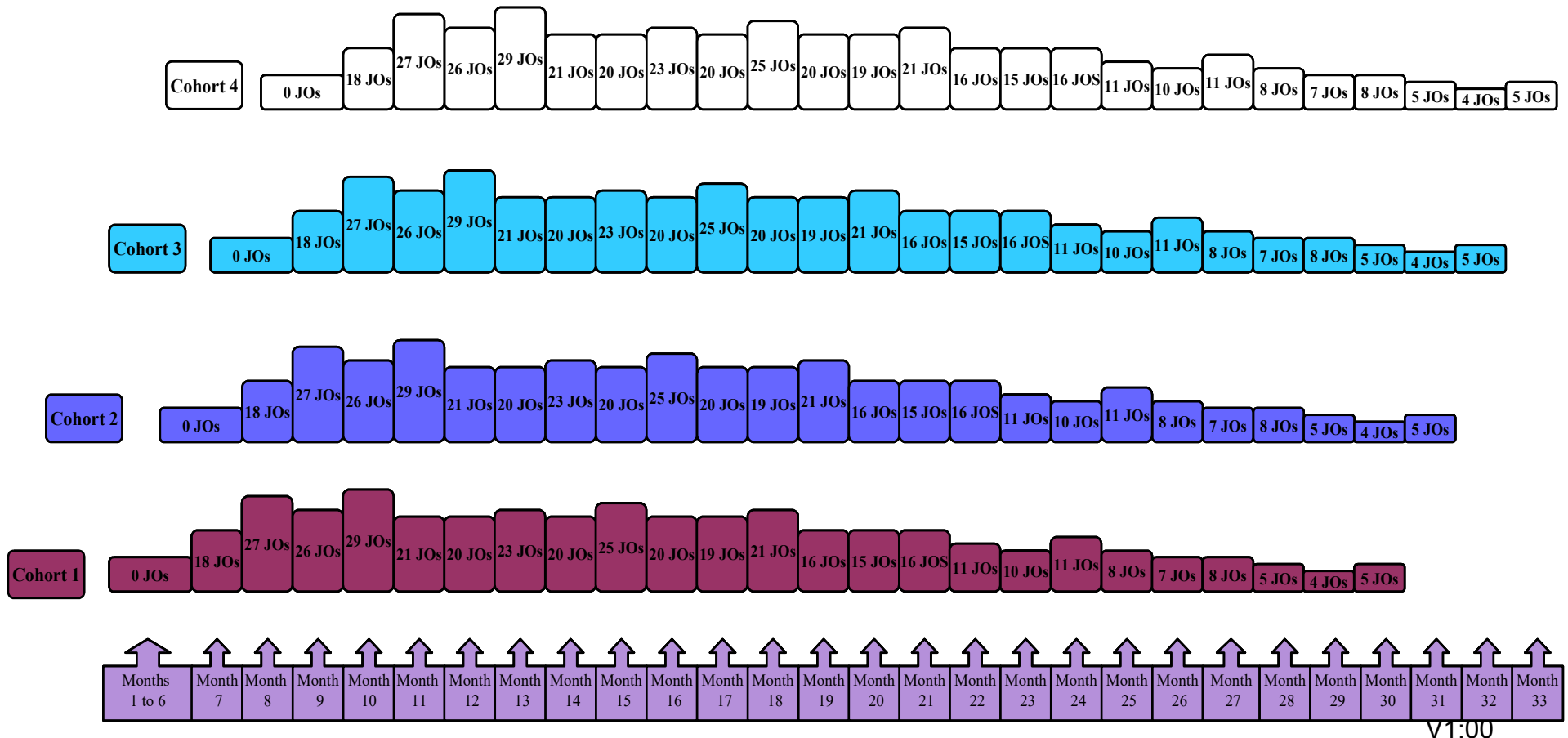


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NB: The profile illustrated in the diagram does not reflect the actual profile for this payment group.

### Annex 2 – How multiple profiled cohort works for Payment Group 1 as an example:

We simply layer them on top of each other. (Diagram assumes each cohort has 1,000 Referrals)



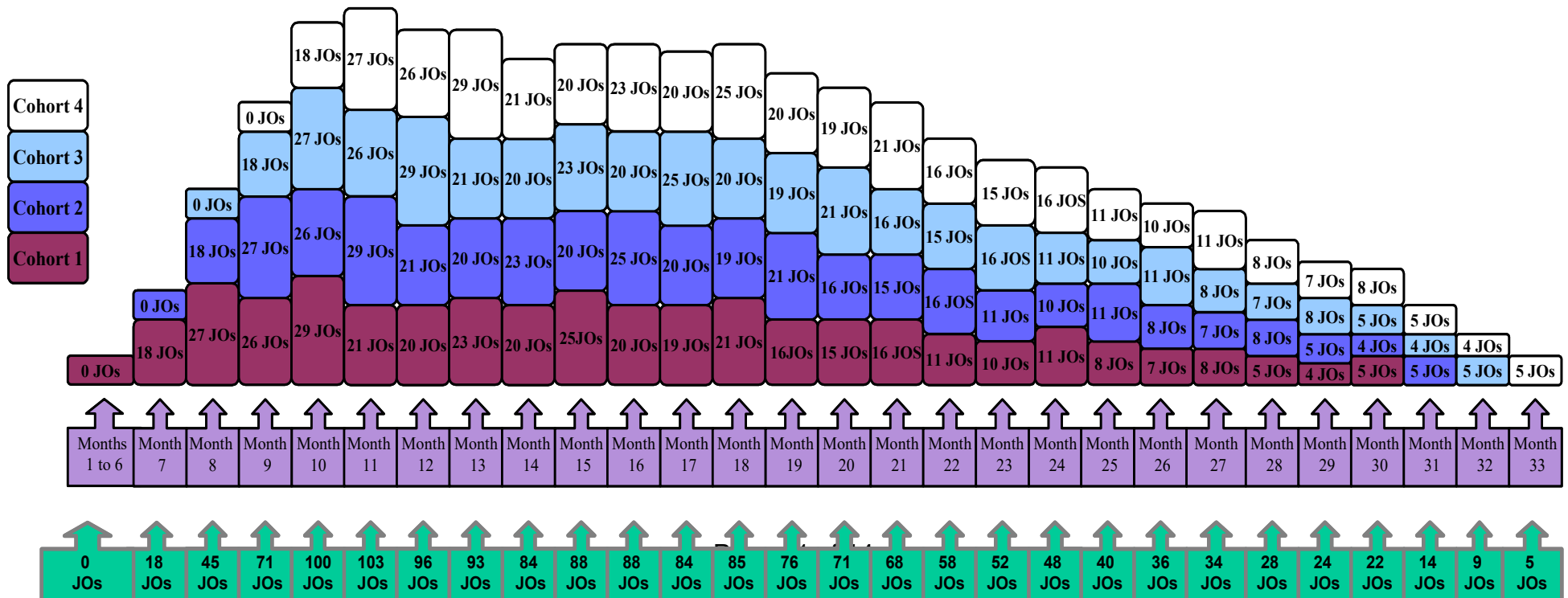


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NB: The profile illustrated in the diagram does not reflect the actual profile for this payment group.

### Annex 2a – Programme Curve

Once layered this can give us a programme performance curve:



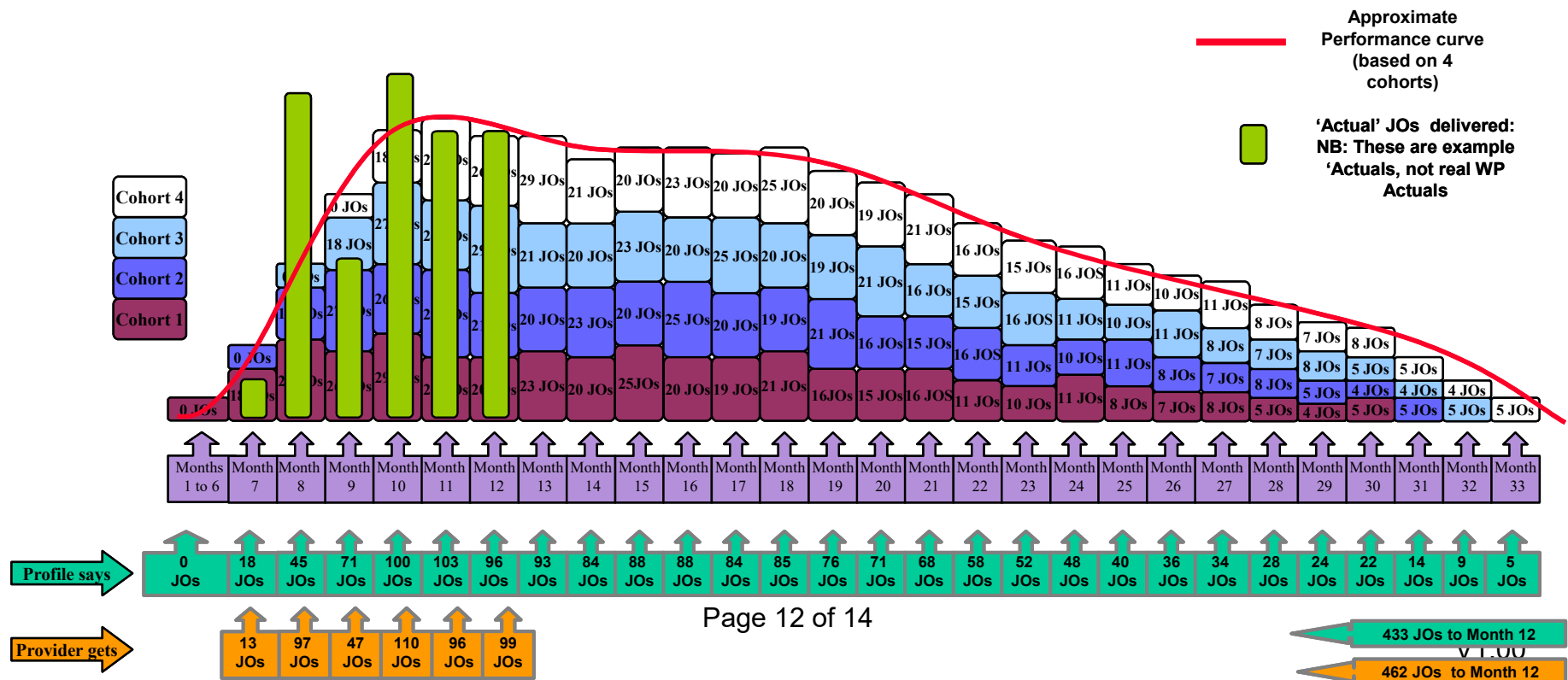


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We can establish a rolling year threshold by adding up any straight twelve month blocks of the boxes at the bottom.

NB: The profile illustrated in the diagram does not reflect the actual profile for this payment group.

### Annex 3 – Example of Minimum Performance Level performance against 12 month rolling period.





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For performance measurement purposes, the number of job outcomes achieved will be compared to the profiled Twelve Month Rolling MPL and Quarterly MPL. The profiled job outcomes will be dependent on the MPL performance level specific to each Payment Group and the actual number of referrals for that payment group.

After twelve months, in this example, the provider has achieved 462 Job Outcomes against a Minimum Performance Level of 433. That would be 107% of their profile.

NB: The profile illustrated in the diagram does not reflect the actual profile for this payment group.

### **Annex 4a – Example of how the Department will calculate the rolling twelve month targets using Annex 3 above:**

If we assume March 2015 is month 20 from the diagram above and therefore the first quarter end for the Formal Quarterly Review (This is just an example for demonstrative purposes).

A) The twelve month rolling MPL (April 14 to March 15) would be the latest 12 months (so months 9 to 20):  
 $71+100+103+96+93+84+88+88+84+85+76+71 = 1,039$  Job Outcome target.

B) Our subsequent twelve month rolling MPL for the next quarter end (June 15) would be the latest 12 months (months 12 to 23 - July 14 to June 15):  $96+93+84+88+88+84+85+76+71+68+58+52 = 985$  Job Outcome target.



**Annex 4b – Example of how the Department will calculate the Quarterly MPL using Annex 4 above:**

If we assume March 2015 is month 20 from the diagram above and therefore the first quarter end for the Formal Quarterly Review (This is just an example for demonstrative purposes).

- A) The quarterly MPL (January to March 15) would be Month 18 + month 19 + month 20 = 85 + 76 + 71 = 232 Job Outcome target.
- B) Our subsequent quarterly target (April 15 to June 15) would be: month 21 + month 22 + month 23 = 68 + 58 + 52 = 178 Job Outcome target

NB: The above examples for Annex 5a and 5b is in reality over simplified, because it is only based on 4 referral cohorts, with no additional referral cohorts in subsequent months. In reality – the WP has new Referral volumes coming through each month.

NB: The profile illustrated does not reflect the actual profile for this payment group.