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Department
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Work Programme Performance Management Regime Provider Guidance

(Version 1.1)



Document Control

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Abbreviations

Abbreviation	Detail
AP	Action Plan
CAR	Contract Assessment Report
CEP	Contract Employment Provision
CMO	Compliance Monitoring Officer
CPA	Contract Package Area
CPR	Contract Performance Review
DMA	Decision Making & Appeals
DWP	Department for Work and Pensions
EPR	Enhanced Performance Regime
ESA	Employment and Support Allowance
JCP	Jobcentre Plus
JO	Job Outcome
JOR	Job Outcome Rates
JSA	Job Seeker's Allowance
MI	Management Information
MPG	Measured Payment Group
MPL	Minimum Performance Level
MSO	Minimum Service Offer
PG	Payment Group
PIP	Performance Improvement Plan
PIN	Performance Improvement Notice
PM	Performance Manager
PMR	Performance Management Regime
PPMT	Provider Performance and Monitoring Team
SM	Supplier Manager
SMART	Specific; Measurable; Achievable; Realistic; Time bound
SPOC	Single Point of Contact
SPM	Senior Performance Manager
WP	Work Programme
WPD	Work Programmes Division
WSD	Work Services Directorate



Chapter 1 – Executive Summary

This chapter covers:

[Introduction](#)

[Background](#)

[Flexibility within the Performance Management Regime \(PMR\)](#)

Introduction

1. This document is a single point of guidance setting out the Performance Management Regime (PMR) for all Work Programme (WP) contracts. It is a step by step guide of processes to follow, and includes the roles and activities of WP Providers. This document identifies the approach to be taken with all contracts no matter which category of PMR the Provider is placed into.
2. It sets out the structure and level of interventions the Department will have with WP Providers and contains a set of products and tools to ensure there is consistency and transparency across Work Programmes Division (WPD).

Background

3. In June 2103, WPD introduced the new DWP Performance Management Regime (PMR) which sets out the structure and level of interventions the Department will engage with the Work Programme (WP) Providers.
4. The PMR was developed further in March 2015 to incorporate key changes to support the delivery of the WP. Three levels of regime were introduced:
 - Performance Management Regime (PMR)
 - Enhanced Performance Regime (EPR)
 - Performance Improvement Notice (PIN)
5. There are two review periods a year where WPD set the performance criteria for each of the regimes. Contracts are then allocated to the appropriate regime depending on the criteria selected. Recommendations will then be made at the Enhanced Performance Regime (EPR) quarterly review meeting if formal PIN action is required



6. The EPR was introduced to intensify Performance Management activities for the lowest performing WP contracts with the aim to drive up performance. It is a 6 month period of intense activity during which time Providers are required to make significant improvements to their performance and other aspects of their delivery.
7. This risk based approach allows WPD to focus more intensively on those WP contracts most at risk of failing to meet the Departments minimum performance levels. Although not exclusive to JO performance, in most cases the support and work we do with Providers will be driven by this. The sole aim is to ensure the Provider exceeds all contractual obligations.

Flexibility within the Performance Management Regime (PMR)

8. The PMR includes the flexibility to introduce changes to the activities undertaken at any point in the performance year. If performance is causing concern, the Supplier Manager (SM) will decide if any changes are required.
9. This allows WPD to intensify its Performance Managements at any stage with Providers based on current performance and not just at the review points.



Chapter 2 – Process for allocating contracts to a Performance Management Regime & Internal Quarterly Review Meetings

This chapter covers:

[Introduction](#)

[Allocating Contracts](#)

Introduction

1. WPD has designed a risk based approach to managing and improving the performance of the WP contracts.
2. As performance may vary throughout the year, WPD will review the performance of all contracts every six months to determine which contracts fall into which regime. However, those contracts on EPR will be reviewed at the 3 month stage.

Allocating Contracts

3. Every six months the Department will make a decision on the performance criteria to be used to select WP contracts to determine whether the PMR or the EPR should apply. The performance criteria used to inform and determine the decision making process may change dependent on the performance level of the programme at that point in time.
4. As performance may vary throughout the year, WPD will review the performance of all the WP contracts every six months to determine which regime applies.
5. If your contract has been issued with a Performance Improvement Notice (PIN) and currently under the EPR your contract will not be reviewed at this stage. For further details see the Formal Quarterly Reviews chapter, (Chapter 3)
6. Once each contract has been assigned to either the PMR or EPR, you will be notified of the criteria used and the rationale as to why your contract has been selected for either the PMR or the EPR. You will be informed of improvements required and how this will be measured and monitored. It will also include the criteria for early exit from the EPR.



7. The SM may organise a face to face meeting with you to discuss the decision and improvements in more detail.

8. The Department for Work and Pensions (DWP) has the flexibility to introduce changes to the activities undertaken as part of the PMR at any point in the performance year.



Chapter 3 – Formal Quarterly Reviews

This chapter covers:

[Introduction](#)

[Detail and Process](#)

[Notification to Work Programme Providers](#)

[More information about the data used to calculate the Rolling Year performance](#)

[Failure to meet the 12 month rolling MPL](#)

[Issuing of a PIN](#)

[Action after PIN issued](#)

[End of Remedy Period](#)

Introduction

1. This chapter sets out the processes and decision points leading up to the consideration of a PIN.
2. The Department will review performance against all WP Payment Groups (PGs) and a range of periods (in month, quarterly, contract to date etc) but these Formal Quarterly reviews (that will lead to the consideration of a PIN) will only apply to Measured Payment Groups (MPGs) 1, 2 and 6A as per the Call off Terms and Conditions of the WP (as varied).

Detail and Process

3. The Formal Quarterly Review process assesses the performance of each WP contract against the Twelve Month Rolling Minimum Performance Levels (MPLs).
4. The Review will assess performance at the end of each quarter – the Quarterly assessment periods and Twelve Month Rolling Measurement Periods are shown in the table at paragraph 7.

Notification to Work Programme Providers

5. At the start of each Quarter, the Department will notify the WP Provider of the total number of Job Outcomes (JO) required to meet the Quarterly MPL(s) and the Twelve Month Rolling MPL(s) for PG1, 2 and 6A.



More information about the data used to calculate the Rolling Year performance

6. Assessment of performance against the Twelve Month Rolling MPL(s) will be based on six monthly validation and will comprise of **either**:

- 9 months of fully validated JO data (by fully validated we mean that the final post-appeal JO post-payment validation data will be used for first 9 months of the Twelve Month Rolling Measurement Period) **and**;
- Final 3 months of the Twelve Month Rolling Measurement Period will be based on actual performance in these 3 months minus the last completed validation round JO post payment validation rate which will be applied equally to PGs 1, 2 and 6A.

or

- 6 months of fully validated JO data (by fully validated we mean that the final post-appeal JO post-payment validation data will be used for first 6 months of the Twelve Month Rolling Measurement Period) **and**;
- Final 6 months of the Twelve Month Rolling Measurement Period will be based on actual performance in these 6 months minus the last completed validation round JO post payment validation rate which will be applied equally to PGs 1, 2 and 6A.

7. The Table below shows the timeline the Department will assess performance, including the final assessment point when the Department has fully validated data.

Quarterly MPL(s) Periods	Twelve Month Rolling Measurement Period	Data available for assessment (NET & using previous extrapolation)	Final assessment – Fully validated data
January - March	April to March	End of April 6 months net data & 6 months using previous extrapolation	June
April - June	July to June	End of July 9 months net data & 3 months	December



		using previous extrapolation	
July - September	October to September	End of October 6 months net data & 6 months using previous extrapolation	December
October - December	January to December	End of Jan 9 months net data & 3 months using previous extrapolation	June

Failure to meet the 12 month rolling MPL

8. The Department will assess the performance under each contract against the Twelve Month Rolling MPL for the MPGs 1, 2 and 6A, using the data described at paragraph 6.
9. Following each assessment, the Department will consider issuing a PIN if you have failed to meet any of the Twelve Month Rolling MPL(s) for the MPGs 1, 2 and 6A.
10. The Department may issue separate PINs for each of these MPGs.
11. PINs may run simultaneously or be raised following different assessment.
12. The Department will not issue a further PIN on the same MPGs before the Performance Improvement End Date of an existing PIN has been reached.
13. No further action is required for those contracts that have met the twelve month rolling MPL.

Issuing of a PIN

14. Within the PIN the Department will notify the Provider of a specified Remedy Period and JO Target the Provider needs to meet by the end of the Remedy Period for the specified MPG. This will be the 12 month rolling MPL as at the end of the PIN Remedy Period.
15. Where a PIN is issued based on 9 months fully validated data and 3 months data applying the predicted extrapolation rate, or 6 months fully



validated data and 6 months data applying the predicted extrapolation rate (as outlined in paragraph 6) and the actual extrapolation rate reveals the 12 month MPL was achieved for that period, the Department will cancel the PIN.

16. Where a PIN is not issued based on the 9 months fully validated data and 3 months data applying the predicted extrapolation rate, or 6 months fully validated data and 6 months data applying the predicted extrapolation rate (as outlined in para 6) and the actual extrapolation rate reveals the 12 month MPL was not achieved in that period, the Department reserves the right to issue a PIN at any point.

Action after PIN issued

17. Following the issue of a PIN, the Provider is required to provide the Department with a new Action Plan (AP) within five working days, detailing the steps they will take to improve performance, within the time period specified by the Department.
18. The Approval of the AP will follow the EPR approval process as detailed in [Chapter 5](#)
19. The Department will consider the most appropriate Performance Management Regime to be adopted during the Performance Improvement Period.
20. The Department will always adopt a quarterly validation cycle during the formal Performance Improvement Period where the PIN period concludes at the end of Q1 or Q3 to ensure timely resolution of the PIN period. Where a PIN period concludes at the end of Q2 or Q4, the six monthly validation round will not delay the conclusion of a PIN compared to the previous quarterly validation regime.

End of Remedy Period

21. At the end of the Performance Improvement Period the Department will assess whether the Provider has met the performance levels, the requirements and taken all the actions specified in the PIN.
22. If the Provider has met the performance levels, requirements and taken all the actions specified in the PIN, the Department will be in a position to consider lifting the PIN.



23. If the Provider has not met performance levels, or met the requirements and they have taken all the actions specified in the PIN, the Department will need to consider the full range of contractual and legal remedies available to it including possible termination of contract.



Chapter 4 – Action Plans and Flight Paths

This chapter covers:

[Introduction](#)

[Providers allocated to the Enhanced Performance Regime](#)

[Flight Path](#)

Introduction

1. All WP Contracts must have in place an [AP \(annex 1\)](#) and [Flight Path \(annex 3\)](#) that have been signed off by the Department. The AP replaces the Performance Improvement Plan (PIP).
2. The AP and Flight Path are required to be in place at the start of the contract year. Flight Paths are to contain data on a rolling 6 months basis.
3. Once your AP has been signed off, you are required to update the AP and Flight Path on a monthly basis following the release of the WP dashboard although the Flight Path will have data on a rolling 6 month basis.
4. You must ensure you have included clear dates, milestones, improvement activities and predicted uplift in performance in both your AP and Flight Path.
5. It is important that your AP is SMART (it should be Specific, Measurable, Achievable, Realistic and Time Bound) and it is your responsibility to ensure you deliver against your AP. Key areas of performance improvement; detailing what additional activities will be undertaken, should be included as well as how improvement will be achieved on a month by month basis, and what the expected outcome will be (uplift in performance).
6. You should send your updated monthly AP to your DWP Performance Manager (PM) within five working days from the release of the WP Performance Dashboard.
7. Should you have any queries which require further clarification in relation to the requirement for an AP you should email the [Work Programme Enquiries inbox](#).
8. Where performance has not been met, your PM will check your Flight Path has been reprofiled to ensure the shortfall is recovered.



Providers allocated to the Enhanced Performance Regime

9. If your contract is allocated to the EPR, the Department will decide if you have to complete a new [AP \(Annex 1\)](#) and [Annex 2 for guidance on AP completion](#) or whether a revised AP is sufficient which has specific actions to address the reasons you have been placed in the EPR. This will be reviewed by your PM on a monthly basis.
10. Additionally you will be requested to submit a new [AP \(Annex 1\)](#) if you are issued with a PIN following a Formal Quarterly Review. This is due to your current performance and improvement activity not meeting the Department's expected performance levels.
11. The content of your new/revised AP should include new activities to drive up your performance to the level the Department expects. This new AP will need to be signed off by the Department.
12. The areas you will be asked to improve on may change according to the criteria selected for the current PMR.
13. You should send your new AP to your PM within 5 working days from being allocated to the EPR or being issued with a PIN.

Flight Path

14. In all instances a revision to the Flight Path will be required to show the monthly performance increases that you will deliver during the review period including the projected JO performance by PG. The Flight Path will continue to show performance (up to 12 months rolling year and for a minimum of 6 months).
15. DWP will measure progress on a monthly basis against your expected uplift in performance as detailed in your AP.
16. The [Flight Path \(Annex 3\)](#) should be completed with projected in-month figures for referrals, job entries and JOs. These figures will be used to assess your ability to meet your performance levels.
17. You should e-mail your completed Flight Path to your PM.



Chapter 5 Action Plan/Flight Path Approval and Rejection Process

This chapter covers:

[Introduction](#)

[Action Plan / Flight Path Approval Process](#)

[Action Plan / Flight Path Rejection Process](#)

Introduction

1. This chapter applies to Providers who submit their First or New AP and Flight Path (not an updated AP). Providers will only be subject to the AP Approval and Rejection process in these circumstances.
2. The AP and Flight Path are important because they will be used on a monthly basis so the Department can assess the Provider's key performance improvement activities.

Action Plan / Flight Path Approval Process

3. You must include clear dates, milestones and improvement activities and predicted uplift in performance in your AP and Flight Path and the PM will work with you to ensure it is fit for purpose.
4. If you have more than one contract, the SPMs/PMs responsible for those contracts will need to hold a telekit with you to discuss and ensure consistency of the assessment of your APs and Flight Paths ([see Annex 2 for guidance on completion of AP](#)).
5. The PMs will not sign off the AP and Flight Path if they feel performance improvement activities will not provide an uplift in your performance.
6. Once the AP and Flight Path have been approved by the Head of Work Programmes Division, the PM will send you an acceptance letter ([see Annex 4](#)).

Action Plan / Flight Path Rejection Process

7. If your AP or Flight Path does not meet the Department's criteria, the following process must be followed.



8. The Supplier Manager (SM) or Senior Performance Manager (SPM) will arrange a meeting with you to discuss your AP and/or Flight Path.
9. At the meeting, you must provide an update of your AP and Flight Path with activities/areas for improvement which clearly demonstrates how you will increase your performance.
10. Your AP will be reviewed against your re-submitted Flight Path. If you submit a new Flight Path which meets the MPLs but you do not make any changes to your AP or the changes are minimal, your AP may be rejected.
11. If your re-submitted AP and Flight Path clearly show the areas of improvement and the SM/SPM feel the AP is robust and fit for purpose you will receive an acceptance letter ([see Annex 4](#))
12. If the SM/SPM believes the resubmitted AP or Flight Path is not fit for purpose, you will receive a rejection letter ([see Annex 5](#))
13. The Head of Work Programmes Division will then consider what further action is to be taken.



Chapter 6 – Contract Assessment Process and Contract Performance Reviews (CPRs)

This chapter covers:

[Introduction](#)

[Preparation for CPR](#)

[Prior to the meeting](#)

[Duration and frequency of the meeting](#)

[Contract Performance Review](#)

[Core Content of the Contract Performance Review](#)

[Outcomes](#)

Introduction

1. The Contract Performance Review (CPR) is a monthly performance meeting chaired by WPD which brings together representatives of key stakeholders within the Contract Package Area (CPA) including:
 - Jobcentre Plus Operational Delivery District (Single Point of Contact (SPOC)) for each CPA who will be fully briefed on all Districts within the CPA)
 - Provider representatives
 - WPD Senior Performance Manager (SPM) if appropriate)

Additionally:

- WPD Supplier Manager (SM) will attend if required
 - Decision Making and Appeals representative if required (by telekit),
 - Commercial Directorate representative (the PM/SPM has discretion to invite a representative if they believe Commercial input will be required for an agenda item)
 - WPD Compliance Monitoring Officers (CMO) (the PM/SPM has discretion to invite a representative if they believe input will be required for an agenda item) – this will be by exception.
2. The purpose of the CPR is to formally examine your performance and to drive/challenge the performance for each individual contract held. All relevant aspects of your performance should be assessed against contractual requirements and outcomes. It is about you continuously improving your performance even if you are hitting the minimum performance levels.



3. The CPR focusses on your key activities which will provide the biggest uplift in performance. You must take ownership for your improvement in performance. The CPR is a key part of the PMR and it is your responsibility to discuss in details the performance of your contract.

Preparation for CPR

4. Prior to the CPR, your PM will contact you to ensure you have received the latest WP Performance Dashboard and that you have impacted the latest performance against your AP in the monthly return.
5. You are required to send to your PM an updated copy of your AP at least 5 working days after the release of the WP Performance Dashboard. You should also provide any other supporting information as part of your AP return.
6. It is important that you fully understand your performance level and be ready to be challenged by your PM on the activities you plan to implement to improve your performance.
7. Prior to the CPR your PM will evaluate the performance of your contract using the WP Performance Dashboard and create a set of key questions which they will send to you requesting a response before the CPR (time permitting).

Please Note: The key questions will form a significant part of the CPR discussion and will enable the PM to gain an understanding of how you are performing against your AP, what actions have been taken to drive performance and how this impacts the customer's journey. This will enable the Department to gain an understanding of how you are continuously striving to improve your performance. It is important that you are able to provide responses and evidence to support any improvements as you will be accountable for the performance against your AP.

8. To support your AP and Flight Path you should also provide any additional Management Information (MI) as per request by your PM.

Prior to the meeting

9. Your PM will issue you with an agenda and any supporting documentation prior to the CPR. The supporting documentation will include:



- Actions from the previous CPR
- A copy of your updated AP and Flight Path with the latest progress on improvement activity.
- Key questions to address prior to, or for discussion, at the CPR

Duration and frequency of the meeting

10. The CPR will be held monthly for all contracts on either the PMR or the EPR.
11. For high risk, lower performing contracts (in EPR), monthly meetings must take place. For low risk higher performing contracts (in PMR) the PM may, at the SPMs/SM's discretion hold the meeting by telekit instead of face to face, but if a Provider is underperforming, the meeting will always be face to face.
12. The CPR must take place by the 15th working day of the DWP WP Performance Dashboard being issued (approx 20th day of each month).
13. The meeting will, as a guide, be 3.5 to 4 hours duration with the proviso that this can be increased if required.

Contract Performance Review

Purpose

14. The purpose of the CPR is to formally examine the Provider's performance and to drive/challenge the performance for each contract. All relevant aspects of your performance will be assessed against contractual requirements and outcomes.

Chairing of the CPR

15. For contracts under the PMR, the CPR will be chaired by the PM, however there is the flexibility for the meeting to be chaired by the SPM or SM, if deemed appropriate.
16. The CPR for contracts under the EPR will be chaired by either the SPM or SM.



Core Content of the Contract Performance Review

17. The CPR will focus on your key activities which will provide the biggest uplift in performance. You may be challenged on your performance and you will be made accountable for improving your performance as agreed in your AP.
18. For all CPRs there will be three key Agenda items:
 - Management Information – from the New WP Performance Dashboard
 - AP/Flight Path progress update and discussion
 - Responses to the Key Questions and evidence
19. In addition to the above agenda items, your PM has the flexibility to add any additional items for the CPR.

Outcomes

20. The PM will agree key action points and document them on your Contract Assessment Report (CAR). They will also provide a brief summary of discussions and relevant information. The CAR will be shared with you following the CPR.
21. You will progress the key action points following the meeting, ready for the next meeting, ensuring your AP is updated with actions arising. You will then send an updated AP to your PM.
22. You will be held accountable for your progress against your AP/Flight Path. If you are not on target or not providing the level of performance set, you must take away agreed action points from the meeting which will address the shortfall in performance against your AP/Flight Path.



Chapter 7 - Deep Dive Analysis and Go-Look-See's

This chapter covers:

[Introduction](#)

[Conducting the meeting](#)

[Go-Look-Sees](#)

[Following a Deep Dive Analysis and Go-Look-See](#)

[Reviewing Performance](#)

Introduction

1. As part of the PMR and the EPR, Deep Dive and Go-Look-Sees are conducted with Providers. They are used as tools to look at specific arrears and to identify Provider strengths and / or areas for improvement.
2. The area to be concentrated on will be identified from the evidence submitted and can be suggested by either your PM, taking into account your AP and subsequent proposed actions taken to improve performance, or by you. The areas which need addressing will be captured on your AP.
3. The difference between a Deep Dive and a Go-Look-See is that Deep Dives are more analytical and challenge you, the Provider, to improve a process or a performance area.
E.g.
 - PG6A/6B (ESA Delivery)
 - Standard of Action Plans
 - Exit Reports
 - 10 day targetThis list is not exhaustive

Go-Look-See visits are more observational in nature, with the aim of understanding key process and performance drivers.

E.g.

- Visit to Delivery sites
- Meeting staff
- Observing groups sessions
- 1-2-1 with Advisers

This list is not exhaustive

Conducting the meeting



4. A meeting will be held where the nominated subject is discussed and dissected with a resolution/solution and next steps agreed. It will also be agreed how and when the review process will take place.
5. Prior to the meeting you will receive a letter ([see Annex 6](#)) from your PM giving you the date and time of the meeting, along with details of the subject to be covered
6. It is essential that your attendees are subject experts and have the authority to agree and implement on return any recommendations from the meeting.
7. You should ensure that you are fully prepared and have any paperwork you may feel necessary to support you during the meeting as you may be asked to walk through the current process to give others a full picture of the situation.
8. The final part of the meeting should review the identified actions and agree timescales for implementation.

Go-Look-Sees

9. The PM will agree a range of activities in which a Go-Look-See will be carried out. These activities may be:
 - Initial assessments with newly referred participants
 - Fortnightly/monthly review with participants
 - One to one sessions
 - Group sessionsThis list is not exhaustive.

Following a Deep Dive Analysis and Go-Look-See

10. DWP will issue the outcome note to all attendees of the meeting ([see Annex 7](#)).



11. If the SM has decided that a follow up meeting will be needed this should be detailed here.

Reviewing Performance

12. Your PM will continue to review your performance as usual. Any improvement in the areas highlighted by the Deep Dive and implemented should be reflected in increased performance.
13. It may also be helpful for you to track the specific impact the Deep Dive has had on your performance overall, as the changes you have made as a result of the process may be shown in other areas as well as that specifically highlighted.



Chapter 8 - Work Programme Performance Dashboard

This chapter consists of:

[Introduction](#)

[Background](#)

[Distribution](#)

[Participant Groups/Contract Package Areas](#)

[Summary of Performance Data found within the dashboard](#)

Introduction

1. This is the Guidance to accompany the WP Performance Dashboard which is issued to DWP PMs and WP Providers. It delivers a snapshot of performance at national level and within CPAs and is distributed on a monthly basis.

Background

2. The WP Performance Dashboard was first issued in July 2014 with data relating to June 2014 as a result of the need to have all appropriate performance information in one place that can be seen and used by both DWP's Contracted Employment Provisions (CEP) teams and Prime Work Programme Providers.
3. The report contains information that later becomes part of an official statistical release and as such can only be shared with those who have a business need and is treated as Official under Government Security Classifications.

Distribution

4. The WP Dashboard is distributed to you on or around the 20th of the month, showing the previous month's performance data, for use at the performance discussions held between DWP PMs and Prime Providers. It is circulated by the CEP Provider Performance and Monitoring Team (PPMT) and sent directly to your designated email inbox(es); hence it is essential that you notify any changes to personnel or email addresses immediately to ensure a continuation of distribution.
5. Due to the size of the dashboard (in terms of computer memory space) it is suggested that it is removed out of your inbox as soon as it is received and saved elsewhere or it may hinder the receipt of any subsequent emails.



Participant Groups/Contract Package Areas

6. Throughout the dashboard performance data is split by either PGs or CPAs.
7. The PGs breakdown performance by the different groups participants are assigned to when referred to the Work Programme and is dependent on benefit type, age, amount of time claiming benefit, whether they have opted to voluntarily attend the WP or have been mandated, plus other factors or guidance on Payment Groups can be found in [Work Programme Provider Guidance, Chapter 2](#)
8. There were a total of 10 payment groups (PGs 1, 2, 3, 4, 5, 6A, 6B, 7, 8 and 9), however as referrals have ceased to PG8 performance data for this payment group has now been removed. Performance is also shown at an overall level for All PG's (the total of all 10 PG's combined, including PG8 as previous performance feeds into historic data).
9. The WP contracts cover 18 CPAs across Great Britain. Some performance data in the dashboard provides a comparison of the Prime Providers within a specific CPA and other data compares all WP contracts.

Summary of Performance Data found within the dashboard

Flows and Outcomes

10. There are 10 pages which relate to flows and outcomes performance data – these pages are the same in structure but show information split by PG (All PGs and PGs 1, 2, 3, 4, 5, 6A, 6B, 7 and 9).
14. The table displayed on these pages provides a Performance Assumption Summary MI Report for one Provider out of all the WP contracts; hence there is a different dashboard produced for each Provider which is distributed every month.
12. Data within the Performance Assumption Summary MI Report is divided by:
 - In-month
 - Rolling 12 Months
 - Year to Date Performance,

Provides data on:

- Referrals
- Attachments
- Completers
- Job Entries



- Subsequent Job Entries
 - Job Outcomes
 - Minimum Performance Levels (MPLs)
 - Performance v's MPL Variance
 - Performance v's MPL (expressed as a percentage)
 - Sustainments.
13. Actual performance is recorded, going back a minimum of 12 months and includes the most up to date performance data available. Forecasts are also provided showing expected minimum performance levels on a monthly, quarterly, rolling 12 month and year to date basis. These forecasts are the figures used in the Formal Quarterly Review Process as part of the PMR introduced in January 2015.
14. The PMR implemented a formal quarterly review process for each WP contract using rolling 12 month data for assessment of performance against MPL. The formal process only applies to the performance of measured PGs 1, 2 and 6A, though MPLs are supplied for all PGs.
15. At the start of each quarterly period, the Department will (through the supplying of the dashboard) notify you of the required number of JOs for that period; and the number of JOs required to meet the rolling 12 month minimum expectation for that quarter end period, ensuring that you are aware of the minimum performance requirements expected from them.
16. Also displayed on the flows and outcomes pages are graphical representations of performance on the WP. The first chart displays JO performance vs. MPL within the Providers CPA. This allows comparison between the Provider's own MPL and against the performance of their competitor(s) within that CPA. The subsequent two charts relate to cohort performance on the programme, showing the Provider's performance for each monthly cohort that has achieved 12 months and then 24 months on the WP. This is again compared against the other competitor(s) within the CPA.

JO Ranks & Trends

17. There are 10 pages which relate to JO Ranks and Trends performance data – these pages are the same in structure but show information split by PG (all PGs and PG's 1, 2, 3, 4, 5, 6A, 6B, 7 and 9).
18. The table displayed on these pages provides a performance summary of all of the WP contracts with Providers being assessed on the number of JOs achieved against their MPLs. This performance is then ranked, the best performer being the Provider who achieved the highest percentage against their MPL. The national average performance is also displayed.



19. The performance data that is displayed includes:
 - Latest full month
 - Previous month
 - Current Complete Quarter
 - Previous Complete Quarter
 - Contract Year to Date
 - Rolling 12 Month Performance
 - Contract from day 1
20. Performance is also colour coded with Providers achieving above the required performance level coloured green and Providers not reaching the minimum expected performance levels coded red. There is a key included on each page which informs the expected level of performance required.

Sustainments

21. The table displayed on this page provides a performance summary of all WP contracts for the numbers of sustainment payments a Provider has received. This is compared a profile of expected sustainment payment performance.
22. The sustainments profile has been developed in a similar way to the MPL already applied to JO Performance. Monthly employment retention rates following a JO are applied to a month's actual/forecast job outcomes to give a sequence of monthly sustainments for each cohort of JOs. The layered cohorts are then summed to give a monthly profile of sustainments. The forecast sustainments are based on the previously achieved actual sustainments.
23. The performance against the profile is then used to rank Providers with the Provider with the highest performance vs. profile ranked number
24. Currently only all PGs sustainments have been displayed in the dashboard in order to keep the size of the dashboard to a manageable level and allow current electronic distribution to continue.

Cohort Sustainment Rate

25. The four charts show the number of sustainments a Provider and its competitor(s) have achieved per individual per monthly cohort. There is one chart for each of the PGs 1, 2, 6A and 6B, with the first three PGs displaying performance for the cohorts with a minimum of 24 months on the WP. The chart for PG 6B shows the number of sustainment's per an individual for cohorts who have had a minimum of 12 months on the WP.



Exit Reports

26. The compliance to the exit reporting process is displayed in two forms. The first table displays the overall exit report performance including:
- Total number of reports requested by JCP each month
 - Number of reports returned to JCP within the 10 working day aspirational target
 - Number of reports received between 11-20 working days
 - Number of reports received in 21+ days
 - Number of reports that are still outstanding.
27. The second table shows performance by all WP Contracts for the 10 working day target and the previous quarters 10 day performance.

Job Qualification

28. Performance for Job Qualification is displayed in two ways, Average days between Job Qualification and Claim Date; and Time between Job Claim and Qualification Date. Both performance metrics are split to show the differing performance in All PG's and PG's 1, 2, 6A and 6B.
29. The average days between Job Qualification and Claim Date shows performance for all Providers within the CPA along with the national average performance for the past 30 months.
30. Individual Provider performance is displayed in the metric on Time between Job Claim and Qualification Date, showing the time taken between claim and qualification in months (ranging from within 1 month to over 6 months).

Pre-Payment Off Benefit Check

31. All WP contracts are shown in the performance data displaying Pre-Payment off Benefit Check Failures. Data shows:
- Monthly performance of each Provider for number of outcomes claimed
 - Number of these outcomes which failed the pre-payment off benefit check
 - Number of failures as a percentage of outcomes, this percentage performance is then used to rank providers with the Provider with the lowest pre-payment off benefit check failure rate ranked highest.

Validation Rates

32. All WP Contracts have a Post-Payment Validation rate applied to the outcomes which they claim. This rate is derived through a process of



random sampling of claimed JOs which is then checked to ensure that they are valid claims. The percentage of the claims that are not valid is extrapolated to apply to all claimed JOs.

33. These post-payment validation rates are displayed for all WP contracts in the rounds they have been applied i.e. Round 12 relates to the period July – September 2014. Also shown is the Key which describes the level of rates which is classed as acceptable.

DMA

34. Decision Making and Appeals (DMA) data on WP participants is split in two, depending on the benefit type the participant is on i.e. Job Seekers Allowance (JSA) or Employment Support Allowance (ESA). Both pages show the same data which includes the Number of referrals made for DMA, the Number of Favourable, Adverse, Reserved and Cancelled Decisions made and percentage rates associated with all these outcomes as well as the National Average data for both Adverse and Cancelled decisions. The information is displayed by month for all providers within a particular CPA to enable comparisons to be made between competitors.

CMO Performance

35. The table shows the CMO score calculation (number of compliant Minimum Service Offers (MSOs) divided by the maximum score achievable) for each CMO visit.
36. All WP contracts are presented within the CMO Performance table. This table shows the CMO score calculation (number of compliant MSOs divided by the maximum score available) for each CMO visit. The key at the top of this page explains the CMO score levels achieved.

Cohort Data (Received in a separate Report)

37. There are 11 pages which relate to Cohort Conversion Rates– these pages are the same in structure but show information split by PG (All PGs and PGs 1, 2, 3, 4, 5, 6A, 6B, 7, 8 and 9).
38. The table displayed on these pages shows the percentage of job outcomes each monthly cohort on the WP has achieved every month from three months on the programme onwards (up to 32 months). Also provided is the MPLs which should be achieved at the same point – for example a Provider should be achieving an MPL of 14% for a PG1 participant for any cohort which has had 12 months on the programme. The tables are displayed for all competitors within a CPA along with the national average.



Chapter 9 - Key Performance Drivers Management Information

This chapter covers:

[Introduction](#)

[Provider Requirement](#)

[Maximus CPA18](#)

Introduction

1. All WP Prime Providers are required to report monthly Key Performance Driver MI on a quarterly basis.
2. This requirement was introduced in the WP Live Running Memos 190 and 192.
3. The Key Performance Drivers information return will complement and enhance other WP MI to:
 - Enable DWP to better understand your delivery models and your performance at contract and Provider levels. This will improve the quality of performance discussions with you;
 - Provide additional data which may be used at the CPR, with the expectation that you will be able to discuss the data in detail if required by your PM.
 - Allow DWP to analyse some key characteristics of WP Providers to better understand performance at programme level; and
 - Contribute to future programme design.

Provider requirement

4. A copy of the excel spread sheet you must use to complete the return is at [Annex 8](#)
5. All parts of this return should be completed by you at CPA level and include aggregated MI for both direct and sub-contracted delivery.
6. [WP Key Performance Drivers Requirements provider guidance Annex 11](#) provides a detailed breakdown and definition of all lines of reporting required.



7. This MI return must be completed on a quarterly basis, reporting data on a monthly basis. A timetable for returns is at [Annex 9](#). If you are a prime Provider and have any issues in meeting the deadline you must inform your PM immediately.
8. The first return will be due on 14th July 2015 and will be for the period 1st September 2014 to 30th June 2015.
9. You have been instructed to send returns to the following Departmental inbox and must also be copied to your PM:

CENTRALPERFORMANCE.TEAMINBOX@DWP.GSI.GOV.UK

Maximus CPA18

10. Slightly different information is required to be submitted on a monthly basis by Maximus in CPA18 under the terms of their contract. A copy of the excel spread sheet Maximus must use to complete their return is at [Annex 10](#).



Annexes

Annex 1:

[Annex 1: Action Plan Template](#)

Annex 2

[Annex 2: WP Action Plan notes](#)

Annex 3

[Annex 3: Flight Path Example](#)

Annex 4

[Annex 4: AP Acceptance Letter](#)

Annex 5

[Annex 5: AP Rejection Letter](#)

Annex 6

[Annex 6: Deep Dive Go Look See Provider Letter](#)

Annex 7

[Annex 7: Summary of Findings from PMs Deep Dive Go Look See](#)

Annex 8

[Annex 8: Key Performance Drivers returns template](#)

Annex 9

[Annex 9: Timetable for Provider Key Performance Drivers MI Teams](#)



Annex 10

[Annex 10: KPD MI requirement: Maximus](#)

Annex 11

[Annex 11: key performance drivers requirements guidance](#)