

Withdrawn

This publication is withdrawn.

This publication is no longer current.



Work Programme Action Plan

The Action Plan should include:

1. **An executive summary** (1 – 2 sides) with
 - The key action you are taking to drive up performance;
 - What you want to achieve and your strategic objectives for this programme; and
 - A SWOT analysis – what are the key performance challenges for your contract and what are you doing about them.

2. **Detailed description of activities**, including:
 - What are the Key enablers to drive up performance including what actions to deliver improved performance in addition to what you do already;
 - What steps you are taking on these actions/targets;
 - Timescales and accountabilities;
 - The evidence you will provide at CPRs to demonstrate that the actions have been taken forward and the expected outcomes achieved. These should include quantification and underpinning MI e.g. the length of time between referrals and first engagement meetings taking place, current adviser staffing levels, staff to claimants ratios and
 - Opportunity costs, if resource is switched from one activity to another, what is the performance consequence of doing less of that activity.

3. The AP should cover the performance uplift expected and how the four key drivers of performance will be used – Resource; Delivery Strategy; Performance Management; and Recording Performance (including within your supply chain) with a focus on what is additional / different / extra that will deliver better performance than is currently being delivered.
 - 1) **Performance** – What are the improvements in performance the plan will achieve?

 - 2) **Resource** – what is the level of resource you are deploying to generate results. This may include:
 - How much additional resource you are using to deliver additional results; and/or
 - How you are increasing your effective level of staff resource e.g. staff productivity; reduce staff turnover; identifying and filling vacancies quickly; reducing Average Working Days Lost.

 - 3) **Delivery Strategy** – What is your strategy for turning resource into results, and how are you changing this to deliver better performance. This may include:
 - Quality of leadership;
 - Your customer journey;



- How you target your resource on sub groups of claimants e.g. including claimant caseload size and caseload management;

 - How you split your staff between different functions e.g. employer, ESA and JSA, verification of outcomes.
- 4) **Performance Management** – How you put your delivery strategy into practice and make sure you are delivering what you intend. This may include:
- What targets do you give your staff, how many of your staff are achieving your targets, what are you doing about people not achieving their targets, how do you reward good performance;
 - Internal delivery sites and sub contractor performance – targets and performance against targets;
 - What are you going to do differently to manage performance?
- 5) **Recording Performance** – how effective are you at capturing all your performance. This may include:
- Improving tracking systems,
 - Improving evidencing systems,
 - Improving the validation of outcomes.
- 6) **Other** – to include agreed actions to be taken by Work Programmes Division; Work Services Directorate; and Benefits Directorate. This may include:
- Closer working arrangements with Jobcentre Plus and LMDMA;
 - Providing support to other WPPs
 - Use DWP Provider Assurance, Merlin assessment and internal assurance to improve delivery and performance

The AP should be a focused succinct document.