

The Work Programme

Prospectus – November 2010

Delivering the Work Programme

Introduction

1. The Work Programme is the centrepiece of the Government's plans to reform welfare-to-work provision in the UK, and ensure people have the right support as the economy moves out of recession and into recovery. It is designed to contribute to the Government's key aims of fighting poverty, supporting the most vulnerable, and helping people break the cycle of benefit dependency. The Spending Review, published on October 20th, confirmed the Government's commitment to welfare reform, and to the introduction of the Work Programme in the summer of 2011.
2. Through the Work Programme, we want to do away with much of the array of existing programmes for unemployed people, which we know are too inflexible and expensive, and which too often fail to reach our hardest to help customers.
3. The Work Programme will be an effective programme designed to support a wide variety of customers back into sustained employment, including claimants of Jobseeker's Allowance and those claiming Employment Support Allowance. We will give providers the flexibility to design support based on customer need, reward providers for keeping people in work and reward providers for helping harder-to-help customers.
4. This prospectus has been produced as a working document to help interested parties understand our overall approach and our current plans for the Work Programme following the results of the Spending Review. It does not form part of our formal invitation to tender which will be issued shortly. We hope that this early information will however, be useful to potential providers and we will be happy to take further comment.

The Work Programme

5. In these difficult economic times, we are very aware of the importance of designing a back to work programme that delivers for our customers, for the taxpayer and for our economy. The Work Programme will avoid the failings of previous employment programmes which were inflexible, short term, and failed to support the hardest to reach customers.
6. Specialist delivery partners from the public, private and voluntary sectors are best placed to identify ways of getting people back to work, so through the Work Programme we will be giving them the freedom to design services that work, free from over prescription from central government.
7. Furthermore, many voluntary sector organisations are particularly well placed to deal with specific local customer needs and we want them to play an important part in the successful delivery of the Work Programme.

8. The Work Programme will focus on helping people into sustained jobs, with providers receiving in work sustainment payments for substantially longer than under current programmes. We are keen to support our customers into jobs that last, and will reward providers for strong performance in this area.
9. We will also offer providers higher rewards for supporting harder to help customers into employment. This will incentivise providers to make appropriate employment support available to all customer groups, and will reward them for the additional work they will need to do to support these groups into work.
10. We will monitor providers' performance closely and work with them to ensure they deliver for all customer groups.

Listening to Stakeholders' Views

11. During September and October the Department gave stakeholders the opportunity to share their views on the design and delivery of the Work Programme, the results of which have fed into the design of the Work Programme. A summary of the issues raised and the Government response to these issues is attached at Annexe A.

Timing

12. We are determined to move quickly and are aiming to have the Work Programme in place nationally by the summer of 2011. There will be no single start date, instead we will begin delivery in each area as soon as implementation plans allow.

Universal Credit

13. The Universal Credit is a fundamental reform of the benefits system and part of the wider welfare to work agenda. It aims to help end the cycle of benefit dependency by ensuring that work pays. It will replace current working age benefits and tax credits with a single welfare payment that rewards people for moving into work. Detailed implementation plans are being developed and it is expected that the first new claims to Universal Credit will begin from 2013. It will then take around five years to complete the transition to the new system.
14. It is likely that Universal Credit will be introduced part way through the Work Programme contracts. Together the Work Programme and Universal Credit will deliver a flexible and innovative regime to support people back into work.

Work Programme Design

Who will have access to the Work Programme?

15. We are committed to supporting a wide range of customers in the Work Programme. The referral process will give harder to help groups access to the personalised, individual support at the appropriate stage in their claim.

16. Customer groups who will receive support under the Work Programme are as follows:

Customer Group	Time of Referral	Basis for referral
Jobseekers Allowance customers aged 25+	From 12 months	Mandatory
Jobseekers Allowance customers aged 18-24	From 9 months	Mandatory
Jobseekers Allowance customers who have recently moved from Incapacity Benefit	From 3 months	Mandatory
Jobseeker Allowance customers facing significant disadvantage (e.g. young people with significant barriers, NEETs, ex offenders)	From 3 months	Mandatory or voluntary depending on circumstance
All Employment and Support Allowance customers	At any time after their Work Capability Assessment	Voluntary
Employment and Support Allowance (income related) customers who are placed in the Work Related Activity Group	When customers are expected to be fit for work in 3 months	Mandatory

17. Those most in need of support, for example ex-offenders or those young people who are struggling to make the transition between education and work, will be offered early access to the Work Programme to ensure they receive it within a timescale that is most appropriate to them.

18. Participants in the Work Programme, including those who choose to access the programme, must undertake the activities specified by their adviser whilst on the programme. The exception to this is those ESA Support Group customers who volunteer for the Work Programme and some lone parents and carers in receipt of ESA.

19. Annexe B sets out the number of customers who may be referred to the Work Programme in each of the above groups. These estimates are only indicative, and will be subject to change as we move towards implementation.

Support for those not included in the Work Programme

20. The Work Programme is not being delivered in isolation: it will be supported by a more flexible advisory service in Jobcentre Plus, which will give local offices more control and allow them to deliver in a way that is responsive to local needs.
21. Jobcentre Plus will help people to volunteer, do work experience or take advantage of peer-to-peer support, before they enter the Work Programme. As part of this we have already launched Work Clubs, which encourage people who are out of work to exchange skills and share experiences, and Work Together, which allows people to develop work skills through volunteering.
22. From October the 25th we have also been offering disabled people with significant employment support needs access to Work Choice, which will run alongside the Work Programme, and provide the additional help that our most severely disabled customers need to get back to work.
23. Finally, we will also offer enhanced Jobcentre Plus support to lone parents in receipt of Income Support. This will include an offer of support through the Jobcentre Plus Support Contract, the Jobcentre Plus Flexible Fund and ongoing advisor support. Jobcentre Plus will also continue to play a key role in helping customers with benefit claims, decisions and appeals.

Commercial Delivery of the Work Programme

24. The Framework for Employment Related Support Services is the commercial vehicle through which the Work Programme will be delivered. We have published details of the successful bidders for the Framework on the Departmental website, here:
<http://www.dwp.gov.uk/supplying%2Ddwp/what%2Dwe%2Dbuy/welfare%2Dto%2Dwork%2Dservices/framework%2Dfor%2Dthe%2Dprovision/>.
These organisations will be invited to tender for the Work Programme contracts in December.
25. The commercial model for the Work Programme has been designed to ensure we select the best possible providers and provide the right incentives to ensure they deliver high numbers of sustainable job outcomes.
26. The key elements of the commercial model are described below. More detailed information will be provided within the Invitation to Tender documentation.

Length of contracts

27. We will refer customers to the Work Programme contracts for a 5 year period. Providers will then work with customers for up to a further 2 years.

Contract packages and sizes

28. We expect to let 40 Work Programme contracts across 18 package areas. Each individual contract will fall within the range of £10-50 million per year, as published in the framework advertisement. Details of the specific package areas are shown at Annex C.
29. In each package area, there will be at least two providers delivering services across the locality. This will ensure there is ongoing competition between providers to drive up performance. To encourage this competition we will shift market share to better performing providers.

Payment structure

30. Work is not only the best way out of poverty but has wider health and social benefits, not only for the individual but also for the community in which they live and the UK as a whole. As such, we want to reward providers for getting more customers (including those with more severe barriers) into work than ever before, and keeping them there.
31. As a result, our pricing model is designed to incentivise providers to do this. There will be three main payments: an attachment fee, job outcome fee, and sustainment payments.

- **An attachment fee** – when a customer starts on the programme. This is payable to providers in the early years of the contract to assist with initial service delivery costs. The attachment fee will reduce over the first 3 years of the contract and is nil by the start of year 4.
- **A job outcome fee** – designed to reward providers for getting as many customers as possible into work. The maximum job outcome fee will be fixed over the life of the contract for most groups of customers. The maximum job outcome payments for JSA customers referred from nine and 12 months will reduce from year three of the contract as we expect providers to learn what works and how to deliver efficiencies. In addition, there will be an additional performance incentive set out below.
- **Sustainment fees** – which will be paid to the provider whilst they keep a customer in work. Getting someone into a job is only half the battle; if we're to change the lives of our customers for the better, they need to be able to stay there which is why our payment model will reward providers for keeping customers in work. A significant amount of the total amount we're willing to pay will be in sustainment payments and these will be fixed over the life of the contract.

Performance incentive for JSA customers

32. For JSA 18-24 and JSA 25+ customers we will expect providers to improve performance over time to deliver the same revenue for a given level of job outcomes, and we will reward those who do very well through a performance incentive payment. Our intention is that the payments are substantial enough to provide a real incentive to perform to a high level.

Continuing Competition

33. At the start of the contract referrals will be made randomly and in equal shares to each provider in each contract package area. We will encourage on-going competition between providers in each area by shifting market share to those who perform best.

Minimum performance levels

34. For the two main JSA customer groups and for new ESA customers there will be a performance floor of minimum job outcome performance below which a performance review would be triggered. This could lead to contractual sanctions against a provider which may result in contract termination.

Minimum service standards

35. The government is clear that providers are best placed to know what works for customers and as such we will not specify what providers should deliver. However, customers should know what level of service they can

expect. As a result, bidders for Work Programme contracts will be asked to provide a summary in their tender of the minimum service they will offer to all customer groups. These minimum service levels will be translated into a small number of Key Performance Indicators within each contract and will be articulated to customers at the point they start the provision. These promised service levels will be made public so that customers and their representatives will be able to judge whether providers are delivering what they have promised. If the providers fail to deliver these minimum service levels we will have the ability to treat it as a breach of contract.

The basis for awarding contracts

36. Tenders will be evaluated on a mix of quality and price. “Quality” in this respect is about the minimum service levels described above and the credibility of delivery plans and therefore covers:

- Supply chain management – including how the bidder will work with, manage and develop sub-contractors to ensure the needs of each customer within each labour market are fully addressed (see below);
- Service delivery model – including how the bidder will deliver their services, what the minimum and typical customer journey will be, how they will tailor their services to specific customer groups, why their delivery model is the best approach for the specific contract package area etc. The experience and skills of each sub-contractor in a proposed supply chain will be considered;
- Resources - including premises, staffing, how they will deal with potential TUPE issues and how quickly they can vary capacity to accommodate volume changes;
- Stakeholder engagement – how the bidder and their supply chain will engage effectively with a range of stakeholders, partner organisations and employers in the specific area; and
- Implementation – including implementation plans, dependencies and contingencies.

37. The majority of the assessment score will go to this quality element.

Supply chain management

38. Our track record in working with voluntary sector organisations within existing Welfare to Work supply chains is an excellent one. Currently, some 30% of sub-contracts are with voluntary sector organisations - and are confident the Work Programme will build on this to ensure the best possible experience for every Work Programme customer.

39. We intend to strengthen the requirement on prime contractors to put together supply chains that deal credibly with all aspects of disadvantage for the customer groups and locality concerned.

40. We will therefore be closely scrutinising each bidders' partnership proposals when evaluating the tenders, particularly when considering the supply chain and service requirement criteria, to ensure that the level of community involvement is commensurate with the needs of the Work Programme's customers. This will be a key factor in the tender assessment process.
41. In the past few months, during the run up to the Work Programme, we have taken steps to encourage potential prime contractors to come together with a range of potential delivery partners and sub-contractors and will continue this work once the Work Programme procurement is launched.

Price competition

42. In order to generate value for money within the price element of competition we will allow bids on price. Our proposed method is:
- To publish a 'rates table' which sets out the level of sustainment payment and attachment fee for each customer group. The attachment fee will be progressively withdrawn over the first 3 years as described above.
 - The table will also set out a maximum level for job outcome fees which will decline over the life of the contract as described above. Bidders will be able to propose more competitive propositions in two ways:
 - (a) They can offer a percentage reduction from the maximum price where reduction is fixed across the length of the contract
 - (b) They can provide a split bid with a percentage reduction on the maximum job outcome fee for the first 3 years, followed by a further set percentage reduction for the remaining years.

Change Management

43. We need to ensure that the contracts are sufficiently flexible to handle the changes that might occur during their lifetime, for instance because of changes in policy such as Universal Credits. This will give DWP, and providers, the flexibility to ensure that Work Programme delivery continues to be relevant and high quality throughout the length of the contracts. In order to provide maximum flexibility, we will:
- Include a section within the Work Programme contractual documentation which sets out what we know now about potential future changes such as Universal Credits and what the impacts might be on delivery under the Work Programme contracts;
 - Define a change control mechanism within the contracts to enable us to have discussions and negotiations with providers in the event of unforeseen changes.

Geographical Pricing

44. We recognise that the cost of delivering the Work Programme is likely to differ between locations as a result of a range of factors including: local employment conditions; rurality; infrastructure costs; staff wages, etc. In order to ensure that the Work Programme is delivered to a comparable standard on a nationwide basis, we would expect providers to take local circumstances into account and build these into the cost of their bids.

Working in Partnership

45. For the Work Programme to be successful we expect that prime providers will need to work with a broad range of sub-contractors and local partners, including those from the voluntary sector, in order to deliver the personalised and localised services required in today's labour market.

46. Local partners will be critical to the delivery of employment outcomes and in securing improvement to our employment services. But this will not be achieved by simply devolving the funding or commissioning of the Work Programme to the local level - that risks being inefficient and inflexible.

47. As such, the Work Programme and the Department will provide and facilitate opportunities for partnership and collaboration in order to successfully deliver job outcomes for customers.

48. We have already taken significant steps to encourage organisations of all sizes from the public, private and voluntary sectors to consider getting involved in sub-contracting for the Work Programme

49. We are actively encouraging local partners to work with potential Work Programme providers in their areas, in the development of bids that are responsive to local circumstances, and have designed the policy of the Work Programme in order to ensure its flexibility and encourage it to integrate closely with the services available in each lot.

50. A number of practical measures have been put in place to facilitate this:

- The Framework specification places clear expectations on suppliers to engage with partners in developing and delivering proposals;
- The Work Programme specification will further endorse the requirement for partnership engagement in the development of proposals and delivery of the programme. This will be one of the criteria used in assessment of the bids; and
- Names and contact details of organisations bidding to join the Framework have already been published on the DWP website (www.dwp.gov.uk/supplying-dwp). Names of successful Framework bidders have been published [details] and selected suppliers will be published on conclusion of the tendering exercise in spring 2011.

51. Jobcentre Plus Customer Services Directors and their teams have the lead role within DWP for engaging and developing relationships with local

partners and facilitating links with DWP providers, including ensuring engagement activities are taking place in each Jobcentre Plus region bringing Work Programme bidders together with Jobcentre Plus and strategic partners.

52. We intend to continue to support prime contractors in the development of their supply chains and will be:

- Running local events in conjunction with Jobcentre Plus and key local strategic partners to enable the prime contractors to better understand the needs and issues within each locality so they can put together appropriate supply chains for that area;
- Continuing to engage with key voluntary sector bodies to ensure that their members are kept up to date on progress; and
- Implementing the Merlin 'web portal' which will provide a source of information for prime and sub-contractors and enable them to share information on their aims and objectives. Over time, this will also include the results of all Merlin accreditations, to support potential sub-contractors in deciding which primes they wish to work with.

53. The Department will also be rigorously assessing potential prime providers during the Work Programme mini-competition to ensure that their supply chains are effective and smaller organisations are treated appropriately and fairly. This will include a requirement for Work Programme bidders to name all of their key sub-contractors and partners in their tenders and provide a letter of intent from each, which confirms the arrangements that have been agreed between the parties.

54. These arrangements will then form part of the contract and the prime contractors cannot change them without the permission of DWP. Further, the experience and skills of each sub-contractor in a proposed supply chain are considered as part of the overall scoring of the Delivery Strategy during the evaluation, so it will be in the best interest of Prime Providers to work with the best possible partners

55. Ultimately, arrangements will need to be agreed with prime contractors as the Work Programme will be a 'black box' contract with no prescribed way of working. It will be for the prime contractors to determine in discussion with partners, including Jobcentre Plus, how they will work collaboratively to deliver the programme.

Next steps

56. We have published the results of the Framework for Employment Related Support Services, which is available at: <http://www.dwp.gov.uk/supplying%2Ddwp/what%2Dwe%2Dbuy/welfare%2Dto%2Dwork%2Dservices/framework%2Dfor%2Dthe%2Dprovision/>. We intend to invite those who have been successful to bid for Work Programme contracts in December.

57. Our aim is to be as open and transparent as possible during the run up to Work Programme implementation and any further comments or questions are welcome using the E-mail address below:

THEWORKPROGRAMME.EXTERNAL@DWP.GSI.GOV.UK

The Work Programme: Summary of Informal Consultation Responses

Introduction

This document sets out the main points made by respondents (and the Government response) to an informal consultation on the design and delivery of the proposed Work Programme. Between 10th September and the 20th October we received around 300 online comments and met with 72 representatives from over 50 organisations. Questions and the Government responses (boxed text) are set out below.

Q1. How would you simplify our contracts to give providers a better basis to personalise services?

Delivery organisations were enthusiastic about the ‘black box’ approach to provision and the opportunity to deliver personalised services. However, customer representative groups raised concerns regarding the equality impact of ‘black box’ provision and how outcomes would be monitored.

We were pleased to hear strong support for ‘black box’. The Government’s aim is to ensure that the benefits of the Work Programme will be equally accessible to all customer groups. In the attached Prospectus, we set out how we will require minimum service standards for all customer groups. (para 35).

Q2. Are there any elements of support that providers should deliver regardless of the needs of the customer?

There was broad agreement from respondents that services should be personalised and a small number of respondents suggested we specify a minimum level of service.

Our approach to minimum service standards is set out in paragraph 35 of the attached Prospectus.

Q3. Do you think paying providers on the basis of additional employment outcomes is fair on providers and the taxpayer?

There was broad support for the principle of paying providers based on additional employment outcomes, and for reducing the amount we pay for people who would have found a job anyway.

However, there was concern expressed by providers regarding the level at which employment outcomes were considered to be additional, and the balance between their costs and outcome payment levels.

We have been working closely with independent financial and commercial advisers to ensure that the payment model is robust and commercially viable. The principles of the payment model are outlined in the “**Payment structure**” section of the attached Prospectus and providers are welcome to comment further prior to publication of the final Invitation to Tender later this year.

Q4. What do you think about using a differential pricing system to skew support towards harder to help customers?

There was strong support for the principle of a differential pricing mechanism to reward providers for supporting harder to help groups into work. There was significant interest regarding the groups of people who would attract differential funding and how these groups would be identified.

A number of respondents also expressed a preference for the use of the ‘accelerator funding model’ which allocates funding at an increasing rate as providers support more customers into employment.

We are pleased to note the widespread support for differential pricing among respondents. Further details of the principles of the funding model are set out in “**Payment structure**” section of the attached Prospectus.

While we can see some merits in the accelerator funding model, we believe that it encourages providers to support the easiest to help into work first. We believe that the funding model outlined in the prospectus will better reward providers for supporting the hardest to help from the launch of the Work Programme.

Q5. Should some people be enabled or required to access the Work Programme more quickly than others, taking account of their employment history or needs? Which groups should be ‘fast-tracked’?

There was broad agreement that groups in need of additional support should have earlier access to the Work Programme.

We are very pleased to hear the positive response to providing vulnerable groups with ‘fast track’ access to the Work Programme from respondents, and details of how we will achieve this will be included in the Invitation to Tender later this year.

Q6. Are there any situations in which you think it would make sense to delay a customer's referral to the Work Programme?

Responses to this question were wide-ranging with the majority of stakeholder groups suggesting some form of flexibility would be advantageous to take account of personal circumstances.

In order to guarantee value for money for the taxpayer, and ensure that effective back to work support from Jobcentre Plus is not disrupted, Jobcentre Plus advisors will be able to delay referrals to the Work Programme in cases where customers are very close to securing employment.

Q7. Do you agree that work-related activity powers should be used flexibly, and tailored to the circumstances of the individual? In what circumstances is it appropriate to direct customers to undertake specific activities?

Respondents expressed general support that those who would benefit from work-related activity should be required to participate in it. There was also strong support that the requirements for work-related activity be flexible and tailored, to ensure customers were not required to undertake activities that were not appropriate for their circumstances.

However, there was also concern regarding the Department's ability to identify customers who would benefit from work-related activity, and a number of individuals reported they would face difficulties if they were required to undertake such activity.

Support for all Work Programme participants will be tailored, but it is important that DWP has the ability to maximise engagement in appropriate circumstances.

We have heard the concerns expressed with regard to asking customers to undertake inappropriate activity and, as a result, the work related activity powers will be used flexibly so that the nature and amount of work-related activity required must always be reasonable in the customer's circumstances.

Q8. What should the consequences be if someone fails to comply with the work-related activity requirement without good cause?

It was broadly agreed that those who should be expected to undertake work related activity could expect to be compelled to do so. No specific suggestions for appropriate sanctions were made. There was concern regarding the behaviour of providers in regard to disabled customers.

We believe it is right that in the circumstances where customers have been required to undertake work related activity, if they then fail to do what is asked of them then a sanction may be applied to their benefit. Jobcentre Plus will retain responsibility for all sanctions decision making.

Q9. Do you have any other ideas/thoughts about the Work Programme that we haven't specifically addressed?

A number of other issues were raised in relation to the Work Programme:

- (a) Charities asked to deliver the Work Programme would be required to counteract their guiding principles by reporting non-compliance with required activity to Jobcentre Plus;

It is right that conditionality has a role to play in supporting people back to work, and we will expect sub-contractors to report any breaches of conditionality they recognise to the Department. It will be for individual charities to decide whether this arrangement runs contrary to their charitable activity and therefore whether they wish to participate in the Programme.

- (b) Skills support will not be sufficient under the Work Programme, and that ESOL and debt management skills are vital to assist customers in finding employment.

Providers bidding to deliver the Work Programme will be free to provide any skills training that they deem appropriate based on local labour market conditions. Most Work Programme participants will also be eligible for other Government-funded skills support as set out in *Skills for Sustainable Growth*, and its parallel publication, *Investing in Skills for Sustainable Growth* published on 16 November 2010.

- (c) The coordination of the reduction in Housing Benefit and the start of the Work Programme for some customers would reduce their ability to find work, and cause customers stress;

People who are out of work will be given support from the day they claim benefit to help them find work. But we want to make it very clear to the minority of people who can work but make no real effort to do so, that they cannot continue to receive benefit for life.

We are introducing a reduction – not a complete withdrawal – of housing support. The measure may require people to reconsider where they live and modify their expectations if these are based on long-term reliance on state support. 12 months is a reasonable period to enable people to adjust to their circumstances and with the right help, to overcome barriers to finding and taking work.

- (d) Local employment conditions should be taken into account in the Work Programme pricing structure.

We have set out our thoughts on this in the “**Geographical Pricing under the Work Programme**” section of the attached Prospectus.

Annexe B

Annual volumes of customers referred to the Work Programme

It should be noted that the estimates below are only indicative

	2011/12	2012/12	2013/14	2014/15	2014/15	Total
Jobseekers Allowance customers – 25+	280 - 420	190 - 290	180 - 260	150 - 230	150 - 230	950 - 1430
Jobseekers Allowance customers – Young People	140 - 200	90 - 130	80 - 120	70 - 110	60 - 100	440 - 660
Jobseekers Allowance customers – Ex-Incapacity Benefit	20 - 30	20 - 40	20 - 40	10 - 20	0	70 - 130
Jobseeker Allowance customers facing significant disadvantage (e.g. young people with significant barriers, NEETs, ex offenders)	30 - 50	30 - 50	30 - 50	20 - 40	20 - 40	130 - 230
Total JSA	470 - 700	330 - 510	310 - 470	250 - 400	230 - 370	1590 - 2450
ESA Volunteer	50 - 70	50 - 70	40 - 60	20 - 30	20 - 30	180 - 260
Employment and Support Allowance – Flow	30 - 50	30 - 50	30 - 50	30 - 50	30 - 80	150 - 280
Employment and Support Allowance – Ex-Incapacity Benefit	30 - 50	60 - 80	60 - 80	20 - 40	0	170 - 250
Total ESA	110 - 170	140 - 200	130 - 190	70 - 120	50 - 110	500 - 790
Total Volumes	580 - 870	470 - 710	440 - 660	320 - 520	280 - 480	2090 - 3240

Note: volumes are in thousands; totals may not sum due to rounding

Annexe C

Framework 'lot'	Work Programme package areas and number of providers in each
Scotland	Single package covering the whole of Scotland, with two providers delivering contracts
Wales	Single package covering the whole of Wales, with two providers delivering contracts
London	Two packages, one covering areas to the West and one to the East. Each package area will have three providers delivering contracts.
East of England	Single package covering the whole of the region, with two providers delivering contracts
East Midlands	Single package covering the whole of the region, with two providers delivering contracts
South East	Two packages – one covering Berkshire, Buckinghamshire, Oxfordshire and Hampshire and the other covering Surrey, Sussex and Kent. Each package area will have two providers
North East	Single package covering the whole region, with two providers
North West	Two packages – one covering Merseyside, Halton, Cumbria and Lancashire and having 2 providers. The other covering Greater Manchester, Cheshire and Warrington and having 3 providers
South West	Two packages – one covering Devon, Cornwall, Dorset and Somerset and one covering Gloucestershire, Wiltshire and West of England. Two providers in each package area.
West Midlands	Two packages – one covering Birmingham, Solihull and Black Country with 3 providers, the other covering Coventry and Warwickshire, Staffordshire and the Marches, with 2 providers
Yorkshire and Humberside	Three packages: <ul style="list-style-type: none"> • West Yorkshire (2 providers) • South Yorkshire (2 providers) • NE Yorks and Humber (2 providers)