

## PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2013-14

<b>Name</b> Robert Devereux	<b>Department</b> Work and Pensions (DWP)
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<b>1. Business delivery objectives:</b>	<b>Performance measures:</b>	<b>Milestones:</b>
	<p>Feedback from Secretary of State, departmental Ministers, No10, Cabinet Office and Lead NED, Cabinet Secretary and Head of the Civil Service.</p> <p>Specific targets for many of these measures set in 2013-14 Business Plan</p>	
Supporting economic growth:		As per 2013-14 Business Plan, in particular:
<ul style="list-style-type: none"> <li>Operation of active labour market regime, through delivery of Get Britain Working measures, by Jobcentre Plus and Work Programme providers</li> </ul>	Off-flows from Job Seekers Allowance (13, 26, 39 and 52 weeks); off-flows from Employment and Support Allowance; referrals to Work Programme, and prompt payments for job outcomes; Work Programme results (regular National Statistics);	Develop and implement post Work Programme Support for Job Seekers Allowance claimants (June 2013)
<ul style="list-style-type: none"> <li>Operation of the Youth Contract</li> </ul>	Youth unemployment levels; work experience starts; Sector Based Work Academies starts; wage incentives taken	n/a
Implementation of welfare reforms:		

<ul style="list-style-type: none"> <li>• Introduce Universal Credit</li> </ul>	Major Projects Review Group reports on programme, including plans beyond 2013-14	Pathfinder launch April 29; progressive national roll out from October.
<ul style="list-style-type: none"> <li>• Introduce Personal Independence Payment</li> </ul>	Quality of new independent assessments of disability; extent of reconsiderations and successful appeals	New claims in North West from 8 April; national new claims from June; time limited Disability Living Allowance cases reassessed from September
<ul style="list-style-type: none"> <li>• Introduce the Benefit Cap</li> </ul>	Accuracy of assessment	Benefits capped in 4 London Local Authorities from 15 April; nationally from July; all relevant households capped by end September 2013
<ul style="list-style-type: none"> <li>• Prepare for single tier pension</li> </ul>	n/a	legislation introduced Autumn 2013
<ul style="list-style-type: none"> <li>• Continue to extend coverage of reforms already started: child maintenance, reassessment of Incapacity Benefit claims, automatic enrolment, implementing on-going equalisation of state pension ages.</li> </ul>	Major Project Review Group reports on Phase 2 of Child Maintenance (including charging from 2014-15); pension age increases as per legislation	Child maintenance new scheme open to families with 2 or more children from June, and all families from December; Incapacity Benefit reassessment completed May 14; auto-enrolment extends to companies with 250 employees from February 2014
<ul style="list-style-type: none"> <li>• Progress towards 2014 target for fraud and error (1.7% of benefit spend)</li> </ul>	Fraud and error National Statistics (six-monthly); performance on "spend to save" case cleansing, and on investigations	Review Single Fraud Investigation Pilots (DWP/HM Revenue and Customs/Local Authority) in July 2013; stocktake of work with Local Authorities re Credit Reference Agency data matching in Sept 2013

Spending controls and efficiency:		
<ul style="list-style-type: none"> <li>Improve operational service performance and value for money, through both DWP and contracted service provision, consistent with 25% baseline reduction over Spending Review10</li> </ul>	<p>Departmental Expenditure Limit budget of £5.552m (a 39% real reduction on 09-10 baseline) delivered effectively, including planned productivity improvements, and service performance in line with plans.</p>	<p>Regular assessment of progress, and risk management at Departmental Board; increase proportion of new Job Seekers Allowance claims submitted on-line to 80% by Sept 2013</p>
<ul style="list-style-type: none"> <li>Conclude funding settlement for 15-16 with HM Treasury, on basis of clear operating target operating model for that year (and beyond)</li> </ul>	<p>n/a</p>	<p>Spending Round concluded (June); target operating model further developed to underpin detailed plans (March 2014)</p>
<ul style="list-style-type: none"> <li>To deliver fiscal consolidation by ensuring spending outturns are consistent with plans; and by putting in place credible and sustainable plans to deliver spending totals agreed for 2014-15 and 2015-16</li> </ul>	<p>Treasury assessment</p>	<p>Agree budget allocation with Ministers</p>
<p><b>2. Corporate objectives:</b></p>	<p><b>Performance measures:</b></p>	<p><b>Milestones:</b></p>
	<p>Feedback from other Permanent Secretaries, Head of the Civil Service and the Minister of the Cabinet Office.</p>	

<ul style="list-style-type: none"> <li>Contribute corporately and departmentally to the delivery of the Civil Service Reform Plan</li> </ul>	<p>Quarterly stocktake of progress with DWPs' lead Non Executive Director and Ministers</p>	<p>DWP Capability Plan launched June 2013; Sick Pay policy implemented October 2013; 'smarter working' practices, involving 5,000 staff in Leeds, Sheffield and North-West England introduced from October 2013; DWPs lawyers move to Treasury Solicitors by 31/3/2014</p>
<ul style="list-style-type: none"> <li>Deliver the actions set out in the single savings plan for government once this has been agreed between Departments, HM Treasury and Efficiency and Reform Group, including all existing Public Expenditure Committee: sub committee on Efficiency and Reform (PEX(ER)) mandates and those agreed during 2013-14</li> </ul>	<p>As per single savings plan, and Public Expenditure Committee: sub committee on Efficiency and Reform (PEX(ER))</p>	<p>As per single plan, and Public Expenditure Committee: sub committee on Efficiency and Reform (PEX(ER))</p>
<ul style="list-style-type: none"> <li>Effective contribution to Civil Service Board, to the Senior Leadership Committee, and to the wider Civil Service Leadership</li> </ul>	<p>Feedback from Permanent Secretaries, Cabinet Secretary and Head of the Civil Service.</p>	
<p><b>3. Capability building objectives:</b></p>	<p><b>Performance measures:</b></p>	<p><b>Milestones:</b></p>
<ul style="list-style-type: none"> <li>A clear sense for all 100,000 staff of the future we are building as a Department, and what this</li> </ul>	<p>Improvement to staff engagement in October 2013 People Survey</p>	<p>Three further rounds of senior face to face meetings with front line managers (6000 across UK) – by end July, end November, and Easter</p>

means for them, and for the millions of people DWP serves each day		2014 – building on positive feedback from previous rounds
<ul style="list-style-type: none"> <li>A style of leadership, at all levels across the DWP, which engages staff in designing and delivering a better future</li> </ul>	Improvement in leadership, as reflected in feedback from staff on senior managers as part of their 2013-2014 performance assessment; feedback from Non Executive Directors and Secretary of State on Executive Team leadership of DWP	New leadership standards in place from April 2013
<ul style="list-style-type: none"> <li>Develop and use strong succession plans for key senior roles in DWP, and develop talent</li> </ul>	Strength of succession pipeline for Permanent Secretary, Director General, and key Senior Civil Service roles (net replacement ration of 2:1); prompt reallocation of effort as required	
<ul style="list-style-type: none"> <li>Professional relationships with the Ministerial team and Special Advisers</li> </ul>	Feedback from Ministers and Special Advisers	
<ul style="list-style-type: none"> <li>Senior Civil Servants delivering against clear and measurable objectives</li> </ul>	SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers	An effective accountability mechanism in place, ensuring senior leaders deliver against their objectives
<ul style="list-style-type: none"> <li>Strong performance management</li> </ul>	Performance marks in line with guidelines (including 25% eligible for performance related pay, and 10% assessed as “must improve”). Rigorous management of poor performers	