

Department for Work and Pensions
2011 Business Plan revisions

2011 SRP	2011 text	2011 start date	2011 end date	2012 status	2012 SRP	2012 text (if changed)	2012 start date (if changed)	2012 end date (if changed)	Explanation (for text/date changes or actions removed from Plan)
1	Reform the Welfare System			1		Deliver Welfare Reform			The revised wording more accurately reflects the Department's commitment in 2012-13.
1.1	Introduce the Universal Credit			Structural Reform Plan	1.1				
1.1.i	Develop a consultation document setting out proposals for the Universal Credit	Completed	Completed	Annex C) completed structural reform actions					
1.1.ii	Consult on the introduction of the Universal Credit	Completed	Completed	Annex C) completed structural reform actions					
1.1.iii	Analyse consultation responses and prepare the Government's response	Completed	Completed	Annex C) completed structural reform actions					
1.1.iv	Publish a White Paper on plans to introduce the Universal Credit	Completed	Completed	Annex C) completed structural reform actions					
1.1.v	Develop further detail on the benefits and costs of implementing the Universal Credit	Completed	Completed	Annex C) completed structural reform actions					
1.1.vi	Refine and update detail on the benefits and costs of implementing the Universal Credit	Completed	Completed	Annex C) completed structural reform actions					

1.1.vii	Develop a detailed plan and evaluation to identify implementation risks in detail	Completed	Completed	Annex C) completed structural reform actions					
1.1.viii	Develop a cost-effective delivery model for Universal Credit	Started	Oct 2013	Structural Reform Plan	1.1.i				
1.1.ix	Work jointly with HMRC to develop Real Time Information capability	Started	Mar 2013	Structural Reform Plan	1.1.ii	Develop a Real Time Information capability with HM Revenue and Customs			The revised wording more accurately reflects the Department's commitment in 2012-13.
1.1.x	Deliver the parts of the front end solution, covering only a limited number of customer journeys	Completed	Completed	Annex C) completed structural reform actions					
1.1.xi	Develop and agree the transition and migration plans for Universal Credit for October 2013 onwards	Completed	Completed	Annex C) completed structural reform actions					
1.1.xii	Prepare to launch pathfinders and make any final changes to the implementation plan	Jan 2013	May 2013	Removed from Business Plan					The Department has streamlined activities in the Universal Credit section to concentrate on the principle deliverables to October 2013.
1.1.xiii	Launch pilot pathfinder in advance of national rollout	Mar 2013	Oct 2013	Structural Reform Plan	1.1.iv	Launch pathfinder in advance of national roll-out			As above.
1.1.xiv	Begin national implementation of Universal Credit	Oct 2013	Oct 2013	Structural Reform Plan	1.1.v	Begin roll-out of the national implementation of Universal Credit			As above.
1.2	Take the powers necessary to implement the Universal Credit, along with the other changes announced in the June 2010 Budget and Spending Review			Annex C) completed structural reform actions					
1.2.i	Draft legislation to take the powers necessary to implement the Universal Credit	Completed	Completed	Annex C) completed structural reform actions					

1.2.ii	Introduce the Welfare Reform Bill to implement the Universal Credit	Completed	Completed	Annex C) completed structural reform actions					
1.3	Reassess Incapacity Benefit recipients for their readiness to work and their migration to the Employment and Support Allowance (ESA) or other benefits appropriate to their circumstances including introducing the revised Work Capability Assessment			Structural Reform Plan	1.2				
1.3.i	Trials in Burnley and Aberdeen to migrate Incapacity Benefit recipients to ESA	Completed	Completed	Annex C) completed structural reform actions					
1.3.ii	Phased national rollout of migration of Incapacity Benefit recipients to ESA	Started	May 2014	Structural Reform Plan	1.2.i	Deliver phased national roll-out of migration of Incapacity Benefit recipients to ESA			The revised wording more accurately reflects the Department's commitment in 2012-13.
1.3.iii	Implement the recommendations of the independent review of the Work Capability Assessment	Completed	Completed	Annex C) completed structural reform actions					
1.4	Introduce housing benefit reforms			Annex C) completed structural reform actions					
1.4.i	Draft regulations for housing benefit reforms including extending the shared accommodation rates, working with local authorities, HM Treasury and the Department for Communities and Local Government	Completed	Completed	Annex C) completed structural reform actions					
1.4.ii	Prepare local authorities for implementation of housing benefit policy changes	Completed	Completed	Annex C) completed structural reform actions					

1.4.iii	Introduce the Welfare Reform Bill to implement housing benefit reform	Completed	Completed	Annex C) completed structural reform actions					
1.5	Introduce a fairer approach to calculating Support for Mortgage Interest			Annex C) completed structural reform actions					
1.5.i	Review the approach to providing Support for Mortgage Interest to ensure consistency with the Universal Credit	Completed	Completed	Annex C) completed structural reform actions					
1.6	Introduce household cap so that no workless family can receive more in welfare than median after tax earnings for working households			Structural Reform Plan	1.5	Introduce benefit cap so that no workless family can receive more in welfare than median after-tax earnings for working households			The revised wording is used to avoid the commitment being misinterpreted.
1.6.i	Develop delivery options	Completed	Completed	Annex C) completed structural reform actions					
1.6.ii	Develop implementation plan	Completed	Completed	Annex C) completed structural reform actions					
1.7	Localise Council Tax Benefit			Annex C) completed structural reform actions					
1.7.i	Work with the Department for Communities and Local Government to develop implementation plan for localising Council Tax Benefit	Completed	Completed	Annex C) completed structural reform actions					
1.7.ii	Develop communications and a stakeholder engagement strategy	Completed	Completed	Annex C) completed structural reform actions					

1.8	Switch to the Consumer Prices Index (CPI) for indexation of benefits and public service pensions			Annex C) completed structural					
1.8.i	Develop implementation plan, working with HM Treasury	Completed	Completed	Annex C) completed structural reform actions					
1.8.ii	Introduce changes to benefits and pensions systems to index to the CPI	Completed	Completed	Annex C) completed structural reform actions					
1.9	Conduct a full review of each benefit to ensure that the fraud and error work programme is targeted effectively			Structural Reform Plan	1.6	Reduce the level of benefit expenditure overpaid to a maximum of 1.7 by 2015, as part of the joint DWP and HM Revenue and Customs Fraud and Error Strategy commitment to reduce annual welfare overpayments by over one quarter over the Spending Review period			Amended to reflect latest policy position.
1.9.i	Conduct a full review of each benefit to ensure that the fraud and error work programme is targeted effectively	Completed	Completed	Annex C) completed structural reform actions					
1.9.ii	Implement a range of new initiatives to tackle fraud and error	Completed	Completed	Annex C) completed structural reform actions					
1.9.iii	Use credit reference agency data to cleanse the stock of fraud and error in the system	Completed	Completed	Annex C) completed structural reform actions					
1.9.iv	Introduce the Welfare Reform Bill to implement new benefit sanctions regime	Completed	Completed	Annex C) completed structural reform actions					

1.9.v	Produce a detailed Implementation Plan for the Fraud and Error Strategy	Completed	Completed	Annex C) completed structural reform actions					
1.9.vi	Introduce the Mobile Regional Taskforce	Completed	Completed	Annex C) completed structural reform actions					
1.9.vii	Implement the benefit fraud sanctions and civil penalty introduced by the Welfare Reform Bill (and associated secondary legislation)	Started	Apr 2012	Removed from Business Plan					The action has now been superseded by a new action (1.6.ii) in the 2012 Structural Reform Plan to more accurately reflect the Department's commitments for 2012/13.
1.9.viii	Introduce the new Single Fraud Investigation Service	Started	Apr 2013	Structural Reform Plan	1.6.iii				
1.9.ix	Introduce the new Integrated Risk and Intelligence Service	Started	Apr 2013	Structural Reform Plan	1.6.iv				
1.10	Permanently increase the level of cold weather payments			Annex C) completed structural reform actions					
1.10.i	Lay regulations before Parliament	Completed	Completed	Annex C) completed structural reform actions					
1.10.ii	Implement necessary changes to IT systems	Completed	Completed	Annex C) completed structural reform actions					
1.10.iii	Regulations come into force and scheme starts	Completed	Completed	Annex C) completed structural reform actions					

1.10.iv	Directgov website updated and postcode search facility available	Completed	Completed	Annex C) completed structural reform actions					
1.11	Time limit contributory Employment and Support Allowance			Annex C) completed structural reform actions					
1.11.i	Draft contribution for a White Paper on Universal Credit	Completed	Completed	Annex C) completed structural reform actions					
1.11.ii	Draft legislation to take the powers necessary to implement changes	Completed	Completed	Annex C) completed structural reform actions					
1.11.iii	Introduce the Welfare Reform Bill	Completed	Completed	Annex C) completed structural reform actions					
1.11.iv	Prepare secondary legislation and lay before Parliament	Completed	Completed	Annex C) completed structural reform actions					
1.11.v	Introduce time limiting Employment and Support Allowance	Completed	Completed	Annex C) completed structural reform actions					
1.12	Conduct an independent review of how the sickness absence system in Great Britain (GB) can be changed to help more people stay in work and reduce costs			Structural Reform Plan	1.8	Lead the Government's response to the Frost/ Black review of Sickness Absence: 'Health at work – an independent review of sickness absence'			Amended to reflect latest policy position.
1.12.i	Analyse current GB and international evidence and consult stakeholders	Completed	Completed	Annex C) completed structural reform actions					

1.12.ii	iPhase 2 of consultation, development of policy options in preparation for publishing report and recommendations	Completed	Completed	Annex C) completed structural reform actions					
1.12.iii	Sickness Absence Review published	Completed	Completed	Annex C) completed structural reform actions					
2	Get Britain working			Structural Reform Plan	2				
2.1	Create an integrated welfare to work programme to help unemployed people, including those in disadvantaged groups, get back into work, with providers paid largely by results and including the use of benefit savings from people moving into work. Ensure that Jobseeker's Allowance claimants facing the most significant barriers to work are rapidly referred to the new programme			Structural Reform Plan	2.1				
2.1.i	Set up a new procurement framework, identifying the key private and voluntary sector providers with whom the Department will contract	Completed	Completed	Annex C) completed structural reform actions					
2.1.ii	Run tendering process, ahead of implementation	Completed	Completed	Annex C) completed structural reform actions					
2.1.iii	Prepare for rollout of a new integrated welfare to work programme, working with private and voluntary organisations	Completed	Completed	Annex C) completed structural reform actions					
2.1.iv	Commence rollout of the integrated welfare to work programme nationally, ensuring no gap in provision	Completed	Completed	Annex C) completed structural reform actions					

2.1.v	First annual data released on the number of people starting on the Work Programme	Completed	Completed	Annex C) completed structural reform actions					
2.2	Promote self-employment to unemployed people and, through the New Enterprise Allowance, give up to 40,000 unemployed people access to the advice and support they need to start their own business by 2013			Structural Reform Plan	2.3	Continue to deliver the New Enterprise Allowance			Amended to reflect latest policy position.
2.2.i	Ensure that there is an effective offer from Jobcentre Plus to support unemployed people to move into self-employment, working with the Department for Business, Innovation and Skills	Completed	Completed	Annex C) completed structural reform actions					
2.2.ii	Develop and publish a plan to raise awareness of self-employment opportunities, including links with franchising for all jobseekers	Completed	Completed	Annex C) completed structural reform actions					
2.2.iii	Develop a plan to raise awareness of self-employment for all jobseekers, including supporting the growth of a national network of locally-led, community-based Enterprise Clubs to support unemployed people looking to move into self-employment, giving them the opportunity to access face-to-face support from the start of their claim	Completed	Completed	Annex C) completed structural reform actions					
2.2.iv	Design a programme of support to give customers access to a business mentor, for guidance and support as they prepare to move into self-employment and in the early stages of trading as part of the New Enterprise Allowance	Completed	Completed	Annex C) completed structural reform actions					

2.2.v	Design and establish a financial support package for would-be entrepreneurs, once they have demonstrated the viability of their business proposition. The financial support package will include a weekly allowance and small affordable loan scheme, to access as part of the New Enterprise Allowance	Completed	Completed	Annex C) completed structural reform actions					
2.2.vi	Ensure delivery partners, for mentoring and for financial support, are in place to support roll out of New Enterprise Allowance	Completed	Completed	Annex C) completed structural reform actions					
2.2.vii	Launch a phased national rollout of self-employment support through the New Enterprise Allowance	Completed	Completed	Annex C) completed structural reform actions					
2.3	Establish a network of locally-led Work Clubs in community settings where people can meet, exchange skills, share experiences and receive support in finding local job opportunities			Annex C) completed structural reform actions					
2.3.i	Determine the seed funding and local support needed from Jobcentre Plus to help voluntary organisations and community groups set up and run Work Clubs, with local businesses involved in their establishment and running	Completed	Completed	Annex C) completed structural reform actions					
2.3.ii	Work with national employers to identify how they could support the growth and running of Work Clubs in the areas where they are most needed	Completed	Completed	Annex C) completed structural reform actions					
2.3.iii	Local Jobcentre Plus offices begin to support the development of Work Clubs, providing practical advice and guidance, and working with interested parties to develop proposals and refer Jobcentre Plus customers	Completed	Completed	Annex C) completed structural reform actions					

2.3.iv	Preliminary evaluation of Work Clubs completed	Completed	Completed	Annex C) completed structural reform actions					
2.3.v	Review delivery of Work Clubs and associated communications following completion of the preliminary evaluation	Completed	Completed	Annex C) completed structural reform actions					
2.4	Offer work experience placements to young unemployed people, including those from disadvantaged groups who lack experience or basic skills or face other barriers to work			Annex C) completed structural reform actions					
2.4.i	Develop a set of proposals for work experience placements for young jobseekers, lasting up to 8 weeks, working with voluntary organisations and businesses	Completed	Completed	Annex C) completed structural reform actions					
2.4.ii	Put in place a network of employers and voluntary organisations willing to provide work experience placements to young unemployed people	Completed	Completed	Annex C) completed structural reform actions					
2.5	Help connect unemployed people with volunteering opportunities in their area through a new volunteering initiative called Work Together			Annex C) completed structural reform actions					
2.5.i	Prepare local Jobcentre Plus offices to encourage all unemployed people to consider volunteering as a way of improving their employment prospects while they are looking for work	Completed	Completed	Annex C) completed structural reform actions					
2.5.ii	Make changes to the Directgov website to provide jobseekers with greater access to thousands of volunteering opportunities, working with the Cabinet Office	Completed	Completed	Annex C) completed structural reform actions					

2.5.iii	Expand the number of volunteering opportunities for unemployed people provided through the Directgov website, working with voluntary organisations nationwide	Completed	Completed	Annex C) completed structural reform actions					
2.5.iv	First quarterly data released on the number of volunteering opportunities available for unemployed people via Directgov	Completed	Completed	Annex C) completed structural reform actions					
2.5.v	Preliminary evaluation of Work Together completed	Completed	Completed	Annex C) completed structural reform actions					
2.5.vi	Review delivery of Work Together and associated communications following completion of the preliminary evaluation	Completed	Completed	Annex C) completed structural reform actions					
2.6	Work with the Department for Business, Innovation and Skills to ensure that Jobcentre Plus, Work Programme providers, further education colleges and other training providers collaborate so that people on active benefits have access to training to find and keep work, and progress once in work. This collaboration will include work with employers to give benefit claimants access to sector-specific training (alongside work experience and guaranteed interviews brokered by Jobcentre Plus) through the proposed sector-based work academies			Annex C) completed structural reform actions					
2.6.i	Design and implement an Extension to a Work Experience placement where time to set up an apprenticeship is needed	Completed	Completed	Annex C) completed structural reform actions					

2.6.ii	Extend and deliver Work Experience nationally	Completed	Completed	Annex C) completed structural reform actions					This action was completed ahead of the deadline published in the 2011-12 Business Plan.
2.6.iii	Roll out of a flexible model that combines pre-employment training with a Work Experience placement	Completed	Completed	Annex C) completed structural reform actions					As above.
2.7	Give employment support to unemployed offenders and ex-offenders, with the providers paid by the results of getting people into work, working with the Ministry of Justice			Annex C) completed structural reform actions					
2.7.i	Develop options, working with the Ministry of Justice, to reduce reoffending and deliver savings for the criminal justice system by giving employment support to offenders and ex-offenders, including through Work Programme providers	Completed	Completed	Annex C) completed structural reform actions					
2.7.ii	Work with the Ministry of Justice in preparing for national rollout of the Work Programme, including employment support to unemployed offenders and ex-offenders, subject to further analysis of savings that will accrue to the criminal justice system	Completed	Completed	Annex C) completed structural reform actions					
2.7.iii	Launch an approach within the Work Programme to provide employment support to unemployed offenders and ex-offenders, subject to further analysis of savings that will accrue to the criminal justice system	Completed	Completed	Annex C) completed structural reform actions					

2.7.iv	Assess whether rehabilitation and employment providers are working together effectively to give a complete package of support to offenders and ex-offenders and deliver social return on investment, as part of the evaluation of pilot rehabilitation schemes	Jun 2011	Sep 2014	Removed from Business Plan					The 2012 Structural Reform Plan has two new actions (actions 2.4 and 2.5), capturing current work activity in support of the rehabilitation of offenders/ ex-offenders.
2.7.v	Publication of full evaluation of rehabilitation pilots	Sep 2014	Sep 2014	Removed from Business Plan					As above.
3	Help tackle the causes of poverty			Structural Reform Plan	3	Help tackle the causes of poverty and improve social justice			Amended to reflect latest policy position
3.1	Support more lone parents into work			Structural Reform Plan	3.2				
3.1.i	Move lone parents who are capable of work whose youngest child is 7 or over onto Jobseeker's Allowance, as an interim measure before extending the scheme to lone parents with children of school age	Completed	Completed	Annex C) completed structural reform actions					
3.1.ii	Introduce the Welfare Reform Bill to extend Jobseeker's Allowance to those lone parents whose youngest child is 5 or over	Completed	Completed	Annex C) completed structural reform actions					
3.1.iii	Introduce Jobseeker's Allowance for lone parents whose youngest child is 5 or over	Dec 2011	Jul 2012	Structural Reform Plan	3.2.i		May 2012	Nov 2012	These provisions were dependent on the Welfare Reform Bill receiving Royal Assent. The implementation dates for this change have been revised accordingly.
3.2	Contribute to the cross-government work tackling child poverty			Annex C) completed structural reform actions					

3.2.i	Develop and publish a new child poverty strategy, taking account of the conclusions of the Field Review, working with HM Treasury and the Department for Education	Completed	Completed	Annex C) completed structural reform actions					
3.3	Amend the child maintenance system			Structural Reform Plan		Reform the child maintenance system			The revised wording more accurately reflects the Department's commitment in 2012-13.
3.3.i	Consider the scope of existing plans for child maintenance and assess future delivery	Completed	Completed	Annex C) completed structural reform actions					
3.3.ii	Revise strategy and implementation plan for changes to child maintenance	Feb 2011	Jun 2012	Structural Reform Plan	3.3.i				
3.3.iii	Fully implement revised strategy to continue amendments to the child maintenance system	Jul 2012	Jul 2014	Structural Reform Plan	3.3.ii	Implement revised strategy to continue amendments to the child maintenance system.			The revised wording more accurately reflects the Department's commitment in 2012-13.
3.4	Work with HM Treasury and other departments to improve the way that social impacts are accounted for in policy appraisals across Government			Annex C) completed structural reform actions					
3.4.i	Consider the Department's organisational structure and identify options for change aimed at improving the assessment of the social impacts of policy	Completed	Completed	Annex C) completed structural reform actions					
3.4.ii	Improve cross-Government guidance on best practice approaches to social impact measurement and valuation, through new guidance	Completed	Completed	Annex C) completed structural reform actions					
3.5	Contribute to the cross-Government work on improving social mobility			Annex C) completed structural reform actions					

3.5.i	Develop new measures of progress in improving social mobility in adulthood	Completed	Completed	Annex C) completed structural reform actions					
3.5.ii	Publish jointly with the Department for Business, Innovation and Skills and the Department for Education a participation strategy for 16-24 year olds	Completed	Completed	Annex C) completed structural reform actions					
4	Pensions Reform			Structural Reform Plan	4				
4.1	Restore the earnings link for the basic State Pension			Annex C) completed structural reform actions					
4.1.i	Restore the earnings link for the basic state pension, with a 'triple guarantee' that pensions are raised by the highest of earnings, prices or 2.5%	Completed	Completed	Annex C) completed structural reform actions					
4.1.ii	Increase the standard minimum guarantee so that most Pension Credit recipients see the full cash rise in basic state pension from April 2011, as announced in the June 2010 Budget	Completed	Completed	Annex C) completed structural reform actions					
4.1.iii	Focus resources for Pension Credit on those with lowest incomes by freezing the savings credit maximum in cash terms over the period of the Spending Review	Started	Apr 2014	Annex B) additional departmental actions					This action relates to the annual Up-rating exercise for Pension Credit. Procedures are now well established within the Department to deliver this activity. On this basis, it was decided to move it to the annex.
4.2	Make enrolment into pension schemes automatic, working with the industry			Structural Reform Plan	4.2				
4.2.i	Review the scope and existing plans for automatic enrolment and the National Employment Savings Trust (NEST, formerly 'Personal Accounts') including assessment of alternative delivery models	Completed	Completed	Annex C) completed structural reform actions					

4.2.ii	Consider the impact of the review on existing plans for automatic enrolment and on NEST	Completed	Completed	Annex C) completed structural reform actions					
4.2.iii	Prepare to implement auto-enrolment into pension schemes for low and middle-earners	Started	Oct 2012	Removed from Business Plan					This activity is implicit in the work to ensure that auto-enrolment is introduced in October 2012 (which is already captured separately in Structural Reform Plan action 4.2.ii).
4.2.iv	Start delivery of auto-enrolment into pension schemes	Oct 2012	Oct 2012	Structural Reform Plan	4.2.ii				
4.3	Review the regulatory framework for pensions, encouraging employers to offer high quality pensions to all employees and removing unnecessary rules and regulations			Annex C) completed structural reform actions					
4.3.i	Modernise rules on disclosure of information to pension scheme members	Completed	Completed	Annex C) completed structural reform actions					
4.3.ii	Review the rules on employer debt incurred from pension schemes and publish the findings	Completed	Completed	Annex C) completed structural reform actions					
4.3.iii	Consult on abolishing contracting out from the State Pension for defined contribution pension schemes	Completed	Completed	Annex C) completed structural reform actions					
4.3.iv	Develop detailed proposals and legislate, if necessary, to abolish contracting out for defined contribution pensions	Completed	Completed	Annex C) completed structural reform actions					
4.3.v	Contracting out abolished for defined contribution pension schemes	Completed	Completed	Annex C) completed structural reform actions					

4.4	Increase the State Pension Age to 66			Annex C) completed structural reform actions					
4.4.i	Develop Government's response to call for evidence launched in June 2010 on the timing of the increase in State Pension Age to 66	Completed	Completed	Annex C) completed structural reform actions					
4.4.ii	Develop legislation to increase the State Pension Age increasing women's State Pension Age to 65 more quickly between April 2016 and November 2018, then from December 2018 increasing State Pension Age to reach 66 by April 2020	Completed	Completed	Annex C) completed structural reform actions					
4.4.iii	Introduce the Pensions and Savings Bill to implement changes to the State Pension Age	Completed	Completed	Annex C) completed structural reform actions					
4.5	Phase out the default retirement age, working with the Department for Business, Innovation and Skills and the Advisory, Conciliation and Arbitration Service (ACAS)			Annex C) completed structural reform actions					
4.5.i	Consult on phasing out the Default Retirement Age	Completed	Completed	Annex C) completed structural reform actions					
4.5.ii	Develop guidance for employers and individuals, working with ACAS	Completed	Completed	Annex C) completed structural reform actions					
4.5.iii	Develop regulations to remove the Default Retirement Age and lay them before Parliament	Completed	Completed	Annex C) completed structural reform actions					

4.5.iv	Regulations to remove the Default Retirement Age come into force	Completed	Completed	Annex C) completed structural reform actions					
4.6	Present a pensions strategy paper to the Economic Affairs Committee	Completed	Completed	Annex C) completed structural reform actions					
4.7	Develop and consult on proposals for reforming the State Pension for future pensioners			Annex C) completed structural reform actions					
4.7.i	Publish a Green Paper (State Pension reform consultation)	Completed	Completed	Annex C) completed structural reform actions					
4.7.ii	Publish response to Green Paper	Nov 2011	Nov 2011	Removed from Business Plan					The 2012 Structural Reform Plan has a new action (4.1.i) capturing the Government's intention to publish a White Paper response on a Single Tier Pension provision.
4.8	Work with Age UK to establish a new alliance of organisations focused on social justice for older people			Annex C) completed structural reform actions					
4.8.i	Support Age UK in the development of a partnership proposition (Social Justice for Older People)	Completed	Completed	Annex C) completed structural reform actions					
4.8.ii	Launch the alliance	Completed	Completed	Annex C) completed structural reform actions					
5	Achieve disability equality			Structural Reform Plan	5	Enable disabled people to fulfil their potential			The revised wording more accurately reflects the Department's commitment in 2012-13.

5.1	Improve the work opportunities of disabled people with the greatest barriers to employment through Work Choice training and support			Annex C) completed structural reform actions					
5.1.i	Agree contracts for Work Choice programme.	Completed	Completed	Annex C) completed structural reform actions					
5.1.ii	Launch the Work Choice programme.	Completed	Completed	Annex C) completed structural reform actions					
5.2	Reform Access to Work, so disabled people can apply for jobs with funding already secured for any adaptations and equipment they will need			Annex C) completed structural reform actions					
5.2.i	Design changes to reform Access to Work.	Completed	Completed	Annex C) completed structural reform actions					
5.2.ii	Determine implementation plan, working with existing providers.	Completed	Completed	Annex C) completed structural reform actions					
5.2.iii	Introduce Access to Work Reforms.	Completed	Completed	Annex C) completed structural reform actions					
5.3	Introduce the 'Right to Control' in seven areas, giving disabled people the right to have more choice and control, to have specific services arranged on their behalf, where practical, or to commission services and purchase equipment directly by taking a cash payment or to have a mixture of these options			Structural Reform Plan		Oversee and evaluate the seven 'Right to Control' areas, giving disabled people the right to have more choice and control, to have specific services arranged on their behalf, where practical, or to commission services and purchase equipment directly by taking a cash payment to have a mixture of these options			The revised wording more accurately reflects the Department's commitment in 2012-13.

5.3.i	Draft regulations for the 'Right to Control' and lay them before Parliament	Completed	Completed	Annex C) completed structural reform actions					
5.3.ii	Run Right to Control pilots	Started	Dec 2012	Structural Reform Plan	5.3.I				
5.3.iii	Publish first biannual data on the number of people receiving the Right to Control	Completed	Completed	Annex C) completed structural reform actions					
5.3.iv	Evaluate the 'Right to Control' pilots and prepare interim report	Completed	Completed	Annex C) completed structural reform actions					
5.3.v	Evaluate the 'Right to Control' and prepare final report	Jan 2013	Sep 2013	Structural Reform Plan	5.3.II	Evaluate the Right to Control and publish the final report			The revised wording specifies the Department's intention to publish the evaluation report.
5.4	Ensure carers receive the right employment support, working with the Department for Business, Innovation and Skills to extend flexible working opportunities and support into work for those who wish to seek paid employment	Completed	Completed	Annex C) completed structural reform actions					
5.5	Support the Department for Culture, Media and Sport to deliver highly accessible Olympic and Paralympic Games that leave a lasting legacy for disabled people			Annex C) completed structural reform actions					
5.5.i	Review affordable legacy options for disabled people through 2012 Games organisers, sponsors, government and third sector partners	Completed	Completed	Annex C) completed structural reform actions					
5.5.ii	Establish a small action group of disabled people and organisations to review opportunities identified and provide feedback (2012 Games)	Completed	Completed	Annex C) completed structural reform actions					

5.6	Reform Disability Living Allowance (DLA), ensuring fair access to benefits			Structural Reform Plan	1.4				
5.6.i	Develop proposals to reform DLA, including objective assessments in line with the June 2010 Budget	Completed	Completed	Annex C) completed structural reform actions					
5.6.ii	Consult on DLA reform proposals	Completed	Completed	Annex C) completed structural reform actions					
5.6.iii	Introduce the Welfare Reform Bill to reform DLA	Completed	Completed	Annex C) completed structural reform actions					
5.6.iv	Draft secondary legislation to reform DLA and lay it before Parliament	Jan 2012	Apr 2013	Structural Reform Plan	1.4.i				
5.6.v	Introduce Personal Independence Payments for new claims	Apr 2013	Apr 2013	Structural Reform Plan	1.4.ii				
5.7	Reform the Independent Living Fund (ILF) to provide those disabled people who face the greatest barriers with sustainable funding for independent living			Structural Reform Plan	5.5				
5.7.i	Consult on the Independent Living Fund, working with the Department for Health, the Department for Communities and Local Government and devolved administrations	Completed	Completed	Annex C) completed structural reform actions					

5.7.ii	Consult on the future of the ILF for the period up to April 2015	Started	Apr 2015	Structural Reform Plan	5.5.i	Consult on the future of the ILF post-April 2015 in the context of the Social Care White Paper			The new statement reflects our current position, as set out by the Minister for Disabled people in a statement on 5 December 2011, that having committed to supporting current users of the ILF until the end of this Parliament, the future of the ILF beyond 2015 needs to be considered in the wider context of the reform of the care and support system in England. The consultation will be launched alongside the publication of the forthcoming care and support white paper
5.8	Promote equality of participation in society			Annex C) completed structural reform actions					
5.8.i	Support Government Equalities (GEO) to consult on proposals for providing extra support for disabled people who want to apply for local or national elected office	Completed	Completed	Annex C) completed structural reform actions					
5.8.ii	Support the GEO to analyse consultation responses and announce the preferred option for improving access to elected office	Completed	Completed	Annex C) completed structural reform actions					

5.8.iii	Support the GEO to implement agreed proposals, working with political parties and disability organisations	Started	Apr 2013	Removed from Business Plan					DWP has never owned this action; we have only supported it. It has now progressed and the DWP role has greatly reduced. The Minister for Disabled People was keen to ensure action started and was keen to have it included, therefore, as an action in the Department's Business Plan 2011-12. As the action has progressed and the DWP role has reduced, the Minister is content for the General Equalities Office to report on the remaining action.
6	Improve our service to the public			Structural Reform Plan	6				
6.1	Save money by making online services our preferred channel			Structural Reform Plan	6.1				
6.1.i	Move Jobseeker's Allowance online	Completed	Completed	Annex C) completed structural reform actions					
6.1.ii	Move State Pension applications online	Completed	Completed	Annex C) completed structural reform actions					
6.1.iii	Publish the first annual data on Jobseeker's Allowance and State Pension applications completed on line	Completed	Completed	Annex C) completed structural reform actions					

6.1.iv	Put benefit advice and make common benefits enquiries available online	Started	Feb 2012	Structural Reform Plan	6.1.i			Dec 2012	Half of this action has already been delivered: the Benefits Adviser Service has been available since 2008 and over 3 million people have already used it to check their entitlement to the main benefits and tax credits and to estimate how much better off they would be in work. It will be possible to make benefits enquiries online by December 2012. This is later than originally planned because the Department has given priority to other more urgent changes. The Department has delivered over 80,000 IT changes since April 2011, including supporting the successful delivery of the Work Programme, whilst at the same time working on the building blocks for Universal Credit and the Personal Independence Payments
6.1.v	To significantly improve JSA online by fully automating 75% of the processes, with the remainder still requiring a value-added intervention from staff	Jul 2011	Jun 2012	Removed from Business Plan					The plans to automate Jobseeker's Allowance processing through Automated Service Delivery (ASD) were made in 2009, prior to the decision to introduce Universal Credit. The strategic and financial case for ASD has remained under regular review, and the Department has now taken the decision not to invest further in ASD, given the limited time any investment would have to pay back before the start of Universal Credit in 2013
6.1.vi	Increase the proportion of Jobseeker's Allowance claims made online to 80%	Jun 2011	Sep 2013	Structural Reform Plan	6.1.ii	Increase the proportion of new claims to Jobseeker's Allowance submitted online to 80%.			This change clarifies that this action has always applied to new claims to Jobseeker's Allowance rather than maintenance of existing claims. It also better reflects the change in claimant behaviour in submitting their information online

6.2	Improve the quality of contact with the Department and its agencies			Annex C) completed structural reform actions					
6.2.i	Introduce telephony self-service to provide automated answers to queries	Completed	Completed	Annex C) completed structural reform actions					
6.2.ii	Reduce follow-on queries from the 80 million automated letters issued each year	Completed	Completed	Annex C) completed structural reform actions					
6.3	Simplify the transition of 200,000 people each year from working age benefits to State Pension by re-using the information we already hold and automating where possible	Completed	Completed	Annex C) completed structural reform actions					
6.4	Create a Bereavement Service that will take information once only from next of kin in the case of over 600,000 deaths per year	Completed	Completed	Annex C) completed structural reform actions					
6.5	Simplify the process for the 330,000 Employment and Support Allowance and Income Support customers who are found to be well enough to work each year	Completed	Completed	Annex C) completed structural reform actions					
6.6	Implement and build on Lord Young's report 'Common Sense, Common Safety' to reform Britain's health and safety regime			Annex C) completed structural reform actions					
6.6.i	Develop and publish proposals to change the culture of health and safety.	Completed	Completed	Annex C) completed structural reform actions					

6.6.ii	Eradicate unnecessary health and safety bureaucracy, by:			Annex C) completed structural reform actions					
6.6.ia	introducing simplified risk assessment forms for low hazard workplaces	Completed	Completed	Annex C) completed structural reform actions					
6.6.iib	launching periodic checklists for use by low-risk voluntary organisations.	Completed	Completed	Annex C) completed structural reform actions					
6.6.iic	producing clear guidance for small and medium sized businesses engaged in lower risk activities	Completed	Completed	Annex C) completed structural reform actions					
6.6.iid	Review and re-launch existing guidance for home workers in low-hazard environments	Completed	Completed	Annex C) completed structural reform actions					
6.6.iii	Establish a web based directory of accredited health and safety consultants based on a minimum professional standard	Completed	Completed	Annex C) completed structural reform actions					
6.6.iv	Streamline and simplify health and safety legislation by:			Annex C) completed structural reform actions					
6.6.iva	Consulting on changes to the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations	Completed	Completed	Annex C) completed structural reform actions					
6.6.ivb	Conducting an independent review of health and safety regulations	Completed	Completed	Annex C) completed structural reform actions					

6.6.ivc	Consulting on a draft voluntary code of practice to replace the current Adventure Activities Licensing Authority regime	Completed	Completed	Annex C) completed structural reform actions					
6.6.ivd	Consulting on the approach to sharing more of HSE's costs with the businesses that create risks by operating outside the health and safety law	Completed	Completed	Annex C) completed structural reform actions					
6.7	In line with the Red Tape Challenge, bring forward proposals to reduce and reform the stock of statutory instruments and regulations for which the Department has overall responsibility	Apr 2011	Dec 2012	Annex A) cross-government priorities					This action has been moved to the annex as progress on delivery will be assessed through separate Government channels
Input and impact indicators									
Impact	Rate of people moving from out of work benefits into employment (%)			Altered		Rate of people moving from key out of work benefits (%)			This change better reflects the scope of the currently available information from DWP and HMRC. This should widen once Real Time Information becomes available with Universal Credit
Impact	Number of people on out of work benefits (million)			Altered		Number of people on key out of work benefits (million)			Wording has been revised for clarity. The indicator has been amended slightly to ensure the title reflects the technical description and to provide clarity about which benefits are being reported
Impact	Proportion of children living in workless households (%)			Retained					
Impact	Proportion of young people not in employment or full-time education (%)			Altered		Proportion of young people not in full-time education who are not in employment (%)			Wording has been revised for clarity. This has been amended to synchronise the short title and the technical description to ensure clarity about what number is being reported
Impact	Social mobility in adulthood (in development)			Altered		Proportion of the lowest earners that experience work progression (%)			The technical definition is the "proportion of individuals in the bottom fifth of earners at age 25-30 that are twenty or more percentiles higher in the earnings ten years later"
Impact	Rate of disability poverty			Retained					

Impact	Gap between the employment rates for disabled people and the overall population (%-points)			Retained					
Impact	Total cost to the taxpayer of fraud and error for benefit claims (%)			Altered		Fraud and error in the benefit system, as a percentage of expenditure (%)			Wording has been revised for clarity. This change brings the short title in line with what is reported therefore removing any inconsistency
Impact	Rate of pensioner poverty (%)			Retained					
Impact	Number of employees in a pension scheme sponsored by their employer (millions)			Retained					
Impact	Average age people stop work (years)			Retained					
Impact	Public opinion of DWP service levels (%)			Retained					
Input	Unit cost of Jobcentre Plus labour market support per customer			Removed					Instead of reporting on a selection of DWP's outputs, but not all, in future only the overall productivity measure, which is based on the unit costs of all DWPs outputs will be reported upon
Input	Processing cost per new claim for Jobseeker's Allowance			Removed					Instead of reporting on a selection of DWP's outputs, but not all, in future only the overall productivity measure, which is based on the unit costs of all DWPs outputs will be reported upon
Input	Cost of maintaining each existing claim for Jobseeker's Allowance			Removed					Instead of reporting on a selection of DWP's outputs, but not all, in future only the overall productivity measure, which is based on the unit costs of all DWPs outputs will be reported upon
Input	Cost of processing each new claims for Employment and Support Allowance			Removed					Instead of reporting on a selection of DWP's outputs, but not all, in future only the overall productivity measure, which is based on the unit costs of all DWPs outputs will be reported upon

Input	Cost of processing each new claim for Income Support			Removed					Instead of reporting on a selection of DWP's outputs, but not all, in future only the overall productivity measure, which is based on the unit costs of all DWPs outputs will be reported upon
Input	Cost of maintaining each existing claim for Income Support			Removed					Instead of reporting on a selection of DWP's outputs, but not all, in future only the overall productivity measure, which is based on the unit costs of all DWPs outputs will be reported upon
Input	Cost of maintaining each existing claim for Basic State Pension			Removed					Instead of reporting on a selection of DWP's outputs, but not all, in future only the overall productivity measure, which is based on the unit costs of all DWPs outputs will be reported upon
Input	Cost of maintaining each existing claim for Pension Credit			Removed					Instead of reporting on a selection of DWP's outputs, but not all, in future only the overall productivity measure, which is based on the unit costs of all DWPs outputs will be reported upon
Input	Cost of processing each new claim for Disability Living Allowance			Removed					Instead of reporting on a selection of DWP's outputs, but not all, in future only the overall productivity measure, which is based on the unit costs of all DWPs outputs will be reported upon
Input	Overall Department for Work and Pensions productivity measure			Retained					