

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15

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Role

Permanent Secretaries are responsible for supporting their Secretary of State on the implementation of the Government's priorities in their Department and for responding effectively to new challenges. The Coalition Agreement and Structural Reform Plans set out the Government's priorities in detail.

Working to the Cabinet Secretary and Head of the Civil Service, Permanent Secretaries are collectively responsible for supporting proper and effective decision making and effective implementation of the Government's overall priorities. They also have an individual responsibility to maintain the underlying capability and responsiveness of the departments they lead.

Permanent Secretaries are also responsible for the long-term health and stewardship of their Departments, in particular for ensuring the maintenance of an impartial Civil Service that commands the confidence of Ministers and MPs of all political parties. They have particularly to pay attention to the overall capability of their Departments, including through talent management, succession planning and the effective implementation of the Departmental Improvement Plan.

Robert Devereux is a member of the Civil Service Board. He is also appointed by the Treasury as Accounting Officer with responsibilities to Parliament for financial management, value for money and the running of the Department as set out in Managing Public Money.

2014/15 Priorities

In the Department for Work and Pensions (DWP), the priorities for 2014/15 are:

- the successful daily operation of the Government's labour market policies for claimants actively seeking work, and reducing the number of claimants inactive in the labour market; in particular, supporting young people into employment and self-employment;
- the successful daily operation of supporting pensioners and disabled people with benefits, and of child maintenance services;
- continuing the safe delivery of the welfare reform programme, including expanding Universal Credit, delivering Personal Independence Payment and new restrictions to migrants benefits and preparing for fundamental reform of the state pension system; and
- all within the context of the new Welfare Cap, and the progressive decline of the Departmental Expenditure Limit; increasing value for money in the process.

Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. The Department will focus on improving the capability of the organisation and its people and continue to support the actions within the Civil Service Reform Plan.

In addition to these generic responsibilities, Permanent Secretaries – like all other civil servants – have specific objectives to achieve during the course of each year. And like all other civil servants, they have responsibilities to learn, develop and acquire new skills needed to discharge their roles. Robert Devereux's specific objectives for 2014/15 are set out overleaf.

Objective	How progress will be judged
<p data-bbox="236 275 379 331"><i>Business Objectives</i></p> <p data-bbox="236 376 491 633">a) Continue the safe implementation of the Department's portfolio of Welfare Reforms and reduce fraud and error</p>	<p data-bbox="520 275 1265 331">Overall: feedback from Secretary of State and lead Non-Executive Director, 360 feedback and People Survey.</p> <p data-bbox="520 376 1337 465">a) i) Achievement of key policy and implementation actions as set out in the Department for Work and Pensions (DWP) Business Plan.</p> <p data-bbox="520 510 1289 566">a) ii) The further roll out of Universal Credit, expanding the current live service to take new claims from:</p> <ul data-bbox="528 577 1345 745" style="list-style-type: none"> • couples, from summer 2014; • families who would otherwise have claimed Jobseeker's Allowance, from autumn 2014; and • progressively develop a digital service for Universal Credit, including live testing from autumn 2014. <p data-bbox="520 790 1182 846">a) iii) The improvement and extension of Personal Independence Payment, including:</p> <ul data-bbox="528 857 1281 1070" style="list-style-type: none"> • reducing processing times, and eliminating current backlogs; • extending the re-assessment of time limited Disability Living Allowance cases; and • planning the safe reassessment of all other Disability Living Allowance cases from October 2015. <p data-bbox="520 1104 959 1137">a) iv) Pensions reform, including:</p> <ul data-bbox="528 1149 1353 1317" style="list-style-type: none"> • Single Tier Pension – achievement of Royal Assent by April 2014 and progression of plans for implementation from April 2016; and • Further expansion of automatic-enrolment, including through medium size employers from April 2014 onwards. <p data-bbox="520 1350 1342 1406">a) v) achievement of 2014-2015 target to reduce the monetary value of fraud and error to 1.7 per cent of benefit spend.</p> <p data-bbox="520 1451 1326 1507">a) vi) continuation of child maintenance reforms including the introduction of application and collecting charging.</p> <p data-bbox="520 1552 1358 1641">a) vii) implementing further measures to focus migrants' access to UK benefits on those who actively contribute through work, including:</p> <ul data-bbox="528 1653 1345 1865" style="list-style-type: none"> • Removing access to Housing Benefit from 1 April 2014 for European Economic Area Jobseekers who's right to reside in the UK is as a Jobseeker; and • Successfully applying the 6 month Jobseeker's Allowance time limit ('Genuine Prospect of Work' Test) to European Economic Area migrants from July 2014.

<p>b) Continue to improve operational service performance through both Department for Work and Pensions and contracted service provision.</p>	<p>b) i) Effective operation of the active labour market regime through Jobcentre Plus.</p> <p>b) ii) Further improvement in Work Programme performance (including Job Outcome Performance and Off Benefit performance), narrowing the gap between the best and least effective suppliers.</p> <p>b) iii) Appointment of the new Work Capability Assessment supplier, with successful mobilisation by the end of 2014 –15.</p> <p>b) iv) Piloting innovative approaches to support young people into work, including supporting 18-21 year olds to improve their English and Maths skills; and 16-17 year olds to re-engage them in education, training, or employment with training.</p>
<p>c) Deliver the Departments services in line with its funding settlement and ensure spending outturns are consistent with plans.</p>	<p>c) i) Operating within overall Departmental Expenditure Limit (DEL) funding of £8,198m.</p> <p>c) ii) Operating within the Parliamentary and Treasury control totals for Annually Managed Expenditure (AME) and DEL as set out in the Main and Supplementary Estimates laid before Parliament.</p> <p>c) iii) Designing and establishing governance arrangements with HM Treasury to support the implementation of the Welfare Cap and to proactively manage AME spend within the cap, through providing and monitoring robust forecasts and ensuring policy actions demonstrate value for money.</p>
<p><i>Cross Government Working and Civil Service Reform</i></p> <p>d) To shape functional leadership as lead Permanent Secretary for Human Resources (HR) and Chair of Civil Service HR Business Board)</p> <p>e) Contribute corporately and departmentally to the delivery of the Civil Service Reform Plan</p>	<p>d) Cost effective common HR services (as judged by customers departments on the Board); sustainable funding arrangements in place, for Department and Cabinet Office.</p> <p>e) i) Progression and delivery of actions set out in the Civil Service Reform Plan, with a key focus on improving Departmental and Digital Capability working closely with Government Digital Service (GDS) on new ways to market for recruitment (buy), piloting Digital Academy (build), leveraging end state design opportunity of Universal Credit (delivery outcomes).</p> <p>e) ii) Transition of the procurement of common goods and services from DWP to the Crown Commercial Service. (Waves 1 and 2, and with an agreed basis for further transition and cost/benefit reporting by end 2014/15).</p>

<p><i>Capability</i></p> <p>f) Improve the capability of the Department</p>	<p>f) i) Improvement to staff engagement as measured by the 2014 People Survey.</p> <p>f) ii) Delivering the actions set out in the Departmental Improvement Plan published in March 2014, available at www.gov.uk/government/publications/dwp-departmental-improvement-plan-2014 and the Departmental Capability Plan, with a particular focus on:</p> <ul style="list-style-type: none"> • leading and managing change, including succession planning across the Department; • improving digital capability, including piloting the Digital Academies; • increasing commercial capability; and • improving Project and Programme Management.
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