

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

ROBERT DEVEREUX, DEPARTMENT FOR WORK AND PENSIONS

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 manifesto sets 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, the implementation of the Government's cross-cutting and departmental priorities, and the efficient use of resources. 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 and succession planning. In delivering this Permanent Secretaries will take responsibility for championing difference and leading in accordance with the principles set out in the values of the Civil Service Leadership Statement.

Robert Devereux is a member of the Civil Service Board, Senior Leadership Committee and the Corporate Management 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.

What we do

The Department for Work and Pensions (DWP) is responsible for welfare, pensions and child maintenance policy. As the UK's biggest public service department it administers the State Pension and a range of working age, disability and ill health benefits to over 22 million claimants and customers.

Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform.

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's specific objectives for 2015/16 are set out overleaf.

Objectives

Objective (and manifesto commitment)	What (delivery outcomes and timeframes)	How (measures and steps to achieve)
<p>Strategic/Business Priority 1: <u>Work for all</u></p> <p>Support an effective labour market where all those who can work do.</p> <p>Manifesto commitments:</p> <ul style="list-style-type: none"> • Achieve full employment in the UK. • Continue to rollout Universal Credit. • Introduce tougher Day 1 Work Requirements for young people claiming out-of-work benefits. • Abolish long-term youth unemployment. • Replace JSA for 18-21 year olds with a Youth Allowance that will be • time-limited to 6 months. • Jobcentre Plus advisers to work with schools and colleges to supplement careers advice and provide routes into work experience and 	<p>Support the Secretary of State and Ministers to take forward the government's manifesto commitments, including introducing and reviewing legislation where appropriate.</p> <p>Make Universal Credit available in each part of Great Britain during 2015-16.</p> <p>Deliver effective employment policies and services through Jobcentre Plus (e.g. the Claimant Commitment, New Enterprise Allowance, mandatory work and skills conditionality) and through contracts (e.g. the Work Programme).</p> <p>Help young people into work, through work experience and sector-based work academies and through new work in schools; this is in addition to developing the Youth Obligation</p> <p>Build on the success of Disability Confident, working with employers to create opportunities for disabled people who can and want to work, while providing support through programmes such as Work Choice</p>	<p>Progress will be assessed on feedback from the Secretary of State and the lead Non-Executive Director.</p> <p>Measures:</p> <p>Programmes well managed and on track to deliver to approved Business Cases.</p> <p>Delivery of key operational performance metrics and efficiency measures.</p> <p>The overall UK employment rate, including:</p> <ul style="list-style-type: none"> • Proportion of 18-24 year olds not in full-time education who are not in employment; • The employment rate for disabled people; and • Average age of exit from the labour market; and

<p>apprenticeships.</p> <ul style="list-style-type: none"> • Support 16-17 year olds not in education, employment or training. • Reviewing how best to support people with long-term treatable conditions. • Halve the disability employment gap. • Remove barriers that stop disabled people from participating in the workforce. 	<p>and Access to Work.</p> <p>National rollout of the Fit for Work service.</p>	<ul style="list-style-type: none"> • The number of people on a key out of work benefits.
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<p><u>Strategic/Business Priority 2:</u> <u>Security in Retirement</u></p> <p>To increase saving for and security in later life.</p> <p>Manifesto commitments:</p> <ul style="list-style-type: none"> • Allow pensioners to access their pension savings and decide whether or not to take out an annuity. • Bring in a Single Tier Pension from April 2016. • Implement a ‘temperature test’ for Winter Fuel Payment. 	<p>Support the Secretary of State and Ministers to take forward the government’s manifesto commitments, including introducing and reviewing legislation where appropriate.</p> <p>Introduce new State Pension from April 2016. Increase state pension age for women to 65 by November 2018.</p> <p>Deliver the 2015-16 plans for rolling out Automatic Enrolment Programme to small and micro sized employers.</p> <p>Develop options to allow pensioners to access their pension savings and decide whether to take their annuity</p>	<p>Progress will be assessed on feedback from the Secretary of State and the lead Non-Executive Director.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Programmes well managed and on track to deliver to approved Business Cases. • Number of workers automatically enrolled into a pension scheme. • Number of people in a pension scheme sponsored by their employer. • Percentage of pensioners with low income indicator.
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<p><u>Strategic/Business Priority 3:</u> <u>A fairer welfare system</u></p> <p>To create a fair and affordable welfare system which improves the life chances of children.</p> <p>Manifesto commitments:</p> <ul style="list-style-type: none"> • Reduce welfare spending by £12 billion. • Cap overall welfare spending. • Reduce benefit cap to £23K. • Fix the rates of benefits and tax credits for 2 years. • Ensure 18-21 year olds on JSA 'no longer have automatic entitlement' to • Housing Benefit. • Continue to support action that helps vulnerable people get the assistance they need. • Invest at least £7.5 million per year in relationship support to help families stay together and handle the stresses of modern life. • Control migration from the EU by reforming welfare rules. • End the ability of EU job seekers to claim any job- 	<p>Support the Secretary of State and Ministers to take forward the government's manifesto commitments, including through the Welfare and Work Bill 2015.</p> <p>Develop and deliver options for welfare savings (including benefit uprating and removing automatic entitlement to Housing Benefit for 18-21 year olds) in line with manifesto commitments.</p> <p>Taking action to manage DWP expenditure within the Welfare Cap.</p> <p>Continue to improve and extend the Personal Independence Payment by reducing processing times, ensuring quality decisions; and safely re- assessing all other Disability Living Allowance cases.</p> <p>Continue to deliver the child maintenance reform programme, including the case closure activity on old schemes.</p> <p>Support the government in developing a range of measures and indicators of the root causes of poverty, including family breakdown, debt and addiction, setting these out in a children's life chances</p>	<p>Progress will be assessed on feedback from the Secretary of State and the lead Non-Executive Director.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Number of people on working age out-of-work benefits. • Welfare spending forecast to within the Welfare Cap in rolling five year horizons. • Agreed plans in place to devolve welfare powers as set out in the Scotland Bill. • Percentage of children in workless households as well as long-term workless households. • Progress on restricting access to benefits for EU nationals.
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<p>seeking benefits at all.</p> <ul style="list-style-type: none"> • Transfer significant new welfare powers to Scotland. 	<p>strategy.</p> <p>Support Troubled Families by increasing the number of specialist Employment Advisers; and support disadvantaged young people by administering the £30 million Innovation Fund.</p> <p>Reform welfare rules so that EU jobseekers can no longer access means-tested benefits.</p>	
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<p><u>Strategic/Business Priority 4:</u></p> <p>Deliver outstanding services to our customers and claimants; and transform the way we deliver our services to reduce cost and increase efficiency</p> <p>Manifesto commitments: Not applicable.</p>	<p>Drive cost efficiencies and improved services within the department and arms length bodies, collaborating across government.</p> <p>Ensure an effective strategy and plans to address fraud, error and debt. Continue to reduce the monetary value of fraud and error as a per cent of benefit spend; and delivery of the Single Fraud Investigation Service by March 2016.</p> <p>Deliver the actions set out in the department's capability plan, with a particular focus on following areas:</p> <ul style="list-style-type: none"> • Leading and managing change, including succession planning across 	<p>Progress will be assessed on feedback from the Secretary of State and the lead Non-Executive Director.</p> <p>Measures:</p> <ul style="list-style-type: none"> • Delivering within Parliamentary expenditure controls including 2015/16 Departmental Expenditure • Limit • Net benefit overpayments as a percentage of overall benefit expenditure.
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	<p>the department;</p> <ul style="list-style-type: none"> • Improving digital and technology capability, including expansion of digital academies; • Increasing commercial capability; • Improving project and programme management; and • Improving customer service. <p>As part of the 2015 Spending Review settlement, develop and implement a 2020 workforce, locations and technology strategy, ensuring appropriate investment to deliver the future skills and capabilities required to transform our services.</p>	<ul style="list-style-type: none"> • Departmental measures of customer and claimant satisfaction. • Benefit processing times, aggregate measure • DWP People Survey engagement score. • Progress against internal departmental Capability Measures.
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<p><u>Strategic/Business priority 5:</u> <u>Ensure the department delivers</u> <u>against its manifesto commitments</u></p>	<p>Develop a top-quality Single Departmental Plan which sets out how manifesto commitments and efficiency improvements will be delivered over the course of the Parliament by March 2016.</p>	
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<p><u>Strategic/Business priority 6:</u> <u>Improve the effectiveness of the</u> <u>department and deliver</u> <u>transformational change</u></p>	<p>Develop digital solutions that meet common standards set by the Government Digital Service and support the development of and utilise cross-government platforms and services wherever this demonstrates the best value for money solution for the government.</p> <p>Continue to build the Department's commercial capability and work with the Crown Commercial Service to deliver the Government's 33% commitment of spend with SMEs by 2020.</p>	<p>Drive up People Survey engagement scores</p> <p>Develop a credible plan for ensuring Apprentices make up 2.3% of the workforce over the course of the Parliament.</p>
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<p><u>Diversity (1):</u></p> <p>Achieve progress on key performance measures for diversity and inclusion through delivery of departmental diversity and inclusion plans. Ensure these plans are aligned with the Talent Action Plan.</p>	<p>Increasing declaration (diversity personal information) rates for all grades in relation to disability and ethnicity to the respective SCS or Civil Service average. Where the department already exceeds the respective average, to aim to increase it further.</p> <p>Aiming to ensure representation rates of women, BAME and disabled individuals in all grades are comparable to the respective SCS or Civil Service average. Where the department already exceeds the respective average to aim to increase it further.</p>	<p>Measures:</p> <ul style="list-style-type: none"> • Permanent Secretary performance reviews. • Bi-annual progress reports for Removing Barriers to Success programme.
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	Reducing the difference between disabled and non-disabled staff on the 'inclusion and fair treatment' theme in the Civil Service People Survey and monitor LGB staff engagement via People Survey.	
<p><u>Diversity (2):</u></p> <p>People Survey data shows some less favourable responses from disabled and BAME staff, and my objective is to reduce the difference between the number of people who:</p> <ul style="list-style-type: none"> • have declared a disability and say they have experienced discrimination (21%) and/or bullying (20%) and non-disabled staff (8%) • are BAME and encountered discrimination (25%) and non BAME colleagues (17%). 	<p>Tailored communication and awareness campaigns.</p> <p>Diversity Champions and senior leadership visible engagement with staff and network groups.</p> <p>Active promotion of training opportunities.</p>	<p>Measures:</p> <ul style="list-style-type: none"> • People Survey results • Analysis of qualitative People Survey data and feedback from colleagues and staff networks.

<p><u>Leadership (corporate contribution and cross-government):</u></p> <p>To personally role model the behaviours set out in the Leadership Statement and continue improving leadership understanding and capability within the department and across government.</p>	<p>Contribute to the collective leadership of the Civil Service via active participation the Corporate Management Board, Senior Leadership Committee and Civil Service Board.</p> <p>Continuing successful iteration of the DWP story. Successful deployment of Changing Futures corporate leadership programme.</p> <p>Pro-active rollout of the Leadership Statement for SCS, including embedding in individual job objectives and widespread use of the 360 tool</p>	<p>Measures:</p> <ul style="list-style-type: none"> • Increased DWP People Survey engagement score • 360 degree feedback including from the Secretary of State, lead Non-Executive Director and other peer/senior stakeholders.
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