



May  
2009

# Department for Work and Pensions:

Three Year Business Plan 2009-2012



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## Foreword by the Permanent Secretary

The last twelve months has seen the most significant change to both the financial and labour markets since the Department's inception. We now face the challenge of delivering the services that our customers need and expect during a major economic downturn. Our first priority must be to maintain, and where we can, continue to improve our services to our customers who include some of the most vulnerable members of society.

I have been very pleased, but not surprised, by the response of the Department's staff to the challenges that they have already faced since the onset of the downturn. The Department's success over that period can in many ways be measured by the fact that we have been able to maintain all of our key services and in particular meet all of our key targets for delivering our benefits, notwithstanding our staff having to deal with unprecedented levels of work.

At the same time we have continued to help very large numbers of people who have become unemployed to find new jobs and also maintained our focus on broader departmental challenges, for example, tackling pensioner and child poverty.

The Department's previous three year plan published in February 2008 set out our intention to deliver efficiencies including further headcount reductions totalling 12,000 full-time equivalent posts over the Comprehensive Spending Review 2007 period primarily through the delivery of continuous improvement in our services to customers. Although the Department still intends to make these underlying efficiencies, our overall staffing will now rise to reflect the major additional demands on our services. This plan sets out the detail.

At the same time the Department will continue to focus on the delivery of its Strategic Objectives that form the centre-piece of this plan, as they did its predecessor's.

I am confident that the Department possesses the skills, the capability and, above all, the outstanding commitment of its staff which will be necessary to meet the challenges ahead.

A handwritten signature in black ink that reads "Leigh Lewis". The signature is written in a cursive style.

Leigh Lewis  
May 2009



# Chapter One

## Introduction

This plan addresses the strategic challenges facing the Department for Work and Pensions over the 2009–12 period and the plans we have to meet them. It provides a vision for our services that is focused on meeting the needs of our customers.

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## Our Vision

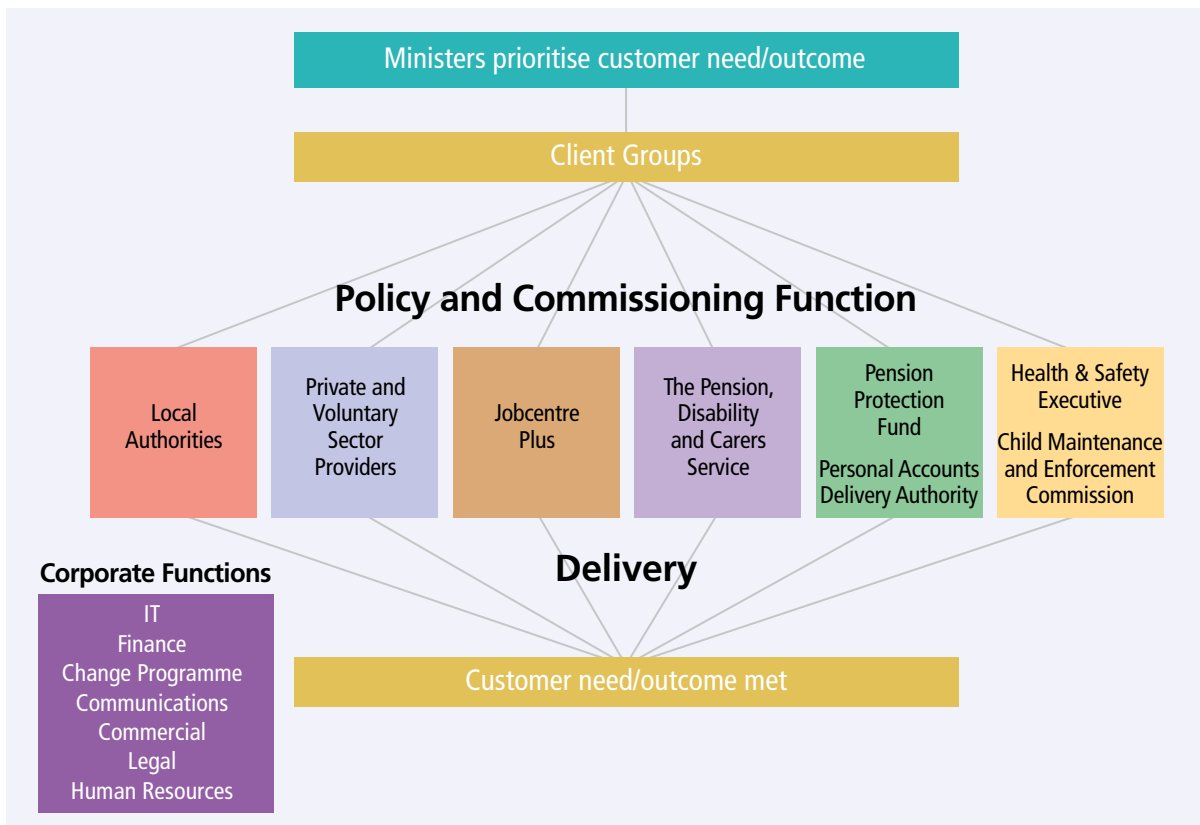
1.1 The Department for Work and Pensions exists to:

- contribute towards fair, safe and fulfilling lives, free from poverty – for children, people in work and retirement, disabled people and carers;
- reduce welfare dependency and increase economic competitiveness by helping people to work wherever they can and employers to secure the skills and employees they need; and
- provide greater choice, personalisation and higher quality of service for customers where it is in their interests and those of the taxpayer.

1.2 In working towards these aims we are pursuing an established set of seven Departmental Strategic Objectives, which drive all of our activities. The Department also has the lead responsibility for two Public Service Agreements (*Maximising employment opportunity for all* and *Tackling poverty and promoting greater independence and well-being in later life*) over the Comprehensive Spending Review 2007 period. These are cross-Government outcomes which will be met both through the Department delivering against our Departmental Strategic Objectives and through the contributions of our partners in the public, private and voluntary sectors.

1.3 To deliver our business we are organised into separate client group, corporate and delivery functions, as shown in Figure 1 below.

**Figure 1: How DWP is organised**



1.4 In recent years we have made considerable progress across all of our objectives. In particular, we have:

- increased the support that we offer to lone parents by introducing a wide package of pre-employment and in-work support to help lone parents move into paid work, make work pay, and help sustainability and progression in work. This includes access to pre-employment training, the national roll out of In Work Credit and the introduction of an In Work Emergency Discretion Fund;
- continued the rollout of our successful Pathways to Work service, providing more support to disabled people than ever before;
- maintained provision of extensive support to unemployed people, offering access to job vacancies and training support;
- ensured that people of pension age are aware of the benefits they are entitled to, with particular focus on Pension Credit entitlement; and
- introduced legislation to give full civil rights to disabled people.

1.5 In parallel, we have also significantly improved the service we provide to our customers:

- through Jobcentre Plus we have brought together the payment of benefits and help in looking for work into one single, modern network, enabling us to deliver a step-change improvement in the services and support that we offer;
- we have merged the previously separate Pension Service and the Disability and Carers Service into a single Agency to provide a more coherent service for our customers;
- we have established the Child Maintenance and Enforcement Commission to deliver a reformed child maintenance system to ensure that more parents take responsibility for paying maintenance for their children and that more children benefit from maintenance; and
- we have reduced the level of fraud and error across all the benefits that we deliver to its lowest level ever as a proportion of total expenditure.

1.6 We have also, since the onset of the economic downturn, moved very quickly to redeploy resources to Jobcentre Plus in order to help it maintain its services to unemployed people. Jobcentre Plus ended 2008–09 with some 70,000 staff – 4,000 more than under its original plan. In total, due to the economic downturn and supported by additional funding from HM Treasury, Jobcentre Plus is now planning to increase its headcount further by up to 12,000 staff.

1.7 The Department will meet this challenge by recruiting new staff, as well as by transferring staff where possible from other areas of the Department. As a result of these and other actions, Jobcentre Plus has been able to maintain call answering levels in its Contact Centres, maintain the planned levels of support for customers in its Jobcentres and continue to meet its targets for the timely delivery of benefits despite greatly increased volumes.

1.8 We are rightly proud of what we have achieved as an organisation and of what we continue to achieve every working day. As we face up to the challenges before us over the remainder of the Comprehensive Spending Review 2007 period and beyond, particularly those presented by the current economic downturn, we will need to build upon and draw confidence from the progress that we have achieved to date.

# Chapter Two

## Our response to the economic downturn – work, welfare, well-being, well delivered

As this plan is going to print, the world economy is experiencing the greatest economic upheaval for many decades. The UK economy continues to feel the effects, with output falling for the third consecutive quarter and the claimant count nearing one and a half million. We know that behind these statistics are individual people facing significant upheaval in their lives, through losing a job, needing to adjust to a lower level of income and thinking about how best to return to work. This Chapter sets out the Department's response to the challenges presented by the economic downturn.

2.1 The Department has a crucial role to play in helping support people through these difficult times and our services are needed now more than ever. Whilst we cannot always prevent people from losing their job, we aim to provide flexible, responsive and targeted support to help people move into work as quickly as possible and to ensure that they are paid the right amount of benefits, at the right time. We aim to make the Department an exemplar of effective customer service to individuals and employers (Departmental Strategic Objective 7) and Chapter 3 sets out how we will continue to deliver this aspiration over 2009-12. Chapter 4 discusses how we are achieving these improvements through our Change Programme.

2.2 We know our active labour market policies work. There is overwhelming evidence to show that maintaining a strong link between benefit administration and active job search is a major factor in ensuring that unemployed people move back into work as quickly as possible.

2.3 Therefore, the right way for this Department to respond to the economic downturn must be to continue to build on its world-class jobseekers regime and to continue delivering it effectively.

2.4 Our response to the economic downturn will aim to meet the following criteria:

### **Maintaining the active labour market regime and paying people's benefits on time**

2.5 Despite the economic downturn, most jobseekers spend a relatively short time on benefits before moving back into work. Currently around half of new claimants leave Jobseeker's Allowance within three months and three-quarters within six months.

2.6 Implementation of innovative labour market policies, combined with the successful creation of an effective delivery agency – Jobcentre Plus – in 2002, means we are much better placed than in previous recessions to respond to the challenges of rising unemployment and to deliver the help and support our customers want and deserve.

2.7 Since our previous three year plan was published in February 2008, the Government has significantly increased funding for the Department. The additional resource totals £4.6bn over the Comprehensive Spending Review 2007 period and will help to ensure that our active labour market regime is maintained and that all jobseekers receive the right level of support.

2.8 Our key concern is to ensure that performance and customer service standards continue to remain high. It is particularly important that people know they will be able to access financial support quickly if they need it. Despite the rise in the number of people becoming unemployed, we are committed to processing Jobseeker's Allowance within an average time of 11.5 days, and Income Support within an average time of 10 days, which is as prompt as in 2008-09 and faster than in the years prior to that.

2.9 We are confident that these levels of performance are achievable within the wider context of our programme of customer service improvement. Through implementing our Change Programme, we aim to deliver significant process changes, improvements

and efficiencies. For example, this summer we will be launching *JSA Online*: customers claiming contributory Jobseeker's Allowance will, for the first time, be able to complete their application online and will be notified of the time of their first appointment by phone (and later, by text message).

## Supporting people to return to work quickly

2.10 It is crucial to help people get back to work as quickly as possible and to prevent short-term unemployment from becoming a long-term problem. We are investing significant resource to ensure that we continue to provide personal help and advice from day one of a Jobseeker's Allowance claim, so that everyone who needs it can get:

- advice on finding a new job;
- help to write a new curriculum vitae and fill in job applications;
- help on retraining and skills advice; and
- access to the thousands of new vacancies recorded by Jobcentre Plus every working day.

2.11 Our welfare reforms have already done much to build upon the successful Jobseeker's Allowance interventions regime to provide more help to those looking for work. And as it becomes harder to find work, it is right that we do more even more to help:

- from April 2009, extra help was made available to all those who have been out of work and claiming Jobseeker's Allowance for six months or more. This offer of support consists of an expanded range of work and training options to provide jobs through recruitment subsidies, support to start a business, work-related training and volunteering opportunities;
- we will implement a guaranteed offer of a job, work-focused training, or meaningful activity to all 18 to 24 year olds who reach the 12 month stage of their claim to Jobseeker's Allowance. The guaranteed offer will consist of:
  - jobs funded from the newly created Future Jobs Fund (see below);
  - support to move into key employment sectors through a mix of training and recruitment subsidies;
  - Care First – offering 50,000 traineeships in the social care sector;
  - work-focused training; or
  - a place on a Community Task Force programme delivering real help within their local community;
- the Future Jobs Fund will be a centrally held fund to which local authorities and others can bid. We expect this to create around 150,000 new jobs. Jobs from the Fund will form a key component of the guaranteed offer to young people. At the discretion of a personal adviser, the components of the guaranteed offer will also be extended to over-24-year-olds who face significant barriers in the labour market. We expect the guarantee to be in effect from early 2010. However, places and jobs (including the Future Jobs Fund) will start to become available from this autumn;

- the introduction of the Flexible New Deal in October 2009 will establish a new, unified approach for all jobseekers, whatever their age, skills or barriers to work. Intensive adviser-led support will be provided to all Jobseeker's Allowance customers after six months on benefit, with some customers benefiting from this help from day one of their claim. Longer-term jobseekers will receive up to 12 months of intensive support from a back-to-work service provider, who will be paid for placing customers into sustainable jobs. The level of support jobseekers receive and the requirements placed upon them to find work will increase the longer they are on benefit to match their rights with their responsibilities.

## Preventing worklessness amongst working age people

2.12 Although the claimant count is rising, we have not as yet seen a rise in economic inactivity across the working-age population. It is important that the gateway to other benefits remains tight and that only people who are entitled to claim our out of work benefits do so. However, we do recognise that the economic downturn may mean that existing claimants of these benefits, many of whom want to be in work, will find it more difficult to get a job without additional help and support.

2.13 Our aim is to prevent the sharp increase in the number of people claiming inactive benefits that happened in the past. How we will work to achieve this is discussed in more detail in the section on Departmental Strategic Objective 2 in the next Chapter.

2.14 We will do everything we can to keep people who find themselves out of work close to the labour market, striving to provide the right support to ensure that people can make the most of the employment opportunities that are available.

2.15 In responding to the fast-changing economic environment around us, we are also working to ensure that we maintain focus on our longer-term goals, as reflected in our Departmental Strategic Objectives which are set out in the next Chapter. These objectives reflect the Department's vision for the future and remain at the core of everything we do.

# Chapter Three

## Delivering Our Public Service Agreements and Departmental Strategic Objectives

The Department has agreed seven strategic objectives with the Treasury which capture what we are here to do. These objectives form the central framework of this plan. This chapter sets out how we intend to deliver them and the key achievements that will follow if we do. It also sets our strategic objectives within the context of the Public Service Agreements on which we lead. These objectives were, of course, agreed before the onset of the economic downturn. We are therefore intending to review them during the first half of 2009-10 to determine whether, given the new challenges facing the Department, they still capture the Government's priorities.

### The vision of the Department is to:

- contribute towards fair, safe and fulfilling lives, free from poverty – for children, people in work and retirement, disabled people and carers;
- reduce welfare dependency and increase economic competitiveness by helping people to work wherever they can and employers to secure the skills and employees they need; and
- provide greater choice and personalisation and higher quality of service for customers where it is in their interests and those of the taxpayer.

## Public Service Agreements

3.1 The Government set out its overall priorities for the Comprehensive Spending Review 2007 period in a set of 30 Public Service Agreements, published as part of the Spending Review White Paper. These Public Service Agreements reflect Government-wide priorities, focusing on the most important areas for collective action. As a consequence, responsibility for the delivery of each Public Service Agreement almost always falls to a number of departments.

3.2 To co-ordinate this joint action, each Public Service Agreement has a published Delivery Agreement which sets out the contribution that each participating department will make to its achievement. A single Secretary of State has been nominated to provide Cabinet-level ownership for the overall delivery of each Agreement.

3.3 The Secretary of State for Work and Pensions has responsibility for two Public Service Agreements (see box below).

### Later Life

#### ***'Tackle poverty and promote greater independence and well-being in later life'***

This Public Service Agreement covers areas for which we have always had responsibility (such as pensions and improving employment outcomes), but also embraces the wider challenges being faced by an ageing society. It reflects our important role in leading the Government's response to the demographic changes occurring in this country. The Agreement also captures actions from across Government to raise healthy life-expectancy, improve older people's satisfaction with their home and neighbourhood, and support them to live independently.

### Employment

#### ***'Maximise employment opportunity for all'***

This Public Service Agreement encompasses not only our core work on employment and labour market issues, but also covers the role which the Department for Business, Enterprise and Regulatory Reform plays in the labour market, HM Treasury's role in delivering stable macro-economic policy and the role of the Department for Innovation, Universities and Skills in supporting employment retention through the work they undertake on skills provision.

3.4 Alongside the two Public Service Agreements for which we have lead responsibility, we also contribute to nine other Public Service Agreements on which other departments lead; in particular on child poverty and equality. In addition, we are helping to deliver the requirements of the Government-wide Service Transformation Agreement, which underpins all Public Service Agreements.

## Departmental Strategic Objectives

3.5 In addition to our leadership of, or participation in, the Government's cross-cutting Public Service Agreements, and in common with all departments, at the beginning of the Comprehensive Spending Review 2007 we agreed with HM Treasury a set of Departmental Strategic Objectives which are intended to cover the totality of our business and to express the key outcomes that the Department is seeking to deliver. We report progress against these objectives on a regular basis to HM Treasury in the Autumn Performance Report<sup>1</sup> and the Departmental Report.

3.6 There is a detailed delivery agreement for each of our Departmental Strategic Objectives. High-level summaries of these agreements are set out in the following pages.

### Departmental Strategic Objectives

The strategic objectives of the Department and the indicators against which we will measure progress are:

#### 1. Reduce the number of children living in poverty

- The number of children living in workless households.
- The number of children benefiting from maintenance, particularly those living in low income households.

#### 2. Maximise employment opportunity for all

- The overall employment rate taking account of the economic cycle.
- Gap between the employment rates of the following disadvantaged groups and overall rate: disabled people, lone parents, ethnic minorities, people aged 50 or over, the 15 per cent lowest qualified, those living in the most deprived wards.
- Number of people on working age out-of-work benefits.
- The proportion of people who leave benefit who stay off for a sustained period.

#### 3. Improve health and safety outcomes

- The incidence of fatal and major injuries in workplaces.
- The incidence of work-related ill-health.
- The number of dangerous events in the nuclear industry, and in the offshore and onshore oil and gas sector.

#### 4. Promote independence and well-being in later life, continuing to tackle pensioner poverty and implementing pension reform

- The employment rate of those aged 50–69 and the difference between this and the overall employment rate.
- The percentage of pensioners in low income.
- Setting up of a personal account system and implementing automatic enrolment and mandatory employer contributions into qualifying workplace pension schemes.

<sup>1</sup> <http://www.dwp.gov.uk/publications/dwp/2008/autumnreport/autumn-performance-report-08.pdf>

## Departmental Strategic Objectives (*continued*)

### 5. Promote equality of opportunity for disabled people

- Gap between the overall employment rate and the employment rate of disabled people.
- Disabled people's perception of the choice and control they have over their lives.
- Access to goods and services for disabled people.

### 6. Pay our customers the right benefits at the right time

- The proportion of benefit expenditure overpaid or underpaid due to fraud and error.
- Time taken to process new claims to benefits, and changes in circumstances, including Housing Benefit and Council Tax Benefit.

### 7. Make the Department an exemplar of effective service delivery

- Ease of access: the level of customer satisfaction with the ease of access to the Department's services.
- Treatment: the level of customer satisfaction with feeling respected and valued.
- Timely response: the level of customer satisfaction with the timeliness and responsiveness of service.
- Right outcome: the level of customer satisfaction with the outcome.
- Effective contact: the proportion of customer contact that is necessary to enable customer needs to be met.
- Employer satisfaction: the level of employers' satisfaction with the services we provide them.

## 3.7 These summaries are intended to capture:

- the high-level outcome that is being sought, i.e. the impact on society or the economy that we are seeking to achieve;
- the steps that we are taking to deliver improved outcomes for our customers;
- a high-level view of how our businesses and partners will contribute to the delivery of our key outcomes; and
- a snapshot of the critical successes we are aiming to achieve.

## Criteria for responding to the economic downturn

3.8 The Public Service Agreements and Departmental Strategic Objectives set out above were, of course, set before the onset of the economic downturn. While they remain our key strategic objectives, we will review them appropriately to ensure that they reflect the Government's priorities. The Secretary of State for Work and Pensions has also set out a further set of criteria by which to measure the Department's performance through the current economic circumstances. These criteria have been set out in detail in the previous chapter in the context of our response to the economic downturn. They relate to:

- maintaining the active labour market regime and paying people's benefits on time;
- supporting people to return to work quickly; and
- preventing worklessness amongst working age people.

## Departmental Strategic Objective 1: Reduce the number of children living in poverty

3.9 Parental employment is the single biggest determinant of family income, and children who live in out-of-work families are at a much higher risk of poverty than children living in families where at least one adult is in work. We know, therefore, that work remains the most sustainable route out of poverty. Higher employment levels have provided a major contribution to reducing the number of children in relative poverty by 600,000 since 1998–99.

3.10 Over the past year, key initiatives to tackle child poverty included:

- our intention to disregard child maintenance fully in the calculations of all income related benefits from April 2010, thereby ensuring that children benefit fully from the maintenance that is paid for them and that non-resident parents have better incentives to pay;
- disregarding Child Benefit in calculating income for Housing and Council Tax Benefit purposes from October 2009, thereby improving work incentives for many of the lowest paid families and boosting their incomes; and
- committing to increase the parental employment rate in London by more than three percentage points by 2013, moving towards our aim of ending child poverty nationally by 2020.

3.11 Alongside these initiatives, the Child Poverty Unit, which is sponsored jointly by the Department for Work and Pensions, the Department for Children, Schools and Families and HM Treasury, published in March 2008 the report *Ending Child Poverty: Everybody's Business*.<sup>2</sup> The report:

- reaffirmed the Government's commitment to eradicating child poverty by 2020;
- acknowledged that more needed to be done to achieve that goal and set out a number of steps for defining and moving forward the 2020 vision; and
- introduced the concept of a 'contract out of poverty' to make clear that the Government cannot end child poverty by itself and that public services, employers and families all have a role to play.

<sup>2</sup> [http://www.hm-treasury.gov.uk/bud\\_bud08\\_child.htm](http://www.hm-treasury.gov.uk/bud_bud08_child.htm)

3.12 The Child Poverty Unit has consulted with stakeholders regarding proposals to enshrine in law the Government's commitment to eradicate child poverty by 2020.

The Bill will:

- create a clear definition of success, setting child poverty targets using: relative low income; persistent poverty; absolute low income; and, material deprivation combined with low income indicators;
- create a clear and transparent accountability framework, requiring the Government to publish a child poverty strategy (to be refreshed every three years) evaluating progress towards the 2020 vision; and
- improve partnership working and collaboration to tackle child poverty at a local level, by requiring local authorities and delivery partners to work together to tackle child poverty.

## Our vision for the 2009-12 period

3.13 Over the coming years, we will also:

- provide support to the Child Maintenance and Enforcement Commission (C-MEC), in administering a reformed child maintenance scheme. The new scheme has a primary objective of maximising the number of effective child maintenance arrangements in place – whether private or statutory – for children who live apart from one or both of their parents;
- increase conditionality for lone parents, by requiring those with older children who are claiming benefits and can work to actively seek and be available for work. We introduced this requirement for lone parents with a youngest child aged 12 or over in November 2008, and will follow in two further phases for lone parents with a youngest child aged:
  - 10 or over in October 2009; and
  - 7 or over in October 2010;
- introduce pathfinders to test the model of conditionality, recommended in the recent report by Professor Gregg<sup>3</sup>, for lone parents and partners of benefit claimants with younger children. This will include the introduction of a requirement to undertake work-related activities, mandatory action plans and work-related directions;
- deliver an Integrated Employment and Skills Service as recommended by the Leitch Review.<sup>4</sup> The service will provide:
  - improved advice and guidance to be delivered through a new adult advancement and careers service;
  - improved skills screening and referral processes;
  - more flexible and responsive skills provision; and
  - Skills Accounts which will become the main vehicle for individuals to access funding from training providers.

<sup>3</sup> <http://www.dwp.gov.uk/welfarereform/realisingpotential.pdf>

<sup>4</sup> [http://www.hm-treasury.gov.uk/leitch\\_review\\_index.htm](http://www.hm-treasury.gov.uk/leitch_review_index.htm)

The service will also contribute to closer working between Jobcentre Plus, the Learning and Skills Council, and the Skills Funding Agency to provide training that meets the needs of jobseekers and the labour market;

- work jointly with the Department for Innovation, Universities and Skills to develop measures focusing on sustained employment and career progression; and
- deliver the commitments in *Carers at the heart of 21st century families and communities*<sup>5</sup> – the Government’s national carers strategy published in June 2008 – including the introduction of care partnership managers and the funding of replacement care for those undertaking training programmes or other work-related activities.

## Key Goals

3.14 By delivering the above we aim to:

- continue to support lone parents to seek, obtain, remain and progress in work through a wide range of provision and increased conditionality, increasing their employment rate – which will make a major contribution towards the reduction of child poverty;
- ensure that more children benefit from child maintenance payments, supported by the creation of the Child Maintenance and Enforcement Commission, the primary objective of which is to maximise the number of effective maintenance arrangements – whether private or statutory – for children who live apart from one or both of their parents;
- lift a further 100,000 children out of poverty by reforming the child maintenance system and introducing a full child maintenance disregard in out-of-work benefits from April 2010; and
- progress towards the target of eradicating poverty by 2020 by enshrining this commitment in law.

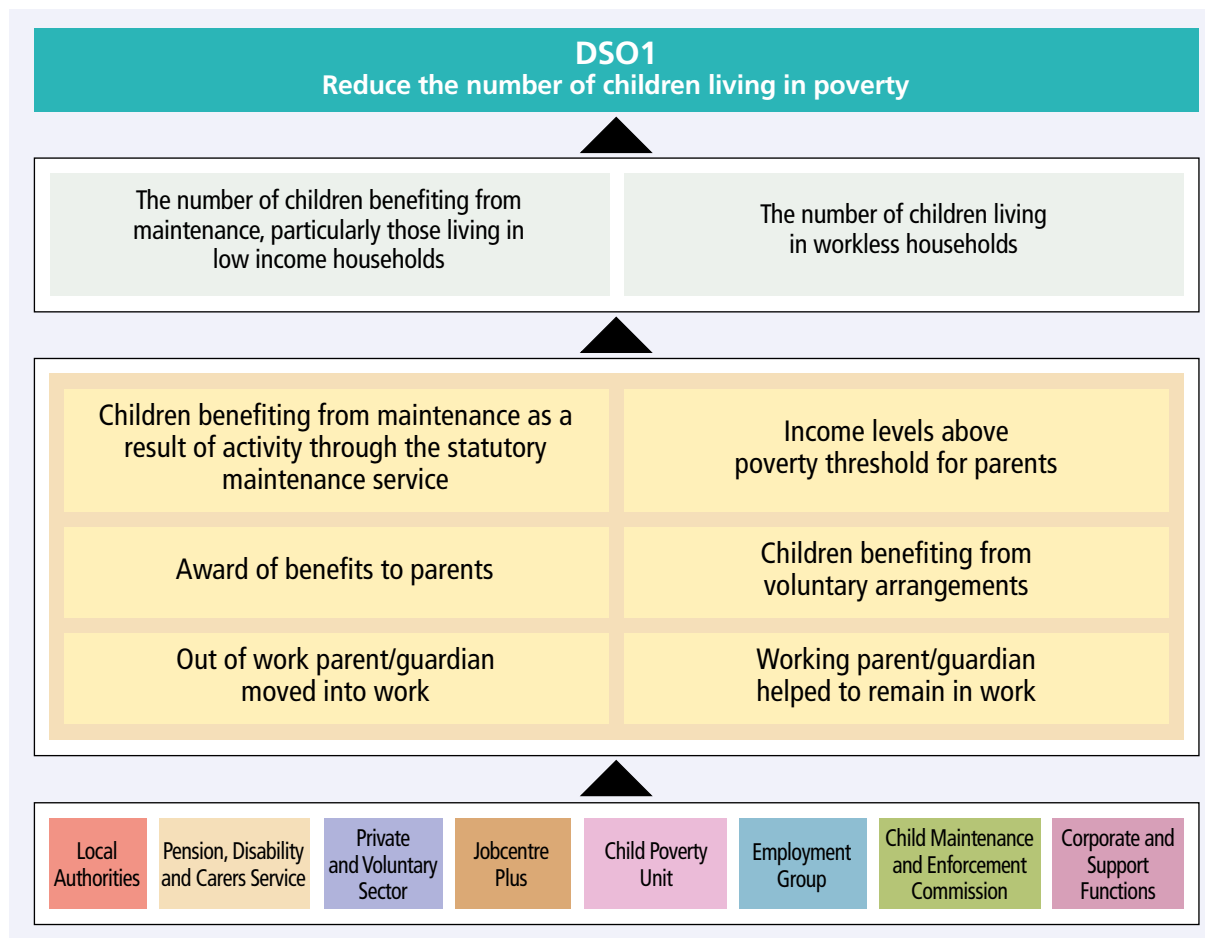
## Accountabilities

3.15 Accountability for delivering this objective rests primarily with the Employment Group in the Department for Work and Pensions, supported by:

- Jobcentre Plus, in delivering welfare-to-work services, helping those who are able to back into work, while supporting those who cannot work;
- our partners in the private and voluntary sectors who deliver a wide range of services to support our customers into work, particularly the most disadvantaged;
- the Child Maintenance and Enforcement Commission, which plays a key role in ensuring that children, particularly in low income households, receive the financial support to which they are entitled; and
- the Child Poverty Unit, a unit sponsored jointly by the Department for Work and Pensions, the Department for Children, Schools and Families and HM Treasury.

<sup>5</sup> [http://www.dh.gov.uk/en/Publicationsandstatistics/PublicationsPolicyAndGuidance/DH\\_085345](http://www.dh.gov.uk/en/Publicationsandstatistics/PublicationsPolicyAndGuidance/DH_085345)

## Delivery Chain Map



### Links to the Government's Public Service Agreements

3.16 Delivering this objective will contribute to the following Public Service Agreements across Government:

- **Employment (Department for Work and Pensions lead)**
- Maximise employment opportunity for all
- **Child poverty (HM Treasury lead)**  
Halve the number of children in poverty by 2010, on the way to eradicating child poverty by 2020.

## Departmental Strategic Objective 2: Maximise employment opportunity for all

3.17 At the start of the Comprehensive Spending Review 2007 period our policies, together with a stable and growing economy, had led to record employment levels over the previous decade and a fall in the number of people claiming key out of work benefits of around 1 million, with the greatest improvements seen amongst those in the more challenging groups.

3.18 Since the start of 2008, as a result of the global economic downturn, the labour market has weakened and unemployment has risen. Latest figures show that the employment rate in Great Britain has fallen by 1.1 percentage points on the year<sup>6</sup> and the numbers on Jobseeker's Allowance have risen by some 670,000 over that period<sup>7</sup> – presenting us with a real challenge in meeting our departmental strategic objective on employment. What is absolutely crucial, however, is to prevent this cyclical change in the economy from becoming structural: the Government therefore remains committed to minimising the adverse effects of the downturn on the labour market and maximising employment opportunity for all. The Department will accordingly continue its ambitious programme of welfare reform, working towards:

- reducing by one million the number of people on incapacity benefits;
- helping 300,000 more lone parents into work; and
- supporting one million additional older people into work (over and above increases from demographic change and the reduction of older people on incapacity benefits).

### Our vision for the 2009-12 period

3.19 In meeting these challenges we plan to:

- be able to react quickly to the changing economic conditions around us. We must be flexible enough to be able to respond effectively to our customers' needs and provide the tailored support to ensure that people can make the most of the employment opportunities that are available. Our response to the economic downturn is set out in Chapter 2 above;
- legislate to implement the proposals set out in *Raising expectations and increasing support: reforming welfare for the future*<sup>8</sup>, a White Paper setting out the Government's plans on the next steps in the continuing transformation of the welfare state;
- consolidate the new conditionality regime introduced for people with health conditions or disabilities by the new Employment and Support Allowance (supported by the national roll out of the Pathways to Work programme);

<sup>6</sup> Comparing the GB employment rate for December–February 2009 to that of December–February 2008.

<sup>7</sup> Comparing the Claimant Count for March 2009 to that of March 2008.

<sup>8</sup> <http://www.dwp.gov.uk/welfare-reform/raising-expectations/full-version.pdf>

- increase the support offered to lone parents to help them into work;
- create closer partnerships with employers, other parts of Government and localities – building on the experience of the new City Strategy Partnerships and the Working Neighbourhoods Fund;
- trial and then evaluate the Integrated Employment and Skills Service from September 2008 in advance of national rollout;
- review the Work Capability Assessment and look at ways to ensure that the Employment and Support Allowance is a temporary benefit for the majority of people;
- ensure the implementation of the cross-Government response to Dame Carol Black's<sup>9</sup> review of the health of the working age population to enable as many people as possible to remain in work or make an effective return should they develop a health condition or disability;
- deliver the 2007-13 European Social Fund programme in England which provides about £350 million a year for additional employment and skills support for disadvantaged groups; and
- work with other European Union Member States and the European Commission to build a cross – EU consensus on welfare reform and active labour market policies that gives greater recognition of jobseekers' responsibilities alongside their rights.

## Key Goals

3.20 By delivering the above we aim to:

- increase the overall employment rate taking account of the economic cycle; and
- close the gap between the overall employment rate and the rates of the following disadvantaged groups:
  - lone parents;
  - people from ethnic minorities;
  - disabled people;
  - older people;
  - the 15 per cent lowest qualified; and
  - people living in the most disadvantaged local authority wards.

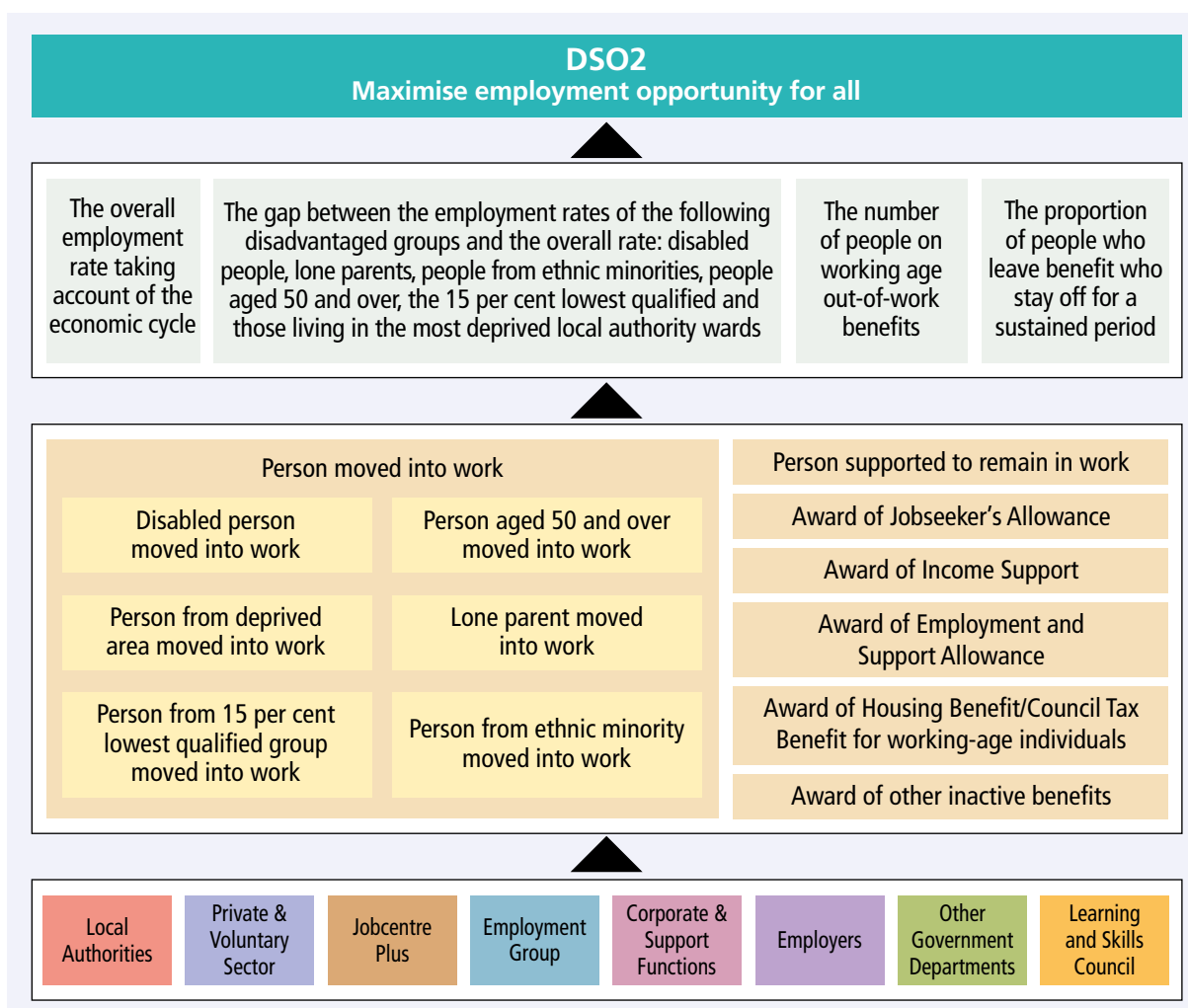
<sup>9</sup> <http://www.workingforhealth.gov.uk/Carol-Blacks-Review/>

## Accountabilities

3.21 The primary accountability for delivering this objective will rest with the Employment Group, supported by:

- Jobcentre Plus, delivering welfare-to-work services supporting those who are able to back into work, while supporting those who cannot work;
- our partners in the private and voluntary sectors, who deliver a wide range of services to support our customers into work, particularly the most disadvantaged;
- the Devolved Administrations, whose work complements the overall national strategy for increasing the employment rate and tackling child poverty;
- Government offices and Local Authorities, to ensure that action by different levels of Government is joined up effectively to deliver on our labour market objectives;
- the Learning and Skills Council, which helps jobless people acquire the skills they need to find, remain and progress in work; and
- employers, for whom Jobcentre Plus aims to provide a high-quality and effective recruitment service in return for recruitment practices that are fair and open.

## Delivery Chain map



## Links to the Government's Public Service Agreements

3.22 Delivering this objective will contribute to the following Public Service Agreements across Government:

- **Employment (Department for Work and Pensions lead)**
  - Maximise employment opportunity for all
- **Child poverty (HM Treasury lead)**
  - Halve the number of children in poverty by 2010, on the way to eradicating child poverty by 2020.
- **Equality (Government Equalities Office lead)**
  - Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief.
- **Skills (Department for Innovation, Universities and Skills lead)**
  - Improve the skills of the population, on the way to ensuring a world-class skills base by 2020.
- **Young People on the Path to Success (Department for Children, Schools and Families)**
  - Increase the number of children and young people on the path to success.
- **Social Exclusion (Cabinet Office lead)**
  - Increase the proportion of socially excluded adults in settled accommodation and employment, education or training.
- **Regional Economic Performance (Department for Business, Enterprise and Regulatory Reform lead)**
  - Improve the economic performance of all English regions and reduce the gap in economic growth rates between regions.

## Departmental Strategic Objective 3: Improve health and safety outcomes

3.23 Our objective is to deliver progressive and sustained improvement in the control of work-related risks, specifically:

- the incidence rate of fatal and major injuries;
- the incidence rate of work-related ill health; and
- the number of dangerous events in the nuclear industry, the offshore sector, and the onshore oil and gas sector.

3.24 We aim to protect the health and safety of workers and minimise the risks to members of public. We also ensure that the major hazard industries (such as nuclear, petrochemicals and offshore) manage and control the risks around their work to a high standard, which enhances assurance and allows these industries to operate with a high degree of public acceptance.

3.25 Much has already been achieved by the Health and Safety Executive working in partnership with local authorities, employers, employees, other parts of Government, and non-Government bodies.

3.26 However, there is much still to do in tackling the problems of work-related ill health, securing high standards of safety across the board and responding to the challenges of the major hazard industries.

### Our vision for the 2009-12 period

3.27 In meeting these challenges we plan to:

- maintain and, where possible, improve current levels of health, safety and welfare outcomes for those in, or otherwise affected by, work by:
  - protecting people from health and safety risks;
  - influencing people and organisations – duty holders and stakeholders – to embrace and promote high standards of health and safety; and
  - securing effective management and control of risks from those major hazard industries which we regulate;
- promote the benefits of employers and workers working together to manage health and safety sensibly. Much greater improvements are possible if businesses believe in the benefits of effectively managing health and safety and workers are actively involved;
- investigate accidents and complaints, according to our criteria, and by enforcing the law; and
- reiterate the message – particularly at a time of economic downturn – that health and safety must not be sacrificed in times of financial pressure: it is integral to good business management and contributes positively to competitiveness.

## Key Goals

3.28 By delivering the above we aim to:

- achieve sustained reductions in the current levels of incidence of work-related ill-health and injuries and the resulting working days lost. Delivering the Government's 10-year *Revitalising Health and Safety* targets could lead to around 3,000 fewer reported fatal and major injuries, 130,000 fewer new cases of ill-health and 12 million fewer working days lost each year than at the start of the decade. The Health and Safety Executive estimates that the targeted reductions in ill-health and injuries could save society between £2.9 billion and £4.5 billion each year<sup>10</sup>;
- prevent catastrophic incidents and reduce the number of 'precursor' events that can lead to such incidents, while maintaining and enhancing public assurance as to the safety of major hazard industries;
- regulate a civil nuclear new build programme as part of the UK's energy generation mix. This will include assessing the designs for new civil reactors as a preliminary to considering any applications to license new nuclear power stations; and
- continue to promote learning and consequential action from the Buncefield incident across relevant sites.

## Accountabilities

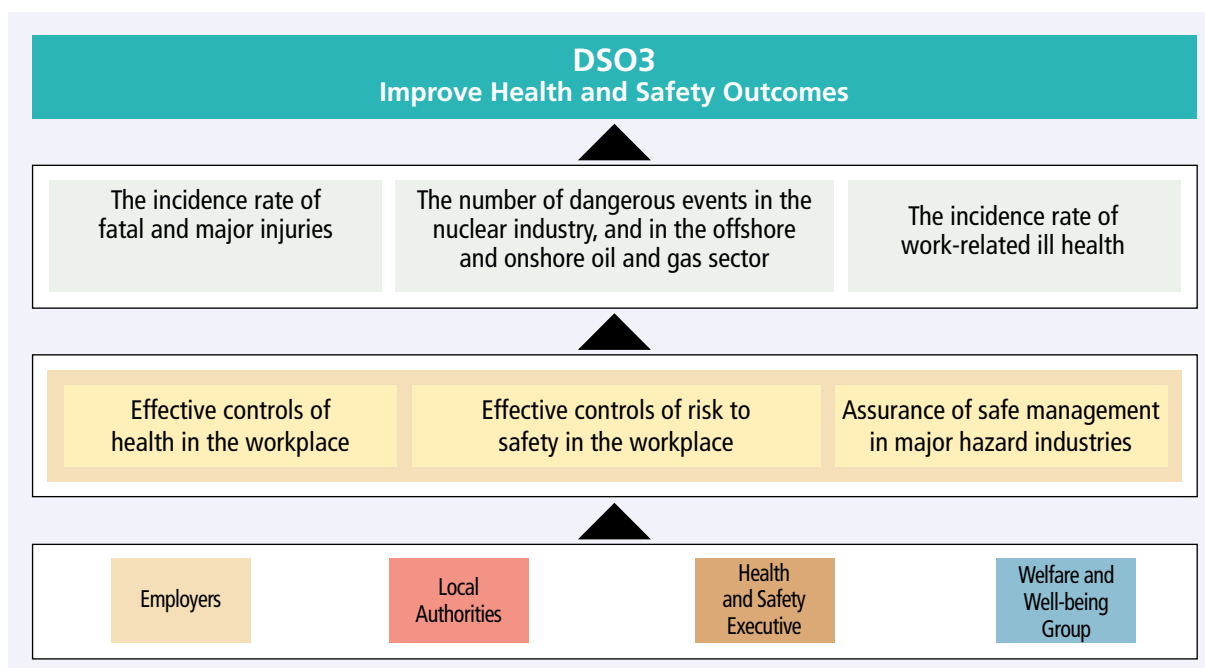
3.29 Primary accountability for delivering this objective rests with the Welfare and Well-being Group within the Department.

3.30 The primary delivery agent is the Health and Safety Executive. The work is undertaken by:

- *The Health and Safety Executive* – the Executive's interventions include inspection and guidance, permissioning regimes for major-hazard duty-holders, enforcement, communication and stakeholder engagement; and
- *Local Authorities* – local authorities enforce health and safety legislation in a greater number of lower hazard premises than HSE. They make a major contribution to the Occupational Health and Safety programme. Continued partnership with local authorities is essential to improving occupational health and safety outcomes.

<sup>10</sup> These figures (expressed in 2001/02 values) are based on HSE's estimates of the costs of health and safety failures to society in 2001/02. See <http://www.hse.gov.uk/economics/costing.htm> for further information

## Delivery Chain Map



## Departmental Strategic Objective 4:

Promote independence and well-being in later life, continuing to tackle pensioner poverty and implementing pension reform

3.31 We have achieved significant progress over the past decade:

- the number of pensioners in relative poverty has fallen by almost a third between 1998-99 and 2006-07, from 2.9 million to 2.1 million. Pensioners are now less likely to be in poverty – measured after housing costs – than the population as a whole;
- employment amongst 50 to 69 year olds has been rising steadily since the mid-90s, from 46.9 per cent in 1995 to 56.1 per cent in 2008. There are now around 1.3 million people in work over state pension age;
- improved delivery through the Pension, Disability and Carers Service has been central to maximising take-up of Pension Credit (a key lever in tackling pensioner poverty) while customer service and efficiency have also improved;
- we have established the Pensions Regulator, the Pension Protection Fund and the Financial Assistance Scheme to support private and occupational pension provision; and
- we have put in place the Personal Accounts Delivery Authority to set up a new low cost, national pension scheme that will help millions of people on low and moderate incomes who do not have access to a good quality workplace pension to save for retirement.

3.32 Our population is ageing: in 2007, the number of people of State Pension age outnumbered children for the first time. Longevity is increasing: one in four children born today can expect to live to be 100. Moving forward, we need to ensure that we retain a pension system that is sustainable, equitable and stable for future generations.

## Our vision for the 2009-12 period

3.33 In meeting these challenges we are:

- engaging with customers, their intermediaries and employers to understand their needs and challenges;
- promoting active and healthy ageing, enabling those in later life to contribute fully to society and to enjoy their lives to the full;
- promoting extending working lives;
- continuing to tackle poverty amongst today's pensioners; and
- building a pensions system for the future which encourages and enables more people to save towards their retirement.

3.34 In May 2006 we published the Pensions White Paper *Security in Retirement: towards a new Pensions System*<sup>11</sup>. The paper set out a radical programme of reform of both state and private pensions – a blueprint to providing affordable, fairer and more generous pensions for the future with the state, individuals, employers and private sector all playing a key role. We legislated for these reforms in The Pensions Acts 2007 and 2008.

3.35 Recent economic developments create a challenging environment for pension protection, for pension saving and for future attitudes to financial products. However, the longer term challenges posed by demographic change reinforce the need for people who can save to do so. Therefore it is important that we continue to move forward with our programme of pension reform.

## Key Goals

3.36 By delivering the above we aim to:

- continue to tackle poverty among today's pensioners, including increasing the Pension Credit Guarantee at least in line with earnings;
- implement state pension reform from 2010, including:
  - improving coverage so that in 2010 around 75 per cent of women reaching state pension age will have a full basic pension compared to only some 40 per cent now, and almost one million extra people (90 per cent of them women) build up State Second Pension entitlement from 2010; and
  - equalising male and female state pension ages between 2010 and 2020.
- encourage and facilitate private pension saving, including by:
  - introducing a duty on employers to enrol workers automatically into a qualifying workplace pension scheme, offer a minimum contribution equal to 3 per cent of eligible earnings and put in practice a compliance regime to support these new arrangements; and
  - working with the Personal Accounts Delivery Authority to introduce personal accounts – a simple, low-cost pension scheme into which employers may automatically enrol their employees; and
- maintaining a sound framework for private pensions generally by removing any unnecessary regulatory burdens, whilst ensuring that members' rights are adequately protected.

<sup>11</sup> [http://www.dwp.gov.uk/pensionsreform/pdfs/white\\_paper\\_complete.pdf](http://www.dwp.gov.uk/pensionsreform/pdfs/white_paper_complete.pdf)

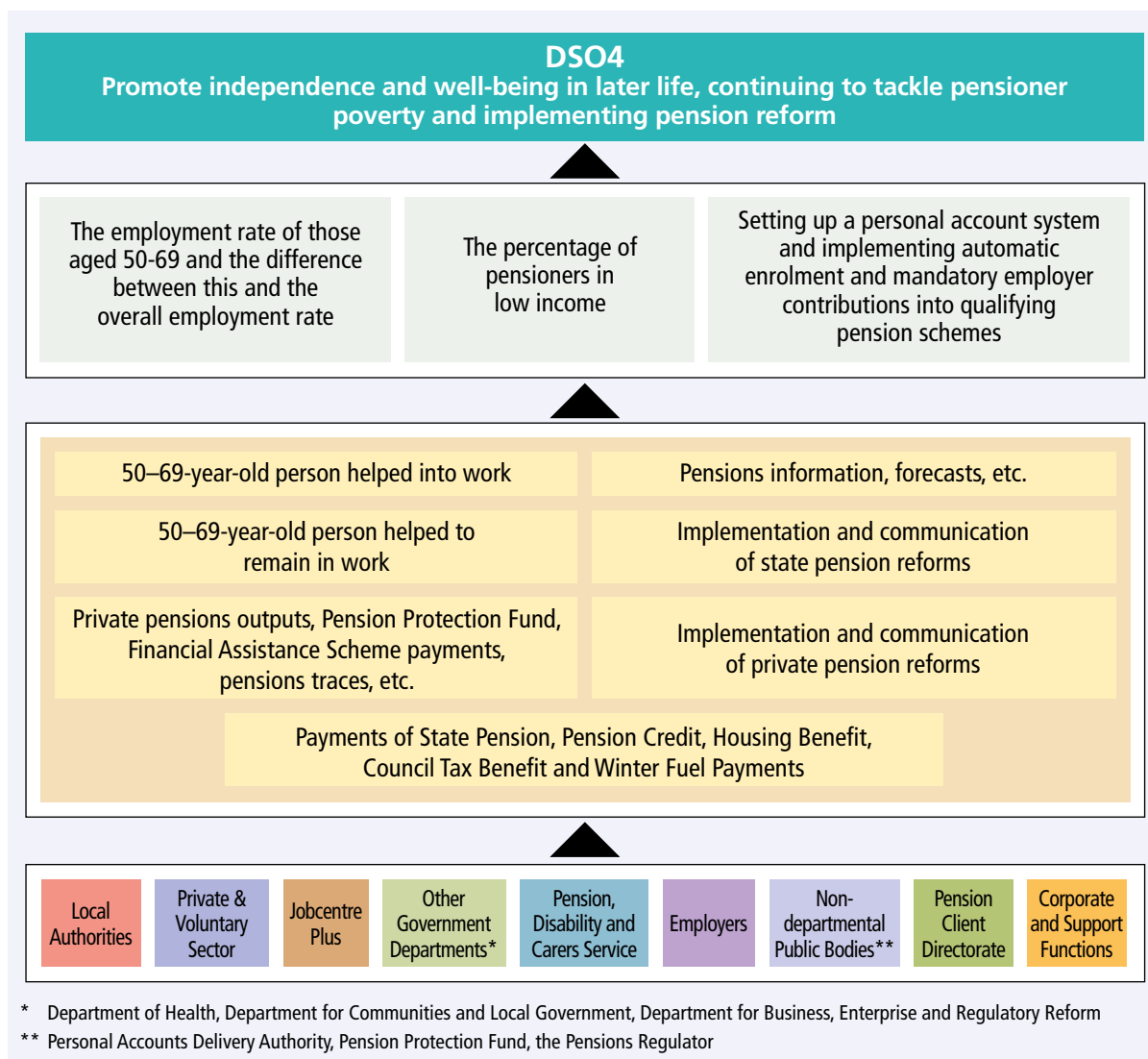
3.37 We are also putting in place a communications strategy to help employers, employees and pensioners to understand these reforms fully so that they know what they are required to do, and how and when to do it.

## Accountabilities

3.38 The primary accountability for delivering this objective rests with the Strategy, Information and Pensions Group supported directly by the Pension, Disability and Carers Service, and a number of sponsored Non-Departmental Public Bodies including the Pensions Regulator, the Pension Protection Fund and the Personal Accounts Delivery Authority. These and other partners, all have key roles to play:

- the Pension, Disability, and Carers Service's own delivery chain involves many external partners in private and voluntary organisations. Local Authorities are key partners as deliverers of Housing Benefit and Council Tax Benefit;
- the private pensions delivery chain includes employers, pension schemes, private-pension providers such as insurance companies, the Pensions Regulator and the Pension Protection Fund;
- the Personal Accounts Delivery Authority is leading the work to set up personal accounts including conducting the procurement required to deliver the scheme;
- the Pensions Regulator is playing a key role in working with employers to inform them of, and ensure compliance with, the new employer duties;
- the wider independence and well-being agenda has its own extensive delivery chain including many Government departments (especially the Departments of Health, Communities and Local Government and Business, Enterprise and Regulatory Reform) as well as local authorities and voluntary bodies; and
- Jobcentre Plus has a key role in supporting those who want to extend their working lives.

## Delivery Chain map



## Links to the Government's Public Service Agreements

3.39 Delivering this objective will contribute to the following Public Service Agreements across Government:

- **Later Life (Department for Work and Pensions lead)**  
Tackle poverty and promote greater independence and well-being in later life.
- **Employment (Department for Work and Pensions lead)**  
Maximise employment opportunity for all.

## Departmental Strategic Objective 5: Promote Equality of Opportunity for Disabled People

3.40 The Government's vision is that by 2025 disabled people in Britain should have full opportunities and choices to improve their quality of life and be respected and included as equal members of society.

3.41 We have already made considerable progress towards this vision by:

- providing personalised employment support and condition management help to disabled customers and customers with health conditions through our ground-breaking Pathways to Work Programme;
- promoting *Employ ability*, an area-focused employer marketing campaign contributing to the narrowing of the gap between the employment rates for disabled people and for the overall population; and
- maintaining and improving the framework of civil and human rights for disabled people. This includes maintaining and developing appropriate protection for disabled people through the Equality Bill; ratifying the United Nations Convention on Disability Rights and promoting the public sector Disability Equality Duty.

3.42 To achieve this commitment over the Comprehensive Spending Review 2007 period we will focus on:

- narrowing the gap between the employment rate of disabled people and the overall employment rate;
- improving disabled people's perceptions of choice and control; and
- improving access to goods and services for disabled people.

### Our vision for the 2009-12 period

3.43 In meeting these challenges we plan to:

- move forward with our welfare reform programme for disabled people and those with health conditions as set out in the White Paper: *Raising expectations and increasing support: reforming welfare for the future*;<sup>12</sup>
- expand the Access to Work programme;
- challenge negative assumptions about disabled workers, and those with long-term health conditions through our Disability Employer Engagement Strategy;
- legislate for a right to control, to shift the balance of power from the state to disabled individuals. The right to control will give disabled adults greater choice and control over specified types of publicly-funded support;
- work closely with other Government departments, local authorities and other partners to deliver right to control trailblazers, starting in 2010. The trailblazers will be developed in co-production with disabled people;

<sup>12</sup> <http://www.dwp.gov.uk/welfarereform/raisingexpectations/>

- improve outcomes by involving disabled people in policy and service design and delivery, carrying out disability equality impact assessments across the Department and supporting Equality 2025, the UK advisory network on disability equality; and
- substantially improve the evidence-base for policy development.

3.44 Achieving some of these aims in the current economic climate will not be easy. Our response to the labour market challenges is discussed more fully under Departmental Strategic Objective 2.

## Key Goals

3.45 By delivering the above we aim to:

- narrow the gap between the employment rate of disabled people and the overall employment rate;
- improve disabled people's perceptions of choice and control in their daily lives, with a particular focus on the assistance and equipment they receive; and
- reduce the proportion of disabled people experiencing difficulties accessing goods and services.

## Accountabilities

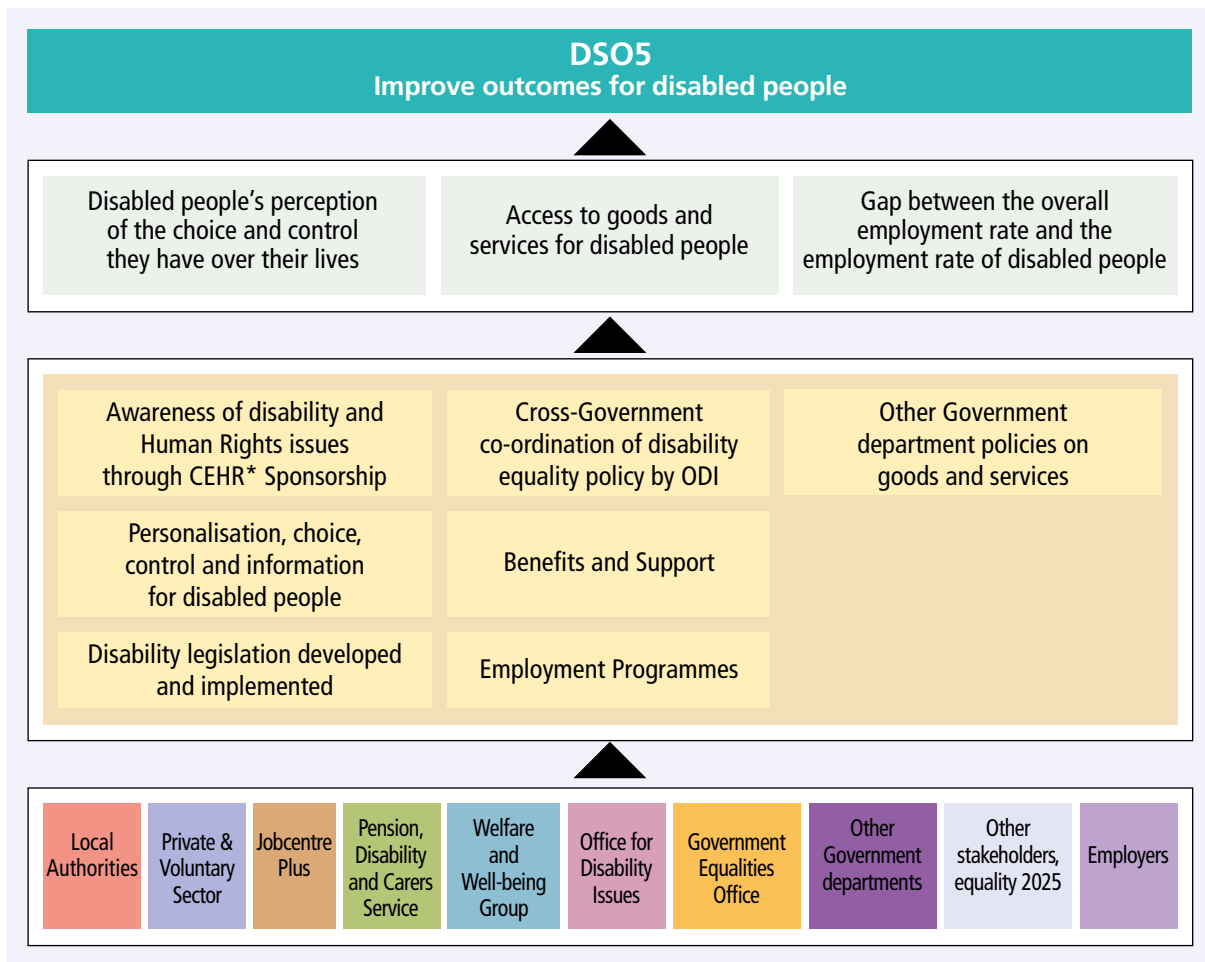
3.46 The primary accountability for delivery of this objective rests with the Office for Disability Issues, based in the Department, and supported by:

- the 'Life Chances' departments (including the Departments of Health; Children, Schools and Families; Innovation, Universities and Skills; Transport; Communities and Local Government; and Business, Enterprise and Regulatory Reform), which are jointly responsible for delivering the Government's strategy for disabled people;
- the Government Equalities Office which leads in Government on driving forward the equality agenda;
- HM Treasury and the Department for Children, Schools and Families, working on the implementation of proposals from the joint Comprehensive Spending Review 2007 report *Aiming High for Disabled Children: Better Support for Families*<sup>13</sup>, including for more accessible childcare for disabled children;
- other Government departments working on delivering disability equality in their policies and strategies;
- Jobcentre Plus and private and voluntary sector partners supporting disabled people into work;
- the Pension, Disability and Carers Service paying disability benefits;
- other parts of the Department that help to deliver improved employment opportunities for disabled people;

<sup>13</sup> [http://www.hm-treasury.gov.uk/d/cyp\\_disabledchildren180507.pdf](http://www.hm-treasury.gov.uk/d/cyp_disabledchildren180507.pdf)

- disabled people’s organisations who drive important changes affecting their lives and inform the Government’s policy work;
- Equality 2025, the advisory non-departmental public body which advises the Government on disability policy;
- the Equality and Human Rights Commission, whose responsibilities include promotion and enforcement of anti-discrimination legislation;
- other public sector service providers, almost all of whom are required by the Disability Equality Duty to promote disability equality and involve disabled people in policy development and delivery;
- employers, by improving awareness of their responsibilities and reducing employment discrimination; and
- other stakeholders with an interest in achieving disability equality.

### Delivery Chain Map



\*Commission for Equality and Human Rights

## Links to the Government's Public Service Agreements

3.47 Delivering this objective will contribute to the following Public Service Agreements across Government:

- **Equalities (Government Equalities Office lead)**  
Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief.
- **Employment (Department for Work and Pensions lead)**  
Maximise employment opportunity for all.
- **Child Poverty (HM Treasury lead)**  
Halve the number of children in poverty by 2010, on the way to eradicating child poverty by 2020.
- **Social Exclusion (Cabinet Office lead)**  
Increase the proportion of socially excluded adults in settled accommodation and employment, education or training.

## Departmental Strategic Objective 6: Pay our customers the right benefits at the right time

3.48 We are committed to providing an efficient and secure system of benefit administration, protected against fraud and error, which reduces the number of people living in poverty and supports many more people to move into work whilst ensuring value for money for the taxpayer.

3.49 Over the Comprehensive Spending Review 2007 period we will build on the progress already made by improving services to our customers and in reducing the levels of fraud and error within the benefits system. In particular, we aim to:

- encourage increased efficiency, and support Jobcentre Plus, the Pension, Disability and Carers Service, and Local Authorities, benefits' delivery;
- substantially reduce levels of error while continuing to bear down on fraud;
- introduce an integrated suite of performance measures for benefit claims clearance and the quality of overall customer satisfaction – not just for the delivery of individual products and services;
- reduce geographical variations in performance relating to processing times and accuracy;
- support our customers and staff, both in the Department, its Executive Agencies, and in Local Authorities, to get benefit claims right and keep them right, including identifying and removing unnecessary complexity from the benefits system; and
- ensure that we protect and handle our customers' personal data securely.

### Our vision for the 2009-12 period

3.50 In meeting these challenges we plan to:

- ensure ongoing focus on the Department's error reduction strategy (as introduced in 2008–09) to prevent and correct errors and support our staff and customers to comply with procedures which will help to avoid error occurring in the first instance;
- explore how we can simplify the benefits system, identifying and pursuing the removal of unnecessary complexities;
- introduce simpler, quicker and more customer-focused processes through adopting a continuous improvement approach, using Lean techniques;
- engage with poor performing local authorities, offering support where appropriate and developing guidance, good practice and tools to support their performance improvement and efficiency;
- through improved use of customer insight and targeted media campaigns, help our customers comply with benefit entitlement rules to reduce levels of customer error;

- further explore the use of risk profiling to identify types of cases and circumstances which are more likely to incur errors or more vulnerable to fraud;
- through the Department's *Targeting Benefit Thieves* campaign, reinforce public attitudes to fraud, making it socially unacceptable;
- further improve the methodology for measuring levels of fraud and error to ensure we report the most accurate figures possible;
- introduce a new sanction – 'One Strike' – to reduce or withdraw entitlement to benefit for four weeks after a first benefit fraud offence;
- expand our data-matching ability to include both the private and public sector, through powers taken through the Serious Crime Act 2007 and the establishment of a National Fraud Reporting Centre;
- continue to explore the use of new technology, applying it where appropriate to reduce fraud and error, particularly in using voice risk analysis to help identify suspect claims; and
- improve and make more secure data links between local authorities, the Department and HM Revenue and Customs to ensure that local authorities and central Government hold up-to-date data and are immediately made aware of changes in their customers' circumstances.

## Key Goals

3.51 In delivering the above we aim to:

- reduce overpaid benefit expenditure due to fraud and error to 1.8 per cent and underpaid benefit expenditure to 0.7 per cent by 2011; and
- continue to deliver benefits effectively during the economic downturn.

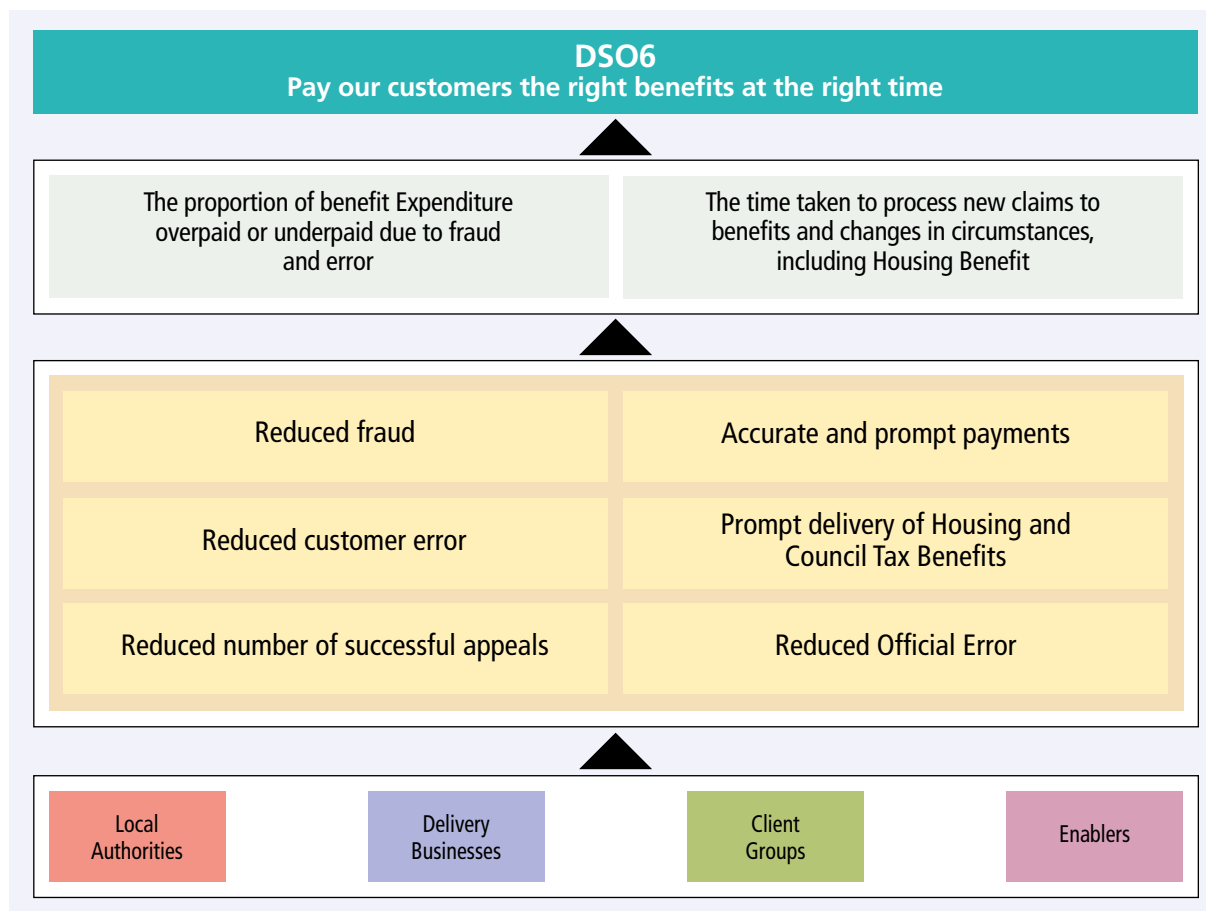
## Accountability

3.52 The primary accountability for delivering this objective rests with the Welfare and Well-being Group, supported directly by:

- Jobcentre Plus, the Pension, Disability and Carers Service and local authorities who are responsible for:
  - protection of the gateway to the benefits system;
  - timely, efficient and accurate processing of benefit claims;
  - delivery of internal clearance time measures;
  - implementation of simplification and fraud and error reduction initiatives;
  - identification and correction of fraud and error;
  - investigation of suspected fraudulent activity; and
  - the prompt and full identification and referral of overpayments to Debt Management.

- our Shared Service function, which maintains daily control over payments into the banking systems and which undertakes prompt and accurate recovery of overpaid benefits;
- Departmental Solicitors who undertake the prosecution of benefit fraud offenders where appropriate;
- other Government departments and local authorities with whom we share data to help identify fraud and error within the benefits system; and
- European Union member states and other countries with whom we are increasingly co-operating to close down opportunities for cross-border benefit frauds and share expertise in improving performance.

## Delivery Chain map



## Departmental Strategic Objective 7: Make the Department an exemplar of effective service delivery

3.53 Our aim is to deliver joined-up services based on an overall view of our customers' needs such that we are seen as one of the best service delivery organisations in the UK, in either the public or private sectors.

3.54 The economic downturn means that we are facing significant pressures on our services. Customer volumes in many areas of business are rising sharply and more people are expecting better quality public services than ever before. We need to ensure that we meet the high expectations of the public – whether they are customers who are coming into contact with us for the first time, or have been on benefits for longer periods.

3.55 Many of our customers have needs that cut across our organisational boundaries. We want to avoid a situation where they have to navigate their way through a complex system which often confuses them, and wastes scarce resources. We want our customers to experience, wherever possible, us as a single organisation with a level of service that is consistently high, regardless of how they choose to access the support available.

### Our vision for the 2009-12 period

3.56 We have developed a programme of work to deliver our aim over the Comprehensive Spending Review 2007 period. We have now brought forward some of these activities to enable us to respond to the economic challenges and to ensure we emerge from the economic downturn more efficient and customer focused. We aim to:

- provide customers with better means for communicating with the Department, including developing our self-service provision, both on the telephone and by enabling access to secure on-line services. This summer we will be launching “JSA On-Line” to enable customers claiming contributory Jobseeker’s Allowance to complete their application online and to be notified of the time of their first appointment by phone (and later, by text message);
- provide intermediaries – both formal and informal agents such as the Citizens Advice Bureau, Local Authorities and Voluntary Organisations as well as carers, friends and relations – with enhanced means to access our services and communicate with us on behalf of our customers;
- strive to make sure that every contact we receive and make is of value to ourselves and our customers;
- implement a continuous improvement approach using lean techniques across the Department, focusing on what is important to our customers, to deliver faster and more efficient services;

- explore ways in which we can simplify the benefits system and ensure that new processes and delivery of benefits are more customer focused and efficient;
- continue to use customer insight to improve our products and services in ways which meet the needs of specific customer groups;
- lead the cross-Government online service, Directgov, and the Tell us Once programme looking at reducing the number of contacts people have to make when telling the Government about changes affecting them; and
- continue working to bring policy and delivery agendas closer together to ensure new policies reflect our service delivery aspirations.

## Key Goals

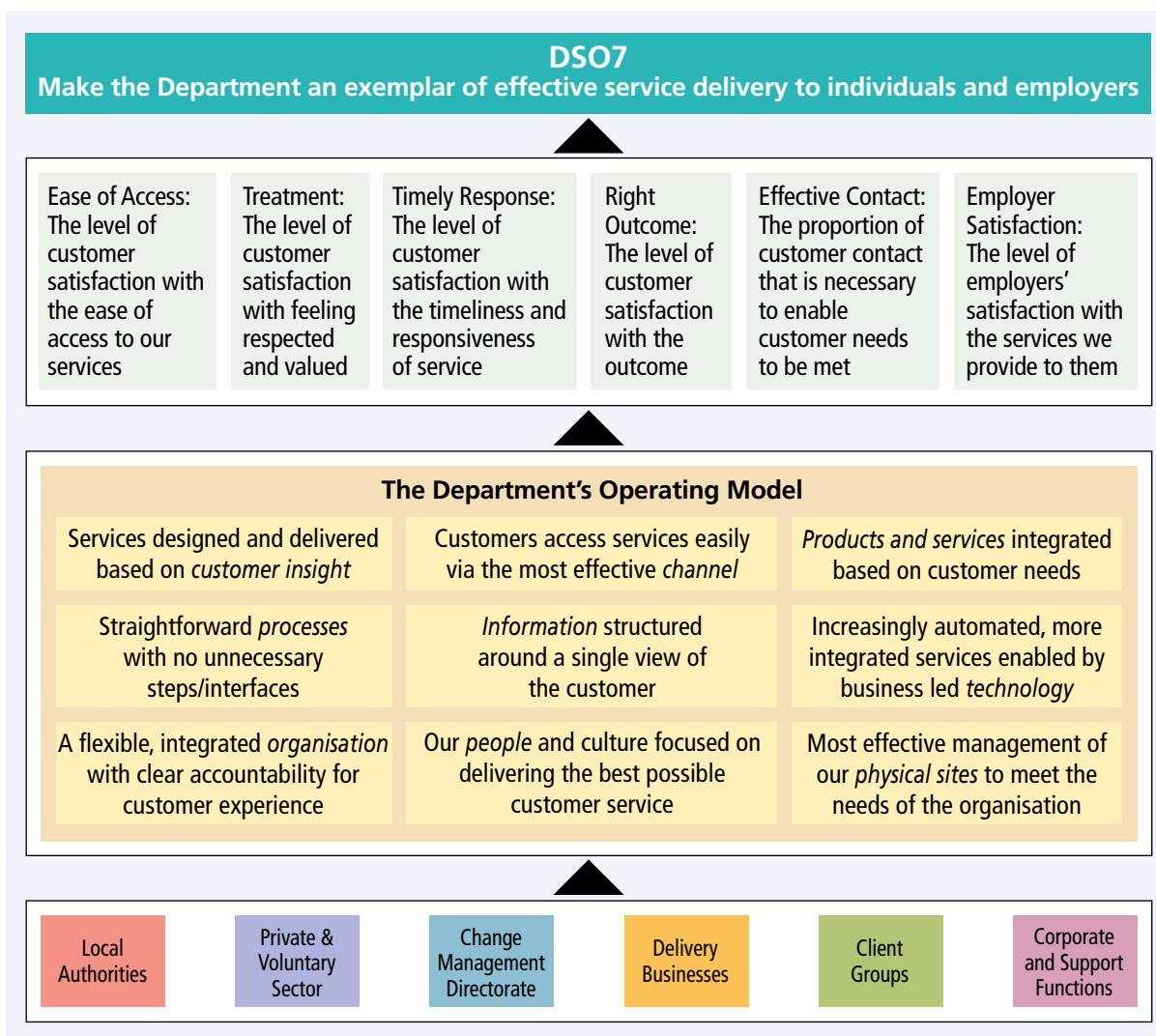
3.57 In delivering the above we aim to:

- join up the delivery of our services so that customers do not have to go from one place or person to another to get the help they need and pro-actively direct customers to the products and service to meet their needs;
- provide greater choice and quality of channels, with enhanced self-service options that will free our staff to work with the customers who need their help the most;
- engage our staff in re-designing all our major processes around what is important to the customer, making them more efficient and customer-focused;
- align our performance management framework around the end-to-end customer journey; ensuring it is linked to outcomes; and
- establish a continuous improvement culture for our staff so that they feel increasingly valued for the quality of service they are able to give to individual customers.

## Accountabilities

3.58 Our Change Programme oversees the delivery of this transformation which is discussed further in Chapter 4. Primary accountability for delivering this objective rests with the Director of Change Management reporting directly to the Permanent Secretary and the Executive Team. However, all parts of the Department are directly responsible for implementing the changes and delivering the benefits.

## Delivery Chain map



## Links to the Government's Public Service Agreements

3.59 Delivering this objective will contribute to the delivery of the Service Transformation Agreement (and its supporting targets) (Cabinet Office lead) published alongside the Public Service Agreements as part of the Comprehensive Spending Review. As one of the main departments tasked with taking forward Sir David Varney's vision for the transformation of public sector services, we are heavily involved in this agreement and are making a significant contribution to its delivery by:

- providing Directgov with leadership and support to develop its role as the primary Government website for citizen facing information and online services;
- extending our work with HMRC and Local Authorities to provide a more joined-up service for customers moving into and out of work, and forging new partnerships with HMRC to provide face-to-face help and support to employers and those facing redundancy through the Jobcentre Plus Rapid Response service;
- developing innovative approaches to customer insight to understand our customers' needs, how they experience our services and how the services can be made more efficient and effective; and

- leading the *Tell Us Once* programme looking at reducing the number of contacts people have to make when telling Government about changes to their circumstances.

# Chapter Four

## Meeting the Efficiency Challenge and Improving Delivery

This chapter sets out the programmes which we have put in place to meet our Comprehensive Spending Review 2007 efficiency challenge and to improve our service delivery.

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## DWP Business Strategy

4.1 The DWP Business Strategy is driven by two core principles:

- transforming the quality of service to our customers; and
- driving up the efficiency of our delivery.

4.2 Improving efficiency and focusing resources while delivering a high quality modern service is also the most effective way of ensuring that our businesses are able to respond effectively to the challenges presented by the economic downturn.

4.3 Building on the significant efficiencies which the Department has already achieved over the Spending Review 2004 period, we plan to deliver annual net cashable efficiencies of over £1.4bn by 2011 and we have already achieved more than £500m of efficiency savings so far in this Comprehensive Spending Review 2007 period. We have updated our value for money plans and will publish a new delivery agreement in due course.

## Transforming our service delivery

4.4 As a result of our work over the last two years, and driven primarily through our customer insight function, we now understand much more about what matters to our customers. We know that the four key drivers of customer service satisfaction are treatment, right outcome, timeliness and ease of access.

4.5 We aim to ensure contact with our customers always adds value, to stop activities that do not add value, and to minimise the number of processes our front line staff need to go through in order to meet our customers' needs.

4.6 In moving towards this vision, the Department is continuing to implement the fundamental Change Programme which we introduced two years ago, remaining committed to delivering significant service changes, improvements and efficiencies in the period covered by this plan, and beyond. We are currently implementing as part of the Programme:

- a significant **self service capability** to give our customers a much wider choice of how they access our services. We are introducing the delivery, supported by secure gateways, of new benefit advice services, the facility to claim major benefits online such as Jobseeker's Allowance and State Pension and the ability to track progress and report changes of circumstances on existing claims. This will ensure that:
  - self service becomes more widely available as the first option for our customers so that ultimately it can become a comprehensive, integrated and rapid delivery channel; and
  - the energy and attention of staff are focused on the people who need their help the most;

- **the transformation of our telephony**, including:
  - a single virtual call centre network across all our businesses;
  - staff who are able to answer the majority of enquiries at the customers' first point of contact; and
  - rationalising our telephone numbers so that our customers can more easily reach the service they require – this will apply whether a customer needs our support with matters related to employment, disability, caring or pensions;
- the integration of services across the Department by **collecting and verifying information only once** and then reusing it as our customers' needs change or in response to significant changes in their lives. This includes:
  - focusing on the move from working to pension age where we aim to automate payment of the state pension for people already on working age benefits;
  - leading on the 'Tell Us Once' programme so that customers have only to contact the Government once to notify changes in circumstances such as births, deaths and changes of address; and
- a shift in the processes and culture of the Department through the introduction of continuous improvement using **Lean techniques**. This is already providing significant improvements to customer service through faster processing times, reduction in waste and duplication, and an organisation that is more customer focused with a more skilled workforce and a more flexible approach to change.

4.7 Taken together, these initiatives will help us achieve significant efficiencies over the Comprehensive Spending Review 2007 period. This will mean that we are able to free up resources and staff in areas of the Department that are least affected by the economic downturn, and divert them into front line services, particularly in Jobcentre Plus.

## Our corporate and support functions

4.8 Since our creation as a Department in 2001, we have been at the forefront of the Whitehall-wide initiative to professionalise and increase value for money from our key corporate and support functions.

4.9 We have already centralised most of our human resources and finance transactional services into a Shared Service which provides these services for the whole Department. Shared Services are one of only two central Government organisations licensed to provide such services on a chargeable basis to other departments and the Department took on its first external Whitehall customer – the Cabinet Office at the beginning of April 2009. This approach will help us achieve further economies of scale in addition to the productivity gains of around 15 per cent per annum in Shared Services that we have already achieved. We plan to increase the productivity of these services by a further 30 per cent over the Comprehensive Spending Review 2007 period through the use of lean techniques, benchmarking and other efficiencies.

4.10 The strategic leadership of the finance and human resources functions sits at the centre of the Department, whilst Finance and Human Resources business partnering functions are located within the individual businesses. Information systems and technology and communications are now largely consolidated at the corporate centre.

4.11 Our goal is to match the key benchmarks that private-sector organisations of our size would expect of such functions. By 2011, we plan to:

- have reduced the number of staff working in human resources across the Department by 30 per cent, by streamlining processes and avoiding duplication of functions between agencies and the corporate centre;
- have reduced staffing in our finance and commercial functions by 25 to 30 per cent following a complete 'end to end' review of all key processes. This will result in eliminating waste and duplication and matching the industry benchmark of 2.5 per cent of total spend by 2011; and
- have optimised the resources in our corporate IT function to meet a reduced live running budget and variable Business demand for new IS/IT solutions.

### **Expenditure with external providers**

4.12 We own almost no physical assets. Our estate, telephony and information technology infrastructure have all been outsourced through a series of ground-breaking contracts with private-sector partners. As a result, we spend around one-third of our total Departmental Expenditure Limit resource procuring goods and services from external providers. We have already secured major savings from this area of spend, but we intend to further reduce spend while maintaining quality by:

- getting better value from all our major contracts; and
- reducing demand wherever possible.

### **Property Asset Management (PAM)**

4.13 The Department has already fundamentally changed the nature of our estate, so that we can deliver the services our customers want to a higher standard – online, by telephone or through face-to-face contact.

4.14 Through a private finance initiative contract "PRIME" with Trillium, the Department now deals predominantly with a single property provider to whom we have transferred almost all of our existing service contracts. As a consequence, the Department now has much greater flexibility to downsize, modernise and, where necessary, expand as required. Over the last five years, working in partnership with Trillium, the Department has reduced its estate by 28 per cent, vacating over 700 buildings and substantially improving the quality of those buildings that we have retained.

4.15 Looking forward, we plan to meet all of the relevant commitments within the Office of Government Commerce 'High Performing Property' Programme. In co-operation with Office of Government Commerce, the National Audit Office and PriceWaterhouseCoopers, we successfully piloted the Property Asset Management Capability Assessment Model and provided evidence to merit a rating of 'Excellence' in all PAM categories. We will continue to use the model as a self-assessment tool to ensure these high standards are maintained.

4.16 We will also continue to review our estate over the period of this plan in order to be able to respond quickly to the impact of the economic downturn. We have already suspended planned closure of 25 Jobcentres; deployed flexible service delivery within our Partners' premises; and, in many offices, carried out structural work to maximise space to accommodate more staff.

4.17 Alongside this activity, we will continue to use the Office of Government Commerce's Property Benchmarking Service and our own data analysis to identify and eliminate any remaining areas of poor workspace utilisation. We will report our progress against this objective annually in our Property Asset Management Plan.

## Information Systems and Technology

4.18 Our IT Strategy aims to:

- align our business and IT direction; and
- drive increased business value from IT.

4.19 Corporate IT operates in partnership with the Department's businesses to design and deliver systems and services that enable the Department to improve performance, reduce cost and modernise the services we provide to our customers.

4.20 As part of this we:

- listen to, understand and respond better to the IT needs of the Department's customers and staff;
- deliver the high quality IT services that our businesses require day to day; and
- support the Department's Change Programme with its emphasis on lean delivery to customers.

4.21 The economic downturn will increase the demand for information technology services in the coming year. Corporate IT will be working closely with Jobcentre Plus and with our key suppliers to meet this increased demand for the Department's services to customers.

4.22 Customer access to services within the Department and across Government will be enhanced as we complete the transformation of telephony in our Contact Centres.

## Other contracted costs

4.23 We are also planning significant savings from all our other key areas of non-wage costs; from our travel costs to our printing and stationery supplies. While we are seeking to negotiate better value from our suppliers, we are also aiming to promote a more cost-conscious culture across the organisation. For example, following a recent review, we aim by 2011, to reduce by 50 per cent the vehicle mileage travelled by our staff – saving an estimated £30 million per year and cutting our carbon dioxide emissions by around 100,000 tons.

## Employment programmes and the administration of Housing Benefit

4.24 Over the Comprehensive Spending Review 2007 period, we aim to reshape the market for employment programmes to produce significantly better outcomes for our customers and value for money for the taxpayer. This will include streamlining the commissioning of these programmes into larger, longer contracts where providers will be rewarded significantly on the sustainability of job outcomes rather than on process. As part of this change, our providers will have increased discretion to deliver a more personalised and flexible service to our customers.

4.25 The Department currently funds local authorities for part of the costs of administering Housing Benefits. In the light of the Comprehensive Spending Review 2007 settlement, we are working with them to reduce the resources spent on processing claims for Housing and Council Tax Benefit. Efficiencies will come from two sources:

- first, through processing and verifying some of the initial data required to make a Housing Benefit claim, using our in-house benefit processing system; and
- second, through local authorities working together to share best practice and bring together services across authority boundaries.

## Joint working with HM Revenue and Customs

4.26 As part of the Government's wider service transformation agenda, we and HM Revenue and Customs have established a ground-breaking programme of joint work to review all areas where there is scope for the two departments to work more effectively together. In particular, we will be seeking to improve the service given to people who are customers of both departments.

4.27 Areas we intend to take forward in this three-year planning period include:

- **Claiming benefit** – customers of both departments who move in-or-out of work have in the past had to deal separately with the Department, HM Revenue and Customs and, very often, their local authority. There was a trial to improve the way that we jointly help customers, which resulted in a substantial improvement of the processing of benefits and tax credits in North Tyneside. The improved way of working is now being rolled out. The improvements are currently live in over 30 local authorities and we aim to complete 'roll-out' by March 2010;

- **Enquiries** – the two departments have worked together to address the impacts of the economic downturn, including helping customers to get access to advice on Tax Credits through our Rapid Response service, and reviewing all Jobcentre Plus customer enquiry scripts to ensure the local authority and Tax Credit issues are 'sign posted'; and
- **Fraud** – we have established new joint processes to make optimum use of shared resources. We have established a Joint Intelligence Desk that has been successful in pursuing its first cases to prosecution. Joint prosecutions are being brought, initially working off "tip offs", but with the first joint risk profiling cases being brought forward.



# Chapter Five

## Corporate Responsibility

This chapter summarises our strategic goals for the next three years on core corporate issues such as our staff, diversity and equality, and sustainable development. It includes our high-level priorities and some of the specific actions to which we are committed.

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## Corporate Responsibility

5.1 The preceding sections of this plan have focused on the financial and efficiency challenges which the Department faces and the plans we have in place to deliver the Department's Strategic Objectives. However, it is essential to recognise that in order to deliver the efficiencies envisaged, we are reliant on the success of several core agendas that underpin the Department's work. These include the development of our workforce, diversity and equality, and sustainable development.

5.2 These areas have been grouped under the heading of 'corporate responsibility' as they span the whole of the Department, and are the responsibility of both the Department as an organisation, but also of each individual and manager that makes up the whole.

5.3 This chapter gives more detail on the scope of the commitments we will make over the next three years to give each of these areas the necessary support and development they need in order to fulfil their role in helping the Department to succeed.

## Our people

5.4 Our strategic goal is to create a flexible workforce of the right size made up of committed and engaged people who live the Department's values and are capable of delivering improved performance for our customers.

5.5 As an Investor in People, we are committed to creating a working environment that provides challenging roles for our people, a wide range of opportunities to help them to develop their skills and knowledge with a constant focus on delivering for our customers.

5.6 Through annual internal reviews we will continue to use the Investor in People standard to gauge how we are progressing and to make further improvements based on review findings.

## During 2009 – 12 we will focus on the following key areas

- leadership – we will define what is required of our leaders and better equip them to provide clear and consistent leadership, aligned to the Department's values and business objectives;
- communication – we will communicate effectively with our people to ensure they have the right information to do their job and that they understand the vision and future direction of the Department;
- employee engagement – we will seek to ensure that our people are engaged in an inclusive way and promote a progressive and constructive relationship with them and with our Trade Unions;
- skills and capability – we will identify the current and future skills and capabilities needed in the Department and support people to achieve them, through sharing of knowledge, learning and best practice, to ensure we have the right skills and capabilities at the right time to meet our business needs;

- reward and recognition – building on the three-year pay settlement (2007–09) that we have recently implemented, we will further develop and communicate our existing pay system and total reward package, so that our staff can better understand and identify the range of benefits offered by the Department. This will cover both monetary and non-monetary benefits including pension, salary, personal leave entitlements, flexible working patterns and commitment to development. During 2009-10 we will refine our reward strategy to ensure it continues to support our business and prepare our plans for Pay 2010 and beyond, in which we anticipate an emphasis on further modernisation of our pay systems; and
- well-being – we will implement during 2009-10 an enhanced employee well-being programme to provide appropriate interventions and support. For the first time this will join together a number of initiatives and key stakeholders to deliver a coherent and cohesive approach, including working with our Employee Assistance and Occupational Health providers, and with the Health and Social Security Recreation Association (HASSRA).

## Our diversity and equality strategy

5.7 Our strategic goal is to make our diversity one of our greatest assets and to ensure equality of opportunity for all. Our Change Programme will help to put our customers, fully recognising their diversity, at the heart of everything we do, building on the arrangements already in place for involving our customers in establishing our priorities and actions for the future.

5.8 To support our staff in achieving our diversity goals a diversity business case is now available to all of our staff on our internal website. Its aim is to help our staff to understand why we need to deliver our diversity and equality outcomes. The site provides good practice examples and links to information on legislation, case studies and key facts.

5.9 For our customers, during 2009-12, we will:

- identify opportunities to develop new processes to meet their accessibility needs so that they are able to receive services appropriate to their needs;
- ensure that our businesses across the Department are able to collect and act upon information about a customer's additional requirements; and
- implement equality legislation.

5.10 For our staff, during 2009-12, we will:

- continue to work to achieve better representation of diversity at every level, including in our senior civil service;
- following the pilot of our positive action scheme for ethnic minority and disabled staff, implement this across the Department;
- develop and implement a mentoring scheme for staff in under-represented groups; and
- extend our knowledge of the diversity of our staff by seeking information about their sexual orientation.

## Sustainable development

5.11 Our strategic goal is to support the Government's sustainable development aims by applying the principles of sustainable development and by embedding them into all that we do.

5.12 While it is important that we make progress in all areas we have identified four high-priority areas:

- further embedding sustainable development in all DWP businesses;
- reducing our carbon emissions from offices and business travel and improving our energy efficiency;
- becoming an exemplar in sustainable procurement; and
- developing robust climate change adaptation plans.

5.13 During 2009-12 we will:

- further reduce business travel, in particular vehicle mileage;
- reduce carbon emissions, by introducing further initiatives to reduce our energy consumption;
- commence on site micro-generation of heat and electricity from wind, solar and biomass renewable energy sources;
- continue to develop a Sustainable Business Flexible Framework which allows individual businesses to develop plans and processes to meet the range of sustainable development commitments, targets and improvements expected of them; and
- include appropriate requirements for our suppliers and subcontractors in new contracts we enter into with them.

# Chapter Six

## Strategic Challenges and Future Vision: Beyond 2011

This chapter sets out some of the strategic challenges facing the Department beyond the Comprehensive Spending Review 2007 period and how we intend to respond to them.

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## Strategic challenges and future vision: Beyond 2011

6.1 Beyond the current spending review period, the Department faces a number of long-term strategic challenges:

- macro-economic conditions – the economic situation has a significant impact on employment and poverty levels. When the recovery does begin, the Department needs to ensure it is in position to react quickly and make the best use of the opportunities that become available;
- demographic change – as our population ages, people look forward to living longer, healthier and more active lives. Our strategic focus must extend to, and beyond, raising employment levels and saving for retirement. The demographic change requires a fresh look at our services, opportunities and information available, to ensure they contribute towards promoting healthier lives, wider well-being and independence for older people; and
- customer expectations – people will continue to expect more from their public services, with increasing demand for greater personalisation, choice and use of technology to provide an effective, efficient service which meets their needs.

6.2 These challenges will all impact on the way the Department delivers on its Strategic Objectives. Beyond 2011:

- we are planning to have migrated all people on Incapacity Benefit onto the Employment and Support Allowance – helping those who are able to work to find a job and providing greater support for those who are not able to work;
- we aim to introduce new arrangements to provide more targeted and personalised assistance and requirements to both members of a couple seeking income-related support from 2012-13;
- a new system of Personal Accounts will be introduced from 2012 to address the challenge of undersaving for retirement by ensuring that pensions saving is accessible to all; and
- we will want to continue to drive progress on child poverty through breaking intergenerational cycles of deprivation. In particular, the Child Poverty Bill will place a duty on the Government to prepare a child poverty strategy through to 2020, to be revised at three year intervals. The strategy will evaluate progress towards the 2020 vision and set milestones for future action.

6.3 Beyond these known proposals, we are examining further policy and delivery solutions to the challenges ahead. We will:

- examine how we can further reduce complexity in the benefit system and improve transitions to work, in particular by considering the introduction of a single income-replacement benefit for people of working age;
- continue to explore avenues to take forward our vision of personalised conditionality and support for working age benefit recipients, as put forward by Professor Paul Gregg;
- continue to integrate the employment and skills systems, so that those looking for work can identify and close skills gaps in order to achieve sustainable employment;
- work with the Department of Health and the Prime Minister's Strategy Unit to produce and deliver a new Strategy for an Ageing Society, looking at practical steps that can be taken to address the needs of an ageing population and make a real difference to people's lives;
- evaluate the *Right to Control* trailblazers and pull together other evidence on personalised approaches to delivering support, in order to inform decisions about the extension of the Right to Control;
- ensure that delivery is focused on outcomes, including taking out unnecessary processes through Lean and delivering value for money through contestability and payment by results for providers; and
- make more of our services available online so they are increasingly flexible and based upon the needs of our customers.



# Annex

This annex provides more detail on how we plan to distribute our resources across our businesses, strategic objectives and major category of spend. It also provides an overview of our headcount plans.

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## Where our resources will be spent

The following tables set out our best estimates of how our resources will be distributed by the end of the Comprehensive Spending Review 2007 period. Plans and priorities will change over time so the analysis set out below should not be treated as a set of fixed financial allocations but rather as estimates of the costs of our plans as we know them today.

## How we will be funded over the period

£ million	2009-10	2010-11
Settlement*	7,894	7,479
PBR 2008 and Budget 2009 funding**	1,611	2,983
Other funding***	223	174
Total	9,728	10,636

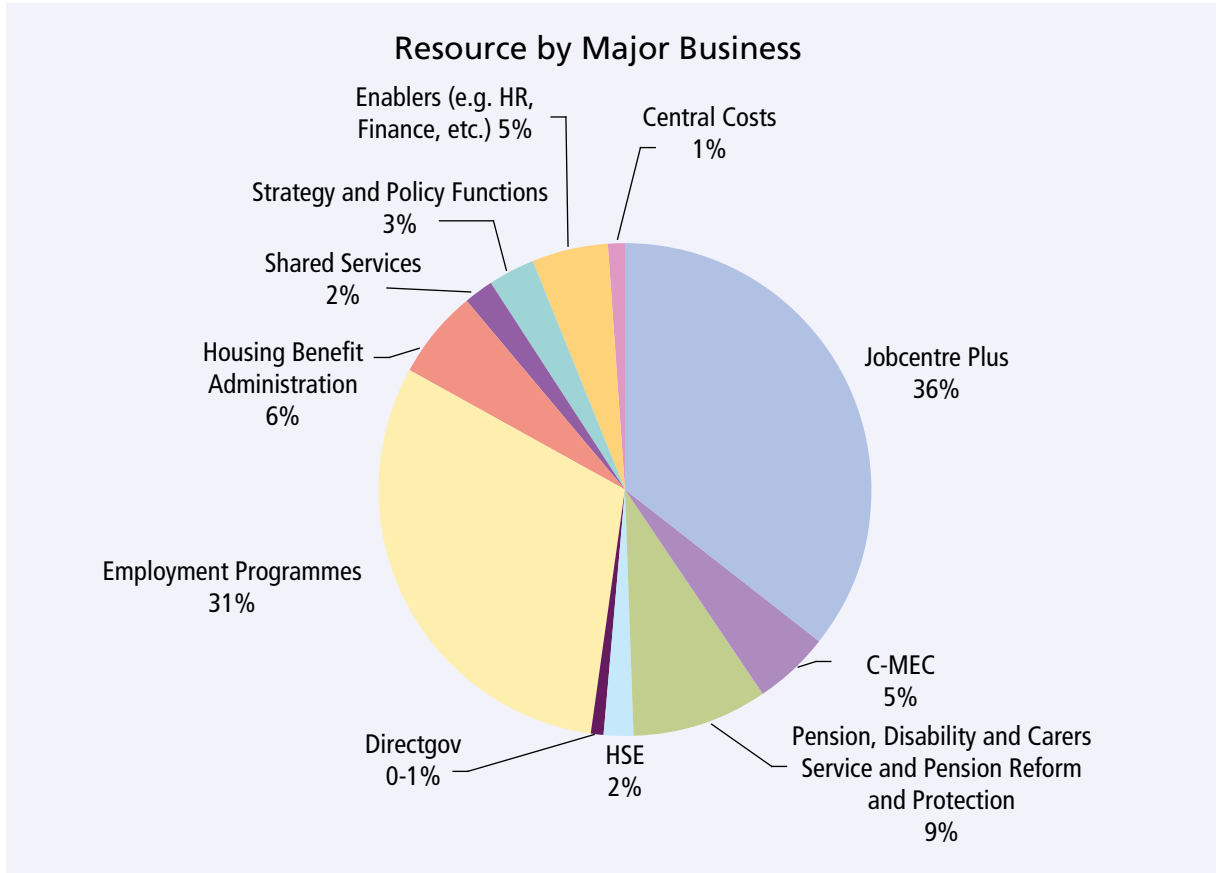
\* Represents the Comprehensive Spending Review 2007 settlement plus additional funding for machinery of Government changes such as Independent Living Fund and Directgov. Also includes a Modernisation Fund agreed as part of Comprehensive Spending Review 2007 - draw down of which will be agreed with HM Treasury and included in supplementary estimates.

\*\* Additional funding to deal with increased Jobcentre Plus customer volumes resulting from economic downturn.

\*\*\* For example, funding for new policy such as Better off in Work Credit and the Welfare Reform White Paper.

## Our spending plans by 2010–11 – by business

The following chart and table set out how, currently, we expect our resources to be distributed across our major agencies and corporate functions in the final year of the 2007 Comprehensive Spending Review period.



## Resource by Major Business

£ million*	2009-10	2010-11
Jobcentre Plus	3,683	3,951
Child Maintenance and Enforcement Commission	543	526
Pension, Disability and Carers Service and Pension Reform and Protection	978	956
Health and Safety Executive	235	243
Directgov	30	30
Employment Programmes	2,263	3,354
Housing Benefit Administration	626	605
Shared Services	178	167
Strategy and Policy Functions	302	273
Enablers (e.g. HR, Finance etc)	707	525
Central Costs	120	68
<b>Total**</b>	<b>9,666</b>	<b>10,698</b>

### Notes:

\* Business totals include estimated apportionments of direct operational costs, such as customer payments and IT systems, to businesses to better represent the full cost of delivering services to customers.

\* All budgets are reviewed regularly as part of the Department's continuous planning process.

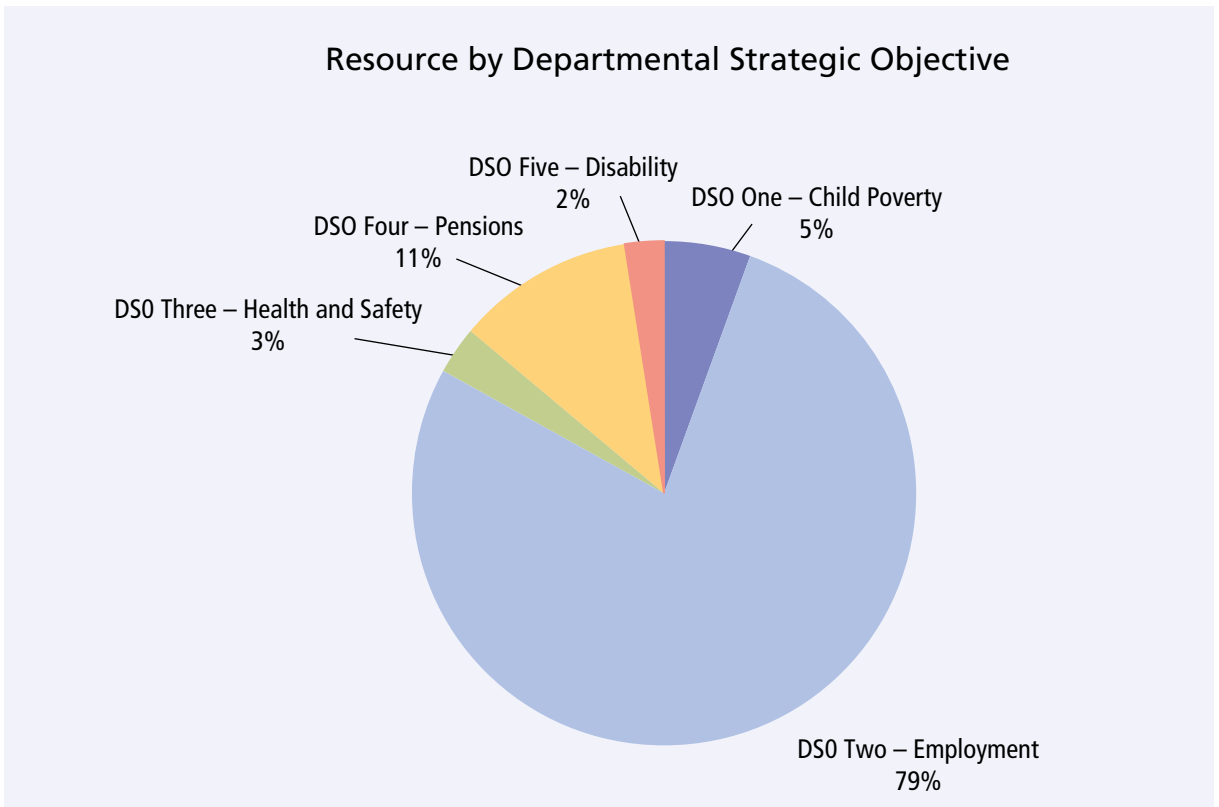
\*\* Figures may not sum due to rounding.

\*\* The totals for each year differ from those shown in the table on page 62 although the overall total is the same. This is due to timing differences between funding source availability and planned expenditure.

## Our spending plans by 2010-11 – by Departmental Strategic Objective

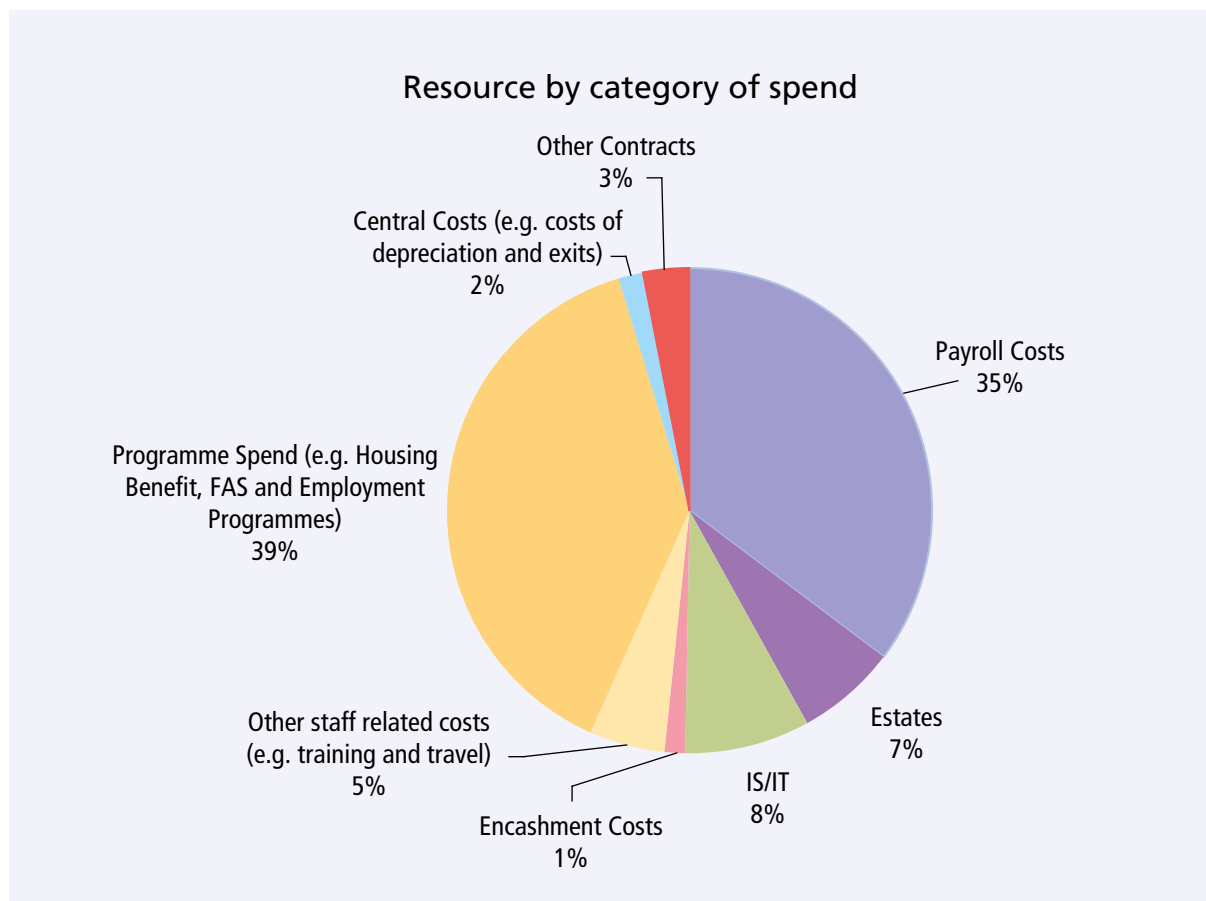
Many of our Departmental Strategic Objectives are mutually supportive; delivering against one specific outcome will have an impact on several others. For example, when Jobcentre Plus helps a disabled lone parent into work, it helps contribute to our Departmental Strategic Objectives on Child Poverty, Employment and Equality of Opportunity for disabled people; if their employment is sustained, the evidence suggests that that person is more likely to save for retirement too. To try to split the cost of the interventions that led to the lone parent entering work across all these outcomes is not possible to do in a meaningful way.

The analysis below therefore distributes our resource across our Departmental Strategic Objectives by attributing spend to the principal objective behind our intervention. In the example above, this would be to find the customer employment (Departmental Strategic Objective 2). Resource is attributed across our first five Objectives which cover the 'what' we are here to deliver, rather than the 'how', which is covered by our DSO6 (Pay our customers the right benefits at the right time) and DSO7 (Make the Department an exemplar of effective service delivery to individuals and employers).



### Our spending plans by 2010-11 – by category of spend

The following chart sets out how our resources will be consumed by major category of spend. The graphic demonstrates that by the end of the Comprehensive Spending Review 2007 period we will spend around 60 per cent of our resource through private and voluntary sector partners – up from around 50 per cent today.



## Headcount Plans

The following table sets out our headcount plans for the remainder of the Comprehensive Spending Review 2007 period. These plans are based on a series of business assumptions and therefore are subject to review.

	2009-10	2010-11
Jobcentre Plus	82,000	82,000
The Pension, Disability and Carers Service	14,000	13,000
Strategy and Policy functions	2,000	1,800
Enablers	9,000	8,500
<b>Total</b>	<b>107,000</b>	<b>105,300</b>

**Our vision is to:**

Contribute towards fair, safe and fulfilling lives, free from poverty – for children, people in work and retirement, disabled people and carers

Reduce welfare dependency and increase economic competitiveness by helping people to work wherever they can and employers to secure the skills and employees they need

Provide greater choice and personalisation and higher quality of service for customers where it is in their interests and those of the taxpayer

**To deliver our vision we have seven strategic objectives:**

Reduce the number of children living in poverty

Improve health and safety outcomes

Promote equality of opportunity for disabled people

Promote independence and well-being in later life, continuing to tackle pensioner poverty and implementing pension reform

Maximise employment opportunity for all

Make DWP an exemplar of effective service delivery

Pay our customers the right benefits at the right time

**We lead on two Public Service Agreements:**

Maximise employment opportunity for all, through an increase in the overall employment rate taking account of the economic cycle; a narrowing of the gap between the employment rates of the following disadvantaged groups and the overall rate: disabled people, lone parents, ethnic minorities, people aged 50 and over, the 15 per cent lowest qualified and those living in the most deprived local authority wards; a reduction in the number of people of working-age on out-of-work-benefits; and an increase in the proportion of people who leave benefit who stay off for a sustained period

Tackle poverty and promote greater independence and well-being in later life, measured by the employment rate of those aged 50-69 and the difference between this and the overall employment rate; the percentage of pensioners in low income; healthy life expectancy at age 65; the proportion of people over 65 who are satisfied with their home and their neighbourhood; and the extent to which people over 65 receive the support they need to live independently at home

**Our success will be enabled through:**

Building a positive work environment

Providing effective and appropriate communications

Focusing our resources on our priorities

Providing our workforce with the skills and capabilities they need to deliver

Improving the skills of our senior leaders

Increasing the effectiveness of our policies

Improving our information systems and technology

Maximising the value for money we get from all our resources

**And underpinned by a shared set of values:**



Using all our resources efficiently so that we provide high and consistent standards of service



Treating our customers and each other with respect, by welcoming diversity and by valuing others' ideas and responding fairly to individual needs



Supporting, challenging and inspiring our customers to improve their lives and helping each other to make a difference



Working with others and learning how to get better at what we do

This report can be accessed online at:

**[www.dwp.gov.uk/publications/  
dwp/2009/3yrplan/](http://www.dwp.gov.uk/publications/dwp/2009/3yrplan/)**

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