

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012-13

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| Name | Department |
| Robert Devereux | Department for Work and Pensions |

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| <p>1. Business delivery objectives:</p> <p>Supporting economic growth <i>(a) Operation of active labour market regime, through delivery of Get Britain Working measures, by Jobcentre Plus and Work Programme providers</i></p> <p><i>(b) Introduction of the Youth Contract</i></p> <p>Implementation of welfare reforms (each to be well designed, effectively promoted and implemented to planned timetables, so that they deliver planned take up, outcomes and savings with their individual and cumulative impacts understood to inform the decision making process), in particular</p> <p><i>(c) develop Universal Credit plans, for Pathfinder launch on 1 April 2013</i></p> | <p>Performance Measures: Feedback from SofS, departmental ministers, No 10, Cabinet Office, Lead Non Executive Director, Cabinet Secretary and Head of the Civil Service; the RAG status of relevant Business Plan milestones due after 2012-13; and:</p> <p><i>(a) Off-flows from Job Seekers Allowance (13, 26, 39 and 52 weeks); referrals to Work Programme, and prompt payments for job outcomes</i></p> <p><i>(b) Youth unemployment levels; work experience starts; wage subsidies taken</i></p> <p><i>(c) Major Projects Review Group (MPRG) assessments</i></p> | <p>Milestones:</p> <p>Budget allocations agreed with ministers at start of year. Other milestones as per Business Plan for 2012-13, plus</p> <p><i>(a) First Work Programme job outcome statistical release, November 2012</i></p> <p><i>(b) Review of youth contract performance Autumn 2012; First statistical release and evaluation published Feb 2013</i></p> <p><i>(c) Office for Budget Responsibility (OBR) sign-off costings, first sites chosen (Q1);</i></p> |
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| <p>(d) start delivering Child Maintenance reforms from October 2013</p> <p>(e) develop Personal Independence Payments, for launch from 1 April 2013</p> <p>(f) progress pension reform, inc single tier and increased pension age, and start of auto-enrolment</p> <p>(g) progress towards 2014 target for fraud and error (1.7% of benefit spend)</p> <p>Spending controls and efficiency</p> <p>(h) Improve operational performance and vfm, through both DWP and contracted service provision, consistent with 25% baseline reduction over SR10</p> | <p>(d) weekly test volumes vs plan</p> <p>(e) MPRG assessments</p> <p>(f) n/a</p> <p>(g) confidence re fraud and error target (2011-12 data not available til Nov 12)</p> <p>(h) DEL budget of £8,550m (a 17% real reduction on 10-11 baseline) delivered effectively, inc planned productivity improvements; corporate services in line with benchmark</p> | <p>secondary legislation into Parliament, LEAP 5 of IT completed (Q2); Pathfinder ready (end Q4)</p> <p>(d) safe, but limited, start in October; rising to 50% final new claim volumes by end Q4</p> <p>(e) contract award for medical assessment (Q2), business case (Q3), readiness review(Q4)</p> <p>(f) single tier White Paper (Jun 12), proposals re age (Jul 12), auto-enrolment start (Oct 12)</p> <p>(g) IT design for Integrated Risk and Intelligence Service(IRIS) (Q3), and build (by end Q4, subject to UC timetable)</p> <p>(h) Regular assessment of progress, and risk management at Departmental Board</p> |
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| <p>2. Corporate objectives:</p> <p>Secure the effective delivery of the agreed Efficiency and Reform Action plan for DWP</p> <p>Delivery of Civil Service Reform objectives</p> <p>Effective contribution to Civil Service Board, to the Senior Leadership Committee, and to the wider Civil Service Leadership.</p> | <p>Performance Measures:</p> <p>Feedback from other Permanent Secretaries, Head of the Civil Service, Cabinet Secretary and the Minister for the Cabinet Office</p> <p>)) As agreed with the Cabinet Office)</p> <p>Feedback from Permanent Secretaries, Cabinet Secretary and Head of the Civil Service.</p> | <p>Milestones:</p> <p>) As agreed with the Cabinet Office, inc) delivery against milestones in ERG letter) of 20 June 2012</p> |
| <p>3. Capability building objectives:</p> <p>A clear sense for all 100,000 staff of the future we are building as a Department, and what this means for them, and for the millions of people DWP serves each day.</p> <p>A style of leadership, at all levels across the DWP, which engages staff in designing and delivering a better future.</p> <p>Develop and use strong succession plans for key senior roles in DWP, and develop talent.</p> | <p>Performance Measures:</p> <p>Oct 2012 Staff Survey results, supplemented by smaller “pulse” surveys during year.</p> <p>Feedback from staff on senior managers as part of their 12-13 performance assessment; feedback from NEDs and Secretary of State on Exec Team leadership of DWP.</p> <p>Strength of succession pipeline for Permanent Secretary, Director General, and key Senior Civil Service (SCS) roles; prompt reallocation of effort as required.</p> | <p>Milestones:</p> <p>Launch of Bright Ideas portal (Q1); DWP Story website created and launched (Q2); senior leaders’ engagement with c5000 front line leaders (by start of Q3).</p> |

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| <p>Professional relationships with the Ministerial team, establishing effective relationships with new Ministers from September 2012.</p> <p>Senior Civil Servants delivering against clear and measurable objectives</p> <p>Radically improved performance management</p> | <p>Feedback from Ministers.</p> <p>SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers; an effective accountability mechanism in place, ensuring senior leaders deliver against their objectives</p> <p>Improved performance management with managers encouraging and rewarding good performance, while dealing rigorously with poor performers</p> | |
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