

Department for Work and Pensions (DWP)

Assessment of Functions and Policies

Strategy and Policy			
Welfare to Work and Equality			
Owner: Welfare to Work and Equality Group Director			
Functions and Policies	Race	Gender	Disability
Promoting work as the best form of welfare for people of working age while protecting the position of those in greatest need.	High	High	High
Ensuring the best start for all children.	High	High	High
Cross government strategy to deliver substantive equality for disabled people by 2025.	Low	Low	High
Reforming and improving the administration of housing costs support, and extending rights and responsibilities.	Medium	Low	High
Working with the Health and Safety Executive to improve Health and Safety at work.	Low	Low	High
Delivering the Welfare Reforms as outlined in the Green Paper, leading to a Bill receiving Royal Assent.	High	High	High
Spending Review 2004 Public Service Agreement Target objectives 1-4 Cities Strategy.	High	High	High
European Social Fund programmes in 2000-06 and 2007-13 which support employment and training projects to help people improve their skills and enter jobs.	High	High	High
Implementation, maintenance, and development of disability discrimination legislation; promotion of disability rights; evaluation of the Disability Discrimination Act (DDA) and disability rights policy.	High	High	High
Disability Living Allowance and Attendance Allowance to help promote the independence and social inclusion of disabled people by providing them with a non-contributory, non means tested and tax free contribution to their towards their disability related extra costs.	Low	Low	High

Contribute to the financial security of carers through the design and efficient deliver of Carers Allowance.	Medium	Medium	Medium
Ensuring that DWP policies and objectives are promoted and defended internationally.	Medium	Medium	High
Strategy and Pensions			
Owner: Director General Strategy and Pensions			
Functions and Policies	Race	Gender	Disability
Pensions Client Directorate			
To promote security and independence.	High	High	High
To transform the nation's behaviour in planning for later life.	High	High	High
To make significant inroads into current pensioner poverty.	High	High	High
To establish a coherent and sustainable Retirement Income Structure for the UK.	High	High	High
To create a change in independence and choice in old age.	High	High	High
Information Directorate			
Provision of Information Collection, processing and publication of statistical information on benefits, contributions and appeals by creating and maintaining large databases of information.	High	High	High
Analysis of data from the Jobcentre administrative systems to help evaluate New Deal and other welfare to work policies.	High	High	High
Provision of neighbourhood statistics.	High	Medium	High
Analysis of administrative data on benefits to feed into parliamentary questions, policy development and evaluation.	Medium	Medium	Medium
Development of existing departmental systems.	Medium	Medium	Medium
Departmental contact point for National Statistics issues, especially concerning the Social and Welfare theme-working group.	Low	Low	Low
Delivery of improvements in the quality,	Low	Low	Low

dissemination and usage of management information in DWP.			
Provision of IT Support for IFD, including the IFD Computing Group and ASSIST (2).	Low	Low	Low
Operational Research Analysis to support Departmental human resource planning and operations – workforce planning, pay modelling, analysis of sickness absence, analytical support on diversity and equality issues.	High	High	High
Analytical support on operational issues in the delivery of benefits (e.g. administration costs/subsidies, performance analysis, fraud & error).	High	High	High
Operational evaluation of policy initiatives and reform programmes (e.g. Jobcentre Plus Pathfinders, payment modernisation).	Medium	Medium	Medium
Analytical support to assist operational planning in Departmental businesses (e.g. workload forecasting).	Low	Low	Low
Income Analysis Statistics and analysis of income distribution and poverty.	High	High	High
Analysis of the incomes of women compared to men.	High	High	High
Management and publication of the findings of the DWP Family Resources Survey.	High	High	High
Analysis of take-up of income related benefits.	Medium	Medium	Medium
Cross Cutting Strategy and Analysis Directorate			
Social Research Provision of research-based advice evaluating the effectiveness of Departmental policies and programmes.	High	High	High
Provision of research-based advice evaluating the effectiveness of Departmental service delivery.	High	High	High
Dissemination of research findings from across the research community within Department.	Medium	Medium	Medium
Benefit Forecasting and Model Development Short-term (three-year) forecasting of benefit caseloads and expenditure.	Low	Low	Low
Long-term (30-year) forecasting of benefit expenditure.	Low	Low	Low

Provision of information/briefing/answers to parliamentary questions on volumes, trends and changes in benefit expenditure.	Medium	Medium	Medium
Monthly monitoring of benefit expenditure.	Low	Low	Low
Maintenance and development of a model for analysis of the aggregate and distributional impacts of proposed changes to benefit policies.	High	Medium	High
Development of a model for analysis of long-term impacts of proposed changes to pensions policies.	Medium	Medium	Medium
<p>Law, Governance and Special Policy Group</p> <p>Owner: Director Law, Governance and Special Policy Group</p>			
Functions and Policies	Race	Gender	Disability
To provide high quality legal advice and legislative services to DWP, its agencies and other Government departments.	High	High	High
Implement integrated arrangements for governance, decision making, corporate leadership, business continuity and security in DWP.	Low	Low	Low
Maintain and further develop DWP cross-cutting policy issues including to provide a centre of expert advice on matters relating to freedom of information, data protection, devolution and human rights.	High	High	High
Maintain and further develop DWP cross-cutting policy issues including to provide advice and input to colleagues on policy on decision making and appeals in benefits and child support.	High	High	High
Maintain and further develop DWP cross-cutting policy issues including to provide full, accurate and timely input into appeals to the Social Security Commissioners and the Higher Court.	Low	Low	Low
Continuously improving the way we work with all our partners in DWP, DoH, ONS and FSA, OGDs, Local Authorities and non-governmental organisations	Medium	Medium	Medium
Providing all LGSPG staff with the training and support they need to develop their skills to meet their and the Group's objectives	Medium	Medium	Medium

Continuing to develop our leadership capability to enable our leaders and managers to lead and manage	Medium	Medium	Medium
Continuingly reviewing our performance to seek further efficiencies.	Medium	Medium	Medium
To support all the Group's customers by advising them of the help that the Group can give them and working alongside them in the delivery of their own objectives	Medium	Medium	Medium
Apply both DWP and Government Legal Services criteria to all aspects of the recruitment and retention of staff across the Group	Medium	Medium	Medium

Programmes and Service Delivery Group

Owner: IT Director General and Chief Information Officer

Functions and Policies	Race	Gender	Disability
To be a key enabler of Welfare Reform, through world-class Information Technology Solutions and Services.	High	High	High
To support, contribute to and deliver the commitments and objectives within the UK Strategy for Sustainable Development, Securing the Future through DWP Sustainable Development Action Plan.	Low	Low	Low
To deliver better Information Technology services, at a far lower cost with fewer people and significantly better value for money.	Low	Low	Low
Enable the Department to deliver its services at maximum efficiency so that they can improve their productivity and reduce their costs.	Medium	Medium	Medium

Human Resources

Owner: Group HR Director

Functions and Policies	Race	Gender	Disability
To enable DWP to meet its performance and customer service goals by continually developing the expertise of all our staff and recruiting the	High	High	High

right people.			
To improve employee motivation and support well being of our people based on a policy framework which is fair, flexible, accessible and business focused.	High	High	High
To help the Department meet its modernisation goals by delivering a workforce management process that enables us to match our staff numbers to our business needs	Medium	Medium	Medium
To help the Department meet its people and organisational goals by providing the high quality and efficient Human Resource services needed for today and becoming a strategic enabler for tomorrow's changes.	Medium	Medium	Medium
To integrate and improve the Human Resource services to DWP through delivery of the Human Resource Modernisation Programme.	Low	Low	Low
Learning and Development			
Owner: Group Human Resources Director			
Functions and Policies	Race	Gender	Disability
To ensure clarity about the capability requirements for each of our roles, expressing through skills/competencies, and where appropriate, experience and accreditation.	Low	Low	Low
To provide a common framework through capability requirements providing opportunity for career progression.	High	High	High
Line managers and individual members of staff taking responsibility through the Performance and Development system for identifying individual development needs and reviewing progress towards achieving them.	High	High	High
A flexible and responsive learning and development system providing access through portals to cost-effective blended learning solutions fulfilling identified learning requirements (to cover all four parts of our curriculum on Leadership, Management Development, Professional/Technical and Generic learning)	High	High	High
Continued evaluation of DWP capability requirements and the effectiveness of our investment in learning and development	Medium	Medium	Medium

Introduce professional standards across the Department to complement the Departments competency framework.	High	High	High
Diversity and Equality			
Owner: Group Human Resources Director			
Functions and Policies	Race	Gender	Disability
Remove discrimination and promote equality for our customers and our people.	High	High	High
Finance			
Owner: Group Finance Director General			
Functions and Policies	Race	Gender	Disability
Providing corporate policies within which the various departmental organisational units deliver against their objectives.	High	High	High
Providing independent and objective audit of the Department to assure stakeholders of the Department's ability to meet its objectives	High	High	High
Negotiation and monitoring of contracts for banking services including deposits, withdrawals petty cash and security items.	High	High	High
Administration of Compensation Recovery Scheme and recovery of NHS charges on behalf of the Department of Health and collection of DWP commercial debt	High	High	High
Debt Management Service for DWP and Local Authorities covering recovery of Social Security benefits via deductions from current benefit, direct from debtors or their estate	High	High	High
Procurement and management of corporate contracts and Service Level Agreements required for the payment of social security benefits including Departmental Method of Payment Policy.	High	High	High
Providing financial control frameworks and guidance including investment appraisal guidance emphasising the importance of	Medium	Medium	Medium

distributional analysis as per the guidelines in the Treasury green book.			
Accounts Payable service for benefit and programme payments including New deal, Jobseekers Allowance, Income Support and Third Party Payments	Medium	Medium	High
To embed the 'Duty to Promote' greater diversity and equality into contracts where external suppliers are providing a service to the public.	Medium	Medium	Medium
To introduce, promote and monitor more assertive diversity and equality requirements in new DWP contracts	Medium	Medium	Medium
Developing corporate strategy to deliver Departmental objectives and monitoring performance against these	Low	Low	Low

Implementation and Delivery

Child Support Agency

Owner: Chief Executive

Functions and Policies	Race	Gender	Disability
To make speedy and accurate calculation of child maintenance due	High	High	High
To make consistently accurate and correct decisions on child maintenance claims	High	High	High
To collect child maintenance and arrears of non-resident parents with liability due to be paid through the Agency's collection service	High	High	High
To assist clients as they go through this activity	High	High	High
To deliver and efficient disagreement, appeals and variation process	High	High	High

Disability and Carers Services

Owner: Chief Executive

Functions and Policies	Race	Gender	Disability
To deliver Disability Living Allowance	High	High	High
To deliver Carers Allowance	High	High	High
To deliver Attendance Allowance	High	High	High
To deliver Vaccine Damage Payments	High	High	High
To make consistently accurate decisions on claims to Disability Carers Allowance, Carers Allowance, Attendance Allowance and Vaccine Damage Payments	High	Medium	High
To ensure the appeals process delivers an efficient service	High	High	High
Jobcentre Plus			
Owner: Chief Executive			
Functions and Policies	Race	Gender	Disability
Helping disadvantaged people into work as a route out of poverty.	High	High	High
To provide financial support as security for people of working age while they are out of work.	High	High	High
To address inequalities of opportunity in the deliver of services.	High	High	High
To address market failure in the labour market.	High	High	High
Development of Partnership working.	Medium	Medium	Medium
Procurement for delivery of services.	High	High	High
To offer personal and informed support for customers via the most accessible means.	High	Medium	High

The Pension Service

Owner: Chief Executive

Functions and Policies	Race	Gender	Disability
To combat poverty amongst today's pensioners.	High	High	High
To encourage future pensioners to save for their retirement through the private sector, and to provide security for those likely to rely on state provision.	High	High	High
To further improve and modernise our services for today's and future pensioners.	Low	Low	Low

The Rent Service

Owner: Chief Executive

Functions and Policies	Race	Gender	Disability
To provide a series of rental determinations for Housing Benefit purposes.	Low	Low	Low
To provide Fair Rent valuations for landlords and tenants.	Low	Low	Low
Provide non statutory advice to customers and stakeholders within the public, private and charity sectors.	Low	Low	Low
Provide valuations for Housing Renovation Grants.	Low	Low	Low