

# Business Plan 2011–2015

## Department for Work and Pensions

November 2010

*This plan will be refreshed annually*

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# A) Vision

The Department for Work and Pensions has an ambitious agenda of reform which aims to create a new welfare system for the 21<sup>st</sup> century; to transform the opportunity for people without jobs to find work and support themselves and their families; and to ensure that the most vulnerable in society are protected. We will focus on the Coalition Government's values of freedom, fairness and responsibility and put welfare spending on a sustainable footing.

Over the course of the business plan period, our reforms will:

- tackle poverty and welfare dependency through a simplified welfare system that encourages and incentivises people to find work, rewards responsible behaviour and protects the most vulnerable;
- promote high levels of employment by helping people who are out of work, including people in disadvantaged groups, to move into work;
- help people meet the challenges of an ageing society and maintain standards of living in retirement;
- provide opportunity, choice and independence to enable disabled people to take an equal role in society.

To deliver this vision we will introduce a Universal Credit, which will make work pay and help to break the cycle of welfare dependency; put in place a single Work Programme to support people into sustainable work; and reform the private and state pension system to ensure dignity in later life and make increased pension saving a reality. We will phase out the default retirement age to support improved opportunities for older workers. And we will introduce Work Choice and a Right to Control to improve the opportunities of disabled people in terms of both employment and choice.

Above all, our reforms will promote fairness. They will deliver a welfare system fit for the 21<sup>st</sup> century and support the Coalition Government's vision for a better Britain.

Iain Duncan Smith, Secretary of State for Work and Pensions

## B) Coalition Priorities

### Structural Reform Priorities

#### 1. Reform the welfare system

- Introduce the Universal Credit and other reforms to simplify the welfare system and to ensure that the system always incentivises work and that work always pays. The overall reform package will help to make the welfare system affordable in the longer term

#### 2. Get Britain working

- Introduce the Work Programme, an integrated package of personalised support to get people into work – from jobseekers who have been out of work for some time, to those who may have been receiving incapacity benefits for many years

#### 3. Help tackle the causes of poverty

- Develop a welfare system that recognises work as the primary route out of poverty and reduces the number of children in workless households. Introduce a new child poverty strategy focused on eradicating child poverty by 2020

#### 4. Pensions reform

- Provide decent State Pensions, encourage employers to provide high quality pensions and make automatic enrolment and higher pension saving a reality. Phase out the default retirement age to allow more flexibility around retirement

## B) Coalition Priorities

### Structural Reform Priorities (continued)

#### 5. Achieve disability equality

- Improve equality by promoting work for disabled people, developing new ways to deliver Access to Work and introducing Work Choice to provide employment support for disabled people facing the greatest barriers. Support more independent living for those who face the greatest barriers and cannot work

#### 6. Improve our service to the public

- Continue to deliver an excellent service to the public, improving its speed, ease and efficiency

## B) Coalition Priorities

### Other major responsibilities

1. **Deliver the Government's labour market and benefits regime. Every working day the Department:**
  - takes some 15,000 job vacancies and processes over 830,000 job searches via the internet
  - conducts over 65,000 adviser interviews to help people prepare for work
  - helps over 6,000 people move into work
  - processes over 2,700 applications for State Pension and over 1,100 claims to Pension Credit
  - makes around 2.8 million benefit payments and processes over 20,000 new benefit claims
  - visits over 2,500 customers
  - oversees around 3,300 new or renewal claims for Disability Living Allowance
2. **Improve our service to the public and our efficiency by:**
  - creating a single virtual contact centre network and dealing with 80% of telephone enquiries at the first point of contact
  - reducing the cost of our corporate functions through centralising human resources and finance, optimising the use of our estate and ensuring that IT investment delivers maximum value for money
  - further developing the Department's shared services function as a cross-government provider of back office services
  - reducing avoidable contact by keeping our customers better informed
  - using the internet for much more of our benefit assessment and processing services
  - embedding Lean techniques to eliminate unnecessary activity when delivering our services and in developing and implementing policy

## B) Coalition Priorities

### The Department will no longer...

...continue with a benefits system which maintains the cycle of welfare dependency, which has left too many families and communities behind

...hold on to power ineffectively at a national level. We will give responsibility for the administration of Council Tax Benefit to local communities and we are actively considering doing likewise for certain elements of the Social Fund

...sponsor programmes that are failing to perform. This money will be redirected to programmes that have a better record of improving the efficiency of the benefits system

## C) Structural Reform Plan

The Coalition is committed to a programme of reform that will turn government on its head. We want to bring about a power shift, taking power away from Whitehall and putting it into the hands of people and communities, and a horizon shift, making the decisions that will equip Britain for long term success. For too long citizens have been treated as passive recipients of centralised, standardised services. This Government is putting citizens back in charge, and Structural Reform Plans are part of this shift of power from government to people.

This section sets out how, and when, the Department will achieve the reforms that are needed to make this happen. Structural Reform Plans are key tools for holding departments to account for the implementation of Programme for Government commitments, replacing the old top-down systems of targets and central micromanagement.

Each month, the Department publishes a simple report on its progress in meeting these commitments. These reports are available on our departmental website and on the Number 10 website.

All legislative timings and subsequent actions are subject to Parliamentary timetable and approval.

# 1. Reform the welfare system

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*Introduce the Universal Credit and other reforms to simplify the welfare system and to ensure that the system always incentivises work and that work always pays. The overall reform package will help to make the welfare system affordable in the longer term*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>1.1 Introduce the Universal Credit</b>		
i. Develop a consultation document setting out proposals for the Universal Credit	Completed	-
ii. Consult on the introduction of the Universal Credit	Completed	-
iii. Analyse consultation responses and prepare the Government's response	Completed	-
iv. Publish a White Paper on plans to introduce the Universal Credit	Started	Nov 2010
v. Develop further detail on the benefits and costs of implementing the Universal Credit	Started	Dec 2010
vi. Develop a detailed plan and evaluation to identify implementation risks in detail, including any revision to the original investment case	Jan 2011	Jan 2012
vii. Work jointly with HM Revenue & Customs to develop a Real Time Information capability	Started	Mar 2013
viii. Prepare to launch pilots and make any final changes to the implementation plan	Jan 2013	May 2013
ix. Launch pilot in advance of national rollout	Mar 2013	Oct 2013
x. Begin implementation of the Universal Credit	Oct 2013	Oct 2013
<b>1.2 Take the powers necessary to implement the Universal Credit, along with the other changes announced in the June 2010 Budget and Spending Review</b>		
i. Draft legislation to take the powers necessary to implement the Universal Credit	Started	Dec 2010
ii. Introduce the Welfare Reform Bill to implement the Universal Credit	Jan 2011	Jan 2011
<b>MILESTONES</b>		
A. Consultation document published on the Government's vision for welfare reform	Complete	
B. White Paper published on plans to introduce a Universal Credit	Nov 2010	
C. Welfare Reform Bill introduced	Jan 2011	
D. Universal Credit launched nationally	Oct 2013	

# 1. Reform the welfare system

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*Introduce the Universal Credit and other reforms to simplify the welfare system and to ensure that the system always incentivises work and that work always pays. The overall reform package will help to make the welfare system affordable in the longer term*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>1.3 Reassess Incapacity Benefit recipients for their readiness to work and their migration to the Employment and Support Allowance (ESA) or other benefits appropriate to their circumstances including introducing the revised Work Capability Assessment</b>		
i. Trials in Burnley and Aberdeen to migrate Incapacity Benefit recipients to ESA	Started	Mar 2011
ii. Phased national rollout of migration of Incapacity Benefit recipients to ESA	Apr 2011	May 2014
<b>1.4 Introduce housing benefit reforms</b>		
i. Draft regulations for housing benefit reforms including extending the shared accommodation rates, working with local authorities, HM Treasury and the Department for Communities and Local Government	Started	Dec 2010
ii. Prepare local authorities for implementation of housing benefit policy changes	Started	Apr 2011
iii. Introduce the Welfare Reform Bill to implement housing benefit reform	Jan 2011	Jan 2011
<b>1.5 Introduce a fairer approach to calculating Support for Mortgage Interest</b>		
i. Review the approach to providing Support for Mortgage Interest to ensure consistency with the Universal Credit	Started	Mar 2011
<b>1.6 Introduce household cap so that no workless family can receive more in welfare than median after tax earnings for working households</b>		
i. Develop delivery options	Started	Jan 2011
ii. Develop implementation plan	Feb 2011	Dec 2011
<b>MILESTONES</b>		
E. Welfare Reform Bill introduced	Jan 2011	
F. Introduce the revised Work Capability Assessment	May 2014	
G. First annual data released on the number of Incapacity Benefit recipients reassessed	Dec 2011	

# 1. Reform the welfare system

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*Introduce the Universal Credit and other reforms to simplify the welfare system and to ensure that the system always incentivises work and that work always pays. The overall reform package will help to make the welfare system affordable in the longer term*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>1.7 Localise Council Tax Benefit</b>		
i. Work with the Department for Communities and Local Government to develop implementation plan for localising Council Tax Benefit	Nov 2010	Apr 2011
ii. Develop communications and a stakeholder engagement strategy	Dec 2010	Mar 2011
iii. Draft regulations and consult with the Social Security Advisory Committee	Apr 2011	Jul 2011
<b>1.8 Switch to the Consumer Prices Index (CPI) for indexation of benefits and public service pensions</b>		
i. Develop implementation plan, working with HM Treasury	Started	Mar 2011
ii. Introduce changes to benefits and pensions systems to index to the CPI	Apr 2011	Apr 2011
<b>1.9 Further reduce fraud and error in the benefits system to a maximum of 1.8% of expenditure</b>		
i. Conduct a full review of each benefit to ensure that the fraud and error work programme is targeted effectively	Started	Mar 2011
ii. Implement a range of new initiatives to tackle fraud and error	Started	Mar 2011
iii. Use credit reference agency data to cleanse the stock of fraud and error in the system	Sep 2011	Apr 2012
iv. Introduce the Welfare Reform Bill to implement new benefit sanctions regime	Jan 2011	Jan 2011
<b>MILESTONES</b>		
H. Welfare Reform Bill introduced	Jan 2011	
I. Additional measures put progressively in place to tackle fraud and error in the benefits system	Mar 2011	
J. Benefits and public sector pensions linked to Consumer Prices Index	Apr 2011	

# 1. Reform the welfare system

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*Introduce the Universal Credit and other reforms to simplify the welfare system and to ensure that the system always incentivises work and that work always pays. The overall reform package will help to make the welfare system affordable in the longer term*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>1.10 Permanently increase the level of cold weather payments</b>		
i. Lay regulations before Parliament	Completed	-
ii. Implement necessary changes to IT systems	Completed	-
iii. Regulations come into force and scheme starts	Nov 2010	Nov 2010
iv. Directgov website updated and postcode search facility available	Nov 2010	Apr 2011
<b>1.11 Time limit contributory Employment and Support Allowance</b>		
i. Draft contribution for a White Paper on Universal Credit	Started	Nov 2010
ii. Draft legislation to take the powers necessary to implement changes	Started	Dec 2010
iii. Introduce the Welfare Reform Bill	Jan 2011	Jan 2011
iv. Prepare secondary legislation and lay before Parliament	Sep 2011	Apr 2012

<b>MILESTONES</b>		
K. White Paper published on plans to introduce a Universal Credit		Nov 2010
L. Permanent increase in the level of cold weather payments to begin		Nov 2010
M. Welfare Reform Bill introduced		Jan 2011
N. Employment and Support Allowance time-limiting introduced		Apr 2012

## 2. Get Britain working

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*Introduce the Work Programme, an integrated package of personalised support to get people into work – from jobseekers who have been out of work for some time, to those who may have been receiving incapacity benefits for many years*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>2.1 Create an integrated welfare to work programme to help unemployed people, including those in disadvantaged groups, get back into work, with providers paid largely by results and including the use of benefit savings from people moving into work. Ensure that Jobseeker’s Allowance claimants facing the most significant barriers to work are rapidly referred to the new programme</b>		
i. Set up a new procurement framework, identifying the key private and voluntary sector providers with whom the Department will contract	Started	Nov 2010
ii. Run tendering process, ahead of implementation	Dec 2010	Mar 2011
iii. Prepare for rollout of a new integrated welfare to work programme, working with private and voluntary organisations	Mar 2011	Jun 2011
iv. Commence rollout of the integrated welfare to work programme nationally, ensuring no gap in provision	Jun 2011	Jun 2011
<b>2.2 Promote self-employment to unemployed people and, through the New Enterprise Allowance, give up to 10,000 unemployed people per year access to the advice and support they need to start their own business</b>		
i. Ensure that there is an effective offer from Jobcentre Plus to support unemployed people to move into self-employment, working with the Department for Business, Innovation and Skills	Started	Mar 2011
<b>MILESTONES</b>		
A. All Work Programme providers transferred to a single procurement framework	Nov 2010	
B. Tendering process completed for an integrated welfare to work programme	Mar 2011	
C. Rollout started of an integrated welfare to work programme	Jun 2011	
D. First annual data released on the number of people starting on the Work Programme	Dec 2011	

## 2. Get Britain working

(p.2 of 5)

*Introduce the Work Programme, an integrated package of personalised support to get people into work – from jobseekers who have been out of work for some time, to those who may have been receiving incapacity benefits for many years*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>2.2 Promote self-employment to unemployed people and, through the New Enterprise Allowance, give up to 10,000 unemployed people per year access to the advice and support they need to start their own business (continued)</b>		
ii. Design a programme of support, including mentoring from the voluntary and private sectors, and links with franchising, as part of the New Enterprise Allowance	Completed	-
iii. Design and establish a financial support package for would-be entrepreneurs, including those from disadvantaged groups, to access as part of the New Enterprise Allowance, once they have demonstrated the viability of their ideas. Financial support package to include a weekly allowance and small affordable loan scheme	Completed	-
iv. Develop a plan to raise awareness of self-employment opportunities including links with franchising for all jobseekers	Nov 2010	Mar 2011
v. Launch a phased rollout of self-employment support, initially in areas where the unemployment challenge is highest	Apr 2011	Apr 2011

<b>MILESTONES</b>		
E. Proposals published on mentoring and financial support for would-be entrepreneurs	Complete	
F. Mentors recruited to support would-be entrepreneurs	Sep 2011	
G. Complete rollout of self-employment support	Sep 2011	
H. Plans published to raise awareness of self-employment opportunities for the self-employed	Mar 2011	

## 2. Get Britain working

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*Introduce the Work Programme, an integrated package of personalised support to get people into work – from jobseekers who have been out of work for some time, to those who may have been receiving incapacity benefits for many years*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>2.3 Establish a network of locally led Work Clubs in community settings where people can meet, exchange skills, share experiences and receive support in finding local job opportunities</b>		
i. Determine the seed funding and local support needed from Jobcentre Plus to help voluntary organisations and community groups set up and run Work Clubs, with local businesses involved in their establishment and running	Completed	-
ii. Work with national employers to identify how they could support the growth and running of Work Clubs in the areas where they are most needed	Completed	-
iii. Local Jobcentre Plus offices begin to support the development of Work Clubs, providing practical advice and guidance, and working with interested parties to develop proposals and refer Jobcentre Plus customers	Completed	-
<b>2.4 Offer work experience placements to young unemployed people, including those from disadvantaged groups who lack experience or basic skills or face other barriers to work</b>		
i. Develop a set of proposals for work experience placements for young jobseekers, lasting up to 8 weeks, working with voluntary organisations and businesses	Started	Nov 2010
ii. Put in place a network of employers and voluntary organisations willing to provide work experience placements to young unemployed people	Dec 2010	Mar 2011
<b>MILESTONES</b>		
I. Work Clubs begin to be set up by local employers with Jobcentre Plus support	Complete	
J. Preliminary evaluation of Work Clubs completed	Aug 2011	
K. Employers and voluntary organisations begin to offer work experience placements to young unemployed people	Mar 2011	

## 2. Get Britain working

(p.4 of 5)

*Introduce the Work Programme, an integrated package of personalised support to get people into work – from jobseekers who have been out of work for some time, to those who may have been receiving incapacity benefits for many years*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>2.5 Help connect unemployed people with volunteering opportunities in their area through a new volunteering initiative called Work Together</b>		
i. Prepare local Jobcentre Plus offices to encourage all unemployed people to consider volunteering as a way of improving their employment prospects while they are looking for work	Completed	-
ii. Make changes to the Directgov website to provide jobseekers with greater access to thousands of volunteering opportunities, working with the Cabinet Office	Completed	-
iii. Expand the number of volunteering opportunities for unemployed people provided through the Directgov website, working with voluntary organisations nationwide	Completed	-
<b>2.6 Work with the Department for Business, Innovation and Skills to ensure that Jobcentre Plus, Work Programme providers, further education colleges and other training providers collaborate so that people on active benefits have access to training to find and keep work, and progress once in work. This collaboration will include work with employers to give benefit claimants access to sector-specific training (alongside work experience and guaranteed interviews brokered by Jobcentre Plus) through the proposed 'Service Academies'</b>	Started	Sep 2011

<b>MILESTONES</b>		
L. Jobcentre Plus offices support unemployed people to consider volunteering options	Complete	
M. Changes made to Directgov website	Complete	
N. First quarterly data released on the number of volunteering opportunities available for unemployed people via Directgov	Apr 2011	
O. Preliminary evaluation of Work Together completed	Aug 2011	

## 2. Get Britain working

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*Introduce the Work Programme, an integrated package of personalised support to get people into work – from jobseekers who have been out of work for some time, to those who may have been receiving incapacity benefits for many years*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>2.7 Give employment support to unemployed offenders and ex-offenders, with the providers paid by the results of getting people into work, working with the Ministry of Justice</b>		
i. Develop options, working with the Ministry of Justice, to reduce reoffending and deliver savings for the criminal justice system by giving employment support to offenders and ex-offenders, including through Work Programme providers	Started	Dec 2010
ii. Work with the Ministry of Justice in preparing for national rollout of the Work Programme, including employment support to unemployed offenders and ex-offenders, subject to further analysis of savings that will accrue to the criminal justice system	Jan 2011	Jun 2011
iii. Assess whether rehabilitation and employment providers are working together effectively to give a complete package of support to offenders and ex-offenders and deliver social return on investment, as part of the evaluation of pilot rehabilitation schemes	Jun 2011	Sep 2014
<b>MILESTONES</b>		
P. Launch approach, within the Work Programme, to provide employment support to unemployed offenders and ex-offenders, subject to further analysis of savings that will accrue to the criminal justice system	Jun 2011	
Q. Full evaluation published of rehabilitation pilots	Sep 2014	

### 3. Help tackle the causes of poverty

*Develop a welfare system that recognises work as the primary route out of poverty and reduces the number of children in workless households. Introduce a new child poverty strategy focused on eradicating child poverty by 2020*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>3.1 Support more lone parents into work</b>		
i. Move lone parents who are capable of work whose youngest child is 7 or over onto Jobseeker's Allowance, as an interim measure before extending the scheme to lone parents with children of school age	Started	Apr 2011
ii. Introduce the Welfare Reform Bill to extend Jobseeker's Allowance to those lone parents whose youngest child is 5 or over	Jan 2011	Jan 2011
iii. Introduce Jobseeker's Allowance for lone parents whose youngest child is 5 or over	Dec 2011	Jul 2012
<b>3.2 Contribute to the cross-government work tackling child poverty</b>		
i. Develop a new child poverty strategy, taking account of the conclusions of the Field Review, working with HM Treasury and the Department for Education	Started	Mar 2011
<b>3.3 Amend the child maintenance system</b>		
i. Consider the scope of existing plans for child maintenance and assess future delivery	Started	Feb 2011
ii. Revise strategy and implementation plan for changes to child maintenance	Feb 2011	Jun 2012
iii. Implement revised strategy to continue amendments to the child maintenance system	Jul 2012	Jul 2014

<b>MILESTONES</b>		
A. Welfare Reform Bill introduced		Jan 2011
B. Jobseeker's Allowance introduced for lone parents whose youngest child is 7 or over		Apr 2011
C. First Child Poverty Strategy published		Mar 2011
D. Jobseeker's Allowance introduced for lone parents whose youngest child is 5 or over		Jul 2012
E. Reforms of child maintenance completed		Jul 2014

**4. Pensions reform**  
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*Provide decent State Pensions, encourage employers to provide high quality pensions and make automatic enrolment and higher pension saving a reality. Phase out the default retirement age to allow more flexibility around retirement*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>4.1 Restore the earnings link for the basic State Pension</b>		
i. Restore the earnings link for the basic State Pension, with a 'triple guarantee' that pensions are raised by the highest of earnings, prices or 2.5%	Started	Apr 2011
ii. Increase the standard minimum guarantee so that most Pension Credit recipients see the full cash rise in basic State Pension from April 2011, as announced in the June 2010 Budget	Started	Apr 2011
iii. Focus resources for Pension Credit on those with lowest incomes by freezing the savings credit maximum in cash terms over the period of the Spending Review	Apr 2011	Apr 2014
<b>4.2 Make enrolment into pension schemes automatic, working with the industry</b>		
i. Review the scope and existing plans for automatic enrolment and the National Employment Savings Trust (NEST, formerly 'Personal Accounts') including assessment of alternative delivery models	Completed	-
ii. Consider the impact of the review on existing plans for automatic enrolment and on NEST	Completed	-
iii. Prepare to implement auto-enrolment into pension schemes for low and middle-earners	Nov 2010	Oct 2012

<b>MILESTONES</b>		
A. Review published of auto-enrolment and changes to NEST	Complete	
B. Re-link the basic State Pension to earnings	Apr 2011	
C. Increase the standard minimum guarantee for Pension Credit recipients for April 2011	Apr 2011	
D. Start delivery of auto-enrolled pensions for low and middle earners	Oct 2012	

## 4. Pensions reform

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*Provide decent State Pensions, encourage employers to provide high quality pensions and make automatic enrolment and higher pension saving a reality. Phase out the default retirement age to allow more flexibility around retirement*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>4.3 Review the regulatory framework for pensions, encouraging employers to offer high quality pensions to all employees and removing unnecessary rules and regulations</b>		
i. Modernise rules on disclosure of information to pension scheme members	Started	Dec 2010
ii. Review the rules on employer debt incurred from pension schemes	Started	Oct 2011
iii. Consult on abolishing contracting out from the State Pension for defined contribution pension schemes	Completed	-
iv. Develop detailed proposals and legislate, if necessary, to abolish contracting out for defined contribution pensions	Nov 2010	Apr 2012
<b>4.4 Increase the State Pension Age to 66</b>		
i. Develop Government's response to call for evidence launched in June 2010 on the timing of the increase in State Pension Age to 66	Completed	-
ii. Develop legislation to increase the State Pension Age increasing women's State Pension Age to 65 more quickly between April 2016 and November 2018, then from December 2018 increasing State Pension Age to reach 66 by April 2020	Nov 2010	Dec 2010
iii. Introduce the Pensions and Savings Bill to implement changes to the State Pension Age	Jan 2011	Jan 2011
<b>MILESTONES</b>		
E. Conclusions published on timing of increase in State Pension Age to 66	Complete	
F. Pensions and Savings Bill introduced	Jan 2011	
G. Review published on rules on employer debt incurred from pension schemes	Oct 2011	
H. Contracting out abolished for defined contribution pension schemes	Apr 2012	



## 5. Achieve disability equality

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*Improve equality by promoting work for disabled people, developing new ways to deliver Access to Work and introducing Work Choice to provide employment support for disabled people facing the greatest barriers. Support more independent living for those who face the greatest barriers and cannot work*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>5.1 Improve the work opportunities of disabled people with the greatest barriers to employment through Work Choice training and support</b>		
i. Agree contracts for Work Choice programme	Completed	-
ii. Launch the Work Choice programme	Completed	-
<b>5.2 Reform Access to Work, so disabled people can apply for jobs with funding already secured for any adaptations and equipment they will need</b>		
i. Design changes to reform Access to Work	Started	Dec 2010
ii. Determine implementation plan, working with existing providers	Jan 2011	Apr 2011
<b>5.3 Introduce the 'Right to Control' in seven locations, giving disabled people the right to have specific services arranged on their behalf or to commission services and purchase equipment directly by taking a cash payment</b>		
i. Draft regulations for the Right to Control and lay them before Parliament	Started	Dec 2010
ii. Run Right to Control pilots	Dec 2010	Dec 2012
iii. Evaluate the Right to Control pilots and prepare interim report	Dec 2010	Sep 2011
iv. Evaluate the Right to Control and prepare final report	Jan 2013	Sep 2013
<b>5.4 Ensure carers receive the right employment support, working with the Department for Business, Innovation and Skills to extend flexible working opportunities and support into work those who wish to seek paid employment</b>	Started	Apr 2011

<b>MILESTONES</b>		
A. Work Choice programme launched	Complete	
B. First biannual data published on the number of people receiving the Right to Control	Apr 2011	
C. Reforms introduced to Access to Work	Apr 2011	
D. Right to Control pilots completed	Dec 2012	

## 5. Achieve disability equality

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*Improve equality by promoting work for disabled people, developing new ways to deliver Access to Work and introducing Work Choice to provide employment support for disabled people facing the greatest barriers. Support more independent living for those who face the greatest barriers and cannot work*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>5.5 Support the Department for Culture, Media and Sport to deliver highly accessible Olympic and Paralympic Games that leave a lasting legacy for disabled people</b>		
i. Review affordable legacy options for disabled people through 2012 Games organisers, sponsors, government and third sector partners	Started	Jan 2011
ii. Establish a small action group of disabled people and organisations to review opportunities identified and provide feedback	Started	Jan 2011
<b>5.6 Reform Disability Living Allowance (DLA), ensuring fair access to benefits</b>		
i. Develop proposals to reform DLA, including objective assessments in line with the June 2010 Budget	Completed	-
ii. Consult on DLA reform proposals	Nov 2010	Feb 2011
iii. Introduce the Welfare Reform Bill to reform DLA	Jan 2011	Jan 2011
iv. Draft secondary legislation to reform DLA and lay it before Parliament	Jan 2012	Apr 2013

<b>MILESTONES</b>		
E. Announce revised legacy priorities for the 2012 Olympic Games		Jan 2011
F. Proposals published for the reform of DLA		Nov 2010
G. Welfare Reform Bill introduced		Jan 2011
H. Secondary legislation in force to reform DLA		Apr 2013

## 5. Achieve disability equality

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*Improve equality by promoting work for disabled people, developing new ways to deliver Access to Work and introducing Work Choice to provide employment support for disabled people facing the greatest barriers. Support more independent living for those who face the greatest barriers and cannot work*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>5.7 Remove payment of mobility component in Disability Living Allowance for all state funded residents in care homes after 28 days (and abolishing motability extension for hospital in-patients)</b>		
i. Draft instructions for primary legislative change as part of Welfare Reform Bill	Started	Dec 2010
ii. Introduce the Welfare Reform Bill	Jan 2011	Jan 2011
iii. Draft instructions for legislative changes to regulations	Jan 2012	Apr 2012
iv. Ensure relevant changes to guidance are made, communicate change	Apr 2012	Jul 2012
<b>5.8 Reform the Independent Living Fund (ILF) to provide those disabled people who face the greatest barriers with sustainable funding for independent living</b>		
i. Consult on the ILF, working with the Department of Health, the Department for Communities and Local Government and devolved administrations	Mar 2011	May 2011
ii. Consult on the future of the ILF for the period up to April 2015	Jun 2011	Apr 2015
<b>5.9 Introduce extra support for disabled people who want to become MPs, councillors or other elected officials</b>	Started	Apr 2011

<b>MILESTONES</b>		
I. Proposals published for the reform of DLA		Nov 2010
J. Welfare Reform Bill introduced		Jan 2011
K. Launch Access to Elected Office strategy		Apr 2011

**6. Improve our service to the public**  
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*Continue to deliver an excellent service to the public, improving its speed, ease and efficiency*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>6.1 Save money by making online services our preferred channel</b>		
i. Move Jobseeker's Allowance online	Started	Dec 2010
ii. Move State Pension applications online	Started	Jun 2011
iii. Put benefit advice and make common benefits enquiries available online	Started	Jan 2012
iv. Introduce automated end-to-end processing of applications, enquiries and changes of circumstance for all benefits, beginning with Jobseeker's Allowance	Jun 2011	Oct 2012
v. Increase the proportion of Jobseeker's Allowance claims made online to 80%	Jun 2011	Sep 2013
<b>6.2 Improve the quality of contact with the Department and its agencies</b>		
i. Introduce telephony self-service to provide automated answers to queries	Started	Sep 2011
ii. Reduce follow-on queries from the 80 million automated letters issued each year	Started	Sep 2011

<b>MILESTONES</b>		
A. Jobseeker's Allowance online launched nationwide		Dec 2010
B. State Pension online launched nationwide		Jun 2011
C. First annual data released on Jobseeker's Allowance and State Pension applications completed online		Jun 2011 Sep 2011
D. New single telephony network introduced in Jobcentre Plus		Sep 2011
E. Measures in place to reduce follow-on queries from automated letters		



**6. Improve our service to the public**  
(p.3 of 3)

*Continue to deliver an excellent service to the public, improving its speed, ease and efficiency*

<b>ACTIONS</b>	<b>Start</b>	<b>End</b>
<b>6.6 Respond to the recommendations of Lord Young’s review of health and safety, ‘Common Sense, Common Safety’</b>		
i. Develop and publish proposals to change the culture of health and safety	Nov 2010	Jan 2011
ii. Eradicate unnecessary health and safety bureaucracy:		
a. Introduce a simplified risk assessment forms for low hazard workplaces	Started	Dec 2010
b. Launch periodic checklists for use by low risk voluntary organisations	Started	Mar 2011
c. Produce clear guidance for small and medium sized businesses engaged in lower risk activities	Started	Jun 2011
iii. Establish a web based directory of accredited health and safety consultants based on a minimum professional standard	Started	Jan 2011
iv. Consult on proposals on consolidation of health and safety legislation and on the operation of current regulations, including consultation on:		
a. The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations	Jan 2011	Apr 2011
b. A draft voluntary code of practice to replace the current Adventure Activities Licensing Authority regime	May 2011	Aug 2011
c. Consolidation of the current raft of health and safety legislation into a single set of accessible regulations	Mar 2011	Jul 2011

<b>MILESTONES</b>		
H. Series of interactive risk assessment forms launched		Dec 2010
I. Web based directory of accredited health and safety consultants goes live		Jan 2011
J. Commence consultations on health and safety legislation and on the operation of current regulations		Jan 2011
K. Proposals published on how Government will change the health and safety culture		Jan 2011

## D) Departmental expenditure

This section sets out how the Department is spending taxpayers' money as clearly and transparently as possible.

We have included a table to show the Department's planned expenditure over the Spending Review period, as agreed with the Treasury. It is split into money spent on administration (including the cost of running departments themselves), programmes (including the frontline), and capital (for instance new buildings and equipment). As soon as possible, we will include the proportion of this expenditure that goes to the voluntary and community sector and to small businesses.

By April 2011, each department will also publish a bubble chart setting out in detail how its settlement will be allocated for the 2011/12 financial year, across its key programmes and activities.

# Table of spending for 2011/12 to 2014/15

This section sets out the department's planned expenditure over the Spending Review period, as agreed with the Treasury.

£bn <sup>1 2 3</sup>	Baseline 2010/11	2011/12	2012/13	2013/14	2014/15
<b>Total departmental expenditure allocation</b>	7.0	7.8	7.7	7.8	7.8
<i>Administration spending<sup>4</sup></i>	1.5	1.5	1.3	1.2	1.1
<i>Programme spending<sup>4</sup></i>	5.2	6.1	6.1	6.3	6.5
<i>Capital spending</i>	0.2	0.2	0.3	0.4	0.2
<i>Spend on voluntary and community sector (%)<sup>5</sup></i>	Data to be confirmed				
<i>Value of contracts to small and medium sized enterprises (%)<sup>5</sup></i>	Data to be confirmed				

1. Detailed breakdown of these budgets will be published by April 2011

2. Excludes departmental Annually Managed Expenditure

3. Numbers may not sum due to rounding

4. Excludes depreciation

5. To be confirmed at the end of each financial year

# Common areas of spend

The indicators below will help the public to judge whether the Department is being run efficiently, and can be compared across departments.

Indicators
<b>Overall:</b>
Cost of operating the Department (including procurement, employment cost and property) over time and against projected cost
Number of employees, including breakdown by job type, seniority and their contract type (full time/part time)
Cost of corporate services (including human resources, finance, information and communications technology, communications, procurement) as a percentage of the cost of operating the department
<b>On 3<sup>rd</sup> party spend:</b>
Property cost per square metre and per employee
Cost of standard desktop computer per employee and number of electronic devices (laptops, desktops, mobile phones etc.) per employee
Value of major areas of spending (office products, travel etc.)
Number and value of major government projects and whether they will be delivered on time and to budget

## E) Transparency

Greater transparency across government is at the heart of our commitment to enable the public to hold politicians and public bodies to account, to reduce the deficit and deliver better value for money in public spending.

This section will set out the information that will enable users of public services to choose between providers, and taxpayers to assess the efficiency and productivity of public services, holding them more effectively to account. By publishing a wide range of indicators, we will enable the public to make up their own minds about how departments are performing. We will use transparency to facilitate the choice and democratic accountability which will replace top-down targets and micromanagement.

All the data in this section will be made available free of charge, and we will regularly review whether our published data meets the needs of the public.

This section is published in draft until April 2011 to allow for further consultation.

# Information Strategy (p.1 of 2)

Information is at the heart of everything we do in the Department for Work and Pensions. Across the Department, we use information daily to help shape our strategic direction, inform policy development, deliver our services and tell us how well we are doing. We use it to help people move into work, to tackle poverty, to get Britain saving, to help achieve disability equality and to promote health and safety at work. We also use it to inform the decisions we reach about customers' pension and benefit claims and to support fraud investigations and prosecutions.

We will build on an already strong record of openness to be more transparent in everything we do, with transparency a key operating principle for the Department. We will ensure our customers and the general public see more of the information we use to define our service delivery, the impact that our programmes and activities are having and how efficient and effective we are being. This will help our ongoing work to improve our efficiency and effectiveness. We will actively support Government aspirations for democratic accountability, transparency of publication, contestability and choice.

The Department already makes a significant amount of information about our service delivery available publicly. We release an extensive range of detailed statistics about people who receive financial support through benefits and state pensions, and those who are helped to find work through its employment and training programmes. We publish regular statistics on poverty, income equality and on fraud and error in the benefits' system. Much of this information is available for local authorities and parliamentary constituencies and, in some cases, lower geographical levels.

We also publish a range of indicators on the performance of our delivery businesses, including claims processing, customer and employer satisfaction and labour market services.

## Information Strategy (p.2 of 2)

We make a range of other information available through our Departmental website. This includes benefit expenditure data; policy publications explaining how we take forward Government plans; corporate publications about how we are functioning as a department; and consultation exercises to obtain public views and feedback on legislative and other issues. We also publish a significant body of research, which, together with our statistical output, is a key element in providing the evidence needed to inform departmental strategy, policymaking and delivery.

### Increasing transparency

Across DWP we have recently published 130 datasets through data.gov.uk, as well as the names, grades and salaries of senior civil servants at Pay Bands 2–4, together with a DWP Organogram, and published data covering historic spend from the Combined Online Information System. We are planning to publish figures on items of expenditure over £25,000 from November 2010, as well as product and service tendering documentation and all DWP contracts over £10,000 from January 2011.

All work to further enhance openness and transparency across the Department is being championed by Gill Aitken, Director General of Legal Services: [gill.aitken@dwp.gsi.gov.uk](mailto:gill.aitken@dwp.gsi.gov.uk).

We are looking critically at how we can improve the value of available information. Whilst we and our arms length bodies and delivery chain are committed to releasing as much data as possible, we recognise that gaps may exist. Pending the introduction of the proposed Right to Data legislation in the Freedom Bill, requests by the public for the release of additional datasets can be made in several ways, via data.gov.uk, the OPSI Public Sector Information unlocking service and the DWP website.

# Input indicators

The indicators set out in this section are just a subset of the data gathered by the Department which will be made transparently available as outlined in the Information Strategy.

The Department will adopt the following input indicators:

<b>Input indicator</b>	<b>When will publication start?</b>	<b>How often will it be published?</b>	<b>How will this be broken down?</b>
Total spend on the Work Programme*	September 2012	Annually	By provider
Unit cost of Jobcentre Plus labour market support per customer	April 2011	Annually	By benefit type
Labour Market productivity measure	As above	Annually	Nationally
Processing cost per new claim for Jobseeker's Allowance	As above	Annually	Nationally
Cost of maintaining each existing claim for Jobseeker's Allowance	As above	Annually	Nationally
Cost of processing each new claim for Employment and Support Allowance	As above	Annually	Nationally
Cost of processing each new claim for Income Support	As above	Annually	Nationally
Cost of maintaining each existing claim for Income Support	As above	Annually	Nationally
Cost of maintaining each existing claim for Basic State Pension	As above	Annually	Nationally
Cost of maintaining each existing claim for Pension Credit	As above	Annually	Nationally
Cost of processing each new claim for Disability Living Allowance	As above	Annually	Nationally
Overall Department for Work and Pensions productivity measure	As above	Annually	Nationally

\* The Department will be in a position to publish a unit cost per sustained job on the Work Programme once the programme has stabilised after around 24 months

# Impact Indicators

Our impact indicators are designed to help the public to judge whether our policies and reforms are having the effect they want. Further detail on these indicators can be found in our full list of datasets. The Department will adopt the following indicators:

Impact indicator	When will publication start?	How often will it be published?	How will this be broken down?
Work Programme: number of sustained job entries through the Work Programme*	September 2012	Quarterly	By provider
Rate of people moving from out of work benefits into employment	April 2011	Quarterly	By Jobcentre Plus district and by benefit
Number of people on out of work benefits	Already published	Quarterly	By benefit, customer group, including disadvantaged groups, and by local authority
Number of people passing through the Work Capability Assessment	As above	Annually	By level of work-readiness
Total cost to the taxpayer of fraud and error for benefit claims	As above	Half-yearly	Nationally
Proportion of children living in workless households	As above	Annually	Nationally
Rate of pensioner poverty	As above	Annually	By region
Number of employees in a pension scheme sponsored by their employer	As above	Annually	Nationally
Average age people stop working	As above	Quarterly	Nationally
Rate of disability poverty	As above	Quarterly	Nationally
Gap between the employment rates for disabled people and the overall population	As above	Quarterly	By region
Public opinion of DWP service levels	As above	Quarterly	Nationally

\* Once the Work Programme has stabilised, after around 24 months, the Department will be in a position to measure and publish the additional benefit savings generated by the Work Programme

## Other data (p.1 of 2)

We will publish a full range of datasets and our full departmental organogram on our website [www.dwp.gov.uk/docs/dwp-org-charts.pdf](http://www.dwp.gov.uk/docs/dwp-org-charts.pdf)

We have highlighted key data, which will be particularly useful to help people to judge the progress of structural reforms, and help people to make informed choices, under three headings:

- 1. Data that will help people to judge the progress of structural reforms:**
  - Number of people starting on the Work Programme, by provider
  - Number of volunteering opportunities on Directgov available for unemployed people, by region
  - Number of IB recipients reassessed, nationally
  - Number of disabled people receiving the Right to Control, by location
  - Proportion of Jobseeker's Allowance and state pension applications completed online

## Other data (p.2 of 2)

### 2. Data which will help people make informed choices:

- Incomes and circumstances of UK private households by neighbourhood
- Poverty rates, the income distribution and income inequality, by customer group and by region
- Indicators of progress towards disability equality

### 3. Other key data:

- The DWP Tabulation Tool allows users to create their own detailed tables using the National Database that underpins DWP administrative caseload and client statistics  
<http://research.dwp.gov.uk/asd/index.php?page=tabtool>
- National Statistics  
[www.statistics.gov.uk/hub/labour-market/index.html](http://www.statistics.gov.uk/hub/labour-market/index.html)
- National statistics geographic breakdowns  
[www.nomisweb.co.uk/default.asp](http://www.nomisweb.co.uk/default.asp)  
[www.neighbourhood.statistics.gov.uk](http://www.neighbourhood.statistics.gov.uk)
- Publications and research are available publicly via:  
[www.dwp.gov.uk/publications](http://www.dwp.gov.uk/publications)