





Aim, objectives and Departmental structure

Aim

The Department for Work and Pensions was created in June 2001 to deliver the Government's welfare reform agenda through a radical and far-reaching programme of change. The Department's aim is **to promote opportunity and independence for all**.

Objectives

The Department's objectives are:

- to sustain a higher proportion of people in work than ever before, whilst providing security for those who cannot work;
- to halve child poverty within a decade and to eliminate it within a generation;
- to combat poverty and promote security and independence in retirement for today's and future pensioners; and
- to modernise welfare delivery so as to improve the accessibility, accuracy and value for money of services to customers, including employers.

Effective from 1 April 2003 the Department has a new objective – agreed under the *Spending Review 2002* settlement – which is:

- to improve the rights and opportunities for disabled people in a fair and inclusive society.

The Department's Public Service Agreement targets, set out in detail in Appendix Two, are based on these objectives. The Department has developed delivery

strategies for each target. The strategies outline the delivery of specified outputs through the Department's Executive Agencies and business partners and by other government departments and external partner organisations.

Delivering these priorities whilst continuing to maintain and improve its day to day operations amounts to an ambitious programme of work for the Department. It is therefore important that the Department is organised in a way that enables effective delivery strategies to be developed and implemented.

Organisation

The Department's strategies for delivering Ministers' policy objectives and outcomes are designed in five programmes. Three reflect the Department's principal customer groups: children, people of working age and pensioners. The fourth reflects the special needs of people with disabilities – who feature in each of the principal customer groups – and carers. The fifth programme covers the Department's cross-cutting services, for example human resources, finance and provision of information technology (IT) infrastructure. Delivery of its priorities is the responsibility of all parts of the Department working together. The specific responsibilities of senior managers summarised below are set out in the Department's Departmental Framework and show how all parts of the Department are accountable for successful delivery:

- **Client Directors:** are accountable for specifying the outcomes to be provided for each group of customers; determining the strategy; the nature of the services needed to deliver it; agreeing who should be responsible for delivery; securing, prioritising and agreeing operational performance targets and budgets; and monitoring delivery performance and compliance.
- **Chief Executives:** are accountable for delivering specified outcomes to their defined customer group; for ensuring that their individual businesses operate as efficiently as possible; for managing resources efficiently and effectively in order to maximise performance and value for money in line with agreed targets; for promoting performance and customer service improvements in delivery operations; for identifying and managing risks within the business; and monitoring performance against agreed targets.
- **Group Directors:** are accountable for the effective management of the Department's key resources; in consultation with colleagues they are responsible for developing and maintaining an appropriate allocation of responsibilities between the corporate centre and individual directorates and businesses. As Head of Profession they also carry a responsibility for the professional standards to which the function is delivered.

Departmental Values

Central to the achievement of the Department's Public Service Agreement

(PSA) targets are the Department's people. Although there are a number of different businesses within the Department, all our staff work to a common set of Values. These are customer focused, embrace diversity and aim to ensure that everyone throughout the organisation is:

- **ACHIEVING THE BEST** – by meeting high standards, delivering consistently and improving our performance;
- **RESPECTING PEOPLE** – by treating our customers and each other with respect, welcoming diversity, valuing others' ideas and responding fairly to individual needs;
- **MAKING A DIFFERENCE** – by supporting, challenging and inspiring customers to improve their lives and helping each other to make a difference; and
- **LOOKING OUTWARDS** – by working with others and learning how to get better at what we do.

These shared Values:

- create a sense of belonging, unity and identity;
- inspire and guide behaviours that lead to success;
- provide people with clear signals about what is needed in the future;
- define what is distinct about the Department;
- foster agreement about how each of the Department's customers will be treated; and
- create a common leadership style.



Leadership

The Secretary of State and his Ministers work closely with officials in setting a clear strategic direction for the Department, evaluating what works and monitoring performance. Clear leadership is provided by the Permanent Secretary and his Executive Team (client directors, chief executives of the larger businesses, and group directors) who act collectively in the overall management of the Department, articulating its strategies and managing the delivery and the use of resources through robust planning, performance and governance. The Departmental Board supports the Permanent Secretary by reviewing and challenging strategies and delivery.