

Annex Three

Guide to the DWP business

DWP mission statement

The Department for Work and Pensions exists to promote **opportunity and independence for all**. We provide help to individuals and support the country's economic growth and social cohesion.

The Department **helps individuals** to achieve their potential through employment, to provide for themselves, their children and their retirement. We work with others to combat **poverty**, both of aspiration and outcome.

Introduction

1. The Department for Work and Pensions was created in June 2001. Its core functions are to:

- get people into work and improve the functioning of the labour market. Two million more people are employed than in 1997;
- alleviate poverty and support people who cannot work by paying benefits, and by raising the living standards and improving the quality of life of children and families, of pensioners and of severely disabled people;
- organise and manage the payment of benefits and pensions to those eligible to receive them while reducing fraud and error within the system. The Department had stewardship of more than £112 billion of public expenditure in 2003/04;
- provide a high-quality service to 20 million customers, working with other organisations, and based on a strong understanding of customers' needs; and

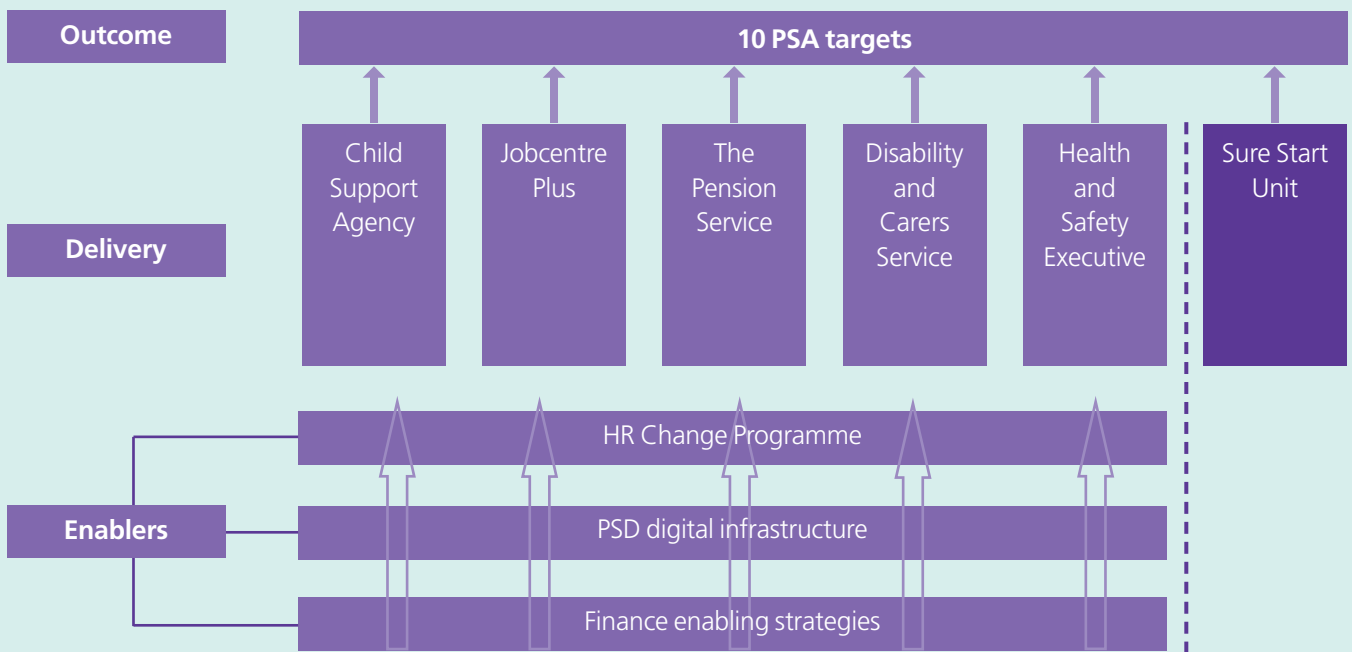
- influence behaviours and attitudes to promote individual empowerment, both in future employment and in saving for retirement.

2. In delivering these core functions, we are achieving these key objectives:

- ensure the best start for all children and end child poverty by 2020;
- promote work as the best form of welfare for people of working age, while protecting the position of those in greatest need;
- combat poverty and promote security and independence in retirement for today's and tomorrow's pensioners;
- improve rights and opportunities for disabled people in a fair and inclusive society; and
- ensure customers receive a high-quality customer service, including high levels of accuracy.



3. Our strategy is delivered through our client-group structures and core businesses.



PSA = Public Service Agreement
 HR = Human Resources
 PSD = Programme and Systems Delivery

4. This document sets out the role of our businesses in delivering outcomes on the ground:

- Working with a range of partners, **Jobcentre Plus** promotes work as the best form of welfare, helping unemployed and economically inactive people of working age move closer to the labour market and compete effectively for work, while providing appropriate help and support for those without work.
- The aim of **The Pension Service** is to combat poverty and promote security and independence in retirement for today's and future pensioners.
- The aim of the **Child Support Agency** is to deliver a professional, efficient and sensitive child support service that plays its part in ensuring that children whose parents do not live together are financially supported.
- The **Disability and Carers Service** is committed to providing financial support to disabled people and their carers.
- The **Health and Safety Commission and Executive's** vision is to gain recognition for health and safety as a cornerstone of civilised society and, with that, achieve a record of workplace health and safety that leads the world.
- **The Rent Service** aims to be England's leading provider of impartial, professional rental valuation services that are fair to our customers and other stakeholders.
- **The Appeals Service** aims to provide all users of its service with a modern, professional and prompt service which gives customers an impartial re-examination of decisions under appeal.

Part 1

Jobcentre Plus

5. Jobcentre Plus is an executive agency of DWP, and was launched in April 2002.

Size and location

6. Jobcentre Plus is a national organisation covering Great Britain and, in April 2004, employed approximately 80,000 people (whole-time equivalent [WTE]), in around 1,400 locations, including Jobcentres, social security offices and over 500 newly integrated Jobcentre Plus offices. It also delivers services through new channels, including telephone contact centres for individual customers looking for work or claiming benefit and for employers looking to fill vacancies. Jobcentre Plus also offers the largest internet job bank in Europe, matching employers needing candidates with jobseekers without work.

7. In each working day, Jobcentre Plus:

- receives up to 13,000 vacancies;
- conducts up to 36,000 work-focused interviews;
- helps 4,800 people into jobs (including over 400 lone parents and over 120 incapacity benefit customers);
- pays more than £100 million in working-age benefits; and
- Invests £3.35 million with contractors in the private, public and voluntary sectors for the delivery of services to its customers.

Aims and objectives

8. Jobcentre Plus aims to provide work for those who can, and support for those who can't, by:

- helping disadvantaged people into work, as a route out of poverty;
- providing financial support as a safety net for people of working age while they are out of work;
- addressing inequalities of opportunity;
- protecting the integrity of the benefit system; and
- working with employers and partners to address market failure in the labour market.

9. All these activities underpin the Department for Work and Pensions' purpose of promoting 'opportunity and independence for all'.

Part 2

The Pension Service

10. The Pension Service is an executive agency, and was established in April 2002.

11. The Pension Service provides a unified, modern service to pensioners. This includes a national service delivered through a network of pension centres, delivering services such as the administration of State Pension and Pension Credit. There are also specialist centres delivering services such as Winter Fuel Payments, overseas pensions and pension forecast information to future pensioners. The pension centres primarily deal with customers over the telephone. In addition, there is a network of local services that works with other organisations, such as local authorities, to provide a more joined-up, face-to-face service in the community to pensioners who are unable to use the telephone.

Size and location

12. The Pension Service currently employs approximately 17,000 whole time equivalent staff in a range of locations across Great Britain.

Aims and objectives

13. The aim of The Pension Service is to combat poverty and promote security and independence in retirement for today's and future pensioners.

14. To achieve this, in line with departmental goals, The Pension Service's objectives are:

- for today's pensioners, to reduce pensioner poverty and ensure they benefit from having saved;
- for future pensioners, to deliver products and services that encourage people to save for retirement, through the private sector where possible;
- to deliver a more effective and customer-driven service; and

- for our people, to achieve high levels of satisfaction and build an organisation that enables them to continuously learn and grow and deliver the required business results.

Part 3

Child Support Agency

15. The Child Support Agency is an executive agency established in April 1993. It contributes to the Government's aims of eradicating child poverty and modernising welfare delivery.

Size and location

16. In April 2004, the Child Support Agency employed over 12,000 WTE staff in a network of offices across Great Britain and in Northern Ireland.

Aims and objectives

17. The aim of the Child Support Agency is to deliver a professional, efficient and sensitive child support service which plays its part in ensuring that children whose parents do not live together are financially supported.

18. To achieve this, the Child Support Agency's objectives are to:

- deliver child support reform, primarily through the operation of a new child support scheme⁴⁷ introduced for new cases in March 2003, and the transfer of existing cases to the new scheme when ministers are satisfied that the new arrangements are working well;
- provide prompt and accurate maintenance calculations and secure regular, reliable payment of maintenance; and
- increase the proportion of parents with care on Income Support and income-based Jobseeker's Allowance who receive maintenance for their children to 65 per cent by March 2008.

Part 4

Disability and Carers Service

19. The Disability and Carers Service has responsibility for the delivery to customers of Disability Living Allowance, Attendance Allowance, Carer's Allowance and the Vaccine Damage Payments Scheme. The Disability and Carers Service has recently been granted executive agency status and has launched a substantial modernisation programme that will lead to improvements in customer service and efficiency. As an executive agency, the Disability and Carers Service will continue to be responsible for the delivery of these benefits to disabled people and their carers, and for links with other executive agencies.

Size and location

20. In April 2004, the Service employed around 7,500 WTE staff nationally in the following locations:

- 11 Disability Benefit Centres, located in Birmingham, Bootle, Bristol, Cardiff, Edinburgh, Glasgow, Leeds, Manchester, Newcastle, Sutton and Wembley;
- the Disability Benefit Unit in Blackpool; and
- the Carer's Allowance Unit and the Vaccine Damage Payment Unit in Preston.

21. In 2003/04, the Disability and Carers Service decided 858,000 claims for Disability Living Allowance and Attendance Allowance and 226,000 claims for Carer's Allowance, and handled 109,000 appeals. 4.1 million disabled people received over £11 billion in Disability Living Allowance and Attendance Allowance, and 620,000 carers received over £1 billion in Carer's Allowance.

⁴⁷ The new, radically simpler child support scheme will enable the Child Support Agency to make prompt, accurate maintenance calculations, preventing the build-up of arrears from the outset of an application and getting maintenance flowing within weeks of an application rather than months.

Aims and objectives

22. The Disability and Carers Service is committed to providing financial support to disabled people and their carers through a service that is:

- personal and responsive – a service that is tailored to the needs of the individual, responsive, and understanding of their situation;
- consistent and reliable – those with the same needs get the same help; decisions are less likely to change when disputed;
- controlled and professional – transparency of process for the customer, consistency of service and administered by staff who are perceived as professional, fair and unbiased by customers; and
- a customer-focused and efficient system delivering disability and carers' benefits.

23. To deliver these aims, the Disability and Carers Service's objectives are to:

- deliver a positive customer experience, providing an accessible and quality service that meets diverse needs and special circumstances;
- deliver improved quality and greater consistency in performance, protecting programme spend whilst contributing to the Department's lower staffing levels;
- transform service delivery, increasing efficiency, making more effective use of technology and achieving improved relationships with partners; and
- improve the experience of our people, creating a more professional service and introducing externally-validated accreditation standards.

Part 5

The Health and Safety Commission and Executive

24. The Health and Safety Commission and the Health and Safety Executive are non-departmental public bodies sponsored by DWP. The Secretary of State for Work and Pensions appoints the Health and Safety Commission to administer the Health and Safety at Work etc Act 1974. The Health and Safety Commission's primary function is to make arrangements to secure the health, safety and welfare of people at work, and the health and safety of members of the general public who may be affected by work activities. The Commission's work includes proposing new laws and standards, conducting research and providing information and advice.

25. The Health and Safety Executive assists the Commission in its functions. Together with local authorities, it regulates health and safety at work, including enforcing health and safety law, investigating accidents, issuing licences, approving standards in particularly hazardous areas and commissioning research. The Health and Safety Executive performs its functions on behalf of the Crown and its staff are civil servants.

Size and location

26. The Health and Safety Executive has headquarters in both London and Bootle, with over 20 regional offices spread throughout Great Britain. The Executive has around 4,030 WTE staff, including staff of the Health and Safety Laboratory.

Aims and objectives

27. Health and Safety Commission/Executive's vision is to gain recognition for health and safety as a cornerstone of civilised society and, with that, achieve a record of workplace health and safety that leads the world.

28. Health and Safety Commission/Executive's mission is to work with the local authorities to protect people's health and safety by ensuring risks in the changing workplace are properly controlled.

29. Health and Safety Commission/Executive's continuing aims are to:

- protect people by providing information and advice, promoting and assuring a goal-setting system of regulation, undertaking and encouraging research and enforcing the law where necessary;
- influence organisations to embrace high standards of health and safety and to recognise the social and economic benefits;
- work with business to prevent catastrophic failures in major hazard industries; and
- seek to optimise the use of resources to deliver our mission and vision.

30. Health and Safety Commission/Executive's new aims are to:

- develop new ways to establish and maintain an effective health and safety culture in a changing economy, so that all employers take their responsibilities seriously, the workforce is fully involved and risks are properly managed;
- do more to address the new and emerging work-related health issues;
- achieve higher levels of recognition and respect for health and safety as an integral part of a modern, competitive business and public sector, and as a contribution to social justice and inclusion; and
- exemplify public sector best practice in managing our resources.

Part 6

The Rent Service

31. The Rent Service was established as an executive agency of the Department of the Environment, Transport and the Regions in October 1999, bringing together the work of rent officers formerly carried out by local authority-based units. The Rent Service transferred to the Department for Work and Pensions on 1 April 2004, but retains its status as an executive agency. The Rent Service operates only across England, and there are separate organisations for rent officer functions linked to the Scottish Executive and Welsh Assembly for those countries.

32. The main focus of the work is to provide a rental valuation service for Housing Benefit purposes, including:

- establishing a range of rental determinations, including local reference rents and single room rents; and
- setting Local Housing Allowances in support of the Government's reform agenda for Housing Benefit, starting in nine pathfinder areas.

33. In addition, The Rent Service provides fair rent valuations for landlords and tenants and provides advice to a range of customers and stakeholders within the public and private sectors.

Size and location

34. In April 2004, The Rent Service employed approximately 800 WTE staff, based in 33 offices across England. This reflects a significant rationalisation of the office network since the creation of The Rent Service as an independent agency in 1999.

35. The headquarters office is in London. Operational staff are linked to three regional bases – Northern Region, South and Midlands Region, and London and East Region.

Aims and objectives

36. The Rent Service aims to be England's leading provider of impartial, professional rental valuation services that are fair to our customers and other stakeholders. This aim contributes to the main Housing Benefit/Local Housing Allowance objective of the Department for Work and Pensions, which is to ensure customers receive a high-quality service, including high levels of accuracy, and to the Office of the Deputy Prime Minister's strategic housing priority, which is to ensure that people have decent places to live by improving the quality and sustainability of local environments and neighbourhoods, reviving brownfield land and improving the quality of housing.

37. The key business priorities for the year 2004/05 are to:

- achieve key performance targets;
- support the Housing Benefit reform pathfinders;
- develop the website and web-based applications;
- expand the remote working scheme;
- continue to invest in learning and development;
- reduce sickness absence; and
- expand reward and recognition schemes.

38. In carrying out these tasks, The Rent Service works in line with its core values of being:

Trustworthy: acting with integrity and impartiality; being honest with our customers and other stakeholders.

Open: seeking and taking account of the views of customers and other stakeholders; being transparent about how we conduct our business.

Professional: continuously improving in practice and performance; outward looking and working in partnership.

Accountable: acting with propriety and giving reasons for the decisions we make; providing a high quality cost-effective and value for money service.

Part 7

The Appeals Service

39. The Appeals Service was launched on 3 April 2000. It consists of two distinct bodies within a single organisation. The first performs an independent statutory appeal tribunal function, is headed by a president, and consists of over 2,000 panel members who are appointed by the Lord Chancellor. The second is an executive agency headed by a chief executive that provides support to appeal tribunals and is responsible for, and has control of, financial resources for both the executive agency and appeal tribunals. The Appeals Service:

- processes appeals within seven regions across Great Britain in accordance with the Social Security Act 1998;
- arranges hearings at around 130 locally-based venues where appeal tribunals apply relevant legislation to determine appeals and questions, mainly relating to social security and child support law; and
- provides administrative support to appeal tribunals hearing cases, including those on issues relating to social security, child support, tax and pension credits, compensation recovery, Housing Benefit and Council Tax Benefit.

Size and location

40. The Appeals Service employs 784 WTE staff (as of the end of November 2004) in Leeds, Newcastle, Glasgow, Liverpool, Nottingham, Cardiff, Birmingham, Sutton, Bristol and London.

Aims and objectives

41. The Appeals Service aims to provide all users of its service with a modern, professional and prompt service which gives customers an impartial re-examination of decisions under appeal. The agency's key objectives are to:

- improve the way in which its service is delivered to users, through a modernisation programme;

- provide an excellent standard of support to the president, regional chairmen and tribunal members;
- meet the Secretary of State agreed targets in full and enhance operational performance through the use of improved process, monitoring and reporting;
- use feedback from customers, staff and other stakeholders in the service to promote a culture of quality and continuous improvement;
- prepare for, and manage, the impact of key policy and legislative change; and
- work closely with DWP and Department for Constitutional Affairs colleagues on the establishment of the new Tribunals Service, including essential activity on migration from the DWP to the Department for Constitutional Affairs.

Part 8

Sure Start Unit

42. The Sure Start Unit is the joint responsibility of the Department for Work and Pensions and the Department for Education and Skills. Margaret Hodge is the Minister for Children, Young People and Families and has direct responsibility for the Unit, reporting to the Secretaries of State of both the Department for Work and Pensions and the Department for Education and Skills.

43. The Sure Start vision is to deliver better outcomes for children, families and communities by: increasing the availability of childcare for all children; improving the health, education and emotional development of children; and supporting parents as parents, and in their aspirations towards employment.

44. Sure Start is part of the Government's Change for Children programme and makes a significant contribution to the five key outcomes identified in **Every Child Matters: Next Steps**: Stay Safe; Be Healthy; Enjoy and Achieve; Achieve Economic Well-being; and Make a Positive Contribution.

45. The Sure Start Unit works in partnership with local authorities, primary care trusts, Jobcentre Plus, local communities, voluntary, private and public sector organisations, and families. The policies and work of the Unit apply in England only; responsibility for early education and childcare in Scotland, Wales and Northern Ireland rests with the devolved administrations.

46. The Government has invested £13 billion in children's services since 1997 and recently announced its ten year strategy for childcare. The Sure Start Unit has responsibility for the delivery of the strategy, and the Department for Work and Pensions works closely with the Unit in the development of its policies and strategies and delivery planning. The ten year strategy is a key lever for the Department for Work and Pensions in the achievement of the lone parent employment and child poverty targets.



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