**PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15**

**SUE OWEN, DEPARTMENT FOR CULTURE, MEDIA AND SPORT**

**Role**

Permanent Secretaries are responsible for supporting their Secretary of State on the implementation of the Government’s priorities in their Department and for responding effectively to new challenges. The Coalition Agreement and the Structural Reform Plans set out the Government’s priorities in detail.

Working to the Cabinet Secretary and Head of the Civil Service, Permanent Secretaries are collectively responsible for supporting proper and effective decision making and effective implementation of the Government’s overall priorities. They also have an individual responsibility to maintain the underlying capability and responsiveness of the departments they lead.

Permanent Secretaries are also responsible for the long-term health and stewardship of their Departments, in particular for ensuring the maintenance of an impartial Civil Service that commands the confidence of Ministers and MPs of all political parties. They have particularly to pay attention to the overall capability of their Departments, including through talent management, succession planning and the effective implementation of the Departmental Improvement Plan.

Sue Owen is also appointed by the Treasury as Accounting Officer with responsibilities to Parliament for financial management, value for money and the running of the Department as set out in Managing Public Money.

**2014/15 Priorities**

In the Department for Culture, Media and Sport (DCMS), the priorities in 2014/15 include delivering 88% superfast broadband coverage by end 2015, ensuring 98% 4G mobile coverage by end 2015 and completing the equal marriage legislation.

**Corporate and Capability Management**

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform.

In addition to these generic responsibilities, Permanent Secretaries – like all other civil servants – have specific objectives to achieve during the course of each year. And like all other civil servants, they have responsibilities to learn, develop and acquire new skills needed to discharge their roles. Sue Owen’s specific objectives for 2014/15 are set out overleaf.

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| **Objective** | **How progress will be judged** |
| *Business objectives*  **Deliver against Department’s growth priorities, by**   1. Promoting Department for Culture, Media and Sport (DCMS) sectors (£150bn from cultural and creative industries, tourism, telecoms, digital, media and sport); 2. increasing participation of women in business; supporting a Modern Workplace and maximising women’s contribution in DCMS sectors; 3. improving access to technological infrastructure by facilitating successful roll out and take up of communication networks across the UK, through delivery of Mobile Infrastructure, Superfast Cities, and Rural Broadband Programmes and developing a practical strategy for tackling not-spots.   **Prioritise the wider contribution of DCMS to the UK’s reputation, society and personal wellbeing**, through   1. supporting the role of sport, arts, heritage and building on the 2012 legacy; 2. promotion of a society tolerant of diversity, allowing people to reach their full potential; 3. protection of the consumer from exploitation in the media, gambling and sport; 4. supporting philanthropy in arts and culture, commemoration and building on the cultural diplomacy capability. | Overall: feedback from Secretary of State and lead Non-Executive Director (NED), 360 feedback and People Survey.  a) growth rate of creative industries; GREAT Britain - increase visitors from home and abroad to our GREAT British destinations; introduce new model for English Heritage. Announce policy on British Broadcasting Co-operation (BBC) charter renewal.  b) rising % women on boards, no all male boards, declining gender pay gap.  c) Deliver 88% superfast broadband by end 2015; Ensure 98% 4G mobile coverage by end 2015; Secure a way forward to address mobile coverage.  d) Research to identify social and intrinsic value of DCMS sectors, and impact of GREAT campaign on UK reputation. Increasing the contribution of Tourism to Gross Domestic Product (GDP).  Rising percentage doing 1 x 30 minutes sport per week; deliver wide-ranging programme of actions to support and promote women’s sport; maintain/ improve UK’s world class elite sport performance. Successfully deliver major sporting events.  e) Complete equal marriage legislation; campaign to address causes of low levels of body confidence in our society.  f) Deliver commitments on internet governance and child internet safety; review stakes for fixed odds betting terminals.  g) Begin First World War commemorations successfully, particularly cultural programme and 4th August events. Deliver Department’s Arm’s Length Body (ALB) Reform Programme. |
| *Cross Government Working and Civil Service Reform*   1. Chair Civil Service Charity; 2. Champion Lesbian, Gay, Bisexual and Transgender issues across the Civil Service; 3. Help lead work to unify the SCS across Departments and strengthen accountability; 4. Continuing to drive efficiencies across the ALB family including the functional leadership agenda. | h) to k) Feedback from stakeholders. |
| *Capability*   1. Embed stronger Senior Civil Service (SCS) leadership and communication of DCMS narrative to improve engagement and awareness of DCMS purpose. | l) Continued SCS leadership programme.  Profile and recognition of Departmental narrative internally.  Increased engagement score in annual staff engagement survey. |