

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

MELANIE DAWES, DEPARTMENT FOR COMMUNITIES AND LOCAL GOVERNMENT

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 manifesto sets 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, the implementation of the Government's cross-cutting and departmental priorities, and the efficient use of resources. 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 and succession planning. In delivering this Permanent Secretaries will take responsibility for championing difference and leading in accordance with the principles set out in the values of the Civil Service Leadership Statement.

Melanie Dawes is a member of the Civil Service Board, the Senior Leadership Committee and is Civil Service Gender Champion. She 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.

What we do

The government wants to rebalance the economy, devolve power, strengthen communities and build more homes. DCLG's plans will ensure more people have the opportunity to own a home of their own.

Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Melanie Dawes is committed to promoting diversity within the Civil Service.

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. Melanie Dawes' specific objectives for 2015/16 are set out overleaf.

Objectives

1. Strategic priorities

Objective	How will progress be achieved and measured?
<p>Drive up housing supply:</p> <p>DCLG has an ambition to deliver 1 million new homes by 2020. To drive up housing supply, DCLG will deliver more homes; make better use of public assets and brownfield land; release public sector land; and deliver social and physical infrastructure to support development; as set out in the Single Departmental Plan.</p>	<p>Measured by:</p> <ul style="list-style-type: none">• Net additions to the housing stock• Housing starts• Number of published and adopted Local Plans• Public Sector Land sales• Delivery of the Housing and Planning Bill
<p>Increase home ownership:</p> <p>DCLG will seek to double the number of first time buyers over the Parliament by offering support to those who want to own their own home as set out in the Single Departmental Plan.</p>	<p>Measured by:</p> <ul style="list-style-type: none">• Number of first time buyers• Number of Help to Buy Equity Loan sales• Number and proportion of households by tenure• Delivery of the Housing and Planning Bill
<p>Devolve powers and budgets to boost local growth in England:</p> <p>DCLG will enable a radical shift in power from central to local government, with decentralisation bringing power closer to local communities, promoting sustainable and balanced growth, and giving people a stronger say in the future of the</p>	<p>Measured by:</p> <ul style="list-style-type: none">• Number of devolution deals• Number of Enterprise Zones established

places where they live, as set out in the Single Departmental Plan.	
Supporting strong communities with excellent public services: DCLG will deliver the annual local government finance settlement and create the conditions for local communities to meet the varied and often complex needs of their local residents, including through the work we are doing to devolve power, as set out in the Single Departmental Plan.	Measured by: <ul style="list-style-type: none"> • Number of families engaged in the Troubled Families programme • Progress of local areas against the health and social care integration scorecard • Progress on the Cohesive Communities Programme once established
Ensure the department delivers against its manifesto commitments	<ul style="list-style-type: none"> • Develop a top-quality Single Departmental Plan which sets out how manifesto commitments and efficiency improvements will be delivered over the course of the Parliament by March 2016.

2. Business Priorities

Objective	How will progress be achieved and measured?
Ensure that the department is the right size and shape to deliver our Single Department Plan over the Parliament; that our people have the right capability and skills, are motivated by our mission and we attract and develop the most talented people from a wide range of backgrounds and experience. Maintain the underlying capability and responsiveness of the department.	Measured by: <ul style="list-style-type: none"> • Staff engagement score (53% in 2014) in the third quartile across government • People Survey results show an increase in the number of staff access the learning and development that they need; and Skills Review shows an improvement in key capability requirements across the department. • Succession plans for all critical SCS roles and plans in place to address gaps. • Retain identified high potential talent • Double the intake of apprentices in year and continue

	participation in cross Whitehall internship programmes.
Improve the effectiveness of the department and deliver transformational change	<ul style="list-style-type: none"> • Develop digital solutions that meet common standards set by the Government Digital Service and support the development of and utilise cross-government platforms and services wherever this demonstrates the best value for money solution for the government • Continue to build the Department's commercial capability and work with the Crown Commercial Service to deliver the Government's 33% commitment of spend with SMEs by 2020. • Drive up People Survey engagement scores • Develop a credible plan for ensuring Apprentices make up 2.3% of the workforce over the course of the Parliament

3. Diversity

Objective	How will progress be achieved and measured?
<p>Implement DCLG's diversity and inclusion plan, ensuring alignment to the Talent Action Plan. Plans to improve and accelerate progress focus on:</p> <p><u>Diversity</u>: systematically ensuring that our talent pipeline to Grades 6&7 is representative of our diverse workforce at HEO/SEO level; and that talented BAME and disabled people</p>	<p>DCLG is already at or above the SCS and Civil Service average in terms of declaration rates and representation, including at senior levels, for most groups with the exception of disabled people at senior levels. Where the department already exceeds the respective average we plan to maintain this position and aim to increase it further.</p> <p>Measured by:</p> <ul style="list-style-type: none"> • SCS workforce quarterly pack. • Permanent Secretary performance reviews. • Bi-annual progress reports for Removing Barriers to Success programme. • Quarterly reports to the DCLG Executive Team. <p>The proportion of HEO/SEOs identified as talented through our roll out of the talent management process to this level is representative of the diversity profile of the population at those grades: women: 53.2%; BME</p>

<p>at HEO/SEO level receive appropriate development and support to enable them to progress.</p> <p><u>Inclusion</u>: promoting an inclusive culture and approach throughout the department.</p> <p><u>Sustainability</u>: improving the capability of staff networks for priority protected groups, through strong partnership with their Diversity Champions, so that they are able to maximise their contribution to the department.</p>	<p>9.4%; disabled staff 5.8%.</p> <p>Measured by:</p> <ul style="list-style-type: none"> • Roll out of the talent identification process to HEO/SEOs by Jan 2016. • Development offer launched April 2016 • Positive Action Pathway nominations – ongoing in accordance with schedule <p>Improvements in the “inclusion and fair treatment” theme in the People Survey 2015 for protected groups: 81% for men, 78% for women; 81% for white staff, 74% for BAME, 57% for disabled staff, 81% for non-disabled staff. Monitor LGB& T staff engagement via people survey</p> <p>Measured by:</p> <ul style="list-style-type: none"> • Diversity and Inclusion event for SCS by end 2015. • Mandatory face to face unconscious bias training for all SCS in July and Sept 2015. • Mandatory face to face unconscious bias training for all line managers by April 2016 and regular refresh of online training at key decision points: recruitment, promotion, performance and talent moderation processes. • Workshops on bullying, harassment and discrimination open to all staff, promoted to staff networks, Sept - Oct2015 • Diversity Champions to develop and publish personal pledges in consultation with their networks by September 2015 <p>Measured by:</p> <ul style="list-style-type: none"> • Priority areas and workplans agreed between networks and their Champions, underpinned by an internal diversity communication plan, by December 2015. • Diversity Champions to engage in reverse mentoring partnerships with individuals from the relevant groups. • DCLG networks to collaborate with each other and be fully
--	--

	<p>engaged with the Civil Service umbrella networks.</p> <ul style="list-style-type: none"> • Relaunched women's network September 2015 • Cross network publication: "We are DCLG" for our external website, promoting DCLG as an inclusive employer by October 2015
Further improve the engagement score for disabled staff in DCLG; and reduce the differential between disabled staff reporting that they have experienced discrimination in the last 12 months and non-disabled staff.	<p>Measured by:</p> <ul style="list-style-type: none"> • Improved engagement scores for DCLG disabled staff in the People Survey 2015 (39% in the People Survey 2014). • Reduced differential in the People Survey 2015 between disabled and non-disabled staff reporting that they had experienced discrimination in the last 12 months (25 percentage points in the People Survey 2014). • Launch of survey to explore issues underlying low engagement scores for disabled staff and responses on experiencing discrimination, in October 2015. • Take up and effectiveness of Disability Passport scheme, launched in March 2015. • Feedback from disability network on ease of access to reasonable adjustments. • Workshops and events led by the disability network on raising awareness with line managers around reasonable adjustments and mental health issues (ongoing). • Continued roll out of Mental Health First Aider training events and line manager awareness events (ongoing).

4. Personal leadership

Objective	How will progress be achieved and measured?
Ensure the department delivers changes to our effectiveness and efficiency over the Parliament, including by implementing a clear, well communicated change programme.	<p>Measured by:</p> <ul style="list-style-type: none"> • First iteration of our Change Programme finalised by March 2016, reflecting priorities of the new Parliament and the 2015 Spending Review.

	<ul style="list-style-type: none"> • DCLG Vision created with our people. • Progress on implementation milestones for specific projects (e.g. implementation of cross DCLG-Group corporate services changes). • Cost and headcount reductions. • Quantitative and qualitative awareness, engagement and leadership indicators from our diverse people at all levels e.g. CS People Survey scores/ trends. • Pulse surveys and other regular feedback loops from representative groups. • Delivery monitored and challenged by our Board with support from NEDs.
As Gender Champion for the Civil Service to work with diversity leads, Civil Service D&I team, networks, gender champions and Permanent Secretaries to make the Civil Service a truly inclusive employer, and lead improvements in gender diversity across the Civil Service	<p>Measured by:</p> <ul style="list-style-type: none"> • Gender data dashboard refreshed and shared with departments on a quarterly basis. • Maternity toolkit published in all departments, and improvement identified for departmental parental leave policies following a cross-Government review. • Analysis of gender pay gap concluded and action plan agreed to address any issues identified. • Engagement with external diversity experts, private sector organisations, and civil service employees to identify best practice and enhance measures to increase promotion rates and talent pipelines of women. • Gender networks in departments more engaged and empowered, and 'Setting up an Employee Network Guide' published and promoted across the Civil Service. • 360 feedback obtained from women's and gender employee networks.