

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

MARK LOWCOCK, DEPARTMENT FOR INTERNATIONAL DEVELOPMENT

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.

Mark Lowcock is a member of the Civil Service Board, the Senior Leadership Committee and the Corporate Management Board. He is also a member of the National Security Council (Officials) Group. He 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 Department for International Development (DFID) leads the UK's work to end extreme poverty. We're ending the need for aid by creating jobs, unlocking the potential of girls and women and helping to save lives when humanitarian emergencies hit.

Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Mark Lowcock is a member of the Civil Service Board.

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. Mark Lowcock's specific objectives for 2015/16 are set out overleaf.

Objectives

1. Strategic priorities

Objective	How will progress be achieved and measured?
Effective organisation of DFID to deliver the new government's manifesto commitments and UK aid strategy (November 2015), following on the Secretary of State's priorities on humanitarian crises, economic development, and youth, girls and women.	<p>Strategic Development Review, including detailed plans for implementing the Government's manifesto on development and embracing a refreshed Bilateral and Multilateral Aid Review on track in March 2016.</p> <p>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.</p>

Objective	How will progress be achieved and measured?
Ensure effective DFID leadership of humanitarian response in crises and conflicts, including Ebola elimination in Sierra Leone, the Syrian refugee crisis, and working collaboratively with MOD and FCO on development and implementation of Strategic Defence and Security Review.	Feedback from the Cabinet Secretary and National Security Adviser on DFID's role in crisis response and SDSR implementation.

Objective	How will progress be achieved and measured?
Efficiency: Ensure effective delivery of DFID programme portfolio.	<p>To be measured by monthly/quarterly Management Information:</p> <ul style="list-style-type: none">Portfolio quality score 101 by March 2016 (including by stronger management of largest 25 investments).

	(Baseline: 98.9 March 2015).
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2. Business Priorities

Objective	How will progress be achieved and measured?
Ensure continued strengthening of Departmental commercial capability.	<ul style="list-style-type: none"> Commercial Capability Review launched June 2015; implementation of recommendations (once agreed) on track by March 2016.

Objective	How will progress be achieved and measured?
Sustained coherent leadership by Executive Management Committee of Secretary of State's agenda, and stronger vision, change management, challenge culture and staff engagement across DFID, in line with the Civil Service Leadership Statement.	<p>All to be measured by 2015 DFID People Survey:</p> <ul style="list-style-type: none"> DFID engagement index: at least 71% (no drop on 2014) Change is managed well in DFID: 42% (up from 38% in 2014) EMC has a clear vision for the future of DFID: 55% (up from 48% in 2014) Senior managers will take action on this survey: 61% (up from 56% in 2014) It is safe to challenge the way things are done: 45% (up from 43% in 2014)

Objective	How will progress be achieved and measured?
<p>Improve the effectiveness of the department and deliver transformational change.</p>	<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>Achieve progress on key performance measures for diversity and inclusion through delivery of departmental diversity and inclusion plan. Ensure that this plan is aligned with the Talent Action Plan.</p>	<ul style="list-style-type: none"> • Of DFID SCS, 44% women, 5% BAME and 5% disabled by March 2016 (measured by departmental diversity dashboard). • Over 70% of DFID staff identifying as disabled feel included and fairly treated in 2015 People Survey (Civil Service average 2014 65%).

Objective	How will progress be achieved and measured?
Develop departmental diversity dashboard to drive progress against key indicators.	<ul style="list-style-type: none"> • Dashboard developed by December 2015 • Monthly updates provided to Executive Management Committee thereafter, and to Cabinet Office as required.

4. Personal leadership

Objective	How will progress be achieved and measured?
Effective contribution to Civil Service Board, Corporate Management Board and specific Civil Service Reform priorities, including spreading best practice across Whitehall from DFID programme management reforms.	Feedback from Cabinet Secretary and Chief Executive of Civil Service.