

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

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 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.

Sue Owen champions the interests of lesbian, gay, bisexual, transgender and intersex staff across the civil service, and, from August 2015 is also Civil Service Diversity and Inclusion Champion. She chairs the Charity for Civil Servants and is the Champion for the Association of Chief Executives.

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.

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. In this role she delegates Accounting Officer responsibility to the Chief Executives of DCMS's forty three Arms Length Bodies. She was also Accounting Officer to the Minister for Women and Equalities for the work and associated ring fenced spending of the Government Equalities Office until 31 July 2015.

What we do

The Department for Culture, Media & Sport (DCMS) is here to help make Britain the world's most creative and exciting place to live, visit and do business. We protect and promote our cultural and artistic heritage and help businesses and communities to grow by investing in innovation and highlighting Britain as a fantastic place to visit. Alongside this, we protect our deeply held beliefs in freedom and equality. We help to give the UK a unique advantage in the global race for economic success.

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 2015/16 are set out overleaf.

Objectives

1. Strategic priorities

Objective (manifesto related)	How will progress be achieved and measured?
Drive productivity, economic growth and exports in DCMS' sectors which comprise 20% of GDP, and make the economy more digital.	<p>Publish Innovation Plans by Spring 2016.</p> <ul style="list-style-type: none">• Finalised Digital Transformation Plan by Autumn 2015.• DCMS responses to HMG productivity plan.• Unnecessary regulation reviewed and, as appropriate, removed to foster innovation.• Successful integration of Digital Economy Unit into DCMS (accommodation, IT, delivery).• Improved ratios of population with digital skills
Make the UK the best connected country Europe.	<ul style="list-style-type: none">• Ensure the digital implementation task force binds other departments into improving connectivity on trains, and in new builds• Number of premises covered through BDUK rollout of superfast broadband.• Increase % properties with voice & SMS mobile coverage, towards 2017 target.• Making universal basic broadband to 2 MBS available to all households by Dec.2015• WiFi in all public libraries in England by March 2016.

	<ul style="list-style-type: none"> • Review of planning rules on mobile phone masts . • Improve resilience in the telecommunications & broadcasting sectors • Introduce legislation to reform the electronic communications code
Enrich lives by increased participation in, engagement with, enjoyment of heritage arts, & sport throughout the UK; also contributing to DH obesity objective.	<ul style="list-style-type: none"> • Rising visitor numbers and diversity at DCMS sponsored museums and galleries, as measured by DCMS' monthly museums and galleries visits statistics. • Publish first Arts and Culture Strategy for 50 years. • New sport strategy consultation published in Summer 2015. • Increase in number & diversity of adult visiting heritage sites recorded on Taking Part Survey.
Sustain excellence in UK sport, culture and tourism, promoting British values, successes and traditions around the world.	<ul style="list-style-type: none"> • Successful hosting Rugby World Cup. Support elite sport; progress in preparations for Rio. • Britain's profile as leader in soft power maintained through International rankings. • Evaluation of GREAT campaign in promoting UK tourism, culture, & creative industry. • Increased visitor numbers outside London • Maintaining levels of incoming visitors and spend in face of falling Euro and increased competition from other markets. • High level of awareness and support for WW1 commemorations, shown in Taking Part survey.

<p>Ensure our industries are socially responsible.</p>	<ul style="list-style-type: none"> • Successful Cross-government approach on online safety announced, including age verification for pornographic sites and age rating for music videos; as well as a public consultation • Promoting responsible gambling by implementing the actions included in the 2014 strategy 'gambling protection and controls' • Reduction in nuisance calls experienced by households (measured by Ofcom March 2016).
<p>Back a thriving, free and accessible media and support the industry in adapting to technological and consumer changes.</p>	<ul style="list-style-type: none"> • BBC Green Paper launched in Summer 2015, begin preps for white paper in spring 2016. • Introduce Cultural Test for Children's Television confirmed, which will mean they can access tax credits. • Ensure HMG extremism strategy meets Freedom of Expression commitments.
<p>(until Summer 2015) Work for equal treatment and equal opportunity for all in a society proud of its diversity and tolerance.</p>	<ul style="list-style-type: none"> • Increase in percentage of women on FTSE100 boards (as measured by Cranfield University). • Increase in women starting businesses, as measured by the Women's enterprise rate • Further narrowing of the Gender Pay Gap below 19.1%. • Maintenance of ILGA rating of 1st place in Europe for LGB&T people. • Improvement in attitudes towards LGB people (as measured by the British attitudes survey). • Establish the scope, funding requirements and measurable indicators of a Cultural Citizens Programme by end of March 2016, with a launch planned soon thereafter.

<p>Ensure the department delivers against its manifesto commitments</p>	<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?
<p>Contribute to deficit reduction and implement efficiencies within DCMS and its arm's length bodies.</p>	<ul style="list-style-type: none"> • Appropriate settlement for the core department and ALBs at the Spending Round. • Review & implement back office efficiencies within ALBs exploring shared services. • Deliver core DCMS efficiency by consistently demonstrating resources are tied to priorities <ul style="list-style-type: none"> • progress to shared services
<p>Overall leadership of DCMS as a confident, agile and networked Whitehall department, committed to driving growth and enriching lives.</p> <p>Contribute to the government's cross-cutting agendas on obesity, soft power, devolution and to civil service reform</p>	<ul style="list-style-type: none"> • 360 feedback from Ministers, NEDs, Treasury, ALB chairs, CEOs & Govt Comms Director • DCMS People Survey. • Progress and recognition of the Single Departmental Plan • Consolidate DCMS position as digital communications leader across government • Consolidated and unqualified Accounts submitted before recess • Improved Internal Audit reporting on risk and resilience • Smooth administration of several machinery of government changes, maintaining morale • Feedback from other departments & members of devolved administrations • Feedback from Digital Implementation Taskforce • Exploit digital possibilities via continued improvements in departmental IT systems.

	<ul style="list-style-type: none"> • Improved governance, financial management and resilience of DCMS • Showcasing areas of DCMS excellence
Improve DCMS capability (specifically finance and commercial) & staff career development.	<ul style="list-style-type: none"> • Ensure all SCS and Grade 6 staff take up/ continue Future, Engage, Deliver programme • Introduce of DCMS Academy, with increased take up and recognition of L+D offer. • Improved leadership and management score on People Survey. • Active use of 9 box talent grid & succession planning for Band A and above posts • Increased “knowledge and tools to do my job” guides for staff at all levels. • Feedback from HMT & NAO on Finance and from Commercial capability review.
Lead DCMS engagements with Arms Length Bodies to improve governance & quality of	<ul style="list-style-type: none"> • Continued improvements in gender diversity of ALB Boards • Shorter periods carrying ALB Board vacancies

appointments	<ul style="list-style-type: none"> • Feedback from OCPA and ALBs
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

In DCMS	How will progress be achieved and measured?
<p>Implement DCMS diversity & inclusion plan, aligned with the Talent Action Plan, with agreed set of KPIs across gender, LGB&T, ethnicity, & disability.</p>	<ul style="list-style-type: none"> • DCMS to move declaration rates of LGB, BAME and disabled individuals to respective SCS or Civil Service average. • We will monitor all representation rates and aim to increase it. Where the department already exceeds the respective average we will aim to increase it further. • Create a new staff award to recognise the contributions of staff networks. <p>Measured by:</p> <ul style="list-style-type: none"> • Permanent Secretary performance reviews. • Bi-annual progress reports for Removing Barriers to Success Programme. • Quarterly Diversity report. • SCS workforce quarterly pack
<p>Narrow the gap from the DCMS People Survey data, which shows LGB&T respondents are 6 points less engaged than the departmental average.</p>	<ul style="list-style-type: none"> • Tailored communications and awareness campaigns. • Appoint an Executive Team champion to develop understanding of issues facing LGB&T staff • SCS leadership via “straight allies”. • Increase in employees declaring LGB&T nearer to the expected demographic • Strengthen support for LGB&T staff through a staff network

	<p>Measured by:</p> <ul style="list-style-type: none"> • Monitoring progress on People Survey results • Progress reports for Executive and People Boards • Permanent Secretary reviews • Annual departmental review on diversity activities
Across the Civil Service	How will progress be achieved and measured?
<p>Provide overall leadership on diversity and inclusion for the Civil Service as a whole, and LGB&T Civil Servants in particular. Ensure delivery of the Talent Action Plan across departments.</p>	<p>Working with diversity leads, Civil Service D&I Team, network groups and permanent secretaries to</p> <ul style="list-style-type: none"> • Improve engagement of under-represented groups. • Increase promotion rates of under-represented groups. • Improve perception of the Civil Service as an employer where all can reach their potential. <p>Progress will be measured by:</p> <ul style="list-style-type: none"> • SCS People Survey data • 360 feedback from relevant employee networks • Barriers to success KPIs.

3. Personal leadership

Objective	How will progress be achieved and measured?
Role model good leadership through continued communication and personal mentoring.	<ul style="list-style-type: none">• Monthly stand ups with All DCMS staff and 6 monthly all staff awaydays• Quarterly SCS Away Days• Quarterly Executive Board away days to address and continuously improve board effectiveness.• Personal mentoring of junior staff including from other departments <p>Measured by:</p> <ul style="list-style-type: none">• All departmental People Survey results.• Development of mentees.• Promote and demonstrate commitment to the Civil Service Leadership Statement

<p>Chair the Civil Service Charity and Association of (Arms Length Bodies) Chief Executives.</p>	<ul style="list-style-type: none"> • Showing leadership at ACE membership events. • Improving exchange of policy and delivery skills between ALBs and Government. (ACE). • Continued Chairing of Civil Service Charity. <p>Measured by:</p> <ul style="list-style-type: none"> • Communication with Perm Secs regarding ACE; and with ACE members through events. • Initial outline of skills exchange offering completed and pilots undertaken. • Continued development of the organisation and Board of Civil Service Charity.
--	--