

# PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

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## 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.

Chris Wormald is a member of the Civil Service Board, the Senior Leadership Committee, and Head of the Policy Profession. 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 Education is responsible for education and children's services in England. Our vision for the department is to provide world-class education and care that allows every child and young person to reach his or her potential, regardless of background.

## Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. The Civil Service Reform Plan challenged the Civil Service to professionalise its policy making. As part of this, Chris Wormald was appointed to the Head of Policy Profession across Whitehall to champion the professionalisation of policy.

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. Chris Wormald's specific objectives for 2015/16 are set out overleaf.

# Objectives

## 1. Strategic priorities

<b>Objective</b>	<b>How will progress be achieved and measured?</b>
<p><b>SAFETY AND WELLBEING</b> Strategic objective in SDP: “All children and young people are protected from harm and vulnerable children are supported to succeed with opportunities as good as those for any other child.”</p>	<ul style="list-style-type: none"><li>• Continue to raise the quality of children’s social work, including supporting social work teaching partnerships and expanding training programmes such as Frontline and StepUp (measured through numbers participating and graduating).</li><li>• Support the government’s work to protect children from sexual exploitation, in particular by supporting improved inter-agency working and the effectiveness of child protection services.</li><li>• Ensure more children are adopted more quickly (measured by number and timeliness of adoptions).</li><li>• Through the Education and Adoption Bill, which will be introduced and published in June 2015, provide the legislative framework to introduce regional adoption agencies.</li><li>• Support the government programme to protect children and young people from extremism.</li></ul>
<p><b>EDUCATIONAL EXCELLENCE, EVERYWHERE</b> Strategic objective in SDP: “Every child and young person can access high-quality provision, achieving to the best of his or her ability regardless of location, prior attainment and background.”</p>	<ul style="list-style-type: none"><li>• Ensure every child in England has a school place in September 2015.</li><li>• Continue to increase the number of free schools, opening 54 free schools in September 2015. Announce successful free school applications from wave 9 in September 2015, and announce successful free school applications from</li></ul>

wave 10 in March 2016. Work towards achieving our target of opening at least 500 free schools in this Parliament.

- Continue to increase the number of University Technical Colleges, opening 11 new University Technical Colleges (UTCs) in September 2015. Work towards the goal of ensuring there is a UTC in reach of every city.
- Reduce the number of failing schools and turn the weakest into academies by legislating to provide powers to ensure swifter intervention in failing schools through the Education and Adoption Bill, which will be introduced into the House of Commons in June 2015.
- Establish the legislative framework which will give working parents of 3 and 4 year olds 30 hours of free childcare through the Childcare Bill, which will be introduced into the House of Lords in June 2015.
- Conduct a review of government funding into the childcare market.
- Successfully deliver the annual testing cycle for year 6 pupils.
- Implement ongoing reforms to GCSEs and A-Levels, with the first teaching of new maths and English GCSEs and the first group of reformed A-levels in September 2015.
- Consult in Autumn 2015 on proposals to ensure that all school pupils take GCSEs in English, maths, science, a language and history or geography.
- Recruit sufficient numbers to Initial Teacher Training, both overall and in shortage subjects, including working towards the target of training an extra 17,500 maths and physics teachers over the next five years (measured against progress against Initial Teacher Training targets).

	<ul style="list-style-type: none"> <li>• Expand the number and reach of the National Leaders of Education and Teaching School Alliances (measured by numbers of NLEs and TSAs).</li> <li>• Implement reforms to the accountability system to hold schools and colleges to account for the quality of education they provide.</li> </ul>
<p><b>PREPARED FOR ADULT LIFE</b> Strategic objective in SDP: “All 19-year-olds complete school or college with the skills and character to contribute to the UK’s society and economy, and are able to access high-quality work or study options.”</p>	<ul style="list-style-type: none"> <li>• Work towards the target of 3 million new apprenticeship starts by the end of this Parliament (measured by apprenticeship starts).</li> <li>• Continue to encourage young people to take qualifications that are valued by employers and prepare them for the world of work. Begin first teaching of Technical Certificates that are publicly endorsed by employers in September 2015 and in November 2015 publish the first list of ‘full’ Tech Levels, which will require employer involvement in assessment and/or delivery.</li> <li>• Increase the number of cadet units in schools.</li> <li>• Improve the quality of careers advice and support in schools and colleges through supporting the Careers and Enterprise Company.</li> <li>• Support sport in primary schools.</li> <li>• Support schools to develop pupils into well-rounded, confident, happy and resilient individuals to boost their academic attainment, employability and ability to engage in society as active citizens.</li> <li>• Support schools to help children and young people build good mental health and access support where they need it.</li> </ul>
<p><b>EFFICIENCY OBJECTIVE</b> As a department we are committed to reducing our operating</p>	<ul style="list-style-type: none"> <li>• Start the process for introducing a National Funding Formulae (NFF) for schools and high needs, to be</li> </ul>

<p>costs over the Parliament, whilst continuing to improve the efficiency and effectiveness of services. In 15/16 we will:</p>	<p>introduced later in the parliament;</p> <ul style="list-style-type: none"> <li>• Help schools to make savings on procurement, including by exploiting economies of scale;</li> <li>• Begin reforming the 16-19 sector including commencing area-based reviews so it is better configured to local needs and institutions are financially sustainable, and deliver resulting efficiency savings; and</li> <li>• Review our corporate operating model to remove inefficiency and duplication, and to exploit opportunities for more streamlined and increasingly digital systems. We will also begin to modernise our workplace in a way which seeks to provide increased flexibility at reduced cost.</li> </ul>
<p><b>Ensure the department delivers against its manifesto commitments</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

## 2. Business Priorities

<p><b>Objective</b></p>	<p><b>How will progress be achieved and measured?</b></p>
<p>Continue to raise levels of capability across the department, particularly in finance, commercial and digital skills.</p>	<ul style="list-style-type: none"> <li>• Performance management data shows we are identifying and tackling poor performance or attendance.</li> <li>• Outcome of our capability reviews shows the capability gap is continuing to close.</li> <li>• Positive feedback from Ministers and other stakeholders on the performance of the department.</li> <li>• Staff Survey engagement score.</li> <li>• Deliver against DfE Capability Plans with reduction in</li> </ul>

	managers' assessment of capability gap amongst staff.
Make the Department more data driven so that Ministers' objectives are clearly articulated, progress towards them is monitored and understood and the best value for money policy, and delivery options, are identified.	<ul style="list-style-type: none"> <li>• Ministerial satisfaction with analytical services.</li> <li>• Improve reputation by DfE externally and across Whitehall for analysis, measured through feedback from stakeholders.</li> <li>• Clear examples of major policy decisions that have been under-pinned by evidence/where the value for money case is clearly understood and accepted.</li> <li>• Improvements in Departmental capability, including through more generalist staff undertaking rigorous analytical training.</li> <li>• Feedback from Chief Data officer/ONS</li> </ul>
Implement continuous improvements and implement an organisational strategy that tracks and supports the improvements of the overall effectiveness of the departmental corporate functions.	<ul style="list-style-type: none"> <li>• Continue work to improve flexible working to support Ministerial priorities.</li> <li>• Ensure that the DfE continues to deliver against ministerial priorities, while realising spending efficiency targets.</li> <li>• The implementation of a process for establishing and managing a range of corporate risks.</li> </ul>
Provide effective oversight of the ongoing project to relocate the DfE London HQ to the Old Admiralty Building in 2017.	<ul style="list-style-type: none"> <li>• Secure listed building consents from Westminster City Council, following discussion with Historic England</li> <li>• Sponsorship and strategic oversight of the department's refurbishment of Old Admiralty Building (OAB), within the context of the wider Whitehall Campus, to ensure compliance to programme, specification and budget, enabling the department to relocate to OAB in 2017.</li> </ul>
Ensure the effective transition of the Government Equalities Office from DCMS to DfE, with a particular focus on helping GEO staff to settle quickly in to DfE, and minimising disruption for them.	<ul style="list-style-type: none"> <li>• Staff in Sanctuary Buildings by 21 September, within 2 months of move being announced.</li> <li>• A well-attended series of induction and welcome events.</li> </ul>

	<ul style="list-style-type: none"> <li>• Staff feedback confirms GEO feel transfer was smooth and positive and built on lessons learnt from previous moves.</li> </ul>
Improve the effectiveness of the department and deliver transformational change	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Drive up People Survey engagement scores</li> <li>• Develop a credible plan for ensuring Apprentices make up 2.3% of the workforce over the course of the Parliament.</li> </ul>

### 3. Diversity

Objective	How will progress be achieved and measured?
<p>To implement DfE's Equality and Diversity Plan, aligned to the Civil Service Talent Action Plan. Key actions include:</p> <ul style="list-style-type: none"> <li>• Increasing declaration rates</li> <li>• Building line management capability</li> <li>• Active engagement of the department's staff networks</li> <li>• Support development of staff from diverse backgrounds</li> </ul>	<ul style="list-style-type: none"> <li>• Improved staff declaration on ethnicity, disability in line with the SCS or Civil Service average respectively for SCS and non SCS workforce.</li> <li>• Improvement in diversity of employees at all grades, including SCS.</li> <li>• Managers to complete Unconscious Bias training.</li> <li>• All staff networks' plans linked to delivering Talent Action Plan actions; increased visibility of network activity.</li> <li>• Support talent scheme participants including on Positive</li> </ul>

	<p>Actions Pathways.</p> <ul style="list-style-type: none"> <li>• Increased engagement levels of all groups.</li> </ul>
<p>Increase levels of engagement of disabled staff through engagement with and empowerment of staff networks, supporting awareness raising events, including a diversity and inclusion month and targeted action on disability and mental health.</p>	<ul style="list-style-type: none"> <li>• Personal engagement and visibility of Management Committee members, including through mentoring, and visible leadership of Diversity Plan actions.</li> <li>• Diversity Champions' sponsorship of staff networks</li> <li>• Increased Diversity and Inclusion scores in People Survey results and improved engagement of disabled staff: run a survey in the early Autumn to explore the underlying issues of low engagement for disabled staff.</li> <li>• Measures would be increased engagement index scores for disabled staff in the 2015 staff survey.</li> </ul>

#### 4. Personal leadership

<b>Objective</b>	<b>How will progress be achieved and measured?</b>
<p>Improve policy making in the Civil Service as UK Head of Policy Profession.</p>	<ul style="list-style-type: none"> <li>• Continue implementation of the recommendations in the cross-government 12 steps document.</li> <li>• Deliver policy excellence events, bringing together Policy SCS from across Whitehall to strengthen the network and share information.</li> </ul>
<p>Lead the DfE to deliver the Government's programme and Ministers' priorities effectively and in line with the themes of the Civil Service Leadership Statement.</p>	<ul style="list-style-type: none"> <li>• Establish operating principles for DfE to establish a shared understanding about what we expect of everyone, and what is 'the DfE way of doing things.'</li> <li>• Engage staff in the debate to describe the core characteristics of the organisation that we believe we are striving to be.</li> </ul>

