

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

Name Jonathan Stephens	Department Department for Culture Media and Sport
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<p>1. Business delivery objectives:</p> <p>a) To deliver a safe and secure Olympic and Paralympic Games within the stated 9.3bn Public Sector Funding Package (PSFP) particularly focused on:</p> <ul style="list-style-type: none"> • Management of financial position in the final stages of the programme; • Development and implementation of C3 architecture; • Completion of the Government's testing and exercising programme and the delivery of a final risk and readiness assessment; • The move of the Government domain to Games time operations, including the move of all Department for Culture Media and Sport (DCMS) staff to Games time roles and the creation of cross-Whitehall teams for communications, dignitary management and the Olympic Secretariat. • The development and deliver against Olympic Legacy plans (with a focus on sport and growth within the tourism industry, including through the Great campaign). • The delivery of a successful London 2012 cultural festival. 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Feedback from Secretary of State (SofS), departmental ministers, No 10, Cabinet Office, Lead NED, Cabinet Secretary and Head of the Civil Service • Governance Review • Capability Review Self-Assessment • National Audit Office (NAO)/Public Accounts Committee (PAC) reports on Olympic and Paralympic games. • Institute for Government (IfG) Lessons Learned report on London 2012. • International Olympic Committee (IOC) Assessments (for 2012 Games); • Success against Business Plan milestones; • Success against Legacy action plan. 	<p>Milestones:</p> <ul style="list-style-type: none"> • Agree budget allocation with ministers <p>General:</p> <ul style="list-style-type: none"> • SofS and Non-Executive Director (NED) end year assessment: Autumn 2012. • Governance Review: Autumn 2012. • Capability Review: NY 2013 • People Survey: Autumn 2012. • NAO report on Olympics and Paralympic Games expected Autumn 2012. • Policy Priorities: SRP milestones across the year. <p>Olympics:</p> <ul style="list-style-type: none"> • Command Post Exercise (CPX) test events, including finalising Government ops/governance arrangements for Games
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b) To ensure a successful Diamond Jubilee, with oversight of the Government's involvement, bringing key partners together under necessary C3 arrangements.

c) To deliver against the Department's Growth priorities, and in particular:

- Delivering technological infrastructure – through the roll out of superfast broadband, to give the UK the best superfast network in Europe by 2015 and the successful completion of 4G Spectrum Auction to the Office of Communication's (OFCOM's) timetable;
- To deliver a lasting legacy from the London 2012 Olympic and Paralympic games – including through the delivery of the School Games programme and boosting Tourism.
- Philanthropy and commercial opportunities for the Cultural sectors.

d) To oversee the Government's involvement in and response to the Leveson Inquiry. Take forward recommendations as part of the delivery of a White Paper on the Communications sector by Spring 2013

time.

- Olympics: Quarterly budget reports.
- Olympics: PAC Autumn 2012.
- Olympics: Finalising Games time staffing plans and move to operational Games time teams.

Corporate objectives:	Performance Measures:	Milestones:
<p>a) Deliver Departmental change programme with aim of reducing admin costs by 50% by 2014. In year, deliver final stage reduction of pay bill through voluntary redundancy (VR) or selection, secure move to new accommodation, achieve savings through application of shared services.</p> <p>b) Secure the effective delivery of the agreed Efficiency and Reform action plan for DCMS</p> <p>c) Support reform of the wider civil service through membership of the Civil Service Board, including through the development of specific proposals around open policy making.</p> <p>d) Ensure delivery against continuing ALB Reform programme, finalise reductions in number of ALBs and implement new ALB risk management framework</p>	<ul style="list-style-type: none"> • Feedback from other Permanent Secretaries, Head of the Civil Service, Cabinet Secretary and the Minister for the Cabinet Office • Capability Review Self-Assessment • Improved Staff Engagement Survey Results and CS People Survey. • Arms length bodies (ALB) Advisory Board feedback. • Cross Whitehall Performance statistics (correspondence/FOI/PQs etc). • Departmental admin budgetary position. • As agreed with the Cabinet Office. 	<ul style="list-style-type: none"> • NED end year assessment: Autumn 2012. • Governance Review: Autumn 2012. • Capability Review: NY 2013 • People Survey: Autumn 2012. • Policy Priorities: SRP milestones across the year • Publication of the Civil Service Reform Action Plan Summer 2012. • Delivery of reforms within the CS Reform Plan • Change: Tranche 2 (VR programme/compulsory redundancy (CR) selection process) complete by Dec 2012. • Secure new accommodation and review existing IT contracts by April 2013. • First moves to shared services (Procurement and Human Resources services) by April 2013. • As agreed with the Cabinet Office.

<p>and management agreements.</p> <p>e)</p> <p>f) Delivery of Civil Service Reform objectives</p>	<ul style="list-style-type: none"> • SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers. 	
<p>Capability building objectives:</p> <p>a) Setting new vision for the future of DCMS, post-downsizing. Developing and implementing a new performance management policy, identifying the skills and capabilities needed for a leaner and more growth and economically focused Department, including through the appointment of a new Chief Economist to build skills and capability within the wider department.</p> <p>b) Senior Civil Servants delivering against clear and measurable objectives.</p> <p>c) Radically improved performance management.</p>	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Capability Review Self-Assessment • Improved Staff Engagement Survey Results and CS People Survey. • Cross Whitehall Performance statistics (correspondence/Freedom of Information/Parliamentary Questions etc). • Performance against Business Plan milestones. • Departmental admin budgetary position. • Effective accountability mechanism in place, ensuring senior leaders are delivering against all of their objectives • Improved performance management with managers encouraging and rewarding good performance, while dealing rigorously with poor performers. 	<p>Milestones:</p>