

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

Name	Department
RICHARD HEATON	CABINET OFFICE

<p>1. Business delivery objectives:</p> <p>Cabinet Office is integrated, joined-up and effective. It leads, supports and directs departments, maximising impact and efficiency.</p> <p>Cabinet Office (CO) delivers effectively against its Business Plan commitments Particular personal focus on:</p> <ul style="list-style-type: none"> • Ensuring CO governance is appropriate, effective and risk-based • Effective leadership of both policy department and Government “head office” functions • Creating a model for accountability within the Department, which supports each business area and focuses on delivery <p>Cabinet Office (CO) exemplifies the agendas it promotes across Government. Particular personal contribution focused on:</p> <ul style="list-style-type: none"> • CO’s contribution to the Efficiency and Reform agenda • Civil Service Reform • CO as a hub for innovation and ideas • Government’s Transparency agenda 	<p>Performance Measures:</p> <p>Evidence of appropriate escalation and delegation for decision making at CO Board, Civil Service Reform Board and Efficiency and Reform Board.</p> <p>Feedback from the Minister for the Cabinet Office, departmental ministers, No 10, Lead NED, Cabinet Secretary and Head of the Civil Service.</p> <p>Direct contribution to the success of the COO and the DG Civil Service Reform (CSR)</p> <p>Measurable departmental impact on delivery of the CS Reform agenda (to include CO as a pilot for Departmental Improvement Planning)</p>	<p>Milestones:</p> <p>CO Board Effectiveness Review</p> <p>Agree budget allocation with ministers</p> <p>Performance reviews reflect feedback from ministers, officials and stakeholders.</p> <p>Delivery of CO savings for SR10</p> <p>Publication of CO Digital Strategy (December 2012)</p> <p>Publication of CO Departmental Improvement Plan</p>
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<p>The Office of Parliamentary Counsel (OPC) works effectively with partners to prepare and secure the government’s legislative programme. Particular personal contribution focused on:</p> <ul style="list-style-type: none"> • Assuring and advising the Leader of the House and Parliamentary Business Leaders Committee (PBLC) on readiness of Bills, drafting quality, style, simplicity and plain English • Promoting a culture of “good law” throughout Government and with external partners, helping to remove complexity and unnecessary burden. 	<p>Feedback from Business Managers, Law Officers, heads of departmental legal teams and the Minister for Government Policy.</p> <p>Timely introduction, passage and enactment of Government’s legislative programme.</p>	<p>Lessons learnt exercises at the end of each legislative session</p>
<p>2. Corporate objectives:</p> <p>CO and OPC provide effective leadership for and support to departments, in delivering against:</p> <ul style="list-style-type: none"> • Efficiency and Reform(ERG) action plans and specifically ERG side letters objectives • CS Reform Plan priorities • Individual and cross-cutting policy objectives • Departmental legislative requirements <p>Particular personal contribution to:</p> <ul style="list-style-type: none"> • Integration and coordination across CO , creating a more unified department • CO’s partnership with HMT • Close working with DWP • Ensuring “no wrong door” for Departments and outside organisations seeking CO input and advice • Using the skills and expertise within individual CO teams to support work elsewhere in the department. <p>CO makes a significant departmental contribution to growth, in particular:</p> <p>a. Contributing to the review and removal of Parliamentary, statutory and common law</p>	<p>Performance Measures:</p> <p>Feedback from other Permanent Secretaries, Head of the Civil Service, Cabinet Secretary and the Minister for the Cabinet Office.</p> <p>Effective approach to joint working with HM Treasury on delivery against SR10 and participation in future spending reviews</p> <p>Active role as part of engagement plan with Department for Work and Pensions to ensure that department delivers its ER and CSR commitments</p>	<p>Milestones:</p> <p>Delivery of the Civil Service Reform implementation plan.</p> <p>Delivery of Civil Service Reform objectives</p> <p>Effective delivery of the agreed Efficiency and Reform action plan for the Cabinet Office</p> <p>Autumn Statement 2012</p>

<p>burdens on departments.</p> <p>b. Ensuring that impact on growth is a properly-evidenced factor in the assessment of all major projects</p>	<p>SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers.</p>	
<p>3. Capability building objectives</p> <p>Cabinet Office people are engaged and well led. Particular personal focus on:</p> <ul style="list-style-type: none"> • Communications within the Department, so that our people understand what we are trying to achieve and how they can best contribute • Ensuring that recruitment is focused on the skills required by Cabinet Office • Building a talent strategy that supports the delivery of ministerial priorities, business plan objectives and government policy, and ensures that CO is resilient and can offer development and rewarding career opportunities to our people • Assurance that SMART objectives, reflecting ministerial priorities, are in place for senior civil service, and cascaded below by managers. <p>Senior civil servants delivering against clear and measurable objectives</p> <p>Radically improved performance management and specifically poorest performers managed out</p> <p>OPC takes responsibility for and creates a modern and skilled drafting capability across the Government</p>	<p>Performance Measures:</p> <p>Staff engagement scores remain steady or increase</p> <p>Improved utilisation and productivity rates.</p> <p>Feedback from Business Managers, Law Officers, the Minister for Government Policy and heads of departmental legal teams.</p> <p>Effective accountability mechanism in place, ensuring senior leaders are delivering against all of their objectives.</p> <p>Improved performance management with managers encouraging and rewarding good performance, while dealing rigorously with poor performers.</p>	<p>Milestones:</p> <p>Staff Survey October 2012</p> <p>Full staff survey results – Dec/Jan 2012</p> <p>Quarterly “depth tests” of staff</p>

<p>Legal Service, on “good law” principles. Particular personal focus on head of profession role.</p>		
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