

# PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

## CHIEF EXECUTIVE OF THE CIVIL SERVICE AND PERMANENT SECRETARY OF THE CABINET OFFICE

### Role

The Chief Executive of the Civil Service is responsible for reforming the way that Government works, to improve implementation and deliver better, lower cost services. He leads Permanent Secretaries across Government to:

- improve delivery and execution skills (including digital, commercial, and project leadership capability);
- embed cross-government functions and strategies for more effective execution;
- create agendas for more sustainable improvements in public service productivity;
- improve accountability and performance management of our business; and
- build leadership capacity and capability at all levels.

As part of the most senior leadership of the Civil Service, the Chief Executive supports the Cabinet Secretary and Head of the Civil Service in performance-managing the other Whitehall Permanent Secretaries.

The Chief Executive sits on the Civil Service Board, chairs the Corporate Management Board and attends Cabinet as an observer.

John Manzoni is also the Permanent Secretary of the Cabinet Office. In this role, he is responsible for supporting the Chancellor of the Duchy of Lancaster and the Minister for the Cabinet Office and Paymaster General in their implementation of those government priorities that fall to the Cabinet Office, and for ensuring the Cabinet Office can fulfil its wider role of supporting the Prime Minister and the Cabinet.

The Permanent Secretary also has a responsibility to maintain the underlying capability and responsiveness of the Cabinet Office, including through talent management and succession planning. In delivering this, the Permanent Secretary will take responsibility for championing difference and leading in accordance with the principles set out in the values of the Civil Service Leadership Statement.

John Manzoni is appointed by the Treasury as the Cabinet Office's Principle 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.

## 2015/16 Objectives

### 1. Strategic priorities - as outlined in the Single Departmental Plan

Objective	How will progress be achieved and measured?
<p>1. Increase professional expertise across the Civil Service by building remuneration models, stronger career paths and recruitment strategies to improve execution and delivery.</p>	<ul style="list-style-type: none"> <li>• Build Commercial, Digital Project Leadership professions to include career paths, remuneration models and talent management processes. Year 1 – Commercial and Digital . Year 2 – Digital and Project Leadership.</li> </ul>
<p>2. Embed cross-government functions and strategies for more effective execution and to ensure sustainable improvements in productivity.</p> <p>a) Ensure service delivery across the ten functions improves.</p> <p>b) In partnership with the Permanent Secretary of the Treasury, support and challenge departments, building a stronger, more coherent, corporate centre.</p> <p>c) Use the functional model to support departmental plans to enable maximum efficiencies within departments and the wider public sector whilst ensuring services remain sustainable.</p>	<ul style="list-style-type: none"> <li>• Stabilise Shared Services, DMI, MyCSP for improved delivery</li> <li>• Implement Civil Service HR function, and appoint new Head of HR</li> <li>• Appoint new Chief Commercial Officer and restructure Commercial function, including CCS to be more effective</li> <li>• Implement new Governance for GDS and embed Digital agenda more firmly into departmental plans</li> <li>• Maximise efficiencies from core functional strategies as part of SR to prioritise Property, GDS, Commercial, HR, Project Management. Ensure functional model is embedded into Departmental Plans and implemented in practice.</li> </ul>
<p>3. Improve accountability and performance management of the</p>	<ul style="list-style-type: none"> <li>• Ensure Single Departmental Plans are in place for core</li> </ul>

<p>Civil Service.</p> <ul style="list-style-type: none"> <li>a) Assist departments in building a single departmental plan which link outputs to inputs, are appropriately challenging, and make clear policy, organisational and activity level choices.</li> <li>b) Increase accountability for delivery, and build the capability for outcome based performance management.</li> </ul>	<p>departments. Plans to contain efficiency agenda, manifesto commitments and MI which is useful to run the departments</p> <ul style="list-style-type: none"> <li>• Re-design MI flows to embed it as a management tool</li> <li>• Begin cadence of Performance Management meetings around SDP outcomes</li> <li>• Ensure SDPs are delivered</li> </ul>
<p>4. Build leadership capacity and capability at all levels.</p> <ul style="list-style-type: none"> <li>a) With the Cabinet Secretary and Head of the Civil Service, develop the vision of the Civil Service of the future.</li> <li>b) Define and implement appropriate strategies to address cultural change across the Civil Service.</li> <li>c) Build the confidence and capabilities of the senior leadership of the Civil Service.</li> <li>d) Work towards a unified and aligned leadership of the Cabinet Secretary, Permanent Secretary of the Treasury and Chief Executive of the Civil Service.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop proposal for Leadership Academy</li> <li>• Improve SCS recruitment process to make more strategic use of search firms for outside talent</li> <li>• Develop proposal for next phase of CS2020, including embedding the Leadership Statement</li> </ul>
<p>5. Lead the Cabinet Office in support of the whole of government.</p> <ul style="list-style-type: none"> <li>a) Develop and implement the Cabinet Office Single Departmental Plan, in particular ensuring we match objectives and commitments to financial resources.</li> <li>b) Improve staff capability in key areas in line with cross-government priorities.</li> <li>c) Bring the Cabinet Office's governance and management in line with cross-government best practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Publication of CO SDP, to include appropriate efficiencies</li> <li>• Improve CO project performance and Portfolio management processes and ensure CO Corporate functions meet cross Government standards</li> <li>• Review and reform CO Corporate Governance processes</li> <li>• Improve CO project management, finance function, communications, talent management and HR</li> </ul>

## 2. Diversity

Objective	How will progress be achieved and measured?
<p>1. Ensure the Civil Service is an attractive employer to all and that the functions reflect the community the Civil Service supports.</p> <p>a) Promote inclusion and address diversity challenges in professional functions cross government, with a commitment for each function to have a diversity inclusion plan, with progress reviewed every six months by functional leads.</p>	<ul style="list-style-type: none"> <li>Improvements as outlined in each functional plan, focused on priority under represented groups.</li> </ul>
<p>2. Implement the Cabinet Office diversity and inclusion plans in line with the Talent Action Plan.</p> <p>a) Create a culture of inclusion, and achieve progress on key performance measures for diversity and representation through a departmental action plan agreed with the networks (<i>women, part-time/job share, Christian/religion, BME, LGBT, disability</i>).</p> <p>b) Create a new business deal with the Employee Networks to include and champion the following:</p> <p>i. Chairing a new diversity and inclusion committee attended by representatives from each of the Cabinet Office Employee Networks to oversee and inform the on-going programme of work.</p> <p>ii. Improving access to mentoring for all staff but particularly those from under-represented groups.</p>	<ul style="list-style-type: none"> <li>Increase declaration rates for all grades in relation to ethnic background and disability status.</li> <li>Improve SCS diversity, and bring representation for SCS women in line with women at all grades.</li> <li>Collect and assess feedback on departmental performance from Network leads.</li> </ul>