The Cabinet Secretary has three core functions. The objectives contained within this performance tool reflect these functions. A short description of each of the categories is outlined below:

- 1) <u>Supporting proper and effective Government decision- making</u> This includes the administration of and provision of advice to Cabinet and its sub-committees; administering the Ministerial Code; and advising the Prime Minister and Deputy Prime Minister on policy, process and propriety; chairing officials' policy meetings, as appropriate, to support better cross-government working; and providing a senior channel of advice and communication to and from external (foreign, business, voluntary and wider public sector) stakeholders.
- 2) <u>Supporting effective implementation of the Government's priorities</u> This includes advising the Prime Minister on the most effective way to organise Government; ensuring that the Government's priorities are properly reflected in departments' own priorities and business plans; ensuring that departments are working together in the most effective way to implement these priorities; and, together with the Head of the Home Civil Service, ensuring that the civil service has the capabilities and leadership it needs to implement these priorities. This includes line management of a cadre of cross-cutting permanent secretaries; and developing new capabilities in the civil service to ensure it adapts to the Government's requirements.
- With the Head of the Civil Service, maintaining an impartial UK Civil Service that commands the confidence of Ministers this includes administering the Civil Service Code; ensuring that the Civil Service supports the Government in developing and implementing Ministers' policies and priorities; ensuring that that appointments and performance management are merit-based; ensuring the impartiality of civil service advice by enforcing a clearly-understood separation between the roles of civil servants, Ministers and special advisers; preventing civil servants from being drawn in to subjective public debate; putting in place appropriate guidance and procedures ahead of elections and referendums; and handling issues relating to previous administrations in an even-handed way.

## PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

Name	Department
Sir Jeremy Heywood	Cabinet Office

1. Business delivery objectives:	Performance Measures:	Milestones:
	Feedback from Prime Minister, Deputy	
	Prime Minister, Minister for Cabinet	
	Office, Lead Non Exec Director, Head of	
	the Civil Service and Permanent	
	Secretaries	
	Effective accountability mechanism in	
	place, ensuring senior leaders are	
	delivering against all of their objectives	
	and the state of t	
	Feedback from Ministers that Cabinet	
To support effective Cabinet Government	and its committees are addressing the	
	right issues at the right time and that	
	discussions are properly prepared and	
	chaired.	
	The Prime Minister and Deputy Prime	
	Minister have access to high quality	
	objective advice and briefing in support of	
	their policy objectives	
	An effective Secretary to the Cabinet,	
	responsible to all ministers for the running	
	Tresponsible to all millisters for the furning	

	of Cabinet Government ensuring effective Coalition Government.  Cabinet minutes accurately reflect the Cabinet debate and discussion.  Maintain firm procedures for ensuring collective consideration of issues.	
To support the Prime Minister & Deputy Prime Minister in ensuring that the Coalition Government's programme is reflected in departmental priorities and implemented successfully.	The Minister for the Cabinet Office, the Minister for Government Policy and David Laws have access to high quality advice and briefing	
	The development, coordination and implementation of the Government's economic, growth, domestic, EU and global policy objectives is supported by effective policy development and implementation by Government departments	
To ensure that the Civil Service and the Machinery of Government drives the Government's overriding priority of restoring strong, balanced and sustainable growth	Departmental business plans and Permanent Secretary objectives prioritise the need to encourage economic growth	
across the UK.	Collaborative working with departments towards the successful implementation of key policies and programmes	

To provide clear and objective advice on Ministerial, Special Adviser and civil service propriety issues	To work with the National Security Adviser and the heads of the Security and Intelligence agencies to ensure that the Prime Minister and Deputy Prime Minister are provided with effective and timely briefing  To co-ordinate and chair senior official meetings as necessary.  The Prime Minister is provided with suitable advice and support on the administration of the Ministerial Code, the Civil Service Code and Special Advisers' code of conduct to maintain the highest standards of propriety  Protect the interests of former Governments and Ministers and ensure the Civil Service retains the confidence of all political parties in its impartiality and integrity.	
To support Ministers in communicating effectively to Parliament and other external audiences to the Government's overall strategy, and handling of specific issues.		
2. Corporate objectives:		Milestones:
To work with the Minister for the Cabinet Office and the Head of the Civil Service to develop and deliver a Civil Service Reform Plan, with particular focus on the policy recommendations within the plan.	Good collaborative working across departments  Strong relationships with Ministers and other key stakeholders – Institute for Government and other leading think	

To drive the implementation of the Civil Service Reform Plan	tanks and opinion formers.  Feedback from other Permanent Secretaries, Head of the Civil Service and the Minister for the Cabinet Office	Publish the Civil Service Reform Plan  Early successful implementation of the contestable policy fund  Successful implementation of the policy on shared services  Introducing a policy course to the Civil Service.
Ensure the Civil Service is well led, demonstrating strong and visible leadership of the civil service.  Embody the principles of Civil Service Reform	Chairing and attending as appropriate Permanent Secretary policy and governance groups: the Senior Leadership Committee; the Civil Service Board; the Civil Service Reform Board and the weekly meeting of Permanent Secretaries.  Engaging in Top 200 and outreach events such as the Fast Stream internship events	
3. Capability building objectives:	Performance Measures:	Milestones:
To line manage those Permanent Secretaries with security or cross departmental responsibilities, providing support and advice to enable them to deliver on the Government's priorities	Robust performance management of Permanent Secretaries, performance reviews result in clear objectives focused on the government's priorities including growth, implementation and efficiency.  Improved performance management with Permanent Secretaries encouraging and rewarding good performance, while dealing rigorously with poor performers.	Objectives agreed and published December 2012  Mid year reviews completed Oct 2012  End year reviews completed May 2013

	SMART (Specific, Measurable,	
	Achievable, Realistic, Time bound)	
	objectives, reflecting ministerial policies,	
	in place for Permanent Secretaries and	
	cascaded to the Senior Civil Service.	
	Padically improved performance	
	Radically improved performance management	
To build jointly with the Head of the Civil Service a	Taking part in appropriate recruitment	
strong, diverse and corporate Permanent Secretary cadre and develop clear succession plans.	exercises	
caute and develop clear succession plans.	Participate in the Senior Leadership	
	Committee	
	Participate in engagement events with	
	Permanent Secretary colleagues focused on the government's priorities	
	on the government's priorities	
	Jointly with the Head of the Civil Service,	
	lead the development of an external	
	network of contacts to build an exchange	
	between the private and third sectors.	