

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2013/14

Name Sir Bob Kerslake	Department Head of the Civil Service, and Permanent Secretary, Department for Communities and Local Government (DCLG)
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<p>1. Objectives (DCLG): As Permanent Secretary of DCLG, provide strategic leadership to the Department and its Senior Team in the delivery of the departmental business plan and supporting economic growth including:</p> <ul style="list-style-type: none"> • Stimulating local growth: Implementing the Government's response to the Heseltine report; supporting Local Enterprise Partnerships; ensuring good progress on the planning reforms; delivery of the Enterprise Zones; and performing the cross-Government Accounting Officer role for City Deals and the Regional Growth Fund. • Driving Up Housing Supply: Delivery of the commitments in the Housing Strategy, September 2012 Package, Mid-Term Review, Budget and Spending Round 2013. • Ensuring effective implementation of the Local Government Resource Review; Council Tax Benefit Localisation; Public Service Transformation Community Budgets; and the Community Rights agenda. • Maintaining the strong progress on delivery on the Troubled Families Programme. • Effective Delivery of the Department's integration plan including any actions emerging from the Prime Minister's Task Force on Tackling Extremism. 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Delivery of the Departmental Business Plan. • Successful, high impact Local Enterprise Partnerships; Enterprise Zones; City Deals; Regional Growth Fund and other Growth Funds. • Delivery of the range of housing initiatives to the agreed timetable. • A resilient Local Government sector delivering greater efficiency and public service reform. • Implementation of the second wave of City Deals to timetable. • With others, successfully establishing the Single Local Growth Fund. • Implementation Plan for Public Service Transformation Community Budgets established and delivered. 	<p>Milestones:</p> <ul style="list-style-type: none"> • All Housing Initiatives underway by July 2013. • Most Local Authorities to have approved their Local Plans by end of 2013. • Second Wave of City Deals concluded by end March 2014. • Actions from Spending Round fully in place by March 2014.
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<ul style="list-style-type: none"> • Implementation of actions arising from the Spending Round. 		
<p>2. Objectives (Head of the Civil Service): As Head of the Civil Service, provide visible leadership, and be a champion of change. Specifically:</p> <ul style="list-style-type: none"> • Build a consistently strong and more corporate Permanent Secretary cadre. • Lead the successful implementation of the Civil Service Reform Plan including the additional actions from the One Year On Report; In particular, lead and champion the work on: <ul style="list-style-type: none"> • Implementation of the Capabilities Plan; • Taking forward the work on functional leadership; • Successfully chairing the Implementation Board and Procurement Programme Board; • Holding Departments and Permanent Secretaries to account for their part in delivery of the Civil Service Reform Plan. • With the Cabinet Secretary, ensure that there is effective capacity and capability in place to deliver on the Government's priorities. • Establish a programme of visits to Civil Service teams across the country. 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Tangible examples of strong corporate leadership on Civil Service Reform by Permanent Secretaries; • Positive feedback from Prime Minister, Deputy Prime Minister, Secretary of State, departmental ministers, Minister for Cabinet Office, Communities & Local Government and Civil Service Lead Non Executive Directors, Cabinet Secretary and other Permanent Secretaries. • Implementation of the actions in the Reform Plan and One Year On report to timetable. • Evidence of impact of reform in the People Survey and quarterly Pulse Surveys. • Visit achieved on average every 2 weeks. Positive feedback from evaluation. 	<p>Milestones:</p> <ul style="list-style-type: none"> • End of year reviews of Permanent Secretaries completed by May 2014. • Publication of One Year On Report in July 2013. • Delivery of the Civil Service Reform Implementation Plan. • Business Plan performance reviews at 6 and 12 months.
<p>3. Capability building objectives:</p> <p>Head of the Civil Service</p> <ul style="list-style-type: none"> • Build individual capability of Permanent Secretaries. • Oversee the roll-out of Departmental Improvement Plans across all Departments. • With the Cabinet Secretary, undertake implementation 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Demonstrate progress reflected in Mid-Year Reviews. • Departmental Implementation Plans in all Departments by Autumn 2013. 	<p>Milestones:</p> <ul style="list-style-type: none"> • Development plans agreed for Permanent Secretaries by September. • Stocktakes for all major delivery Departments done by the end of the year.

<p>stocktakes on every major Government Department.</p> <ul style="list-style-type: none"> • Develop the future long-term vision for the Civil Service including organisation and ways of working. <p>DCLG</p> <ol style="list-style-type: none"> Secure measurable progress on the five priorities in the Departmental Improvement Plan. Achieve target improvement in the overall departmental engagement scores, and on visible leadership and learning and development. Build individual and collective Executive Team capability to ensure effective arrangements given my dual role. In particular, establish and strengthen the deputy role. 	<ul style="list-style-type: none"> • Stocktakes undertaken leading to effective delivery of Government priorities. • Vision developed by October 2013. • Delivery of agreed tasks in the Departmental Improvement Plan. • Engagement scores for Department increase on last year and the gap between CLG and the average for Departments is reduced. Scores for visible leadership and learning and development show material increase. • Positive results in Executive Team evaluation. 	<ul style="list-style-type: none"> • Plan of action agreed to address gaps through the work by November 2013. • Annual and pulse surveys of staff. • Staff survey results in December 2013. • Executive Team evaluation in January 2014.
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