

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15

SIR BOB KERSLAKE, DEPARTMENT FOR COMMUNITIES AND LOCAL GOVERNMENT AND THE HEAD OF THE CIVIL SERVICE

Role

The post combines two roles:

The Head of the Civil Service

The Head of the Civil Service is responsible for providing professional and corporate leadership to the Civil Service and enhancing the immediate and longer term capability of the Civil Service with strong governance and accountability.

Reporting directly to the Prime Minister and working closely with the Cabinet Secretary and the Minister for the Cabinet Office, the Head of the Civil Service provides professional, visible and public leadership to all levels of the Civil Service, leads the work to improve the Civil Service's performance and capability to deliver the UK, Scottish and Welsh governments' objectives; and promote, embed and safeguard the Civil Service's core values.

With the Cabinet Secretary, the Head of the Civil Service is responsible for maintaining an impartial Civil Service that commands the confidence of Ministers and MPs of all political parties; supporting effective implementation of the Government's priorities; and building a strong, diverse and corporate Permanent Secretary cadre, along with clear succession plans.

Permanent Secretary of the Department for Communities and Local Government

Permanent Secretaries are responsible for supporting their Secretary of State on the implementation of the Government's priorities in their Department and for responding effectively to new challenges. The Coalition Agreement and the Structural Reform Plans set out the Government's priorities in detail.

Permanent Secretaries are collectively responsible for supporting proper and effective decision making and effective implementation of the Government's overall priorities. They also have an individual responsibility to maintain the underlying capability and responsiveness of the departments they lead.

Permanent Secretaries are also responsible for the long-term health and stewardship of their Departments, in particular for ensuring the maintenance of an impartial Civil Service that commands the confidence of Ministers and MPs of all political parties. They have particularly to pay attention to the overall capability of their Departments, including through talent management, succession planning and the effective implementation of the Departmental Improvement Plan.

Sir Bob Kerslake is appointed by the Treasury as 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.

2014/15 Priorities

The priorities in 2014/15 for the Head of the Civil Service are to ensure that delivery of the Civil Service Reform Plan is secured; that there is strong leadership across departments; that the Civil Service retains absolute focus on the delivery of the Government's agenda; and that strong succession plans at the senior level are built to secure the future talent of the Civil Service.

In the Department for Communities and Local Government (DCLG), the priorities for 2014/15 include increasing the number of housing starts; driving forward Growth Deals; securing development progress on Enterprise Zones; and progressing the Local Public Service Transformation agenda.

Corporate and Capability Management

The Head of the Civil Service is the corporate leader of the Civil Service and is responsible for the delivery of the Civil Service Reform agenda. He is the chair of the Civil Service Board and the Senior Leadership Committee. He works closely with the Senior Responsible Owner of the Capabilities Plan to ensure that civil servants have the skills they need for now and the future.

Objective	How progress will be judged
<p data-bbox="177 273 794 304"><i>Head of the Civil Service</i></p> <p data-bbox="177 405 794 470">a) Secure delivery of the Civil Service Reform Plan.</p> <p data-bbox="177 571 794 636">b) Ensure strong senior leadership across government departments.</p> <p data-bbox="177 705 794 770">c) With the Cabinet Secretary, ensure effective delivery of Government priorities.</p> <p data-bbox="177 873 794 972">d) Specifically to lead on the strengthening of capability of the Civil Service through the Capabilities Plan.</p>	<p data-bbox="801 273 1410 371">Overall: Feedback from the Prime Minister and Minister for the Cabinet Office (MCO), 360 feedback.</p> <p data-bbox="801 405 1410 537">a) Delivery of the 7 Game Changers implementation plans to timetable, and in particular the MCO priorities of Functional Leadership and Civil Service 21.</p> <p data-bbox="801 571 1410 672">b) Feedback from ministers on performance of Permanent Secretaries and their departments.</p> <p data-bbox="801 705 1410 837">c) Feedback from Prime Minister/ Deputy Prime Minister on implementation. Effective intervention through stocktakes to ensure delivery remains on track.</p> <p data-bbox="801 873 1410 940">d) Delivery of the actions set out in the refreshed Capabilities Plan.</p>
<p data-bbox="177 981 794 1012"><i>Communities and Local Government</i></p> <p data-bbox="177 1081 794 1180">e) Increase number of housing starts, including streamlining and improvement of planning system.</p> <p data-bbox="177 1350 794 1449">f) Agree 39 ambitions Growth Deals by Summer 2014 and secure progress on implementation in each area.</p> <p data-bbox="177 1619 794 1684">g) Secure significant development progress on all 24 Enterprise Zones by March 2015.</p> <p data-bbox="177 1718 794 1783">h) Make significant progress in Local Public Service Transformation.</p>	<p data-bbox="801 981 1410 1079">Overall: Feedback from Secretary of state and Lead Non Executive Director, 360 feedback and People Survey.</p> <p data-bbox="801 1113 1410 1211">e) i) To ensure delivery of the Budget 2014 housing and planning commitments, which will create 200,000 new homes.</p> <p data-bbox="801 1245 1410 1344">ii) to deliver the affordable housing programme of 170,000 completions across England during 2014/15.</p> <p data-bbox="801 1377 1410 1476">f) i) Plans agree for each Local Enterprise Partnership (LEP) area with stretching targets.</p> <p data-bbox="801 1509 1410 1574">ii) Implementation plans in place and early wins secured by 1st Quarter 2015.</p> <p data-bbox="801 1608 1410 1684">g) At least one significant development in each enterprise zone by March 2015.</p> <p data-bbox="801 1718 1410 2004">h) i) Working with Department of Health, ensure that the Better Care Fund is up and running with 151 good plans in place by April 2015, having been signed off by local Health and Wellbeing Boards, and that the Fund is having an early impact on reducing emergency admission, on delayed discharges of care and on the quality of experience of service users.</p>

<p>i) Maintain strong progress on delivery of the Integration Programme.</p>	<p>ii) 120,000 Troubled Families turned around by the end of this parliament.</p>
<p><i>Capability</i></p> <p>j) Build capability in Communities and Local Government (CLG) and Cabinet Office to ensure effective arrangements given the dual role.</p>	<p>j) Feedback from Ministers and Permanent Secretaries.</p>