

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15

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Role

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 design of the Structural Reform Plans set out the Government's priorities in detail.

Working to the Cabinet Secretary and Head of the Civil Service, 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.

Richard Heaton is also 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

In the Cabinet Office, the priorities in 2014/15 include the transformation of HM Government's capability in the commercial and digital fields and in the delivery of major projects; achieving, with Departments, savings of £20bn through efficiency compared with 2009/10 (including a fraud, error and debt contribution); the successful growth of National Citizen Service, social action, and the social investment market; the implementation of individual Electoral Registration and the introduction of a system for the recall of MPs.

Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Richard Heaton is also a member of the Civil Service Board, Cabinet Office Board and chairs the Cabinet Office Executive Management Committee. He is a member of Sir Simon Fraser's Permanent Secretary steering group on diversity and inclusion

In addition to these generic responsibilities, Permanent Secretaries – like all other civil servants – have specific objectives to achieve during the course of each year. And like all other civil servants, they have responsibilities to learn, develop and acquire new skills needed to discharge their roles. Richard Heaton’s specific objectives for 2014/15 are set out on the next page.

Objective	How progress will be judged
<p><i>Business objectives</i></p> <p>(a) Delivery of National Citizen Service programmes in summer 2014, autumn 2014 and spring 2015 (with 66,000 places to be delivered in 2014).</p> <p>(b) Successful passage through Parliament of Recall of MPs Bill.</p> <p>(c) Accurate and timely preparation of the Government's legislative programme, including late and emergency proposals.</p> <p>(d) Deliver a robust and audited government savings number for 2014-15.</p> <p>(e) Building capability, performance and requirements of Crown Commercial Service (CCS) in April 2014, with the objective of reaching planned value of CCS - managed spend by end 2014/15.</p> <p>(f) 25 Government Digital Service exemplars to have new services publicly available by March 2015.</p> <p>(g) Delivery of Electoral Registration Transformation Programme in line with Government commitments (from June 2014), while ensuring that the integrity of the UK elections is maintained.</p> <p>(h) By the end of this Parliament, the Red Tape Challenge Programme to have delivered over £850m estimated annual net savings to business, and scrapped or improved over 2,000 of the 3,100 regulations identified for reform by government.</p>	<p>Overall: feedback from Ministers and lead NED, 360 feedback and People Survey.</p> <p>(a) Annual evaluation; Key Performance Indicators (KPIs) including measurement of the Trust's performance.</p> <p>(b) Bill on Recall of MPs to be introduced on time [timetable to be agreed].</p> <p>(c) Bills ready for introduction after Queen's Speech – June 2014, and for all subsequent stages.</p> <p>(d) Successful year-end savings event that announces the planned, audited savings number, alongside quarterly reporting of savings position throughout 2014-15.</p> <p>(e) Milestones and indicators set out in Business Development Plan.</p> <p>(f) Exemplars meet the service standard, with capability in managing departments to sustain them.</p> <p>(g) Meeting key critical path milestones and ensuring that Ministers' tolerances for risk are not exceeded.</p> <p>(h) Quarterly implementation reporting.</p>

<p><i>Cross Government Working and Civil Service Reform</i></p> <p>(i) Responsibility for “Civil Service Live” in four cities in June and July 2014, with a focus on learning and building capabilities.</p> <p>(j) Cross-civil service champion role for Black Minority Ethnic (BME).</p>	<p>(i) Immediate feedback from event; and surveys of those who attended three months after the event.</p> <p>(j) Feedback from BME colleagues; diversity statistics.</p>
<p><i>Capability</i></p> <p>(k) Successful development and launch of new Cabinet Office technology by January 2015 as a civil service exemplar</p> <p>(l) Improved engagement scores for Cabinet Office Band A and Senior Civil Service (SCS) Band 1 staff</p>	<p>(k) Provide access to the new system before current contract expires with a full roll out of devices and operations by January 2015. <i>[Measure of staff satisfaction, to be determined.]</i></p>