

# PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

## CABINET SECRETARY: INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

### Role

The Cabinet Secretary is responsible for leading the Civil Service. He has three core functions:

1. Support proper and effective government decision-making through the organisation and provision of advice to Cabinet and its sub committees; administering the Ministerial Code; and advising the Prime Minister on policy, process and propriety. He also provides a senior channel of advice and communication to and from external (foreign, business, voluntary and wider public sector) stakeholders.
2. Support effective implementation of the Government's priorities, ensuring they are properly reflected in departments' own priorities and business plans and are implemented with pace and rigour; ensuring that departments are working together in the most effective way to implement these priorities; and ensuring that the Civil Service has the capability and leadership it needs to implement them. This includes the line management of permanent secretaries; and developing new capabilities in the Civil Service to ensure it adapts to the Government's requirements.
3. Maintain an effective and politically impartial Civil Service that commands the confidence of Ministers and MPs of all political parties including: administering the Civil Service Code; ensuring that the Civil Service supports the Government in developing and implementing Ministers' policies and priorities; ensuring 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; putting in place appropriate guidance and procedures ahead of elections and referendums; and handling issues relating to previous administrations in an even-handed way.

## Corporate and Capability Management

The Cabinet Secretary is Head of the Civil Service and as such plays a key part in the corporate leadership of the Civil Service. He chairs the Civil Service Board, is a member of the Senior Leadership Committee and the Main Honours Committee.

# Objectives

Objective	How will progress be achieved and measured?
<p>Cabinet Secretary</p> <p>Business objective 1 To support the Prime Minister and the Cabinet in delivering their Manifesto commitments and addressing new challenges, by ensuring that:</p> <ul style="list-style-type: none"> <li>• The Prime Minister and other Ministers have access to the highest quality, objective advice on policy, security and implementation issues, on a timely basis;</li> <li>• Cabinet, Cabinet Committees and Implementation Task Forces are addressing the right issues, with properly prepared papers and discussions;</li> <li>• Where appropriate or commissioned providing my own advice or leading specific projects on particular issues.</li> </ul> <p>Business objective 2 To provide advice to the Prime Minister and other Ministers as necessary on adherence to the Ministerial Code, the Special Adviser Code and the Civil Service Code, the conventions on handling the papers of previous administrations, and other issues of propriety that might arise.</p> <p>Business objective 3</p>	<p>Business objective 1 Feedback from the Prime Minister and other Ministers; feedback from officials through 360 feedback; Cabinet and Cabinet Committee minutes accurately reflect the debate and discussion.</p> <p>Ensure manifesto commitments are delivered.</p> <p>Business objective 2 Ensure that allegations of impropriety or Code breaches are investigated rigorously and swiftly; handle all inquiries effectively; ensure that all Permanent Secretaries and their teams are preparing adequately for the Election and beyond.</p> <p>Business objective 3</p>

<p>To provide inspiring, confident and empowering leadership to the Civil Service as a whole, and to the senior leadership of the Civil Service, in order to:</p> <ul style="list-style-type: none"> <li>• Address long-standing weaknesses in the areas prioritised by the Civil Service Board (commercial capability, the application of digital technology to services and policy design, a more diverse senior workforce and improved leadership);</li> <li>• Maintain the long-standing strengths of the Civil Service and reputation for impartiality and integrity;</li> <li>• Continue to improve engagement, morale and performance across the Civil Service and ensure it is a brilliant place to work;</li> <li>• Communicate more effectively civil servants' successes and contribution to the country.</li> </ul>	<p>Feedback from the Minister for the Cabinet Office, Permanent Secretary colleagues and Lead Non-Executive Directors; People Survey outcomes; 360-degree feedback.; Cross-government Commercial and Digital capability and performance; Broaden senior level representation [see diversity objectives below]; international indicators of government effectiveness.</p>
---	--

## Diversity

Objective	How will progress be achieved and measured?
To take overall responsibility for the rigorous implementation of the Talent Action Plan and achieve progress on key performance measures for diversity and inclusion through the Removing Barriers programme	<ul style="list-style-type: none"> <li>• Increase proportion of women, BAME and disabled individuals across the Civil Service SCS workforce</li> <li>• Increase proportion of women in SCS roles at Pay Band 2 and above across the Civil Service</li> <li>• Reduce the difference between disabled and non-disabled staff on the "inclusion and fair treatment" question in the</li> </ul>

	<p>Civil Service People Survey</p> <ul style="list-style-type: none"> <li>• Increase the proportion of women, disabled, LGB&amp;T and BAME individuals on Civil Service departmental and wider public sector boards against the baseline for 2014/15</li> <li>• Significantly increase declaration rates for ethnic background and disability status for the Civil Service workforce (particularly in those departments where declaration levels are below 80%)</li> <li>• Reduce over time the gender pay gap in the Civil Service</li> </ul>
<ul style="list-style-type: none"> <li>• Improve the diversity of the Civil Service corporate talent pipeline against the baseline for 2014/15</li> <li>• To hold Permanent Secretaries to account for effectively delivering their departmental diversity and inclusion plans</li> <li>• To be an exemplar leader on diversity as Head of the Civil Service</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the apprenticeship programme and increase the proportion of successful applicants to the fast stream from a lower socio-economic background against the 2014/15 baseline</li> <li>• Hold permanent secretaries to account on a quarterly basis through the Removing Barriers Implementation Board and in performance discussions</li> <li>• Ensure permanent secretaries are equally active departmentally on this issue</li> </ul>