

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

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, including the Top 200; 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 Service's core values which are set out in statute.

Name	Department
Sir Bob Kerslake	Head of the Civil Service, and Permanent Secretary, Department for Communities and Local Government

<p>1. Business delivery objectives:</p> <p>Delivery of departmental business plan and supporting economic growth including successful delivery of:</p> <ul style="list-style-type: none"> • Advance decentralisation, through the Local Government Resource Review and Council Tax Benefit localisation; • Deliver the Troubled Families Programme; • Effective implementation of Planning reforms, including neighbourhood plans; • Lead Local Economic Growth, including City Strategies; 	<p>Performance Measures:</p> <p>Feedback from Prime Minister, Deputy Prime Minister, Secretary of State, departmental ministers, Minister for Cabinet Office, Communities & Local Government and Civil Service Lead Non Exec Directors, Cabinet Secretary and other Permanent Secretaries</p> <ul style="list-style-type: none"> • Successful, high-impact Local Enterprise Partnerships, Enterprise Zones, Regional Growth Fund and other Growth funds; • Delivery of priority initiatives in Housing Strategy and "second wave" of housing initiatives developed; • Delivery to agreed timetable of the Planning Implementation Plan 	<p>Milestones:</p> <ul style="list-style-type: none"> • Agree budget allocation with ministers. • Regional Growth Fund contracting on-track and on-profile by March 2013. • Priority Housing initiatives, including the September 2012 package, is fully underway by December 2012; • September package of planning reforms fully in place by end February 2013; • 8 City Deals agreed by July 2012. Second
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<ul style="list-style-type: none"> • Housing Strategy delivery and review; • Prepare for the next Comprehensive Spending Review, building localist solutions to cross-cutting issues • Deliver the integration plan 	<ul style="list-style-type: none"> • Completion of deals for core cities and second round of city deals initiatives underway with other Departments bought in to the process; • Localisation of Business Rates and Council Tax Benefit achieved. 	<p>round well advanced by March 2013.</p> <ul style="list-style-type: none"> • Local Government Finance Bill completed by end July 2012. New regime in place by 1 April 2013.
<p>2. Corporate objectives: As Head of the Civil Service, provide visible leadership, and be a champion of change. Specifically:</p> <ul style="list-style-type: none"> • Establish a series of visits to Civil Service teams across the country; • Complete the Civil Service Reform Plan and put in place the arrangements for its delivery; • Oversee the implementation of the Civil Service Reform Plan. • Build a consistently strong and more corporate Permanent Secretary cadre; • With the Cabinet Secretary, ensure that there is effective capacity and capability in place to deliver on the Government's priorities. • Secure the effective delivery of the agreed Efficiency and Reform action plan for CLG 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Visit achieved on average every 2 weeks. Positive feedback from evaluation; • Positive 360 feedback from Secretaries of State and the Minister for the Cabinet Office. • Tangible examples of corporate leadership by Permanent Secretaries. • Positive evaluation of new governance arrangements. • Stabilised People Survey results on engagement • As agreed with the Cabinet Office 	<p>Milestones:</p> <ul style="list-style-type: none"> • Publication of Civil Service Reform Plan in May 2012; • Delivery of the Civil Service Reform implementation plan. • First round of end of year reviews of Permanent Secretaries completed by May 2012; • Business Plan performance reviews at 6 and 12 months; • Evaluation of new governance arrangements in February 2013. • Appointment of a new Director General for Civil Service Reform • As agreed with the Cabinet Office

<ul style="list-style-type: none"> • Delivery of departmental Civil Service Reform objectives 	<ul style="list-style-type: none"> • SMART (Specific, Measurable, Achievable, Realistic, Time bound) objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers. 	
<p>3. Capability building objectives:</p> <ul style="list-style-type: none"> • Secure measurable progress on the five priorities in the Departmental Improvement Plan; • Achieve a significant improvement in the departmental engagement scores, specifically on visible leadership and learning and development; • Build Executive Team capability to ensure effective arrangements given my dual role. • Senior Civil Servants delivering against clear and measurable objectives • Radically improved performance management. 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Delivery of agreed tasks in the Departmental Improvement Plan; • Scores for visible leadership and learning and development show material increase; • Positive results in evaluation. • Effective accountability mechanism in place, ensuring senior leaders are delivering against all of their objectives. • Improved performance management with managers encouraging and rewarding good performance, while dealing rigorously with poor performers. 	<p>Milestones:</p> <ul style="list-style-type: none"> • Plan launched in April 2012; • Quarterly ‘depth tests’ of staff; • Staff survey results in December 2012; • Executive Team evaluation in January 2013.