

The Cabinet Secretary has three core functions. The objectives contained within this performance tool reflect these functions. A short description of each of the categories is outlined below:

- 1) **Supporting proper and effective Government decision- making** This includes the administration of and provision of advice to Cabinet and its sub-committees; administering the Ministerial Code; and advising the Prime Minister and Deputy Prime Minister on policy, process and propriety; chairing officials' policy meetings, as appropriate, to support better cross-government working; and providing a senior channel of advice and communication to and from external (foreign, business, voluntary and wider public sector) stakeholders.
- 2) **Supporting effective implementation of the Government's priorities** This includes advising the Prime Minister on the most effective way to organise Government; ensuring that the Government's priorities are properly reflected in departments' own priorities and business plans; ensuring that departments are working together in the most effective way to implement these priorities; and, together with the Head of the Home Civil Service, ensuring that the civil service has the capabilities and leadership it needs to implement these priorities. This includes line management of a cadre of cross-cutting permanent secretaries; and developing new capabilities in the civil service to ensure it adapts to the Government's requirements.
- 3) **With the Head of the Civil Service, maintaining an impartial UK Civil Service that commands the confidence of Ministers** this includes administering the Civil Service Code; ensuring that the Civil Service supports the Government in developing and implementing Ministers' policies and priorities; ensuring that 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; preventing civil servants from being drawn in to subjective public debate; putting in place appropriate guidance and procedures ahead of elections and referendums; and handling issues relating to previous administrations in an even-handed way.





<p><b>To provide clear and objective advice on Ministerial, Special Adviser and civil service propriety issues</b></p> <p><b>To support Ministers in communicating effectively to Parliament and other external audiences to the Government's overall strategy, and handling of specific issues.</b></p>	<p>To work with the National Security Adviser and the heads of the Security and Intelligence agencies to ensure that the Prime Minister and Deputy Prime Minister are provided with effective and timely briefing</p> <p>To co-ordinate and chair senior official meetings as necessary.</p> <p>The Prime Minister is provided with suitable advice and support on the administration of the Ministerial Code, the Civil Service Code and Special Advisers' code of conduct to maintain the highest standards of propriety</p> <p>Protect the interests of former Governments and Ministers and ensure the Civil Service retains the confidence of all political parties in its impartiality and integrity.</p>	
<p><b>2. Corporate objectives:</b></p> <p><b>To work with the Minister for the Cabinet Office and the Head of the Civil Service to develop and deliver a Civil Service Reform Plan, with particular focus on the policy recommendations within the plan.</b></p>	<p>Good collaborative working across departments</p> <p>Strong relationships with Ministers and other key stakeholders – Institute for Government and other leading think</p>	<p><b>Milestones:</b></p>

<p><b>To drive the implementation of the Civil Service Reform Plan</b></p>	<p>tanks and opinion formers.</p> <p>Feedback from other Permanent Secretaries, Head of the Civil Service and the Minister for the Cabinet Office</p>	<p>Publish the Civil Service Reform Plan</p> <p>Early successful implementation of the contestable policy fund</p> <p>Successful implementation of the policy on shared services</p> <p>Introducing a policy course to the Civil Service.</p>
<p><b>Ensure the Civil Service is well led, demonstrating strong and visible leadership of the civil service.</b></p> <p><b>Embody the principles of Civil Service Reform</b></p>	<p>Chairing and attending as appropriate Permanent Secretary policy and governance groups: the Senior Leadership Committee; the Civil Service Board; the Civil Service Reform Board and the weekly meeting of Permanent Secretaries.</p> <p>Engaging in Top 200 and outreach events such as the Fast Stream internship events</p>	
<p><b>3. Capability building objectives:</b></p> <p><b>To line manage those Permanent Secretaries with security or cross departmental responsibilities, providing support and advice to enable them to deliver on the Government's priorities</b></p>	<p><b>Performance Measures:</b></p> <p>Robust performance management of Permanent Secretaries, performance reviews result in clear objectives focused on the government's priorities including growth, implementation and efficiency.</p> <p>Improved performance management with Permanent Secretaries encouraging and rewarding good performance, while dealing rigorously with poor performers.</p>	<p><b>Milestones:</b></p> <p>Objectives agreed and published December 2012</p> <p>Mid year reviews completed Oct 2012</p> <p>End year reviews completed May 2013</p>

	<p>SMART (Specific, Measurable, Achievable, Realistic, Time bound) objectives, reflecting ministerial policies, in place for Permanent Secretaries and cascaded to the Senior Civil Service.</p> <p>Radically improved performance management</p>	
<p><b>To build jointly with the Head of the Civil Service a strong, diverse and corporate Permanent Secretary cadre and develop clear succession plans.</b></p>	<p>Taking part in appropriate recruitment exercises</p> <p>Participate in the Senior Leadership Committee</p> <p>Participate in engagement events with Permanent Secretary colleagues focused on the government's priorities</p> <p>Jointly with the Head of the Civil Service, lead the development of an external network of contacts to build an exchange between the private and third sectors.</p>	