

## PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2013/14

<b>Name</b> Una O'Brien	<b>Department</b> Department of Health (DH)
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OBJECTIVE	PERFORMANCE MEASURES	MILESTONES
<p><b>1. Business delivery:</b></p> <ul style="list-style-type: none"> <li>• Ensure that Ministers' in-year commitments and priorities are delivered across the National Health Service (NHS), public health and social care system, including delivery of a full response to the Report of Mid Staffordshire NHS Trust Public Inquiry.</li> </ul>	<ul style="list-style-type: none"> <li>- Feedback from Secretary of State, departmental Ministers, No10, Cabinet Office, Lead Non Executive Director, Cabinet Secretary and Head of the Civil Service</li> <li>- Effective portfolio management, assurance, and accountability mechanisms in place and functioning effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Agree budget allocation with ministers</li> </ul> <p>Deliver against detailed commitments set out in the Structural Reform Plan and Corporate Plan, to include:</p> <p><u>Q1 &amp; Q2</u></p> <ul style="list-style-type: none"> <li>- recovery from Accident &amp; Emergency (A&amp;E) pressures</li> <li>- deliver commissioned reviews – Dame Caldicott's review of Information Governance, the Cavendish Review, the NHS Complaints review</li> <li>- publish 'one year on' progress reports on the PM Challenge on Dementia and on the Information Strategy</li> <li>- publish new action plan on Winterbourne View, and on the Carers Strategy 2013–2015.</li> <li>- publish first Antimicrobial Resistance report</li> <li>- publish EU 'Review of the Balance of Competences: Health'</li> </ul> <p><u>Q3 &amp; Q4</u></p> <ul style="list-style-type: none"> <li>- publish 'Priorities for Change in Mental Health Care and Support' and the 'Mental Health Crisis Care Concordat'</li> <li>- effective winter plans delivered for the Health and Care System</li> <li>- deliver further response to Report of Mid Staffordshire NHS Trust Public Inquiry</li> <li>- publish Preventing Premature Mortality Action Plan</li> <li>- secure passage of Care Bill to Royal Assent by April 2014</li> <li>- publish Secretary of State's Annual Report</li> <li>- Major Projects Review Group review of Programme and Project portfolio</li> </ul>

<ul style="list-style-type: none"> <li>• Complete the transition programme and secure effective implementation of the health and care reforms in first year of operation</li> </ul>	<ul style="list-style-type: none"> <li>- Feedback from Secretary of State, departmental ministers, No10, Cabinet Office, Lead Non Executive Director, Cabinet Secretary and Head of the Civil Service</li> <li>- National Audit Office (NAO) report on the Transition programme</li> </ul>	<p><u>Q1 &amp; Q2</u></p> <ul style="list-style-type: none"> <li>- Formally establish Public Health England, NHS England, NHS Trust Development Authority, Health and Social Care Information Centre, Health Education England (HEE) and the Local Education &amp; Training Boards, NHS Property Services</li> <li>- refresh and finalise all Arm's Length Body (ALB) framework agreements</li> <li>- put in place new process of performance assurance</li> </ul> <p><u>Q3 &amp; Q4</u></p> <ul style="list-style-type: none"> <li>- commence DH's assurance and performance management of the new system</li> <li>- complete Transition Benefits Review</li> <li>- complete and close down legacy and post implementation transition work</li> </ul>
<ul style="list-style-type: none"> <li>• Work with and through DH and its Arm's Length Bodies (ALBs) to consolidate a shared vision of common purpose in improving health and wellbeing outcomes and shared values and behaviours</li> </ul>	<ul style="list-style-type: none"> <li>- Feedback from Ministers</li> <li>- Stakeholder engagement surveys</li> <li>- Delivery of mandate objectives</li> </ul>	<p><u>Q1&amp; Q2</u></p> <ul style="list-style-type: none"> <li>- establish an effective forum for system leaders (Chief Executives of leading ALBs)</li> <li>- put in place a sponsorship development programme to support sponsorship capabilities</li> <li>- host the first cross-system Non Executive Director (NED) conference</li> </ul> <p><u>Q3 &amp; Q4</u></p> <ul style="list-style-type: none"> <li>- refresh NHS, Social Care and Public Health Outcomes Frameworks</li> <li>- publish refreshed mandates for NHS England and HEE</li> <li>- undertake year-end assessment of sponsorship capability</li> <li>- announce Strategic Partners scheme for 2014-15</li> </ul>
<ul style="list-style-type: none"> <li>• Lead change in the Department of Health to foster a high performing organisation, sensitive to the needs of patients and the public</li> </ul>	<ul style="list-style-type: none"> <li>- Feedback from Ministers</li> <li>- DH staff survey and subsequent pulse surveys</li> <li>- Stakeholder engagement surveys</li> <li>- Feedback from other government departments</li> </ul>	<p><u>Q1 &amp; Q2</u></p> <ul style="list-style-type: none"> <li>- implement new DH governance arrangements that include assurance mechanisms for wider system</li> <li>- launch the "Connecting to the frontline" programme to build the new DH culture.</li> </ul>

	<p>(OGDs)</p> <ul style="list-style-type: none"> <li>- maintain high levels of performance on core business, including Parliamentary Questions (PQs), ministerial correspondence, Freedom of Information (FOI) requests.</li> </ul>	<p><u>Q3 &amp; Q4</u></p> <ul style="list-style-type: none"> <li>- Senior Civil Service (SCS) to have completed frontline experience days</li> <li>- implement revised package of flexible working policies for DH</li> <li>- publish report on PQ and FOI performance</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure that the health and care system maintains and improves performance within existing and agreed future spending totals through significant improvements in efficiency.</li> </ul>	<p>Delivery of performance standards and mandate requirements within TDEL for 2013-14</p> <p>A credible plan and agreed delivery mechanisms for delivery of objectives within TDEL for 2014-15 and 2015-16</p>	<p><u>Q1 &amp; Q2</u></p> <ul style="list-style-type: none"> <li>- Delivery of unqualified accounts pre-recess.</li> <li>- Sale of Plasma Resources UK (PRUK)</li> <li>- Credible Spending Review settlement for 2015-16</li> <li>- Outline efficiency plans for 2015-16</li> <li>- Launch of procurement strategy</li> </ul> <p><u>Q3 &amp; Q4</u></p> <ul style="list-style-type: none"> <li>- Undertake baseline review of DH activity as basis for stretch administration cost targets</li> <li>- Set affordable but challenging mandate for NHS England for 2014-15 and 15-16</li> <li>- NHS England issue allocations and Monitor set tariff price consistent with efficiency requirements</li> <li>- Agree plan for delivering procurement savings</li> <li>- Reach voluntary agreement with Association of British Pharmaceutical Industry (ABPI) on branded drugs pricing consistent with delivery of efficiency savings and maximising UK growth</li> <li>- Implement first wave of shared services for Finance and HR</li> <li>- Agree trajectory of administration cost savings for the system to 2015-16</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure that the DH and wider health and care systems contribute</li> </ul>	<p>Delivery of agreed land sales target</p> <p>Delivery of voluntary agreement</p>	<p><u>Q1 &amp; Q2</u></p> <ul style="list-style-type: none"> <li>- Establishment of Genomics England</li> </ul> <p><u>Q3 &amp; Q4</u></p>

<p>appropriately and effectively to UK economic growth</p>	<p>on drugs pricing</p> <p>Full and timely implementation of life sciences strategy</p>	<ul style="list-style-type: none"> <li>- Progress report on Life Sciences Strategy</li> <li>- Publish NHS Mandate including growth requirements</li> <li>- NHS England establish Industry Council</li> <li>- Agree business plan for Genomics UK</li> <li>- Complete transfer of DH functions to HealthCare UK (HUK)</li> <li>- Finalisation of HUK business plan</li> <li>- Publish early access scheme for promising new medicines Medicines Healthcare Products Regulatory Agency (MHRA)</li> </ul>
<p><b>2. Corporate:</b></p>		
<ul style="list-style-type: none"> <li>• Deliver the actions set out in the single savings plan for government once this has been agreed between Departments, HM Treasury and Efficiency and Reform Group, including all existing Public Expenditure Committee: sub committee on Efficiency and Reform (PEX(ER)) mandates and those agreed during 2013/14.</li> <li>• Contribute corporately and departmentally to the delivery of the Civil Service Reform Programme</li> </ul>	<ul style="list-style-type: none"> <li>- As agreed with the Cabinet Office</li> <li>- Full detail set out in detailed Civil Service Reform objectives</li> </ul>	<p>Full detail set out in detailed Civil Service Reform objectives</p> <p><u>Q1&amp;Q2</u></p> <ul style="list-style-type: none"> <li>- participate as full member of the Civil Service Board and Civil Service Senior Leadership Committee</li> <li>- chair the Charity for Civil Servants (Civil Service Benevolence Fund)</li> </ul> <p><u>Q3&amp;Q4</u></p> <ul style="list-style-type: none"> <li>- establish and Chair a new cross Civil Service Talent Board for staff up to Director level</li> <li>- deliver successful Civil Service Awards</li> </ul>

3. Capability Building		
<ul style="list-style-type: none"> <li>Lead talent management and succession planning for DH itself; and for ALBs, Non Executive Directors (NEDs) (and senior executives as required)</li> </ul>	<ul style="list-style-type: none"> <li>deliver high calibre senior appointments in a planned way</li> <li>identify and nurture top talent across the health and care system</li> </ul>	<p><u>Q1&amp;Q2</u></p> <ul style="list-style-type: none"> <li>complete DH Director and Deputy Director Talent Review</li> <li>launch Leadership Development Programme (Team Leaders)</li> <li>recruit new Chair to Monitor</li> <li>support Care Quality Commission (CQC) in recruitment of Chief Inspectors for Hospitals, for Primary Care and for Social Care</li> </ul> <p><u>Q3&amp;Q4</u></p> <ul style="list-style-type: none"> <li>support NHS England in appointment of new Chief Executive</li> <li>review and refresh Director cadre within DH</li> </ul>