

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13**Role of the Permanent Secretary**

The role of the Permanent Secretary is to:

- Be a key adviser to the Secretary of State and his/her Ministerial team. This means providing support, counsel and challenge, to enable the Secretary of State and his/her Ministerial team to develop and implement their priorities.
- Provide strong leadership to the Department, working with their departmental Board, which is chaired by the Secretary of State and includes Non Executive Directors.
- Be the Accounting Officer answerable to Parliament, responsible for the Department's budget, ensuring value for money, giving priority to expenditure on front line services (http://www.hm-treasury.gov.uk/psr_governance_accountingofficers.htm).
- Contribute to the leadership of the Civil Service as a whole, especially in delivering the Civil Service Reform programme (<http://www.civilservice.gov.uk/reform>).
- Work with Ministers to manage the external reputation of the Department, so that it is recognised for its delivery of public service and quality of its advice.

Permanent Secretary Objectives

- Objectives broadly reflect “what” the Permanent Secretary is responsible for (focusing on delivery of the Government’s objectives, particularly on growth; implementation and spending controls and efficiency) and “how” they will deliver (building capability in their Department).
- Business delivery objectives take into account the priorities of the Prime Minister and Deputy Prime Minister, as well as the Secretary of State.
- Permanent Secretary objectives are shared with Departmental Boards and approved by Secretaries of State or relevant Minister and Departmental Lead Non Executive Director.
- The three types of objectives are required: business delivery, corporate and capability building. These are mapped to the Civil Service Leadership Model which sets out what is expected of Civil Service leaders.

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Permanent Secretary Remuneration Committee

- The Permanent Secretary Remuneration Committee (PSRC) is a sub-committee of the independent Senior Salaries Review Board. Its main purpose is to make recommendations to the Prime Minister on pay and non-consolidated payments to be awarded to Permanent Secretaries.
- Details of any non-consolidated performance awards are published in the relevant Departmental Annual Report.

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PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

Name	Department
MARTIN DONNELLY	DEPARTMENT FOR BUSINESS INNOVATION & SKILLS

1. Business delivery objectives	Performance Measures	Milestones
<p><u>Deliver Results:</u> Delivering business plan objectives through continued delivery of 25% admin savings over spending review period while developing further department's impact.</p> <p>a) Growth:</p> <p>Creating the conditions for private-sector growth by:</p> <p>1) <u>Developing and implement the Government's Industrial Strategy</u> to deliver regionally balanced, sustainable growth, with effective response to the Heseltine Review, and increased impact of innovation and research programmes.</p>	<p>Feedback from the Exchequer Secretary to the Treasury, No 10, Cabinet Office, lead NED, Cabinet Secretary and Head of the Civil Service</p> <p>Effective accountability mechanism in place, ensuring senior leaders are delivering against all their objectives</p> <p>Stakeholder support for sectoral growth strategies. Feedback from government and the private sector on BIS's effectiveness on the growth agenda.</p> <p>Catapult centres become progressively operational, with impact recognised by business. Monthly Ministerial updates on progress, including table of metrics. Business feedback that schemes benefit target businesses, including SMEs and exporters.</p>	<p>Agree budget allocation with ministers</p> <p>Establish agreed sector strategies on aerospace, non-health life sciences, nuclear, renewables and oil and gas by April 2013.</p> <p>Establish the £180m joint MRC / TSB Biomedical Catalyst to provide support to R&D (implementation ongoing).</p> <p>Publish Heseltine review. Respond by end 2012.</p> <p>Complete further bidding round for the Regional</p>

<p>2) <u>Effective delivery of programmes</u>. Improve the coordination and delivery of Government's Business Finance and Business Support Scheme, with funding provided promptly and effectively. Establish a <u>Green Investment Bank</u> to support private investment in green infrastructure and late stage technologies.</p> <p>3) <u>Increase access to finance for small and medium-sized enterprises</u>. Oversee the effective creation of a wholesale lending institution targeting longer term debt for SMEs.</p> <p>4) <u>Promote export and investment led growth</u>, building on the Olympics legacy, to support British businesses overseas and pro growth EU trade and internal market policies.</p>	<p>Measurable impact from first GIB investments</p> <p>With UKTI help 32,000 companies to export, achieving £6.5 billion of additional profit for customers and securing wins on £3 billion through the High Value Opportunities programme.</p> <p>Secure 750 inward investment projects, creating or safeguarding over 50,000 jobs. Stakeholder buy-in to bank plans.</p>	<p>Growth Fund (Jun 2012). RGF contracting on-track and on-profile by March 2013.</p> <p>Green Investment Bank initial investments underway (Sept 2012) with substantial money committed by March 2013. Launch and roll out the Business Coaching for Growth programme across England. (Jun 2012).</p> <p>Deliver the access to finance elements of the Business in You campaign, in particular publicising the Finance Finder tool (Dec 2012)</p> <p>Work with business to improve access to non-bank lending for SMEs as set out in the Government's response to the Breedon report on 'Boosting Options for Business' (implementation ongoing). Design principles in place by mid 2013, funding marketing underway.</p> <p>Provide tailored package of support to increase the number of mid-sized businesses who export (implementation ongoing)</p>
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5) Continue to deliver the fullest support to UKTI DSO's defence & security exports agenda, including complete alignment at the level of Minister and senior official, in support of the Oman, UAE and Malaysia Typhoon campaigns, the Kuwait Security Project, and Cyber exports.

6) Continue to drive down the burden of regulation and to speed up the implementation of growth and deregulation policy.

b) Widen participation in Higher Education:

Through creating a sustainable, world-class HE system open to people of all backgrounds, successfully implementing HE reforms and delivering the number of HE places funded.

Measurable reduction in net regulatory burden imposed Progress in managing EU regulation downwards. Business feedback through CBI, IOD and direct from SMEs.

Making a success of liberalisation reform, including ABB, core-and-margin and private funding.

Increasing the proportion of disadvantaged young people going to university, including the most selective institutions.

With Cabinet Office, deliver the Red Tape Challenge programme (March 2013)

Deliver a focus on enforcement, launching a series of regulatory reviews examining enforcement arrangements (March 2013)

Make it easier for new types of business model to set up by completing the Red Tape Challenge process on disruptive business models and agreeing an action plan for departments to implement the outcome (Jul 2012)

Implement the new National Scholarship Programme to provide awards to students entering higher education in the academic year 2012/13 (Oct 2012).

<p>c) Apprenticeships and further education:</p> <p>Expanding and improving the <u>quality of the Apprenticeships programme</u> and the FE sector to deliver planned take up levels with substantial focus on young people.</p>	<p>Apprenticeship starts - reported quarterly Increase in the proportions of apprenticeships undertaken at Level 3 and above - reported quarterly Positive results on range of quality measures as assessed through regular surveys of employers and learners Apprenticeships reach the planned take-up levels and benefit both the individuals and firms that participate.</p> <p>Ensure that participation funding is targeted at priority groups and numbers maintained.</p>	<p>Successful introduction of a range of quality improvement measures, including minimum durations and tighter contract requirements - August 2012 (implementation ongoing) Publication of Independent Review of Apprenticeships standards, and endorsement by Ministers - by December 2012</p> <p>Respond to Richard Review by March 2013</p>
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2. Corporate objectives	Performance Measures	Milestones
<p>a. Partner organisations: <u>Closer joint working</u> with partner organisations in support of BIS objectives, delivering savings through efficient use of expertise and resources.</p>	<p>Feedback from other Permanent Secretaries, Head of the Civil Service, Cabinet Secretary and the Minister for the Cabinet Office.</p> <p>Deliver CSR saving targets through measurable efficiency savings.</p> <p>Delivering continuous improvement targets.</p>	<p>Successfully complete first set of Clear Line of Sight compliant accounts incorporating all Partner Organisations (Summer 2012)</p> <p>Continuous Improvement Programme agreed. (Summer 2012)</p>

<p>b. Shared Services: <u>Successful implementation</u> of the first phase of the programme – including finance and HR functions - for the core Department and 9 Partner Organisations.</p> <p>c. Effective BIS delivery on GREAT campaign and targets for exports and inward investment through improved corporate working between UKTI and BIS teams.</p> <p>d. Secure delivery BIS Efficiency and Reform Action plan measures.</p> <p>e. Effective contribution to Civil Service Senior Leadership, focussed on increased diversity and cross-Whitehall work on Capability Review follow up.</p> <p>f. Secure the effective delivery of the agreed Efficiency and Reform Action Plan for BIS</p> <p>g. Delivery of Civil Service Reform objectives</p>	<p>Nine BIS partner organisations successfully migrated as part of the Research Councils UK (RCUK) Shared Services Programme.</p> <p>Closer working between:</p> <ul style="list-style-type: none"> ○ UKTI and BIS sector teams and; ○ UKTI strategic relationship teams and BIS <p>in support of delivery of trade and investment goals and GREAT campaign.</p> <p>Improved morale and team working within BIS and with Partner Organisations</p> <p>Feedback from Head of the Civil Service and external diversity champions</p> <p>As agreed with the Cabinet Office</p> <p>Improved performance management with managers encouraging and rewarding good performance, while dealing rigorously with poor performers</p> <p>SMART objectives, reflecting ministerial policies, in place for the senior civil service and cascaded below by managers</p>	<p>Successful migration of nine Partner Organisations (March 2013)</p> <p>Joint sector team in place by end of 2012. Single communications strategy implemented.</p> <p>2012 Staff survey results and stakeholder survey show clear upward trend.</p> <p>Increasing diversity of senior BIS team. BIS example of Whitehall best practice in implementing outreach to minority groups.</p> <p>As agreed with the Cabinet Office</p>
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3. Capability building objectives	Performance Measures	Milestones
<p>a. Increase and effectively deploy leadership and capability within the Department.</p> <p>b. Implement and embed new corporate governance structures, corporate values and next phase of the Departmental change programme.</p> <p>c. Talent Management: Extend the Department's talent management strategy to G6 and G7, supported by the Department's new learning and development strategy.</p> <p>d. Senior Civil Servants delivering against clear and measureable objectives</p> <p>e. Introduce new measures to improve performance management in BIS, to tackle poor performance and to maximise the potential and skills of all our staff.</p>	<p>Statistically significant improvement on 'leadership and managing change' results in the BIS People Survey as compared to 2011</p> <p>Improved scores for leadership and engagement</p> <p>Improved scores in the BIS People Survey on L&D</p> <p>Improved feedback on nine box grid process from Deputy Directors</p> <p>Robust succession plan for top team and key critical posts in place and implemented endorsed by Noms and governance Committee</p> <p>Robust mid and end of year moderation of objectives and performance</p> <p>Introduction of new policies to speed up handling of cases of poor performance and management capability</p> <p>Improved scores in staff survey Increase in number of cases handled</p>	<p>Leadership programme for SCS complete (Dec 12)</p> <p>Talent grid pilot completed by (Oct 2012) Full rollout by (Feb 2013)</p> <p>SCS objectives moderated by July 2012</p> <p>New, faster policies for managing poor performance and discipline policies in place (August 2012)</p>