

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2013/14

Name	Department
Martin Donnelly	Department for Business, Innovation and Skills (BIS)

1. Business delivery objectives:	Performance Measures:	Milestones:
<p>To provide effective leadership in driving forward the Government's economic growth strategy. To implement Department for Business Innovation and Skills' (BIS) own contribution to the growth strategy with pace and rigour; specifically –</p>		
<p>• Industrial Strategy To drive the pace and ambition of the Government's Industrial Strategy to deliver balanced, sustainable, long term growth</p>	<p>Feedback from Secretary of State, departmental ministers, No 10, Cabinet Office and Lead Non Executive Director, Cabinet Secretary and Head of the Civil Service</p> <p>Feedback from government and stakeholders on BIS's effectiveness on the growth agenda, including on development and implementation of industrial strategies.</p>	<p>Agree budget allocation with ministers</p> <p>Industrial Strategy Council established to drive pace and ambition of industrial strategy in partnership with business – by Summer 2013</p> <ul style="list-style-type: none"> • 7 remaining sector strategies published – Summer 2013 • Implementation of industrial strategy on track against clear milestones. • Industrial Strategy 'One Year On' Conference – Autumn 2013 • Engineering Skills Report published – Summer 2013

<ul style="list-style-type: none"> • Business Bank <p>To increase access to finance for small and medium-sized enterprises by –</p> <ul style="list-style-type: none"> · overseeing the effective design & formulation of the Business Bank, and · increasing the economic impact of the government’s existing finance schemes 	<p>Measurable impact from first investments and lending under the programmes, including new programmes under the Business Bank.</p> <p>The economic benefits of business bank schemes are at least five times the cost of delivering them.</p>	<p>On existing schemes –</p> <ul style="list-style-type: none"> • Quarterly updates on performance of business finance schemes. <p>On business bank establishment -</p> <ul style="list-style-type: none"> • Respond to Advisory Group recommendations – Summer 2013 • First commitment of funds under the investment programme - end 2013 • Formation of company and appointment of first directors – March 2014
<ul style="list-style-type: none"> • Local Growth <p>Working with Department for Communities and Local Government (DCLG) and other government departments to ensure that Local Enterprise Partnerships have the capacity and focus to drive growth across all regions of the economy.</p> <p>In addition, continue to work with DCLG on delivery as well as the Cabinet Office on the continuing successful delivery of the £3.2bn Regional Growth Fund</p>	<p>Aligning other local growth interventions, including city deals with the Government’s response, to enable Local Enterprise Partnerships to negotiate growth deals with HM Government.</p> <p>To ensure the RGF supports effectively the growth agenda and Industrial strategies whilst delivering value for money</p>	<ul style="list-style-type: none"> • Agreement on BIS element of the Single Local Growth Fund, and BIS role in allocation/accountability - by Summer 2013 • Successful negotiation of BIS contribution to Wave 2 City Deals - by November 2013 • Implementing stronger co-ordination of BIS local growth capacity - by December 2013 • RGF Round 4 contracted by January 2014; Round 5 bids assessed and selected bids announced in March/April 2014 • Transfer of Accounting Officer responsibility to BIS from Round 5 onwards

<ul style="list-style-type: none"> • Higher Education Ensure high quality, accessible Higher Education, with fair and sustainable support to students and a varied range of providers 	<p>November end of cycle shows number rally in 2013/14 compared with 2012/13 Take Forward Mortgage Style loan sale process, decision on value for money by end 2013 Quality assurance regime adapts to the changing higher education environment</p>	<ul style="list-style-type: none"> • Implement commitment to pump prime the delivery of a collaborative outreach in 2014/15. • Key Information Sets and University statistics updates implemented • Introduce a risk-based quality assurance regime - new regime in place and operational by 2013/14 • Continue to monitor application and entrant rates to HE from disadvantaged groups
<ul style="list-style-type: none"> • Apprenticeships To ensure Apprenticeships are fit for the future by raising standards, increasing value, and placing employers in a leading role 	<p>Effective stakeholder, and employer, engagement in consultation and implementation of the Richard Review into the future of Apprenticeships.</p> <p>Shape of Apprenticeship provision measured by monthly Management Information and quarterly Statistical First Releases (SFRs); quality improvements measured via range of annual surveys.</p>	<p>Implementation the Richard Reforms:</p> <ul style="list-style-type: none"> • Consultation – March – May 2013 • Implementation Plan – Autumn 2013 • Implementation Autumn 2013 – Summer 2017 <p>Ongoing delivery of successful Apprenticeship programme:</p> <ul style="list-style-type: none"> • Monthly, quarterly and annual indicators. Increased proportions at L3+(level of attainment in apprenticeships); improvement on quality measures; new employer engagement and innovation in course content.

<ul style="list-style-type: none"> • Better Regulation <p>To lead the Government's ambitious deregulatory programmes, including One-in, Two-out, delivery reform and Focus on Enforcement, effective collaboration with Cabinet Office on Red Tape Challenge.</p> <p>To drive progress on European deregulation and mitigation of burdens for Small Medium Enterprises (SMEs).</p> <p>To implement BIS' substantial programme of business deregulation, including Red Tape Challenge commitments, expansion of Primary Authority to SMEs and One-in, Two-out.</p>	<p>Business feedback directly, and through CBI (Confederation of British Industry), IoD (Institute of Directors), British Chamber of Commerce and the Federation of Small Businesses, about the burden of regulation and enforcement.</p> <p>Identification of deregulatory measures through Red Tape Challenge.</p> <p>Implementation of significant BIS deregulation and BIS One-in, Two-out deregulatory forecasts.</p>	<ul style="list-style-type: none"> • Red Tape Challenge measures identified by end 2013 • Successful implementation of the Enterprise and Regulatory Reform (ERR) Bill (Primary Authority Expansion) • Measureable reduction of burdens through delivery reform and Focus on Enforcement review programme
<ul style="list-style-type: none"> • Labour Market Efficiency <p>To ensure that the UK labour market is fair, flexible and efficient for business and employees.</p>	<p>Deliver the 2013/14 stages of the Employment Law Review.</p> <p>Deliver the legislative system of Shared Parental Leave and the extension the right to request flexible working.</p>	<ul style="list-style-type: none"> • Take forward reforms to dispute resolution and the employment tribunal system and extend the qualifying period for unfair dismissal from one to two years • Bring forward legislative proposals to introduce early conciliation by the Advisory, Conciliation and Arbitration Service (ACAS), amend the formula for uprating redundancy payment limits and introduce a system of financial penalties • Publish the Government response to the consultation on the Administration of Shared

		<ul style="list-style-type: none"> Parental Leave (November 13) Achieve Royal Assent of the Children and Families Bill (Feb/March 14)
<ul style="list-style-type: none"> Royal Mail <p>To seek to secure the introduction of private capital into Royal Mail through a sale of shares, including putting in place an employee share scheme, within this Parliament. Secure value-for-money for the taxpayer through the sale of shares.</p>	<p>Successful sale of shares</p>	<ul style="list-style-type: none"> Agree value for money case for sale
<ul style="list-style-type: none"> Europe, Trade and G8 <p>To maximise United Kingdom (UK) influence in the European Union (EU) on the Single Market and more open trade; a strong input to the UK's G8 presidency; closer bilateral links with key partners</p>	<p>Launch and swift progress of European Union/United States negotiations A liberalising Single Market Act 3 Implementation of the measures in Single Market Acts 1 and 2. Successful G8 Summit with progress on trade and transparency issues</p>	<ul style="list-style-type: none"> EU agreement on Mutual Recognition of Professional Qualification and procurement reform legislation Launch European Union/United States negotiations in June, first negotiating Round in 2013 Progress on Canada, India and Japan Free Trade Agreements during 2013 Successful World Trade Organisation (WTO) Ministerial in December Closer links with like-minded E.U. States to jointly work on market opening EU policies Well-received Balance of Competences (BoC) Reports on single market, trade, and research policy during 2013/14

2. Corporate objectives:	Performance Measures:	Milestones:
<ul style="list-style-type: none"> To implement shared services and 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. 	<p>Feedback from other Permanent Secretaries, Head of the Civil Service and the Minister of the Cabinet Office</p> <p>Delivering savings and a structural reduction in the cost base.</p> <p>Joining up across BIS especially within the accounting boundary.</p> <p>Building platforms that can be further leveraged.</p>	<ul style="list-style-type: none"> Complete phase 1/2/3 of shared transactional service and work with ISSC2 (Second Independent Shared Services Centres) to make it a success. Implement shared business services across BIS. Plan next stage of corporate service efficiency and delivery, particular, focus on improving cross BIS Information and Communication Technology (ICT).
<ul style="list-style-type: none"> To deliver fiscal consolidation by ensuring spending outturns are consistent with plans; and by putting in place credible and sustainable plans to deliver spending totals agreed for 2014-15 and 2015-16 	<p>Treasury assessment</p>	
<ul style="list-style-type: none"> Drive infrastructure delivery by improving commercial expertise and portfolio management 	<p>Publish Infrastructure Capacity Plan by end June 2013.</p>	

3. Capability building objectives:	Performance Measures:	Milestones:
<ul style="list-style-type: none"> Contribute corporately and departmentally to the delivery of the Civil Service Reform Programme. 	<p>Timely progress in BIS against the range of actions in the Civil Service Reform plan; clear communication to staff.</p>	<p>Milestones include delivery of –</p> <ul style="list-style-type: none"> Next stage of £500m administration savings programme a modern workplace, including modern Information and Communication Technology (ICT) and new ways of working, to enable staff to work more effectively at work, at home and on the move – Spring 2014 a Shared Services Programme for Transactional services increased focus on the Digital by default agenda
<ul style="list-style-type: none"> To contribute effectively to civil service leadership, focused on increased diversity and attracting top talent 	<p>Feedback from the Head of the Civil Service and external diversity champions</p>	<ul style="list-style-type: none"> Diversity of the BIS senior team. BIS achieve best practice in reaching out to minority groups. Talent attracted and retained.
<ul style="list-style-type: none"> Senior Civil Servants delivering against clear and measurable objectives 	<p>Effective accountability mechanisms in place, ensuring senior leaders are delivering against all of their objectives</p> <p>SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers</p>	

<ul style="list-style-type: none"> To build engagement through effective senior leadership and adopting best practice 	<p>Continued uplift in engagement, as measured in the annual People Survey and the regular internal BIS pulse surveys, particularly on leadership and our values</p> <p>Year on year gap between BIS's engagement score and Civil Service benchmark narrows.</p> <p>Increased focus on effective implementation of BIS people policies, building empowerment and employee voice.</p>	<ul style="list-style-type: none"> Top team undertaking a personal programme of engagement across the organisation and leading the response to key messages in the survey Continued quarterly leadership events for all Senior Civil Service, focusing on priority delivery and leadership issues New programme of events for team leaders.
<ul style="list-style-type: none"> To deliver an affordable workforce plan so that we have the right people in the right place at the right time with the right skills; and staff have a manageable workload 	<p>BIS lives within budget for paybill and contingent labour.</p> <p>Response from staff to survey questions on manageable workload improves</p> <p>Sickness absence decreases, including stress, and levels are below the civil service average</p>	<ul style="list-style-type: none"> Succession planning for Senior Civil Service conducted bi-annually and approved by Nominations and Governance Committee Priority areas of the department have people with the skills they need to deliver
<ul style="list-style-type: none"> To improve BIS capability through confident leadership and confident managers 	<p>Feedback from performance management system and talent process shows quality of career conversation has improved</p>	<ul style="list-style-type: none"> New performance management system is introduced for 13/14 Take up of Learning and Development (L&D) events increases Senior Civil Service event on development of a

	<p>Evaluation shows skills have improved in the priority areas as defined in the L&D strategy Mid and end year review discussions ensure people are more focused on their development needs and confirm people have been able to invest at least 5 days in developing their skills, knowledge and experience in line with their identified development needs Improved survey scores for L&D</p>	<p>culture of performance management, feedback and career and development conversations</p>
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