

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15

UNA O'BRIEN, DEPARTMENT OF HEALTH

Role

Permanent Secretaries are responsible for supporting their Secretary of State on the implementation of the Government's priorities in their Department and for responding effectively to new challenges. The Coalition Agreement and the Structural Reform Plans set out the Government's priorities in detail.

Working to the Cabinet Secretary and Head of the Civil Service, Permanent Secretaries are collectively responsible for supporting proper and effective decision making and effective implementation of the Government's overall priorities. They also have an individual responsibility to maintain the underlying capability and responsiveness of the departments they lead.

Permanent Secretaries are also responsible for the long-term health and stewardship of their Departments, in particular for ensuring the maintenance of an impartial Civil Service that commands the confidence of Ministers and MPs of all political parties. They have particularly to pay attention to the overall capability of their Departments, including through talent management, succession planning and the effective implementation of the Departmental Improvement Plan.

Una O'Brien is also appointed by the Treasury as Accounting Officer with responsibilities to Parliament for financial management, value for money and the running of the Department as set out in Managing Public Money

2014/15 Priorities

Delivery of the Government's priorities for health and care in England requires professional leadership and co-ordinated action across hundreds of organisations. At national level, the Department of Health (DH) provides strategic leadership, challenge and co-ordination, setting the remit for a range of national organisations including NHS England, Monitor, the NHS Trust Development Authority, the Care Quality Commission and Public Health England. DH's priorities for 2014/15 are set out in full in the Department's Corporate Plan:

www.gov.uk/government/publications/department-of-health-corporate-plan-2014-to-2015

Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Una O'Brien chairs the Civil Service Talent Board and is a member of the Senior Leadership Committee.

In addition to these generic responsibilities, Permanent Secretaries – like all other civil servants - have specific objectives to achieve during the course of each year. And like all other civil servants, they have responsibilities to learn, develop and acquire new skills needed to discharge their roles. Una O'Brien's specific Objectives for 2014/15 are set out below.

Objective	How progress will be judged
<p><i>Business objectives</i></p>	<p><i>Overall: feedback from Secretary of State and lead Non- Executive Director (NED), 360 feedback and People Survey</i></p>
<p>1. Ensure that the commitments and priorities of the Secretary of State and his Ministerial team are delivered through the National Health Service (NHS), public health and social care systems in line with the Department's Corporate Plan for 2014/15; specifically:</p> <ul style="list-style-type: none"> • Living and ageing well: In 2014/15 , priorities are preventing disease and poor health; improving care for people over 75; reforming social care; integrating health and care and improving care for people with dementia. • Caring better: In 2014/15, our priorities are improving the quality of care and the use of technology, encouraging greater openness and taking significant steps towards parity of esteem between mental and physical health. 	<ul style="list-style-type: none"> • publish <i>Living Well for Longer</i> strategy; • roll-out of seasonal flu immunisation for 2-4 year olds; • ensure all patients over 75 have a named GP and co-ordinated care which meets their needs; • roll-out of dementia movement campaign and significant increase in number of dementia friends; • development of Better Care Fund plans; and • publish guidance and lay regulations to implement the Care Act. • launch of patient safety collaborative; • publish ward level information on staffing levels by all Trusts; and roll-out of friends and family test to GP community and mental health services; • publish one-year on report on implementing response to the Francis Inquiry; • establish National Information Board; and • extend people's right to choice of any qualified provider for mental health services. • deliver in partnership with the health and care system:

<ul style="list-style-type: none"> • Preparing for the future: In 2014/15, priorities are ensuring the long-term sustainability of the system by maintaining quality, access and financial performance, working more efficiently and investing in research and innovation. 	<ul style="list-style-type: none"> - oversee implementation of care.data - technology fund investments - data sharing regulations <ul style="list-style-type: none"> • financial discipline is maintained; • NHS performance targets on Accident and Emergency (A&E), on 18 weeks for elective care and cancer standards are met; and • plans for 2015/16 are in balance and the Better Care Fund plans are robust.
<p>2. Ensure that effective action is taken to secure delivery of the further priorities of the Prime Minister and the Deputy Prime Minister including:</p> <ul style="list-style-type: none"> • increasing number of health visitors; improving access to psychological therapies and delivering on the Prime Minister's dementia challenge; and • making progress on support for economic growth in the health and life sciences sectors. 	<ul style="list-style-type: none"> • sustained focus on increasing the number of health visitors; • more therapists and shorter waiting times for psychological therapies; and • publish second annual report of progress on PM's dementia challenge. • establish a new directorate in Department of Health (DH) with specific objectives for promoting innovation, growth and technology.
<p>3. Ensure that, as Accounting Officer, the Department and the health and care system as a whole live within budget, with expenditure under control, and actions taken to assure sustainability into the future. Specific priorities include:</p> <ul style="list-style-type: none"> • action to support the NHS system to secure core performance standards (A&E and 18 weeks referral to treatment times) and manage within resources in 2014/15 and in 2015/16 further to the 2013 Spending Review 	<ul style="list-style-type: none"> • work with the DH Arm's Length Bodies (ALBs) to manage system wide performance and financial risks; • review all central budgets to maximise resources for frontline services; • provide rigorous assurance of

<p>(SR) settlement;</p> <ul style="list-style-type: none"> • a new programme to drive efficiency and cost saving in NHS procurement; and • delivery of efficiencies across the DH and the organisations which lead and regulate the health and care system, including the review of DH ALBs 	<p>progress on delivering SR13 savings, and explain how DH action on centrally led saving will help alleviate pressure in financial year 2015/16.</p> <ul style="list-style-type: none"> • publish NHS e –procurement strategy; • establish NHS Centre for procurement efficiency, and the Academy for Procurement Excellence. • programme of shared services across DH and its ALBs developed and implemented.. • undertake triennial reviews of NICE, MHRA, NHS Litigation Authority and a number of other advisory bodies.
<p><i>Cross Government Working and Civil Service Reform</i></p> <p>4. Continue to take a lead role in promoting and implementing reform of the Civil Service, specifically in 2014/15 Una O'Brien will:</p> <ul style="list-style-type: none"> • chair the Civil Service Talent Board. The Board's purpose is to ensure that the new Fast Stream and new cross-Whitehall talent programmes are working well and contributing to a pipeline of talented civil servants for the future; • lead and co-ordinate the annual Civil Service Awards programme; • contribute to the leadership of Civil Service Reform through membership of the Civil Service Board and the Senior Leadership Committee; and • lead reform of the Civil Service within DH. 	<ul style="list-style-type: none"> • fast Stream and cross-Whitehall talent programmes attract high quality candidates; • Feedback from scheme participants. • high calibre award winners in November 2014 • Civil Service Reform promoted effectively within DH and the wider Civil Service. • The Department's Improvement Programme is implemented effectively and serves to improve:-

- digital capability;
- general capability, including in finance and impact assessment;
- policy making capability; and
- the DH operating model, including greater use of project-based working.
- Improved people management capability with consistent standards.