

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15

MARTIN DONNELLY, DEPARTMENT FOR BUSINESS, INNOVATION AND SKILLS

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.

Martin Donnelly is a chair of the cross Whitehall "The Way We Work" Group. He 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

Department for Business Innovation and Skills (BIS): Our purpose is to connect people to opportunity and prosperity right across the country. In 2014/15, my priorities support that ambition, including: delivering the Industrial Strategy; facilitating businesses to start, grow and invest; promoting Apprenticeship Reform; promoting excellent universities, delivering the Government commitment to boost science, technology, engineering and mathematics (STEM), research and increase business innovation; creating markets that service businesses' and consumers' long-term interests; and supporting the Transatlantic Trade and Investment Partnership, World Trade Organisation (WTO) negotiations and inward investment.

Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform.

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. Martin Donnelly's specific objectives for 2014/15 are set out overleaf.

Objective	How progress will be judged.
<p data-bbox="148 264 411 297"><i>Business objectives</i></p> <p data-bbox="148 398 786 533">(a) Ensure that the Industrial Strategy is having real impact across Government, both at a local level and in industrial sectors, in partnership with business</p> <p data-bbox="148 701 791 869">(b) Improve Small and Medium Enterprises (SMEs) access to finance and promote a vibrant enterprise culture by establishing a British Business Bank and implementing the small business support agenda</p> <p data-bbox="148 1003 791 1171">(c) Ensure that the Higher Education (HE) student support system is affordable, sustainable and fair, and make preparations for a sale of the pre-2012 student loan book. Also successfully raise the HE cap</p> <p data-bbox="148 1238 786 1406">(d) Deliver the broad reform programme of Apprenticeships, including routing funding via employers from 2016/17, as part of a greater joining up of schools, Further Education (FE) and industry more generally</p> <p data-bbox="148 1440 786 1608">(e) Ensure we are on track to meet the Government's 2020 export targets, by delivering improvements to UK Trade and Investment (UKTI) and UK Export Finance (UKEF) structure and programmes.</p> <p data-bbox="148 1641 791 1776">(f) Results and efficiencies achieved as set out in the BIS Business Plan, Departmental Improvement Plan (DIP) and financial resourcing plans</p> <p data-bbox="148 1809 746 1910">(g) Successfully implement and communicate shared parental leave, to be available for the parents of babies due from April 2015</p>	<p data-bbox="826 264 1385 365">Overall performance: feedback from Secretary of State and lead Non Executive Director, 360 feedback and People Survey</p> <p data-bbox="826 398 1401 667">(a) Implementation reports show progress on delivery; stakeholder polling shows increased awareness of industrial strategy; Local Enterprise Partnerships Strategic Economic Plans identify industrial strategy opportunities for inclusion in Growth Deals; and the Technology Strategy Board delivers relevant programmes</p> <p data-bbox="826 701 1353 936">(b) British Business Bank becomes fully operational with full Board by Dec 2014, alongside greater awareness and use of business support by Small and Medium Enterprises (SMEs), including fully disbursing all its programmes to support SME access to finance</p> <p data-bbox="826 969 1406 1171">(c) Student support budget is managed in accordance with best practice and value for money. Government remains on track to sell off the first tranche of the student loan book by end of FY 2015/16 and HE to provide additional 30,000 places</p> <p data-bbox="826 1205 1369 1373">(d) Establishment of Trailblazer sectors to develop and agree content for new standards. Develop payment system for employer routed funding. Deliver 2 million apprenticeships</p> <p data-bbox="826 1406 1401 1541">(e) Implement agreed package of flexibilities and single budget for UKTI and look for continuous improvements, including sharing plans with UK Export Finance (UKEF)</p> <p data-bbox="826 1574 1390 1709">(f) Measures on track in March 2015 as set out in the BIS Business Plan, DIP and financial resourcing plans for smarter working across government</p> <p data-bbox="826 1809 1385 2011">(g) Legislative framework complete and in force so the statutory right is available for babies due from April 2015 (including early births); and sufficient awareness amongst eligible parents to generate interest and take-up of the new system going forward.</p>

<p><i>Cross Government Working and Civil Service Reform</i></p> <p>(g) Chair the cross-departmental The Way We Work Programme Delivery Board, sponsor and oversee the implementation of The Way We Work programme and provide direction and support to the Cabinet Office (CO) Senior Responsible Owner (SRO) in delivering a transformed workplace in the Civil Service</p> <p>(h) Embed a strong performance management culture and complete modernisation of terms and conditions</p>	<p>(g) Achievement of The Way We Work critical milestones</p> <p>(h) Use Civil Service HR indicators to assess success of BIS Performance Management. Complete implementation of the changes to terms and conditions already notified to CO, consider the case for further changes by Autumn 2014</p>
<p><i>Capability</i></p> <p>(i) To lead our work programme to increase people management capability in BIS, including our BIS Management Matters programme, to ensure it enables and supports managers to operate at their optimum level</p> <p>(j) To deliver the BIS Capability Plan, which comprises of all Civil Service Reform (CSR) capability priorities</p>	<p>(i) 2014 People Survey “My Manager” theme score narrows with CS high performers. Evaluation of the new performance management and development system shows staff receive more frequent and constructive feedback</p> <p>(j) Measure outcomes through Annual Skills Review, formal evaluation of Learning and Development Plan and People Survey</p>