

# PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

## MARTIN DONNELLY, DEPARTMENT FOR BUSINESS, INNOVATION AND SKILLS

### Role

Permanent Secretaries are responsible for supporting their Secretary of State on the implementation of Government's priorities in their Department and for responding collectively to new challenges. The manifesto sets 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, the implementation of the Government's cross-cutting and departmental priorities, and the efficient use of resources. 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 and succession planning. In delivering this Permanent Secretaries will take responsibility for championing difference and leading in accordance with the principles set out in the values of the Civil Service Leadership Statement.

Martin Donnelly 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.

During 2015 Martin Donnelly was chair of the cross Whitehall "The Way We Work" Group looking at flexible working and use of new technology in public and private sector organisations. He is committed to achieving real diversity across BIS and to sharing best practice on a gender balanced

leadership across government. He is a member of the Corporate Management Board and is also appointed by the Treasury as Accounting Officer with responsibilities to Parliament for financial

## What we do

The Department for Business, Innovation & Skills (BIS) is the Department for economic growth. The department invests in skills and education to promote trade, boost innovation and help people to start and grow a business. BIS also protects consumers and reduces the impact of regulation.

## 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 2015/16 are set out overleaf.

# Objectives

## 1. Strategic priorities

Objective	How will progress be achieved and measured?
1) Drive apprenticeship reform and three million new apprenticeships to ensure businesses have access to the skilled workforce they need, whilst also taking measures to improve Further Education through the National Colleges network.	We will drive and coordinate work across industry and government to create good-quality apprenticeships to meet the three million targets. We will reform the wider further education sector by improving the National Colleges network, providing enhanced data access for students, and reforming the funding system for adult education. We will measure our progress against the milestones and timelines in the Single Departmental Plan (SDP).
2) Cement the UK's position as the best place in Europe to start and grow a business, by cutting red tape, making it easier for small businesses to resolve disputes quickly and easily, and developing a vibrant enterprise culture.	<p>We will establish a Small Business Conciliation Service to the timescales set out in the Single Departmental Plan. We will promote a vibrant enterprise culture through programmes including Help to Grow and Start-Up Loans. We will work with Departments and regulators to cut a further £10 billion of red tape over the next Parliament.</p> <p>We will ensure the UK is ranked No.1 in Europe and in the top 5 globally in the World Bank's Ease of Doing Business survey.</p> <p>We will promote sustainable regional growth by ensuring that BIS policies are represented in new devolution deals and by delivering more funding at a local level.</p>
3) Tackle illegal practices in the workplace, legislate to reform	We will introduce a Bill in the first session to reform trade union

<p>trade union strike action, and deal with the abuse of the minimum wage.</p> <p>4) Supporting competitiveness by cutting red tape, generating new trade, investment and job opportunities, opening-up the Single Market, and developing our long-term industrial approach</p> <p>5) Efficiency: Results and efficiencies achieved as set out in the BIS Single Departmental Plan, financial resourcing plans and the BIS 2020 programme.</p> <p>6) Ensure that UK best place to innovate, maintain a world leading research and science base to drive growth and productivity while reforming the system to maximise value from our investments</p>	<p>law, alongside wider reforms to the UK labour market. Progress will be monitored against the agreed milestones set out in the SDP.</p> <p>Progress will be achieved by pushing for the conclusion of major trade deals, supporting the GREAT campaign, and supporting sectors wishing to export to ensure we are on track to meet the Government's 2020 export targets. Progress will be measured by monitoring key metrics, for example the new numbers of exporting companies, the uptake of UKEF/UKTI products and labour output per hour.</p> <p>Progress will be achieved and monitored through according to timelines set out in the BIS Single Departmental Plan. Under the BIS 2020 programme BIS is committed to reducing its operating costs and headcount over the Parliament whilst continuing to improve the efficiency and effectiveness of its services. Specific objectives include halving the number of Partner Organisations; creating a digital operating culture across BIS and its Partner Organisations; reducing the number of locations the Department operates from; and simplifying and streamlining our policy landscape.</p> <p>We will achieve this by investing £6.9bn in the UK's research infrastructure by 2021, including £2.9bn in a Grand Challenges fund, creating more research institutions and catapult centres (subject to ministerial agreement) and continuing to support the network of University Enterprise Zones. We have abolished the cap on student numbers and will introduce a framework to recognise universities offering the highest teaching quality. We will</p>
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<p>7) Ensure the department delivers against its manifesto commitments</p>	<p>ensure the continuing success and stability of reforms to university funding and introduce a national postgraduate loan system. We will measure our progress against the milestones set out in the Single Departmental Plan</p> <p>Develop a top-quality Single Departmental Plan which sets out how manifesto commitments and efficiency improvements will be delivered over the course of the Parliament by March 2016.</p>
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## 2. Business Priorities

<b>Objective</b>	<b>How will progress be achieved and measured?</b>
<p>Embed a strong performance management culture with the Department.</p> <p>To lead our work programme to increase people management capability in BIS, in line with the civil service leadership statement, including the BIS Management Matters and Aspiring Managers programmes, to ensure it enables and supports managers and their staff to operate at their optimum level</p> <p>To deliver the BIS Capability Plan, which comprises of all Civil Service Reform (CSR) capability priorities</p> <p>To lead BIS staff through the BIS2020 change programme with high levels of engagement, empowerment and improved capability.</p>	<p>Use the Civil Service HR indicators to assess success of BIS Performance Management.</p> <p>2015 People Survey “My Manager” theme score narrows with CS high performers. Evaluation of the performance management and development system shows staff receive more frequent and constructive feedback.</p> <p>Measure outcomes through Annual Skills Review, formal evaluation of Learning and Development plan and People Survey.</p> <p>Progress will be achieved and measured against milestones agreed with the Secretary of State and those set out in the Single Departmental Plan.</p>

<p>Improve the effectiveness of the department and deliver transformational change.</p>	<p>Develop digital solutions that meet common standards set by the Government Digital Service and support the development of and utilise cross-government platforms and services wherever this demonstrates the best value for money solution for the government. Continue to build the Department's commercial capability and support the Crown Commercial Service to deliver the Government's 33% commitment of spend with SMEs by 2020. Drive up People Survey engagement scores. Deliver against a credible plan for ensuring Apprentices make up 2.3% of the BIS workforce from 1 Jan 2016 onwards.</p>
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### 3. Diversity

Objective	How will progress be achieved and measured?
<p>Achieve progress on key performance measures for diversity and inclusion through delivery of BIS diversity and inclusion plans. Ensure that these plans are aligned with the Talent Action Plan.</p> <p>Continue to develop and bring forward female talent across BIS, sharing across Whitehall the Department's successes on promoting and achieving gender balance with a focus on the SCS.</p>	<p>Increase in underrepresented groups nominated for, applying for and accepted on to talent and development schemes and programmes (internal and external schemes)</p> <p>Maintaining 50% representation of females in BIS SCS; working with senior women and central Diversity and Inclusion to share successes on promoting and driving forward agenda on gender balance.</p>

Continue to create an engaged and accountable leadership team within the department to improve diversity, inclusion and progression of staff from all backgrounds, in particular those from BAME backgrounds, disabled and older staff.	<p>Milestones: Quarterly SCS workforce pack, Permanent Secretary performance reviews, Bi-annual progress reports for removing barriers to success programme</p> <p>Declaration rates increased by 20% to ensure the department can effectively track progress - tailored communications and awareness campaigns</p> <p>360 Feedback from network groups, in particular BAME and Disability networks. Improvement in representation of employees with protected characteristics at all grades; particularly focusing on BAME, disabled and older staff.</p> <p>Identifying role models and case studies to be publicised across BIS, to build trust, confidence awareness and motivation – including the SoS as a role model.</p> <p>Milestones: Progress reports for People Committee on declaration rates and improvement in diversity of staff at all grades Permanent Secretary reviews, Quarterly SCS workforce data, Senior leadership team regular and visible engagement with relevant staff network groups</p>
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#### 4. Personal leadership

Objective	How will progress be achieved and measured?
To Chair and inspire the cross-departmental The Way We Work	Against programme delivery milestones covering a more agile

<p>Programme Delivery Board, and sponsor the implementation of the programme by providing leadership and support to the Cabinet Office and SRO in delivering a transformed workplace in the Civil Service.</p> <p><i>Update December 2015 - Objective closed as Martin Donnelly no longer chairs The Way We Work Programme Delivery Board</i></p> <p>To share best practice on achieving gender balance and to raise the profile of the Government's diversity agenda across Whitehall and beyond.</p> <p><i>Objective added December 2015</i></p> <p>To personally lead the reshaping of BIS in line with ministerial requirements, as set out in the Manifesto, The Budget Statement and the Spending Review. This will include; increase efficiency over the next 5 years, through embedding the Civil Service Leadership Statement, by empowering teams to deliver collaboratively and with high levels of engagement.</p>	<p>work culture and enabled flexible working through improved IT tools</p> <p>Working with Diversity Champions across Government to share best practice on improving diversity and gender balance; raising the profile of the Government's diversity agenda across Whitehall and with key business stakeholders to ensure that leaders across the Civil Service understand the business benefits of a diverse and balanced workforce.</p> <p>Further developing a strong performance management culture, where individual and people management capability is increased as measured by the relevant People Survey questions.</p>
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