**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.

**Permanent Secretary Remuneration Committee**

* The Permanent Secretary Remuneration Committee (PSRC) is an sub committee of the independent Senior Salaries Review Board. Its main purpose is to make recomendations 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.

**Permanent Secretary Individual Performance Objectives 2012/13**

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| **Name**  **MARTIN DONNELLY** | **Department**  **DEPARTMENT FOR BUSINESS INNOVATION & SKILLS** |

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| 1. **Business delivery objectives:** |
| Deliver Results: Delivering business plan objectives through continued delivery of 25% admin savings over spending review period while developing further department’s impact.  a. Growth: Creating the conditions for private-sector growth by–   1. Developing and implement the Government’s Industrial Strategy to deliver regionally balanced, sustainable growth, with effective response to the Heseltine Review, and increased impact of innovation and research programmes.   2) Effective delivery of programmes. Improve the coordination and delivery of Government’s Business Finance and Business Support Scheme, with funding provided promptly and effectively. Establish a Green Investment Bank to support private investment in green infrastructure and late stage technologies.  3) Increase access to finance for small and medium-sized enterprises. Oversee the effective creation of a wholesale lending institution targeting longer term debt for SMEs.  4) Promote export and investment led growth, building on the Olympics legacy, to support British businesses overseas and pro growth EU trade and internal market policies.  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.  c. Apprenticeships and further education: Expanding and improving the quality of the Apprenticeships programme and the FE sector to deliver planned take up levels with substantial focus on young people. |

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| 1. **Corporate objectives:**   a. Partner organisations: Closer joint working with partner organisations in support of BIS objectives, delivering savings through efficient use of expertise and resources.  b. Shared Services: Successful implementation of the first phase of the programme – including finance and HR functions - for the core Department and 9 Partner Organisations.   1. Effective BIS delivery on GREAT campaign and targets for exports and inward investment through improved corporate working between UKTI and BIS teams. 2. Secure delivery BIS Efficiency and Reform Action plan measures.      1. Effective contribution to Civil Service Senior Leadership, focussed on increased diversity and cross-Whitehall work on Capability Review follow up. 2. Secure the effective delivery of the agreed Efficiency and Reform Action Plan for BIS 3. Delivery of Civil Service Reform objectives |
| 1. **Capability building objectives:**   a. Increase and effectively deploy leadership and capability within the Department.  b. Implement and embed new corporate governance structures, corporate values and next phase of the Departmental change programme.  c. Talent Management: Extend the Department’s talent management strategy to G6 and G7, supported by the Department’s new learning and development strategy.  d. Senior Civil Servants delivering against clear and measureable objectives  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. |