

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

The Permanent Secretary leads the Department; advises Ministers; and is the overall Accounting Officer. She is responsible for ensuring the Department's objectives are delivered, as set out in the DH Corporate Plan 2012-13. These objectives should be read in conjunction with those of the NHS Chief Executive, Sir David Nicholson, and with the DH Accounting Officer System Statement. The following indicate where the Permanent Secretary intends to devote significant personal time:

Name	Department
Una O'Brien	Department of Health

OBJECTIVE	PERFORMANCE MEASURES	MILESTONES
<p>Business delivery:</p> <ul style="list-style-type: none"> To ensure that the Department delivers Ministers' in-year priorities for public health and social care reform, and key elements of NHS reform 	<ul style="list-style-type: none"> Feedback from Secretary of State, departmental ministers, No 10, Cabinet Office, Lead NED, Cabinet Secretary and Head of the Civil Service successful management of the public health and social care dimensions of winter pressures minimal disruption to support for Ministers throughout the period of staff transition evidence of increased autonomy for and accountability of the NHS 	<p><u>Agree budget allocation with ministers</u></p> <p><u>Q1+Q2</u></p> <ul style="list-style-type: none"> Publication of social care White Paper and update on funding reform Publication of draft Care and Support Bill Establishment of nursing and care quality forum <p><u>Q3+Q4</u></p> <ul style="list-style-type: none"> Publication of NHS Commissioning Board (NHSCB) Mandate Launch of national physical activity campaign Publication of Mid Staffs report & Government response Introduction of personal health budgets Formal launch of NHSCB - 1/10/2012

	<ul style="list-style-type: none"> • successful collaboration with CLG on social care reform 	
<ul style="list-style-type: none"> • To establish a reformed public health delivery framework that supports stronger public health outcomes 	<ul style="list-style-type: none"> • successful establishment of Public Health England (PHE) • successful appointments to PHE senior leadership • successful establishment of Health and Wellbeing Boards • successful collaboration with the Department for Communities and Local Government (CLG) on implementing public health reform 	<p><u>Q1+Q2</u></p> <ul style="list-style-type: none"> • majority of Local Authorities move to shadow form of Health and Wellbeing Boards • PHE CE appointed <p><u>Q3+Q4</u></p> <ul style="list-style-type: none"> • PHE framework agreement agreed • PHE established as executive agency
<ul style="list-style-type: none"> • Amongst the leaders of Department of Health (DH) and DH's arm's length bodies (ALBs), to develop a visible, shared view of i) common purpose in improving health and wellbeing outcomes; and ii) shared values, principles and behaviours. 	<ul style="list-style-type: none"> • agreed outcomes frameworks published for the system • greater alignment between operating models across the system • feedback from DH's ALBs and partner organisations • improved governance, performance and accountability of Care Quality Commission (CQC) 	<p><u>Q1+Q2</u></p> <ul style="list-style-type: none"> • Agreement on DH's relationship with NHSCB and HEE <p><u>Q3+Q4</u></p> <ul style="list-style-type: none"> • Strengthening of role of local government in health and wellbeing • Establishment of a series of regular engagement events with senior leaders in DH's ALBs and partner organisations • Agreement on DH's relationship with CQC, PHE, NHS Trust Development Authority (NTDA) and Monitor • Completion of structural change
<ul style="list-style-type: none"> • To review and communicate a clear vision within the Department about its future, direction and purpose post April 2013. 	<ul style="list-style-type: none"> • DH staff survey and subsequent pulse surveys • 360 feedback from Other Government Departments • stakeholder engagement surveys • improved staff and stakeholders understanding of and support for the vision and practical operating arrangements of the reformed system 	<p><u>Q1+Q2</u></p> <ul style="list-style-type: none"> • Publication of Capability Action Plan • Launch of internal comms drive <p><u>Q3+Q4</u></p> <ul style="list-style-type: none"> • Launch of the DH operating model • Launch of new stakeholder engagement strategy • Launch of internal comms drive • Survey of stakeholder engagement • Organisational Design and People Transition Policies complete • new people strategy for DH
<ul style="list-style-type: none"> • To develop more effective engagement 	<ul style="list-style-type: none"> • feedback from Ministers 	<p><u>Q3+Q4</u></p>

<p>with other government departments and external stakeholders so that they can contribute effectively to improving the nation's health and wellbeing.</p>	<ul style="list-style-type: none"> • improved results from more effective leadership of the cabinet sub-committee on public health • feedback from other Government Departments (OGDs) 	<ul style="list-style-type: none"> • Survey of stakeholder engagement
<p>Capability building:</p> <ul style="list-style-type: none"> • To work with the lead non-executive director in strengthening the DH Board's: i) effectiveness ; ii) assurance over the wider system; and iii) strategic relationships with the Boards of NDPBs and partner organisations • Senior Civil Servants delivering against clear and measurable objectives • Radically improved performance management 	<ul style="list-style-type: none"> • recommendations of the 2012 Board effectiveness evaluation successfully implemented • improve scores/feedback in the 2013 Board effectiveness evaluation • Effective accountability mechanism in place, ensuring senior leaders are delivering against all of their objectives • Improved performance management with managers encouraging and rewarding good performance, while dealing rigorously with poor performers 	<p><u>Q1+Q2</u></p> <ul style="list-style-type: none"> • Adoption of board effectiveness action plan <p><u>Q3+Q4</u></p> <ul style="list-style-type: none"> • Agreement on a shared view of how the new system works with NEDs of DH's ALBs and NEDs of relevant OGDs • Re-evaluation of board effectiveness
<p>People:</p> <ul style="list-style-type: none"> • To hold overall responsibility for appointing high quality candidates to Chief Executive, Chair and non-executive roles to new and existing Non-Departmental Public Bodies (NDPBs) and partner organisations 	<ul style="list-style-type: none"> • delivery and accountability improved through appointments and new governance arrangements • functions successfully transferred in line with developing capability 	<p><u>Q1+Q2</u></p> <ul style="list-style-type: none"> • Key appointments to PHE, NTDA, Health Education England (HEE), Monitor, Health Research Authority (HRA), NHS Commissioning Board (NHS CB), HealthWatch and CQC • Completion of public health senior management recruitment <p><u>Q3+Q4</u></p> <ul style="list-style-type: none"> • Completion of DH and NHS recruitment
<ul style="list-style-type: none"> • To lead talent management assessment and succession planning for key leadership roles 	<ul style="list-style-type: none"> • learning and development and talent management strategies successfully refreshed • ALB boards and DH NEDs agree robust, jointly developed and implemented succession plans for board level appointments 	<p><u>Q3+Q4</u></p> <ul style="list-style-type: none"> • Establishment of NED succession plan • New bodies' appointments finalised • Refresh of DH succession plans

Corporate contribution:

- To strengthen and enhance effectiveness of personal contribution to corporate leadership of the Civil Service
- Secure the effective delivery of the agreed efficiency and reform action plan
- Delivery of Civil Service Reform objectives

- Feedback from other Permanent Secretaries, Head of the Civil Service, Cabinet Secretary and the Minister for the Cabinet Office.
- effective contribution to the Civil Service Board
- successful leadership of Civil Service Awards
- successful leadership role as Permanent Secretary for Civil Service West Midlands
- effective Chair of the Charity for Civil Servants (Civil Service Benevolent Fund)
- a credible leader of Civil Service Reform
- As agreed with the Cabinet Office
- delivery of DH efficiency savings
- maintenance of expenditure within limits, including maintaining growth in NHS spending
- continued transformation leading to a smaller, more focussed organisation
- relevant Human Resource and organisational development expertise in place
- senior leadership team delivery of the reform agenda
- SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers

Q1+Q2

- Re-launch of the Charity for Civil Servants

Q3

- Successful delivery of Civil Service Awards 2012

- As agreed with the Cabinet Office

Q1+Q2

- Establishment of new DH senior leadership team

Q3+Q4

- review completed of financial management arrangements, accountability and reporting within the department and the main financial systems

DH Arm's-length Bodies – ALBs

ALB Name and status	Change Date
Alcohol Education and Research Council - ENDPB	Abolished by end of July 2012
Appointments Commission - ENDPB	Closes by the end of October 2012
Care Quality Commission - ENDPB	Healthwatch England is due to be established in October
Council for Healthcare Regulatory Excellence - ENDPB	Closure date to be confirmed
General Social Care Council - ENDPB	Will close at the end of July 2012
The Health and Social Care Information Centre - SpHA	Status will change to ENDPB in April 2013
Health Protection Agency - ENDPB	Closes by April 2013 – the PHE establishment date
Monitor - ENDPB	Taking on new functions from December 2012
National Institute for Health and Clinical Excellence - SpHA	Status will change to ENDPB in April 2013
National Patient Safety Agency - SpHA	Closed on 9 July 2012
NHS Institute for Innovation and Improvement - SpHA	Closes in March 2013
National Treatment Agency for Substance Misuse - SpHA	Closes by April 2013 – the PHE establishment date
National Information Governance Board for Health and Social Care - ANDPB	[Subject to secondary legislation] Closes by the end of December 2012
Joint Committee on Vaccination and Immunisations - ANDPB	[Subject to secondary legislation] Closes by the end of December 2012
Human Fertilisation and Embryology Authority - ENDPB	Proposed closure May 2015 (but dependent on future primary legislation)
Human Tissue Authority - ENDPB	Proposed closure May 2015 (but dependent on future primary legislation)
Medicines and Healthcare products Regulatory Agency - DH Agency	N/A
NHS Blood and Transplant -SpHA	N/A
NHS Business Services Authority - SpHA	N/A
NHS Litigation Authority - SpHA	N/A
Health Research Authority	Started December 2011
NHS Commissioning Board	Full delivery from April 2013
Health Education England	Full delivery starts June 2012
National Trust Development Authority	Full delivery from April 2013
Public Health England	Starts April 2013