PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

Name	Department
MARTIN DONNELLY	DEPARTMENT FOR BUSINESS INNOVATION & SKILLS

1. Business delivery objectives:	Performance Measures:	Milestones:
Deliver Results: Delivering business plan objectives through continued delivery of 25% admin savings over spending review period while developing further department's impact.	Feedback from the SofS, No 10, Cabinet Office, lead NED, Cabinet Secretary and Head of the Civil Service	Agree budget allocation with ministers
a. Growth: Creating the conditions for private-sector growth by–	Stakeholder support for sectoral growth strategies. Feedback from government and the private sector on the Department for Business, Innovation and Skills' (BIS) effectiveness on the growth agenda.	a. Growth
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.	Catapult centres become progressively operational, with impact recognised by business. Monthly Ministerial updates on progress, including table of metrics. Business feedback that schemes benefit target businesses, including Small Medium Enterprises (SMEs) and exporters.	Establish agreed sector strategies on aerospace, non-health life sciences, nuclear, renewables and oil and gas by April 2013. Establish the £180m joint Medical Research Council / Technical Strategy Board Biomedical Catalyst to provide support to Research & Development (R&D) (implementation ongoing). Publish Heseltine review. Respond by end 2012. Complete further bidding round for the Regional Growth Fund (RGF) (Jun 2012). RGF contracting on-track and on-profile by March

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.	Measurable impact from first Green Investment Bank (GIB) investments	2013. Green Investment Bank initial investments underway (Sept 2012) with substantial money committed by March 2013. Launch and roll out the Business Coaching for Growth programme across England. (Jun 2012).
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.	With UKTI help 32,000 companies to export, achieving £6.5 billion of additional profit for customers and securing wins on £3 billion through the High Value Opportunities programme. Secure 750 inward investment projects, creating or safeguarding over 50,000 jobs. Stakeholder buy-in to bank plans.	Deliver the access to finance elements of the Business in You campaign, in particular publicising the Finance Finder tool (Dec 2012) Work with business to improve access to non-bank lending for SMEs as set out in the Government's response to the Breedon report on 'Boosting Options for Business' (implementation ongoing). Design principles in place by mid 2013, funding marketing underway.
4) Promote export and investment led growth, building on the Olympics legacy, to support British businesses overseas and pro growth European Union (EU) trade and internal market policies.	Measurable reduction in net regulatory burden imposed Progress in managing EU regulation downwards. Business feedback through Confederation of British Industry (CBI), Institute of Directors (IOD) and direct from SMEs.	Provide tailored package of support to increase the number of mid-sized businesses who export (implementation ongoing)
5) Continue to deliver the fullest support to UK Trade and Investment (UKTI) Defence and Security Organisation defence & security exports agenda, including complete alignment at the level of Minister and senior official, in support of the Oman, United Arab Emirates (UAE) and Malaysia Typhoon campaigns, the Kuwait Security Project, and Cyber exports.	Making a success of liberalisation reform, including ABB, core-and-margin and private funding. Increasing the proportion of disadvantaged young people going to	
6) Continue to drive down the burden of regulation and to		

speed up the implementation of growth and deregulation policy.	university, including the most selective institutions.	With Cabinet Office, deliver the Red Tape Challenge programme (March 2013) Deliver a focus on enforcement, launching a series of regulatory reviews examining enforcement arrangements (March 2013)
	Apprenticeship starts - reported quarterly Increase in the proportions of apprentice-ships undertaken at Level 3 and above - reported quarterly Positive results on range of quality measures as assessed through regular surveys of employers and learners Apprenticeships reach the planned take-up levels and benefit both the individuals and firms that participate.	Make it easier for new types of business model to set up by completing the Red Tape Challenge process on disruptive business models and agreeing an action plan for departments to implement the outcome (Jul 2012)
b. Widen participation in Higher Education (HE) 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.	Ensure that participation funding is targeted at priority groups and numbers maintained	b. Implement the new National Scholarship Programme to provide awards to students entering higher education in the academic year 2012/13 (Oct 2012).
c. Apprenticeships and further education: Expanding and improving the quality of the Apprenticeships programme and the Further Education (FE) sector to deliver planned take up levels with substantial focus on young people.		c. Successful introduction of a range of quality improvement measures, including minimum durations and tighter contract requirements - August 2012 (implementation ongoing) Publication of Independent Review of Apprenticeships standards, and endorsement by Ministers - by December 2012 Respond to Richard Review by March 2013

2. **Corporate objectives:**	**Performance Measures:**	**Milestones:**
	Feedback from other Permanent Secretaries, Head of the Civil Service, Cabinet Secretary and the Minister for the Cabinet Office	
a. Partner organisations: Closer joint working with partner organisations in support of BIS objectives, delivering savings through efficient use of expertise and resources.	Deliver Comprehensive Spending Review (CSR) saving targets through measurable efficiency savings.	Successfully complete first set of Clear Line of Sight compliant accounts incorporating all Partner Organisations (Summer 2012)
	Delivering continuous improvement targets.	Continuous Improvement Programme agreed. (Summer 2012)
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.	Nine BIS partner organisations successfully migrated as part of the Research Councils UK (RCUK) Shared Services Programme.	Successful migration of nine Partner Organisations (March 2013)
c. Effective BIS delivery on GREAT campaign and targets for exports and inward investment through improved corporate working between UKTI and BIS teams.	Closer working between: ○ UKTI and BIS sector teams and; ○ UKTI strategic relationship teams and BIS in support of delivery of trade and investment goals and GREAT campaign.	Joint sector team in place by end of 2012. Single communications strategy implemented.
d. Secure delivery BIS Efficiency and Reform Action plan measures.	As agreed with the Cabinet Office	As agreed with the Cabinet Office
	Improved morale and team working within BIS and with Partner Organisations	2012 Staff survey results and stakeholder survey show clear upward trend.
e. Effective contribution to Civil Service Senior Leadership, focussed on increased diversity and cross-Whitehall work on Capability Review follow up.	Feedback from Head of the Civil Service and external diversity champions	Increasing diversity of senior BIS team. BIS example of Whitehall best practice in implementing outreach to minority groups.

f. Delivery of Civil Service Reform objectives	Specific Measurable Achievable Realistic Timely (SMART) objectives, reflecting ministerial policies, in place for the senior civil service and cascaded below by managers	
3. Capability building objectives:	**Performance Measures:**	**Milestones:**
a. Increase and effectively deploy leadership and capability within the Department.	Statistically significant improvement on 'leadership and managing change' results in the BIS People Survey as compared to 2011	Leadership programme for Senior Civil Service (SCS) complete (Dec 12)
b. Implement and embed new corporate governance structures, corporate values and next phase of the Departmental change programme.	Improved scores for leadership and engagement	
c. Talent Management: Extend the Department's talent management strategy to G6 and G7, supported by the Department's new learning and development (L&D) strategy.	Improved scores in the BIS People Survey on L&D Improved feedback on nine box grid process from Deputy Directors Robust succession plan for top team and key critical posts in place and implemented endorsed by Noms and governance Committee	Talent grid pilot completed by (Oct 2012) Full rollout by (Feb 2013)
d. Senior Civil Servants delivering against clear and measureable objectives	Effective accountability mechanism in place, ensuring senior leaders are delivering against all their objectives Robust mid and end of year moderation of objectives and performance	Senior Civil Service objectives for 2012/13 moderated by July 2012

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.	Improved performance management with managers encouraging and rewarding good performance, while dealing rigorously with poor performers	
	Introduction of new policies to speed up handling of cases of poor performance and management capability	New, faster policies for managing poor performance and discipline policies in place (August 2012)
	Improved scores in staff survey Increase in number of cases handled	