

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

Name	Department
Ursula Brennan	Ministry of Justice

1. Business delivery objectives:	Performance Measures:	Milestones:
• Enable the delivery of Ministers' priorities, as set out in Ministry of Justice's (MoJ's) 2011-2015 Business Plan and the department's Transforming Justice programme, including in particular the Justice Secretary's five priorities, with personal focus on: ○ Implementation of reforms to the sentencing framework and delivery of reforms to community sentences to make them more effective. ○ Development of Rehabilitation Revolution to significantly reduce re-offending, working with other government departments on drugs, mental health and employment issues and using Payment by Results. ○ Development of further reforms to reduce costs and improve effectiveness in legal aid, the youth justice system and the running of prisons and courts and tribunals. ○ Development of a package of reforms to the Criminal Justice System, with the Home Office and Attorney General's Office, to deliver a more effective, less costly, more transparent and responsive system. ○ Working with the judiciary to increase judicial diversity.	• Feedback from Secretary of State, departmental ministers, No 10, Cabinet Office, Lead NED, Cabinet Secretary and Head of the Civil Service • Ministers supported to deliver at least 90% of actions in MoJ's 2011-15 Business Plan • Costed, practical, proposals developed for delivery of community sentencing legislation • Proposals to deliver a rehabilitation revolution using PbR developed by end 2012; programme, governance legislation, and implementation plans developed to agreed timelines • Proposals on legal aid, youth justice, prisons and courts & tribunals developed by early 2013; programme, governance, legislation & implementation plans developed to agreed timelines.	• Agree budget allocation with ministers • Publication of HM Government's response to the probation review consultation – Autumn 2012 • Publication of justice outcome information alongside street-level crime data on the Police.uk portal – Spring / Summer 2012

○ Reviewing the operation of Freedom of Information and Judicial Review to ensure that the protection of civil liberties is delivered as effectively and efficiently as possible.	• Criminal Justice System (CJS) reform package developed to satisfaction of trilateral Ministers • Burdens of Freedom of Information (Fol) and Judicial Review (JR) analysed; options for reform developed to Ministerial satisfaction	
2. Corporate objectives: • Ensure the delivery of departmental efficiency savings, by: ○ Tracking and managing performance through the Board and Executive Management Committee; ○ Using the Transforming Justice programme to continue to implement new methods of delivering services and to increase focus on Lean front line delivery; and ○ Ensuring effective and timely delivery of legal aid reform • Secure the effective delivery of the agreed Efficiency and Reform Action plan for in MoJ.	Performance Measures: • Feedback from other Permanent Secretaries, Head of the Civil Service, Cabinet Secretary and the Minister for the Cabinet Office • Agreed efficiency savings delivered on time. • Agency Key Performance Indicators and commitments delivered, as listed in their 2012/2013 business plans • Transforming Justice programme drives increased focus throughout MoJ on cost of outcomes • As agreed with the Cabinet Office	Milestones: • Launch of next phase of competition programme – Autumn 2012 • Implementation of the Financial Improvement Plan - April 2013 • Review of agency performance at quarterly Departmental Board meetings. • As agreed with the Cabinet Office.

• Ensure the delivery of high quality justice services to the public through the department's executive agencies: National Offender Management Service (NOMS); HM Court and Tribunal Service (HMCTS); and Legal Services Commission (LSC). • Effective contribution to Civil Service Senior Leadership Committee and wider civil service leadership • Delivery of Civil Service Reform objectives	• 360⁰ feedback from SofS, non-executive directors, Permanent Secretaries and Head of Civil Service • Legal aid policy changes and organisational changes delivered in good order • SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers	
3. Capability building objectives: • Ensure that the department has the capability it needs to deliver. This will include: ○ Building capability in key specialist skills; ○ Maintaining our current level of staff engagement; ○ Continuing to embed new talent management arrangements throughout MoJ's Senior Civil Service; and ○ Continuing to build develop the effectiveness of the Executive Management Committee of the Board as the executive leadership of the department	Performance Measures: • MoJ capability strengthened and performance improved through implementation of improvement plans ('People Plan', Capability Action Plan and Financial Improvement Plan) • Staff engagement score remains above 53% with improvement in worst performing areas • 9 box grids used effectively to manage talent • Positive feedback from non-executive directors and Ministers on departmental governance arrangements.	Milestones: • MoJ's Capability Action Plan published – Spring 2012 • People Plan published – autumn 2012

• Senior Civil Servants delivering against clear and measurable objectives • Radically improved performance management	• 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	
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