

## PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

Name	Department		
Keir Starmer	Crown Prosecution Service		
<p><b>1. Business delivery objectives:</b> To provide a high quality and consistent public service and continuous service delivery improvements.</p>		<p><b>Performance Measures:</b></p> <p>Feedback from Attorney General, Lead NED, Cabinet Secretary and Head of the Civil Service</p> <p>Deliver Area performance measures for Core Quality standards (CQS)</p> <p>Improved consistency for highly weighted CQS measures</p> <p>Introduction of the Refocusing Programme to deliver “a new service for a new time”</p>	<p><b>Milestones:</b></p> <p>Agree budget allocation with ministers</p> <p>Review and introduce new approach to CQS Monitoring (Q1)</p> <p>Establish multi-agency protocols and contingency plans for disruption and possible extra caseload throughout the London 2012 Olympic and Paralympic Games (Q1)</p> <p>Complete rollout of revised witness care arrangements (requires Association of Chief Police Officers agreement) (Q2)</p> <p>Complete extended governance review, incorporating approach to best practice (Q2)</p> <p>Publish revised Code for Crown Prosecutors (Q3)</p> <p>Clarity around a new business model, mission statement, purpose and values by (end Q3)</p> <p>Commence implementation (Q4)</p> <p>Assess feasibility in applying the Specialist Domestic Violence Court model in youth courts (Q4)</p>

<p>Work collaboratively with Ministry of Justice (MoJ) and the Home Office to embed, expand and exploit technology and benefits of working in a streamlined digital way both within the Crown Prosecution Service (CPS) and across the criminal justice system (CJS).</p>	<p>Delivery of CJS efficiency programme savings</p>	<p>Continuation of bi-annual joint CPS/HM Court and Tribunal Service (HMCTS) Board meetings (commenced in Feb 12)</p> <p>Full digital file from Police begins digital working to magistrates' court-room (Q1)</p> <p>Complete roll-out of tablet PC to prosecutors and expand usage in court (Q1)</p> <p>Finalise Defence Engagement &amp; Implementation Strategy (Q1)</p> <p>Begin serving Crown Court case digitally (Q2)</p>
<p>To provide a visible and transparent public service that is open to scrutiny.</p>	<p>Increase in performance data made available to the public</p> <p>Delivery of CQS Community Engagement measure (CQS 12)</p>	<p>Review approach to Community Engagement and issue revised guidance for 2012-13 (Q1)</p> <p>Contribute to 15 Neighbourhood Justice resolution panel pilots (Q1)</p> <p>Commission area reports on the work of their Local Scrutiny and Involvement Panels (LSIPs) (Q4)</p> <p>Embed collaborative working arrangements with Police &amp; Crime Commissioners (Q4)</p>
<p><b>2. Corporate objective:</b> To work with our CJS partners to provide a streamlined, resilient and flexible service that delivers greater efficiency.</p>	<p><b>Performance Measures:</b> Meet SR targets and efficiency measures</p> <p>Delivery of CJS efficiency programme savings (see separate business delivery objective for digitised working)</p>	<p><b>Milestones:</b> Work with MoJ/HMCTS to pilot committal hearings abolition (Q1)</p> <p>Trial combined case admin units in 3 early adopter areas with CJS partners (Q1)</p> <p>Develop a new estates and facilities management strategy aligned with HMCTS to achieve optimal consolidation and 5% cost savings over 3 years (Q1)</p> <p>Adopt pan government procurement contracts (Q1/Q2)</p>

<p>Delivery of Civil Service Reform objectives</p>	<p>Meet sustainable development targets</p> <p>Meet e-procurement targets</p> <p>Improve Corporate services ratios in line with benchmarks</p> <p>Reduce Estates cost Increased use of pan-government contracts</p> <p>SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers</p>	<p>Maintain strong and effective HR: Employee ratio and cost of Human Resource positions compared to other government departments (OGDs) of similar size (Q2)</p> <p>Develop new Director's Guidance for revised Conditional Cautions (out of court disposals) (Q2)</p> <p>Develop new national operating models to consolidate and streamline business processes (Q2)</p> <p>Complete rollout of early guilty plea arrangements in Crown Courts (Q3) Complete the introduction of a streamlined automated process for e-Procurement for self employed counsel removing paper from 124,000 GFS transactions pa (Q3)</p> <p>Budget of £593.42M (baseline funding including DWP) managed effectively (Q4) Cash savings of £56.3M in 2012-13 measured against the baseline of 2010-11 (Savings to be achieved by: Pay costs -£36.5M; Accommodation - £3.6M; IT - £6.7M; Prosecution - £6.5M; and GAE - £3.0M) (Q4)</p> <p>Reduce the costs of HQ by 14% in real terms compared to 2011-12 (Q4)</p> <p>Maintain Corporate Services ratios at the same level as 2011-12 (Q4)</p>
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<p><b>3. Capability building objectives:</b> To set direction and provide strong leadership to inspire, engage and improve staff engagement to deliver the six themes of the People Strategy.</p> <p>Senior Civil Servants delivering against clear and measurable objectives</p> <p>Radically improved performance management</p>	<p><b>Performance Measures:</b> Improve performance against measures in People Scorecard, including an anticipated increase in Employee Engagement Index (EEI) score to 52%</p> <p>Effective accountability mechanism in place, ensuring senior leaders are delivering against all of their objectives</p> <p>Improved performance management with managers encouraging and rewarding good performance, while</p>	<p><b>Milestones:</b> Establish an 'Area People Scorecard' – In addition to EEI and workforce representation, measures cover absence, performance management, training and development and reward and recognition) (Q1)</p> <p>Launch revised CPS Staff Recognition Scheme (Q1)</p> <p>Launch new apprenticeships and Legal Trainee Schemes (Q1)</p> <p>Deploy new e-Personal Development Review process (Q1)</p> <p>Introduce interim employee survey (Q1)</p> <p>Commence management development phase 1 and evaluation (Q2)</p> <p>Hold CPS employee awards ceremony (Q3)</p> <p>Deliver management development programme second-phase (Q3) and commence evaluation (Q4)</p> <p>Evaluate and review effectiveness of the People Strategy (Q4)</p>

	dealing rigorously with poor performers	
To promote an inclusive culture that recognises individual contribution and team working and supports the Service's values of integrity, fairness and equality of opportunity to inspire staff to meet the vision.	Compliance with Public Sector Equality Duty, defined by Equality Act 2010  Meet Senior Civil Service equality workforce representation targets	Prepare and publish Equality Objectives (Q1)  Launch CPS Dignity at Work Campaign (Q4)