

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2013/14

Name	Department
Ursula Brennan	Ministry of Justice (MOJ)

1. Business delivery objectives:	Performance Measures:	Milestones:
<ul style="list-style-type: none"> Deliver the Ministry of Justice's (MoJ's) 2013-2015 Business Plan and the department's Transforming Justice programme, including in particular the Justice Secretary's five priorities, with personal focus on: 	<p>Feedback from Secretary of State, departmental Ministers, No 10, Cabinet Office, Lead Non Executive Director, Cabinet Secretary and Head of the Civil Service.</p>	<p>Agree budget allocation with Ministers.</p>
<ul style="list-style-type: none"> Delivering the programme to Transform Rehabilitation, restructuring the public probation service and develop a diverse sustainable market incentivised to reduce reoffending; 	<p>Ministers supported to deliver at least 90% of actions in MoJ's 2013-15 Business Plan.</p>	<p>Publication of HM Government response to the consultation on Transforming Rehabilitation – May 2013</p>
<ul style="list-style-type: none"> Developing and delivering further reforms to reduce the cost and improve the credibility of legal aid; 	<p>Transforming Rehabilitation programme established with strong governance; legislation delivered and implementation plans on track to agreed timelines, quality and costs.</p>	

<ul style="list-style-type: none"> Reforming Youth Custody to increase efficiency, reduce reoffending and increase the focus on education; 	<p>Proposals on legal aid, youth justice, prisons and courts and tribunals agreed; programme, governance, legislation and implementation delivered to agreed timelines, quality and costs.</p>	<p>Publication of HM Government response to the consultation on the reform of Youth Custody – July 2013</p> <p>Publish HM Government response to consultation on the next stage of legal aid reform – Jun 2013</p>
<ul style="list-style-type: none"> Developing and delivering further measures to reform the operation, and reduce unit costs, of the prison service. 	<p>Criminal Justice System (CJS) reform package developed to satisfaction of trilateral Ministers.</p>	<p>Closure of six uneconomic prisons, and part closure of a further three – Jun 2013</p> <p>Publication of a strategy for reform of the CJS – May 2013</p>
<ul style="list-style-type: none"> Ensuring that MoJ makes a significant contribution to the Government's priority of delivering economic growth, working with industry to deliver a series of measures to support business and promote the United Kingdom (UK) legal services sector overseas, and implementing reforms to reduce the burden of unmeritorious judicial review applications. 	<p>Measures to support the UK's legal service sector delivered in line with agreed timescales, quality and costs.</p>	
<ul style="list-style-type: none"> Work collaboratively across the CJS to embed, expand and exploit technology and the benefits of working in a streamlined digital way. 		

<ul style="list-style-type: none"> To deliver fiscal consolidation by ensuring spending outturns are consistent with plans; and by putting in place credible and sustainable plans to deliver spending totals agreed for 2014-15 and 2015-16 	Treasury assessment	
2. Corporate objectives:	Performance Measures:	Milestones:
<p>Ensure the delivery of departmental efficiency savings, by:</p> <ul style="list-style-type: none"> Tracking and managing performance and risk through the Board and Executive Management Committee; 	<p>Feedback from other Permanent Secretaries, Head of the Civil Service, Cabinet Secretary and the Minister for the Cabinet Office.</p>	<p>See above for milestones on legal aid and capacity reform.</p> <p>Review of agency performance at quarterly Departmental Board meetings.</p>
<ul style="list-style-type: none"> 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 and prison capacity reforms. 	<p>Agreed efficiency savings delivered</p> <p>Agreed Agency Key Performance Indicators (KPIs) and commitments for 2013-14 delivered</p>	<p>Delivery of Efficiency and Reform commitments, as agreed with the Cabinet Office.</p> <p>Delivery of Civil Service Reform commitments, as agreed with Cabinet Office.</p>

<ul style="list-style-type: none"> Using the MoJ Structures and Services Review to ensure the department is organised in the most effective way to deliver its objectives 	<p>Transforming Justice programme and Structures and Services Review delivered</p>	
<ul style="list-style-type: none"> Deliver the actions set out in the single savings plan for government once this has been agreed between Departments, HM Treasury and Efficiency and Reform Group, including all existing Public Expenditure Committee: sub committee on Efficiency and Reform (PEX(ER)) mandates and those agreed during 2013/14. 	<p>Reforms to judicial review developed and implemented in line with agreed timescales, quality and costs.</p> <p>360^o feedback from Secretary of State, non-executive directors, Permanent Secretaries and Head of Civil Service.</p>	
<ul style="list-style-type: none"> 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 the Legal Aid Agency (LAA); 	<p>Legal aid policy changes and organisational changes delivered in good order.</p>	
<ul style="list-style-type: none"> Ensure that the department has the right governance frameworks to enable effective decision making, accountability and scrutiny; 		

<ul style="list-style-type: none"> • Effective contribution to Civil Service Senior Leadership Committee and wider civil service leadership. 		
3. Capability building objectives:	Performance Measures:	Milestones:
<p>Ensure that the department has the capability it needs to deliver. This will include:</p> <ul style="list-style-type: none"> • Building capability in key specialist skills, including financial and commercial awareness, digital, procurement, and programme and project management; 	<p>MoJ capability strengthened and performance improved through implementation of improvement plans ('People Plan', Capability Action Plan and Financial Improvement Plan).</p>	<p>Publish Capability Plan - May 2013</p> <p>Publish Capability proposals addressing skills gaps and priority areas - December 2013</p>
<ul style="list-style-type: none"> • Improving our current level of staff engagement; 	<p>Improved staff engagement score (above 52%)</p>	
<ul style="list-style-type: none"> • Continuing to embed new talent management arrangements throughout MoJ's Senior Civil Service; and 	<p>9 box grids used effectively to manage talent.</p>	

<ul style="list-style-type: none"> Continuing to develop the effectiveness of the Executive Management Committee of the Board as the executive leadership of the department; 	<p>Positive feedback from non-executive directors and Ministers on departmental governance arrangements.</p>	
<ul style="list-style-type: none"> Senior Civil Servants delivering against clear and measurable objectives; and 	<p>Effective accountability mechanism in place, ensuring senior leaders are delivering against all of their objectives.</p>	
<ul style="list-style-type: none"> Use the Structure and Services Review to enhance organisational capability and culture change 	<p>SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers.</p> <p>Improved performance management with managers encouraging and rewarding good performance, while dealing rigorously with poor performers.</p>	
<ul style="list-style-type: none"> Contribute corporately and departmentally to the delivery of the Civil Service Reform Programme. 		