

# **PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15**

## **MARK SEDWILL, HOME OFFICE**

### **Role**

Permanent Secretaries are responsible for supporting their Secretary of State on the implementation of the Government's priorities in their Department and for responding effectively to new challenges. The Coalition Agreement and the Structural Reform Plans set out the Government's priorities in detail.

Working to the Cabinet Secretary and Head of the Civil Service, Permanent Secretaries are collectively responsible for supporting proper and effective decision making and effective implementation of the Government's overall priorities. They also have an individual responsibility to maintain the underlying capability and responsiveness of the departments they lead.

Permanent Secretaries are also responsible for the long-term health and stewardship of their Departments, in particular for ensuring the maintenance of an impartial Civil Service that commands the confidence of Ministers and MPs of all political parties. They have particularly to pay attention to the overall capability of their Departments, including through talent management, succession planning and the effective implementation of the Departmental Improvement Plan.

Mark is also appointed by the Treasury as Accounting Officer with responsibilities to Parliament for financial management, value for money and the running of the Department as set out in Managing Public Money.

### **2014/15 Priorities**

In the Home Office (HO), the priorities in 2014/15 include cutting crime, reducing immigration, preventing terrorism and contributing to the country's economic growth.

### **Corporate and Capability Management**

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Mark will participate effectively in the Civil Service Board, Markets in Government Service Group and Senior Leadership Committee, and ensure delivery of the Home Office's Departmental Improvement Plan.

In addition to these generic responsibilities, Permanent Secretaries – like all other civil servants – have specific objectives to achieve during the course of each year. And like all other civil servants, they have responsibilities to learn, develop and acquire new skills needed to discharge their roles. Mark's specific objectives for 2014/15 are set out overleaf.

<b>Objective</b>	<b>How progress will be judged</b>
<p><i>Business objectives</i></p> <p>(a) <b>Cut Crime</b> through improving police efficiency and effectiveness; leading targeted action on priority crime types; increasing accountability, transparency and trust; ensuring police powers and regulations are proportionate and effective; protecting vulnerable victims; and joining up work across the wider Criminal Justice System by working collaboratively with the Ministry of Justice and the Crown Prosecution Service to embed the benefits of working in a streamlined digital way.</p> <p>(b) <b>Reduce immigration</b> through the development and implementation of policies to reduce net migration and tackle abuse – including overstayers, and ensuring that immigration policies allow us to attract and retain the brightest and best migrants to work, study or invest in the UK.</p> <p>(c) <b>Prevent terrorism</b> through continued delivery of the UK's Counter-terrorist strategy (CONTEST).</p> <p>(d) <b>Promote growth by keeping the UK safe.</b></p>	<p>Overall: feedback from Secretary of State and lead Non-Executive Director (NED), 360 feedback and People Survey.</p> <p>(a) Delivery and implementation of key legislation – Modern Slavery Bill and Anti-Social Behaviour Crime and Policing Bill; Ensuring College of Policing delivers; working up focused proposition to support the police.</p> <p>(a) Provide leadership for collaborative law enforcement procurement and promote greater Police &amp; Crime Commissioner ownership of technology and digital policing opportunities.</p> <p>(b) Continued improvements to the immigration system so that it commands Ministerial confidence and delivers, for example, implementation of the Immigration Bill; delivery of exit checks; increased removals of Foreign National Offenders and delivery of opportunities to develop overseas markets.</p> <p>(c) CONTEST is effectively and proportionately implemented, reducing the risk to the UK and our interests overseas. New and emerging threats are addressed, including in aviation and at our borders; Security Intelligence Agencies (SIAs) and law enforcement have the powers and capabilities necessary to protect the public. Recommendations of the Prime Minister's taskforce on extremism are implemented.</p> <p>(d) International partners are supportive of new visa regimes and services. Government to government markets in security technologies opened and contracts signed.</p>
<p><i>Cross Government Working and Civil Service Reform</i></p> <p>(e) Contribute corporately and departmentally to delivery of Civil Service</p>	<ul style="list-style-type: none"> <li>• Feedback from Sir Jeremy Heywood, Sir Bob Kerslake and fellow Permanent Secretaries.</li> <li>• Delivery of three Home Office (HO)</li> </ul>

<p>Reform programme by participating effectively in the Civil Service Board, Markets in Government group and Senior Leadership Committee meetings, and through delivery of relevant commitments in HO Improvement Plan.</p>	<p>Digital Exemplars by April 2015</p> <ul style="list-style-type: none"> <li>• Work with the Crown Commercial Service to achieve 10% savings on procurement.</li> <li>• 50% reduction in enabler administration costs by 2015/16 against 2010 baseline.</li> </ul>
<p><i>Capability</i></p> <p>(f) Deliver commitments to build departmental capability in HO Improvement Plan.</p>	<ul style="list-style-type: none"> <li>• Implement next phase of technology strategy, to move progressively to common infrastructure and data platforms.</li> <li>• Improve arrangements for project and contract management, with all leaders of major projects on the Major Projects Leadership Academy by end 2014.</li> <li>• Implement capability plan to address priorities for skills development and build more flexible and professional operational capability.</li> </ul>