

## PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15

### ALISON SAUNDERS, CROWN PROSECUTION SERVICE

#### 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 Structural Reform Plans set out the Government 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 overall capability of their Departments, including through talent management, succession planning and the effective implementation of the Departmental Improvement Plan.

Alison Saunders is a member of the Sentencing Council and the Criminal Procedure Rule Committee. She 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 Crown Prosecution Service (CPS), the priorities in 2014/15 include:

- to provide our people with the **Tools and Skills For The Job** to deliver the highest quality service built on CPS values and our People Strategy – ensuring they have the right technology, systems and skills, and that decisions are made fairly at the right time and at an appropriate level;
- to ensure the highest standard of **Casework Quality** – using revised Casework Quality Standards that place more emphasis on 'core quality', the quality that should be at the heart of the work that everyone in the CPS performs;
- to make our **Service To Victims and Witnesses** central to everything we do – by ensuring that the way we explain our decisions and interact with victims and witnesses takes account of their needs, is more open and direct, and shows empathy;
- to maximise **Efficiency** through a resilient long-term business model – using **Digital Working** and a culture of continuous improvement to transform our processes to deliver with fewer resources.

## **Corporate and Capability Management**

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Alison Saunders has expressed an interest in promoting diversity within the Civil Service.

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. Alison Saunders' specific objectives for 2014/15 are set out overleaf.

Objective	How progress will be judged
<i>Business Objectives</i>	Overall: feedback from Attorney General and lead Non-Executive Director (NED), 360 feedback, People Survey and performance against key performance indicators.
<p><b>a)</b> To provide a high quality and consistent public service, delivering justice through the independent and effective prosecution of crime, putting victims and witnesses at the centre of everything we do, and realising continuous service delivery improvements.</p>	<ul style="list-style-type: none"> <li>• Reduce cracked and ineffective trials due to prosecution reasons in the magistrates' court and the Crown Court</li> <li>• Reduce unsuccessful outcomes due to witness issues to 23%</li> </ul> <p>To ensure delivery of: Refocusing, Standard Operating Practices, Casework Quality Standards, Victim Liaison Scheme</p>
<p><b>b)</b> To embed, expand and exploit technology and the benefits of working in a streamlined digital way within the Crown Prosecution Service (CPS).</p>	<ul style="list-style-type: none"> <li>• Increase digital working in the magistrates' court (90% cases) and the Crown Court cases (receipt and preparation) (75% non-contested cases)</li> </ul> <p>To ensure delivery of: the Digital Business, digital standard operating practices</p>
<p><b>c)</b> To provide a visible and transparent public service that is open to scrutiny.</p>	<ul style="list-style-type: none"> <li>• Increase the level of key performance indicator data published</li> <li>• Baseline victim and witness satisfaction through the victim and witness survey the results of which will be made public</li> </ul> <p>To ensure delivery of: Casework Quality Standards, Victims Right to Review</p>
<p><b>d)</b> To deliver fiscal consolidation by ensuring spending outturns are consistent with plans; and by putting in place credible and sustainable plans to deliver spending agreed for 2014-15 and 2015-16.</p>	<ul style="list-style-type: none"> <li>• 2014-15 Budget of £507.8m (Net Resource Departmental Expenditure Limit) managed effectively</li> <li>• Reduce expenditure on administration costs</li> <li>• Reduce magistrates' court cases dropped at the 3rd or subsequent hearing</li> </ul> <p>To ensure delivery of: Refocusing, Estates Strategy, Digital Business</p>
<p><i>Cross Government Working and Civil Service Reform</i></p> <p><b>e)</b> Work collaboratively with the Ministry of Justice, the Home Office and other partners to deliver Civil Service Reform objectives to implement new models to deliver public services, becoming digital by default and ensuring administrative resources match the Government's priorities.</p>	<ul style="list-style-type: none"> <li>• Improve Crown Court guilty pleas at 1st, 2nd or 3rd hearings before Plea and Case Management Hearing (PCMH)</li> <li>• Improve magistrates' court guilty pleas at 1<sup>st</sup> hearing</li> <li>• Increase Crown Court directions complied with on time to 90%</li> </ul> <p>To ensure delivery of: Transforming Summary Justice, Criminal Justice System (CJS) Strategy and Action Plan, CJS Efficiency</p>
<p><i>Capability</i></p> <p><b>f)</b> To build an engaged workforce with the tools and skills for the job to deliver efficiently and effectively on core priorities.</p>	<ul style="list-style-type: none"> <li>• Improve our employee engagement index by a minimum of 4 percentage points in 2014</li> <li>• Reduce average working days lost to absence</li> </ul> <p>To ensure delivery of: Tools and Skills for the Job, Talent Management, Legal Development, Management Development, Capability Plan, Health Wellbeing and Attendance Strategy</p>