

# PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15

## URSULA BRENNAN, MINISTRY OF JUSTICE

### Role

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

Ursula Brennan is Clerk of the Crown in Chancery, meaning she has custody of the 'Great Seal of the Realm' which is used to authorise official documents on behalf of the Queen, and also has certain ceremonial roles in Parliament. Ursula is Principal Accounting Officer for the Department 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 Ministry of Justice (MoJ), the priorities for 2014/15 include delivering a justice system that is more effective, less costly and more responsive to the public. The MoJ has a number of important change programmes that will help us deliver this vision.

### Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Ursula is a member of the Civil Service Board, helping to provide strategic leadership for the Civil Service both on issues that affect the Civil Service as an employer and on issues where a collective Civil Service view is needed. She is also a member of the Senior Leadership Committee which aims to increase the capability of the Civil Service through talent management and improving Civil Service leadership.

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. Ursula Brenann's specific objectives for 2014/15 are set out overleaf.

| Objective  | How will progress be judged   |
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| <p><i>Business Objectives</i></p> <p>a) Delivery of Justice Secretary's 5 priorities: effective delivery of the change programmes:- Transforming Rehabilitation (TR); Transforming Legal Aid; Prison Benchmarking; Transforming HM Courts Tribunal Service (HMCTS); Transforming Youth Custody – see below for detail:</p> <p>ai) Effective implementation of the programme to Transform Rehabilitation services and reduce reoffending</p> <p>aii) Effective delivery of reforms to Legal Aid</p> <p>aiii) Effective delivery of the programme to transform HM Courts and Tribunals</p> <p>aiv) Effective delivery of the reforms to Judicial Review (JR)</p> | <p>Overall: feedback from Secretary of State and Lead Non-Executive Board Member, 360 feedback (end of year), 3 percentage point improvement in Staff Engagement Survey (SES) score and performance against Departmental Improvement Plan (DIP)</p> <p>a) Change programmes well managed to deliver according to plans (see below for detail), with clear and effective governance, adequate resourcing and effective risk management. Milestones achieved on time and within budget; target benefits achieved</p> <p>ai) Programme well managed and on track to deliver to approved Business Case: <ul style="list-style-type: none"> <li>- Transition to National Probation Service and Community Rehabilitation Companies managed with contracts let and new service up and running by 2015</li> <li>- TR programme well managed by Senior Responsible Owner (SRO), with strategic support and challenge from Executive Committee and Departmental Board</li> <li>- Accounting Officer tests at key decision points exercised to ensure safe and effective delivery</li> <li>- Effective management of key risks, particularly commercial and transition</li> <li>- Effective prioritisation of resources to support SRO to deliver the programme</li> </ul> </p> <p>aii) Legal aid reforms delivered to plan: <ul style="list-style-type: none"> <li>- Savings delivered as planned</li> <li>- Stakeholder engagement managed effectively to minimise disruption to courts</li> </ul> </p> <p>aiii) Programme well managed: <ul style="list-style-type: none"> <li>- Compelling Final Business Case developed to support investment in reform by end 2014</li> <li>- Programme set up with expert leadership and effective governance reflecting the responsibilities of HMCTS, the judiciary and MoJ</li> </ul> </p> <p>aiv) JR Reforms delivered to plan <ul style="list-style-type: none"> <li>- Legislation progressed</li> <li>- Reforms delivered on time and to plan</li> </ul> </p> |

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| <p>b) Complete a review of Information Communication Technology (ICT) spend and value for money (vfm) across Future IT sourcing programme (FITS)</p> <p>c) Implement MoJ services and structures review to deliver £90m savings</p>  | <p>b) Review conducted to ensure FITS delivers good return on investment</p> <p>c) Programme of reforms to improve efficiency in MoJ corporate services on track to deliver planned £90m savings</p>  |
| <p><i>Cross Government Working and Civil Service Reform</i></p> <p>d) Develop and implement exemplars to modernise service delivery, moving MoJ increasingly into effective operation in a digital environment.</p>  | <p>d) Successful completion of the digital exemplars in line with aims and objectives including customer satisfaction; successful integration with existing legacy systems where appropriate; programmes to implement modern workspace successfully launched; Human Resources (HR) policies refreshed to support management of outcomes; package of mobility and collaboration Information Technology (IT) tools developed to support smart working.</p>  |
| <p><i>Capability</i></p> <p>e) Improve capability of staff in the 7 priority areas as set out in the DIP (clear strategic direction; improved capability and impact of staff; culture of innovation and continuous improvement; focus on efficiency and vfm; strengthen leadership throughout the organisation; develop a new collaborative business model; manage change while empowering staff).</p> <p>f) Effective functional leadership throughout MoJ</p> <p>g) Improve contract management in MoJ</p> | <p>e) Action plans on the 7 DIP strands developed by summer 2014; clear strategic direction communicated to all MoJ staff; refreshed workforce strategy and capability plan produced with clear leadership standards and expectations for all staff. Performance measured through DIP, SES, and 360 Feedback.</p> <p>f) Functional leadership rolled out across MoJ family to drive improved efficiency and effectiveness of corporate functions consistent with new business model.</p> <p>Contribute to the collective leadership of the Civil Service via active participation in the Senior Leadership Committee and Civil Service Board.</p> <p>g) Contract management action plan implemented, including matching people to newly defined contract management roles; a Contract Review Board to review all major contracts; a handbook for MoJ contract management; MoJ contract management accredited by International Association for Contract and Commercial Management (IACCM).</p> |