

# PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

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## 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.

Working to the Cabinet Secretary and Head of the Civil Service, Permanent Secretaries are collectively responsible for supporting proper and effective decision-making, the implementation of the Government's cross-cutting and departmental priorities, and the efficient use of resources. 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 and succession planning. In delivering this Permanent Secretaries will take responsibility for championing difference and leading in accordance with the principles set out in the values of the Civil Service Leadership Statement.

Richard Heaton is a member of the Corporate Management Board, Chair of the Minority Ethnic Dimension Talent Association Board, and Diversity Champion of BME. He 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. He is Chair of the Data Sub-Board of the Criminal Justice Board and the cross-Whitehall TW3 Programme Board.

## What we do

We work to protect the public and reduce reoffending, and to provide a more effective, transparent and responsive criminal justice system for victims and the public.

## Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Richard Heaton is also a member of the Ministry of Justice Board and chairs the Ministry of Justice Executive Committee. He is a member of the Removing Barriers Programme.

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. Richard Heaton's specific objectives for 2015/16 are set out on the next page.

# Objectives

## 1. Strategic priorities - as outlined in the Single Departmental Plan

Objective	How will progress be achieved and measured?  <b>Overall: feedback from Secretary of State, Lead Non-Executive Board Member and key stakeholders, 360 feedback (end of year).</b>
Deliver the Secretary of State's objective of reforming prisons, probation and youth justice within a timescale agreed between the SoS and the MoJ Board	<ul style="list-style-type: none"> <li>• Deliver plans to improve education and outcomes for offenders, reduce reoffending, protect the public, increase governor accountability, and improve public confidence in the penal system.</li> <li>• "New for old" programme agreed to switch capacity from inefficient inner-city prisons and develop plans to build five new prisons.</li> <li>• Effective management of key risks.</li> <li>• Effective prioritisation of resources to support SRO to deliver the programme.</li> <li>• Stakeholder engagement managed effectively.</li> </ul>
Deliver the Secretary of State's objective to create a one nation justice system within a timescale agreed between the SoS and the MoJ Board	<p>Reforms delivered on time and to plan, in particular:</p> <ul style="list-style-type: none"> <li>• Next iteration of Programme Business Case for HMCTS Reform to be ready to enter governance in early 2016, with HMT sign off anticipated in February 2016.</li> <li>• Main programme delivery commences April 2016</li> <li>• Complete analysis of estates consultation responses and provide advice for ministerial decision in early 2016</li> <li>• Effective prioritisation of resources to support SRO to</li> </ul>

	<p>deliver the programme, with expert leadership and effective governance reflecting the responsibilities of MoJ, HMCTS and the judiciary – for example, all directors to have structures and people they need by March 2016</p> <ul style="list-style-type: none"> <li>• By end of 2015, widespread understanding of, and support for new HMCTS vision at all levels of HMCTS</li> <li>• Future capability model for HMCTS agreed by March 2016 – with transition plan to move from current state to future state</li> <li>• Change programmes well managed and on track to deliver against the business cases.</li> <li>• Effective management of key risks, particularly commercial and transition.</li> <li>• Effective stakeholder management – gain and retain support of judicial leadership, MoJ policy, Ministers and key OGDs for the reform vision</li> </ul>
<p>Deliver the Secretary of State’s objective of promoting and safeguarding rights by enacting a Bill of Rights within a timescale agreed with the SoS</p>	<p>Development and implementation of a Bill of Rights:</p> <ul style="list-style-type: none"> <li>• Draft Bill ready according to agreed timetable</li> <li>• Effective management of key delivery and implementation risks</li> <li>• Effective prioritisation of resources to support SRO to deliver the programme</li> <li>• Stakeholder engagement managed effectively (especially the judiciary, other government departments, Devolved Administrations and Parliament).</li> </ul>
<p>Ensure effective transposition of the EU Victims’ Directive to improve victims’ rights and ensure effective arrangements for delivery of support to victims of crime.</p>	<ul style="list-style-type: none"> <li>• Review of support and information provision arrangements for victims of crime to assure effective transposition of the EU Victims’ Directive by November 2015 through a revised Victims’ Code.</li> <li>• Monitoring of national (Ministry of Justice) and local (Police</li> </ul>

	<p>and Crime Commissioner) commissioned support for victims of crime, to ensure the most effective use of resource delivering value for money and best possible support to victims of crime</p> <ul style="list-style-type: none"> <li>• Confirm funding provision for victims' services for 2016/2017 to enable national and local funding of support services from 1 April 2016.</li> <li>• Develop, by end March 2016, a strategic approach to review how we fund and commission victims' support arrangements in 2016/2017 to ensure the best support and funding decisions are made for future years.</li> </ul>
Ensure the department delivers against its manifesto commitments	<ul style="list-style-type: none"> <li>• Develop a quality Single Departmental Plan which sets out how manifesto commitments and efficiency improvements will be delivered over the course of the Parliament by March 2016.</li> </ul>

## 2. Business Priorities

Objective	How will progress be achieved and measured?
Drive further efficiencies and cost reductions across the Department.	<ul style="list-style-type: none"> <li>• Identify by end 2015 options to reach a 50% reduction in admin budget through the zero based review process</li> <li>• Deliver by March 2016 final options for the future shape, size and role of MoJ (including its ALBs), taking into account the Secretary of State's priorities, the Spending Review commitment to a 50% reduction in the administrative budget, and the need to reduce duplication between agencies and HQ.</li> <li>• Implementation plan for programme of transformation</li> </ul>

	<p>flowing from 'smaller, smarter HQ', strategic priorities and SR settlement agreed and put into place with appropriate governance and leadership.</p> <ul style="list-style-type: none"> <li>• Departmental capabilities and talent aligned to Secretary of State's priorities, as agreed with him.</li> <li>• Options identified and business case developed by January 2016 to move a significant number of MoJ staff out of London and deliver a voluntary exits programme across the department as part of wider restructuring</li> <li>• Communicate the change programme clearly and consistently to all staff.</li> </ul>
<p>Develop credible plans for allocating funding, as well as embedding a financial control framework for the Spending Review period, to enable MoJ to meet its financial targets and deliver the reform programmes. This includes promoting a culture of financial discipline in the Department, building on the lessons learnt from the recent changes in spending controls.</p>	<ul style="list-style-type: none"> <li>• Approval of revised 2015/16 budgets for the Ministry by January 2016 to ensure financial performance is in line with Parliament and HM Treasury expectations.</li> <li>• By March 2016, the Secretary of State to have approved the detailed allocations for 2016/17 and the outline allocations for the rest of the Spending Review period. This will include a revised budget monitoring and accountability framework to ensure that consistent in-year accountability is implemented within the revised financial control framework.</li> <li>• By March 2016, develop and agree with the Secretary of State a plan for how the MoJ will deliver in 2016/17 its reduced administration budget, which will be reduced by 50 per cent over the Spending Review period.</li> <li>• Deliver changes to the operating model of financial management in the MoJ, in line with cross government initiatives, including strengthening of capability in the Ministry's finance function. We will recruit and develop core skills in income, capital, technology and technical accounting to the extent that we can reduce finance</li> </ul>

	<p>consultancy costs by at least 25% in 2016/17. We will create shared centres of excellence to support accounts production and change programme activity, which will be up and running by Autumn 2016, with an agreed plan signed off by ExCo by March 2016.</p>
<p>Improve digital service delivery.</p>	<p>Digital and Change Leaders have been appointed in all of the Department's executive agencies. The central MoJ digital team will work with them to build capability in those areas to improve coordination and reduce duplication.</p> <ul style="list-style-type: none"> <li>• MoJ Digital will pilot using the GDS capability tool to access the LAA's digital team's 'readiness for digital delivery'. An assessment will be made as to whether this tool can be used in the other agencies. <b>(Aim: end 2015)</b></li> </ul> <p>MoJ Digital will work with the policy profession board and policy teams across the Department to share Digital approaches to encourage better policy outcomes.</p> <ul style="list-style-type: none"> <li>• Policy teams pilot using various techniques from Digital delivery. Work with Catherine Lee to ensure that there is a plan to use these learnings to improve policy making more generally in the MOJ. <b>(Aim: end March 2016)</b></li> </ul> <p>Digital will be at the heart of all major reform programmes, and will improve user experience by building and advising on a range of digital products and services.</p> <ul style="list-style-type: none"> <li>• In the period April 2015- March 2016 we expect that 7 digital services for HQ and all major executive agencies will be live <b>(Aim: end March 2016)</b></li> <li>• The Digital Directorate will have a more stable workforce comprising of a 50:50 split of civil servants and contractors <b>(Aim: end March 2016)</b></li> </ul>
<p>Improve commercial capability and contract management in the</p>	<ul style="list-style-type: none"> <li>• Improved commercial capability across the organisation by</li> </ul>

MoJ.

(i) assessing staff against professional standards devised by Cabinet Office for all grades of commercial staff; and (ii) taking part in a Cabinet Office-led development centre to assess the commercial capability of senior staff, which will then provide a baseline with reassessments occurring every two years **by March 2016**.

- Increase the seniority mix of dedicated commercial experts to manage increasing demand and complexity of the commercial environment **by January 2016**.
- Promote culture of commercial diligence and contract ownership by business area through delivery of quarterly commercial awareness workshops across the department to ensure all SCS new to MoJ build their commercial skills **by March 2016**.
- Promote culture in which existing business models are challenged and new, innovative models are explored fully. MoJ will design and deliver a blue-print, with milestones, to meet the Cabinet Office deadline [not yet been set]
- Introduce a standardised scorecard assessment methodology [end March 2016]

Strengthen the talent pipeline and succession plans for MoJ and the wider Civil Service.

- Implement the Civil Service Talent Strategy by identifying and developing MoJ talent pools at SCS2, SCS1, Band A.
  - Strengthen talent pools by access to a combination of MoJ bespoke and Cabinet Office Programmes; maximise number of participants in ongoing Cabinet Office Programmes (HPDS, SLS, FLS) with workshops, interview preparation and support during application process; MoJ bespoke SCS Development programme (JLDS) to be re-launched in 2016; MoJ bespoke Band A programme (JLTP)

	<p>completes in December 2015.</p> <ul style="list-style-type: none"> <li>• Ensure MoJ succession plans in place for SCS2, SCS1 (with local Business Group/Agency plans at Band A and below) and review twice a year – including at the MoJ Board.</li> <li>• Strengthen Talent pool for Project Delivery through Head of Project Delivery Profession and formal appointment of SROs. Maintain/Increase numbers of participants on programmes such as MPLA.</li> <li>• Periodic reviews of talent as required to align talent with roles that deliver SoS priorities as these evolve.</li> </ul>
<p>Improve the effectiveness of the department and deliver transformational change.</p>	<ul style="list-style-type: none"> <li>• Develop digital solutions that meet common standards set by the Government Digital Service and support the development of and utilise cross-government platforms and services wherever this demonstrates the best value for money solution for the government.</li> <li>• Continue to build the Department's commercial capability and work with the Crown Commercial Service to deliver the Government's 33% commitment of spend with SMEs by 2020.</li> <li>• Drive up People Survey engagement scores.</li> <li>• Develop a credible plan for ensuring Apprentices make up 2.3% of the workforce over the course of the Parliament.</li> </ul>

### 3. Diversity

<p>Achieve progress on key performance measures for diversity and inclusion through delivery of the MoJ Diversity and Inclusion Plan, ensuring this is aligned with the Civil Service Talent Action Plan.</p>	<p>MoJ D&amp;I Plan Actions will deliver progress on the objective, and this will be assessed (quarterly) by the Equality Forum.</p> <p><i>Measures.</i></p>
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<p>In particular to increase the proportion of BAME and disabled staff progressing to the SCS, along with the 'feeder' grades below to ensure a sustained flow of diverse talent.</p>	<p>Improved representation of BAME and disabled staff in the SCS, Band A (G6/7) and Band B (SEO) level, for the MoJ workforce:</p> <p>BAME – by March 2016, aim for:</p> <p>SCS                    6% (from 5% March 2015)  Band A (6/7)        8% (from 7% March 2015)  Band B (SEO)    11% (from 10% March 2015)</p> <p>Disability – by March 2016, aim for</p> <p>SCS                    4% (from 3% March 2015)  Band A (G6/7)    5% (from 4% March 2015)  Band B (SEO)    5% (from 4% March 2015)</p> <p>Increase in overall diversity declaration levels; of those who have declared, to 65% for disability and to 85% for ethnicity.</p> <p>10% Increase in take up of targeted development, coaching and mentoring programmes, from 14/15 baseline.</p>
<p>Ensure leaders at all levels champion and value difference and promote an inclusive and engaged workplace, where all staff feel able to be themselves at work. In particular this will be reflected in MoJ People Survey engagement scores where under-represented groups and their comparators become increasingly aligned</p>	<p>Regular awareness raising and capability building on diversity in its broadest sense (including personality type in addition to protected characteristics).</p> <p>Initiating activity that recognises difference, in relation to protected characteristics, and the advantages of bringing your real self to work.</p> <p>Senior team commitment to championing and valuing difference; and regular engagement by SCS Diversity Champions, Staff Networks and D&amp;I leads</p> <p><i>Measures</i></p> <p>Improved MoJ People Survey scores for Inclusion &amp; Fair</p>

	<p>Treatment compared to 2014 baseline:  To see an improvement in the <b>overall</b> MoJ I&amp;FT score of 67 (2014 baseline) to 72pp. More specifically to see a 5pp increase for the following specific groups of staff; for <b>disabled</b> staff to increase from 60 to 65pp; <b>gay and lesbian</b> staff from 68 to 73pp; <b>bisexual</b> staff from 58 to 63pp; and on <b>ethnicity</b> to increase from 70 to 75pp.</p> <p>MoJ People Survey engagement scores for under-represented groups more closely aligned with comparators year on year, particularly between disabled and non-disabled staff, aiming to narrow the gap by 5pp for Disabled/Non-Disabled; BAME/White; and Women/Men compared to the 2014 People Survey</p> <p>Monitor LGB&amp;T staff engagement via People Survey.</p> <p>360 degree feedback from Staff Network groups</p>
<p>Across the Civil Service provide leadership on diversity and inclusion, and for BAME Civil Servants in particular. Push for delivery of the Talent Action Plan across departments. Chair Minority Ethnic Dimension Talent association board. Ensure that BAME voices are heard at senior levels and forums. Challenge majority culture.</p>	<p>Work with diversity leads, Cabinet Office D&amp;I team, network groups and permanent secretaries to:</p> <ul style="list-style-type: none"> <li>• Improve engagement of individuals from a BAME background</li> <li>• Increase promotion rates of individuals from a BAME background</li> <li>• Improve perception of the Civil Service as an employer where all can reach their potential</li> </ul> <p>Progress will be measured by:</p> <ul style="list-style-type: none"> <li>• SCS People Survey data</li> <li>• 360 feedback from relevant employee networks</li> <li>• Removing barriers to success KPIs</li> </ul>

#### 4. Personal leadership

<b>Objective</b>	<b>How will progress be achieved and measured?</b>
<p>To role model leadership within MoJ and across the Civil Service, taking responsibility for the effective delivery of the Government's programme and Ministers' priorities, living Civil Service's values and serving the public. This will include the promotion of the Leadership Statement for leaders at all levels of the Civil Service, nurturing talent and broadening diversity of our workforce and leaders.</p>	<p>This will primarily be measured through the feedback from the 360 SCS tool.</p>