

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

ALISON SAUNDERS, CROWN PROSECUTION SERVICE

Role

The Director of Public Prosecutions (DPP) is the head of the CPS and operates independently, under the superintendence of the Attorney General. As a government minister, the Attorney is accountable to Parliament for the work of the CPS.

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.

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.

What we do

The Crown Prosecution Service (CPS) is the principal prosecuting authority for England and Wales, acting independently in criminal cases investigated by the police and others.

The CPS:

- decides which cases should be prosecuted – keeping them all under continuous review;
- determines the appropriate charges in more serious or complex cases – advising the police during the early stages of investigations;
- prepares cases and presents them at court - using a range of in-house advocates, self-employed advocates or agents in court; and
- provides information, assistance and support to victims and prosecution witnesses.

In helping deliver justice across England and Wales, through prosecuting crime independently and effectively, the CPS provides leadership within a criminal justice system that is undergoing significant reform.

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 2015/16 are set out overleaf.

Objectives

1. Strategic priorities

Objective	How will progress be achieved and measured?
<p>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</p>	<p>Ensure delivery of: embedding joint agency Transforming Summary Justice programme, Transforming Summary Justice programme, Better Crown Court Case Management; Review of Serious Casework</p>
	<p>Increase conviction rates in all CPS Areas falling below minimum standard</p> <ul style="list-style-type: none"> • above 80%
	<p>Increase Crown Court early disposal rate</p> <ul style="list-style-type: none"> • above 41%
<p>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.</p>	<p>Ensure delivery of: enhanced ‘At Court’ Service; CPS/Police National Rape Action Plan and CPS Rape Training Strategy; revised CPS strategy on victims and witnesses</p>
	<p>Publish data on the performance of our Victims Right to Review scheme</p>
	<p>Decrease unsuccessful outcomes owing to victim issues</p> <ul style="list-style-type: none"> • below 25%
	<p>Publish results of current victim & witness satisfaction survey to serve as baseline comparator for next and future years</p>
<p>Build a more engaged workforce, one with the tools and skills for the job to deliver the highest quality service fulfilling CPS</p>	<p>Ensure delivery of: CPS leadership programme; Legal Development Programme; Management Development</p>

values and our Workforce Strategy	Programme; 'Prosecutor App'
	Increase our Employee Engagement Index <ul style="list-style-type: none"> • above last year's survey result (53%)
	Increase MDP accreditation of required line managers <ul style="list-style-type: none"> • to 95%
	Decrease working days lost to absence (average) <ul style="list-style-type: none"> • to 8.5 days (average)
Deliver fiscal consolidation by ensuring spending is consistent with plans; and by putting in place credible and sustainable plans to deliver spending agreed for 2015-16 and 2016-17	Ensure delivery of: Resource and Efficiency management system expanded to Crown Court business; stronger prosecution business systems and compliance with our standard operating practices
	Increase proceeds of crime by value recovered <ul style="list-style-type: none"> • above total value recovered last year
	Reduce admin costs <ul style="list-style-type: none"> • below last year's return (£30.1m)
	Reduce 2015-16 corporate expenditure within Net Resource Departmental Expenditure Limit <ul style="list-style-type: none"> • below sum determined in 2015-16 supplementary estimate

2. Business Priorities

Objective	How will progress be achieved and measured?
<p>Joined-up Justice (joint working with Ministry of Justice and Home Office) Work with key partners in the Ministry of Justice and Home Office and through the Criminal Justice Board to build a better and more seamless justice system that better responds to the needs of users, operates more efficiently and has the confidence of the public.</p>	<p>Deliver cross-agency reforms on time and to plan during 2015-16, in particular:</p> <ul style="list-style-type: none"> • Joint Efficiency Programme with HMCTS delivers digital working in the Crown Court. • Shared MoJ resources on Common Platform programme starts delivering digital solutions on course for a single digital file and full end-to-end common electronic streamlined process • Embedding the benefits of the multi-agency Transforming Justice Programme helps all criminal justice parties to provide fewer hearings and swifter justice, saving time and resources and reducing distress for victims and witnesses • Extend the principles of joint working to the Crown Court through early case review and timely service of the right evidence – complementing and supporting the Senior Presiding Judge’s Better Case Management and key Leveson Review proposals • Effective stakeholder management and partnership delivery – including with Home Office and Ministry of Justice, Court Service and Senior Judiciary, and the Chief Police Officers • Improved strategic cross-border working with the Lord Advocate in Scotland, and fellow DPPs in Northern Ireland and the Republic of Ireland.
<p>Digital To embed, exploit technology and the benefits of working in a</p>	<p>Ensure delivery of: digital Crown Court courtroom solution; new digital justice services from the CJS Common Platform;</p>

<p>streamlined digital way within the CPS – specifically extending our success in making our magistrates’ court business digital to the Crown Court</p>	<p>Ensure the CPS serves digital case information to Crown Court centres that become digitally enabled</p>
<p>Talent To promote and embed talent management across CPS and wider Civil Service through the Heads of Profession, ensuring specific strategies that define the key professions and articulate the competences and capabilities required to effectively meet the needs of the business needs and create clear career pathways inside and outside the CPS to advance and strengthen succession planning and support the sharing of talent across departments.</p>	<p>The CPS professions will have strategic plans covering the approach to talent development in their professions. The ratings agreed in the baseline maturity gap analysis will improve and the gap will be reduced in the priority areas.</p>
	<p>The HoPs will take an active part in identifying talent in their profession and encouraging cross departmental experience.</p>
<p>Improve the effectiveness of the department and deliver transformational change.</p>	<p>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.</p>
	<p>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.</p>
	<p>Drive up People Survey engagement scores.</p>
	<p>Develop a credible plan for ensuring Apprentices make up 2.3% of the workforce over the course of the Parliament.</p>

3. Diversity

Objective	How will progress be achieved and measured?
<p>To achieve progress on the key CPS performance measures for diversity and inclusion through formation and delivery of the CPS Removing Barriers to Success Programme and delivery of the CPS Disability Seven Point Plan. To ensure that these plans are aligned to the Civil Service Talent Action Plan.</p>	<p>Improve declaration rates in all categories, with particular focus on disability status, achieving the civil service average</p>
	<p>Increase representation of disabled employees in all grades across the CPS, with particular focus on SCS, feeder grades and equivalent roles, to the civil service average</p>
	<p>Reduce gap between disabled and non-disabled staff in response to questions under the “fairness and inclusion” theme the Civil Service People Survey 2015</p>

4. Personal leadership

Objective	How will progress be achieved and measured?
<p>Contribute to the collective leadership of the Civil Service by actively promoting the CS leadership statement to increase organisational capability. Ensure that the behaviours described in the Leadership Statement are adopted and are complementary to CPS values and that these are embedded by all CPS senior leaders to support them in leading transformational programmes for 15/16 such as the Transforming Summary Justice and Better Case Management initiatives.</p>	<p>Ensuring that all senior leaders engage with the CPS Senior Leadership Programme, participating fully in each of the formal sessions and embedding their learning within their Area/Directorate.</p>
	<p>By ensuring that all Senior leaders have objectives in relation to embedding Leadership Statement values in their Area/Directorate as part of the PDR process</p>
	<p>Increase our Employee Engagement Index (specifically those sections focused on leadership)</p> <ul style="list-style-type: none"> • meet civil service average Organisational objectives and purpose (83%)

	<ul style="list-style-type: none">• above last year's leadership score (32%)• to meet civil service average over 3 years (44% last year, but now down from to 43%)
	Evaluate the CPS Senior Leadership Programme
	Successful Investors In People review