

# PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

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 manifesto sets 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, 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.

Mark is a member of the Civil Service Board, the Senior Leadership Committee and the Corporate Management Board. He is an IDP cohort Sponsor. 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.

## What we do

The Home Office leads on immigration and passports, drugs policy, crime policy and counter-terrorism and works to ensure visible, responsive and accountable policing in the UK.

## 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 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 2015/16 are set out overleaf.

# Objectives

## 1. Strategic priorities

<b>Objective</b>	<b>How will progress be achieved and measured?</b>
<p>S1 Improve capability to prevent terrorism and extremism, with refreshed powers for intervention, clear legislation and delivery plans for communications and data capability, and a refreshed approach to tackling extremism.</p>	<p>S1: Deliver successful outcome to Strategic Defence and Security Review, with the full range of Homeland Security threats recognised and appropriately prioritised with SDSR. Refresh powers for agencies to intervene to prevent terrorism. Develop a new extremism strategy to take action against the causes of harmful extremism. Measures: prevalence of terrorism and extremism in UK; preparedness of agencies to respond to terrorist events.</p>
<p>S2 Cut crime and protect the vulnerable, by: transforming crime prevention; tackling serious and organised crime; police reform; a stronger, pan-government approach to tackling child abuse and modern slavery.</p>	<p>S2: Improve contribution to crime reduction by industry, communities and the public; reform police funding; support police to deliver 25% savings; agree cross-government strategy to tackle child sexual exploitation. Measures: crime rate; serious and organised crime rate; permeability of UK border; police capability to tackle new challenges; police efficiency; justice for vulnerable victims.</p>
<p>S3 Reduce immigration and prevent abuse, ensuring the Home</p>	<p>S3: Change the visa regime to reflect new government policy;</p>

<p>Office has the levers to reduce net legal migration, and a pan-government approach to tackling illegal migration.</p> <p>Ensure the Home Office requirement is properly reflected in European negotiations, so that European immigration can be reduced. Meet the Prime Minister's commitment to resettle 20,000 Syrian refugees in the UK by the end of this Parliament.</p> <p>S4 Ensure the department delivers against its manifesto commitments</p>	<p>extend and reinforce the incentives for illegal migrants to leave the country by using all available levers; ensure the Border, Immigration and Citizenship organisations deliver 25% reductions in resources while maintaining capabilities, through a transformational approach. Support the Syrian Resettlement Programme to coordinate efforts across government and work with key partners in helping Syrian refugees resettle in Britain, including through the expansion of the Vulnerable Persons Resettlement scheme.</p> <p>Measures: net legal migration; removals and returns of illegal migrants in UK; permeability of UK border, resettling 20,000 Syrian refugees by the end of the Parliament.</p> <p>Develop a top-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.</p>
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## 2. Business Priorities

<b>Objective</b>	<b>How will progress be achieved and measured?</b>
<p>B1 Transform the delivery of services through a whole-system approach, co-creating with users and industry to manage demand for Home Office services whilst streamlining existing business processes and identifying new ways of delivery.</p>	<p>B1 Set out and begin delivery of Phase II of the Department's transformation programme; define plans and measures for transformation; ensure spending review reflects Home Office long term strategy..</p> <p>Process measures: business plans for 2016-17 and out-years have clear, integrated trajectories for improving performance and cost, through implementation of transformation milestones.</p>

<p>B2 Significantly enhance the use of data to deliver Home Office objectives by increasing the capability of the Home Office to use data from across government and share data with partners.</p>	<p>Outcome measures: reduction in demand for law enforcement; sustainable demand on border immigration and citizenship, (including new commercial models); better integration of counter-terrorist and serious and organised crime effort.</p> <p>B2: Deliver major programmes on police data, mobile communications, data analytics; agree new data strategy for the Home Office; agree data sharing with key partners; implement new business models based on improved data.</p> <p>Measures: contribution to productivity and value for money. Programmes to meet agreed delivery dates; other elements delivered by year end.</p>
<p>B3 Implement digital by default, with end-to-end process design and integration of services.</p>	<p>B3: Deliver major programmes for immigration, border systems and cross Home Office capabilities; deliver exemplars for One Government at the Border and Visas; design refreshed digital strategy for the Department</p> <p>II. Measures: proportion of services which comply with digital by default principles. Programmes to meet agreed delivery dates; exemplars and digital strategy delivered by year end; all new services to meet digital by default service standards upon launch.</p>
<p>B4 Deliver a refreshed people strategy, to put the Home Office on</p>	<p>B4: Develop the Department's skills building and training; grow</p>

<p>track to have a smaller, more professional, higher performing, more diverse workforce.</p>	<p>talent to deliver capability and diversity; modernise terms and conditions and performance management; improve leadership; develop the Home Office employer brand. Measures: productivity; staff engagement; diversity; capacity to recruit &amp; retain top talent.</p>
<p>B5 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, support the development of and utilise cross-government platforms and services wherever this demonstrates the best value for money solution for the government. 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. Drive up People Survey engagement scores.</p>

### 3. Diversity

<b>Objective</b>	<b>How will progress be achieved and measured?</b>
<p>Increase representation in the SCS of women and BME staff through a series of measures, including launching a new management scheme to bring on BME talent.</p>	<ul style="list-style-type: none"> <li>• To be measured by MI showing representation rates across the Home Office by directorate on a quarterly basis.</li> <li>• Increased applications to SCS from BME and female staff.</li> <li>• Reducing the disparity in PDR outcomes for BME staff.</li> </ul>

<p>D2 To ensure that the Home Office is seen as a leading employer through increasing staff engagement for disabled and LGBT staff in the 2016 staff survey and continuing to achieve external recognition.</p>	<ul style="list-style-type: none"> <li>• (Increasing the proportion of female and BME staff on talent programmes.)</li> <li>• To be measured by the staff survey results for engagement. (eg raise overall engagement index)</li> <li>• Continue to apply for and obtain external benchmarks or awards as appropriate.</li> </ul>
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#### 4. Personal leadership

<b>Objective</b>	<b>How will progress be achieved and measured?</b>
<p>L1 Lead a cohesive approach to the transformation of the systems for security and protection of the public which span the Home Secretary's overall area of responsibility, promoting greater efficiency and productive collaboration across the whole.</p>	<p>L1 Establishing a Strategic Capabilities Board and developing it into an effective form of inter-system governance. Regular, sustained personal engagement with key stakeholders and visibility at the frontline, in each system area.</p> <p>Key measures: 360 and other feedback from stakeholders on the impact of this new model, and on my personal contribution in each system area.</p>
<p>L2 Give personal leadership to the refreshed Home Office Transformation programme, leading a cascade of large scale staff engagement events in which the Leadership Statement is both modelled and socialised.</p>	<p>L2 Launch cascade of staff engagement events in September. Regular, sustained personal engagement with staff in all areas and key locations. Measures: an increased People Survey staff engagement score including increased scores for the theme "leadership and managing change" and for key questions within it, scores on leadership statement questions that compare well</p>

<p>L3 Improve leadership in the Home Office through changes to executive resourcing, talent management, succession planning, and individual and team leadership development.</p> <p>L4 Sponsorship of DG Development Programme</p>	<p>with those for other Departments of similar size and shape, and reduced levels of bullying, harassment and discrimination reported in the People Survey.</p> <p>L3 Set out and implement a strategic plan for improved leadership and a stronger talent pipeline with emphasis on valuing difference . Measures: People Survey, as above. See also measures under diversity objectives.</p> <p>L4 Regular 121s with participants</p>
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