

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

PHILIP RUTNAM, DEPARTMENT FOR TRANSPORT

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.

Philip Rutnam is a member of the People Board, and is Civil Service Diversity Champion for Disability. He also chairs the Civil Service Pensions Board. 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

We work with our agencies and partners to support and deliver the transport network that serves the people and businesses of the UK, and that aims to ensure people and goods move safely, securely and reliably around the country. We plan and invest in transport infrastructure to keep the UK on the move.

Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and to support Civil Service Reform. Philip Rutnam is a member of the review group for the Commercial Capability Reviews.

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, to develop and to acquire new skills needed to discharge their roles. Philip Rutnam's specific objectives for 2015-16 are set out overleaf.

Objectives

1. Strategic priorities

| Objective | How will progress be achieved and measured? |
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| <p>Improve the transport system through effective implementation of Department for Transport projects in Government Major Projects Portfolio and National Infrastructure Plan</p> | <p>Achievement of key milestones for projects including:</p> <ul style="list-style-type: none">• HS2, including progress of Hybrid Bill towards Royal Assent by end 2016, and preparation for start of works;• Crossrail, including progress towards opening on schedule and within budget;• Thameslink, including introduction of first trains into service in Spring 2016 and completion of programme on schedule and within budget;• rail franchising, award of Northern & TransPennine, direct awards, & effective management of franchises;• InterCity Express Programme, progress towards introduction of trains into service on Great Western and East Coast with associated infrastructure;• Road Investment Strategy 2015-20, rate of starts and completion within programme and development of designated funds;• Rail Investment Strategy 2014-19, delivery of Network Rail enhancement programme, including electrification and enhancing capacity for passengers and freight;• major local transport projects in GMPP and NIP, including progress of Mersey Gateway Bridge and NET2.• Ensure effective accountability across all projects and programmes |

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| | <p>within DfT and between DfT and delivery partners (HS2 Ltd, HE, NR, Crossrail Ltd, local government, suppliers), and effective governance of relationship with bodies owned and/or controlled by DfT (relevant to all objectives).</p> |
| <p>Promote economic growth through transport by getting the regulatory framework right, improving the supply of skills, and strengthening our role as leaders in innovation and new technology</p> | <ul style="list-style-type: none"> • Progress towards target of £430m new reductions in cost of regulation. • Production of strategy to address skills shortages in partnership with transport infrastructure sector, and towards 30,000 apprenticeships in road and rail by 2020. • Progress implementing recommendations of Maritime Growth Study. • UK to maintain leadership position in developing and testing connected and autonomous vehicles, and in transition to ultra-low emission vehicles, effective design and implementation of CCAV and OLEV programmes. • Ensure DfT is visible and active in supporting innovation more widely (eg in robotics, drones, data, infrastructure). |
| <p>Prepare the future transport system by ensuring that we plan ahead and respond effectively</p> | <ul style="list-style-type: none"> • Respond to the report of the Airports Commission. • Take forward plans for Crossrail 2, in support of analysis by National Infrastructure Commission. • Support Nicola Shaw review of future shape and financing of Network Rail, and prepare to respond. • Establish TfN, and in partnership develop the Northern Transport Strategy, to advance the Northern Powerhouse. • Develop partnership with Midlands Connect to transform connectivity in the Midlands. • Ensure DfT maintains world-class analytical capability and evidence, and the ability to apply this to practical effect. • Prepare and introduce the Modern Transport Bill. |

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| <p>Improve journeys by ensuring we maintain transport networks and deliver practical improvements to users</p> | <ul style="list-style-type: none"> • Delivery of enhanced maintenance and renewals of strategic road network. • Support maintenance and enhancement of local transport networks through delivery of ITB, HMB, Potholes Action Fund, Local Growth Fund, & support for HMEP. • Delivery of smart and integrated ticketing via SEFT and plans for the north. • Delivery of programmes for WiFi and mobile connectivity on trains. • Cap regulated rail fares in line with RPI and remove flex. |
| <p>Promote safe, secure and sustainable transport that protects safety while using and working on the transport system, maintains security and resilience against threats and hazards, and supports Government goals on environment and public health</p> | <ul style="list-style-type: none"> • Ensure effective delivery of the safety-related functions of DVLA, DVSA, VCA, MCA, and the central Department. • Ensure delivery of RIS1 ring-fenced funds for air quality, environment, cycling and HE programmes to improve road safety • Ensure development and delivery of programmes to deliver DfT's carbon and air quality objectives • Maintain a coherent approach to transport security that is proportionate, risk-based and consistent with the Government's national security priorities. • Ensure effective planning and execution of response to incidents affecting resilience, safety and security |
| <p>Ensure the department delivers against its Manifesto commitments</p> | <ul style="list-style-type: none"> • 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 consistent with the outcome of SR2015. |

2. Business Priorities

| Objective | How will progress be achieved and measured? |
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| <p>Raise capability in DfT in project and programme management, commercial skills, leadership and digital skills.</p> | <ul style="list-style-type: none"> • Strengthen portfolio management reporting for DfT Tier 1 projects and programmes. • Level of DfT participation in Major Projects Leadership Academy. • DfT accreditation by Association of Project Management (APM). • Leadership in Transport programmes operating successfully across SCS and G6 and 7. |
| <p>Ensure effective cross-Government working</p> | <ul style="list-style-type: none"> • Success of inter-departmental units and cross-departmental governance (BIS, DECC, CLG, Defra) • Delivery of DfT role in shared services programme |
| <p>Improve efficiency and effectiveness, deliver transformational change and strong financial control.</p> | <ul style="list-style-type: none"> • 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 • 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 • Develop a credible plan for ensuring Apprentices make up 2.3% of the workforce over the course of the Parliament |

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| | <ul style="list-style-type: none"> Discharge duties as Accounting Officer effectively, in particular ensuring tight financial control and accurate forecasting within the 1% objective set by HMT. Secure value for money, such that at least 85% of DfT appraised project spending is high or very high value for money. |
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3. Diversity

| Objective | How will progress be achieved and measured? |
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| <p>To tackle barriers to progression for under-represented groups through implementation of DfT's Inclusion Action Plan and the Agency Action Plans which sets out 3 priority areas: leadership, inclusive behaviours and career management. The DfT Plan is aligned with the Talent Action Plan.</p> | <ul style="list-style-type: none"> Increasing declaration rates for ethnic background, disability status and for sexual orientation for the overall departmental workforce and SCS (including executive agencies) to reach the respective Civil Service or SCS average. Where DfT already exceeds the respective average we aim to increase it further. Increasing representation rates of women in SCS roles at Pay Band 1 and above (including executive agencies) to become closer to the SCS average. Increased promotion rates for under-represented groups, particularly for BAME staff. Visible leadership by DfT Champions and thriving staff networks. Progress will be reported via the SCS workforce quarterly pack and the bi-annual reports for Removing Barriers to Success programme |
| <p>To make DfT an outstanding Department in its employment of disabled staff through delivery of the Disability Action Plan. To</p> | <ul style="list-style-type: none"> Engagement scores for disabled staff in the People Survey move closer to the average. Upward trajectory of |

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| <p>hold Agency Chief Executives to account for making progress in the specific challenges facing their Agencies</p> | <p>promotion and recruitment of disabled staff. 360 feedback from relevant employee networks.</p> <ul style="list-style-type: none"> • Progress will be reported via reports for Executive Committee and through the DfT Group People Committee and review meetings held twice a year with Agency Chief Executives. |
| <p>Across the Civil Service provide leadership on diversity and inclusion for the Civil Service, and for disabled Civil Servants in particular. Ensure delivery of the Talent Action Plan across departments.</p> | <ul style="list-style-type: none"> • As Disability Champion for the Civil Service to work with diversity leads, Civil Service D&I team, networks groups and Permanent Secretaries to make the Civil Service a truly inclusive employer of disabled people: <ul style="list-style-type: none"> • Improve engagement of individuals with a disability. • Increase promotion rates of individuals with a disability. • Improve perception of the Civil Service as an employer where all can reach their potential. • Progress will be measured by: <ul style="list-style-type: none"> • People Survey data. • 360 feedback from relevant employee networks |

4. Personal leadership

| Objective | How will progress be achieved and measured? |
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| <p>Role model and embed the Civil Service Leadership Statement, ensuring DfT builds strong managers and leaders</p> | <ul style="list-style-type: none"> • DfT People Survey scores • Visibility and impact of DfT senior leadership team • Progress in Annual Skills review • Effectiveness in role on People Board • Effectiveness in role as chair of CS Pension Board |

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| | <ul style="list-style-type: none">• Effectiveness in role as Perm Sec lead on robotics |
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