

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

Philip Rutnam	Department for Transport
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<p>Business delivery objectives:</p> <p>Ensure that Department for Transport (DfT) remains at the forefront of the Government's agenda for economic growth. Ensure there is a clear strategy to develop and deliver a transport system so that it is not only more sustainable but also contributes to quality of life. Focus in particular on:</p> <ul style="list-style-type: none"> • High speed rail: ensure the preparation is carried forward so we are ready to start construction of the new network early in the next Parliament • Rail: securing continued, well-managed investment (including Crossrail, Thameslink (TL), Intercity Express Programme (IEP), NR electrification and other enhancements, Tube upgrade), establishing foundations for new franchising programme, and make the railways financially more sustainable • Roads: help to secure investment in the strategic road network to promote growth, address congestion and improve road safety • Aviation: help to ensure the UK has a framework in place for sustainable aviation, and is taking forward a robust process to establish its long term strategy on aviation hub capacity • Local transport: ensure DfT is supporting sustainable growth through decisions on funding and decentralisation 	<p>Performance Measures:</p> <p>Feedback from Secretary of State (SofS), departmental ministers, No 10, Cabinet Office, lead NED, Cabinet Secretary and Head of the Civil Service.</p> <p>Effective accountability mechanisms in place, ensuring senior leaders are delivering against their objectives.</p> <p>High speed rail: programme is on course for introduction of the Hybrid Bill in late 2013</p> <p>Rail: implementation of Command Paper, delivery of programmes for rolling stock and infrastructure for Thameslink, Crossrail, IEP, and High Level Output Specification (HLOS), franchising programme re-defined and on course for delivery with implementation of HM Government's responses to Laidlaw and Brown</p> <p>Roads: programme of Highways Agency (HA) major schemes on schedule, no deterioration in HA asset base</p> <p>Aviation: agreed framework for sustainable aviation in place; Davies</p>	<p>Milestones:</p> <p>High speed rail: initial preferred options for 2nd phase routes/ stations ready in 2013; draft environmental statement ready in early 2013-14</p> <p>Rail: plans for investment and services for CP5 by Jul 2012; review of fares and ticketing in progress ready for conclusion in first half 2013; refranchising programme re-defined after Laidlaw and Brown reviews following West Coast; Crossrail programme within schedule and budget; IEP and TL rolling stock procurements on course for completion</p> <p>Roads: outcome of investment decisions, progress on roads strategy</p> <p>Aviation: on course for adoption of framework for sustainable aviation in 2013; Davies Commission under way in 2012 to assess options for maintaining and developing connectivity</p> <p>Local: framework for devolving decisions on major local schemes end 2012</p> <p>Projects (DfT projects in National Infrastructure Plan Top 40): projects well designed, effectively promoted and implemented to planned timetables, so that they are on course to deliver</p>
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	<p>Commission under way to assess options to maintain and develop connectivity</p> <p>Local: significant progress in devolving responsibility for major transport schemes to local authorities and in implementing City Deals</p> <p>Strategy: refreshed and communicated strategy for transport for delivery in 2013</p>	<p>planned outcomes and activity levels in 12-13</p> <p>Strategy developed in line with Business Plan.</p>
<p>Corporate objectives:</p> <p>Develop and implement a strong vision for DfT Group and DfTc, through successful implementation of change programmes in DfT Agencies, building a programme of continuous improvement in DfTc, and implementation of Government response to Laidlaw Review.</p> <p>Tight management of DfT financial and other resources. Secure effective delivery of the agreed Efficiency and Reform action plan for DfT,</p> <p>Play an active role in the wider leadership of the Civil Service. Delivery of Civil Service Reform objectives</p>	<p>Performance Measures:</p> <p>Feedback from other Permanent Secretaries, Head of the Civil Service, Cabinet Secretary and the Minister for the Cabinet Office</p> <p>Staff survey scores on clarity of vision, engagement, and change management</p> <p>360 feedback from Ministers, NEBMs, other government departments (OGDs), stakeholders on agenda, engagement and process</p> <p>Tight financial control meeting budget and other constraints, on course to deliver SR10 settlement, good record of delivering value for money on programme and administration</p> <p>Effective governance via Board and Executive Committee, supported by high quality Management Information</p> <p>Improved performance management with managers encouraging and rewarding</p>	<p>Milestones:</p> <p>Budget allocations agreed with Ministers. Business plan and resource review in mid-2012-13, with decisions to adjust resource allocation as needed.</p> <p>Organisational vision and programme for continuous improvement defined with and through staff engagement. Implementation of Government response to Laidlaw.</p> <p>Staff survey late 2012, and pulse surveys during 2012-13</p> <p>Enhanced engagement with external stakeholders, adoption of more flexible ways of working in significant parts of DfTc, learning from Vodafone study</p> <p>Others as agreed with the Cabinet Office</p>

	<p>good performance, while dealing rigorously with poor performers</p> <p>SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers</p>	
<p>Capability building objectives:</p> <p>Create an energetic and engaged workforce with the right skills and motivation to develop and deliver an ambitious programme for transport</p> <p>Build and motivate the top team, through developing, attracting and retaining talented people</p> <p>Senior Civil Servants delivering against clear and measurable objectives</p> <p>Improved performance management</p>	<p>Performance Measures:</p> <p>Staff survey scores on engagement</p> <p>Feedback from direct reports</p> <p>Quality of appointments to senior roles, as needed</p> <p>Clear strategy for talent development</p>	<p>Milestones:</p> <p>Staff survey late 2012, and pulse surveys during 2012-13</p> <p>Strategy for developing skills and talent developed and promulgated</p> <p>Strengthened performance management system implemented</p>