

## **PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15**

### **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 Coalition Agreement and the Structural Reform Plans set 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 and effective implementation of the Government's overall priorities. 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, succession planning and the effective implementation of the Departmental Improvement Plan.

Philip Rutnam 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.

#### **2014-14 Priorities**

In the Department for Transport (DfT) the priorities in 2014-15 include delivery of high levels of investment, promoting safe and sustainable transport operations, reducing costs, delivering organisational reform, and building commercial and project management capability.

#### **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 chairs the Civil Service Pensions Board, and 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 they have responsibilities to learn, to develop and to acquire new skills needed to discharge their roles. Philip Rutnam's specific objectives for 2014-15 are set out overleaf.

Objectives	How progress will be judged
<p><i>Business Objectives</i></p> <p>(a) Effective implementation of Department for Transport (DfT) projects in Government Major Projects Portfolio and Top 40 Projects identified in National Infrastructure Plan (1UK Top 40).</p> <p>(b) Effective delivery of DfT operational responsibilities. Continuous improvement in contract management.</p> <p>(c) Effective delivery of organisational reforms.</p> <p>(d) Effective DfT response to independent Airports Commission.</p> <p>(e) Ensure lessons from Laidlaw Review of West Coast Mainline continue to be mainstreamed.</p>	<p>Overall: feedback from Secretary of State and lead Non-Executive Director (NED), 360 feedback and People Survey.</p> <p>(a) Achievement of milestones in 2014-15, especially on HS2, rail franchising, Crossrail, Thameslink, Road and Rail Investment Strategies. Momentum maintained throughout year. Delivery of Highways Agency (HA) efficiency programme to reduce construction costs.</p> <p>(b) Effective response to incidents. Delivery of roads programme and Roads Reform, subject to Parliamentary approval. Delivery of Contract Management Excellence Programme, and analysis of ways to improve Crown leverage.</p> <p>(c) Delivery of shared services and agency reform, especially Driver and Vehicle Licensing Authority (DVLA) and Driver and Vehicle Standards Authority (DVSA). Creation of Rail Executive and Office of Rail Passenger Services (ORPS).</p> <p>(d) Quality of DfT support for independent Commission and DfT response to interim report. Positive reception to Davies Report and process.</p> <p>(e) Third party feedback as above.</p>
<p><i>Cross-government working and Civil Service Reform</i></p> <p>(f) Ensure DfT is a leader in Civil Service Reform.</p> <p>(g) Personal prominence in building a Civil Service that is diverse and commercially expert.</p>	<p>(f) Quality of implementation of DfT's shared services strategy (Independent Shared Services Centre 1, Treasury Solicitor merger, Cross Departmental Internal Audit Service and digital agenda (DVLA, DVSA digital plans and take up).</p> <p>(g) Feedback on support of Richard Heaton in promoting the Black Minority Ethnic (BME) diversity agenda. Ditto for role in support of Bill Crothers' work on commercial capability. Ditto for role as chair of Civil Service Pensions Board.</p>
<p><i>Capability</i></p> <p>(h) Raise capability in DfT in project and programme management, commercial skills, leadership and digital skills.</p>	<p>(h) Complete portfolio management reporting for DfT Tier 1 projects and programmes. Level of DfT participation in Major Projects Leadership Academy. Continued DfT accreditation by Association of Project Management (APM). Leadership in Transport programme established and operating successfully.</p>