

MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 18 October 2011
Time: 0900-1030
Venue: Room 5/18, Great Minster House

ExCo Members

Lin Homer (Chair) - LH
Richard Hatfield - RH
Steve Gooding - SG
Clare Moriarty- CM
Lucy Chadwick- LC
Christopher Muttukumaru - ChrM

Other Attendees

**** (Private Secretary to Permanent Secretary)
**** (Board Secretariat)

Attendees for Papers

Item 1:
**** (High Speed Rail Directorate)
**** (High Speed Rail Directorate)
**** (High Speed Rail Directorate)
Item 2:
**** (Head of Performance and Reward)
Item 3: **** (Roads Directorate)
Item 4:
**** (Strategy & Analysis)
**** (Strategic Finance)

Item 1: HSR – Strategic Outline Business Case

EC(11)100

1. **** (High Speed Rail Directorate) provided an overview of the business case and invited comments.
2. ExCo discussed the information presented. LH suggested proposing some options for visits along the proposed routes to the SofS when providing briefing on HS2.
Action: ** (High Speed Rail Directorate)**
3. LH asked the team to consider what additional ExCo or BICC meetings they would use to consider further iterations of their work.

Action: ** (High Speed Rail Directorate)**

Item 2: Travel, subsistence and hospitality spend

EC(11)101

4. LH introduced the issue and outlined the work that the Home Office had done on compiling a tracker that was developed to improve the management information on travel, subsistence and hospitality spend.
5. LC noted that the visibility of data would be helpful as a prompt for management action. ExCo agreed that additional management information on T&S claims would be helpful in assisting managers.
6. CM confirmed that the Finance Directorate were looking into updating the guidance on T&S claims and would discuss this further with the Finance Director.

Action: Clare Moriarty

Item 3: Strategic Roads Reform

EC(11)102

7. SG introduced the paper and ExCo discussed the merits of various operating and funding models for the Strategic Road Network. LH asked that SG brief the SofS on the issues raised by Alan Cook.

Action: Steve Gooding, ** (Roads Directorate)**

Item 4: Corporate Planning

Oral Update

8. **** (Strategic Finance) outlined the process for the next stages of the corporate planning process. LH noted that the new SofS would need to be briefed on the corporate planning process and requested that a further update be provided next week.

Action: ** (Strategic Finance), Board Secretariat**

Item 5: Weekly Updates

Oral Updates

9. **** (Private Office) would be asked to join the beginning of the next ExCo meeting to provide an update on the progress of SofS briefing sessions.
10. LH requested the DGs provide an update on forthcoming SCSPB1 vacancies.

Action: DGs

Board Secretariat
18 October 2011

MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Wednesday 26 October 2011
Time: 0900-1030
Venue: Room 5/18, Great Minster House

ExCo Members

Lin Homer (Chair)
Richard Hatfield
Steve Gooding
Peter Strachan
Christopher Muttukumaru

Other Attendees

**** (Private Secretary to Permanent Secretary)
**** (Board Secretariat)

Apologies

Clare Moriarty

Attendees for Papers

**** (Legal Services) (Item 1)
**** (Better Regulation Team) (Item 2)
**** (Better Regulation Policy Advisor) (Item 2)
**** (Deputy GCO) (Item 3)
**** (Strategic Finance and Planning) (Item 4)

Item 1: Information Management Strategy

EC(11)103

1. **** (Legal Services) introduced the paper and outlined the purpose of the strategy.
2. SG noted that it would be helpful to remind staff about the importance of data protection and good information management and documentation, in ensuring continuity of business knowledge.
3. LH summarised and noted agreement to move forward with the strategy.

Item 2: Better Regulation Update

EC(11)104

4. **** outlined the current status of the department's performance on the better regulation agenda, noting improvements in the manner in which the department was working with the regulatory policy committee. **** explained the actions that were being taken to improve the quality of Impact Assessments (IAs).
5. LH summarised and noted the need to continue improving IAs and to keep a strategic overview on the number of regulatory changes the department made.

Item 3: EU Directives Implementation Update

EC(11)105

6. **** (Deputy GCO) outlined the current situation and noted that closer management by ExCo had improved performance on resolving outstanding infraction issues.
7. ExCo agreed to the proposal in the paper, that the General Counsel should approve any significant change from project plans.

Item 4: Corporate planning

Oral Update

8. **** (Strategic Finance) introduced the item and outlined the process that would be undertaken going forward in relation to the corporate plan.

Other issues

Oral Update

9. ExCo agreed that succession planning would be considered at a later date.

Board Secretariat
26 October 2011

MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 31 October 2011
Time: 0900-1030
Venue: Room 5/18, Great Minster House

ExCo Members

Lin Homer (Chair)
Richard Hatfield
Steve Gooding
Clare Moriarty
Peter Strachan
Christopher Muttukumaru

Attendees for Papers

**** (Olympics Directorate) (Item 1)
**** (Olympics Directorate) (Item 1)
**** (Policy Adviser -Olympics
Operations) (Item 1)

**** (Rail Directorate) (Item 2)
**** (Major Projects Directorate) (Item 2)

Other Attendees

**** (Private Secretary to Permanent
Secretary)
**** (Board Secretariat)

Item 1: Olympics Update

1. **** (Olympics Directorate) provided an update on the Olympics work streams including forthcoming preparedness exercises, a review by the Major Projects Authority and feedback from a recent update they had given the Secretary of State on readiness.
 - i) **Command and Coordination** **EC(11)106**
 2. **** (Olympics Directorate) introduced the paper. ExCo agreed in principle to the need to ensure that there would be sufficient capacity amongst volunteers to cover the Games period and the consequential training that this would require, but that a specific proposal for this should be considered.
 3. There was a discussion on the various options for shift patterns and JS was asked to consider what the most appropriate pattern would be, and options for compensation.

Action: ** (Olympics Directorate)**
 4. **** (Olympics Directorate) was asked to proceed with his recommendations on the basis of these comments.
 - ii) **Travel Demand Management** **EC(11)107**
 5. **** (Olympics Directorate) introduced the paper and outlined the further travel demand exercise that would be undertaken.

6. SG noted that it would be important in this exercise to identify and test the expected pinch points on the transport networks.
7. LH agreed for **** (Olympics Directorate) to talk to OGDs about the DfT experience of 'operation footfall'.
8. **** (Olympics Directorate) was asked to continue to provide ExCo with regular updates on this issue.

Action: ** (Olympics Directorate)**

Item 2: Rail – Interface Between Franchises and Rolling Stock

EC(11)108

9. **** (Rail Directorate) introduced the paper and discussed the timing of rolling stock procurements and their relation to forthcoming franchise awards.
10. ExCo asked for additional information on these issues and that the issues be discussed further at BICC.

Oral Update

11. ExCo discussed the Growth Review and its implications for the Department.

Board Secretariat
31 October 2011

MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 8 November 2011
Time: 0900-1030
Venue: Room 5/18, Great Minster House

ExCo Members

Lin Homer (Chair)
Richard Hatfield
Steve Gooding
Clare Moriarty
Peter Strachan
Christopher Muttukumaru

Attendees for Papers

Item 1 **** (HR Directorate); **** (Internal Communications)

Item 2 **** (HR Directorate); **** (Employee Relations)

Item 3: ****; **** (CLG Honours Secretariat)

Other Attendees

**** (Private Secretary to Permanent Secretary)
**** (Board Secretariat)

Item 1: Staff Survey – Organisational-Level Results

1. **** (HR Directorate) outlined the key aspects of the staff survey results and actions that were being taken as a result of that feedback.
2. ExCo asked if the outstanding data on DfT agency returns could be shared with them soonest.

Action: ** (HR Directorate)**

Item 2: Performance Management

3. **** (Employee Relations) introduced the item on the proposed new performance management system.
4. ExCo discussed the timing implications of introducing the new system and if it could be done at mid-point in the next reporting year.
5. ExCo agreed for pilot participants to have their end year review for 11/12 conducted under the new system, and continue on the new system for the entirety of the 12/13 performance management process.

Item 3: 2012 Queen's Birthday Honours

6. CM introduced and noted that the Honours Sub-committee would be looking at the proposed names and the quality of the citations.

Board Secretariat
8 Nov 2011

MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 15 November 2011
Time: 0900-1015
Venue: Room 5/18, Great Minster House

ExCo Members

Lin Homer (Chair)
Richard Hatfield
Steve Gooding
Clare Moriarty
Peter Strachan
Christopher Muttukumaru

Other Attendees

**** (Private Secretary to Permanent Secretary)
**** (Board Secretariat)

Attendees for Papers

**** (Greener Transport and International) (Item 1)
**** (EU and International team (Item 1))

**** (Strategy and Analysis directorate) (Item 2)
**** (Policy Advisor Strategy) (Item 2)

Item 1: EU and International engagement

1. **** outlined the Department's strategy on EU engagement and requested agreement for the development of a strategy of Senior Executive plans for engagement and for additional staff for this work.
2. ExCo requested that the strategy be drawn up and the issue be brought back for further discussion.

Action: ** (Greener Transport and International)**

Item 2: Corporate planning update

3. **** (Strategy and Analysis) provided an update on the corporate planning work.

Board Secretariat
15 November 2011

MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 22 November 2011
Time: 0900-1100
Venue: Room 5/18, Great Minster House

ExCo Members

Lin Homer (Chair) - LH
Richard Hatfield - RH
Steve Gooding - SG
Clare Moriarty - CM
Peter Strachan - PS
Christopher Muttukumaru - CMtkm

Attendees for Papers

Item 1
**** (London & Olympics Directorate)
**** (Policy Adviser - TfL Finance)

Item 2
****; **** (HR Directorate)

Other Attendees

**** (Private Secretary to Permanent Secretary)
**** (Board Secretariat)

Item 3
**** (Estates Division)

Item 4
**** (Governance Division)

Item 1: TfL Financial Scrutiny Strategy

1. PS introduced the paper and together with **** (Policy Advisor, TfL Finance) went through the options for improving the Department's understanding of TfL's financial position.
2. It was noted that the way forward needed to be proportionate and considered against the localism agenda, and agreed that the good relationship with TfL should be built upon in taking the next steps.

Item 2: Staff Survey

3. A brief discussion was held on follow-up actions in relation to the staff survey.

Item 3: DfT Accommodation

4. **** (Estates Division) provided an update on DfT accommodation which ExCo members noted.

Item 4: Board Agenda

5. **** (Governance Division) outlined the plan for next Board meeting.

Board Secretariat
22 November 2011

MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 29 November 2011
Time: 0900-1200
Venue: Room H1, Great Minster House

ExCo Members

Lin Homer – Chair (LH)
Richard Hatfield (RH)
Steve Gooding (SG)
Christopher Muttukumaru (CM)
Clare Moriarty
Peter Strachan

Attendees for Papers

**** (Governance Division)(Item 3 and 6,7,8)
**** (PPM Centre of Excellence) (Item 4)
**** (Finance Directorate) (Item 5)
**** (Head of Risk)(Item 7)
**** (Business Planning Manager (Item 8)
**** (Analysis and Strategy Directorate) (Item 9)

Other Attendees

**** (Private Secretary to Permanent Secretary)
**** (Board Secretariat)

Item 3: Delivery Reporting

1. **** (Governance Division) introduced the item and went through the analysis.
2. ExCo agreed to review the timescales for a number of actions in the Business plan refresh process.
3. Exco agreed a number of specific items to raise at the Board meeting.
4. ExCo agreed to hold a specific Board discussion on aviation policy at some point early in the New Year.
5. The delivery report on the FQD section was requested to be revised and updated.

Action: ** (Governance Division)**

Item 4: MPA return

6. **** (PPM Centre of Excellence) provided an update on the monthly return to the Major Projects Authority.

Item 5: Performance review

7. **** (Finance Directorate) outlined the key points on the performance report that would be considered by the next DfT Board meeting.
8. ExCo requested more data on staff travel costs in time for the Board meeting.

Item 6: Board preparation

9. ExCo discussed how the delivery aspect of the Board meeting would be run.

Item 7: Risk policy and review

10. **** discussed the risks and ExCo discussed how the overall system of collecting and then managing risk was being undertaken.
11. ExCo agreed to check the appropriateness of the Risk scoring at individual DG level.

Item 8: Business Plan Refresh

12. **** outlined the process that was in place to refresh the business plan.
13. ExCo requested that this issue be brought back to ExCo early in the New Year.

Item 9: Corporate Plan

14. **** (Strategy and Analysis) outlined the corporate planning process going forward.
15. ExCo asked **** (Analysis and Strategy) to consider prioritising departmental activities and using this to demonstrate where the resource pressures and opportunities were.

Board Secretariat
29 Nov 2011

MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 6th December 2011
Time: 0900-1030
Venue: Room 5/18, Great Minster House

ExCo Members

Lin Homer – Chair (LH)
Richard Hatfield (RH)
Steve Gooding (SG)
Christopher Muttukumaru (CM)

Attendees for Papers

**** (Sustainability Manager) (Item 1)
**** (Legislation and Regulatory Reform team) (Item 2)

Apologies

Clare Moriarty
Peter Strachan

**** (Analysis and Strategy Directorate) (Item 3)
****; **** (Strategy Unit)(Item 3)

Other Attendees

**** (Private Secretary to Permanent Secretary)
**** (Board Secretariat)

Item 1: Operations Sustainability Strategy

EC(11)121

1. **** outlined the need for the proposed Operations Sustainability Strategy and the approach that was being taken in its development, including its interaction with the Greening Government Agenda.
2. **** confirmed that the draft strategy would be circulated for comments in the New Year. LH noted the proposed recommendations and requested that any proposed actions for the Central Department be considered alongside the proposed actions for the wider DfT estate.

Item 2: GCO Efficiency

EC(11)122

3. CM introduced the paper and outlined the key issues with respect to the proposals to revise the process by which legislative drafting is checked. **** (Legislation and Regulatory Reform team) explained the other practices that were being used to improve the efficiency of legislative drafting more generally.
4. ExCo noted the overall need to improve policy officials' awareness and involvement in the legislative drafting process.
5. ExCo agreed with the proposed recommendations.

Item 3: Engagement Plan for Transport Futures

EC(11)123

6. RH introduced the paper and how the Transport Futures work would interact with the Corporate Planning Work.**** (Analysis and Strategy Directorate) outlined the next steps with respect to building future scenarios.
7. **** added that they were keen to engage the new Chief Scientific Adviser in this work.
8. LH noted that the timing of external engagement needed further consideration and agreed to a further paper on the issue before the end of the financial year.

Board Secretariat
6 Dec 2011

MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 13 December 2011
Time: 0900-1100
Venue: Room 5/18, Great Minster House

ExCo Members

Lin Homer (Chair) - LH
Richard Hatfield - RH
Steve Gooding - SG
Clare Moriarty - CM
Peter Strachan - PS
Christopher Muttukumaru - CMk

Other Attendees

**** (Private Secretary to Permanent Secretary)
**** (Board Secretariat)
**** (Director of Communications)

Attendees for Papers

Item 1
**** (London and Olympics Directorate)
**** (Olympics Operations)

Item 2
**** (Corporate Procurement division)
**** (Secondee working on Procurement Group Operating Model)

Item 3
**** (Strategic Finance and Planning)

Item 1: Olympics update

EC(11)24

1. **** (London and Olympics Directorate) introduced the paper and **** (Olympics Operations) added that the proposed staffing levels strategy would allow flexibility in the approach going forward.
2. ExCo agreed to the proposed staffing level strategy and working pattern proposal during the games period.
3. There was a discussion about the training of volunteers and **** (London and Olympics Directorate) fed back that the recent exercise demonstrated good and increasing levels of readiness across most areas. LH asked **** (London and Olympics Directorate) to look at specific training for command positions.
Action: ** (London and Olympics Directorate)**
4. There was a further discussion about the impact of the torch relay period.

Item 2: Procurement Group Operating Model

EC(11)25

5. CM introduced the paper and observed that Cabinet Office supported the overall proposals.
6. LH agreed to support the strategy moving forward but noted that more information was needed, including on some of the more specific details with respect to the differences between the potential models.

Action: ** (Corporate Procurement)**

Item 3: Corporate Planning update

EC(11)26

7. **** (Strategic Finance and Planning) provided an update on the timetabling of the Corporate Planning process and the impact of recent revenue forecasting.
8. LH asked for this issue to be considered for a specific ExCo discussion in January

Action: ** (Strategic Finance and Planning), Board Secretariat**

Item 4: Nominees for MPA Development Programme

EC(11)27

9. PS introduced the paper, outlining a proposition for nominating staff to the MPA development programme.
10. LH noted agreement to the proposal.

Oral Update

11. LH provided an update on the reappointment of Non-Executive Directors.
12. CMk provided an update on the Department's transposition of EU Regulations. LH asked that SofS be informed of the update.

Action: Christopher Muttukumar

Board Secretariat
13 December 2011

MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 20 December 2012
Time: 0900-1200
Venue: Room H1, Great Minster House

ExCo Members

Lin Homer(Chair)
Clare Moriarty
Richard Hatfield
Steve Gooding
Peter Strachan
Christopher Muttukumaru

Attendees for Papers

**** (HR Directorate) (Items 1-5)
**** (HR policy)(Items 2)
**** (HR Policy Manager)(items 3)
**** (Head Learning and
Development)(Item 4)
**** (Head of Pay strategy) (Items 5)

Other Attendees

**** (Private Secretary to Permanent
Secretary)
**** (Board Secretariat)

**** (Strategic Finance and Planning)
(Items 6)

Item 2: Capability Review

1. **** introduced the capability review action plan and ExCo requested that a number of changes be made to the narrative to make certain areas clearer.
2. ExCo also asked the HR team identify champions for each action.

Item 3: HR Policy

3. **** introduced the item. ExCo agreed to explore moving to one model for HR policy and asked Christopher Muttukumaru to explore the issue from a legal viewpoint on that basis.

Item 4: Learning and Development

4. ExCo agreed that there needed to be a clear message to staff about the training options available to them early in the new year.

Item 5: Pay and reward

5. **** introduced the item on the pay and reward strategy and **** (HR Directorate) outlined some of the key issues for consideration.
6. ExCo agreed to consider this issue further at a later date.

Item 6: Corporate Planning Update

7. **** (Strategic Finance and Planning) provided an update on the corporate planning work.

Board Secretariat
20 December 2012