

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 10 January 2012  
Time: 0930-1120  
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)  
  
Item 2  
\*\*\*\* (DSA)  
\*\*\*\* (Head of Leadership, Engagement  
and Diversity)

### *Other Attendees*

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

### **Item 1: Capability Review**

### **Discussion**

1. ExCo previewed the papers that would be discussed at the special DfT Board Meeting that had been convened for later in the week. It focused on the draft Capability Action Plan.
2. ExCo agreed that the Department would do more work on the action plan and align it with DfT's organisational themes.
3. ExCo agreed that the Foreword to the Capability Action Plan should come jointly from ExCo and members were asked to satisfy themselves that they were content with the current wording.

**Action: ExCo Members**

### **Item 2: Civil Service Vision for Operational Delivery**

**EC(12)04**

4. \*\*\*\* (DSA) introduced her paper on the importance of working in operational delivery as a means of developing a civil service career. The paper proposed that more fast-stream postings should be in operational delivery and that interchange should be encouraged between policy and operational delivery.
5. ExCo endorsed the direction of travel but emphasised the need to look beyond the fast stream. More flexible interchange across levels of seniority, shorter secondments and 'pairings' between operational delivery and policy teams should also be considered.

6. \*\*\*\* (DSA) thanked ExCo for its comments and undertook to incorporate them in her proposals going forward.

Board Secretariat  
11 January 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 17 January 2012  
Time: 0900-1200  
Venue: Room H2, Great Minster House

### *ExCo Members*

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

### *Other Attendees*

\*\*\*\* (Group Communications Director)  
\*\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\*\* (Board Secretariat)

### *Apologies*

Lin Homer

### *Attendees for Papers*

\*\*\*\* (Financial Control division) (Items 1-3)  
\*\*\*\* (Head of Performance Management)(Items 1-3)  
\*\*\*\* (Risk Policy Manager)(Items 1-3)  
\*\*\*\* (Head of Threats, Risk and Intelligence)(Item 2)  
\*\*\*\*(Rail Directorate) (Items 4-5)  
\*\*\*\* (Strategic Finance and Planning) (Items 4-5)  
\*\*\*\* (Commercial and Technical Services) (Items 4-5)  
\*\*\*\* (Strategic Finance Review Manager)(Items 4-5)  
\*\*\*\* (Rail Funding Team)(Items 4-5)

## **Item 1: Risk Policy**

**EC(12)06**

1. The Head of Performance Management introduced the paper which invited ExCo to take a view on the draft risk policy including risk assessment scales.
2. ExCo agreed:
  - i) that, within a single risk policy, there should be scope for risk owners to assess the impact of a risk in relation to different entities (e.g. for their organisational unit; and for DfT as a whole).
  - ii) That, while scoring should reflect objective criteria, DGs' decisions on which risks to escalate to the Board should not be limited to those meeting a particular scoring threshold.
  - iii) to a high-level risk appetite statement being included within DfT's Risk Management Policy.
3. ExCo requested that DfT's risk management policy be submitted to the Board at its 30 March meeting. Before then it was to be circulated to ExCo members for agreement by correspondence. It should also be shared with

non-executive board members. A one-page summary was to be put together to accompany the main policy document.

**Action: Risk Policy Manager**

**Item 2: Cyber Risk**

**EC(12)07**

4. Richard Hatfield introduced the paper, which addressed a request by Non-Executive Board members for a Board discussion on cyber security risk.
5. Richard Hatfield agreed to draft a covering note to the DfT Board on this subject. An opportunity would be sought to engage the NEBMs on this subject before the 3 February Board Meeting.

**Action: Richard Hatfield**

**Item 3: Fraud Policy**

**EC(12)09**

6. \*\*\*\* (Financial Control division) introduced the paper, which responded to a request at a previous ExCo meeting for a review of fraud and bribery risk and an update to the existing policy.
7. ExCo approved the updated Fraud Policy, the updated Fraud Response Plan and the proposed questionnaire for all staff, subject to the points it had made being incorporated, and subject to:
  - i) clarity on the position in relation to disciplinary action in cases of fraud, on which legal advice should be sought; and
  - ii) discussions taking place with Communications Directorate as to how best to cascade the revised policy and documentation.
  - iii) timing for issue of the questionnaire being agreed.

**Action: \*\*\*\* (Financial Control division)**

**Item 4: Cross-Departmental Funding Commitments/  
Financial Strategy: Committing Funding Beyond SR10**

**EC(12)11**

**EC(12)12**

8. ExCo considered a paper setting out the most financially significant options for Network Rail's Financial Framework, as part of work towards setting the Statement of Funds Available for 2014-19.
9. Alongside this ExCo considered a paper drawing out the cumulative impact of giving funding certainty to further areas of the Department's budget. There were potential benefits in terms of both efficiency and pipeline management but also risks in reducing flexibility.
10. ExCo:
  - i) agreed to the proposed approach to the treatment of returns on the Regulatory Assets Base.

- ii) agreed that the paper on funding commitments raised issues relating to DfT's financial strategy which would benefit from further discussion.

**Action: \*\*\*\* (Rail Directorate)/ Rail Funding Team**

Board Secretariat  
25 January 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 24 January 2012  
Time: 0900-1100  
Venue: Room 5/18, Great Minster House

### *ExCo Members*

Clare Moriarty (Chair)  
Richard Hatfield  
Steve Gooding  
Brian Etheridge  
Christopher Muttukumar

### *Attendees for Papers*

\*\*\*\* (Analysis and Strategy Directorate)(Item 1 and 2)  
\*\*\*\* (Analysis and Strategy Directorate) (on phone) (Item 1)

### *Other Attendees*

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

\*\*\*\* (Strategic Finance and Planning) (Item 2)

\*\*\*\* (Legal Services, Organisational division) (Item 3)

\*\*\*\* (Deputy GCO) (Item 4)  
\*\*\*\* Head of Better Regulation Team (Item 4)

\*\*\*\* (Legal Services, Drivers and Roads division) (Item 5)

### **Item 1: DfT Research Strategy**

1. \*\*\*\* (Analysis and Strategy) introduced the paper and outlined the proposed process for agreeing future research spend and communicating any new approach to staff.

#### ExCo agreed:

- To re-consider the proposed research programme before submitting for SofS approval
- \*\*\*\* (Analysis and Strategy) to consider options for the initial scrutiny of research projects.

**Action: \*\*\*\* (Analysis and Strategy)**

### **Item 2: Corporate Plan Update**

#### ExCo agreed:

- To receive ongoing weekly updates
- For \*\*\*\* (Analysis and Strategy) to talk to HR Director about the vacancy filling process and provide an update next week.

**Action: \*\*\*\* (Analysis and Strategy); \*\*\*\* (Strategic Finance and Planning)**

### **Item 3: Information Assurance Strategy and Information Management Cultural Change Plan**

2. \*\*\*\* (Legal Services, Organisational division) introduced the paper and highlighted the importance of promoting messages on information management following the recent departmental reorganisation. \*\*\*\* (Legal Services, Organisational division) said he would engage with the Strategic Communications team in considering how to present this to staff and bring this back to ExCo for formal sign-off.

**Action: \*\*\*\* (Legal Services, Organisational division)**

#### **Item 4: EU Transpositions Update and Transposition Guidance**

3. \*\*\*\* (Deputy GCO) outlined the general trajectory of progress in implementing EU Directives.

##### ExCo requested:

- The team continue to provide monthly updates until the actions had reduced and that they could then form part of the delivery monitoring meetings.

**Action: \*\*\*\* (Deputy GCO)**

#### **Item 5: Tracking Commercial Risks and Opportunities - update**

##### ExCo agreed:

- To the overall approach and asked for \*\*\*\* (Legal Services, Drivers and Roads) to consider the use of job titles rather than names in records.
- To consider how to deal with extant contracts and the possibility of including the Agencies.

**Action: \*\*\*\* (Legal Services, Drivers and Roads)**

#### **Item 6: Weekly updates**

##### ExCo requested:

- A meeting to consider the role of diversity champions and for this to be combined with the meeting being held outside London.

**Action: Board Secretariat**

Board Secretariat  
24 January 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Wednesday 1 February 2012  
Time: 1600-1800  
Venue: Room 5/18, Great Minster House

### *ExCo Members*

Clare Moriarty (Chair)  
Richard Hatfield  
Steve Gooding  
Brian Etheridge  
Peter Strachan  
Christopher Muttukumaru

### *Attendees for Papers*

\*\*\*\* (Analysis and Strategy Directorate)  
(Item 1 and 2)  
\*\*\*\* (Strategic Finance and Planning)  
(Item 1)  
\*\*\*\* (HR Directorate) (Item 3)

### *Other Attendees*

\*\*\*\* (Communications Director)  
\*\*\*\* (Private Secretary to Permanent  
Secretary)  
\*\*\*\* (Board Secretary)

### **Item 1: Corporate Plan Update**

1. \*\*\*\* (Analysis and Strategy Directorate) outlined the co-sourcing arrangement and agreed to update ExCo on the overall programme budget as the returns had not all been received yet.

### **Item 2: DfT Transport Strategy**

2. \*\*\*\* (Analysis and Strategy Directorate) outlined the plan for developing a strategy and the need to ensure that it was a flexible product that could absorb new challenges as they arose.
3. ExCo agreed that this approach would be taken and a more substantial strategy would be developed from the initial product in due course.

### **Item 3: Smarter Working**

4. ExCo discussed the possibilities for the workshop session on the 3<sup>rd</sup> February Board meeting.

Note: Due to time constraints the remaining items were circulated via correspondence.

Board Secretariat  
1 February 2012



## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 7 February 2012  
Time: 1400-1600  
Venue: Room LG3, Great Minster House

### *ExCo Members*

Clare Moriarty (Chair)  
Richard Hatfield  
Steve Gooding  
Peter Strachan (via Speakerphone)  
Christopher Muttukumaru  
Brian Etheridge

### *Other Attendees*

\*\*\*\* (Group Communications Director)  
\*\*\*\* (Governance Division)  
\*\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\*\* (Board Secretariat)

### *Attendees for Papers*

\*\*\*\* (HR Policy) (Items 1-2)  
\*\*\*\* (Head of Performance and Reward Team)(Items 1-2)  
\*\*\*\* (Internal Audit) (Item 2)  
\*\*\*\* (Analysis and Strategy Directorate) (Item 3)  
\*\*\*\* (Head of HR Business Partners) (Item 3)  
\*\*\*\* (HR Directorate) (Item 5)

### **Item 1: Reform of In-Year Recognition Scheme**

**EC(12)20**

1. The Head of Performance and Reward Team introduced the paper. As part of the DfT(c) staff engagement strategy, the paper proposed refreshing in-year recognition arrangements and invited ExCo to consider the rules and process for financial awards.
2. ExCo:
  - i) agreed to the launch of in-year recognition scheme enabling divisional managers to grant non-monetary and monetary awards not exceeding £100 in value;
  - ii) asked the Head of Performance and Reward to work with Communications Directorate over how best to communicate this;  
**Action: Head of Performance and Reward**
  - iii) agreed to consider further the rules and process for rewards above £100 in value and requested information and analysis of awards paid during the previous two years.  
**Action: Head of Performance and Reward**

### **Item 2: Internal Audit Update**

**EC(12)21**

3. \*\*\*\* (Internal Audit) introduced the paper, which updated ExCo on a) the DfT Group internal audit strategy, b) progress on the 2011/12 audit programme and c) preparation for the 2012/13 audit programme.

4. ExCo noted the update on the internal audit strategy, and \*\*\*\* highlighted key points in relation to the 2011/12 audit programme.
5. It was noted that recommendations for improvements to DfT's Governance arrangements had been identified through the recent Review – the incoming Head of Governance Division would circulate the Review and would invite input.

**Action: \*\*\*\* (Governance Division)**

6. \*\*\*\* (Internal Audit) undertook to incorporate ExCo's comments when delivering the remainder of the 2011/12 internal audit plan, to ensure that the monitoring of outstanding audit recommendations incorporated ExCo's suggestions, and that recommendations be brought promptly to the attention of senior management.

**Action: \*\*\*\* (Internal Audit)**

7. \*\*\*\* (HR Policy) undertook to update DfT's Travel and Subsistence guidance for overnight stays, to enhance clarity and compliance.

**Action: \*\*\*\* (HR Policy)**

8. ExCo noted the timetable for preparing the 2012/13 audit programme.

### **Item 3: Corporate Plan Update**

**EC(12)22**

9. \*\*\*\* (Analysis and Strategy) informed ExCo that an Administration budget had been drawn up. A completed draft of the Corporate Plan was expected to be ready in mid-March and would be circulated to ExCo members.
10. The Head of HR Business Partners introduced her paper, which addressed the issue of how to move people quickly into priority posts that were vacant.
11. It was noted that the 21 February ExCo meeting would be a resource-themed meeting. ExCo requested that \*\*\*\* (HR Directorate) and the Head of HR Business Partners design a template to capture the skills needed by directors for their vacant high-priority posts and require directors to complete and return it in time for this meeting.  
**Action: \*\*\*\* (HR Directorate) and Head of HR Business Partners**
12. ExCo agreed that the first group of highest-priority posts would need to be filled via managed moves. The first round of selecting and filling these would be undertaken by ExCo itself.
13. In the longer term, there was a need to look at other methods to identify and fill upcoming vacancies.

**Action: Brian Etheridge**

### **Item 4: Weekly Updates**

14. ExCo was informed that a group of Local Authorities had written to the Secretary of State informing her of their intention to launch a Judicial Review to the decision to proceed with HS2.

15. It was agreed that a single official be nominated to co-ordinate DfT's cycling-related activities.

**Action: Steve Gooding**

16. ExCo discussed a need for a co-ordinated approach to engaging with senior Cabinet Office and No.10 officials in light of their interest in DfT policies, such as inviting them to regular meetings.

**Action: Clare Moriarty to consider and instruct Governance Division**

17. Clare Moriarty reported on the Governance Review and the recent Board Effectiveness Review. Clare said that she was minded to move to a four-weekly cycle of ExCo meetings, which she would discuss with Governance Division. The incoming Head of Governance Division would then circulate a note with examples of papers that could be submitted to each of the categories of meeting.

**Action: Clare Moriarty/ \*\*\*\* (Governance Division)**

#### **Item 5: New Ways of Working**

18. ExCo discussed the way forward following the DfT Board discussion the previous week, and the visit by ExCo members to Vodafone's offices to explore potential different ways of working for DfT staff.

19. ExCo agreed that the launch of the "Better Way" initiative on 28 February, preceded by SCS sessions, would be a good springboard for testing proposals.

20. \*\*\*\* (HR Directorate) undertook to put a note together, for circulation to ExCo members later in the week, setting out a timeline and proposals in advance of the "Better Way" launch on 28 February.

**Action: \*\*\*\* (HR directorate)**

Board Secretariat  
9 February 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 21 February 2012  
Time: 0930 - 1100  
Venue: Room 5/18, Great Minster House

### *ExCo Members*

Clare Moriarty – CM (Chair)  
Richard Hatfield – RH  
Steve Gooding - SG  
Peter Strachan - PS  
Christopher Muttukumar - ChM  
Brian Etheridge - BE  
Lucy Chadwick - LC

### *Attendees for Papers*

–\*\*\*\* (Estates Division) (items 1)  
\*\*\*\* (Sustainability Manager) (item 1)  
\*\*\*\* (Finance Directorate)  
–\*\*\*\* (Strategic Finance and Planning)  
(item 2)  
\*\*\*\* (Strategic Finance Review Manager)  
(item 2)

### *Other Attendees*

\*\*\*\* (Group Communications Director)  
\*\*\*\* (Private Secretary to Permanent  
Secretary)  
\*\*\*\* (Board Secretariat)

### *Attendees for AOB items*

\*\*\*\* (HR Directorate)  
\*\*\*\* (Head of Performance and Reward  
Team)  
\*\*\*\* (Head of Internal Communications)  
(Better ways of working paper)

## **Item 1: Sustainability Strategy**

**EC(12)23**

### ExCo agreed that:

1. There needed to be a separate discussion on the total annual number of flights taken by staff across the Department.  
**Action: Board Secretariat**
2. The strategy would not be signed –off at this stage and \*\*\*\* (Estates division) needed to identify a further tranche of aspirations that demonstrated how the central target could be met.
3. SG would speak to Graham Dalton about the nature of potential savings from the HA estate.

**Actions: Steve Gooding, \*\*\*\* (Estates division)**

## **Item 2: Long-Term Financial Strategy**

**EC(12)24**

\*\*\*\* (Finance Directorate) introduced the paper and requested a steer from ExCo on the direction of travel for developing the proposed financial strategy.

### ExCo agreed that:

4. Based on the comments provided, \*\*\*\* (Strategic Finance and Planning) needed to develop a further iteration of the strategy that demonstrated the need for cost reductions and efficiencies, but emphasised what was essential to deliver our key funding commitments, and return to ExCo.

**Actions: \*\*\*\* (Finance Directorate); \*\*\*\* (Strategic Finance and Planning)**

**AOB item: Better Way initiative**

**EC(12)26**

ExCo agreed that:

5. ExCo members and Directors should act as sponsors for Better Way proposals to help initiation.

**Action: \*\*\*\* (Head of Internal Communications)**

Board Secretariat  
21 February 2012

## MINUTES OF DfT EXECUTIVE BOARD (Resource)

Date: Tuesday 28 February 2012  
Time: 0830 - 1130  
Venue: Room H3, Great Minster House

### *ExCo Members*

Clare Moriarty – CM (Chair)  
Richard Hatfield – RH  
Steve Gooding - SG  
Peter Strachan - PS  
Brian Etheridge - BE  
Lucy Chadwick - LC

### *Attendees for Papers*

–\*\*\*\* (Analysis and Strategy Directorate)  
(items 1)  
–\*\*\*\* (Head of HR Business Partners)  
(item 1)  
  
–\*\*\*\* (Finance Directorate) (item 2)  
–\*\*\*\* (Financial Control division) (item 2)

### *Other Attendees*

\*\*\*\* (Deputy General Counsel)  
\*\*\*\* (Group Communications Director)  
\*\*\*\* (Private Secretary to Permanent  
Secretary)  
\*\*\*\* (Board Secretariat)

–\*\*\*\* (London and Olympics Directorate)  
(item 3)  
  
\*\*\*\* (Head of IT) (item 4)

### **Item 1: Corporate Planning**

**EC(12)28**

#### ExCo agreed:

- For Corporate Planning team to confirm changes in numbers compared to original CP return.
- HR to ensure HS2, Finance & Olympics vacancies are included in the list of priority posts to be filled
- \*\*\*\* (Head of HR Business Partners) to circulate to the other DGs the full list of proposed staff moves into HS2 for review.
- That HS2 should go ahead and fill its vacancies using the Eols received, subject to a 'right of veto' by DGs.
- HR to circulate a list of all staff returning to DfT within the next year as well as any surplus staff due to be redeployed.
- ExCo to consider posts for external recruitment urgently and discuss overall recruitment requirements with Cabinet Office.
- HR to develop a Pipeline strategy in the medium-term, that identifies the need for specialists / generalists going forward (in particular economic analysts/ modellers) distinguished by grade requirement.

**Action: \*\*\*\* (Analysis and Strategy), \*\*\*\* (Head of HR Business Partners), \*\*\*\* (Group Communications Director)**

### **Item 2: Monthly Performance Report**

**EC(12)29**

#### ExCo agreed:

1. That Finance would develop a Board paper on managing headroom, which would also be used to demonstrate the plan to HMT.

**Actions: \*\*\*\* (Finance Directorate); \*\*\*\* (Financial Control)**

### **Item 3: Olympics Update**

2. \*\*\*\* (London and Olympics Directorate) provided a summary of the preparedness of staff for the games period and ExCo asked that he keep them updated on this issue.

**Actions: \*\*\*\* (London and Olympics Directorate)**

**Item 4: ICT Strategy**

**EC(12)30**

3. \*\*\*\* outlined the proposed plan to develop a strategy.

ExCo agreed that:

4. There was need for an overall strategy, and that \*\*\*\* should aim to have developed an outline and plan by April and bring that back for ExCo views.

**Action: \*\*\*\***

**AOB**

5. ExCo requested a note on the process and timing of decisions in relation to current commercial aviation events.

**Action: Richard Hatfield, \*\*\*\* (Deputy GCO)**

Board Secretariat  
28 February 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Friday 9 March 2012  
Time: 1015-1215  
Venue: VOSA, Bristol – LG3 GMH for paper authors

### *ExCo Members*

Clare Moriarty – CM (Chair)  
Steve Gooding - SG  
Peter Strachan - PS  
Lucy Chadwick – LC  
Richard Hatfield – RH

### *Other Attendees*

\*\*\*\* (Group Communications Director)  
\*\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\*\* (Board Secretariat)

### *Attendees for Papers*

–\*\*\*\* (Governance Division (item 1))  
\*\*\*\* (Analysis and Strategy Directorate) (item 2)  
\*\*\*\* (Corporate Planning) (item 2)  
\*\*\*\* (Strategic Finance and Planning) (item 2)  
\*\*\*\* (Head of HR Business Partners (item 2))  
\*\*\*\* (Strategic Finance) (item 2)  
\*\*\*\* (Deputy GCO) (Item 3)

### *Apologies*

Brian Etheridge

## **Item 1: Governance and Board Effectiveness**

**EC(12)31**

### 1. ExCo agreed the following actions:

- That DGs should aim to have a regular pre-meet in advance of the board meetings.
- That the Board Secretariat team should consider the ToRs and attendee list for the sub-committees.
- That verbal reports from a Non-executive Board Member on the work of the sub-committees should be delivered to each board meeting.
- That the Board secretariat team would develop a communications plan to explain the changes by the end of April.

**Actions: \*\*\*\* (Governance Division)**

## **Item 2: Corporate Plan Update**

### 2. ExCo agreed:

- The Admin and Programme DEL budget for 2012/13 based on the reserve levels established in this Planning round.
- For the strategic finance team to write to the Treasury, to outline the technical principles behind accounting for external resource.
- That the Head of HR Business Partners would talk to Directors about job specific descriptors.



- That \*\*\*\* (Corporate Planning) would work on a proposed message to staff.

**Actions: Head of HR Business**

**Partners, \*\*\*\* (Corporate Planning)**

**Item 3: EU transpositions update**

**EC(12)32**

3. \*\*\*\* (Deputy GCO) provided ExCo with an update on the transposition of EU regulations.

Board Secretariat

9 March 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 13 March 2012  
Time: 0900 - 1100  
Venue: Room 5/18, Great Minster House

### *ExCo Members*

Clare Moriarty – CM (Chair)  
Steve Gooding - SG  
Peter Strachan - PS  
Lucy Chadwick – LC  
Richard Hatfield – RH  
Brian Etheridge – BE

### *Attendees for Papers*

\*\*\*\* (Governance Division) (item 1)

\*\*\*\* (Governance Division) (item 1)

\*\*\*\* – (London and Olympics Directorate)  
(item 2)

\*\*\*\* (Olympics team) (item 2)

### *Other Attendees*

\*\*\*\* (Group Communications Director)

\*\*\*\* (Private Secretary to Permanent  
Secretary)

\*\*\*\* (Board Secretariat)

## **Item 1: Governance Statement**

**EC(12)34**

### ExCo agreed the following actions:

1. To include a fuller account of ‘non-group’ – now referred to as General Counsel & Private Offices – and DfT’s approach to Info management and assurance, to include our use of data as well as protection of it.
2. To include more information on Propriety and the Civil Service Code and more detail on the relationship with Network Rail under the Team/Organisation section.
3. That sub-committees be covered in more detail, including BICC’s authority on the different Tiers of investment decisions, and how Remuneration/Nominations have been dealt with in 11/12.
4. To include a section on Talent Development and more specific examples of the use of and issues dealt with at the sub-committees.

**Actions:\*\*\*\*, \*\*\*\* (Governance Division)**

## **Item 2: Olympics Update**

5. \*\*\*\* (London and Olympics Directorate) provided a general update on DfT preparedness for Olympics related activities.

### ExCo agreed:

- That they would all be designated platinum command for the Games period and a rota would be developed for what periods they would cover.
- That they would take a visit to the Stratford site in May.
- That \*\*\*\* (London and Olympics Directorate) should speak to \*\*\*\* (Security and Contingency team) about back-up office locations.

**Actions: \*\*\*\* ((London and Olympics Directorate)**

**Item 3: AOB**

6. ExCo held a brief discussion on the expression of interest exercise for HS2 vacancies.

Board Secretariat  
13 March 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 20 March 2012  
Time: 0900 - 1200  
Venue: Room 3/23, Great Minster House

### *ExCo Members*

Clare Moriarty – CM (Chair)  
Steve Gooding - SG  
Peter Strachan - PS  
Lucy Chadwick – LC  
Richard Hatfield – RH  
Brian Etheridge – BE

### *Other Attendees*

\*\*\*\* (Group Communications Director)  
\*\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\*\* (Board Secretariat)

### *Attendees for Papers*

–\*\*\*\* (Governance Division (item 1))  
\*\*\*\* - Head of Business Planning (item 1)  
\*\*\*\* - Head of Risk Policy(item 1)  
  
\*\*\*\* (PPM Centre of Excellence (item 2))  
\*\*\*\* (Commercial and Technical Services Directorate) (item 3)  
  
\*\*\*\* (Olympics team) (item 4)

## **Item 1: Delivery Review and Risk Policy**

**EC(12)34**

1. ExCo discussed the latest delivery reports for the 38 Board-monitored workstreams.

### ExCo agreed the following actions:

- The Governance team would produce, for the Board meeting on 30<sup>th</sup> March, a summary sheet showing the overall status of all Board-monitored workstreams, and a covering paper highlighting the agreed priority workstreams and issues for discussion.
- That the risk policy document, commented on previously by ExCo, would be published on Transnet, and reviewed after 12 months.

**Actions: \*\*\*\*, \*\*\*\* (Governance Division)**

## **Item 2: MPA quarterly returns**

2. The Head of the PPM Centre of Excellence (PPM CoE) provided an update on the latest set of Major Projects Portfolio progress returns.

### ExCo agreed:

- For the PPM CoE to proceed with a submission to the Secretary of State regarding the quarter 4 delivery confidence ratings.
- For the quarter 4 reports to be submitted to the MPA on 30 March 2012.

- That the HGV Charging programme will be removed from the GMPP following the quarter 4 return.

**Actions: \*\*\*\*, PPM CoE**

### **Item 3: PPM capability**

2. \*\*\*\* (Commercial and Technical Services Directorate) provided an update on the issues that are emerging from the early findings of the P3M3 organisational maturity assessment, which is being carried out by the PPM CoE.

#### ExCo agreed that:

- The development of an improvement programme for the Department to achieve level 3 maturity by April 2015 was endorsed.
- That \*\*\*\* (Commercial and Technical Services Directorate) and the PPM CoE should bring the findings of the assessment and recommendations for an improvement programme back to ExCo.

**Actions: \*\*\*\* (Commercial and Technical Services Directorate)**

### **Item 4: Olympics Readiness**

3. \*\*\*\* (Olympics team) presented the position on readiness of the Olympic transport programme being delivered by DfT.

#### ExCo agreed that:

- The Olympics team should present the position in a paper to the Board meeting on 30<sup>th</sup> March.

### **Item 5: AOB**

4. ExCo agreed that they would hold a meeting of ExCo members to discuss the performance management system for 2012/13.

**Actions: Board Secretariat, \*\*\*\* (HR Directorate)**

Board Secretariat  
20 March 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 27 March 2012  
Time: 0830 - 1100  
Venue: Room 5L, Great Minster House

### *ExCo Members*

Clare Moriarty – CM (Chair)  
Steve Gooding - SG  
Richard Hatfield – RH  
Brian Etheridge – BE  
Christopher Muttukumaru – CM

### *Attendees for Papers*

\*\*\*\* (Analysis and Strategy Directorate)  
(item 1)  
–\*\*\*\* (Governance Division) (item 1)  
\*\*\*\* (Senior Policy Analyst) – (item 1)

### *Apologies*

Lucy Chadwick  
Peter Strachan

\*\*\*\*(Rail Directorate) (item 2)  
\*\*\*\* (Rail Network Strategy) (item 2)  
\*\*\*\* (item 2)  
\*\*\*\* (Strategic Finance and Planning)

### *Other Attendees*

\*\*\*\* (VCA) (for item 4)  
\*\*\*\* (DSA) - *by phone* (for item 4)  
\*\*\*\* (VOSA) - *by phone* (for item 4)  
\*\*\*\* (DVLA) - *by phone* (for item 4)  
  
\*\*\*\* (Group Communications Director)  
\*\*\*\* (Private Secretary to Permanent  
Secretary)  
\*\*\*\* (Board Secretariat)

(item 3)  
\*\*\*\* (item 3)  
\*\*\*\*(item 3)  
  
\*\*\*\*- Cabinet Office Government Digital  
Service (item 4)  
\*\*\*\* – Cabinet Office Government Digital  
Service (item 4)

### **Item 1: Preparation for 30 March Board meeting**

1. ExCo agreed a running order for the updates on Strategy, Performance and Planning that would be provided to the Board on 30 March.
2. \*\*\*\* (Governance Division) was asked to provide a supporting note for each of these updates to the relevant DG.

**Action: \*\*\*\* (Governance Division)**

### **Item 2: High Level Output Specification (HLOS) and Statement of Funds Available (SoFA)**

3. \*\*\*\* (Rail Directorate) introduced the paper and outlined the engagement that was underway with Cabinet office and HMT on this issue in advance of seeking Cabinet Clearance on the proposed package.
4. ExCo noted the timetable for publishing the HLOS and SoFA and the progress to date.

ExCo agreed that:

- the team should clarify HMT rail fares assumptions;
- the team should engage with DfT's Non-Executive Director Ed Smith on their proposals in advance of returning to ExCo for endorsement of proposals at the end of April; and
- the team should seek input from General Counsel on aspects of the proposed package.

**Actions: \*\*\*\* (Rail Directorate)**

### **Item 3: Strategic Finance Choices**

5. The strategic finance team made a presentation on the strategic finance commitments and choices for the department.

#### ExCo agreed:

- That it would be helpful to set out the budgetary and financing impacts of investment options on an annual basis.
- The Strategic finance team should consider the governance arrangements and timetable for getting decisions made on the strategic finance options and commitments alongside decisions on the HLOS and SoFA proposals, and return to ExCo with a set of proposals.

**Actions: \*\*\*\* (Strategic Finance and Planning)**

### **Item 4: Presentation by Govt. Digital Service**

6. Representatives from the Govt. Digital Service made a presentation on the work of the team and the implications for DfT.

#### ExCo agreed:

- To work with the Government Digital Service further on this agenda.

Board Secretariat  
27 March 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Thursday 29 March 2012  
Time: 1330 - 1415  
Venue: Room 5/18, Great Minster House

### *ExCo Members*

Clare Moriarty – CM (Chair)  
Steve Gooding - SG  
Brian Etheridge – BE  
Christopher Muttukumaru – CM  
Lucy Chadwick - LC  
Peter Strachan - PS

### *Attendees for Papers*

\*\*\*\* (HR Directorate)  
\*\*\*\* (HR Business Partner)  
\*\*\*\* (Pay and Reward Policy Lead)

### *Other Attendees*

\*\*\*\* (Group Communications Director)  
\*\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\*\* (Board Secretariat)

### **Item 1: Performance Management**

1. ExCo discussed proposals for changes to the staff Performance Management process, in light of proposals from Civil Service Employee Policy.
2. ExCo considered changes to the names of the three categories of performance markings and the indicative distribution of these.

#### ExCo agreed that:

- \*\*\*\* would work with LC to develop a test case for a package of support for managers and staff when introducing changes to the performance management system.
- Introducing changes to the system would be dependant on this package being satisfactory.

**Action: \*\*\*\*, Lucy Chadwick**

### **Item 2: Pay and Reward Strategy**

3. ExCo discussed the reform of Civil Service pay following the recent announcement by the Chancellor.

#### ExCo agreed that:

- HR would ensure DVLA and other Agencies would feed into the Cabinet Office local market pay data collection exercise



- HR would return in one month to discuss this issue and that the Agency Chief Executives would be invited to that meeting.

**Action: \*\*\*\*, \*\*\*\* (HR Directorate)**

Board Secretariat  
29 March 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 03 April 2012  
Time: 1015 - 1100  
Venue: Room 5/18, Great Minster House

### *ExCo Members*

Steve Gooding – SG (Acting Chair)  
Peter Strachan – PS  
Lucy Chadwick - LC  
Brian Etheridge – BE  
Christopher Muttukumaru – CM

### *Attendees for Papers*

\*\*\*\* (HR Business Partner) – (item 1)  
\*\*\*\* (Analysis and Strategy Directorate)  
(item 2)

### *Apologies*

Clare Moriarty – CM

### *Other Attendees*

\*\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\*\* (Governance Division)

## **Item 1: Performance Management**

1. ExCo discussed options for changes to the Performance Management process, following the meeting between Lucy Chadwick, \*\*\*\* (HR Business Partner) and ISE Group Directors to test the options.

### ExCo agreed that:

- The HR Business Partner would circulate example staff objectives, on which ExCo members would send feedback.
- ExCo would consider the options further at their meeting on 10<sup>th</sup> April.
- \*\*\*\* (Group Communications Director) would summarise key messages for staff communications, for ExCo to review at the meeting on 10<sup>th</sup> April.

**Actions: \*\*\*\* (HR Business Partner), \*\*\*\* (Group Communications Director), ExCo members**

## **Item 2: Strategic Research Plans**

2. \*\*\*\* (Analysis and Strategy Directorate) summarised DfT's research plans for 2012/13. \*\*\*\* confirmed that plans were consistent with Corporate Plan priorities, and allowed for some new research to be commissioned in-year, but that any new proposals would need to be commissioned by October 2012.

ExCo agreed that:

- The recommendations in the paper were approved and a submission should go to the Secretary of State on the research plans, to include explanation and examples of the smaller projects planned.
- ASD should work with DfT Finance Directorate so that arrangements are put in place to ensure that any underspend on research budgets is returned to DfT's central budget.
- Analysis and Strategy Directorate should ensure the process by which they assure directorates' delivery of the research programme (being developed with Internal Audit), includes checking a sample of the research projects against agreed criteria to assess VfM and contribution to DfT objectives.
- Analysis and Strategy Directorate should introduce a periodic review of Transport Trends analysis for the policy and analytical communities, and propose a date to make an annual report to the DfT Board on Trends analysis.

**Actions: \*\*\*\* (Analysis and Strategy Directorate)**

**Item 3: AOB**

3. ExCo briefly noted some of the short and medium-term accommodation issues for DfTc.

ExCo agreed:

- That DfT Property Division should be asked to put a paper to ExCo on 24<sup>th</sup> April, to set out the issues and possible solutions.

**Action: Brian Etheridge**

Board Secretariat  
03 April 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 10 April 2012  
Time: 0900 - 1100  
Venue: Room 5/18, Great Minster House

### *ExCo Members*

Clare Moriarty – CM (Chair)  
Steve Gooding - SG  
Brian Etheridge – BE  
Christopher Muttukumar – CM  
Lucy Chadwick - LC  
Peter Strachan - PS

### *Attendees for Papers*

\*\*\*\* (HR Directorate) – Item 1  
\*\*\*\* (HR Business Partner) – Item 1  
\*\*\*\* CLG Honours secretariat - Item 2  
\*\*\*\* CLG Honours secretariat - Item 2

### *Other Attendees*

\*\*\*\* (Group Communications Director)  
\*\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\*\* (Board Secretariat)

\*\*\*\* (Olympics team) – item 3  
\*\*\*\* - Item 3

## **Item 1: Performance Management**

1. ExCo discussed the outstanding issues in relation to introducing the new performance management system.

### ExCo agreed that:

- The system would be introduced.
- MT would draft a message to staff, describing what it would mean to be in the box 3 marking, and the process for managing poor performers.
- That a set of 'model' rather than 'standard' objectives would be introduced for staff across the department.
- A system of moderating individual objectives across DfT would be introduced.

**Action: \*\*\*\* (HR Directorate)**

## **Item 2: New Years 2013 Honours**

2. ExCo discussed the process for nominations for the 2013 New Years Honours list. The honours secretariat confirmed that the final submission deadline for nominations together with citations was 27<sup>th</sup> July.

### ExCo agreed that:

- Due to timing considerations, the Birthday honours list for 2013 would be a more appropriate time to consider nominations with regard to the delivery of the Olympics, but the Honours Secretariat

would confirm with Cabinet Office the approach that others were taking on this issue.

- For a list of key stakeholders, SCS and staff who had already received an honour to be distributed ExCo in time for consideration in advance of the next ExCo discussion on this item.

**Action: Board Secretariat /  
Honours Secretariat**

### **Item 3: Olympics venues readiness update**

3. \*\*\*\* (Olympics team) outlined the position on the readiness of several venues outside of London with respect to spectator travel movements into and out of those locations.

ExCo agreed that:

- That the Olympics team would provide ExCo with a RAG rating grid for venues from LOCOG.
- The Olympics team would work with HA to provide more information on speed limits (principally on SRN) near venues for events during the Olympic Games period.
- The Olympics team would ask HA for a regular report on risks during the Games period.
- For Graham Dalton to attend ExCo on 22 May to discuss HA assurance on preparedness for the Olympics in advance of the Board meeting.

**Action: \*\*\*\* (HR Directorate)**

Board Secretariat  
10 April 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Thursday 17 April 2012  
Time: 0900 - 1000  
Venue: Room 5L, Great Minster House

*ExCo Members*  
Philip Rutnam (Chair)  
Clare Moriarty  
Steve Gooding  
Christopher Muttukumar

*Apologies*  
Peter Strachan  
Lucy Chadwick

*Attendees for Papers*

*Other Attendees*

\*\*\*\* (Group Communications Director)  
\*\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\*\* (Board Secretariat)

\*\*\*\* (Motoring Services and IT Directorate) – item 2  
\*\*\*\* (Olympics Travel Demand division) – item 2  
\*\*\*\* Olympics travel demand management policy adviser - item 2

### Item 1: Permanent Secretary Intro

1. ExCo discussed the manner in which their meeting structures were arranged.

### Item 2: Olympics update – Operation Stepchange lessons learned

2. \*\*\*\* (Olympics Travel Demand division) outlined the conclusions from the analysis that had been undertaken following Operation Stepchange.

ExCo agreed:

- To proceed with all recommendations in the paper including the need for IT Services to investigate and, if possible, implement a trial of new communication tools - internal instant messaging, presence (availability and location) and online collaboration; and to policy changes to improve flexible working (use of own telephones and more flexible use of laptops via wi-fi, where technically possible), to be supported by guidance and communications to help staff work securely and effectively when outside the office.
- That DGs will cascade the need for individual teams to begin planning on a week-by-week basis for how they will operate during the games period.
- That the proposed actions should be announced in the cascade and the Head of IT should do a webtalk to answer any questions on the changes.

**Action: \*\*\*\* (Motoring Services and IT Directorate)**

Board Secretariat  
17 April 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 1 May 2012  
Time: 0900 - 1200  
Venue: Room 5L, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Clare Moriarty  
Christopher Muttukumaru  
Peter Strachan  
Lucy Chadwick

### *Attendees for Papers*

\*\*\*\* (OLEV division) – item 1  
\*\*\*\*(Head of EV Consumer Incentive Team) – item 1  
\*\*\*\*(Head of OLEV Supply Chain)– item 1

### *Other Attendees*

\*\*\*\* (Group Communications Director)  
\*\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\*\* (Board Secretariat)

\*\*\*\* (Commercial and Technical Services Directorate) - item 2  
\*\*\*\* - Head of procurement – item 2  
\*\*\*\* (Major Projects Directorate) - item 3  
\*\*\*\* - Head of Better Regulation – item 4

### *Apologies*

Steve Gooding

\*\*\*\* (Olympics Governance division) – item 5

### **Item 1: OLEV Future Strategy**

1. \*\*\*\* (OLEV division) presented slides setting out the Department's current strategy on the ultra-low emission vehicle agenda, providing background on the objectives of the programme.

#### ExCo noted:

- That it would be useful to focus on the areas where the Department could add the most value to encouraging the market or driving innovations.
- That it was important to ensure that all developments in strategic direction were scoped out at an early stage with the Secretary of State and that the team should start doing this in relation to the approach to encouraging the hydrogen market.

### **Item 2: Procurement**

2. \*\*\*\* (Commercial and Technical Services) outlined the Department's approach to the process of assessing bids for various procurements.

#### ExCo agreed:

- That the proposals in the paper set out a sensible way to proceed, but that the approach would require further discussion once the Group Head of Procurement had been appointed.

**Action: Clare Moriarty**

- Further discussions on the SAR–H and Crossrail rolling stock procurements needed to be held in the short term to give ExCo an update on progress on these projects

**Action: Board Secretariat**

### **Item 3: Thameslink Programme and Intercity Express Programme (IEP) Update**

3. Peter Strachan outlined the process that was being undertaken in respect of the IEP project and \*\*\*\* (Major Projects Directorate) provided an update on current progress, specifically the timescales involved in the project.
4. \*\*\*\* (Major Projects Directorate) also updated the meeting on the current status of legal issues associated with the project.
5. \*\*\*\* (Major Projects Directorate) then provided an update on the risks surrounding the Thameslink project and the timescales relating to financial close.

#### ExCo agreed:

- That \*\*\*\* (Major Projects Directorate) would work up plans for managing the risks associated with financial close.
- That a lessons learned exercise would be undertaken with respect to both projects at an appropriate time.

**Action: \*\*\*\* (Major Projects Directorate)**

### **Item 4: EU directives implementation update**

6. Christopher Muttukumar provided an update on transposition of EU Directives, infraction risks and the actions required in various areas of the department to mitigate them.

#### ExCo agreed:

- That a number of the reasons for the risks were historical and that these were now being resolved.
- That monthly reporting to ExCo should continue and that a fuller discussion on the longer term management of this issue should take place later in the year.

### **Item 5: Olympics Update**

7. \*\*\*\* (Olympics Governance division) provided an update on the Olympics Readiness Statement and agreed that the reports would be sent to the Board with a question about how the Board would like to be kept updated going forward.

**Action: \*\*\*\* (Olympics Governance division)**



Board Secretariat  
1 May 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 8 May 2012  
Time: 0900 - 1140  
Venue: Room H5, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Clare Moriarty  
Christopher Muttukumar  
Lucy Chadwick

### *Other Attendees*

\*\*\*\* (Group Communications Director)  
\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\* (Board Secretariat)  
\*\*\* (Board Secretariat)

### *Apologies*

Steve Gooding  
Peter Strachan

### *Attendees for Papers*

#### Item 2

\*\*\*\*; \*\*\*\* (High Speed Rail Directorate)

#### Item 3

\*\*\*\* (Estates Division)

#### Item 4

\*\*\*\* (London and Olympics Directorate)  
\*\*\*\* (Highways Agency)  
\*\*\*\* (Head of International Air Services)

#### Item 5

\*\*\*\* (Governance Division)

### **Item 1: Actions Arising**

1. ExCo noted the action log and requested a forward schedule for Honours nomination discussions.

**Action: Board Secretariat**

### **Item 2: HSR Governance**

2. \*\*\*\* (High Speed Rail) provided an update on the High Speed Rail programme, following which ExCo discussed the governance structures for the project, preparation for the Major Projects Review Group, the management of Judicial Reviews and the funding strategy.

### ExCo agreed that:

- \*\*\*\* should circulate a one page summary of the governance structure for the High Speed Rail project, which encompassed HS2 Ltd., to ExCo members.
- \*\*\*\* should discuss and agree the management of Judicial Reviews with Christopher Muttukumar.
- \*\*\*\* will provide ExCo with details on emerging proposals regarding the compensation scheme.
- \*\*\*\* will return to future ExCo meeting to discuss HSR risks.

**Actions: \*\*\*\* (High Speed Rail Directorate)**

**Item 3: DfT Accommodation**

3. \*\*\*\* (Estates Division) provided an oral update and explained that the work he was undertaking on compiling on desk space data was still ongoing and agreed that he would provide an update when this exercise was complete.

**Action: \*\*\*\* (Estates Division)**

**Item 4: Olympics Deep Dive**

4. \*\*\*\* (London and Olympics Directorate) provided an overview of transport readiness for the Olympics and Paralympics.
5. ExCo discussed a recent visit they had taken to the Olympic Park and the areas of DfT preparation that they felt needed more attention.

ExCo agreed:

1. \*\*\*\* (London and Olympics Directorate) to return to ExCo for a further update in 6 weeks time.
2. \*\*\*\* (London and Olympics Directorate) to circulate Olympic and Paralympics Readiness statement on a weekly basis and send out a cover note highlighting any changes from the previous version.

**Actions: \*\*\*\* (London and Olympics Directorate)**

**Item 5: ExCo Forward Agenda**

The forward agenda was reviewed and comments made.

Board Secretariat  
9 May 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 22 May 2012  
Time: 10.00am-12.45pm-  
Venue: Room 5L, Great Minster House

### *ExCo Members*

Philip Rutnam (PR)(Chair)  
Clare Moriarty (CM)  
Christopher Muttukumaru  
Lucy Chadwick (LC)  
Steve Gooding (SG)  
Peter Strachan (PS)

### *Attendees for Papers*

\*\*\* Honours Secretariat - item 2

\*\*\* Estates Division – item 3

\*\*\* (Governance Division) and \*\*\* Acting Head of Risk – item 4

### *Other Attendees*

\*\*\* (Group Communications Director)

\*\*\*(Private Secretary to Permanent Secretary)

\*\*\* (Board Secretariat)

\*\*\* (Board Secretariat)

\*\*\* (HMT DG Public Spending) and \*\*\* (HMT Transport Spending team) – item 5

\*\*\* (Strategic Finance and Planning), \*\*\*

\*\*\* (Strategic Finance Review Manager)

and \*\*\*(Analysis and Strategy Directorate) – item 6

### **Item 1: Actions Arising**

.

1. Exco noted the action log and requested several amendments

**Action: Board Secretariat**

### **Item 2: NY13 Honours**

2. CM explained the context of the Departmental Honours Sub-Committee and that the pack presented by the Honours Secretariat is the result of scrutiny by the committee.

### ExCo agreed:

- The nominations for Knighthoods, CBE(state) and CBE(non-state) for New Year 2013 Honours were agreed pending some amendments to citations by DGs. These actions should be logged by the Honours Secretariat and a note circulated commissioning citation updates.

**Action: Honours Secretariat**

### **Item 3: DfT Accommodation update**

\*\*\* (Estates Division) gave a brief update on DfT accommodation issues.

### **Item 4: Risk Register Review**

\*\*\* (Governance Division) presented the risk register and asked for feedback and comments ahead of circulation to the DfT Board.

ExCo agreed:

- A number of amendments to specific risks.
- A risk on Olympics should be added.
- An oral explanation on aviation and roads financing policy risks should be available, if needed, at the DFT Board.

**Action: \*\*\* (Governance Division)**

**Item 5: HMT Presentation and Discussion on Public Finances**

3. \*\*\* (HMT Public Spending) presented slides outlining the latest HMT position on future funding options.

ExCo agreed:

- \*\*\* (Strategic Finance and Planning) and the Strategic Finance Review Manager to provide a spending outlook detailing the financial position.
- A need to work closely with HMT on considering future options and areas for review.
- To ask HMT to consider the impact of loss of flexibility as a result of further delegated funding.

**Action: \*\*\* (Strategic Finance and Planning) and Strategic Finance Review Manager**

**Item 6: Follow-on discussion on Public Finances**

4. The Strategic Finance Review manager outlined three proposed objectives for any future review of Departmental funding.

ExCo agreed:

- To hold a discussion of the possible short term impacts of the Eurozone situation (e.g. on aviation, commercial deals) at its next meeting.
- To hold a discussion on contingency plans and state of play on projects that could be added / removed, at the next meeting.

**Action: \*\*\* (Strategic Finance and Planning) and Strategic Finance Review Manager**

## **AOB**

5. DGs agreed to come back to ExCo on 12<sup>th</sup> June with an assessment of the resourcing outlook for their groups. HR to come to ExCo on 12<sup>th</sup> June with a paper on skills strategy, which will include a discussion on commercial skills.

**Action: DGs; HR**

Board Secretariat  
23 May 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 12 June 2012  
Time: 09.00am-12.00pm  
Venue: Room 5L, Great Minster House

### *ExCo Members*

Philip Rutnam (PR) (Chair)  
Clare Moriarty (CM)  
Christopher Muttukumaru (CMT)  
Lucy Chadwick (LC)  
Steve Gooding (SG)  
Peter Strachan (PS)

### *Attendees for Papers*

#### Item 2

(\*\*\*\*) Head of Crossrail and Associated Services team

(\*\*\*\*) Crossrail delivery team member

#### Item 3,4 and 5

(\*\*\*\*) HR Directorate

(\*\*\*\*) Head of Internal Communications

### *Other Attendees*

\*\*\*(Private Secretary to Permanent Secretary)

\*\*\* (Board Secretariat)

### **Item 1: Actions Arising**

1. Members agreed that Graham Pendlebury's update on the Eurozone situation would be sent to all ExCo members.

**Action: Graham Pendlebury**

### **Item 2: Crossrail procurement**

2. The Head of the Crossrail team provided an overview of the paper and outlined the forthcoming critical decision points with regard to the procurement process.

ExCo agreed:

3. That engagement with Treasury should begin and that the team should return to ExCo with an update in July, when legal risks should also be considered further.

**Action: Head of Crossrail and Associated Services team**

### **Item 3 and 4: Directors event and staff engagement plans**

4. ExCo discussed the forthcoming senior management team and staff engagement events.
5. There was a discussion about the format for those events and the need to consider involvement by the Department's Agencies.

#### **Item 5: Skills Strategy**

6. ExCo discussed the current position regarding the Department's commercial skills competencies and what further development work was required to bolster these skills where needed. It was suggested that a commercial skills review may help in getting a more accurate picture of the Department's capability in this respect.

ExCo agreed:

7. To all the recommendations set out in the paper and the need to return to the 3 July meeting for further sign-off.

**Action: \*\*\*\* (HR Directorate)**

#### **Item 6: Resourcing update**

8. ExCo held a discussion about current and expected future resource pressures in the Department, including with respect to the roads reform and HS2 policy areas.

ExCo agreed:

9. To develop a forward look at pressures, focusing on HS2 and the Road Reform agendas.
10. That DGs would manage the pressures within their relevant groups and escalate pressures or concerns to ExCo if needed.
11. To aim to hold a monthly resources update, but to be mindful of minimising the additional work that would be required to facilitate these.

**Action: Directors-General, supported by HR and Finance Business Partners as necessary**

Board Secretariat  
12 June 2012



## MINUTES OF ADDITIONAL DfT EXECUTIVE COMMITTEE

Date: Wednesday 13 June 2012  
Time: 2.00pm-3.15pm  
Venue: Room H2, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Clare Moriarty  
Christopher Muttukumaru  
Lucy Chadwick  
Peter Strachan

### *Apologies*

Steve Gooding

### *Other Attendees*

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

### *Attendees for Papers*

#### Item 1

\*\*\* (Cabinet Office)

#### Items 1 and 2

\*\*\* (DSA)  
\*\*\* (HA)  
\*\*\* (VCA)  
\*\*\* (GCDA)  
\*\*\* (DVLA) via teleconference  
\*\*\* (VOSA) via teleconference  
\*\*\* (MCA) via teleconference  
\*\*\* (HR Directorate)  
\*\*\* (Search & Rescue Helicopter Project – also supporting on CS Reform work)  
\*\*\* Head of Internal Communications  
\*\*\* Head of Performance and Reward  
\*\*\* HR Manager  
\*\*\* Snr HR Business Partner

### **Item 1: Civil Service Reform**

1. \*\*\* (Cabinet Office) provided an update on current issues surrounding the Civil Service Reform agenda and noted that the Civil Service Reform plan was due to be published the following week. ExCo agreed to develop a communications plan, including staff sessions, for the day of the launch.

#### ExCo agreed:

2. \*\*\* (Search and Rescue Helicopter project) to provide SofS with an advisory note on the Civil Service Reform plan.

**Action: \*\*\* (Search and**

#### **Rescue Helicopter project)**

3. Perm Sec Round Up on Monday to be extended to allow SLT to be briefed on Civil Service Reform and the communications plan.

**Action: Private Office**

4. Message from SofS and Perm Sec to be issued immediately following the release of the Civil Service Reform plan.

**Action: \*\*\***

**(Director of Group Communications)**

## **Item 2: Local Market Facing Pay**

5. The Head of Performance and Reward presented slides and confirmed that the initial pay model will be finalised once Cabinet Office guidance on Department-wide strategies had been issued.

### ExCo agreed:

6. For further work to be conducted on the options available to the Department on future pay strategy and for this issue to be brought back to ExCo in 3 weeks' time. Agency Chief Executives to be invited to that meeting.

**Action: \*\*\* Head of Performance and Reward**

Board Secretariat  
13 June 2012

DRAFT

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 19 June 2012  
Time: 09.00am-12.00pm  
Venue: Room 5L, Great Minster House

### *ExCo Members*

Philip Rutnam (PR) (Chair)  
Clare Moriarty (CM)  
Christopher Muttukumaru (CMT)  
Lucy Chadwick (LC)  
Steve Gooding (SG)  
Peter Strachan (PS)

### *Other Attendees*

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

### *Attendees for Papers*

#### Item 3

\*\*\*\* (Rail Directorate)  
\*\*\*\* (Rail Franchise Policy Lead)

#### Item 4

\*\*\*\* (Principal Research Officer Social Research and Evaluation)  
\*\*\*\* (Chief Economist)  
\*\*\*\* (Analysis and Strategy Directorate)

#### Item 5

\*\*\*\* – Vodafone  
\*\*\*\* - Vodafone

#### Item 6

\*\*\*\* (Olympics Travel Demand Management)

### **Item 1: Actions Arising**

1. ExCo noted the action log and discussed the forthcoming staff engagement event. ExCo agreed that the session should last a full hour.

**Action: \*\*\*\* (Head of Internal Communications)**

### **Item 2: Transport Security Delivery**

2. Lucy Chadwick took the supporting paper as read, noting that plans had been discussed with several DGs prior to the meeting and asked for agreement to proceed with conversations with staff on the outline proposals.

ExCo agreed:

3. That Lucy Chadwick would proceed with the proposed recommendations and begin staff discussions, and would report back to ExCo with results of those discussions. A further ExCo discussion on this topic would be put on the agenda for October/November 2012.

**Action: Lucy Chadwick**

### **Item 3: Implementing the McNulty Review**

4. The Rail Franchise Policy lead provided an overview of the paper.

ExCo agreed:

5. That the policy team would need to ensure the implications of this work had been properly considered in the context of possible future spending rounds, and the need to establish a credible path toward long term cost reduction.

6. That the team would consider the risks associated with the Train Operating Companies and set up meetings as appropriate.

**Action: \*\*\*\* (Rail Directorate)**

### **Item 4: Evaluation Strategy**

7. The Principal Research Officer, SRE, provided an overview of the recommendations outlined in the paper and asked ExCo for their endorsement.

ExCo agreed:

8. To endorse the proposals and to nominate StratCo to be formally responsible for the ongoing implementation of the new process.

9. The team should return to ExCo in September for a review of implementation of the new process.

**Action: Board Secretariat & Evaluation team**

### **Item 5: IT Strategy and new ways of working**

10. The representatives from Vodafone presented the results of their analysis of the Department and their recommendations for new ways of working to improve productivity and efficiency.

ExCo agreed:

11. That the broad direction of travel was right, but that the timing of implementation needed some further thought, as did plans for communicating changes with staff.

12. That proposals for running a model office pilot with certain areas of the Department should be worked up and brought to ExCo on 7th August.

**Action: DfT Property team**

## **Item 6: Olympics preparations**

13. Peter Strachan outlined the need to maintain the focus of volunteers on their Olympics duties and agreed to send round a list to DGs of the volunteers in their respective areas so that they could reinforce this message.
14. \*\*\*\* (Olympics Travel Demand Management) provided an update on the developing picture around travel management plans.

Board Secretariat  
19 June 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 26 June 2012  
Time: 09.00am-12.00pm  
Venue: Room 5L, Great Minster House

*ExCo Members*  
Philip Rutnam (Chair)  
Clare Moriarty  
Christopher Muttukumaru  
Lucy Chadwick  
Steve Gooding  
Peter Strachan

*Attendees for Papers*

Item 2  
\*\*\* (Group Finance Directorate)

Item 3  
\*\*\* (High Speed Rail, Smart Ticketing and Dangerous Goods Directorate)

*Other Attendees*

\*\*\* (Governance Division)  
\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\* (Board Secretariat)  
\*\*\* (Board Secretariat)

### Item 1: Actions Arising

1. ExCo noted the action log and requested an update on the Ministerial response to the 2012-13 Budget Contingency Options.

**Action: \*\*\* (Strategic Finance and Planning)**

2. Clare Moriarty provided an update on accommodation.

### Item 2: Management Information – Delivery, Risk and Financial Performance

3. \*\*\* (Group Finance) provided an overview of the new Performance and Delivery reporting system and confirmed there was some outstanding information which would be completed in time for circulation in advance of the next DfT Board.

### Item 3: HS2 Update

\*\*\* (High Speed Rail, Smart Ticketing and Dangerous Goods Directorate) provided an update on HS2 progress and sought feedback ahead of the DfT Board meeting on 6 July.

Board Secretariat  
27 June 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 3 July 2012  
Time: 09.00am-12.00pm  
Venue: Room H2, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Clare Moriarty  
Christopher Muttukumaru  
Steve Gooding  
Peter Strachan

### *Apologies*

Lucy Chadwick

### *Other Attendees*

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

### *Attendees for Papers*

#### Item 2

\*\*\* (Finance Directorate)  
\*\*\* (Strategic Finance and Planning)  
\*\*\* (Economic Advisor, Strategic Finance and Planning)

#### Item 3

\*\*\* (Roads Directorate)  
\*\*\* (Roads Strategy Division)  
\*\*\* (Roads Reform and Feasibility Study)

#### Item 4

\*\*\* (Head of Better Regulation)  
\*\*\* (Red Tape Challenge Project Manager)

#### Item 5 and Item 6

\*\*\* (HR Business Partner)  
\*\*\* (HR Business Partner)

#### Item 8

\*\*\* (Head of Internal Communications)

#### Item 9

\*\*\* (Head of Internal Communications)  
\*\*\* (Analysis and Strategy Directorate)

### **Item 1: Actions Arising**

1. ExCo noted the action log and agreed that accommodation issues would be covered at the 6 July Senior Management event.

**Action: \*\*\* (Internal Communications)**

### **Item 2: Financial Strategy and Flexibility**

2. \*\*\* (Group Finance Directorate) outlined the need to consider the Department's future financial position. The Economic Advisor provided background on four specific workstreams that they had developed to provide a focus for this work and asked for the Executive Committee's views on proceeding with these.

ExCo agreed:

- To endorse proceeding with workstreams 1 (Pipeline management and fiscal events), 3 (Better understanding on the flexibilities of RDEL) and 4 (operational impacts).
- That for workstream 2 (Department-led reviews and contribution to Treasury thematic reviews), the themes should be selected through discussions with Directors.
- That on workstream 3, the Strategic Finance team should work closely with the GCO to decide the scope and criteria of the task to avoid duplication of effort by legal services in the next corporate planning round.
- To return to this issue for further discussion in September.

**Action: \*\*\* (Group Finance Director), \*\*\* (Strategic Finance and Planning), \*\*\* (Economic Advisor), General Counsel.**

### **Item 3: Roads Financing Reform**

3. \*\*\* (Roads Directorate) and \*\*\* (Roads Strategy Division) outlined the progress that had been made on this work since the budget announcement and issues surrounding the deliverability of potential ownership and financing models..

#### ExCo agreed:

- That the team should work alongside PPM CoE to develop a fit for purpose governance structure for this project and conduct a starting gate review for the project as soon as feasible.
- In due course the team should develop a benefits realisation framework for this workstream.
- That the team should ensure all relevant papers on this workstream are circulated to all ExCo members.

**Action: \*\*\* (Roads Directorate) and \*\*\* (Roads Strategy Division)**

### **Item 4: Red Tape Challenge**

4. The Head of Better Regulation and Red Tape Challenge Project Manager provided an update on the current progress and issues for the Red Tape Challenge and the continued need to prioritise deregulatory measures.

#### ExCo agreed:

- That delivering RTC measures remained a priority for the Department and that high impact measures should continue to be prioritised within the overall package.
- Christopher Muttukumar to look into options for additional resourcing to deliver low impact regulatory repeals.

**Action: Christopher Muttukumar**

### **Item 5: SCS & G6/7 Talent Management**



5. The HR Business Partner reported that feedback from DG Groups on the talent discussions held with SCSPB1 staff found some common themes emerging on managed moves and opportunities for leadership roles.
6. It was also reported that the mid year review period will be used to implement a talent grid for PB6 and PB7.

ExCo agreed:

- That the HR team should consider what training Deputy Directors should be offered in advance of implementing the talent grid.
- That the HR team should consider the development offer for staff and how this will be packaged.
- The HR team should convene a small group, later this month, of Directors, Deputy Directors and PB6&7s to consider how best to disseminate the proposals to staff.
- There would be a follow-up discussion on the Deputy Director talent grid in early September with ExCo.

**Action: HR team**

**Item 6: Learning and Development Strategy**

7. The HR Business Partner presented the slides and highlighted the four areas critical to success.

ExCo agreed:

- The programme would be soft launched in July with further communications on Learning and Development in September.
- That the HR team should ensure that each of the 4 priority areas clearly articulated what should be achieved and how, and that a leader would be identified for each of the 4 priority areas.
- That the programme should consider all staff grades to pinpoint further priority areas and skills for success.

**Action: HR Business Partner**

**Item 7: Resourcing Update on HS2**

8. Steve Gooding noted the pressures on resourcing from the future programme of activity on the HS2 project, including in the public consultation phase. He also noted that additional resource would be required to undertake the roads reform work.

ExCo agreed:

- That Steve Gooding would consider the issue in greater detail and provide a proposition on the future HS2 and roads reform project resource requirement to the 17 July ExCo meeting.

**Action: Steve Gooding**

**Item 8: Staff Award Scheme**

9. The Head of Internal Communications outlined the broad proposal for the scheme and the timescale for its introduction.

ExCo agreed:

- To all the proposed recommendations and to trail the scheme at the 6 July Senior Management Group session.
- To consider the issue further in September in advance of the new scheme being announced.

**Item 9: Update on 6 July Senior Management Event**

10. ExCo discussed the 6 July event and agreed the programme of activity that would take place during the day.

Board Secretariat  
4 July 2012

DRAFT

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 10 July 2012  
Time: 09.00am-10.30am  
Venue: Room 5L, Great Minster House

*ExCo Members*  
Philip Rutnam (Chair)  
Clare Moriarty  
Steve Gooding  
Peter Strachan  
Lucy Chadwick

*Other Attendees*  
\*\*\* (Group Communications Director)  
\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\* (Board Secretariat)  
\*\*\* (Board Secretariat)

*Attendees for Papers*

Item 2  
\*\*\* (HR Directorate)  
\*\*\* (HR Policy)  
\*\*\* (Head of Performance and Reward)  
\*\*\* (DSA)  
\*\*\* (DVLA)  
\*\*\* (VCA)  
\*\*\* (GCDA)  
\*\*\* (VOSA)

Item 3  
\*\*\* (London and Olympics Directorate)

*Apologies; Christopher Muttukumaru*

### Item 1: Actions Arising

1. No comments were made on the action log

### Item 2: Local Market Facing Pay Update

2. \*\*\* (HR Directorate) and the Head of Performance and Reward introduced the item and provided a series of slides on the position of the Department and the Executive Agencies.

ExCo agreed:

3. It was necessary to liaise with Agency Chief Executives again to determine timescales for the delivery of the programme.
4. There was a requirement to strengthen the Governance structure and project planning to ensure an integrated approach.
5. There was a requirement to address the communications strategy for staff.
6. ExCo should discuss 2012 Pay Remits and the DfT Pay Strategy governance structure within the next six weeks.

**Action: \*\*\* (HR Directorate)**

### Item 3: Olympics Platinum Role

1. \*\*\* (London and Olympics Directorate) provided an update on recent events in the run up to the games period and confirmed that the Olympics team will be running a 24/7 operation from w/c 16 July. It was also confirmed that No.10-led Olympics monitoring meetings will begin from 22 July.
2. \*\*\* (London and Olympics Directorate) provided an outline of the expectation of the role that DfT Platinum command officers would play.

ExCo agreed;

1. That DGs should reinforce to their Directors and Deputy Directors the need to support staff who are volunteering or seconded to Olympics roles and that \*\*\* (London and Olympics Directorate) would send details and statistics to support these messages.

**Action: \*\*\* (London and Olympics Directorate),  
Philip Rutnam and DGs**

Board Secretariat  
10 July 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 17 July 2012  
Time: 09.00am-11.30pm  
Venue: Room H4, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Clare Moriarty  
Christopher Muttukumaru  
Lucy Chadwick  
Steve Gooding  
Peter Strachan

### *Attendees for Papers*

#### Item 2

\*\*\* (High Speed Rail, Dangerous Goods and Smart Ticketing Directorate)

#### Item 3

\*\*\* (Internal Audit)

### *Other Attendees*

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

#### Item 5

\*\*\* (Motoring Services Directorate)  
\*\*\* (Shared Services Futures team)

### **Item 1: Actions Arising**

1. ExCo noted the progress that had been made against the action log.

### **Item 2: HS2 update**

2. ExCo discussed a recent meeting with the Treasury on the cost and budget for the High Speed 2 project.
3. There was also a short discussion on the potential appointment of an additional non-executive director for the HS2 Ltd board and the practicalities of doing so.

### **Item 3: Audit Committee Reports**

4. \*\*\*\* (Internal Audit) took the paper as read, and outlined the key areas of note with regard to outstanding implementation of Audit report findings.

### ExCo agreed:

5. That rather than having a sampling approach, the system for approving expenses would be revised so all expenses would need to be signed off.
6. That HR/ Finance would be asked to bring expenses sign-off proposals back to ExCo in September in advance of the new system being implemented.

**Action: Lucy Chadwick, \*\*\* (HR Policy)**

7. \*\*\* (Group Procurement) would be asked to review the contract management and P2P arrangements.

**Action: \*\*\* (Group Procurement)**

**Item 4: Industrial Relations**

8. There was a brief discussion on industrial relations issues affecting the Department, in particular potential forthcoming strike action.
9. ExCo agreed that they would look to undertake additional staff engagement by the committee members, potentially in open forum sessions, on a more regular basis.

**Action: Head of Internal Communications**

**Item 5: Shared Services update**

10. \*\*\* (Motoring Services Directorate) provided an update on the Shared Services divestment project.
11. ExCo noted their support for the use of external consultancy resource should that be necessary to maintain progress against the planned timetable.
12. ExCo agreed that a process should be put in place to escalate any issues regarding integration of workflows into the shared services process.

**Action: \*\*\* (Motoring Services Directorate)**

**Item 6: HS2 Resourcing**

13. ExCo discussed the current and future resource requirements for both HS2 and the roads reform projects and there was a discussion regarding a corporate planning process for 2013-14.
14. Philip Rutnam asked for a detailed note on what resources would be needed for both roads reform and HS2 from now until April 2013 and then from April 2013 onward and for this to include the financial implications for the Department.

**Action: Steve Gooding, \*\*\* (Finance Business Partner team)**

Board Secretariat  
17 July 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 24 July 2012  
Time: 10.00am-12.00pm  
Venue: Room H4, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Clare Moriarty  
Christopher Muttukumar  
Lucy Chadwick  
Steve Gooding  
Peter Strachan

### *Other Attendees*

\*\*\*\* (Group Communications Director)  
\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\* (Board Secretariat)

### *Attendees for Papers*

#### Item 2

\*\*\*\* (Motoring Services Directorate)  
\*\*\*\* (Motoring Services Strategy)

#### Item 3

\*\*\*\* (Head of Performance and Reward)  
\*\*\*\* (Head of HR Review Programme)  
\*\*\*\* (HR Policy)

#### Item 4

\*\*\*\* (Strategy Unit)  
\*\*\*\* (Head of PPM Team)

#### Item 5

\*\*\*\* (Rail Directorate)  
\*\*\*\* (Rail reform policy and implementation manager)

#### Item 6

\*\*\*\* (Greener Transport and International Directorate)  
\*\*\*\* (Head of EU and Intl. engagement)

### **Item 1: Actions Arising**

1. ExCo noted the progress that had been made against the action log.
2. There was a brief discussion regarding the future organisational changes required to deliver the HS2 project and the need to develop a hypothesis by early September, as noted in the action from the 17th July meeting.

### **Item 2: Agency Reform – Group Wide Model**

3. \*\*\*\* (Motoring Services Strategy) outlined the strategy to provide a common direction for future agency service delivery and the input that the Cabinet Office had into this.
4. There was a discussion about the current models in relation to the changing method by which customers accessed services, and the IT implications of any changes to Agency models.

5. ExCo agreed to the proposals and that staff messages should be sent round early in the process of releasing the strategy.  
**Action:** \*\*\*\* (Motoring Services Strategy)

### **Item 3: 2012 DfT Pay Remit and Governance of DfT Pay Strategy**

6. The Head of Performance and Reward discussed the flexibility available to the Department with regard to the Pay remit and the options for how this could be used.
7. ExCo agreed to the recommended 2012 pay remit and the need to provide clear messaging to staff around this consistent with the wider pay strategy.
8. With regard to the future pay strategy, ExCo agreed that it should be shared with agencies and that the team would return with a further update on 7 August and that Agency Chief Executives would be invited to that meeting for this item.

**Action:** \*\*\*\* (HR Policy), Head of Performance and Reward

### **Item 4: Review of draft No.10 delivery report**

9. \*\*\*\* (Strategy Unit) and \*\*\*\* (Head of PPM team) outlined the example delivery report and welcomed comments.
10. ExCo agreed that the proposed report was shaping up well and proposed some revisions.
11. ExCo asked that the revised version be shared with the Secretary of State and sent to the Non-Executives at the same time.

**Action:** \*\*\*\* (Strategy Unit), \*\*\*\* (Head of PPM team)

### **Item 6: Rail Re-franchising**

12. \*\*\*\* (Rail Directorate) outlined the progress that had been made on the rail re-franchising process and ExCo discussed the risks with respect to delivery.
13. There was a request for a one-page note of the impact of the rail fares review work on re-franchising.

**Action:** \*\*\*\* (Rail Directorate)

### **Item 7: EU and International Engagement Strategy**

14. \*\*\*\* (Greener Transport and International Directorate) outlined the current work underway in relation to international engagement, (including ministerial involvement) and some of the risks with regard to this work.



15. ExCo agreed that there was a need to put together a forward plan for future engagement and that an outline plan should be drawn up for the period up to 2015. ExCo agreed that this would need to take a realistic view of ministerial involvement and should consider increasing the involvement of DGs for engagement duties.
16. ExCo agreed to all the remaining recommendations including the need to improve EU knowledge through better knowledge sharing from those who have returned to the Department having worked in an EU institution.

**Action:** Head of International and EU engagement

**Item 8: DfT Communications Capability review**

17. \*\*\*\* (Group Communications Director) outlined the outcomes of a recent review of communications capability and the next steps that would be taken as a result. ExCo then discussed the options for improving external engagement, and agreed to the proposed recommendations.

Board Secretariat  
24 July 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 7 August 2012  
Time: 09.30am-12.00pm  
Venue: Room H5, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Steve Gooding  
Peter Strachan  
Lucy Chadwick  
Christopher Muttukumar

### *Apologies*

Clare Moriarty

### *Other Attendees*

\*\*\* (Group Communications Director)  
\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\* (Board Secretariat)  
\*\*\* (Board Secretariat)

### *Attendees for Papers*

#### Item 2

\*\*\* (Estates Division)

#### Item 3

\*\*\* (Analysis and Strategy Directorate)  
\*\*\* (Senior Policy Advisor)  
\*\*\* (Senior Policy Analyst)

#### Item 4

\*\*\* (Finance Business Partner Division)

#### Item 5

\*\*\* (HR Directorate)  
\*\*\* (Head of Pay and Reward team)  
\*\*\* (HA)  
\*\*\* (GCDA)  
\*\*\* (MCA)  
\*\*\* (VOSA)  
\*\*\* (VCA)  
\*\*\* (DSA)  
\*\*\* (DVLA)

### **Item 1: Actions Arising**

1. Updates were provided to actions on Crossrail Procurement, Red Tape Challenge and Staff award schemes.

### **Item 2: Model Office Proposal**

2. \*\*\* (Estates Division) provided an overview of the paper.

### ExCo agreed:

3. That the pilot would be extended to the far western sections of GMH floors 1, 3, 4 & 5.
4. That senior Managers on GMH 2<sup>nd</sup> floor will engage with staff to give them an option to participate in the pilot.
5. This item should return to ExCo in early September.
6. **Action: \*\*\* (Estates Division); \*\*\* (Group Communications Director)**

### **Item 3: DfT Transport Strategy – prioritisation of themes**

7. \*\*\* (Analysis and Strategy Directorate) and the team presented the latest work on the Transport Strategy and sought comments.

#### ExCo agreed:

8. This item should return to Board/ExCo at beginning of September with a draft structure for the document following a review at Strategy Committee.

**Action: \*\*\* (Analysis and Strategy Directorate)**

### **Item 4: Resourcing**

9. Steve Gooding and \*\*\* (Finance Business Partner Division) provided some background and clarified the resourcing challenges for Domestic Group.

#### ExCo agreed:

10. For a note to be prepared on which projects would be re-prioritised to meet resourcing needs, to include an update on the vacancies currently being recruited for.
11. For a proposal to be provided to explore the options for resourcing the roads reform workstream while minimising the operational impact on the Department.

**Action: Steve Gooding and \*\*\* (Finance Business Partner Division)**

### **Item 5: DfT Pay Strategy**

12. ExCo discussed and agreed the proposed timetable and the project items in the Project Initiation Document.
13. ExCo also requested that before seeking Cabinet Office sign-off all parties to be consulted to ensure they are content on the proposals. This includes Ministers, Permanent Secretary, DGs and Agency Chief Executives.
14. \*\*\* (HR Directorate) to proceed with setting up an associated Steering Group.
15. Item to return to ExCo in September for approval of Cabinet Office proposal.

**Action: \*\*\* (HR Directorate)**

Board Secretariat  
7 August 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 4 September 2012  
Time: 09.00am-12.00pm  
Venue: Room H5, Great Minster House

*ExCo Members*  
Philip Rutnam (Chair)  
Clare Moriarty  
Lucy Chadwick  
Steve Gooding  
Peter Strachan

*Attendees for Papers*

Item 3  
\*\*\* (Strategic Finance and Planning)  
\*\*\* (Transport, Regulation and  
Competition Team, HMT)

*Apologies*  
Christopher Muttukumar

Item 4  
\*\*\* (Motoring Services Director)  
\*\*\* (Head of Directgov and Business Link)

*Other Attendees*

\*\*\* (Group Communications Director)  
\*\*\* (Private Secretary to Permanent  
Secretary)  
\*\*\* (Governance Division)  
\*\*\* (Board Secretariat)

Item 5  
Assistant Honours Secretary (DCLG)

Item 6  
\*\*\* (Estates Division)  
\*\*\* (Head of Internal Communications)

Item 7  
Paper author not present at meeting.

### Item 1: Actions Arising

1. Completed and outstanding actions were noted.

### Item 2: DfT Autumn Priorities

2. ExCo held a short discussion of post-recess priorities and noted that, according to media reports, there was a possibility of a Ministerial reshuffle on the day of the meeting.

ExCo agreed:

3. That written Ministerial briefing would continue to be prepared by Governance Division, and that briefing plans, for example security briefing, would need to be checked with Private Office should they be necessary.

**Action: \*\*\* (Governance Division); Private Secretary to Permanent Secretary**

### Item 3: HMT Spending Team Update

4. \*\*\* (HMT) opened the discussion by noting this item was a follow on from the update provided by \*\*\* (HMT) on 22 May.
5. \*\*\* (HMT) noted that the key message for DfT was to be prepared to respond to a range of requests on resource and capital spending, and suggested a number of areas of preparation that would be helpful;

- a. to have data available on spending and timescale options;
- b. to ensure that Ministers are briefed on DfT's financial position;
- c. To consider the implications of any cost of living measures;
- d. To continue regular communication with HM-Treasury.

**Action: \*\*\* (Strategic Finance and Planning), Clare Moriarty**

#### **Item 4: Government Digital Service Update**

6. \*\*\* (Motoring Services Directorate) and Head of Directgov and Business Link provided an update on the Government Digital Strategy and an overview of the programme to bring together websites under a single domain.
7. It was noted that the GOV.UK website will be launching on 17 October and that the Department will have control over the content of DfT pages but limited control on the style.

#### ExCo agreed:

8. That the current Government Digital Service paper should be circulated to all ExCo members.

**Action: \*\*\* (Motoring Services Directorate) and Head of Directgov and Business Link**

#### **Item 5: BD2013 Honours**

9. Clare Moriarty explained the context and approach to the BD2013 Honours nominations, including recent discussions on Olympics-related nominations for NY and BD 2013 Honours.

#### ExCo agreed:

10. To the additional Olympics-related nominations for NY2013 as proposed in the e-mail from \*\*\* (London and Olympics Directorate), on 4th September.
11. That all ExCo members should consider additional Olympics-related nominations and submit suggestions during that week.
12. That all ExCo members should consider state and non-state nominations for BD 2013 and put forward suggestions.

**Action: ExCo members, Assistant Honours Secretary**

#### **Item 6: Accommodation Update**

13. \*\*\* (Estates Division) provided an update on accommodation plans.

#### ExCo agreed:

14. That the issue should return to ExCo after the engagement phase to review whether all of the pilot floor areas should be designed in the same way, or altered to fit each section's needs.
15. That the Visual Imagery item should be rescheduled.

**Action: \*\*\* (Estates Division)**

## **7: Procurement Procedures**

16. ExCo members noted the paper provided.

ExCo agreed:

17. That it would be beneficial to review the decision processes and communications arrangements.

18. Item to return to ExCo for further consideration.

**Action: Peter Strachan, Christopher Muttukumar**

Board Secretariat  
6 September 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 11 September 2012  
Time: 09.00am-12.00pm  
Venue: Room H3, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Clare Moriarty  
Christopher Muttukumaru  
Lucy Chadwick  
Steve Gooding  
Peter Strachan

### *Attendees for Papers*

Item 2  
\*\*\* (HR Directorate)  
\*\*\* Head of HR Business Partner team

Item 3  
As per item 2, plus \*\*\* HR Business Partner

### *Other Attendees*

\*\*\* (Director of Group Communications)  
\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\* (Governance Division)  
\*\*\* (Board Secretariat)

Item 4  
As per item 3

Item 6  
\*\*\* (Change Team)  
\*\*\* Head of Internal Communications

Item 7  
\*\*\* (Analysis and Strategy Directorate)  
\*\*\* Head of Financial Planning

Item 8  
\*\*\* (Finance Business Partner Division for Domestic, Corporate and ISE)

### **Item 1: Actions Arising**

1. Updates were provided to several actions.
2. Philip Rutnam noted that he had recently met with No.10 officials to review departmental progress including on the Roads feasibility study and that the Department should work up a proposal to provide a report on delivery progress, for use at such meetings.

**Action: Governance Division**

### **Item 2: Performance Management System**

3. \*\*\* (HR Directorate) HR Business Partner provided an overview of the mid-year review process.

### ExCo agreed:

4. That the indicative distribution for box markings should remain as previously agreed.
5. That some Directorates will need to be teamed up for performance management standard-setting and moderation, to ensure a

proportionate approach and moderation across an appropriate number of staff at all grades.

6. That support should be offered from HR to managers on how to carry out constructive and developmental mid year conversations.

**Action: \*\*\* (HR Directorate) and HR Business Partner**

### **Item 3: Talent Management PB6&7**

7. The HR Business Partner explained the Talent Management implementation plan for PB6 and 7 grades.

ExCo agreed:

8. To the suggested guidance, and requested a presentation at Directors Round-Up meeting on 17 September.
9. That the plans should be introduced at the Senior Managers' event on 28 September.
10. That moderation of the process should be at Group level and that HR should work with Lead Directors to review the timetable and ensure it is realistic for each Directorate.
11. That briefing sessions should be arranged in each Directorate for senior managers, starting in October.

**12. Action: HR Business Partners**

### **Item 4: Update on High Potential Development Scheme**

ExCo agreed:

13. Who should be nominated for the High Potential Development Scheme and the Deputy Director Talent Programme.
14. To return to consideration of the SCS1 secondment pilot.

**Action: \*\*\* (HR Directorate) and HR Business Partner**

### **Item 5: Travel and Subsistence Audit**

15. This item was not discussed, as it was confirmed that a paper on the subject was being prepared for the following week's meeting.

### **Item 6: Plan for Senior Management Event – Internal Communications Strategy**

16. The proceedings for 28 September were discussed.

Exco agreed:

17. That the proposal should be revisited at Tuesday 18<sup>th</sup> September ExCo meeting.

### **Item 7: Corporate Planning for 2013-14**

18. \*\*\* (Analysis and Strategy Directorate) opened the item by explaining the proposal that the Corporate Planning round should follow the



structured approach used in previous years, but in a less burdensome way.

ExCo agreed:

19. That a new template and process should be prepared and tested with a small number of Directors, before returning for ExCo clearance by mid-October.

**Action:, \*\*\* (Analysis and Strategy Directorate), \*\*\* (Head of Financial Planning)**

**Item 8: 2012/13 Resourcing**

20. \*\*\* (Finance Business Partner Division) explained that the paper provided to ExCo was the result of requesting information from Directors on work priorities and resourcing pressures in each Group.
21. It was noted that the resourcing options so far identified by Directors only provided a partial solution to the pressures, and that other resource requirements had been identified in addition to the HS2 and Roads Reform work.

ExCo agreed:

22. For a discussion to take place between Philip Rutnam and Strategic Finance and Planning (responsible for administration budget forecasts).
23. That the position of DfT Agencies should be considered.

**Action: Strategic Finance and Planning staff**

**AOB**

24. Christopher Muttukumar provided an update on the current position with respect to the Inter City West Coast Franchise award.

Board Secretariat  
11 September 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Wednesday 12 September 2012  
Time: 11.30am-13.00pm  
Venue: Room 5L, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Clare Moriarty  
Christopher Muttukumaru  
Lucy Chadwick  
Peter Strachan

### *Other Attendees*

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

### *Apologies*

Steve Gooding

### *Attendees for Papers*

#### Item 1

\*\*\* (Private Office)

#### Item 2

\*\*\* (International Cooperation)

\*\*\* (Deputy General Counsel)

#### Item 3

\*\*\* (Group Procurement and Estates)

#### Item 4

\*\*\* (Crossrail and Associated Services Division)

\*\*\* Project Sponsor – Crossrail and Associated Services)

\*\*\* (Asset Sales and PFI)

### **Item 1: Handling Correspondence**

1. \*\*\* (Private Office) explained that the recommendations in the paper were now supported by a supplementary note following a discussion with Simon Burns MP.
2. \*\*\* (Private Office) confirmed that outstanding correspondence had almost been cleared.

### ExCo agreed:

3. That updates on correspondence should be circulated to DGs and dealt with locally.
4. That the internal target for responding within 20 days should be communicated to staff.
5. That performance should be reported to ExCo on a monthly basis.
6. That this topic should be noted at Directors Round Up on 17<sup>th</sup> September.

**Action:** \*\*\* (Private Office)

### **Item 2: Balance of EU Competences**

7. \*\*\* (International Cooperation) outlined the process and timing associated with the delivery of the EU competences work. He went on

to outline the resourcing requirements for the project and the proposals to resolve these.

ExCo agreed;

8. To all the recommendations outlined in the paper.
9. There was need to consider the resource profiling of the project,
10. To offer legal secondment opportunities to assist in the delivery of this work.
11. That the team should also consider other options for resourcing the project.

**Action: \*\*\* (International Cooperation), Christopher Muttukumar and Clare Moriarty.**

### **Item 3: Departmental Approach to Procurement**

12. \*\*\* (Group Procurement and Estates) delivered a presentation on the work underway to refresh aspects of the Department's approach to procurement.

ExCo agreed:

13. To the principle of establishing a Procurement Group Operating Model for DfT, and advised that \*\*\* (Group Procurement and Estates) liaise with Head of PPM Centre of Excellence to share best practice in delivering that.
14. That the item should return to ExCo for an update.

**Action: \*\*\*(Group Procurement and Estates)**

### **Item 4: Crossrail Rolling Stock Update**

15. The Acting Deputy Director of Crossrail provided an update on the project.
16. The forthcoming date for submission of bids was noted, and ExCo discussed the funding position and timing of decisions related to the project.
17. ExCo asked that the Crossrail Team undertake work for BICC's consideration in October / November.

**Action: Acting Deputy Director of Crossrail and Associated Services**

Board Secretariat  
13 September 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 18 September 2012  
Time: 9.00am-12.00pm  
Venue: Room 5L, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Clare Moriarty  
Christopher Muttukumaru  
Lucy Chadwick  
Steve Gooding  
Peter Strachan

### *Other Attendees*

\*\*\* (Group Communications Director)  
\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\* (Board Secretariat)

### *Attendees for Papers*

#### Item 2

\*\*\* (HR Directorate)  
\*\*\* (HR Policy)  
\*\*\*\* (DfT, Head of Performance and Reward)  
\*\*\* (MCA)  
\*\*\* (HA)  
\*\*\* (DVLA)

#### Dialling in:

\*\*\* (VOSA)  
\*\*\* (DVLA)  
\*\*\* (DVLA)  
\*\*\* (Management Board Member for Central Services - VCA)  
\*\*\* (Organisational Development, VOSA)  
\*\*\* (Human Resources, DSA)

#### Item 3

\*\*\* (High Speed Rail Directorate)  
\*\*\*\* (Head of HS2 Funding)

#### Item 4

\*\*\* (Financial Control)

#### Item 5&6

\*\*\* (Head of Internal Communications)  
\*\*\* (Change Team)

### **Item 1: Actions Arising**

1. ExCo agreed to consider the actions in more detail at the next meeting.

### **Item 2: Modernising the Employee Contract**

2. \*\*\* (HR Directorate) outlined progress that had been made following the Civil Service Reform announcement, including the work of the Senior Steering Group, the plans for responding to Cabinet Office and the proposal for beginning negotiations with HM Treasury.
3. Agency Chief Executives requested further discussion on the narrative for communicating the proposed changes to staff.

ExCo agreed:

4. That the HR team would return to ExCo within a 4 week period having undertaken modelling to explore the impacts of the proposed changes on staff.
5. That alongside that modelling work, the HR team should develop a supporting narrative.

**Action \*\*\* (HR Directorate); \*\*\* (HR Policy)**

### **Item 3: HS2 Update**

6. \*\*\* (High Speed Rail Directorate) provided an update on the key areas for the High Speed 2 programme and the Head of HS2 Funding provided an overview of the work that had been undertaken with respect to the project costs and funding.
7. \*\*\* (High Speed Rail Directorate) outlined that work was underway to brief the new Secretary of State on the programme. \*\*\* (High Speed Rail Directorate) provided an update on the work underway looking at those consultation responses that had not been fully analysed.

### **ExCo agreed:**

8. That headline overall construction costs should continue to comprise construction costs plus contingency, with other cost elements such as rolling stock also accounted for and presented.

### **Item 4: Travel and Subsistence approval process**

9. \*\*\* (Financial Control) outlined the genesis of this issue coming to ExCo and noted that there were two issues for discussion - the practical issue of moving from a sampling system to one of 100% checks of T&S claims and the manner by which the new system would be implemented through the Shared Services Centre.
10. ExCo discussed some of the practicalities of the revised system.

### **ExCo agreed:**

11. To move forward with the proposed approach and that HR should provide some tools for line managers, both for how to undertake the checks and also how to resolve any discrepancies that may be identified.
12. That clear communication would be needed for staff to accompany the change.

### **Item 5: Staff recognition scheme**

13. The Head of Internal Communications provided an overview for the proposal for a staff recognition scheme and the timeline for introducing it.
14. ExCo agreed to the proposed recommendation for a peer panel and asked for the name of the award to be given some further thought together with what possible role the SofS could play in the scheme.

**Item 6: Plan for Senior Management Group event**

15. ExCo discussed the plan for the Senior Management Event and agreed a broad agenda for the day and some of the content for the individual sessions.
16. Philip Rutnam noted that he would consider this further with \*\*\* (Change Team) and the Head of Internal Communications and would circulate a proposed agenda for the day.

Board Secretariat  
18 September 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 25 September 2012  
Time: 09.00am-12.00pm  
Venue: Room 5L, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Clare Moriarty  
Christopher Muttukumar  
Lucy Chadwick  
Steve Gooding  
Peter Strachan

### *Attendees for Papers*

Item 2  
\*\*\* (GCO – Better Regulation)

Item 3  
\*\*\* (HR Business Partner)  
\*\*\* (HR Business Partner)

### *Other Attendees*

\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\* (Board Secretariat)  
\*\*\* (Board Secretariat)  
\*\*\* (Assistant Director, Aviation Security Regulation)

Item 4  
\*\*\* (Change Team)  
\*\*\* (Head of Internal Communications)

Item 5  
\*\*\* (Group Finance Directorate)  
\*\*\* (Strategic Finance and Planning)  
\*\*\* (Analysis and Strategy Directorate)  
\*\*\* (Economic Advisor Strategic Finance Review)

### **Item 1: Actions Arising**

No comments were noted on the action log. The Permanent Secretary requested that all actions have completion dates specified.

**Action: Board Secretariat**

### **Item 2: New Consultation Principles**

1. Christopher Muttukumar introduced the supporting paper and ExCo discussed a number of ideas on how best to adopt and implement new consultation principles.
2. ExCo agreed to the proposed recommendation to agree an approach on individual consultations with Ministers on a case by case basis, but felt that it was not necessary for individual Directors to clear the planned approaches.
3. In addition ExCo agreed that Christopher Muttukumar write to Directors asking for focal points/representatives to help promote messages amongst staff.
4. ExCo agreed that this issue should be raised at Directors Round-up and a notice should be communicated on electronic screens and on the intranet.

**Action: GCO Better Regulation & Christopher Muttukumar**

### **Item 3: Secondment Opportunities**

5. The HR Business Partners provided a handout at the meeting detailing statistics on loans and secondments to and from the Department.
6. Christopher Muttukumar noted that GCO had been running secondment opportunities for the last 4 years to other law firms on a mutual exchange basis.
7. The Permanent Secretary noted that this area of work was of interest to the SofS.

ExCo agreed:

8. To consider secondment opportunities for shadowing for a couple of days a week over a longer period rather than for a solid 12-18 month period.
9. That Directors should approach the businesses already identified as potential targets for secondments and any others they felt may be appropriate.
10. HR should report back on progress and that a note should be sent to SofS providing an update on progress.

**Action: HR Business Partner**

#### **Item 4: Senior Management Group Event – Update**

11. Revised proposals for the content and running order of the Senior Management Group Event were discussed.

#### **Item 5: Financial Strategy and Flexibility**

12. \*\*\* (Strategic Finance and Planning) outlined the approach that had been taken in identifying potential additional projects that could be delivered using headroom spend available in 2012/13.

ExCo agreed;

13. That the proposed list of projects should be sent to Ministers for a decision.
14. Consideration should be given to what additional projects could also be awarded funding.

**Action: \*\*\* (Strategic Finance and Planning)**

#### **AOB**

15. The Permanent Secretary noted that the Management Information Report is a good document and should be reviewed on a regular cycle by ExCo. It was requested that the item be put on the agenda for 2 October meeting.

**Action: Board Secretariat**

16. The Permanent Secretary requested a high-level briefing pack to be developed that would demonstrate the Department's progress on key agendas and could be regularly updated.

**Action: \*\*\* (Group Communications Director)**



Board Secretariat  
25 September 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 9 October 2012  
Time: 10.45am  
Venue: Room 5L, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Clare Moriarty  
Christopher Muttukumaru  
Lucy Chadwick  
Steve Gooding  
Peter Strachan

### *Other Attendees*

\*\*\*(Private Secretary to Permanent Secretary)  
\*\*\* (Governance Division)  
\*\*\* (Press Office)

1. ExCo convened and agreed that due to most members of ExCo having urgent work that morning, the substantive items should be deferred for discussion at a later date.
2. ExCo had a brief discussion regarding the refreshed departmental organogram and agreed that due to further impending staff movements it was sensible to defer the revised version for another couple of months.

Board Secretariat  
9 October 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 16 October 2012  
Time: 0900 - 1135  
Venue: Room 5L, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Clare Moriarty  
Lucy Chadwick  
Peter Strachan

### *Other Attendees*

\*\*\* (Group Communications Director)  
\*\*\* (Director Group HR)  
\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\* (Governance Division)  
\*\*\* (Board Secretariat)

### *Attendees for Papers*

#### Item 2

\*\*\* (Private Office)  
\*\*\* (London and Olympics Directorate)  
\*\*\* (Press Officer, Roads, Local and Transport)  
\*\*\* (Ministerial and Corporate Communications)  
\*\*\* (Head of Internal Communications)

#### Item 3

\*\*\* (HR Policy)  
\*\*\* (Head of Performance and Reward)

#### Item 4

\*\*\* (HR Business Partner)  
\*\*\* (HR Business Partner)

#### Item 5

\*\*\* (Analysis and Strategy Directorate)  
\*\*\* (Senior Policy Analyst, Strategy Unit)  
\*\*\* (Head of Performance Management, Governance Division)

#### Item 6

\*\*\* (Head of DfT(c) IT Services)

Apologies: Steve Gooding and Christopher Muttukumar

### **Item 1: Actions Arising**

1. There were no comments on the action log.

### **Item 2: Updates on Intercity West Coast**

\*\*\* (London and Olympics Directorate) provided an update on current issues and on the independent reviews being carried out.

### **Item 3: Modernising the Employee Contract**

2. \*\*\* (HR Policy) and the Head of Performance and Reward provided an overview of how work has been progressed since the last ExCo discussion and the Executive Agencies' involvement.

ExCo agreed that HR colleagues should:

1. Continue to develop the proposals in relation to individual Agencies;
2. Continue to consider proposals to put to HMT;
3. Develop a strategy for pay in 2013/14;
4. \*\*\* (Group HR Director) to update Agency Chief Executives on the discussion and actions;
5. Return to ExCo with updated proposals in three weeks' time.

**Action: \*\*\* (HR Policy) and Head of Performance and Reward**

#### **Item 4: Resourcing**

3. The HR Business Partner provided an update on the paper circulated to ExCo and noted that following discussions with Director Generals there was a better understanding of resourcing pressures.

ExCo agreed that:

4. A meeting should be arranged in November, to address the organisational response to the Laidlaw review and resourcing issues;
5. The HR team should review options for flexible resourcing models, the strategy for recruitment and the approach for managed moves, and present options for further discussion at the ExCo session.

**Action: HR Business Partners and Board Secretariat**

#### **Item 5: Corporate Planning 2013/14**

6. \*\*\* (Analysis and Strategy Directorate) provided an overview of the work carried out since Corporate Planning was discussed at ExCo on 11<sup>th</sup> September, and the proposals set out in the paper.

ExCo agreed that:

7. The number of planning work streams should be absolutely no more than 100 and should be reduced further if at all possible;
8. It would be helpful to identify how ministerial priorities can be incorporated in to the corporate planning process, and how ExCo can input into the staff messages around this process

#### **Item 6: DfT(C) IT Provision**

9. The Head of DfTC IT Services outlined the proposals in the paper on provision of IT laptop devices for remote access and mobile working.

ExCo agreed:

10. That the recommendations in the paper be taken forward, subject to the proposed provision of pool laptops being reduced to c. 80 initially. Demand and supply should be kept under review thereafter.

Board Secretariat  
19 October 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 30 October 2012  
Time: 0900 - 1145  
Venue: Room 5L, Great Minster House

### *ExCo Members*

Philip Rutnam (Chair)  
Clare Moriarty  
Peter Strachan  
Steve Gooding

### *Other Attendees*

\*\*\* (Group Communications Director)  
\*\*\* (Director Group HR)  
\*\*\* (Private Office)  
\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\* (Board Secretariat)  
\*\*\* (Board Secretariat)

### *Attendees for Papers*

#### Item 1

\*\*\* (Press Office)  
Caroline Wood (London Division)  
\*\*\* (Head of Internal Communications)

#### Item 3

\*\*\* (High Speed Rail Directorate)  
\*\*\* (Chief Executive, HS2 Ltd)

#### Item 4

\*\*\* (Head of Performance Management)  
\*\*\* (Risk Policy Manager)

*Apologies: Lucy Chadwick*

### **Item 1: West Coast updates**

1. ExCo discussed the progress of the individual reviews, specifically covering communications, correspondence handling and resourcing issues.
2. ExCo agreed that a meeting between Richard Brown and the Secretary of State should be arranged as soon as possible.

**Action: Private Office**

### **Item 2: Actions Arising**

3. There were no comments on the action log.

### **Item 3: HS2 Phase 2 Route Proposals and Update on Phase 1 Delivery and Risks**

4. Martin Capstick introduced the item and noted that the most recent High Speed Rail Board met on 17 October.
5. ExCo discussed a range of issues relating to pressures on the delivery programme and the progress made on developing the costs for Phase 1.

#### ExCo agreed:

6. That the HS2 policy team would work to ensure a high level of assurance on the robustness of the process to establish cost estimates and would maintain a log of cost changes;

7. That the HS2 policy team would provide Ministers with advice on international best practice in developing cost and timetabling estimates for mega projects;
8. That the HS2 policy team would provide Ministers with an update on the process and timings for the forthcoming Judicial Review.
9. That the HS2 policy team would work with the General Counsel to consider options for taking forward legislation.
10. That the team should return to ExCo in 2 weeks to discuss the wider picture.

**Action: \*\*\* (High Speed Rail Directorate); \*\*\* (HS2 Ltd)**

**Item 4: Review of Risk reporting and draft presentations ahead of 2 November Non-Executives' meeting.**

11. The Head of Performance provided an update on the Risk Register following the performance review at ExCo on 23 October. It was noted that all DGs had provided updates to refresh risks.
12. A number of changes to the risk register were requested.
13. The content of the slides to be presented at the meeting with Non-Executive Board Members on 2 November was discussed.

ExCo agreed that:

14. The Secretary of State should be sent a submission on the reclassification issue.
15. Any further comments on the risk register should be sent to the performance management team.
16. That documents underpinning the information in the slides should be circulated ahead of the meeting on 2 November.

**Action: Head of Performance**

Board Secretariat  
30 October 2012

## MINUTES OF DfT EXECUTIVE COMMITTEE

Date: Tuesday 6 November 2012  
Time: 0900 - 1135  
Venue: Room 5L, Great Minster House

*ExCo Members*  
Philip Rutnam (Chair)  
Clare Moriarty  
Lucy Chadwick  
Christopher Muttukumaru

### *Other Attendees*

\*\*\* (Group Communications Director)  
\*\*\* (Director Group HR)  
\*\*\* (Private Secretary to Permanent Secretary)  
\*\*\* (Governance Division)  
\*\*\* (Board Secretariat)  
\*\*\* (Board Secretariat)

### *Attendees for Papers*

Item 1  
\*\*\* (London and Olympics Directorate)  
\*\*\* (Head of Internal Communications)

Item 2  
\*\*\* (Private Office)  
\*\*\* (Local Transport Directorate)

Item 4  
\*\*\* (Major Projects Directorate)  
\*\*\* (Crossrail and Associated Services division)  
\*\*\* (Commercial Advisor, CTS Division)

Item 5  
\*\*\* (HR Policy)  
\*\*\* (Head of Performance and Reward)  
\*\*\* (DVLA)  
\*\*\* (DVLA)  
\*\*\* (DSA)  
\*\*\* (VOSA)  
\*\*\* (MCA)  
\*\*\* (VCA)

Item 6  
\*\*\* (Roads Directorate)  
Paul O'Sullivan (Road Strategy Division)

Item 7  
\*\*\* (Deputy GCO)  
\*\*\* (Legal Adviser, GCO)

Apologies: Steve Gooding and Peter Strachan

### **Item 1: West Coast Updates**

1. ExCo discussed progress on the ICWC related inquiries.

### **Item 2: SofS Meeting Pre-brief**

2. ExCo agreed items for discussion at the SofS meeting later that day.

### **Item 3: Actions Arising**

3. No comments were made on the actions.

### **Item 4: Crossrail Rolling Stock**

4. \*\*\* (Major Projects Directorate) provided an update on the procurement of rolling stock for Crossrail.



ExCo agreed:

5. That the Crossrail team would carry out quality assurance of the VfM model.
6. That the Crossrail team would continue discussions with delivery partners.
7. That the Crossrail team would take this item to BICC in January.

**Action: \*\*\* (Major Projects Directorate) and \*\*\* (Crossrail and Associated Services Division)**

**Item 5: Pay Strategy and Modernising the Employee Contract**

8. \*\*\* (Group HR Director) noted that the current proposals had been discussed with Agency Chief Executives all of whom had endorsed them and were content to put the case to HMT.
9. \*\*\* (Group HR Director) noted the timescales relating to HMT approval, and that a related contingency plan was being developed.

ExCo agreed:

10. Agency Chief Executives would confirm the agreed exemptions with the Group HR team.
11. This issue would return to ExCo to discuss the related communications plan.

**Action: \*\*\* (Group HR Director), \*\*\* (HR Policy) and Head of Performance and Reward**

**Item 6: Roads Feasibility Study**

12. \*\*\* (Roads Directorate) introduced the item and provided an update on progress both in terms of developing the policy and addressing the resourcing requirements.
13. ExCo agreed that the resourcing requirement would be discussed with \*\*\* (Highways Agency) and the item would return to ExCo in early 2013 for discussion.

**Action: \*\*\* (Roads Directorate), \*\*\* (Roads Strategy Division)**

**Item 7: Legal Services**

14. Christopher Muttukumar provided an update on the proposals for a shared legal services resource and the implications for the Department's work in moving to that system.

ExCo agreed:

15. That Christopher Muttukumaru would explore the approach being taken by other Government Departments to these proposals.
16. That a subsequent discussion on resourcing a client panel for the service would be needed.
17. A supporting response to the Shared Legal Services proposals should be drafted for review by Philip Rutnam.

**Item 8: AOB and Meeting Review**

18. Comments were provided on the ExCo agenda forward look.

Board Secretariat  
8 November 2012