DEPARTMENT FOR TRANSPORT (DfT) BOARD MINUTES
Date: Friday 30 April 2010
Time: 0900 –1300
Venue: 2/01A, Great Minster House

Attendees

Board Members: Attendees for Papers:
Robert Devereux (Chair) Item 2:
Noel Shanahan,
Steve Gooding Tera Allas, Paul Collins, Stephen
Richard Hatfield Fidler, Jill Adam, Helen Morris
Mike Mitchell Item 3:
Clare Moriarty John Faulkner, Kieran Rix, Andrew
Nick Bisson (for Bronwyn Hill) Cooke
Item 3a: John Parkinson, David Brown

Non-Executive Board Members Item 3b Tricia Hayes
Ed Smith Laura Fellowes
Alan Cook Bob Linnard
Sally Davis (from 10.15, item 3) Item 4
Andy Friend Noel Shanahan
Other Attendees Chris O’Connor
**** (Private Office) Jenni Borg
Alison Rutherford (Secretariat ) Item 5 and 6
Valerie Vaughan Dick
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Item 1: Draft minutes and actions table DfTB(10)34
1. The minutes of the previous meeting were agreed, and the actions noted.

Item 2: Organisational Change DfTB(10)35
2. Robert Devereux introduced Noel Shanahan as the new Change Director, and explained he would be attending Board for relevant items.
3. Clare Moriarty introduced the Organisational Change team’s work, and outlined some of their findings to date. The Board agreed that in the current financial climate, a new government of any party was likely to welcome work on how the department might achieve more with less money. It noted that would be important to articulate to new ministers the irreducible minimum required for particular activities, and to ensure the department retained the ability to move people flexibly to deal with high priority areas of work. It agreed to reflect on how best both to take this work forward, and to consider how and when to communicate its conclusions to new ministers and to the wider department. The Board thanked all those involved in the work for their contribution.

Action: Board to consider communication strategy

The names of non-SCS staff have been redacted in accordance with DfT’s publication policy.
4. John Faulkner reported that all Discovery Project teams had made good progress, though inevitably some projects offered more secure or easier savings possibilities than others.

5. The Board discussed the papers in 3 broad headings: a) savings or charges possible in local authority areas; b) road; and c) rail.

6. On a) the Board concluded that, while the scope clearly existed for various savings, the Department should focus on setting an affordable envelope for LA spending, leaving LAs to then prioritise different forms of savings. **Action: John Faulkner to draft note for new ministers’ briefing.**

7. On b) the Board welcomed the identification of potential savings and agreed that the Highways Agency should proceed to work up options. The Board noted the potential trade off between short term savings and additional maintenance in future, resulting in potentially higher whole life cost. Ministers would need to be advised on both aspects. **Action: Graham Dalton and Paul Rodgers to work up options; Paul Rodgers to benchmark costs of HA compared to Scottish and Welsh counterparts.**

8. On c) Bob Linnard explained there was some scope to review various areas of rail policy and governance, including fare levels and structures, franchise specifications, and the structure of Network Rail costs.

9. The Board noted that early decisions would be required from new ministers on several rail issues including some franchises, and that it was important they understood the overall industry structure, and did not take decisions on individual cases without considering the wider context. **Action: Bob Linnard to write a note for new ministers summarising the history, and setting out forthcoming early decisions (e.g. re franchising deals) required.**

10. The Board welcomed the work and congratulated the team on the quality of its analysis, especially in the time available.

11. On the conduct of the project (and indeed of the organisation change project under item 2) the Board thanked all concerned, and recorded its satisfaction with the flexible way in which the work had been resourced (essentially by part time contributions by staff prepared to work on a different - and in some cases entirely new – policy area). This suggested that flexibility to deal with changing priorities did not necessarily have to be institutionalised formally, as some departments had done. **Action: DGs to pass on thanks to those involved**

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**Item 4: Shared Services**

12. Clare Moriarty introduced the paper and explained the decision tree she would like the Board to work through. After some discussion, the Board confirmed that its priorities were a) to look at making the SSC more independent with the possibility of private sector involvement; and b) in the meantime to improve the efficiency of the Shared Services Centre so that the department gained any savings to be made there.

**Action: Clare Moriarty**
Item 5: Risk/Volcanic ash

13. Steve Gooding gave a brief update on what had worked well and lessons learnt from the volcanic ash episode. **Action: Steve Gooding to ensure preparation of lessons learned paper.**

14. On the risk paper, DGs suggested the tables contained too much detail. The Board agreed that in future, each risk should be assigned a DG owner to lead the discussion, and to help the Board answer the questions about whether the risk assessment was sufficient, the level of residual risk after mitigation acceptable etc. There was discussion over whether the risk owner was the right person to offer an assurance role, or whether we needed a risk owner at DG, plus someone other than the Finance team to test the assessments. This would be finalised outside the meeting. **Action: Clare Moriarty to advise Board on management of future sessions.**

15. The Board agreed the forward programme for risk, and that the May Board would discuss employee relations; and the June board would discuss the risk of disruption to business continuity. **Action: Valerie Vaughan-Dick to prepare papers**

Item 6: Monthly Performance management

16. Valerie Vaughan-Dick introduced the paper. The Board welcomed her confirmation that the end year position was better than in previous years; and thanked all those concerned for the part they had played in managing the end year out-turn as accurately as possible.

17. The Board welcomed the proposals for a balanced score card and invited Finance to continue with work – though with the proviso that a new government and new priorities might require some of the framework to be reworked. **Action: Valerie Vaughan-Dick to work up scorecard proposals**

Any Other Business

18. Alan Cook stated for the record that he was now on the Board of the OFT, and asked for this to be recorded in the minutes. **Action: secretariat to record and ensure conflict of interest register is updated.**

Board Secretariat
01 May 2010