



Attendees: Paul Coombs (Chair), Peter Hearn Andy White, Paul Satoor, Alex Fiddes, Heather Cruickshank, Paul Smith (NED), Jane May (NED)
Guests: Kevin Buckle (Item 1), Anne Hurst (Item 4), Becky Thomas (Item 7)
Apologies: Alastair Peoples
Secretary: Tom Middleton

0. Introductions

0.1 No declarations of conflict of interest were declared for this meeting. Two items of any other business were tabled.

1. Key Business Risk Report

The KBRR was presented to the Board who discussed the following risks;

- 1.1 KBR64: Delay to Implementation of VOSA business changes to deliver the ATF Strategy. Following a Directors session held in April to re-prioritise work over the next 18 months and the score being lowered last month the Board felt the risk should still be escalated to the Department. As delivery of NGT has been re-sequenced, an impact assessment is needed to review the score, review the mitigating actions and re-baseline the risk, as a lack of an approved Modernising Employment Contract still remained. It was felt that agreeing alternative delivery options is now essential to ensure the Agency's business commitments can be met.
- 1.2 KBR63: IT Strategy Implementation. The Board were updated on the changes since last month, which included mitigation discussions with the Cabinet Office to ensure they are aware of the possibility of having to extend the current contract. A deep dive into the risk is planned for June. Assurance was given that the approvals process is clear and more than one option is still available. The Board were informed that a recent ICB exception report had highlighted the risks of the Government's OJEU procurement. The Board agreed the score and the risk will be highlighted to the Department with the suggestion again that there is no need to include it separately to DfT's high level ICT procurement risk.
- 1.3 KBR57 VOSA staff operating at ATFs on goodwill. Further work is now needed following the re-priority session. The Board felt the risk could increase as a result of the delays.
- 1.4 CRR15 - Readily Available, Accurate Management Information (M.I.). The risk had been re-scored following the mitigating actions of the SAS reporting driving the improvements forward and the M.I User Group being reconstituted. A forecast score will be added for the next meeting.
- 1.5 CRR12: Negligent or inconsistent inspection. The Board agreed that the risk should be continued to be monitored on the KBRR and not retired to the Operational register, due to the large reputational impact of the risk.
- 1.6 The Board asked the Risk Scrutiny panel to determine whether there are any other risks on Directorate Risk Registers that should be reported on the KBRR, for the Board to monitor, due to the large impact of the risk.
- 1.7 KBR46: Shared Services: The Residual Likelihood had been increased from 3 to 4 as the Arvato project plan is not as advanced as anticipated at this stage, although the Board were informed that a small amount of progress had been made since the report was produced.
- 1.8 KBR51: VOSA unable to utilise hard shoulder on motorways. The Board felt the risk should not be retired but transferred to the Operations register to manage as there are still outstanding actions for Highways Agency to build new sites and agreements are required for working in Scotland and Wales.
- 1.9 KBR47: Actions from audit of Traffic Commissions functions: The Board felt the risk needed to be assessed following new findings from latest Audit Report which required action from VOSA, the Traffic Commissioners and DfT. In addition the recent Transport Select Committee had highlighted wider relationship risks.



- 1.10 It was highlighted to the Board that changes to Payroll Real-Time Information (RTI) systems had been introduced at other departments and the Board were asked whether the Agency's systems were capable of making the changes. The Resources Director was actioned to find out.
- 1.11 A comment was made that It is difficult to assess progress of mitigation actions on the KBRR and the Risk Manager was asked to clarify dates of actions and progress.

ACTION	Peter Hearn	5 June
DB13/05/01	To ensure the Risk Scrutiny panel holds a review of the Directorate Risk Registers to determine whether any risks should be reported on the KBRR for the Board to monitor, due to the large impact of the risk.	

ACTION	Peter Hearn	5 June
DB13/05/02	To ensure the Risk Manager reviews KBR47: Actions from audit of Traffic Commissions functions in light of the recommendations from the latest audit findings and the wider relationship following the TSC.	

ACTION	Paul Coombs	5 June
DB13/05/03	To report back on the Payroll RTI changes and whether process are in place to meet the new requirements.	

2. Final Stewardship Certificates & Final Governance Statement 2012/13

- 2.1 The Board reviewed the final risk stewardship certificates and Governance Statement before final sign off at the next Audit & Risk Committee.
- 2.2 The Board discussed the changes made since the version seen last month and felt the Stewardship certificates were a lot more consistent. However the OD Director was asked to provide the outcomes of the audits for his Directorate's certificate.
- 2.3 The Board felt that the certificates could be slimmed down or internal audit to provide a standard page for next year, as it was felt the Governance Assurance Statement already provided sufficient assurance. Overall the Board was content with the certificates, subject to final comments by the Audit & Risk Committee.
- 2.4 The Board agreed the Governance Assurance Statement (GAS) subject to minor amendments to the wording in the document on fraud and compliance with the Corporate Governance Code.

ACTION	Paul Satoor	27 May
DB13/05/04	To update the Stewardship certificate for the next ARC to include the results of the audits that are stated.	

ACTION	Peter Hearn	05 June
DB13/05/05	To update the wording in the Governance Assurance Statement to reflect DBs comments	

3. Enterprise Architecture

- 3.1 The Board discussed a proposal to embed the use of Enterprise Architecture within business change governance and management, which it was felt would help to ensure consistent working processes. As in the past working practices have been individual to the different schemes.
- 3.2 It was felt that by creating a Business Design Authority (BDA), working alongside the existing Technical Design Authority, it would help to design consistent business processes created from the pillar and plinth work.



- 3.3 The Board felt it important to embed the work properly, avoiding duplication with the ICB and not creating overburdening Governance.
- 3.4 The Board were unsure that the work should sit with IT Modernisation, as it was felt there is a need to ensure work is not driven by IT. Although there were concerns over the capacity of the OD Directorate, it was felt that there is an overlap and would assist with some of the existing teams work, such as the Business Excellence and Business Change.
- 3.5 It was felt that BDA terms of reference would not create new work; however, this could be reviewed at a later date.
- 3.6 The Board agreed to Enterprise Architecture, but further work is needed to identify where it will sit in the business and who will lead the work.**

ACTION	Andy White & Paul Satoor	05 June
DB13/05/06	To agree where the Enterprise Architecture work should sit and how it can be implemented, TOR and scope	

4. Staff Engagement

- 4.1 The Board was given a quarterly update on the progress made with the corporate staff survey action plan and local Directorate plans.
- 4.2 Work from the 'Director's Den' workshops was beginning to come to fruition and the NGT workshops have been held to inform staff of plans. The recent Corporate Senior Leaders (CSL) day was felt successful in helping managers and Directors to improve their leadership.
- 4.3 A new way of holding Directors visits has been implemented. It was felt that Directors should share learning's amongst themselves from their visits and asked for a pro-forma template to be created.
- 4.4 The 2013 Staff Survey will be in October and a communications plan will take place during the summer to remind staff of completed and ongoing projects.
- 4.5 The Board approved the proposed wording of the Engagement Pledge, subject to the second sentence being removed. The Board felt that senior managers should take the pledge seriously, as they should already be doing what it stated under the new Performance Management Framework. However, there was some uncertainty around how the pledge will be rolled out, communicated and used, and the board requested further guidance on this.
- 4.6 The Board discussed a staff ideas scheme, as the existing tool is not effective. It was felt the underlying issues needed to be addressed such as not having enough time to implement the suggestions. The Staff Engagement Manager was asked to review this at the next Staff Engagement group meeting.

ACTION	Paul Satoor	05 June
DB13/05/07	To ensure that the Staff Engagement Manager provides guidance on the Engagement Pledge and clarifies how to roll out, communicate and use.	

ACTION	Paul Satoor	05 June
DB13/05/08	To design a pro-forma template for sharing learnings from Director visits and ensure the Staff Engagement Group look to implement an effective staff ideas scheme.	



5 GVTS Disposal Project TOR

- 5.1 Following an action from the last meeting, the Board was asked to approve the terms of reference for a project that will manage the process of station disposal, following cessation of testing, to the point where estates can take ownership for the marketing of the site.
- 5.2 It was felt that rather than using project governance, it was felt a steering group would be more appropriate.
- 5.3 It was suggested that the TOR could be widened to look at alternative uses of GVTS sites and needed to align, but prevent duplication from the existing Enforcement Network Group.
- 5.4 Due to other commitments, it was proposed the work could be delayed for 12 months and there was some concern over the impact the delay would cause. The Board were informed that a number of sites where testing has ceased are still being used for other types of work and that there was a need to put plans in place to reach the point where a decision could be made to put sites up for sale.
- 5.5 The Board agreed that an impact assessment was needed to provide more information on the proposed working group and clarify the case to delay for 12 months.

ACTION	Alex Fiddes	05 June
DB13/05/09	To undertake an impact assessment on the proposed GVTS Disposal working group and clarify the case to delay for 12 months	

6 Weighpad Contract Renewal FBC

- 6.1 The Board considered the request to renew the contract for the maintenance, repair and calibration of the mobile weighpad equipment, which expires in September 2013, following approval at the last ICB.
- 6.2 The Board was informed that although weighing had reduced, the strategy was to increase levels at some sites in future. As a result of the reduction a significant reduction to the costs was envisaged and the contract amount is based on the level of use.
- 6.3 The estimated costs were supplied and the Board were informed that there is only likely to be one bidder for the contract due to the specialist nature of the work involved. The Board felt that CPI should have been used, rather than RPI.
- 6.4 The Board requested assurance that the specifications had been looked at and agreed that it was important to achieve good value for money with the new contract, and that negotiations therefore need to be robust. As there is no procurement framework in place it was expected that the DfT Procurement Unit will also be scrutinising the contract.

Decision: The Board agreed the Business case to go straight to the market and award the contract.

ACTION	Paul Coombs	05 June
DB13/05/10	To provide assurance that the specification of the weighpad contract had been looked at and to also provide 3 previous contract examples of large purchases to demonstrate value for money.	

7 Update on Directorate/Pillar Plans

- 7.1 A verbal update was given to the Board, following a Directors session to re-prioritise work over the next 18 months, due to concerns over capacity to deliver the work, as new items such as HGV Road User Levy have been added and Shared Services pushed forward.
- 7.2 Work to map out the inter-dependencies of the resulting changes is being carried out, to help understand the implications of delaying and de-scoping work. The priorities have now been agreed as Shared Services, HGV Road User Levy, ICT Modernisation and then NGT.



- 7.3 Once the implications are clear, the Directorate/Pillar Plan will be submitted to the Board in June, with 5 year and 18 month views; to allow the views of the CEO, Directors and NEDs to be taken on board before it is finally signed off.
- 7.4 The Directorate plans are being shared internally, with a caveat that they are fluid at this point in time. The Communications plan will go to the ICB next month for approval.
- 7.5 The Levy Project is progressing well, although following a lack of early clarity, the scope is bigger than first thought. The Board requested a spotlight paper on the Levy project in July.
- 7.6 The Board gave their thanks to Directors, coordinators and the SPP team for their work in developing the plans.
- 7.7 An update on the DVLA inspection work was given, with discussions with the Agency reaching a solution where the work can be integrated into the VIC testing scheme, which already covers the majority of the proposed inspection work. However, it was felt that it should be an interim solution as the future of the VIC scheme is currently undergoing a review. The Board felt that DVLA need to be aware that it is a temporary arrangement.

ACTION	Peter Hearn	2 July
DB13/05/11	To provide a spotlight paper into the HGV Road User Levy project	

8 Board Update Reports

- 8.1 The Board noted the ICB update as presented; it stated Change Proposals should be submitted for accommodation changes as un-governed decisions are being taken. The Board felt it was for the Estates team to manage request and raise any issues where appropriate. Due to the large amount of extra accommodation needed for project teams the Board asked for a summary report.

ACTION	Paul Coombs	05 June
DB13/05/12	To provide a summary report on the extra accommodation needed for project teams	

- 8.2 The Board noted ICB's concerns over what was happening with all types of scheme work at sites as it was causing issues to the ICB when making investment decisions. The Board felt that the GVTS disposal group would help to address this issue once it was set up.
- 8.3 The Board noted that a process for making changes to the Capital Finance Plan needs to be agreed as highlighted in the ICB report.

ACTION	Paul Coombs	05 June
DB13/05/13	To provide a process flowchart on making changes to the Capital Plan.	

- 8.4 The Board felt the Digital Pipeline report should be owned by either the BPB, SPP team or the Corporate Office.
- 8.5 The Board noted the BPB update as presented; of particular interest was the sickness target which had been missed and would again be missed this year unless action was taken.
- 8.6 The Board noted the end of year Business Plan Deliverables report and Directors were asked to ensure statuses reflect whether work should have either been completed or not.
- 8.7 The BPB report noted that the Test Availability report at VOSA's GVTS's will now be withdrawn. The Board had some concerns that we don't know the current availability of testing at non-VOSA sites and a decision is required on whether we are going to monitor it or not. A paper will go to the NGT project Board and escalated if appropriate.
- 8.8 A presentation was given to the BPB on Asset valuations which will be given to the Board in August.



- 8.9 The Board noted the Directors Catch up/Strategy Day report and the decision to replace OLBS would proceed to a full business case and any wider business change pillar ambitions would be progressed separately as its own business case.
- 8.10 A decision had also been agreed to unlock the structure for an additional 8 permanent examiners posts, for the HGV Levy project which would be absorbed into other enforcement work should SEB funding for the project stop.
- 8.11 The Board noted the ARC report.

9 AOB

- 9.1 The Board were updated that DfT has sent the SEB funding submission to the Treasury.
- 9.2 The Board did not believe that any further changes were required to the risk register at this stage following the full meeting.

10 Meeting Administration

- 10.1 The Board approved the Minutes of the 10 April Directing Board as an accurate record for publication subject to revisions being made to the Cease Testing Section.
- 10.2 The Directing Board Action Sheet was updated and is attached.
- 10.3 Board Agendas Forward Look – The next meeting is being held on 12 June 2013.