



Attendees: Alastair Peoples (Chair), Paul Coombs, Andy White, Paul Satoor, Alex Fiddes, Heather Cruickshank, Paul Smith (NED), Jane May (NED)
Guests: Kevin Buckle (item 1) Jo Warden (Item 1-3), Aidan Naughton (Item 8)
Apologies: Peter Hearn
Secretary: Tom Middleton

0. Introductions

0.1 No declarations of conflict of interest were declared for this meeting. However, Jane May informed the Board that she had a new role as a Non Exec Director at the Homes and Communities Department. The Board gave their congratulations. 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. The Board felt that the impact of the risk did impact on the department and was turning into an issue as the terms and conditions needed for NGT are still not agreed. The impact will be a reputational issue for VOSA with the trade. The Board asked for the risk to be reworded and rescored for the May Board to reflect the effect of the mitigating actions in place, capture contingency elements and define what is in VOSA's control. The Board asked the Risk Manager to put a covering note to DfT that the risk is being re-worked and does not need to go to the DfT Board. The Board debated whether to hold a spotlight session on the risk to define what we needed to do and the appetite for changes that could be made to the current Operating model.

ACTION	Paul Satoor	30 May
DB13/04/01	To re-draft KBR64: Delay to Implementation of VOSA business changes to deliver the ATF Strategy in-line with the views of the Directing Board	

1.2 KBR63: IT Strategy Implementation. The Outline Business case has now been approved by the Cabinet Office and also the option to extend the current contract in the short-term in parallel. The tower model is being simplified and initial contract talks are being held with potential suppliers, although further approvals are needed before being in a position to award or extend the contract. The Board agreed the risk but the wording will be updated in-line with comments for the next meeting.

ACTION	Andy White	30 May
DB13/04/02	To re-draft KBR63: IT Strategy Implementation in-line with the mitigating actions from the Directing Board	

ACTION	Peter Hearn	30 May
DB13/04/03	To ensure that the mitigating actions of the large risks on the KBRR identify who the owners are e.g. VOSA, DfT, etc	

1.3 CRR10: Inadequate BCP and DR. The risk has been rescored now a permanent Business Continuity Manager is in post and has been able to move forward with the mitigating actions agreed to control this risk. Assurance was given that the Agency had reached the level 3 assurance rating in-line with the Board's appetite so the Board agreed to retire the risk for management at directorate level.



- 1.4 KBR65: Over or under recovery of VAT. A new risk was raised to the KBRR and the Board agreed the wording and score. The Board were informed that advice had been given that VAT on IT contracts can be recovered and the score was expected to reduce by next month as the risk becomes clearer.
- 1.5 CRR15: Readily Available, Accurate Management Information. Another new risk raised onto the KBRR. A SAS PID is due for approval to the BPB this month, which will provide a solution to the Management Information suite. The Board were informed that when new work streams are created there is also a need to ensure processes are put in place to capture information. The Board agreed the wording but felt the score was too high and asked that an outline of the mitigation plan be provided.

ACTION	Heather Cruickshank	30 May
DB13/04/04	To ensure CRR15: Readily Available, Accurate Management Information is rescored and provide an outline of the mitigation plan	

- 1.6 A bubbling risk was highlighted to the Board around the IT Modernisation programme and competition for resource from the CIO Register due to full workloads on key staff. The Board agreed it was a bubbling risk, but felt it was a risk across the whole change program, not just IT Modernisation. The Board agreed that the risk should be incorporated into KBR17: Capacity to meet Change and the wording needed to capture key pinch points i.e. IT and Business Change. The timeframe of the risk would also need updating.
- 1.7 The Board felt that as a Health & Safety incident had just been reported at an ATF the risk should be reviewed by the H&S Manager from the lessons learned from the incident.

ACTION	Heather Cruickshank	30 May
DB13/04/05	To ensure the H&S Manager reviews the H&S risk with a view to any lessons learnt from the incident at the ATF	

2. Draft Stewardship Certificates 2012/13

- 2.1 The Board reviewed the draft risk stewardship certificate of each Directorate which contributes to the approval of the Governance Assurance Statement within the Annual Report & Accounts.
- 2.2 The Board asked that a QA across the certificates to provide consistency and assurance was to be conducted before presentation to the 8 May DB and then 29 May ARC. In the interim the current draft certificates will be circulated by the Board Sec to the Audit & Risk Committee members asking for comments.

3. Draft Governance Statement 2012/13

- 3.1 A draft Governance Assurance Statement (GAS) was presented, which forms part of the Annual Report and Accounts. It demonstrates how the accounting officer has managed and controlled the resources in the organisation.
- 3.2 The Board asked for changes to the document before being submitted to the A&RC, including; removing the Risk Appetite statement (but include a reference to where it is published), insert the NED's statement, amend the role of Gareth Williams, add all Directors attendance at the ARC, State that the Remuneration Committee did not meet, add descriptions for the ICB and BPB and expand on how risks are managed. The Current draft will go to A&RC to seek further comments.



4. Business Travel Strategy

- 4.1 A draft Business Travel Strategy was presented to the Board, which sets out a way forward for reducing the need to travel, increase the use of digital technologies, define what is essential business travel and business vehicles and procurement procedures.
- 4.2 The Board raised concerns over the timescale of implementation, as it would be at a time when staff would also be dealing with a large amount of planned change. The strategy also needed to make clear that it was the overall strategy and there would be other local operational travel policy arrangements, such as NGT and enforcement travel.
- 4.3 Further concerns were raised on staff applying the strategy of reducing travel too stringently, which could effect management performance and staff engagement, so it was felt the wording in the strategy needed to be clear.
- 4.4 A number of issues were highlighted with the private user scheme and Paul Smith offered his assistance to help define it.
- 4.5 The Board also asked that licence and insurance checks are carried out to ensure that staff are entitled to legally drive vehicles.
- 4.6 The Board felt the strategy will help with NGT discussions with the TUS and also help to reduce the large travel and subsistence claims, in-line with departmental strategy.
- 4.7 Further details will be developed with input needed from key users in Operations. A change proposal and an outline and full business case will then be submitted to the ICB.

The Board approved the Business Travel Strategy, subject to the amendments being made and circulated by ex-committee. A business case and impact assessment will now be considered by the Investment & Change Board prior to submission to the Directing Board for approval.

ACTION	Paul Satoor	30 May
DB13/04/06	To provide suitable wording for the Business Travel Strategy document	

ACTION	Paul Coombs	30 May
DB13/04/07	To update the Business Travel Strategy document in-line with the comments given at the April DB and involve Paul Smith in defining the Private User scheme	

5 Review of OCRS Tactical Enhancements

- 5.1 In September 2011, VOSA's Directing Board agreed that a number of tactical changes should be made to VOSA Operator Compliance Risk Score (OCRS) system and the recommendations were presented to the Board.
- 5.2 The Board were informed that an enforcement policy change made earlier in the year had caused a 5% drop in the prohibition rate at the roadside, which had affected achieving a business target. The Board felt that all future policy changes needed Impact Assessments and governance procedures needed to be put in place for approvals.
- 5.3 The Board felt the OCRS recommendations would help Operational staff to target the right vehicles and assurance was given that there is sufficient resource capacity to carry them out after the priorities of the enforcement pillar work.
- 5.4 The Board felt that Operational staff needed to know where the worst vehicles were to be able to check them and asked what targeting tools would assist them as funding for ANPR is available.

The Board agreed the recommendations:

1. Ongoing evolution of OCRS be agreed within the Enforcement Pillar
2. Implement the collection of data from visits to operators premises to improve the Traffic Score



3. Review the straight to red approach with a view to either removing this approach or providing a way in which a generally compliant operator can have the straight to red trigger removed quickly.
4. Investigate using fleet size as a factor to better determine the level of risk an operator represents.
5. Further analysis of the unknown grey fleet to help understand who and where the vehicles are.

ACTION	Peter Hearn	30 May
DB13/04/08	To give assurance that all future policy changes need to have Impact Assessments completed to understand the changes and governance approval to be put in place.	

ACTION	Heather Cruickshank	4 June
DB13/04/09	To provide a case of where and what Ops would like to improve ANPR targeting tools to Alastair before ICB/DB	

6 Ceasing Testing Options for 2013/14

- 6.1 A paper setting out options for Ceasing Testing at GVTs in 2013/14 was presented to the Board. 10 GVTs nominations were put forward to cease testing, as there will be suitable ATF testing provision nearby. However a number of sites will incur large impairment costs and agreed to progress 9 of the 10 sites.
- 6.2 The Board felt that where testing has ceased at GVTs's, there was not capacity to manage the selling of sites, manage the exit of small scheme testing and relocate staff based at the sites as a BAU activity. So it was agreed that the work should be run as a project, to take forward to a place where a decision can be made on whether to sell sites.
- 6.3 The Board were informed that sites where testing had ceased but where also used by DSA will not be on the list for disposal at this point.

Decision: The Board agreed to seeks the approvals to cease testing at a further 9 GVTs sites. In addition a project will be set up to govern divestment.

ACTION	Alex Fiddes	30 May
DB13/04/10	To define the governance, timeline, critical path and TOR for a project to govern the selling of GVTs's	

ACTION	Peter Hearn	30 May
DB13/04/11	To prepare work for a submission to the Minister to cease testing at 9 GVTs sites in 2013/14	

7 Update on Directorate/Pillar Plans

- 7.1 An update paper was provided on the work carried out so far to develop Target Operating Models (TOMs) for each of VOSA's five pillars of compliance, ahead of the April Director's strategy day, when the pillar priorities and Directorate plans will be critically reviewed and assessed. A further version will then be submitted to the next Directing Board.
- 7.2 Directorate plans will be discussed with the NED's out of committee and quarterly progress updates will be monitored by the BPB.
- 7.3 Directors were asked to ensure capacity to achieve the directorate plans and were informed that a number of IT software packages are going out of support, which will affect all directorates.



- 7.4 The Board felt that clear governance was needed for delivery of the pillar plans and that pillar boards could be needed.

8 Review of UK/BA FTS Dover Pilot

- 8.1 A paper was provided to review the UK Border Force (UKBF)/VOSA joint working pilot at Dover in January and February 2013.
- 8.2 A summary of the outcomes from the collaborative pilot was shared with the Board and a request to run a further pilot to be run 24hrs per day, seven days a week to remove any ambiguity of the findings.
- 8.3 Assurance was given that VOSA's information is kept securely and an MOU is in place with the Boarder Force.
- 8.4 Resource requirements will now be taken forward to the BPB after a a change proposal to the ICB.

The board endorsed a follow up pilot.

9 Board Update Reports

- 9.1 The Board noted the ICB update as presented; of particular interest to the Board was the approval of the HGV Lorry Road User Levy change assessment, although there is no strategic alignment of the work that we have been asked to do and the details of the work are still to be clarified by DfT. The Board also felt it imperative to receive clarity on whether SEB funding will also be provided for the scheme in future years.
- 9.2 The Board noted the BPB report as presented, of particular interest was the sickness target which is not likely to be achieved and as the target is the same for next year, unlikely to be achieved either. The Board asked that where any targets are being missed, they are raised early and clearly enough for further action to be taken by the Board.
- 9.3 Assurance was given that Operations are putting actions in place to ensure a better result in enforcement activity for next years measures. New tachograph analysis equipment is being procured, new recruits have reduced the vacancy levels and the Operations Management Group has been re-focused.
- 9.4 The Board also noted the update on the HGV Test Simplification report by the VIP team. The Board requested confirmation that an action had been given for the Scheme Manager to take the recommendations forward and provide a business case.
- 9.5 The Board discussed the lack of progress from DVLA on taking over vehicle inspection work and assurance was given that the Agency were working collaboratively to agree the details.
- 9.6 The Board asked for an update on when approval was given to replace the Effectiveness report with the Compliance Dashboard and a short update paper.
- 9.7 The BPB also discussed the results from the Stopping Review by the VIP team. Lessons have been learnt from the exercise and the scope of future work carried out by the team will be governed like an audit. The results from the review highlighted that stopping encounters are not being recorded consistency.

ACTION	Tom Middleton	30 May
DB13/04/12	To ensure the scheme manager has an action to take the VIP HGV Test simplification findings forward and produce a business case	

ACTION	Peter Hearn	30 May
DB13/04/13	To provide an update on when approval was given to replace the Effectiveness report with the Compliance Dashboard and a short update paper	



10 AOB

- 10.1 The Board were updated that good feedback had been given from Brian Etheridge during his recent meeting with the Non Exec Directors of the Agency
- 10.2 The Board were also informed that the Health & Safety Committee had met the previous day and a report had highlighted that a large amount of mandatory H&S training had not been completed by the deadline across all directorates. The Board were informed that since then it had been discovered that the information was not accurate as it also included non-mandatory courses. The Board were also informed that there is difficulty getting accurate information on who had completed the courses. The Directors were reminded by the Chair of the Committee that they had all signed up to the training plan and the requirement to ensure that the necessary training for their directorate teams has taken place by the deadlines.
- 10.3 Further to the paper last month on Enhancing CIO Internal Software delivery capability the Board agreed that further work could be undertaken to work with HR to complete an IT market analysis.

11 Meeting Administration

- 11.1 The Board approved the Minutes of the 13 March Directing Board as an accurate record for publication.
- 11.2 The Directing Board Action Sheet was updated and is attached.
- 11.3 Board Agendas Forward Look – The next meeting is being held on 7 May 2013.