



Attendees: Alastair Peoples (Chair), Paul Coombs, Andy White, Paul Satoor, Peter Hearn (Dialling in), Heather Cruickshank, Jane May (NED)
Guests: Jo Warden, Ann Owen, Ingrid Morris
Apologies: Alex Fiddes and Paul Smith (NED)
Secretary: Tom Middleton

0. Introductions

0.1 No declarations of conflict of interest were declared for this meeting and two items of any other business was 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- assurance was given that the wording is accurate and suitable to be reported to DfT. The Board discussed future plans for decoupling the NGT changes with the DfT MEC Business case and going directly to Cabinet Office if necessary.
- 1.2. KBR63: IT Strategy Implementation- will be reported to DfT and there is no need to include it separately to DfT's high level ICT procurement risk. The Board agreed that an update should be provided with the risk to ensure it remains high on the department's radar and to highlight concerns that there is no approvals process framework and the timeframe to get approval for business cases and recruitments.

ACTION	Andy White	15 February
DB13/02/01	To provide an explanatory update to the Risk Manager to update KBR63 for submission to the department	

- 1.3. CRR04: Failure to have the right staff with the right skills to meet VOSA's business needs – The Board noted the refreshed wording and exposure. The Board debated the risk of Operations having staff to achieve business targets but it was decided that this was a separate risk for the directorate to manage and escalate when required. Operations were asked to create a plan with HR to re-distribute staff to business critical areas.
- 1.4. KBR54: MROFL is now closed and is now managed as business as usual.
- 1.5. The Board noted that Resources and SMER are respectively managing the two bubbling risks:
 - RD072 – New VAT accounting – which is affecting the whole of Government due to changes in procurement policy.
 - FS22 – Pit fee – assurance was given that lots of work is underway to mitigate the risk
- 1.6. Directors gave their support to the Risk Champions in the cascade of the Tier 1 template and risk exposure criteria.
- 1.7. Directors were also to ensure they utilise the time put aside in their diaries to complete and return the EoYMAS by 13 February and assurance was given that they are on track.

2. Draft Business Plan for 2013/14

- 2.1 A paper was provided with an updated proposal of the format and content of the draft 2013/14 Business Plan. The changes since the previous version include a measure on improving the quality and consistency of MOT tests. The Board felt that the measures in the report need to be SMART.
- 2.2 The Board were asked to provide detailed comments to the author and the content will be finalised with the department shortly.



- 2.3 The Board agreed that staff need to be made aware of the measure and the operational direction and that the recourse requirements to deliver need to be determined
- 2.4 **The Board were content with the content and a final version will now be agreed electronically by ex-committee for sign off before submission to the Minister.**

ACTION	Peter Hearn & Paul Satoor	5 March
DB13/02/02	To ensure Jeanette Watt works with the communications team to provide a presentational pack on the Business Plan to be rolled out to directorate teams for staff to understand the Operational direction	

3. Draft Budget 2013/14

- 3.1 Following the October meeting an updated paper was presented to the Board on progress with preparing the budget for 2013/14, which currently stands at a surplus of £1.8m. In order to remain on track for a full financial recovery within five years the Board were asked to decide upon a preferred option (or combination of options) to deliver a budgeted surplus of £4m.
- 3.2 The Board debated the options provided in the paper and ruled out the do nothing option and extending the recovery period. The Board also discussed the pay assumptions for the current and next year.
- 3.3 The Board challenged the costs in the budget for repairing test lanes when sites are being disposed of. Further detail of the 'other' costs was also requested.
- 3.4 The Board discussed other options such as trying to increase other revenue streams but agreed it was not viable, although there is a need to charge more for some services to ensure that costs are provided.
- 3.5 The Board felt that Option 1 was the preferred option of incorporating a negative budget of 43% of vacant posts through out the year. The Board felt that it was important that recruitment campaigns were not rejected though but plans to fill posts needed to be followed. It was also agreed that Option 2 of removing vacant posts could be invoked if required at a later stage.

The Board agreed Option 1 in the paper and a revised version of the proposed budget will be provided to the Board in March for final approval which will provide further detail of the 'other' costs. Detailed budget distribution to budget holders will then take place at the end of March.

ACTION	Paul Coombs	5 March
DB13/02/03	To resolve the funding issues of the IT Modernisation and contingency requirements in the 2013/14 Budget.	

ACTION	Paul Coombs	5 March
DB13/02/04	To provide an explanation to why the 2013/14 budget includes costs for refreshing test lanes.	

4. Maintaining Customer Satisfaction

- 4.1 A paper was presented to the Board providing a strategy for achieving the business plan measure of "maintaining customer satisfaction at 90% through the development and delivery of a strategy by 31 March 2013".
- 4.2 The strategy included continuing using the customer KPI measurement, using customer research and attaining feedback from customers. In addition the strategy also includes expanding the use of HMRC attitudinal customer segmentation and the Board felt that



further work was required to ensure it aligns into the pillar development work with the pillar leads.

4.3 The Board welcomed the strategy and felt it will help to determine the view of MOT, Operator and AFT as well as find a single view of the customer. The Board asked for the work to be prioritised and to run trials.

4.4 **The Board endorsed the strategy and work will now take place with the pillar leads, VIP team, Strategy and Planning and CIO to deliver recommendations in the strategy**

ACTION	Peter Hearn	5 March
DB13/02/05	To ensure that the Customer Strategy is adopted within the pillars	

5. DfT Funding for 2013/14 – the Single Enforcement Budget

5.1 A paper was provided to provide the board with background to the funding granted by DfT – Single Enforcement Budget for 2012/13 and 2013/14. For the forthcoming financial year, the funding remains the same as 2012/13, with the same levels of apportionment attributed to individual schemes, and it's apparent that the vast majority is still geared towards mainstream HGV, PSV and LGV enforcement.

5.2 In addition to this however, VOSA has secured an extra one income for limousine enforcement, and to supplement our LGV enforcement activity. This now means a slight net income reduction for the year. The income for the levy non-capital set up is to conduct the necessary work for VOSA to be in a position to implement from April 2014.

5.3 The Board felt that strategically the Agency needed to move away from grant funded work and towards fee funded activities. The Board asked for a paper to determine what the core business priorities should be.

5.4 The Board agreed that the operational plans to deliver the work and the measurements that the BPB will measure need to be determined and agreed with the department and Operations.

5.4 The paper stated that the Operational budget for 2013/14 had been cut which is not the case. The Board had concerns that the wrong message has been sent out to staff.

ACTION	Alastair Peoples	5 March
DB13/02/06	To send a communications message to staff explaining that Operational posts have not been cut, but some vacant posts have been given up as part of the effort to meet the financial recovery plan targets.	

ACTION	Peter Hearn	4 June
DB13/02/07	To provide a paper to determine core business priorities and setting out the current strategies & priorities vs the gap in fee funded and the departments desires	

ACTION	Peter Hearn	27 March
DB13/02/08	To determine the measurements of the SEB funded work to be tracked by the BPB and agree with the department and Ops	

6. Staff Survey Action Plan

6.1 Following the results from the 2012 Staff Survey an action plan was presented to the Board. The continuation of a two tier approach of local actions plans will be taken forward by managers with scrutiny at a Directorate level with work already underway from this year's workshop. The corporate action plan will continue to be owned by the Board.

6.2 The key priority area for securing engagement remains leadership and managing change. An voluntary engagement pledge will be made by all managers and the Board felt this



needed to be worded to also include the employee, CSL days will be revamped as development days and extended to include Level 7s managers. The new Director Visits process will start from April 2013, with ownership placed with staff

- 6.3 The Board felt that communications messages to staff were needed to point out some “you said, we did” messages. Work was also needed to improve the engagement of front-line managers in all directorates and civil service learning could be used to give managers the tools they needed.

6.4 The Board approved the following recommendations:

1. **To continue with the current approach to local action planning, with responsibility given to team managers and monitoring by Directorate management teams**
2. **That instead of any new stand alone activities for the corporate action plan, attention is given to supporting engagement activities already underway from the VOSA workshop**
3. **That the key priority area for securing engagement remains leadership and managing change, and the Board will support planned activities in this area**

ACTION	Paul Sator	27 March
DB13/02/09	To ensure a communications message is sent to staff on the work being carried out as part of the staff engagement action plan	

7. Internal Audit Plan for 2013/14

- 7.1 The finalised internal audit plan was provided to the Board for approval setting out the scope and to provide assurance in key areas.

The Board agreed the plan and the pillar sponsor leads are to be updated.

8. Board Update Reports

- 8.1 The Board noted the ICB update as presented; the Board noted that the ICB felt that the ‘Your Ideas’ under spend should be re-invested on the next initiatives on the list and felt that volunteers to realise the work would be needed. The Board were content for the Chair of the ICB to take the work forward.
- 8.2 The Board agreed that all types of change including mandated work require and Change Proposal to be approved by the ICB, although there is a need to ensure the template is not over onerous.
- 8.3 The Board were informed that the DVLA inspection work was deemed not strategic by the ICB. However, discussions have been held with the Chief Executives and a business case for the work to be taken over as an interim measure may be required if DVLA agree to the proposal.
- 8.4 The Board were informed the ICB approved the business case for new fleet replacement pool cars and Powers to Stop vehicles. A paper asking for approval of the Powers to Stop vehicles will be submitted to the next Directing Board which will need to ensure the strategic fit of using the vehicles in future Enforcement plans.
- 8.5 The Board discussed the quorum level of the ICB and agreed that it should remain at two Executive Directors due to the financial decisions involved. If one of the Directors is unable to attend a meeting then a replacement will have to be found.

ACTION	Alex Fiddes	5 March
DB13/02/10	To manage the next items from the ‘Your Ideas’ initiatives are taken forward in an attempt to spend the remainder of the under-spend	

ACTION	Andy White	5 March
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DB13/02/11 To provide a note with the PtS vehicles business case setting out the strategic alignment of the procurement.

ACTION Peter Hearn 5 March
DB13/02/12 To submit a business case proposal on how the DVLA testing can be implemented as an interim measure if DVLA agree to proceed.

- 8.6 The Board noted the BPB report as presented, of particular interest was the sickness target which is above target and not likely to be achieved; managers from the areas with the highest short term sickness rates will be invited to the Board to explain the action taken from the trigger points. The Board were content with the BPB to manage the target.
- 8.7 The Board again discussed the FTE vacancy level and agreed that a response to the BPB was needed explaining that Operational posts have not been cut.
- 8.8 The Board discussed the availability of tests at ATF's and agreed that there is a commercial imperative for them to provide test slots. VOSA need to ensure that it provides testers when required so as not to impinge on their business.
- 8.9 The Board noted the difficulties of achieving the tachograph measure, which has also been an issue in previous years and felt that the Regional Managers needed to plan the workload more efficiently.
- 8.10 The Board challenged the AOB item in the report which stated that the Estates measurement was required as the team may not have the capacity to carrying out maintenance to the estate when required, which could lead to Health and Safety issues. The Board were informed that the Health and Safety Committee had met the previous day and found no issues of unsafe sites. The Board felt that BPB members should be reminded of their corporate role and that there are other channels available to highlight issues.

ACTION Heather Cruickshank 5 March
DB13/02/13 To provide a response to the BPB explaining that Ops views have been sought in determining the level of posts required

ACTION Peter Hearn 5 March
DB13/02/14 To ensure the BPB minutes are amended in relation to the Estates measurement

ACTION Andy White 5 March
DB13/02/15 To ensure BPB members are reminded of their role as corporate Board members

ACTION Andy White 5 March
DB13/02/16 To ensure the BPB report provides quarterly deep dive suggestions for the DB to dive into

8.11 There were no Directors decisions provided this month.

9. AOB

- 9.1 The Board discussed a planned DfT Webinar for the Agencies on the Motoring Services Strategy. The Board felt that it was too short notice and a number of staff would be working across a number of locations they would not be able to participate.
- 9.2 The Board were informed that they had received good feedback from the Permanent Secretary from his visit last week.

10. Meeting Administration



Vehicle & Operator Services Agency

Directing Board Minutes

6 February 2013
2nd Floor Conference Room,
Berkeley House, Bristol

- a. The Board approved the Minutes of the 9 January Directing Board as an accurate record for publication.
- b. The Directing Board Action Sheet was updated and is attached.
- c. Board Agendas Forward Look – The next meeting is being held on 13 March 2013.