



**In attendance:**

Mr Magee	Chief Executive
Mr Campbell	Director of Driver Licensing
Mrs Cosgrove	Director of Development
Mr McClean	Director of Corporate Services
Ms O'Connor	Director of Finance
Mr Evans	Director of Vehicle Licensing
Mrs McAuley	Secretary

**Apologies:**

None

**1.0 Summary of previous meeting**

1.1 The summary of the meeting on 20 July 2006 was accepted and the action list reviewed as follows:

**Action 20.07.06 – 001** Business Plan target has been amended.

**Action 20.07.06 – 002** The wording of the Mutual Recognition target has been rewritten.

**Action 20.07.06 – 003** A courtesy note to MLAs regarding the delay on the Road Safety Bill has been drafted and is awaiting finalisation.

**Action 20.07.06 – 004** The Balanced Scorecard has been updated to take account of progress on implementation of DVLA agreed procedures.

**Action 20.07.06 – 005** The Joint Enforcement Strategy target has been rewritten.

**Action 20.07.06 – 008** The target for improving Driver Licensing processes has been revised and Balanced Scorecard noted.

**Action 20.07.06 – 009** RTLD's Efficiency Target was examined. The Board discussed analysing media stories about DVLNI and whether adverse reports should be replied to.

**Action 20.07.06 – 011** RTLD's business volumes have been investigated. Nothing major was discovered.

**Action 20.07.06 – 012** Controls were reviewed and procedures have changed to eliminate a small risk in respect of Enforcement cases.

**Action 20.07.06 – 013** The Board agreed there was no need to change existing procedures in respect of providing UKTS with donor details.

**Action 20.07.06 – 014** A new risk for DVLNI in respect of DVLA's fee structure has been drafted.

**Action 20.07.06 – 015** A new risk regarding accommodation pressures for IT equipment has been drafted.



**Action 20.07.06 – 016** The Board considered alternative questions for the self evaluation questionnaire at the end of today's Board meeting.

**Action 20.07.06 – 017** DFP have been asked to approve proposed fee increases in RTLD.

**Action 20.07.06 – 019** A list of SOs who are available to sit on promotion boards has been forwarded to Core.

**Action 20.07.06 – 020** On behalf of the Board, Mr McClean undertook to assess options suggested with regard to a Business in the Community challenge

**Action 20.07.06 – 022** A work request for Local Office staff to get Read Only access to NIDLS is in hand.

## 2.0 Balanced Scorecard

The Board reviewed the Agency's Balanced Scorecard for April to August 2006. It was noted that many of the targets had no comments recorded alongside. The Board acknowledged the amount of work that went into producing the document each month and agreed that it ought to be kept up-to-date. All directors are to completely review and update the document for next month.

**Action 1: All Directors**

The Board noted that 73% of people surveyed on HRC returned their survey forms, and 1% of forms came back undelivered. Does this mean that 99% of forms were accurate because they were delivered? Mr McKillop is checking how DVLA measure this target, and the Board agreed that DVLNI would have to follow DVLA's methodology, even if this means inserting a footnote explaining how the target has been measured.

## 3.0 Risk Management

3.1 The Board reviewed the Risk Register. Two new risks were identified for inclusion in the key register.

## 4.0 Business/Value for Money reviews

4.1 The Board discussed several of the activities carried out by the Agency and debated whether these delivered value for money, i.e. comparing the amount invested in an initiative against the benefits it realised. They agreed that the timing was wrong to look at this now, given the proposed merge with DVTA next year, but acknowledged that they had responsibility for the efficiency agenda. The Board agreed that they would have to use DVLA's formula for measuring if an initiative has been successful.

## 5.0 Empowering junior and middle management

5.1 Mr Magee stated that where particular issues or problems are emerging within the Agency, the Board needs to be alerted by junior or middle managers to what is going on and what are they doing to resolve it themselves. Too often the attitude is "I've got a problem. What is Management going to do about it?" There was general consensus that



junior and middle managers were too quick to pass things upwards without trying to resolve or make recommendations themselves. Some supervisors may be afraid to take responsibility themselves, even where it is not that difficult to put forward options. It was agreed that the need for proper and timely analysis of a situation should be raised at team briefs, and managers should be encouraged to take ownership of resolving problems. They should also be made aware of what is expected from a supervisory/managerial rank.

**Action 2: All directors**

## **6.0 Management Checks**

6.1 The Board expressed concern that appropriate control checks were not being carried out by managers, especially in offices where money was being handled by staff. This meant that there was increased potential for fraud. The controls are there, but managers are not doing their bit. They need to be made aware of their responsibilities, and can't be held blameless if they don't carry out checks and something goes wrong. Job descriptions should set out clear expectations from the job-holder, explaining what s/he is accountable and responsible for, and the job-holder must be able to perform the full range of duties.

6.2 Directors need to check personally what risks are involved within their own business areas, and develop a Responsibility Plan for each manager. Mr Evans will ask each of the 8 Local Offices to list which controls they operate and compile a list for consideration/approval by Internal Audit.

**Action 3: All directors**

## **7.0 September Monitoring**

7.1 Any bids for future expenditure need to be included in budget holders monitoring procedures now.

**Action 4: All directors**

## **8.0 Working Practice Review of Driver Licensing**

8.1 The Board were asked to approve terms of reference for a Working Practice Review of all business areas within Driver Licensing Division. Mr Campbell explained that this followed on from a recommendation made by the Review Team during the NIDLS project that DVLNI should consider moving to "single operator" mode, which could potentially increase productivity. The review will identify if NIDLS is being used to full capacity and will involve staff being shadowed and asked about why they are doing certain things. The expected timeframe is 3 months, September to November, thus the findings should be ready for consideration at the December board meeting. Approval was given to conduct the review.

## **9.0 Postal Licensing Transactions for GB**

The Board considered the possibility of Postal Licensing work being undertaken for DVLA and agreed that further discussion was necessary before this could be progressed.

## **10.0 Any Other Business**

10.1 Ms O'Connor requested that each director would have a one-to-one meeting with Finance Branch every 3 months.

10.2 The Business Plan has been agreed by the Minister, who wants to discuss it on 16 October, following which it may go onto the Internet.



- 10.3 The Agency is due Investors in People reassessment – a mock assessment is to be carried out in September. The results will give an indication of the Agency's state of readiness for re-accreditation
- 10.4 Discussions have been initiated with DVLA to conduct this year's Staff Survey.
- 10.5 The Mail Tracking System is under further development/refinement for use across the Agency. Operational Directors have been asked to comment upon the impact this will have on their areas of responsibility.
- 10.6 Emails to the Agency's website are not being processed correctly. The Customer Services Manager is looking into this matter.
- 10.7 The DVA logo has still to be chosen.
- 10.8 A circular has been issued to all staff on travel sharing arrangements.
- 10.9 The Management Board is to analyse the performance evaluation questionnaire and produce an Action Plan.  
**Action 5: All directors**



**Outstanding Actions**

Ref	Action	Who	When	Review/Comments
23.08.05 - 016	Drivers to consider setting up Service Level Agreement with OHS	CC	September	Mr Campbell stated that the new Drivers Forum will meet in September and will finalise measures for OHS to include in the SLA.
21.12.05 - 001	Liaise with OBD re provision of Canopy at entrance to DLD building	SMcC	Ongoing	Mr McClean to investigate delay.
16.03.06 - 003	Write to Fujitsu re non-renewal of contract	TE	Ongoing	Problems now because of VSIP. In discussion with IKTA?
28.04.06 - 003	Calculate level of induced relicensing to support CR business case	TE	Ongoing	Work to start soon on PPR.
28.4.06 - 005	Set up working group to examine Telephone Enquiry section issues	TE CC SMcC	Ongoing	Group met with DFP and looking at options. Arrangements are in hand to transfer messaging system from ACD to OPAL TE to discuss with his own staff.
22.05.06 - 002	Meeting to be arranged with representative from Jill Dando Organisation	TE	September	TE to follow this up.
15.06.06 004	Set up template for business cases	LO		Staff in place on Finance side. Template under development.
20.07.06 - 006	Prepare urgent business case for new Driver licence machines	CC		Almost complete. BC to check if same standard of card can be produced.
20.07.06 - 007	Enter targets for telephone waiting times	SMcC	Ongoing	Actual achievement should be reported so that we know what performance is, even if it's poor.
20.07.06 - 010	Investigate if DVLA can do accuracy surveys	SMcC	Ongoing	
20.07.06 - 018	Check if money is available to upgrade Armagh Local Office	SMcC	Ongoing	Mr McKillop to meet with Office Accommodation Branch to discuss options.
20.07.06 - 021	Complete Annual Reports and return to Personnel	All dirs	Ongoing	A few remain outstanding.
20.07.06 - 023	Check why no "next day" postal delivery from courier service	SMcC	Ongoing	All complaints to go to Mr McKillop. Mr McClean to ask DFP why this contract was awarded.



**Actions**

Ref	Action	Who	When	Review/Comments
17.08.06 - 001	Review and update Balanced Scorecard	All dirs	Next meeting	
17.08.06 - 002	Raise awareness and empower junior/middle managers to resolve problems	All dirs		
17.08.06 - 003	Develop a Responsibility Plan to address weaknesses in checks/controls	All dirs		
17.08.06 - 004	Make bids for future expenditure in current monitoring round	All dirs		
17.08.06 - 005	Analyse Performance Evaluation questionnaire and develop Action Plan	All dirs		

**Next Meeting:** Date: 21 September 2006  
Time: 09.30 - 17.00  
Venue: Conference Room 1

**Prepared By:** Liz McAuley  
Secretary