

## **UNIT EVIDENCE AND RESEARCH STRATEGY:**

### **DRIVING STANDARDS AGENCY**

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# 1. INTRODUCTION

DSA is a member of the DVO Group and works closely with other parts of the Group and other stakeholders to contribute to broader DfT objectives.

Within DSA, research and evidence gathering activity is mainly carried out within two key teams: the Strategic Research Unit and the Customer Relations Team. This document focuses on the work to be carried out by these teams in 2007-08.

The Strategic Research Unit (set up in July 2006) is responsible for commissioning and conducting research to support the lifelong safety agenda, and test plans for all statutory testing, under the *Driving Safety Forward* strategy.

The Customer Relations Team contains two teams, one responsible for customer satisfaction research, and the other responsible for translating the feedback from the customer satisfaction research into an action plan for implementation to improve customer relationships.

# 2. OBJECTIVES

As part of DVO Group, DSA's objectives are aligned to Group and DfT (for a summary of these, please see the DVO Group S&R Directorate strategy).

Within this broader context, DSA's vision is "safe driving for life". The overall mission is to contribute to the public service agreement objective to achieve 40% reduction in riders and drivers killed or seriously injured in road accidents, in the age group up to 24 years, by 2010 compared with the average for 1994-98. DSA's contribution centres on :

- Setting standards for drivers, riders and instructors;
- Driver education and the provision of learning resources;
- Registering and supervising quality assured instructors;
- Modern, effective and efficient assessments conducted as computer based and practical tests.

DSA aims to address these areas through:

- a reduction in casualties through safer driving throughout a driver's life
- more fuel efficient drivers and reduced congestion through fewer accidents and better education
- achievement through modern, efficient and effective processes.

DSA will conduct and use research and evidence to identify those areas where it can make a difference to achieve these goals. Specific targets for 2007/8 are shown in Table 2, in Chapter 3, with associated evidence needs.

**Table 1 – DSA contribution to DVO Group Outcomes and End States 2011**

<b>Strategic Outcome</b>	<b>End State</b>	<b>S&amp;R</b>	<b>VOSA</b>	<b>DVLA</b>	<b>DSA</b>	<b>VCA</b>
<b>Better services to customers</b>	BSC01 In each main customer group satisfaction levels with the services they receive from the DVO Group will be maintained or improved compared to 2006/7 levels.	√	√	√	√	√
	BSC02 Customers who need physical contact to carry out their transactions with the DVO Group will have access to, and timely provisions of, those services.		√	√	√	√
	BSC03 Accessible e-channels, tailored to customer needs, will be the preferred channel for the provision of services and other interactions where face to face contact is not required.		√	√	√	√
	BSC04 DVO Group data will be of high quality, accurate and consistent, enabling ourselves and our partners to deliver new and more accurately targeted services.	√	√	√	√	√
<b>Improved road safety</b>	IRS01 Compliance will be maintained or improved in the areas of					
	• Vehicle roadworthiness	√	√			√
	• Driver licensing	√		√	√	
	• Vehicle registration	√	√	√		√
	• Vehicle testing	√		√		√
	• Motor insurance	√	√	√		
IRS02 Quality and consistency of testing will be achieved at an appropriate standard in the areas of						
• Private motor vehicles		√				
• Commercial vehicles		√				
• Driver competence					√	
• Vehicle type approval						√

<b>Improved journey time reliability</b>	IJT01 The DVO Group will contribute to journey time reliability improvements through activities such as targeted enforcement and the provision of accurate data to local road charging schemes.		√	√	√	
<b>Better regulation</b>	BR01 The impact of regulation on the compliant customer will be reduced in line with the Department's wider regulatory Simplification Plan.	√	√	√	√	√
<b>Reduced environmental impact, crime and anti-social behaviour</b>	REI01 DVO Group, working with its partners, will promote and contribute to a cleaner, better environment through information, education, enforcement of standards and through reducing the impact of its own internal operations.	√	√	√	√	√
	REI02 DVO Group, working with its partners, will contribute to the tackling of identity fraud and other serious crime connected to its services through the provision of high quality data and the integrity of its systems.	√	√	√	√	
<b>Raising tax revenues to fund public spending</b>	RTR01 Compliance on Vehicle Excise Duty will be delivered to the level agreed with HMT	√	√	√		
	RTR02 Opportunities for Wider Markets activity will be proactively identified and delivered in line with Departmental and Government policy		√	√	√	√
<b>Better value for money</b>	BVM01 The DVO Group will continue to demonstrate its commitment to providing value for money services.	√	√	√	√	√
	BVM A higher level of interactions between the DVO Group and its customers will take place via the preferred electronic channel.	√	√	√	√	√
	BVM03 DVO Group will provide effective governance and management of its agencies to enable the delivery of high quality services in terms of the capabilities of its staff, resources and partners.	√	√	√	√	√

### 3. EVIDENCE NEEDS

Evidence and research needs are related to overall DfT objectives and the Secretary of State Key Targets and Measures as set out in the DSA Business Plan, as summarised in Table 2 below.

**Table 2: Summary of evidence needs for DSA**

<b>Deliver better customer services to customers</b>			
<i>DSA Target area</i>	<i>DfT Objective</i>	<i>Measures</i>	<i>Evidence needs</i>
Improve access to services <ul style="list-style-type: none"> <li>• Appointments available within 9 weeks at 90% of permanent car driving test centres.</li> </ul>	To strengthen the safety and security of transport in the UK.	To be measured by extracting forward booking dates from our booking system, quarterly.	Demand forecasts for car driving tests and understanding availability of examiner resources.
Maintain customer satisfaction <ul style="list-style-type: none"> <li>• To achieve candidate satisfaction with the overall service received at 90% or better.</li> </ul>	To strengthen the safety and security of transport in the UK.	Customer surveys.	Satisfaction with the service received when booking and taking driving tests Statistically significant drivers of customer satisfaction Qualitative investigation where needed.
<b>Deliver better outcomes to citizens</b>			
<i>Target area</i>	<i>DfT Objective</i>	<i>Measures</i>	<i>Evidence needs</i>
Improving road safety by improved standards of professional drivers	To strengthen the safety and security of transport in the UK.	To have 10 training courses accredited as suitable for lorry drivers CPC	Establish standards of new drivers now and assess standards post-CPC implementation.

<p>Improve driving standards of drivers</p>	<p>To strengthen the safety and security of transport in the UK.</p>	<p>Periodic Training and 30 for bus and coach drivers by 31 March 2008.</p> <p>Deliver 6,000 Arrive Alive presentations to include 10% targeted at special needs groups such as young offenders, older drivers and people with disabilities.</p>	<p>Assess effectiveness of this programme and of this type of intervention generally.</p>
<p>Contribute to the Government's Motorcycle Strategy</p>	<p>To strengthen the safety and security of transport in the UK.</p>	<p>Quality assured motorcycle instructors and better access to safe motorcycling.</p> <p>By October 2008 to ensure that most customers will be able to reach an MPTC within 45 minutes, travelling no more than 20 miles and, by March 2008, to have achieved 40% coverage within 45 minutes / 20 miles.</p>	<p>Populating the new Post Test Motorcycle Register with qualified and quality assured motorcycle instructors.</p> <p>Availability and usage an interactive Ultimate Biking Skills DVD for qualified motorcyclists to improve riding and safety.</p> <p>Travel time / distance metrics to be measured by DSA.</p>
<p>To improve driver education and training and raise the driving standards of high risk groups such as young novice drivers.</p>	<p>To strengthen the safety and security of transport in the UK.</p>	<p>Improved driver education and training of high risk groups such as young novice drivers.</p>	<p>Feedback from 3 pilot projects for novice drivers to be initiated in 2007-08</p>

<b>Reduction of crime and anti-social behaviour</b>	To improve the environmental performance of transport.  To strengthen the safety and security of transport in the UK.	To progress to conclusion 250 investigations in relation to impersonation / ID fraud and actively seek prosecutions where applicable.	Statistical analysis of cases and trainers.
<b>Deliver better value for money</b>			
<i>Target area</i>	<i>DfT Objective</i>	<i>Measures</i>	<i>Evidence needs</i>
Maximise take-up of electronic service channels	To strengthen the safety and security of transport in the UK.	Achieve 64% of theory test bookings and 64% of car practical test bookings being made on-line by 31 March 2008.	Monthly reports of channel used for bookings, produced by DSA.
Delivery efficiency review targets for 2007-08 of £6 million	The Department strives to carry out its work effectively and efficiently, achieving value for money from its expenditure, as well as to be a good employer and to innovate in public service, management and delivery.	Track against target.	

Evidence and research needs can be grouped into three areas within DSA - customer research, policy research and business analysis.

## **Customer Research**

DSA works closely with other parts of DVO Group to plan and share learning from its customer research and to participate in other surveys (funded by other parts of the Group) where this benefits DSA. The DSA customer research programme is given in Appendix A.

The results of customer satisfaction surveys provide DSA with both quantitative information on levels of customer satisfaction and key drivers of satisfaction, and qualitative information on customer satisfaction which are used to improve services.

In addition to customer satisfaction surveys, DSA uses complaints analysis, business customer conferences, focus groups, bi-lateral meetings with ADI consultative groups, test centre open days and industry events to gather evidence to underpin service development.

## **Policy Research**

The Strategic Research Unit was created in July 2006 to determine future evidence and research needs. The research programme (Appendix B) is based on a need to find evidence to support or challenge DSA policy development, for example:

- the competences required to be a professional driving instructor and to modernise the initial qualification process;
- to design a continuous professional development (CPD) scheme for the industry;
- eco-driving (in collaboration with CIECA and others in DfT)

DSA works with DfT road safety policy divisions, for example Road User Safety Division and the Mobility and Inclusion Unit, in order to keep aware of research and evidence gathering in these divisions which has have a direct impact on DSA.

## **Business Analysis**

Information is gathered and used as evidence to inform business planning and operational delivery in other areas of DSA which do not have formal research roles. An example of work of this type is that carried out by Central Operations Branch, who use internal DfT consultancy resources from the DfT Operational Research Unit to carry out driving test demand forecasting and driving examiner resource planning. This enables us to ensure that we have sufficient examiner resource to match peaks and troughs in demand for driving tests.

## **4. COMMUNICATING RESEARCH & EVIDENCE**

### **Internal Communication**

DSA research issues are communicated internally through a number of formal and informal channels, which are described below. The informal links have been established over time between staff working in similar or complementary areas, and are valuable networks for sharing ideas and research findings.

### **DVO Policy Group**

The DVO Policy Group meets quarterly. It is attended by policy leads from each agency, and DVO Group S&R, and policy leads from across DfT(c) who have an interest in driver and vehicle policy. DSA is represented by Paul Butler, Policy, Research and Customer Relations Director at DSA.

The group provides a valuable network for discussing current and forthcoming policy issues, for discussing cross cutting policies, and for sharing policy research programmes at a high level. The group's remit is to provide a forum for updating colleagues on activity across the group, for setting forward strategy, and for identifying priorities.

### **DVO Customer Insight Group**

The DVO Customer Insight Group (CIG) meets every eight weeks. Its members include representatives from DVO Group S&R and agency customer research teams, DVO Customer Champions, and a representative from the Social Research and Evaluation Unit (SRE) in DfT. DSA is represented by Bob Jarvis, Head of Customer Relations at DSA.

The meetings are used to communicate customer research findings through DfT and DVO Group. They are also used to discuss cross-cutting issues, share best practice, and discuss the customer research programmes of each agency and DVO Group S&R (see the DVO Group S&R strategy for more details).

### **DVO Vehicle Technology Forum**

The purpose of the Technical Forum is to provide a coordinated conduit between DfT policy makers and DVO Group agencies to better inform strategies on existing and future vehicle technologies, enabling DVO Group to deliver its objectives effectively.

Representatives from VOSA, VCA, DSA, DVO policy, CFV and TTS attend these meetings on a quarterly basis. The DSA representative on this forum is Lesley Young, Deputy Chief Driving Examiner.

### **DSA Executive Board**

The annual Customer Satisfaction Survey reports, containing customer satisfaction level results, are circulated to the DSA Executive Board, Heads of Branch and Area Operational Managers. Other research findings and reports are submitted to the Board and senior managers where appropriate.

## **Road User Safety Division**

The Strategic Research Unit has a good working relationship with Road User Safety Division (RUS) in DfT. The head of the DSA Strategic Research Unit sits on some of the RUS stakeholder boards for research projects, and is able to consult with RUS on the DSA research programme. In addition, RUS forwards their research programme to the Research Unit for comment, and also shares research proposals, reports and their research compendium. Communication between the Research Unit and RUS is on a fairly informal basis, with face to face meetings likely every two or three months.

## **Research Management Database**

DSA plans to publish research in 2007-08 through the DfT Research Management Database, as well as through the DSA Intranet.

## **Ministerial Submissions**

Customer satisfaction research findings are reported to the Minister as results against the SoS targets agreed through the Agency Business Planning process.

Submissions to ministers on research proposals, where required, may be made either directly or in collaboration with DVO Group or other parts of DfT as appropriate (for example with RUS in certain policy areas).

## **External Communication**

### **Publication of Research**

Results of the customer satisfaction surveys are published externally through:

- DSA's trade magazine, Despatch;
- Summaries of regional results displayed at all test centres;
- The DSA website and, in 2007-08, the DfT RMD.

### **International Organisations**

DSA is a member of Commission Internationale des Examens de Conduite Automobile (CIECA), which is the international commission for driver testing authorities. This organisation provides a communication channel for sharing knowledge and research with other driving standards organisations in 32 different countries, through annual conferences and networks.

### **Consultation Exercises**

DSA has conducted a number of consultation exercises over the years to gather information and views from stakeholders and the public to help form policy. The consultation documents are available on the DSA website, along with Response to Consultation Reports, and interested parties can ask to be included in future consultations.

## **5. COLLABORATION**

### **Internal Collaboration**

Both the Customer Relations Team and the Strategic Research Unit collaborate with colleagues in DSA, DVO Group and DfT on a regular basis.

For example, there is collaboration with DVO Group through the Customer Insight Group, and there are opportunities for input into the customer research in other DVO agencies, and for other DVO agencies to have input into DSA's customer research.

The Research Unit works closely with RUS in determining research programmes, and also in defining particular research projects.

There is also collaboration with DfT Operational Research Unit to utilise its expertise on analysis of both internal DSA data and data in the public domain (for the purposes of demand forecasting).

Other sources for suggestions for evidence needs and research have included:

- Suggestions arising out of meetings, for example meetings with CIECA (the International commission for driver testing);
- Conferences;
- DfT policy areas (for example, Road User Safety Division);
- DfT objectives and PSAs.

### **External Collaboration**

There is collaboration between the Strategic Research Unit with driving standards organisations from other countries through CIECA, with a particular focus on working with other European testing agencies and trying to encourage more rigorous evidence based policies across Europe. Since 1993, CIECA has become a leading project partner of the European Commission's Energy and Transport Directorate, issuing "best practice" recommendations for driving qualifications for the EU and beyond and participating in numerous research studies and projects.

DSA intends to develop collaborative arrangements with leading academics to ensure DSA is fully informed of the latest research and to foster broad knowledge of DSA's requirements for new evidence.

Links are in place with a variety of stakeholders and industry representatives, including Approved Driving Instructor (ADI) consultative groups, motorcycle organisations, freight associations, Road Safety Officers, insurance companies, schools and colleges. These links are used for disseminating key messages and considering policy changes and developments. For example, the Director of Policy, Research and Customer Relations is a member of the Advisory Group on Driver Training and Testing, which meets twice a year. This group includes representatives from both internal policy and research groups in DfT and DVO Group, as well as representatives from ADIs, TRL, and the Northern Ireland Driver and Vehicle Testing Agency (DVTA). Current and future research projects and issues are discussed in this group.

## **6. PROFESSIONAL AND TECHNICAL SKILLS**

The external contractors commissioned to carry out customer and policy research bring with them relevant analytical skills. The Customer Relations Team therefore adds their own skills to these, to enable the research to deliver the outcomes required:

- Analytical skills;
- General administration skills;
- A customer service orientation;
- Good communication skills, including presentation skills;
- Knowledge of DSA business.

Whilst the Customer Relations Team does not utilise DfT Social Research and Evaluation team skills directly, they have access to this expertise, and other's experience of customer research, through the Customer Insight Group.

The Strategic Research Unit includes staff that are qualified researchers, and have proven track records in research. In addition, the Unit includes staff that are not necessarily researchers by training, but have a good knowledge of DSA operations and they act as intelligent customers. Project management and research management skills are also important within the Unit.

The Strategic Research Unit would like to be able to carry out research projects in-house in the future, given that they have the necessary skills and experience.

## **7. RESEARCH MANAGEMENT**

### **Strategic Management**

Both the Strategic Research Unit and the Customer Relations Team report to the Policy, Research and Customer Relations Director in DSA, and through this link and the DVO Policy Group, research programmes can be aligned with other agencies' research programmes, and with current policy development and Departmental priorities.

The DSA Customer Champion is Bob Jarvis, Head of the Customer Relations Team, who has a full overview of all the Agency's functions. He has overall responsibility for the Agency's customer research programme, for ensuring that customers' views are translated into practical improvements to public services and providing an impetus for change, by asking users what they want and using mystery shopping activities, complaints and surveys to improve services.

In designing and planning our research programme, input is sought from a range of colleagues, who also act as intelligent customers, within the Agency, to ensure that all relevant issues are covered and that the research meets DSA's needs. As well as drawing on expertise around the Agency in designing research, with business unit sponsors for pieces of work, the Research Unit contains an Assistant Chief Driving Examiner seconded from the Standards and Regulations branch to provide professional and technical examining knowledge.

## **Financial Management and Financial Planning**

The individual research teams are responsible for the financial management of their research budgets.

Financial planning for research projects is carried out in conjunction with the business planning process, followed up by in-year quarterly reviews and financial forecasting exercises. In the past, some S&R and DSA research projects have been combined, with individual agencies taking the lead on managing the projects. This has resulted in efficiency benefits and cost savings.

## **Research Project Management**

The Customer Relations Team is responsible for managing the customer research projects. They deal with the contractors, monitoring progress and ensuring the project deliverables are realised. The Strategic Research Unit is similarly responsible for policy research project management.

The DVO-wide Customer Insight Group is responsible for making sure that any customer research commissioned within the Group meets good practice and learning is shared.

## **Commissioning Customer Research**

For both the Strategic Research Unit and the Customer Relations Team, research projects are commissioned from external contractors. The procurement process is carried out by DSA's procurement team, but both research teams provide research project specifications to the procurement team, and advice during the contract set-up.

For agency-specific projects, the individual agencies take the lead in commissioning customer research. CIT takes the lead if the research supports a DVO Group strategic project<sup>1</sup>. As the DVO Group centre of excellence in customer research, the CIT is available to provide expertise to agencies (e.g. advice on scope of research or most appropriate methodology to use) upon request.

## **Management of Contract and Supplier**

DSA is responsible for managing its own research contracts and the relationship with the contractor(s).

## **Monitoring and Evaluating Performance of Research**

Once the contract has been awarded, after a full and open tender process, there is an initial meeting with the selected supplier to detail the specifications for outputs and timescales. Project planning and milestones are agreed (with written record). During the course of the project, there is constant review and feedback to ensure project requirements are being met and to track project progress against agreed milestones and deliverables.

Once fieldwork has been completed, there is an initial debrief of results with the contractor and client in order to work through the results and identify significant findings.

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A formal presentation of results is then prepared for DSA and other stakeholders as required.

The final report is usually provided after a formal presentation from the contractor to allow for any resulting feedback and requests for additional analyses to be incorporated.

Following the completion of a customer research project, feedback is provided to the contractor to ensure strengths and weaknesses in the performance of the contract are identified, and action is taken if necessary. The results of surveys are also fed back to staff and stakeholders by DSA.

Action planning is also an integral part of the process and following the final report each research team is charged with developing an action plan.

## **8. TECHNOLOGY AND INNOVATION**

Some key areas of focus for DSA to test propositions for service improvements and how to fully harness technological advances are highlighted below.

A feasibility study into the effectiveness of the number plate eye test in driving tests will consider other methods for conducting eye tests, for example during the hazard perception test, and investigate other technology involved.

A research project to explore whether DSA can feasibly and effectively assess driver attitude may yield innovative findings and a new way to assess driver aptitude through attitude.

DSA is working with consultants to develop 3D animation for the driving theory test.

Developments in the field of computer games imagery may lead to changes in the hazard perception test over time.

Collaboration with colleagues in DfT, DVO Group, international organisations through CIECA and external contractors provides DSA with a means to find out about areas of technological development and innovation which might be applicable to DSA.

## **9. TRANSPORT FUTURES**

Horizon scanning and considering transport futures is key to both customer and policy research. DSA is a consumer of the transport futures work carried out by DfT, and this is cascaded to the research teams through the DVO Policy Group and other formal and informal communication networks.

### **Key Issues and Trends**

Set out below are some of the broader policy issues and longer term trends that will have a significant impact on the DVO Group - and the research needs considered by DSA - over the coming years:

**Demographic Trends:** As more people live longer, there will be an increase in the number of older drivers and drivers with medical conditions that may require those people to take re-tests. DSA and partners are considering the impact of this on road safety and actions that may need to be taken. The group is also considering the effect of the growth in cross-boarder traffic, and if / how this impacts on driving standards and testing requirements.

**Mobile Communications:** DSA, working with DVO Group partners, will continue to consider ways of utilising this channel to improve the delivery of services, for example on driving test bookings, or on the use of mobile devices to communicate with instructors or examiners.

**Reducing CO<sub>2</sub> Emissions:** DSA will continue to promote DfT's climate change aims through the Eco Safe driving project (which was developed by DSA). DSA will continue to consider how it's impacts on driver behaviour can help to reduce emissions by promoting eco-safe driving and fuel-efficiency.

**Driving Safety Forward:** as part of our wider road safety remit, recently agreed with Ministers, DSA will be moving beyond its current role of driving test supplier and will be looking to address the lifelong safety agenda. DSA will conduct and use research evidence to identify and develop risk-based intervention programmes designed to achieve these goals. This agenda would entail the overhaul of the current system of learning, testing and maintaining driving skills to build a modern competency framework and would enable us to pursue our vision of 'safe driving for life'.

## REFERENCES

CIECA (Commission Internationale des Examens de Conduite Automobiles) - international commission for driver testing authorities  
<http://www.cieca.be/>

Customer Satisfaction Survey results  
<http://www.dsa.gov.uk/Category.asp?cat=401>

Despatch magazine - for the driver and rider training industry  
<http://www.dsa.gov.uk/Form.asp?id=SX7715-A77FE9D9>

DSA Business Plan 2006-7  
[http://www.dsa.gov.uk/Documents/publications/BP\\_2006-07.pdf](http://www.dsa.gov.uk/Documents/publications/BP_2006-07.pdf)

Consultation exercises  
<http://www.dsa.gov.uk/Category.asp?cat=278>

## Appendix A: DSA Proposed Customer Research Programme 2007- 08

Theme	Strategic Objectives	Research Projects
<b>Customer Satisfaction Surveys</b>	Working with partners to provide excellent services to road users; Better services to customers; Better outcomes for citizens; Better value for money; Driver education and the provision of learning resources	<p><b>Learners &amp; Candidates Survey</b> Survey: June/July 2007 Report: Aug/Sept 2007 Commissioned from Ipsos MORI</p> <p><b>Instructors &amp; Trainers Survey</b> Survey: June 2007 Report: August 2007 Commissioned from Ipsos MORI</p> <p><b>Potential Driving Instructors Survey</b> Survey: April 2007 Report: May 2007 Commissioned from Ipsos MORI</p>
<b>Customer Experience</b>	Working with partners to provide excellent services to road users; Better services to customers; Better outcomes for citizens; Better value for money; Driver education and the provision of learning resources	<p><b>Mystery Shopping Programme</b> Mystery shopping activity: <a href="#">Nov 2006 – Feb 2007</a> Report: <a href="#">March 2007</a> Commissioned from Red Scientific</p>
<b>Ad hoc qualitative research</b>		To be determined in light of quantitative research findings

## Appendix B: DSA Policy Research Programme 2007- 08

Theme	Strategic Objectives	Research Projects
<b>Data Matching</b>	Working with partners to provide excellent services to road users; Better services to customers; Better outcomes for citizens; Better value for money	PA consulting – contractor Commenced Nov 06
<b>Eco-Driving</b>	Promoting safety and security, journey reliability and a better, cleaner environment; Better outcomes for citizens; Better value for money	CIECA workshops commenced Jan 07 Report due June 07
<b>Evaluation &amp; support for Driving Safety Forward Programmes</b>	Better outcomes for citizens; Better value for money; Setting standards for drivers, riders and instructors; Driver education and the provision of learning resources	Phase 1 research into safe driver competencies commenced Feb 07 – competencies sets will be available April 07 Phase 2 validation of competencies begins April – Oct 07 – report/recommendations due Oct 07 CAS solutions – contractor
<b>Investigating discrimination protocol for new hazard perception test clips.</b>	Modern, effective and efficient assessments conducted as computer-based and practical tests	HPT validation research commenced Feb 07 – report due Sept 07
<b>Certificates of Professional</b>	Promoting safety and security, journey reliability and a better,	Assess demand

<b>Competence for Lorry &amp; Bus Drivers</b>	cleaner environment; Better outcomes for citizens; Setting standards for drivers, riders and instructors; Driver education and the provision of learning resources; Registering and supervising quality assured instructors; Modern, effective and efficient assessments conducted as computer-based and practical tests	1. Initial fieldwork on C1 licence holders using VOSA database Nov 06-Jan 07 completed. Report Feb 07. 2. Further work using DVLA database reporting by April 2007 Benefits evaluation
<b>DSA “Are You Ready” DVD</b>	Better services to customers; Better outcomes for citizens; Driver education and the provision of learning resources	Focus groups planned Feb-March 07; report due March-April 07. Ipsos MORI – contractor.
<b>CIECA research programme - development of objective testing, integrating educational goals into licence acquisition test; best practice in accompanying driving; integrating independent driving into the driving test - contributing to these 4 projects</b>	Better outcomes for citizens; Setting standards for drivers, riders and instructors; Registering and supervising quality assured instructors; Modern, effective and efficient assessments conducted as computer-based and practical tests	Commencing Feb 07 with final report due 12-14 months later.

## Appendix C: Financial Summaries of Research Programmes

Area	Research Budget, 2007/8 (£000)
DSA Strategic Research Unit	400
DSA Customer Relations Team	192

## Appendix D: DVO Strategic Outcomes

Table C - DVO Strategic Outcomes mapped to Government PSA Targets

<b>Effective service to customers</b>	<p><b>HM Treasury Public Service Objective</b></p> <p>"Improve the quality and cost effectiveness of public services."</p>
<b>Improved road safety</b>	<p><b>Department for Transport Public Service Agreement</b></p> <p>"Reduce the number of people killed or seriously injured in Great Britain in road accidents by 40% and the number of children killed or seriously injured by 50%, by 2010 compared with the average for 1994-98, tackling the significantly higher incidence in disadvantaged communities."</p>
<b>Improved journey time reliability on our roads</b>	<p><b>Department for Transport Public Service Agreement</b></p> <p>"By 2007/8, make journeys more reliable on the strategic road network."</p>
<b>Better regulation</b>	<p><b>Cabinet Office Public Service Agreement</b></p> <p>"By April 2008, ensure departments deliver better regulation and tackle unnecessary bureaucracy in both public and private sectors."</p> <p><b>HM Revenue &amp; Customs Public Service Objective</b></p> <p>"Improve customer experience, support business and reduce the compliance burden."</p>
<b>Reduced environmental impact, crime &amp; anti-social behaviour</b>	<p><b>Department for Transport, DEFRA and Department of Trade and Industry Public Service Agreement</b></p> <p>"To reduce greenhouse gas emissions to 12.5% below 1990 levels in line with Kyoto commitment and move towards a 20% reduction in carbon dioxide emissions below 1990 levels by 2010, through measures including energy efficiency and renewable."</p> <p><b>Criminal Justice System Public Service Objective</b></p> <p>"Reduce crime and the fear of crime, including organised and international crime, and ensure the effective delivery of justice."</p> <p><b>Home Office Public Service Agreement</b></p> <p>"Reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the Criminal Justice System without compromising fairness."</p>
<b>Raising tax revenue to fund public spending</b>	<p><b>HM Revenue &amp; Customs Public Service Objective</b></p> <p>"Improve the extent to which individuals and businesses pay the amount of tax due and receive the credits and payments to which they are entitled."</p>
<b>Better value for money</b>	<p><b>Department for Transport Public Service Objective</b></p> <p>"Improve cost-effectiveness through sound financial management, robust cost control, and clear appraisal of transport investment choices across different modes and locations."</p>

## Appendix E: Research Contacts in DSA

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## **Appendix F: Glossary of acronyms**

ADI	Approved Driving Instructor
CBT	Compulsory Basic Training
CIECA	Commission International des Examens de Conduite Automobile
CIG	Customer Insight Group
CPC	Certificate of Professional Competence
DfT	Department for Transport
DSA	Driving Standards Agency
DVO	Driver, Vehicle and Operator Group
HPT	Hazard Perception Test
MIU	Mobility and Inclusion Unit
PSA	Public Service Agreement
RUS	Road User Safety Division
SoS	Secretary of State
CIT	Customer Insight Team (DVO S&R)