

# **UNIT EVIDENCE AND RESEARCH STRATEGY**

## **DRIVER AND VEHICLE LICENSING AGENCY**

<b>Senior Responsible Officer</b>	Clive Bennett
<b>Date</b>	19/01/2007
<b>Version Number</b>	1.3

## Document Control

Title	<b>Unit Evidence and Research Strategy: DVLA</b>		
Purpose	For clearance to publish on DfT website, and contribute to DfT Evidence and Research Strategy	Version	1.3
Author(s)	Derek Hobbs	Issue date	07/03/2007

Document history		
Version	Issue date	Comments
1.1	19/01/2007	First draft for comments from stakeholders.
1.2	29/01/2007	Submitted for review by Clive Bennett
1.3	07/03/2007	Version edited in response to CSA feedback
1.4		
1.5		

Circulation	
	Hugh Evans
	Kevin Fisher
	Noel Shanahan
	Clive Bennett

# CONTENTS

Document Control .....	1
1. INTRODUCTION .....	3
2. OBJECTIVES .....	3
3. EVIDENCE NEEDS.....	7
4. COMMUNICATING RESEARCH & EVIDENCE.....	10
5. COLLABORATION .....	12
6. PROFESSIONAL AND TECHNICAL SKILLS .....	13
7. RESEARCH MANAGEMENT .....	14
8. TECHNOLOGY AND INNOVATION.....	15
9. TRANSPORT FUTURES .....	15
REFERENCES.....	17
Appendix A: DVLA Proposed Research Programme 2007- 08 .....	18
Appendix B: Financial summaries of research programmes .....	19
Appendix C: DVO Strategic Outcomes.....	20
Appendix D: Research Contacts in DVLA .....	22
Appendix E: Glossary of acronyms.....	23

## **1. INTRODUCTION**

The Driver Vehicle Licensing Agency (DVLA) 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, as outlined in Chapter 2 and Appendix C.

The key purpose of DVLA is to establish and maintain an accurate record of all those who are entitled to drive various types of vehicles, together with a register of all vehicles entitled to travel on public roads. This underpins broader objectives of improving road safety and reducing crime.

Within DVLA, Central Marketing & Market Research (CMMR) is responsible for carrying out customer satisfaction surveys, demographic profiling and market research to support DVLA operations and projects. CMMR works extremely closely with the DVO-wide Customer Insight Group to ensure all customer research is co-ordinated, learning is shared, and quality and value for money criteria are met.

Driver and Vehicle Policy Groups (including the Innovation Services team and Drivers Medical Group) work in collaboration with other Group policy leads, including in developing their evidence and research needs.

## **2. OBJECTIVES**

As part of DVO Group, DVLA'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, DVLA's primary aims are to facilitate road safety and general law enforcement by maintaining registers of drivers and vehicles, and to collect vehicle excise duty (vehicle tax). DVLA's role in information management is crucial to improving all DVO Group compliance activity, and to its leadership in the provision of digital services to customers and partners.

Table 1 shows how DVLA contributes to the DVO Group Target End States. Table 2 shows the specific targets for customer service concerning DVLA's statutory duties.

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

Strategic Outcome	End State	DVO S&R	VOSA	DVLA	DSA	VCA
<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 <ul style="list-style-type: none"> <li>● Vehicle roadworthiness</li> <li>● Driver licensing</li> <li>● Vehicle registration</li> <li>● Vehicle testing</li> <li>● Motor insurance</li> </ul>	√	√	√	√	√
	IRS02 Quality and consistency of testing will be achieved at an appropriate standard in the areas of <ul style="list-style-type: none"> <li>● Private motor vehicles</li> <li>● Commercial vehicles</li> <li>● Driver competence</li> <li>● Vehicle type approval</li> </ul>		√	√	√	√
<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.	√	√	√	√	√

**Table 2: Measures to support the timeliness of service delivery to customers**

	2007-08 Target <sup>1</sup>
<b>Driving Licences</b>	
To deliver 98% of: 1 <sup>st</sup> driving licences	8 days
To deliver 98% of: Vocational licences	8 days
To deliver 97% of: Ordinary licences	10 days
<b>Medical Investigations</b>	
To conclude 88% of simple cases	15 days
To conclude 85% of complex cases (those that require further medical investigation)	90 days
<b>Vehicle Registration Document</b>	
To deliver 95% of V5Cs resulting from V55s (First Registration Documents), excluding cherished transfers	14 days
To deliver 95% of V5Cs (Changes on a Registration Certificate)	14 days
To deliver 95% of V5Cs resulting from a V62 (Notifying changes to the Registration Certificate) applications	30 days
<b>Vehicle Excise Duty Refunds</b>	
To deliver 95% of refunds due	30 days
<b>Customer Service</b>	
To respond to calls demand	95%
To answer 82% of calls routed out of VOICE	30 seconds
To answer 95% of E-mails	3 days
Achieve an average Local Office Network queuing time	15 minutes
Cherished transfers (in 7 working days)	95%
<b>Customer Complaints</b>	
To acknowledge 98% complaints	1 day
To provide a substantive response to 98% correspondence received	10 days

<sup>1</sup> Measures are expressed in working days unless specified otherwise and, in terms of transaction outputs, take account of receipt of the application at DVLA to receipt by the customer. Performance achievement measured monthly via Balanced Scorecard.

### 3. EVIDENCE NEEDS

Evidence and research needs are dictated by the Secretary of State Key Targets and Measures as set out in the DVLA Business Plan and by the contribution it makes to the Department's long-term outcome-based objectives, as summarised in the table below.

**Table 3 – Summary of evidence needs, by DfT Objective and strategic theme**

<b>Deliver better customer services to customers</b>			
<i>DfT Objective</i>	<i>Target area</i>	<i>Measures</i>	<i>Evidence needs</i>
<b>To enable economic growth and improved productivity through reliable and efficient networks</b>	<p><b>Increasing Customer Choice</b></p> <p>Deliver customer choice for operational services by increasing the number of inbound services available via electronic channels.</p>	<p>During 2007-08:</p> <ol style="list-style-type: none"> <li>1. Maintain volume of inbound services available that could be completed electronically at 64% of the total inbound service volume.</li> <li>2. Deliver an online facility for customers to purchase cherished number plates.</li> <li>3. Deliver the facility for driving licence holders to electronically: Renew their driving licence at 70; Notify a change of address; Request duplicate licence; Request a new-style licence</li> <li>4. Deliver facility for bulk vehicle tax purchase and SORN for commercial and fleet operators</li> <li>5. To ascertain demand for SMS text transaction channels/transaction progress reporting.</li> </ol>	<p>Monitor availability of customer access for all customer segments via customer surveys.</p> <p>Deliver specific research to support project delivery, user requirement and fitness for customer purpose.</p> <p>Research to check satisfaction with delivery of new initiatives: electronic driver licensing channels; bulk.</p> <p>Investigate propensity to use mobile devices for transacting (with DVO Group CIG)</p>

	<p><b>Service Delivery</b></p> <p>Maintain or improve on the standard of services to the customer.</p>	<p>Achieve at least 16 of the 18 service delivery targets (set out in Table 2).</p>	<p>Monthly monitoring of service delivery via Balanced Scorecard</p> <p>Identify areas of service delivery improvements from customer satisfaction surveys.</p>
	<p><b>Customer Satisfaction:</b></p> <p>Maintain or improve customer satisfaction at a rate of 88%.</p>	<p>The annual DVLA Customer Satisfaction Survey (91% achieved 2006/07).</p> <p>Satisfaction with services provided across the DVLA Local Office network.</p>	<p>For 2007/08, Secretary of State target will be measured via DVLA Customer Satisfaction Survey.</p> <p>Specific satisfaction surveys to be undertaken to monitor service delivery.</p>
<b>Compliance – Delivery of Outcomes</b>			
<i>DfT Objective</i>	<i>Target area</i>	<i>Measures</i>	<i>Evidence needs</i>
<p><b>To strengthen the safety and security of the UK transport system.</b></p>	<p>Road Safety and Crime Reduction</p> <p>Accurate Records in the Driver and Vehicle Registers</p>	<p>Vehicle Register: Maintain 97.5% of current vehicle keepers as the level to be successfully traced from the record</p> <p>To achieve complete accuracy in at least 97.5% of Vehicle Registration documents input.</p> <p>To achieve complete accuracy in at least 97% of driving applications input</p>	<p>An accuracy survey has been agreed by the Minister to measure the accuracy of both the vehicles and driver data bases.</p> <p>Research being undertaken to maximise compliance with Driver Licence 10 year renewal program</p> <p>Data Partner Research planned to specifically measure Police, Law Courts &amp; Local Authority satisfaction with accuracy and accessibility of DVLA data provided.</p>
	<p>Enforcement: To maintain VED Evasion at a level subject to Ministerial decision on the Single Enforcement Budget</p>	<p>Measured by internal management figures obtained through Continuous Registration and ANPR activities.</p> <p>Data validated by the DfT Annual Roadside Survey.</p>	<p>DfT Roadside Survey undertaken every 2 years to assess the level of on-road VED evasion.</p> <p>Investigation and possible further research to be undertaken to establish reasons for evasion.</p>

<b>To improve the environmental performance of transport</b>	Sustainable Environment: To work with Transport for London in the delivery of their Mayor's Air Quality Strategy.		Support for Transport for London in their work to introduce the London Low Emission Zone.
<b>Better value for money</b>			
<i>DfT Objective</i>	<i>Target area</i>	<i>Measures</i>	<i>Evidence needs</i>
<b>To carry out 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.</b>	<p>Gershon Efficiency: Deliver the benefits agreed in the DVO Group Value for Money Plan:</p> <ol style="list-style-type: none"> <li>1. Revenue expenditure gain</li> <li>2. Workforce reduction</li> <li>3. Increase in VED collected</li> <li>4. Increase the net income from the sale of personalised registrations and transfers</li> </ol>	<p>The running rate to achieve the final 2007-08 VfM targets are:</p> <ol style="list-style-type: none"> <li>1. A total of £59.8m compared to the baseline as at 1 April 2004.</li> <li>2. Reduce the number of FTE posts by 500 (net figure excluding the Shared Service Centre) compared with the 1 April 2004 figure</li> <li>3. Achieve a level of at least £70m above the 2002/03 Roadside Survey result</li> <li>4. A £5m increase compared to the baseline as at 1 April 2004</li> </ol>	<p>Better Quality Services. A programme of systematic reviews is in place to confirm if Agency Business Services are delivered to the highest quality and provide the best value for money.</p> <p>Shared Services Centre pre-migration customer survey to test current levels of service. To be repeated periodically once SSC fully operational.</p> <p>Sale of Marks research to investigate relevant issues.</p>
	<p><b>Channel Migration</b></p> <p>To deliver online service channels where possible to citizens and commercial customers.</p>	<p>Volume of inbound services <b>delivered</b> electronically to be at least 30% of the inbound volume available electronically by March 2008.</p>	<p>To test the availability of customer access and the propensity for customers to use on-line services.</p>

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

### **Internal Communication**

Findings from customer satisfaction surveys are shared across DVLA through publication in the DVLA in-house magazine LICENCE. As well as the DVO CIG, there are also marketing groups across the agencies, and these are used to share experiences. Outside of DVLA, the following are the key vehicles for internal communication and collaboration.

### **DVO Policy Group**

The DVO Policy Group meets quarterly. It is attended by policy leads from each agency, and DVO S&R Directorate, and policy leads from across DfT(c) who have an interest in driver and vehicle policy. DVLA is represented by Richard Kitchen, External and Corporate Services Director and Hugh Evans, Head of Policy at DVLA.

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

### **DVO Customer Insight Group**

The DVO Customer Insight Group (CIG) meets every two months. Its members include representatives from DVO S&R Directorate and agency customer research teams, DVO Customer Champions, and a representative from the Social Research and Evaluation Unit (SRE) in DfT.

DVLA is represented by Derek Hobbs (Head of Marketing and Market Research at DVLA).

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 DVO Technical Forum is to provide a coordinated conduit between DfT(c) 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, DVO policy, CFV and TTS attend these meetings on a quarterly basis. DVLA is represented by Richard Kitchen, External and Corporate Services Director.

### **Medical Advisors Across Transport**

Six-monthly meetings of the Medical Advisors Across Transport group are held, with DVLA represented by Tim Carter (DfT's Chief Medical Adviser) and Heather Major, DVLA Senior Medical Adviser. Representatives from the Civil Aviation Authority, Rail and Maritime also attend. The meeting is used to share information on research that is being carried out, and to see if any evidence is transferable.

## **Research Management Database**

DVLA will publish research findings for 2007-08 on the Research Management Database..

## **Ministerial Submissions**

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

DVLA customer research programme is to be submitted to the Minister, in co-ordination with those of the other DVO Agencies, following scrutiny from the CSA.

## **External Communication**

DVLA chairs three Liaison Groups, to which other DVO stakeholders are also invited:

- the Police Liaison Group;
- the Courts Liaison Group; and
- the Motor Industry Liaison Group

Six-monthly meetings are held to inform the groups of changes in DVLA, and to inform DVLA of changes in the court system, criminal justice system, and motor industry. Any potential impacts of DVLA policy on stakeholder service levels are also discussed. Research findings are shared with the liaison groups if they have a specific interest, and the research can be used to demonstrate the evidence basis for policy.

DVLA engages with customers and stakeholders to help inform policy, eg DVLA engaged with stakeholders as part of the review of "Health and Driver Licensing". To inform this review, focus groups were engaged consisting of various distinct groups of drivers, for example elderly drivers, lorry drivers with medical conditions, and lorry drivers without medical conditions. All were asked what they thought of the system and what improvements could be made.

DVLA carries out formal consultation exercises prior to any change in legislation. The Agency also engages with and involves industry representatives before constructing formal consultation documents. For example, prior to drafting a consultation on Passenger Carrying Vehicle licence holders and the impact of their conduct on passenger safety, DVLA engaged with industry and bus driver representatives, the Criminal Records Bureau, Local Authorities, at a workshop which considered the problems and identified potential solutions.

The DVLA magazine "DVL Today" is a bi-annual publication and is a means for external communication of research findings. The magazine is posted to over 12,000 stakeholders and customers and is available from Local Offices and the DVLA website.

## **Publication of Research**

All DVLA customer satisfaction research will be published on the DfT Research Management Database from 2007, and on the DVLA Corporate website.

Medical research relating to road safety and medical licensing is published on the DVLA website and the DfT Road Safety website (see section on Collaboration below). There are some sensitivities in the area of medical research, as there are some vociferous lobby groups who watch for publication of research, and there is a need to manage publication so that individuals do not incorrectly interpret findings. DVLA liaises closely with DfT Road User Safety division, and Ministers are kept informed if there are potential concerns. The Medical Advisory Panel advises on the interpretation of research findings prior to publication. From this, a handling strategy is developed.

## **5. COLLABORATION**

### **Internal Collaboration**

Internal collaboration is well established across DVO Group, and DVLA collaborates with those responsible for customer research across the Group. For example, through the DVO-wide Customer Insight Group, DVLA works with VOSA and DSA on customer surveys covering the services of more than one agency.

Medical research is a key area of collaboration for DVLA. Driver Policy Group works closely with the Agency's Drivers Medical Group. There are six Medical Advisory Panels with specific areas of expertise. DVLA also liaises closely with medical and research experts in DfT's Road User Safety division. RUS are responsible for procuring, funding and managing research projects on DVLA's behalf and will quality assure the results. Regular meetings are held between RUS, DVLA's Medical Advisors Group and the Medical Advisory Panel which help inform the commissioning of research projects. DVLA also liaises with other European countries on medical licensing, through European working groups, these groups help influence standards across the European Commission.

### **External Collaboration**

In the area of customer research, DVLA's CMMR also commissions external market research providers to access expertise in fieldwork areas such as focus groups, mystery shopping (by telephone and in person) and telephone surveys. This allows DVLA clients to access a broader range of services as analysis and reporting is carried out in-house and fieldwork is procured externally, leading to an efficient, effective research capability.

DVLA runs a network of stakeholder engagement account managers (SEAMs) who are used to engage with stakeholders on service delivery and policy development. A balanced scorecard has been developed, and this is given to key stakeholders and customers, inviting them to comment on their involvement with policy development.

DVLA has developed close and effective working relationships with a range of stakeholders, and this can help in the development of policy. For example, DVLA has developed a good relationship with the Ministry of Defence which has led to informed policy making. It has been possible to simplify the process for evidencing medical fitness to drive and identity for Military personnel who are applying for a driving licence. The Minister agreed that the usual requirements could be removed, and a named signatory could be appointed at the training base to confirm that the necessary checks had already been carried out.

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

DVLA intends to actively develop its staff to meet the challenges facing the business. Key business managers will ensure that these efforts are driven by the needs of the business and result in improvement in competence levels. The Learning Centre established last year will play a key part in achieving the strategy.

DVLA's Organisational Change Programme team is redesigning the internal structures and establishing a framework that fully supports Professional Skills in Government. The new structures involve de-layering management, moving to consistent best-practice spans of control – improving leadership and empowering management through both policies and integrated systems support. The new structures, policies and systems should be delivered by the middle of the 2006–07 year.

Below sets out the key skills required relating to research and evidence gathering activity.

### **Customer Research**

The skills needed to effectively deliver customer research within DVLA include:

- A customer focus, and genuine concern for the service given to customers;
- Market Research Society trained;
- Trained on Key Point, SNAP (market research software);
- SPSS / analytical skills;
- Trained in demographic profiling;
- Able to act as a neutral counsellor for customers in DVLA, to be able to advise on what they should do, and act as an intelligent customer if external research is commissioned.

When new products are introduced to the Marketing & Market Research Team, such as SPSS and CAMEO profiling, relevant staff are trained at the point of installation.

The head of the Marketing & Market Research Team has worked with DVLA's training department to have a special course designed in marketing and market research, and arranged for all CMMR staff, along with 18 staff from other parts of the Agency, to take the DVLA Certificate in Marketing (accredited by the IDM).

### **Policy and Technology Research**

As there is no specific policy research unit within DVLA, policy teams have to bring in specific research skills from other parts of DVLA and DfT as required. However, stakeholder engagement skills are key for policy officials - including communication skills, the ability to understand issues, and a willingness and ability to allow stakeholders to influence policy. Each policy initiative is properly planned, resourced and monitored.

To identify the skills and resources needed for each project, a process is undertaken to firstly develop a product description which sets out what the end product will look like (for example, a consultation document, legislation, a research project). After identifying the product, the activities that are needed to develop the product are identified. After this, resource estimates are added, including the skills and resources needed.

The Marketing & Market Research Team is used for certain areas of research, for example engaging with focus groups. An Innovation Services team also exists, and consists of

DVLA and IBM staff, and its role is to identify and help resolve issues through innovative approaches and solutions. The team facilitates workshops with stakeholders to challenge current interactions and investigate how policy solutions can be best implemented.

## **7. RESEARCH MANAGEMENT**

### **Strategic Management**

The DVLA Research Programme is centrally co-ordinated by CMMR. It is an Agency requirement that all internal business areas notify CMMR of their customer research needs. In turn this is co-ordinated through the DVO Customer Insight Group (CIG).

### **Financial Management and Financial Planning**

The Head of CMMR has overall responsibility for the financial management of the team's budgets, and accounts to the Customer Services Director. Funding for individual projects is met from project funding, rather than from any central research budget.

There is an internal framework in place for the CMMR to procure and contract fieldwork, and a DVO Group framework for larger projects. DVLA is able to invite tenders for research projects from suppliers that have framework agreements with DfT.

### **Management of Contract and Supplier**

Customer research projects are managed by the CMMR using an online tracking tool. Policy research is generally managed by RUS, although in some instances the Marketing & Market Research Team is used. More detail on the management of research projects by RUS can be found in the RVSS and RPS Directorates' Unit Evidence and Research Strategy.

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

CMMR is able to assess in advance that a research proposal will meet project and Agency needs, and uses in-house experience in commissioning and undertaking market research to monitor and manage projects to ensure they deliver or exceed expectations. The team ensures an internal client's brief is appropriate and work with them to develop research questions.

CMMR evaluates the work of external providers and has the knowledge to ask the right questions, challenge them and question results. All research is evaluated in terms of client satisfaction. Results are considered against the initial needs that were identified and refinements considered for future work.

## **8. TECHNOLOGY AND INNOVATION**

There are a number of existing, emerging and new technologies that are relevant to the work of DVLA. For example, technological developments can help with enforcement. Work is underway to investigate whether driving licences could be developed into SmartCards to deter the forging of licences. Investment has been made in the security of the driving licence system, and the development of new card products, for example smart chips within the licence. DVLA is currently working with the police to explore how the chip could work.

In response to a Ministerial question over whether chips could be introduced into tax discs to allow vehicles to be identified more easily, DVLA looked into what new technology was available to read vehicle information from a distance while the vehicle was travelling at speed. A number of technologies are under investigation that might be able to do this.

DVLA's Innovation Services team has links to specific technology expert groups, so that on areas such as online services, identifying vehicles electronically, and SmartCards they are able to identify the requirements and put the problem to experts and then come back with solutions. Innovation Services is a small team of 5 DVLA staff whose major function and focus is on people and process innovation. Their role and innovation direction is likely to become more Technology-biased in the coming years.

The online panel that will be launched in January 2007 is an innovative way of accessing customer opinions. The use of SMS is also being investigated, where customers will be able to text their vote in simple surveys. The use of online services to carry out customer surveys has also been developed.

## **9. TRANSPORT FUTURES**

DVLA has a vision, and a set of target end states consistent with Group and DfT, setting out what DVLA will look like in 10 years' time and how this target end state will be achieved. The Agency considers how its policies will feed into this, and uses this to prioritise work.

There are a number of uncertainties about the future as the environment is constantly changing. For example, DfT leads on road pricing but DVLA will have a key role to play as road pricing will be reliant on DVLA providing keeper data for enforcement. There are also new UK or EC initiatives introduced that force DVLA to change priorities, and this means that it is necessary for DVLA to carry out ongoing horizon scanning. Customer needs change so that forecasting more than five years ahead on how to best deliver customer services can be very difficult.

A New Initiatives Panel has been set up in DVLA to challenge new initiatives, question the impact these will have on resources, consider what the new initiatives will mean for DVLA, whether they compliment core business, what the impact would be on target end-states, and whether they will have an impact on DfT targets, for example on vehicle crime or the environment. From this, the panel will make a decision on whether to support the initiative and take it forward further. This ensures the best use of resources.

DfT Futures thinking is cascaded and feeds into DVLA strategic planning. DVLA is also joined up with forward planning in other relevant government departments, for example the Home Office on ID cards to ensure that forward thinking on driver licensing fits with this.

## 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 DVLA (as part of DVO Group) and the specific evidence and research needs of DVLA related to this.

**Better Regulation:** Working with and through DVO Group, the activities of the Group Agencies have a big impact on a wide range of commercial interests, including lorry, bus and coach operators and motor dealerships, which are key users of DVLA services. DVLA will be identifying ways to simplify and streamline its interactions with and demands on these customers.

**Continuous Enforcement:** Working closely with the police and other stakeholders, DVLA is developing greater use of databases and intelligence (e.g. ANPR) to make sure that they identify and impose effective penalties those who do not comply with their legal obligations as a driver or vehicle keeper. This is in line with the wider government approach of intelligence-led and targeted enforcement (related to better regulation).

**Court Reform:** Making the punishment fit the crime and improving the effectiveness of the justice system are priorities for the government. DVLA is considering ways to ensure more effective enforcement of penalties for driving offences, for example, giving the DVLA more powers to take alternative actions rather than pursue cases through the courts.

**Road Pricing:** The DVO Group, in particular DVO policy and the DVLA, will have an important role in developing and implementing a road pricing scheme. The DVLA holds and processes vast amounts of data on drivers and vehicles, and it has acquired significant expertise in enforcement from electronic records.

**Smartcard Driving Licence:** The introduction of smartcards will have a major impact on DVLA. The potential links with and possible changes to the driving licence will need to be considered. The card production experience and expertise of the DVLA will be very valuable to the practical development of smartcards.

**Demographic Trends:** As more people live longer, there will be an increase in the number of older drivers and drivers with medical conditions. DVLA is considering the impact as part of the "Health and Driver Licensing Review" which is currently on-going. DVLA is also considering the effect of the growth in cross-boarder traffic, and how this could affect its areas of responsibility.

## REFERENCES

DVLA Business Plan 2006-7

[http://www.dvla.gov.uk/media/pdf/corp\\_docs/dvla\\_business\\_plan.pdf](http://www.dvla.gov.uk/media/pdf/corp_docs/dvla_business_plan.pdf)

DVLA Strategic Agenda 2006-10

[http://www.dvla.gov.uk/media/pdf/corp\\_docs/strategic\\_agenda.pdf](http://www.dvla.gov.uk/media/pdf/corp_docs/strategic_agenda.pdf)

DVLA Today magazine

[http://www.dvla.gov.uk/media/pdf/publications/dvltoday%2031\\_2.pdf](http://www.dvla.gov.uk/media/pdf/publications/dvltoday%2031_2.pdf)

Customer Satisfaction Survey results and progress reports

<http://www.dvla.gov.uk/publications.aspx>

DVLA Consultation exercises

<http://www.dvla.gov.uk/consultations.aspx>

## Appendix A: DVLA Proposed Research Programme 2007- 08

Theme	Scope, Objectives and Outcomes
DVLA Customer Satisfaction Survey	Driver and vehicle customers who have had contact with the Agency within 8 weeks of despatch of postal questionnaire. To measure the satisfaction level of customers against the SoS target of 88%. To be undertaken October 2007 but superseded by Private Motorist Survey thereafter.
Data Partners	Electronic survey to stakeholders. To evaluate the level of customer satisfaction of DVLA stakeholders. To be undertaken March 2007.
Private Motorist Survey	Telephone interviews. To measure customer satisfaction with key services provided by the DVO group of agencies. To be undertaken July 2007.
CEG Mystery Shopper	Telephone test of DVLA advisors. To carry out quarterly exercises to assess the accuracy and quality of driver and vehicle information given by CEG telephone advisors. To test efficiency of processes and identify any training needs.
Accuracy Survey	Postal questionnaire DVLA customers. To measure the accuracy of both the driver and vehicle databases. Details to be agreed.
Viewscast Survey	Telephone survey DVLA contact Centre customers. Undertaken on a monthly basis.
Motor Trade	Electronic Survey of vehicle manufacturers and dealerships to evaluate satisfaction with DVLA services and partnerships. Undertaken Summer 2007.
Local Office Network	Face to face and telephone. To measure satisfaction and customer service improvement issues specifically contributing to Agency Charter Mark accreditation. Undertaken November 2007
Suppliers of Goods and Services	Evaluation of DVLA procurement services relationships with suppliers. Undertaken December 2007

## Appendix B: Financial Summaries of Research Programmes

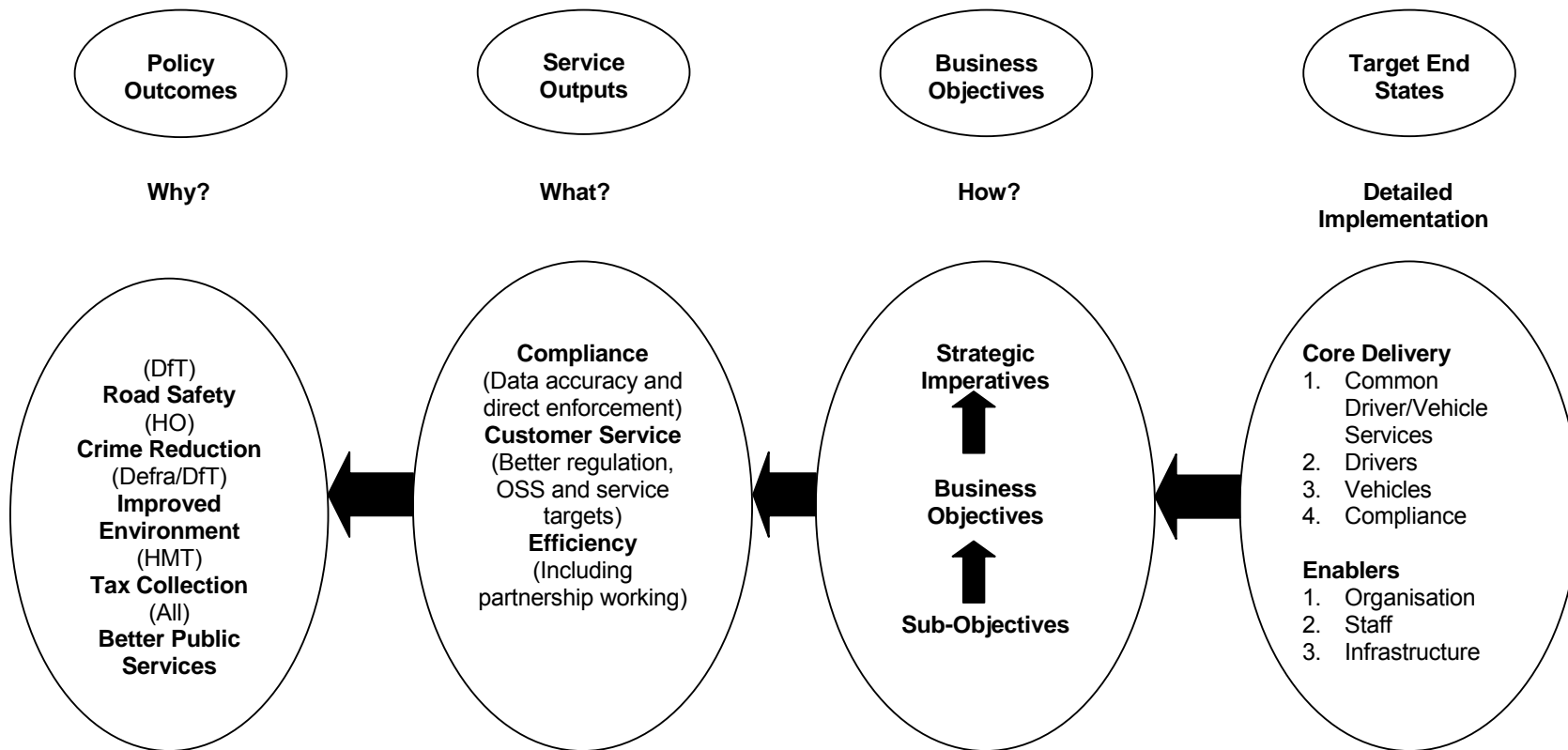
Research area	Estimated budget for 2007-08
Customer Research	£175k
R&D research	To be confirmed

## Appendix C: 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>

Figure C below shows a mapping developed by DVLA to describe the overall relationship between Target End States, Business Objectives, Service Outputs and Policy Outcomes. We have developed a series of detailed Target End States to describe what the Agency aspires to become by 2010.



## Appendix D: Research Contacts in DVLA

Derek Hobbs	Marketing and Market Research Team	01792 783094	Derek.Hobbs@dvla.gsi.gov.uk
Richard Truscott	Customer Champion	01792 788846	Richard.Truscott@dvla.gsi.gov.uk
Hugh Evans	Driver & Vehicle Policy	01792 561409	Hugh.Evans@dvla.gsi.gov.uk
Richard Kitchen	Driver & Vehicle Policy	01792 782430	Richard.Kitchen@dvla.gsi.gov.uk

## Appendix E: Glossary of Acronyms

CFV	Cleaner Fuels and Vehicles Division
DfT	Department for Transport
CMMR	Central Marketing & Market Research (DVLA)
DSA	Driving Standards Agency
DVLA	Driver & Vehicle Licensing Agency
DVO	Driver, Vehicle & Operator Group
HMT	Her Majesty's Treasury
MRT	Marketing & Market Research Team
RUS	Road User Safety Division
RVSS	Roads and Vehicles Safety and Standards
SEAM	Stakeholder Engagement Account Manager
TTS	Transport Technology and Standards Division
VCA	Vehicle Certification Agency
VED	Vehicle Excise Duty
VOSA	Vehicle and Operator Services Agency