

UNIT EVIDENCE AND RESEARCH STRATEGY:

**STRATEGY AND RESOURCES DIRECTORATE,
DRIVER, VEHICLE AND OPERATOR GROUP**

Senior Responsible Officer Vivien Bodnar

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Circulation	
	Marian Duncan, S&R
	Helen Morris, S&R
	Fred Hackman, S&R
	David Briggs, S&R
	Gerry Sreenan, S&R
	John Poynton, S&R
	Alan Paterson, CSAU
	Bob Jarvis, DSA
	Derek Hobbs, DVLA
	Pia Wilkes, VCA
	Jonathan Hearth, VOSA

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1. INTRODUCTION

The Strategy and Resources Directorate (S&R) is the central directorate of the Driver Vehicle and Operator Group (DVO Group), whose member Agencies are: DSA, DVLA, VCA and VOSA. As a central Directorate, S&R sponsors the work of member Agencies and helps drive forward its common aims of providing joined-up and customer-focused services, value for money and effective compliance outcomes.

S&R works closely with its member Agencies, but also has areas where it takes responsibility, for example in certain aspects of Policy (see below). S&R also has funds some strategic customer research that addresses cross-Agency priorities (such as channel shift). The S&R ERS should therefore be read in conjunction with the Group Agency ERS.

Evidence gathering and/or research activity is carried out within four areas of S&R: three Policy branches and the Customer Insight Team. This is done as input to policy design or implementation, customer service improvements or input to the planning process.

The Customer Insight Team (CIT) is responsible for developing and delivering a customer research programme that meets the needs for strategic customer research. This is defined as research that meets either cross-Agency needs or that addresses strategic objectives such as channel shift. The funding for such strategic research is from S&R and supports the Customer Directors (see below). In carrying out its strategic customer research, CIT works closely with member Agencies, which is where the responsibility for delivering the services lies. In addition, each Agency has its own programme of customer research and CIT works with Agencies to ensure that all customer research is co-ordinated, carried out to robust standards and that learning is shared across the Group. This is achieved through the 'Customer Insight Group' (CIG) that includes the 'Customer Champion' from each Agency, the two Customer Directors and a representative from the DVO Policy Division (see section 4 for full membership).

DVO Group has two Customer Directors, with a 'dotted line' reporting to the S&R Director, one for Consumers (that is citizens) and one for Commercial customers. Each Director is responsible for customer service and new channels to their respective customer segments. They work closely with S&R at various levels, including on strategic customer research.

The DVO Group Policy Division is split into three branches. Although there is some cross over between the three branches on some policies, one covers driver licensing and motor insurance policy, a second covers vehicle roadworthiness policy and the third covers vehicle compliance policy. Each Agency has Policy teams with responsibility for Agency-specific aspects of Policy and the Policy teams work together and with other DfT Policy divisions through the Policy Group.

2. OBJECTIVES

During 2005-06, the DVO Group undertook a strategic review of its business. The outcome of the review was a vision for 2010 for the Group to be:

- A leader in modern and efficient public service
- Working with partners to provide excellent services to road users
- Promoting safety and security, journey reliability and a better, cleaner environment

The review also confirmed the Group's over-arching themes of:

- Better services to customers

- Better outcomes for citizens
- Better value for money

Compliance remains a central feature of many of the Group's activities. However, compliance is not done for its own sake but to deliver road safety and other key outcomes.

Within these themes, the Review identified seven Strategic Outcomes, each with specific End States, where DVO Group can visibly make a difference to citizens and contribute to the wider government agenda. These are shown in Table 1. The columns on the right hand side show how the different parts of DVO Group contribute to each Strategic Outcome and End State.

Table 1: DVO Group Outcomes and End States 2011

Strategic Outcome	End State	S&R	VOSA	DVLA	DSA	VCA
Better services to customers	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.	√	√	√	√	√
Improved road safety	IRS01 Compliance will be maintained or improved in the areas of <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Private motor vehicles • Commercial vehicles • Driver competence • Vehicle type approval 		√		√	√
Improved journey	IJT01 The DVO Group will contribute to journey time reliability improvements		√	√	√	

time reliability	through activities such as targeted enforcement and the provision of accurate data to local road charging schemes.					
Better regulation	BR01 The impact of regulation on the compliant customer will be reduced in line with the Department's wider regulatory Simplification Plan.	√	√	√		√
Reduced environmental impact, crime and anti-social behaviour	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.	√	√	√	√	
Raising tax revenues to fund public spending	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		√	√	√	√
Better value for money	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.	√	√	√	√	√

Each of the above strategic outcomes maps to a DfT Objective, as shown in Section 3.

3. EVIDENCE NEEDS

Evidence and research needs are related to the Strategic Outcomes and to DfT Objectives as summarised in Table 2 below.

Table 2: Evidence needs for 2007-08 grouped by Strategic Outcome and mapped to DfT Objective/s

Strategic Outcome	DfT Objective	Evidence needs
<p>Effective service to customers</p>	<p>To enable economic growth and improved productivity through reliable and efficient transport networks.</p> <p>To strengthen the safety and security of the UK transport system.</p> <p>To enhance access to jobs, services and social networks.</p>	<ul style="list-style-type: none"> • To support service design and delivery by identifying key customer segments that apply across DVO Group and their related needs • To identify areas for service improvements by tracking customer satisfaction for each of the key customer segments • To monitor usage of and satisfaction with Directgov Motoring (the single online channel for private motorists) and with Transport Office (the single online channel for commercial customers) • To test potential changes to services or new services
<p>Improved road safety</p>	<p>To strengthen the safety and security of the UK transport system.</p>	<ul style="list-style-type: none"> • To monitor customers' experience of and satisfaction with driver training, testing and education and MOT or other vehicle safety aspects that fall within DVO Group • To monitor the effectiveness of policies put in place to reduce the level of uninsured driving • To monitor the effectiveness of initiatives to recognise other countries' driving bans, and to gather information on the country of origin and types of offences committed by foreign-licensed motorists. • To monitor the level of unlicensed, uninsured, untested and untaxed driving through roadside and other surveys. • To monitor accident statistics to inform decisions on MoT test frequency • To understand more about the attitudes and motivations related to

		<p>unlicensed driving so that effective compliance policy can be implemented</p> <ul style="list-style-type: none"> • To monitor the levels of non-compliance by vehicle class • To monitor levels of non compliance in foreign vehicles
Improved journey time reliability on our roads	To enable economic growth and improved productivity through reliable and efficient transport networks.	<ul style="list-style-type: none"> • To seek feedback on customer perceptions on journey times in collaboration with Highways Agency
Better regulation	To carry out the Department's work effectively and efficiently, achieving value for money and being a good employer that is innovative in public service management and delivery.	<ul style="list-style-type: none"> • To identify customers' awareness and understanding of DVO Group rules and regulations • To monitor the effect of initiatives included in the DfT Simplification Plan, for example less frequent operator maintenance checks for operators with a good track record for maintenance.
Reduced environmental impact, crime & anti-social behaviour	<p>To improve the environmental performance of transport.</p> <p>To strengthen the safety and security of the UK transport system.</p>	<ul style="list-style-type: none"> • To monitor vehicle crime statistics to look at the effectiveness of the Vehicle Identity Check scheme.
Raising tax revenue to fund public spending	To strengthen the safety and security of the UK transport system.	<ul style="list-style-type: none"> • To identify ways of making excise payments easier, e.g. through new online channel
Better value for money	<p>To enable economic growth and improved productivity through reliable and efficient transport networks.</p> <p>To carry out the Department's work effectively and efficiently, achieving value for money and being a good employer that is innovative in public service management and delivery.</p>	<ul style="list-style-type: none"> • To measure channel usage, awareness and satisfaction • To indicate opportunities for channel shift to lower cost channels • Website usage monitoring and potential usage

Evidence and research needs can be grouped into two areas within S&R - customer research and policy evidence and research.

Customer Research

S&R is concerned is responsible for developing and delivering a strategic customer research programme that supports the Customer Directors in ongoing service development (which is undertaken by member Agencies). Strategic research is research that meets either cross-Agency needs or that addresses strategic objectives such as channel shift. There are two main strands to this:

- Customer Satisfaction surveys (which provide data for the Group Agencies' Secretary of State targets for customer satisfaction)
- Strategic customer research to support channel shift and value for money, for example the development of 'One-Stop Service' websites for citizens (DirectGov Motoring) and commercial customers (TransportOffice portal).

There is an ongoing need to measure customer satisfaction, which is carried out every year. CIT has been working with member Agencies and Corporate Planning to develop new models for customer satisfaction for each Agency. Whilst the PSA target for customer satisfaction continues to be the responsibility of each member Agency, the research is most cost-effectively conducted by focusing on each customer segment. This avoids different Agencies separately surveying the same customer segment.

The new models are to be implemented in 2008-09 subject to Ministerial Approval. In 2007-08 there will be parallel running of the current measurement methods and the new approach. The Agencies work with CIT to develop a co-ordinated programme of customer satisfaction surveys to provide the required evidence for each of their models.

For customer service and value-for-money objectives, evidence from the analysis of management information (e.g. online service take-up) and from customer research forms the basis from which action plans are developed. The objectives of customer service and value for money are connected in the context of new online channels as these both improve access for customers and will, as take-up rises over time, reduce administrative back-office costs. Working with the Customer Directors, CIT carried out usability testing for online services that are being developed, to ensure that they work effectively prior to launch. During 2007-08, there will be usability testing for the services to be launched that year, for example commercial customer services online and driving licence services.

Research is also required in 2007-08 to monitor usage and awareness of online channels in order to measure the effectiveness of marketing to promote the new services.

Research and evidence needs are prioritised based on DfT and DVO Group objectives and risk is assessed as part of the DVO Group risk management process. Risks that have been identified include a lack of take-up of online services, new initiatives not working as intended due to a lack of understanding of customer needs, and a risk of not achieving value for money targets because online services do not work well enough. For example, electronic vehicle licensing (EVL) was tested in the early stages of development, prior to roll-out, to mitigate the risks associated with this.

The customer research programme is discussed at Customer Insight Group meetings so that all stakeholders have input into the decision process. Resources are then allocated and an agreed programme developed.

Policy Evidence and Research

Within the DVO Group Policy Division, evidence and research is managed by the three policy branches (as described in the Introduction). The evidence needs focuses more on analyses of data and statistics and public consultations. Where qualitative or quantitative research is required, the Policy branches work with the CIT to advise them.

A key evidence and research need is the annual V79 Roadside Survey (note: this is different to the other DfT Roadside survey that measures VED evasion). The V79 survey conducted by ACPO and is used to monitor the effectiveness of policies on enforcement and compliance. The survey provides quantitative data on the levels of non-compliance in unlicensed and uninsured driving and untaxed or untested vehicles. Further research or analysis of these statistics helps to explore trends in the data and explanatory factors for non-compliance. This survey will take up the large part of the policy research budget in 2007-08.

Other evidence and research required by DVO Group Policy is commissioned by the relevant Policy branch based on the priorities at the time. For example in the current year, a study on the reasons for unlicensed driving has been commissioned from MORI.

DVO Group Policy and DVLA makes use of the DfT annual Vehicle Excise Duty (VED) survey, which is used to track VED evasion levels and in future will be also track non-compliance on insurance and MOT.

The Policy branches undertake consultations and analyses of data concerning their respective areas of responsibility. The Policy Division research and evidence programme is managed by the Head of the Policy Division.

4. COMMUNICATING RESEARCH & EVIDENCE

Internal Communication

Research and evidence 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. These include the:

- Policy Group
- Customer Insight Group.
- Vehicle Technology Forum

Research Management Database

Information and access to the results of the quantitative surveys is available through the DfT Research Management Database. Substantial qualitative research is also published. Data analyses are not published on RMD.

External Communication

Other Government Departments

The CIT and Policy Division maintain contact with other Government Departments whose evidence and research offers opportunities for learning and exchange. These may change depending on the work programmes and priorities of respective Departments. The main points of communication during 2007-08 are expected to be:

- Cabinet Office: eGovernment Unit (eGU) and Social Research Unit (SRU) and the Better Regulation Executive;
- Northern Ireland Department for the Environment;
- Driver and Vehicle Licensing Northern Ireland;
- Department for Trade and Industry (DTI) - general product safety directive;
- Department of the Environment, Food and Rural Affairs (Defra) - regular meetings held between S&R, Defra, VOSA and CFV regarding emissions;
- Department for Constitutional Affairs (DCA)
- The Home Office.

Publication of Research

In accordance with Departmental practices, research is made available through the DfT website. All quantitative research projects are logged on the Research Management Database, to make available knowledge of activities planned, in progress and completed. This is available externally through the DfT website. Some top level customer research findings are also published in the DVO Group Corporate Plan.

International organisations

Communication and collaboration with the European Commission (EC) and with other Member States are important for S&R, since much of the legislative framework emanates from Brussels, and the EC can also play a significant role in encouraging good practice.

External stakeholders

A variety of stakeholders are consulted through working groups, meetings, events and consultation or research exercises. These are lead by the relevant area and include representation from across DVO Group as appropriate. The stakeholder groups are shown in the relevant Agency's ERS, but they include an S&R representative where needed.

5. COLLABORATION

Internal Collaboration

Internal collaboration on customer research is well established between S&R and the DVO Group Agencies and links also exist with the Highways Agency and other parts of DfT.

CIG monitors all customer research needs and identifies who and when other partners need to be involved in DVO Group research. There is an established culture of open sharing of plans for customer research, research findings and action plans.

CIT has established closer working relationships with the Social Research and Evaluation (SRE) Unit in DfT. SRE are now active members of the CIG. S&R has also established effective working relationships with the In-House Policy Consultancy Unit and the Operational Research Unit in DfT.

On the Policy side, there is close collaboration with DfT colleagues in the Road Pricing Framework Division. DVO Group Policy division is represented on the Road Pricing Programme Board, and is involved in the DfT Road Safety Strategy Review. There is of course ongoing collaboration between Policy teams in S&R and member Agencies and Policy teams in other parts of DfT. As an example, the DVLA's Policy team on medical licensing collaborates with both the S&R driver's policy team and the DfT Road User Safety Division on the latter's research programme.

The DVO Group DG is a member of the Delivery Council, a Cabinet Office board of leaders across Government Departments that are customer-facing. There is a newly established Customer Insight Forum that reports into to the Delivery Council and addresses the use of customer research and analysis to take forward the 'transformational government' agenda.

External Collaboration

There is a programme of regular collaboration between the CIT and Directgov team (eGU). The DVO Group Customer Research Manager participates in the monthly Directgov Customer Insight Forum which provides the opportunity to contribute to and learn from the Directgov research programme and share Directgov Motoring research with other Directgov franchises that are managed by other government departments. CIT works with the website development teams on DirectGov Motoring and Transport Office (for commercial customers) to plan and deliver usability testing of new services, to measure satisfaction and to monitor awareness and usage for increased take-up.

CIT work with the Cabinet Office, and are a member of the Public Services Customer Insight Forum. The aim of this is to drive forward the use of customer insight in line with the Transformational Government agenda, and to share and learn from each other. CIT also gives significant input into Cabinet Office publications on customer insight, for example in terms of best practice on particular issues or by providing case studies.

The DVO Group Operator Workshops (a programme of 9 half-day events held around GB) include representation from the industry's main Trade Associations (CPT, FTA and RHA) which ensures that commercial customers have the opportunity to engage as widely as possible. The events comprise presentations on industry issues from experts in Policy or operational matters across the DVO Group Agencies and Highways Agency. They are attended by on average 75 to 100 delegates.

For customer research, partners are identified according to the needs of the particular issue in question, depending on whether it concerns service development or Policy. This may include colleagues in other government departments e.g. the Cabinet Office (for DirectGov), the Home Office (for vehicle and driver crime) and Defra (environmental impact) and so on.

DVO Group Policy Division has worked with ACPO to deliver a series of roadside surveys of drivers and their vehicles, known as Operation V79 Roadside Check. These provide statistics on the level of unlicensed or uninsured driving and untested, untaxed and incorrectly registered vehicles.

There is collaboration with counterparts in the EC. For example, on medical standards for driver licensing set in EU legislation, where DVO Group Policy division have persuaded the Commission not to revise standards as part of the Third Directive, but to set up European-wide medical expert groups to consider specific areas such as eyesight, diabetes, epilepsy and so on. The Drivers Medical Group at DVLA is strongly represented. They report to the Commission through the driver licensing regulatory committee, which will in due course take decisions on if and how the standards should be revised. There are also working groups of Member State representatives (in the UK, drawn usually from DVLA or DSA) that report to the Commission on such topics as international data-exchange, qualification and training of driving examiners.

A further example of external collaborative working is on the Department's motorcycling strategy, for which Road User Safety Division leads. The National Motorcycling Council set up a number of working groups to take forward themes in the strategy. DVO Group Policy is represented on two of these: The Training, Testing and Licensing Working Group is taking forward informal consultation on the development of the new driver licensing Directive and how best to implement that. The Road Safety and Publicity Working Group is taking forward informal discussions on proposals to improve compliance and enforcement on unlicensed and uninsured motorcycling and untaxed motorcycles.

6. PROFESSIONAL AND TECHNICAL SKILLS

This section addresses how S&R identifies and secures the relevant skills required to successfully deliver the S&R research programme. Through CIG, resources are co-ordinated to deliver the customer research programme, share learning and drive actions.

In S&R, CIT has experienced customer research professionals who plan and develop the strategic research programme for DVO Group, working closely with the Customer Directors and Agencies. CIT manages the relationships with market research suppliers to which the projects are out-sourced. CIT also monitors customer research standards throughout the Group ensuring that appropriate methodologies are used and best practice is adhered to.

CIT and CIG provide a support structure that facilitates high quality customer research throughout the group. An important role of the CIT is to provide advice and coaching on skills where this is needed, and to support the agencies in developing professional customer research expertise. This has been done through one-on-one shadowing on certain research projects.

For evidence that is not based on customer research data (for example the analysis of statistical data), resources and skills are deployed from one of the Policy branches or from internal analytical teams in DfT, such as the Operational Research Unit or the In-House Policy Consultancy. The main skills required are analytical skills and an understanding of policy making and implementation process.

A programme manager for customer research is required to have the ability to:

- Make the case for research to key stakeholders;

- Identify where research evidence is needed;
- Set clear research objectives and advise on appropriate methodology;
- Communicate research findings to users and stakeholders;
- Distil insights from the research;
- Manage key relationships, and the budgeting process.

A research officer is required to have the ability to:

- Write a clear and full research brief;
- Understand the types and uses of the range of research methodologies;
- Challenge and test potential research suppliers;
- Negotiate contracts and oversee research projects;
- Review and assess the quality of research results provided by suppliers before they are disseminated throughout the DVO Group;
- Manage projects effectively;
- Communicate and promote research and its implementation.

Resource needs for customer research are identified through an annual review of business needs, undertaken through CIG and the DVO Group Business Planning process. DVLA now has an in-house market research team with access to a range of methodologies. CIT has helped to set this up and it can be accessed by all of DVO group (including other Agencies). Within Policy, the branches identify their evidence gathering and analysis needs and resources through the Business Planning process.

There are framework agreements in place, including a Procurement Framework, which allows CIT (and any other part of DfT) to commission research from outside suppliers. This allows us to buy in some specialist skills (e.g. website usability testing).

7. RESEARCH MANAGEMENT

Strategic Management

The Strategic customer research programme is managed by the CIT, working through the CIG. The implementation of the programme is monitored at each CIG meeting, which ensures the necessary strategic management of customer research across the S&R Directorate and the DVO Group Agencies. Interdependencies with other projects and programmes are identified through CIG and the Policy Group, and there is a chance to communicate and collaborate with other relevant programme managers through the DfT-wide Research Programme Managers' network.

In line with wider government guidelines, a risk register is used to determine and rate risks within the customer research programme and identify appropriate actions to deal with them. Where appropriate, any key risks are escalated to the DVO Group corporate risk register and ultimately the DfT risk register.

The strategic direction of the policy research programme is set by collaboration between the Head of DVO Group Policy Division and the Agencies.

Financial Management and Financial Planning

Detailed financial management and planning for customer research are done by either CIT or the relevant lead Agency depending on the research project in question. CIT financial management and planning are subject to the scrutiny of S&R Finance and ultimately the DVO Group Board.

For customer research, a cross-DVO Group review is conducted by CIG at the start of each financial year. A costed programme of research is then put to S&R Finance for approval. All individual projects are tendered for from the panel of market research suppliers with which a Framework Agreement has been established.

CIT manages the budget for customer research. CIT has quarterly meetings with S&R Finance to provide updates on spend and budget forecasting.

Actual costs of S&R customer research projects are tracked against planned budget and any reallocations of budget (over 10%) between projects need to be agreed by CIT and approved by the Director of Strategy & Resources.

The Head of Policy Division is responsible for the financial management of policy research programmes and ensuring the Department's procurement rules are followed. Any research requirements will be related to Policy initiatives and so it is usually possible to feed any requirements into annual business planning process.

Project Management

CIG ensures that customer research projects are appraised to deliver the required evidence and that the estimated costs and benefits are realistic. CIT is responsible for ensuring that customer research commissioned across the DVO Group meets good practice standards. CIT has regular project review meetings with key external research suppliers and uses individual project tenders to ensure suppliers offer best value.

For individual customer research projects that have been identified and approved the nominated project manager either within CIT or within the Agency is responsible for delivering the project's results. This includes specification design, communication, management of the tender process and the subsequent contract. Support and guidance is available from CIT.

Commissioning Research

The DVO Group has undertaken a procurement process in order to establish framework agreements with a number of market research suppliers for the provision of customer research services. Additionally, the DVO Group is able to invite tenders for research projects from suppliers that have framework agreements with DfT.

When commissioning a customer research project, a brief is prepared to outline the project specifications. Costed proposals are requested to ensure that the required outputs will be delivered and the project represents value for money. One or more than one supplier can be invited to submit a proposal, depending on the nature of the project to be conducted and the skills of the suppliers. Draft briefs and full proposals are circulated to all stakeholders in the research for comment and agreement.

For strategic customer research projects, CIT is responsible for commissioning the customer research (preparing briefs, assessing proposals etc). For other Agency-specific projects, the individual agencies take the lead in commissioning customer research. CIT is responsible for providing expertise as needed to Agencies (e.g. advice on scope of research or most appropriate methodology to use) and for assuring that high quality research is commissioned. CIT also provides advice and expertise to the Policy Unit on setting research objectives, writing briefs and tendering for contractors.

Management of Contract and Research Supplier

For strategic customer research projects, CIT is responsible for managing the contract and the relationship with the contractor. Agency-lead customer research projects are managed by the research manager in the Agency. CIT has encouraged and helped all Agencies to establish professional research management capabilities, which will be the case in all Agencies in 2007-08.

In Policy research, the Policy branch will manage the contract with advice from CIT as needed.

Once the contract has been awarded, 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.

A formal presentation of results is then prepared by the contractor for CIG and other stakeholders as required.

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

Following the completion of a customer research project, feedback is usually provided to the contractor to ensure strengths and weaknesses in the performance of the contract are identified, and action is taken if necessary.

For DVO Group Policy research or analysis, regular meetings are held between the relevant Policy branch and those carrying out the analysis, for example DfT's Operational Research Unit, to ensure that the project will meet requirements.

Monitoring and Evaluating Performance of Research

CIG is the primary mechanism for monitoring and evaluating performance of customer research. At each CIG meeting, a review of current strategic projects is conducted to track progress, ensure quality standards are being maintained, and identify any issues that need to be resolved. At every third CIG meeting, a full review of all strategic and Agency research is undertaken.

Following the completion of a project of DVO Group-wide interest, the results are presented to CIG. Findings are discussed in detail and the key lessons from the research are identified. CIG determines if further analysis or additional research is required.

Action planning is an integral part of the process. For each project, the project team is charged with developing an action plan. The project team involves all relevant stakeholders and allocates specific actions to the appropriate person.

Implementation of the action plan (for the main surveys) is monitored by CIG through quarterly updates on progress.

The Head of CIT provides an update of key outputs of the customer research programme to the DVO Group Board, so that any issues regarding the programme's performance or research findings can be resolved at that level if required.

The majority of research or evidence gathering carried out by the Policy division is undertaken in-house or using departmental experts and follows best practice guidelines.

8. TECHNOLOGY AND INNOVATION

This section relates to the way in which S&R reviews the impact of technology so that opportunities and threats can be exploited. S&R as a Directorate does not itself undertake research in this area, other than some research on new media that customers are adopting. S&R's interest is to sponsor our Agencies and to ensure that appropriate links are in place between Agencies and others, as described below.

Knowledge of new technology from the market place and end customers is obtained through participation in various technology groups and through a close working relationship with stakeholders, for example the automotive and component manufacturers. In addition, internal links with Policy experts in TTS, CFV and others in DfT are invaluable sources of knowledge.

S&R sponsors its member Agencies in keeping up with new technology and innovation. Member Agencies as appropriate actively participate in working groups in their area of operational or policy responsibility. For example, VCA participates in the Type Approval Liaison Committee (TALC).

S&R is interested, through its Customer Directors, in new technologies for delivering services. Much work has been done to join up our services from across Agencies into a 'One-Stop Service' through the Internet. New media to be investigated include mobile devices and interactive television. Through the Customer Directors and working with its Agencies, S&R will consider the use of alerts, for example reminders about driving tests, and how mobile devices can be used to offer a service and assist with compliance.

Innovative work is being carried out online, and the DVO Group Customer Directors have collaborated with online services such as MSN – there are links between Directgov and MSN's motoring section, and Directgov services are embedded within MSN's services.

There are no intellectual property issues as S&R owns the content of their research projects.

9. TRANSPORT FUTURES

Strategic Context

The DVO Group's strategic direction takes into consideration future trends (social, economic, technological and environmental), and their likely impact on policy and operational decisions.

The S&R research programme is aimed at supporting the implementation of the Group's corporate, business and delivery plans in the short and medium term, for example by improving the delivery of current services or policies and testing reactions to new initiatives.

In terms of identifying short, medium and long-term research needs, most customer research tends to be short-term, although on occasion can be medium to long-term, for example on the use of mobile devices. This customer research tends to focus on keeping up to date, rather than 'blue skies'/ horizon scanning research.

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 evidence and research needs considered by S&R - over the coming years:

Better Regulation: The DVO Group is making a significant contribution to the cross-government initiative to reduce the administrative burden on business. The activities of the DVO Group agencies have a significant impact on a wide range of commercial interests, from HGV and bus/coach operators to MOT garages and motor dealerships. The DVO Group has been identifying ways to simplify and streamline its interactions with and demands on these customers as well as the private citizens. These proposals are contained in the Department's Simplification Plan.

Targeted Enforcement: Working closely with the Police and other stakeholders, the DVO Group is developing greater use of intelligence and technology (e.g. ANPR cameras and weigh-in-motion sensors) to make sure that non-compliant drivers, vehicle-keepers or Operators are identified and penalised as appropriate. This is in line with the wider government approach of intelligence-led and targeted enforcement (related to better regulation) proposed in the Hampton Report of 2005.

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

Road Pricing: The DVO Group Policy Division (and the DVLA) has an important role in developing and implementing a road pricing scheme.

Smartcard Driving Licence: The introduction of smartcards will have a major impact on the DVO Group. The potential links with and possible changes to the driving licence will need to be considered.

Demographic Trends: As more people live longer, there will be an increase in the number of older drivers and drivers with medical conditions. The DVO Group is considering the impact of this on road safety and actions that may need to be taken (e.g. the possibility of introducing compulsory testing of drivers every five years). The Group is also considering the effect of the growth in cross-border traffic, and what impacts this may have.

Mobile communications: The increasing usage of mobile communications technology offers significant opportunities for the delivery of services with greater efficiency and faster speed of response. The arrival of the second generation of mobile communications, GSM, lowered the cost barrier and greatly improved the quality of both voice and data communications. Text messaging has become part of the social fabric. Third generation mobile communications will take this a stage further, with mobile broadband internet access increasingly common. The DVO Group is currently considering ways of utilising this

channel to improve the delivery of services e.g. amendments to driving test bookings. Innovative customer propositions are investigated or tested through qualitative or quantitative customer research.

Technological advances: Technology covers a wide range of areas from information and communication networks to vehicle design. As the use of technology, in particular the internet and mobile communications, becomes more widespread throughout Great Britain and across different sections of society, the DVO Group aims to identify which technologies offer the most potential (e.g. in terms of efficiency, safety and customer choice) for improving the delivery of its services and policies. Advances in technology for on-board diagnostics for emissions testing, and other technological advances in vehicle testing and vehicle identification will be considered. DVO Group's Policy Division and Agencies work closely with TTS and other DfT policy divisions through the Vehicle Technology Forum.

Reducing CO₂ emissions: Cleaner vehicles are already making a key contribution to reducing CO₂ emissions. S&R will champion the use of expertise in VOSA (testing of vehicle emissions) and VCA (vehicle type approvals, green car labels etc). Driver behaviour is another crucial area in which DVO Group can have a significant impact on reducing emissions by promoting initiatives such as eco-safe driving and fuel-efficiency.

Process for Considering Future Developments

The S&R 'One Stop Service' group involves cross-agency brainstorming on future developments and service developments. The DVO Group Customer Directors are responsible for future channel developments and making processes easier for customers to improve both service and compliance.

CIG provides a forum for high-level policy and strategy input to the research programme. Ongoing collaboration and meetings between CIT and Policy branches in S&R enables specific future developments to be identified and worked in as relevant.

The Policy Group, which brings together policy directors from across the Agencies and within S&R, facilitates policy co-ordination and communication. Along with the Vehicle Technology Forum, these two networks enable futures work from DfT to be communicated to the relevant policy and research teams in S&R and the Agencies.

During 2007-08, CIG intends to engage fully with DfT expertise on Horizons scanning, and is considering how this tool may be utilised across the DVO Group.

Attendance at relevant seminars (internal and external) helps experts in the DVO Group Agencies stay abreast of transport trends and the wider policy context. This is usually undertaken at Agency level rather than by S&R staff.

Appendix A: S&R Proposed Research Programme 2007-08

This covers both Customer Research and Policy research.

Customer Research

(a) Customer Satisfaction Surveys

These are annual surveys to measure customer satisfaction with all relevant services (across agencies) for each of the 12 main customer segments (identified in the DVO Group customer segmentation). These surveys provide the data for the new SofS models and targets for customer satisfaction to be implemented from April 2008 (subject to Ministerial approval). In 2007-08, these surveys will provide data for full parallel running of the new models alongside existing measures.

The surveys drive action planning to improve services where needed. Through the Customer Champion, a lead agency is responsible for developing an action plan that addresses the issues raised in the survey, working with other agencies as needed. Progress is monitored through CIG and/or Agency Boards.

Lead Agencies have been identified for each segment. Funding for the surveys is either solely from that lead Agency or with S&R contribution. CIT's role is:

- To sponsor and co-ordinate the overall programme of surveys to help ensure that they meet the broader requirements for SofS.
- To support agencies in adopting the new approaches and models and ensure data from the surveys is input to the relevant Agencies.
- To provide oversight to ensure that methodologies and questionnaires are consistent with the agreed approach so that measures on individual service lines can be fed into each of the relevant Agencies' models.

By adopting a cross-agency, customer-focused approach to these surveys, 12 individual research projects are needed. If each Agency individually measured its main customer segments, 19 surveys would be required. We estimate that this joined-up, customer-centric approach is some 37% more efficient in terms of costs. In addition, it has the significant benefit of providing feedback on the broader customer experience.

(b) Strategic Customer Research to Support Channel Shift

This research is funded from S&R Directorate to support the Customer Directors, Web teams and other stakeholders in achieving the strategic objectives of channel shift. The key parts of the programme proposed for 2007-08 are:

- Directgov awareness, usage & potential usage (Motoring & Travel & Transport)
- Directgov usability testing (Motoring & Travel & Transport)
- Transport Office usability testing
- Operators' customer experience
- Transport Office Operator Workshops.

APPENDIX A: CUSTOMER RESEARCH: CUSTOMER SATISFACTION SURVEYS

Customer Segment	Methodology	In-house or outsourced	Timing	Data for
Pre-learners	Post-event questionnaire.	In-house (TBC)	May 07	DSA
Learners & Candidates	Telephone interview.	Fieldwork and analysis outsourced	Sept 07	DSA, DVLA
Private Motorists	Telephone interview.	Fieldwork outsourced; Analysis and reporting DVLA	Sept 07	DVLA, VOSA, DSA, VCA
Operators	Telephone interview.	Fieldwork, analysis and reporting outsourced	Sept 07	VOSA, DVLA, DSA
Drivers, Fitters & Presenters	Face to face interview.	Fieldwork, analysis and reporting outsourced	Sept 07	VOSA, DSA
MOT Garages Survey	Quantitative survey	Fieldwork, analysis and reporting outsourced	TBC	VOSA
Instructors & Trainers	Postal Survey	Fieldwork, analysis and reporting outsourced	Aug 07	DSA
Potential Driving Instructors	Telephone interview.	Fieldwork, analysis and reporting outsourced	May 07	DSA
Police / Law Courts / Local Authorities	Telephone interviews	All DVLA in-house	Feb 08	DVLA, VOSA
Motor Trade	Telephone interviews	All DVLA in-house	Jan 07	DVLA
Vehicle Manufacturers	Web-based survey by invitation & password.	Fieldwork and analysis out-sourced. Reporting in-house.	July 07	VCA
Government Departments	Face-to-face interviews	All in-house VCA.	July 07	VCA
Motorists (Mutual Recognition Certificates)	Postage-paid survey on 'reply cards'	All in-house VCA	July 07	VCA

APPENDIX A: CUSTOMER RESEARCH: STRATEGIC RESEARCH TO SUPPORT CHANNEL SHIFT

Title	Objectives	Methodology	Timing	Data for
Directgov awareness and potential usage	To track awareness and use of Motoring & Travel & Transport	3 x omnibus surveys	May & Sept 07; Jan 08	Consumer Director
Directgov usability testing	To test the usability of specific new transactions / services etc amongst Motoring & T&T customers.	3 x Accompanied web use	Aug & Dec 07	Web Development
TransportOffice awareness and potential usage	To track awareness and use of TransportOffice & services	2 surveys of 8 customer segments	April & Nov 07	Commercial Director
TransportOffice usability testing & customer experience	To test the usability of specific new developments (new transactions, new IA) with target customers To identify areas for improvement in the cross-channel relationship.	3 x Usability Panel Ethnographic study	Apr & Oct 07; Jan 08	Web Development
Customer Directors – other channel shift support	To support ad-hoc needs for driving channel shift	TBC	TBC	Customer Directors
Operator Workshops	8 half-day events around GB, each with 70-150 Operators, including ad-hoc surveys at the event on key issues	'Interactive voting system'.	Apr 07 – Mar 08	All agencies

APPENDIX A: POLICY RESEARCH

Title	Objectives	Methodology	Timing	Data for
V79 survey	To measure the levels of compliance for vehicle registration, insurance, licensing and testing and for driver licensing.	Random roadside survey of vehicles at ACPO roadside check	March 2008	Compliance and Enforcement Branch
Motoring infringements: UK / Ireland co-operation	To identify possible areas for co-operation between Ireland and UK on infringements which fall short of a disqualification of the driver.	Feasibility study comprising: desk research and interviews		Driver Licensing and Motor Insurance Branch
HGV speed limits	To investigate amending vehicle specific speed limits of HGVs on single carriageway roads from 40mph to 50mph	Risk assessment led by an external consultant	TBC during 2007-08	Vehicle Roadworthiness Branch

Appendix B: Financial summary of Research Programmes

Area	Research budget 2007-08 (£000)
Customer Research	400
Policy Research	480
Total	880

Appendix C: Research Contacts in S&R

Franco Degan	Head of Customer Insight	020 7944 4568	Franco.Degan@dft.gsi.gov.uk
Fred Hackman	Head of Policy Branch for Driver Licensing & Motor Insurance	020 7944 2461	Fred.Hackman@dft.gsi.gov.uk
David Briggs	Head of Policy Branch for Vehicle Roadworthiness	020 7944 2453	David.Briggs@dft.gsi.gov.uk
Gerry Sreenan	Head of Policy Branch for Compliance and Enforcement	020 7944 2456	Gerry.Sreenan@dft.gsi.gov.uk

Appendix D: Glossary of acronyms

ACPO	Association of Chief Police Officers
ANPR	Automatic Number Plate Recognition
CFV	Cleaner Fuels and Vehicles Division
CIG	Customer Insight Group
CIT	Customer Insight Team
CPT	Confederation of Passenger Transport
CSAU	Chief Scientific Adviser's Unit
Defra	Department for the Environment, Food and Rural Affairs
DfT	Department for Transport
DSA	Driving Standards Agency
DTI	Department for Trade and Industry
DVLA	Driver and Vehicle Licensing Agency
EC	European Commission
eGU	e-Government Unit
EVL	Electronic Vehicle Licensing
FTA	Freight Transport Association
HGV	Heavy Goods Vehicle
HMT	Her Majesty's Treasury
PSA	Public service Agreement
PSV	Public Service Vehicle
RHA	Road Haulage Association
RPF	Road Pricing Framework Division
S&R	Strategy and Resources Directorate
SofS	Secretary of State
SRE	Social Research and Evaluation Unit
TTS	Transport Technology and Standards Division
VCA	Vehicle Certification Agency
VED	Vehicle Excise Duty
VOSA	Vehicle and Operator Services Agency