

UNIT EVIDENCE AND RESEARCH STRATEGY:

VEHICLE CERTIFICATION AGENCY

Senior Responsible Owner Paul Markwick

Date 20/03/07

Version Number 1.2

Document Control

Title	Unit Evidence and Research Strategy: VCA		
Purpose	For submission to DFT Chief Scientific Advisor	Version	1.2
Author(s)	Pia Wilkes and Operational Research Unit	Issue date	20/03/07

Document history		
Version	Issue date	Comments
1.1	19/01/2007	First draft for comments from stakeholders below
1.2	20/03/07	Draft submitted to CSA
1.x		Final published version.

Circulation	
	Paul Markwick, VCA
	Tony Stenning, VCA
	Aidan Buckle, VCA
	Ian Yarnold, TTS
	Franco Degan, DVO

CONTENTS

1. INTRODUCTION	4
2. OBJECTIVES	4
3. EVIDENCE NEEDS	8
4. COMMUNICATING RESEARCH & EVIDENCE.....	10
5. COLLABORATION	12
6. PROFESSIONAL AND TECHNICAL SKILLS	13
7. RESEARCH MANAGEMENT	13
8. TECHNOLOGY AND INNOVATION.....	14
9. TRANSPORT FUTURES	14
REFERENCES.....	16
Appendix A: VCA Proposed Research Programme 2007- 08 (provisional)	17
Appendix B: Financial Summaries of Research Programmes.....	18
Appendix C: DVO Strategic Outcomes.....	19
Appendix D: Research Contacts in VCA	20
Appendix E: Glossary of Acronyms	20
Appendix E: Glossary of Acronyms	21

1. INTRODUCTION

The intention of this document is to set out the research strategy for VCA within the framework of the DfT Evidence and Research Strategy.

VCA contributes to delivery of Government initiatives as part of DfT's Driver, Vehicle and Operator (DVO) Group. The Group works together to provide joined up and value for money services to meet the needs of customers, while at the same time fulfilling our regulatory roles focused on keeping drivers and vehicles safe and secure.

The purpose of VCA is to help deliver:

- improved road safety;
- a reduction in harm to the environment;
- reduced vehicle crime;
- support to the automotive industry to aid exports and improve standards.

VCA's mission is to ensure that VCA is the best automotive approval and certification service and a leader in the provision of type approval information and enforcement services.

Research and evidence gathering activity is carried out within two key teams in VCA: the Technical & Quality Support Team, and the Business Development Team. This document focuses on the work carried out by these teams.

The Technical & Quality Support Team is responsible for developing VCA's understanding of vehicle technology issues

The Business Development Team is responsible for expanding the product portfolio of VCA to meet customer needs.

VCA uses evidence and research to inform decision-making in the following ways:

- For customer service objectives, evidence from the analysis of customer satisfaction surveys informs the Secretary of State target to maintain or improve customer satisfaction.
- Market research - to support business development into emerging markets. Horizon scanning of emerging markets and trends determines the business development strategy, and therefore which markets to research.
- Developing professional skills and expertise - as many of VCA's staff are professional engineers, there is a need for them to maintain, and develop, their expertise and to prepare VCA for future legislative requirements.

2. OBJECTIVES

As part of the DVO Group, VCA's objectives are aligned to DVO and DfT objectives (summarised in the DVO Group S&R directorate strategy). Within this broader context, VCA's role is as the UK authority responsible for ensuring that vehicles and vehicle parts have been designed and constructed to meet internationally agreed standards of safety and environmental protection (under sections 54 to 65 of the Road Traffic Act 1988 and section 2(2) of the European Communities Act 1972).

In direct support of this VCA provides information derived from Product Certification (PC), which includes Type Approval results, to other DVO agencies, the public, and also conducts a range of

enforcement activities on behalf of DfT and the Department of Trade and Industry (DTI). VCA also provides Management System Certification (MSC) services to ISO 9001, 14001 and other standards that allow the automotive industry to demonstrate that they have processes and systems in place, not only to ensure the quality of their products, but also to minimise their effects on the environment and to make continuous improvement to the manufacturing and design processes.

VCA provides a practical contribution to the DfT objectives of reducing deaths, injuries and the damaging environmental effects arising from transport and also provides a UK base for the UK automotive industry to gain legislative access to Europe, and other territories that accept European or United Nations/ECE approvals.

Specific VCA Secretary of State targets for 2007/8 are shown in Table 2 in Chapter 3, linked to appropriate evidence needs.

Table 1 – VCA's contribution to DVO Group Outcomes and End States 2011

Strategic Outcome	End State	DVO 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 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		√ √		√	√
Improved journey time reliability	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.		√	√	√	

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.	√	√	√	√	√
	BVM02 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 has been mapped to at least one Government Public Service Agreement or Public Service Objective. These mappings are shown in Appendix C.

3. EVIDENCE NEEDS

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

Table 2: Summary of evidence needs for VCA, related to SoS targets

Deliver better customer services to customers		
<i>Target area</i>	<i>Measures</i>	<i>Evidence needs</i>
Effective services to customer: <ul style="list-style-type: none"> To provide a class-leading service in type approval and certification 	<ul style="list-style-type: none"> 90% turnaround of system and component type approval certificates within 9 working days. 95% of appraisal reports on our technical performance from independent panel members deemed to have no critical defects. Expand consistency of processes and standards across the global network (milestones to be developed in support) 	<ul style="list-style-type: none"> Data set collated in house through internal processes on number of certificates issued and within which time scale. Performance report from independent panel members. Global processes issued.
<ul style="list-style-type: none"> Maintain (or improve) customer satisfaction levels. 	<ul style="list-style-type: none"> Maintain score of at least 4 out of 5 – i.e. very good 	<ul style="list-style-type: none"> Satisfaction data to be collated through independent customer satisfaction survey.
Deliver better outcomes to citizens		
<i>Target area</i>	<i>Measures</i>	<i>Evidence needs</i>
Improving road safety <ul style="list-style-type: none"> To ensure continued integrity of VCA's approvals Target new emerging manufacturing markets to ensure that products fully meet EU standards. 	<ul style="list-style-type: none"> Carry out a programme of Conformity of Production inspections. Increase number of certificates issued by China and India offices by 15% over 2005-06. 	<ul style="list-style-type: none"> COP programme undertaken in house by VCA to collated necessary data. Data collated in house through internal processes on number of certificates issued.

<ul style="list-style-type: none"> To monitor compliance of safety critical vehicle systems and components in the UK marketplace. <i>NB. Subject to agreement of funding, test areas and milestones.</i> 	<ul style="list-style-type: none"> Carry out test programme <i>NB. Subject to agreement of funding, test areas and milestones.</i> 	<ul style="list-style-type: none"> Programme undertaken in house. Final report including findings issued to DfT.
<p>Better regulation</p> <ul style="list-style-type: none"> Delivery of recommendations made in the VCA/TTS report on the use of virtual tools. 	<ul style="list-style-type: none"> Delivery in Q1 of final VCA/TTS report Identify VCA tools and techniques by December 2007. Agree milestones by March 2008 to deliver the above. 	
<p>Reduced environmental impact, crime & anti-social behaviour</p> <ul style="list-style-type: none"> To carry out and enforce an annual programme of in-service emissions. <i>NB. Subject to funding.</i> 	<ul style="list-style-type: none"> Complete programme by March 2008. <i>NB. If RTFO also to be included then clear direction in respect of VCA's role inc funding)</i> 	<ul style="list-style-type: none"> Programme undertaken in house to identify level of compliance.
Deliver better value for money		
<i>Target area</i>	<i>Measures</i>	<i>Evidence needs</i>
<ul style="list-style-type: none"> Achieve a surplus on a full cost basis and deliver benefits consistent with the value for money plan. 	<ul style="list-style-type: none"> To achieve a £50k surplus on a full cost basis. Deliver the benefits consistent in the Value for Money Plan achieving at least £200k of cost savings and £200k efficiency and effectiveness improvements. Invest £100k in professional skills and development. 	<ul style="list-style-type: none"> Final year end accounts will identify if target met or not. Data to be included in VFM plan.
<p>Increase utilisation year on year</p>	<ul style="list-style-type: none"> Increase utilisation by an additional 2% points. <i>(NB. Aim is 65% by 2010/11- 2% points is targeted to achieve 60% in 2007-08).</i> 	<ul style="list-style-type: none"> Data to be collated through VCA time sheet management tool – sharpowl.

4. COMMUNICATING RESEARCH & EVIDENCE

INTERNAL COMMUNICATION

VCA research issues are communicated internally (i.e. within the Department for Transport) through a number of formal and informal channels, which are described below.

DVO Policy Group

The DVO Policy Group meets quarterly. It is attended by policy leads from each agency, and DVO Group S&R Directorate, and policy leads from across DfT(c) who have an interest in driver and vehicle policy. VCA is represented by Tony Stenning, Member of the Board for Technical & Quality Support.

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 six weeks. Its members include representatives from DVO Group S&R Directorate and agency customer research teams, DVO Customer Champions, and a representative from the Social Research and Evaluation Unit (SRE) in DfT. VCA is represented by Pia Wilkes, Member of the Board for Business Development.

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 Directorate. (For details please see the DVO Group S&R Directorate U-ERS).

DVO Vehicle Technology Forum

The purpose of the DVO Vehicle Technology 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, DSA, DVLA, GCDA, HA, DVO policy, CFV and TTS attend these meetings on a quarterly basis. The VCA Chief Executive chairs this forum with Tony Stenning, Member of the Board for Technical and Quality Support, as Secretary.

Highways Agency Technology Forum

VCA attends the Highways Agency Technology Forum, representing DVO, and provides input from the point of view of vehicle technology. If there is a need for communication between vehicles and the equipment at the side of the road then VCA needs to be involved.

Research Management Database

VCA does not actively use the DfT Research Management Database, which they can only access through the public portal on the DfT website.

VCA Heads of Branch Meetings

Within VCA, weekly heads of branch meetings are held, and these meetings include review of research issues where appropriate. Notes from these meeting are circulated throughout VCA.

Informal Communication

There is also ongoing informal communication with colleagues in VCA, the rest of DVO Group, and other parts of DfT.

Findings from customer satisfaction surveys feed into Secretary of State targets, and qualitative results and comments are fed back to the business areas involved in that aspect of service delivery.

Research findings and evidence on new markets are presented to the VCA management board. Results of specific research projects are fed back to the head of branch requesting the research.

Regular communications meetings are held with the DVO Group communications manager, other DVO Group representatives, and DfT Communications Directorate.

There is an information process within VCA to disseminate any information gathered on future technologies, and emails are linked to a database. Research findings are shared between staff to share professional expertise.

VCA has communication links with CFV, TTS and VOSA, and work is underway to further reinforce this link and more effectively share research plans and findings. This is part of the brief of the new Technical and Quality Support team.

Ministerial submissions are made through the relevant policy division. The VCA Chief Executive has quarterly meetings with the Minister, where any issues can be raised.

Sensitive findings would be discussed with stakeholders and the board, and also with relevant DfT policy areas. Each issue is dealt with on a case by case basis.

EXTERNAL COMMUNICATION

Communication links with vehicle manufacturers, VCA's customers, are a two-way process, with VCA communicating with manufacturers, and manufacturers' feeding back research to VCA. For example, Toyota demonstrated developments to VCA, to seek feedback prior to seeking type approval. Regular meetings are held with customers on an ongoing basis, and VCA has several client managers who liaise with customers at a high level.

VCA also has formal communication links with manufacturers through the Society of Motor Manufacturers and Traders (SMMT). Regular, twice-yearly meetings are held for formal discussions about what is being done and how well.

VCA sits on a group of all EC type approval authorities (TAAM), which meets twice a year to discuss issues of mutual interest (for example interpretation of directives), and to manage processes for the exchange of approvals (a new electronic system has been

developed as approval in one country allows registration in all EC member states). VCA also has ongoing informal communications with vehicle approval authorities in other countries.

Regular information notices are posted on VCA's website about legislation, what standards are being developed, any changes that are being made, and these are also sent out to customers. A news note is sent out quarterly, covering issues such as the research into computer simulation.

Publication of Research

VCA supports the Department's objective of publishing all research and in conjunction with policy experts ensures the research gathered is made available publicly. Investigations to support technical capability improvements are largely topic specific. The research is cascaded through the engineering teams and is available to the wider Department interests.

5. COLLABORATION

INTERNAL COLLABORATION

Internal collaboration is well established across DVO Group, and the VCA collaborates with those responsible for customer research across the Group. Although there is limited overlap in the customers targeted by VCA's customer satisfaction surveys and those targeted by other agencies, VCA collaborates with DVLA to target DVLA's commercial customer base (where DVLA provides a secure vehicle registration process for manufacturers).

Most research carried out by VCA is for internal purposes, and therefore generally internally funded. VCA collaborates with DVO Group and DfT on requests for ad hoc research, which might need to be accompanied by funding. For example, VCA is funded by TTS and CFV to buy components of vehicles and test them to ensure they meet standards. This role is also carried out for DTI on non-road directives.

DfT policy units are actively involved in research and technical capability investigations.

EXTERNAL COLLABORATION

VCA works closely with vehicle manufacturers. As a result it has good access to a wide range of manufacturers engineering development programmes and provides a useful additional opportunity to working with industry stakeholders.

VCA is an expert type approval and testing body, and as such is used across government. Although our main expertise is in the automotive industry, VCA is also used to test other equipment by other government departments. For example, VCA works with DTI, utilising its core automotive capabilities in related fields e.g. the outdoor noise directive and the recreational craft directive. The former controls limits to non-vehicle noise, and so VCA tests equipment for which there are test standards.

6. PROFESSIONAL AND TECHNICAL SKILLS

VCA employs professional qualified engineers and a base level of knowledge is essential. VCA as a responsible employer promotes continual professional development in automotive and related technologies. The agency utilises a range of knowledge management mechanisms to share the knowledge across the wider VCA global operation through the technology support group to ensure consistency of delivery to the multinational customers.

Horizon scanning is carried out to identify key issues, and this informs VCA on what knowledge needs to be gathered and what training needs there are. An individual will be tasked with researching a subject, and will then cascade this learning to others, for example by running a training course. This research is carried out in-house to ensure that knowledge gained is retained.

VCA is an active participant in the IMechE accredited scheme of monitored professional development for graduate engineers. The agency also actively supports the academics and professional institutions. Engineers attend technical seminars at the Institution of Mechanical Engineers and other professional venues to maintain and develop their professional expertise, and staff can also be sent on professional technical courses run by universities. VCA continues to invest in technical knowledge development within the areas of electronics and new powertrain technologies.

VCA uses external experts where appropriate; for example, DfT statisticians have provided advice on the use of statistical significance tests.

7. RESEARCH MANAGEMENT

STRATEGIC MANAGEMENT

The VCA research programme is managed by Head of TQS Branch, who reports on the planning, progress and implementation of the programme to the VTF.

FINANCIAL MANAGEMENT AND FINANCIAL PLANNING

The VCA research budget is approved by the VCA Board at the beginning of each financial year. It covers two annual surveys of motor manufacturers that maintain consistent methodology and sampling with previous years so the costs are very predictable. The annual expenditure is reviewed annually as part of the VCA Business Planning process.

Some additional formal research projects are funded by DVO Group.

RESEARCH PROJECT MANAGEMENT

VCA is in the process of appointing an R&D Manager to better plan and co-ordinate technical research activities. The R&D manager is to be a centre of competence for the agency.

Research carried out within VCA to develop professional expertise is managed through the line and performance management systems. An individual is given a SMART objective, and progress is monitored. Each piece of research will have a project plan setting out what will be done and what the research is aiming for. Finances are absorbed into general business. Research is followed up by an evaluation of how the individual did in training others and gathering the right information.

MANAGEMENT OF CONTRACT AND CONTRACTOR

VCA commissions an external contractor to carry out web-based customer satisfaction surveys. The contractor's role is to design and host the web pages, and VCA works closely with them to ensure that the survey questionnaire is accurately specified.

8. TECHNOLOGY AND INNOVATION

The DVO Vehicle Technical Forum is the method by which ideas on new technology are shared between DfT policy teams, other DVO Group agencies and VCA, and is an effective way of keeping people aware of new developments.

New technologies are occasionally policy led, but are more commonly market led. Relevant new and emerging technologies include, at a high level, everything to do with vehicles, and the manufacturing systems used in factories, and VCA filters out what is relevant to type approval now and in the future. VCA may be asked by vehicle manufacturers how new products impact on type approval so a good knowledge of technologies involved is needed.

Design decisions for new vehicles need to be made as far as five years in advance so therefore VCA need to be able to look this far into the future. VCA is constantly monitoring technical developments as they need to be able to handle these when customers come to them for type approval.

Work is currently underway to investigate how computer simulation could be used instead of physical testing. A joint VCA/TTS research project is underway to develop a joint approach to a successful implementation of virtual testing in product certification. VCA continues to consider the tools and techniques necessary to meet future demands of the industry.

When European regulations are being developed, VCA monitors papers that are submitted to relevant forums, for example from other countries, to keep abreast of developments.

9. TRANSPORT FUTURES

Ideas and information on new technologies and futures work are shared at the DVO Technical Forum, and this is the means by which VCA find out about future transport trends and developments which may affect their work.

VCA carries out horizon scanning of emerging markets and trends, and this determines the business development strategy, and therefore which markets to research.

VCA engineers carry out horizon scanning on an ongoing basis, through reading journals, searching the internet and talking to customers (vehicle manufacturers) who will be carrying out their own horizon scanning. It is important for VCA to keep up to date with scientific research, and engineers can be identifying new technologies up to 10 years in advance. These may be areas that may not be relevant to type approval for another five years, for example, but because they are being developed VCA's customers expect them to know about them.

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 VCA - over the coming years:

Better Regulation: As part of the DVO Group's work to identify ways to simplify and streamline its interactions with and demands on businesses, VCA is considering the move by the EU towards de-regulation / self-testing for vehicle type approval.

Road Pricing: VCA may have a role in approving vehicle-mounted RP equipment.

Movements within the Automotive Industry: Economic and other trends including larger manufacturers buying up smaller manufacturing companies could all have an impact on VCA's work, as manufacturers often show loyalty to their existing approval authority.

Technological Advances: VCA will focus on advances in technology for on-board diagnostics for emissions and other performance criteria in service, and other technological advances in vehicle testing and vehicle identification.

Reducing CO₂ Emissions: Cleaner vehicles are already making a key contribution to reducing CO₂ emissions. The DVO Group will need to maximise the use of its expertise, particularly in VCA (vehicle type approvals, green car labels etc). In addition manufacturers increasingly want to demonstrate that they are reducing their impact on climate change and the environment by increasing their activity in environmental auditing etc. VCA is working closely with central policy colleagues to develop new approaches to encourage consumers to consider the environmental impact in their purchasing decision of new vehicles.

Emerging Markets: These markets currently represent the highest growth within the global automotive market. VCA will continue to monitor industry trends to help improve VCA's sustainability and to deliver DfT objectives on road casualty reduction. The growth of previously undeveloped markets, for example the Chinese and Indian automotive industries, will have an affect on VCA operations and strategy. VCA opened an office in China in the summer of 2006 and in India at the end of 2006 in order to make the most of these business opportunities.

REFERENCES

VCA Annual Report 2005-6

<http://www.vca.gov.uk/additional/files/general-information/vca-annual-report/2005-06annualreport.pdf>

New Car Fuel Consumption and Exhaust Emissions Figures

<http://www.vcacarfueldata.org.uk/>

In Service Exhaust Emissions Data

<http://www.vca.gov.uk/enforcement/in-service-exhaust-e.asp>

<http://www.vca.gov.uk/downloads/index.asp?CategoryID=12>

"Update News" VCA's publication for the motor manufacturing industry

<http://www.vca.gov.uk/downloads/index.asp?SectionID=34&CategoryID=17>

VCA Annual Reports

<http://www.vca.gov.uk/downloads/index.asp?SectionID=32&CategoryID=17>

Appendix A: VCA Proposed Research Programme 2007- 08 (provisional)

Theme	Scope, Objectives and Outcomes
1. Virtual testing	Development of VCA expertise in virtual testing in order to develop type approval techniques and to be prepared for future type approval demands.
2. Alternative power trains	Development of VCA expertise in new power systems (e.g. hybrid, electric, fuel cell etc) and transmissions (e.g. Torotrak) in order to be prepared for future type approval demands and to advise DVO on ongoing compliance.
3. Alternative fuels	Development of VCA expertise in new fuels (e.g. hydrogen, biofuel, ethanol etc) in order to be prepared for future type approval demands and to advise DVO on ongoing compliance.
4. OBUs	Development of VCA expertise in vehicle on-board-units so as to understand the implications for type approval in controlling the specification of approval-critical software and ongoing compliance.
5. Vehicle electronics	Development of VCA expertise in new vehicle electronics (e.g. digital system control, high voltage systems, etc) in order to be prepared for future type approval demands and to advise DVO on ongoing compliance.
6. Vehicle communications	Development of VCA expertise in new vehicle-based communication systems (to and from the vehicle) and the effect of those communication systems on the safety-critical vehicle dynamic systems in order to properly conduct vehicle type approval activities at a level of technical expertise and to advise DVO on ongoing compliance.
7. Customer research	Customer surveys to establish current level of customer satisfaction to support SoS target.
8. Market research	Research into new potential markets to obtain necessary data to support DVO and VCA decision process for entry into these.

Appendix B: Financial Summaries of Research Programmes

As per VCA's Business Plan for 2007/08 the budget for the research programmes can be summarised as follows:

Technical and commercial Research	£250,000
-----------------------------------	----------

(as stated in VCA business plan for 2007/2008).

This research is undertaken for VCA to remain in a position to advise DVO on technical relevant matters. Any research to support TTS and central policy divisions will be discussed and agreed separately with TTS.

In addition customer research is undertaken to obtain the necessary evidence to inform the Secretary of State target to maintain or improve customer satisfaction. Furthermore market research scanning new markets and establishing trends is undertaken to support business development process and expanding the market offering of VCA.

Appendix C: DVO Strategic Outcomes

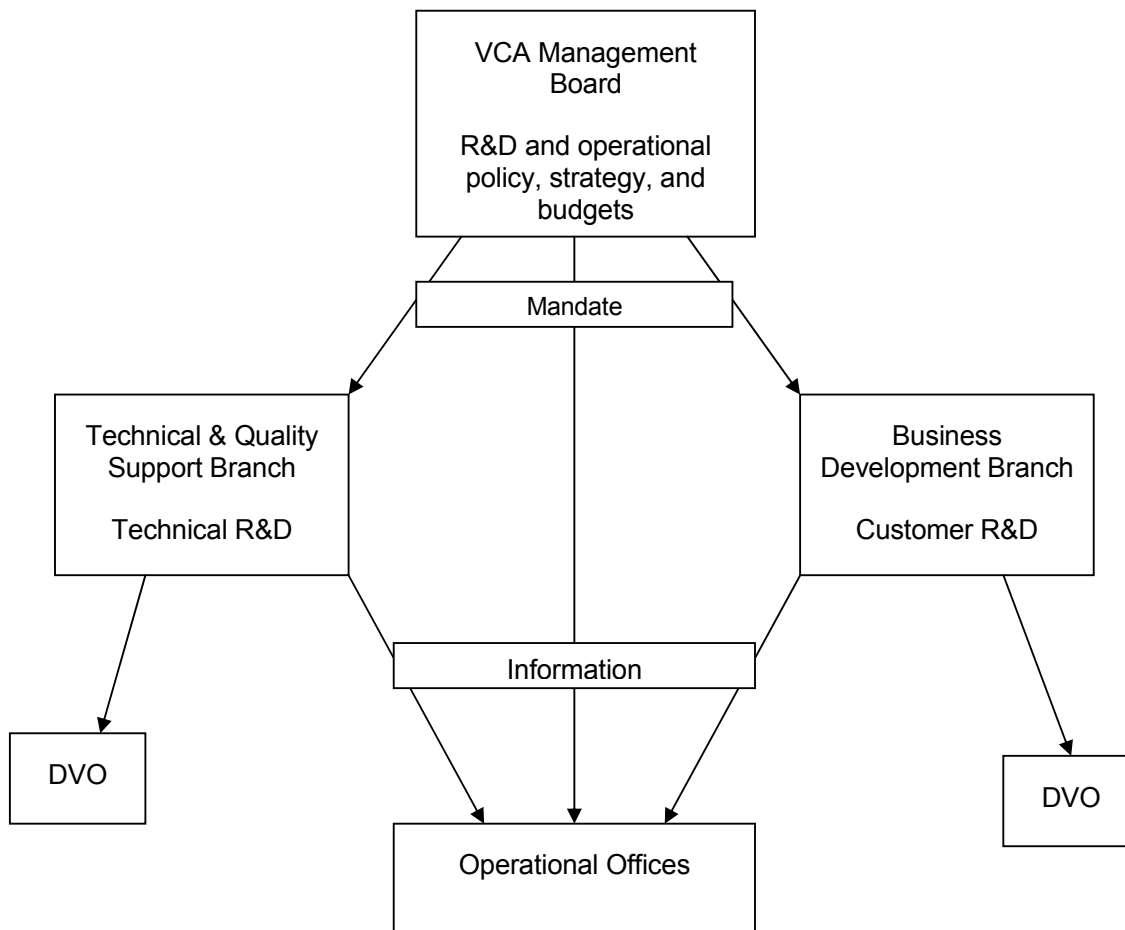
Table C - DVO Strategic Outcomes mapped to Government PSA Targets

Effective service to customers	<p>HM Treasury Public Service Objective</p> <p>"Improve the quality and cost effectiveness of public services."</p>
Improved road safety	<p>Department for Transport Public Service Agreement</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>
Improved journey time reliability on our roads	<p>Department for Transport Public Service Agreement</p> <p>"By 2007/8, make journeys more reliable on the strategic road network."</p>
Better regulation	<p>Cabinet Office Public Service Agreement</p> <p>"By April 2008, ensure departments deliver better regulation and tackle unnecessary bureaucracy in both public and private sectors."</p> <p>HM Revenue & Customs Public Service Objective</p> <p>"Improve customer experience, support business and reduce the compliance burden."</p>
Reduced environmental impact, crime & anti-social behaviour	<p>Department for Transport, DEFRA and Department of Trade and Industry Public Service Agreement</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>Criminal Justice System Public Service Objective</p> <p>"Reduce crime and the fear of crime, including organised and international crime, and ensure the effective delivery of justice."</p> <p>Home Office Public Service Agreement</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>
Raising tax revenue to fund public spending	<p>HM Revenue & Customs Public Service Objective</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>
Better value for money	<p>Department for Transport Public Service Objective</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 D: Research Contacts in VCA

Pia Wilkes	Member of the Board for Business Development; Customer Champion	01179 524188	Pia.Wilkes@vca.gov.uk
Tony Stenning	Member of the Board for Technical & Quality Support	01179 524111	Tony.Stenning@vca.gov.uk

VCA Research Organisation Chart



Appendix E: Glossary of Acronyms

CFV	Cleaner Fuels & Vehicles Division
DfT	Department for Transport
DSA	Driving Standards Agency
DTI	Department for Trade & Industry
DVLA	Driver & Vehicle Licensing Agency
DVO	Driver, Vehicle & Operator Group
EC	European Commission
ISO	International Standards Organisation
S&R	Strategy & Resources Directorate (DVO Group)
TTS	Transport Technology & Standards Division
VCA	Vehicle Certification Agency
VOSA	Vehicle & Operator Services Agency