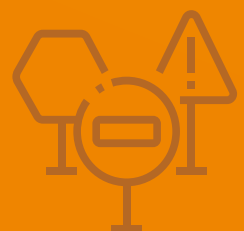
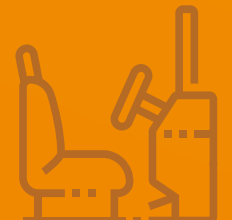


# DVA Business Plan 2020-2021



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# Chief Executive's Foreword

Along with the rest of the world, DVA has been badly affected by the coronavirus (COVID-19) pandemic. This continues to be a very challenging time for us all, both professionally and privately, and has had a significant impact on the Agency and the services we provide.

## **Our response to the pandemic**

In the last weeks of the 2019-20 financial year, we went into lockdown because of COVID-19. We were all told to 'stay at home' to prevent the spread of the virus. We had to act quickly to keep staff and customers safe in line with public health advice and guidance. We:

- suspended all driving tests;
- suspended all vehicle tests and granted MOT exemptions for all eligible vehicles;
- prioritised special vehicle tests to support the COVID-19 response;
- granted driving licence extensions;
- extended driver theory test pass certificates;
- continued to protect you from unsafe vehicles through our enforcement work, while maintaining social distancing; and
- provided two of our test centres to local NHS Trusts for COVID-19 testing facilities and a third test centre to the Department of Health in London to be used as part of the National Initiative testing programme.

In the background, we also:

- responded to thousands of COVID-19 related pieces of correspondence and telephone calls for customers, the Executive and public representatives;

- developed robust risk assessments to ensure the health and safety of staff and customers; and
- supplied many colleagues with IT equipment to enable them to work from home.

### What's next?

The future is less certain than it has been in previous years. The period through to March 2021 is likely to be exceptionally difficult as we are experiencing the operational and financial challenges that have arisen as a direct result of COVID-19. Our immediate priority will be to continue the work to safely restore our services, where that is possible, in line with public health advice and guidance.

This pandemic has taught us that we cope well with change. We responded swiftly and flexibly to the crisis and will continue to adapt to any further impact there may be on our services.

The pandemic arrived when we were responding to the unprecedented challenge of replacing all but 3 of our 55 vehicle testing lifts. These two issues have put a significant financial strain on the Agency, which I am monitoring closely.

One thing we can be sure of is that our plans will help NI citizens and businesses along the road to recovery. This plan sets out our priorities and key performance targets which we hope to deliver in the coming months.

**Jeremy Logan**  
**Chief Executive**

One thing we can be sure of is that our plans will help NI citizens and businesses along the road to recovery. This plan sets out our priorities and key performance targets which we hope to deliver in the coming months.

# Introduction

The DVA is an executive agency of the Department for Infrastructure (DfI). The Agency's overall aim is to deliver improved road safety and better regulation of the transport sector.

## Vision

The Agency's vision is 'Safer Drivers, Safer Vehicles'.

## Mission Statement

The mission of DVA is "To contribute to road safety, law enforcement and a cleaner environment by promoting compliance of drivers, vehicles and transport operators through testing, licensing, enforcement and education."

## Strategic Objectives

The Agency's strategic objectives are to:

- improve compliance with statutory requirements;
- improve the quality, integrity and security of our records;
- deliver quality services to meet the needs of customers and other stakeholders;
- apply appropriate quality standards to all current and new processes;
- improve our efficiency, effectiveness and economy; and
- develop the organisation and our people.

## Our Values

The Agency values describe how we behave and treat each other, and how we treat our customers and stakeholders.



## Our values are:

- Integrity – putting the obligations of public service above personal interests;
- Honesty – being truthful and open;
- Objectivity – basing advice and decisions on rigorous analysis of the evidence;
- Impartiality – acting solely according to the merits of the case and serving equally well governments of different political persuasions;
- Valuing people – leading and empowering, listening and responding, recognising success; and
- Excellence – a focus on customer service, inspiring creativity and innovation, striving for excellence.

# What We Do

## DVA is responsible for:

- driver and vehicle testing;
- driver licensing – issuing and, where appropriate, withdrawing licences in respect of drivers of cars, motorcycles, lorries, buses, etc.;
- Driver Certificate of Professional Competence (DCPC) and taxi periodic training - assessing the suitability of applicants, checking tuition standards and taking appropriate action when training providers are identified as non-compliant;
- driving and motorcycle instructor registration - assessing the suitability of applicants, checking tuition standards, the delivery of Compulsory Basic Training and taking appropriate action when instructors fail to meet required standards;
- passenger transport licensing – issuing and, where appropriate, withdrawing licences in respect of bus and taxi operators and taxi drivers, and licensing public service vehicles for both the bus and taxi industries;
- compliance audits and enforcement of licensing, roadworthiness and other legal requirements for goods and passenger carrying operators and their vehicles;
- other requirements in relation to vehicles including, collision investigations and checking repair work following the issue of Defect/Prohibition Notices; and
- technical vehicle and driver standards – ensuring DVA fulfils its legal obligations in respect of the provision of statutory vehicle and driver tests, providing technical advice to Safe and Accessible Travel to assist in the development of legislation, reviewing legislative changes that may affect the vehicle and driving testing environment, and developing and implementing appropriate standards.

# Our Resources

As at 1 April 2020 we had 761 permanent staff in post. We deliver our services from 15 test centres, 2 satellite driving test centres and a licensing centre in Coleraine, where driver and passenger transport licensing is administered. In addition, there are 6 locations across Northern Ireland where customers can sit their Driving Theory Tests.

The Agency operates as a Trading Fund under the provisions of the Driver & Vehicle Agency Trading Fund (Northern Ireland) Order 2016. This means that all expenditure must be recovered from the fees charged to customers or centrally funded by the Department to match the costs incurred for defined activities. As a Trading Fund, the Agency is able to increase its expenditure in response to increases in demand and conversely, is expected to reduce its expenditure in response to falling demand.

Due to the impact of COVID-19 on our services, fee income will decrease significantly for the year which will mean a very challenging financial position for the Agency. This challenging financial position will impact our financial targets to breakeven, taking one year with another, and to generate a return on capital employed of 3.5%.



# 761

Staff in post



# 15

Driver & Vehicle Test Centres



# 1

Licensing Centre



# 2

Satellite Driving Test Centres



# 6

Theory Test Centres

# Our Priorities for 2020-21

Given the changing environment in which we are operating we have had to focus our priorities for 2020-21 on 3 key areas:

1. Our Services
2. Our Infrastructure and Assets
3. Our People

As COVID-19 restrictions change our main priority is getting **our services** fully operational, whilst complying with public health advice and guidance to ensure the safety of staff and our customers. This is a challenging task and will involve significant and continuous planning and risk assessment.

We also have plans for **our infrastructure and assets**. We have completed the replacement programme of our vehicle testing lifts and are delivering against the action plan agreed by our Minister in respect of the lifts issue.


Building on our programme of ICT development, enhancing and delivering more of our services on-line will also be a key priority in 2020-21.

As we are currently operating in a very difficult financial environment, planning for capital investment has become more difficult. We are planning to invest in our network of test centres which are becoming inefficient and in need of modernisation. This begins in 2020-21 with the start of the construction of a new Test Centre and Depot at Hydebank.

**Our people** will also focus heavily in our priorities for the year. Ensuring our people are safe is a key priority and enabling them to continue to deliver our services during the pandemic will be essential.



# Business Planning

An update on the performance of the Agency against its targets for the 2019-2020 business year is available in the Annual Report and Accounts for the year ended 31 March 2020 which can be found at the following link: [www.infrastructure-ni.gov.uk/publications/dva-annual-report-and-accounts-2019-20](http://www.infrastructure-ni.gov.uk/publications/dva-annual-report-and-accounts-2019-20) 

In a normal year, we would publish our Agency Business Plan before the beginning of April. However, the significant issue we faced with the vehicle testing lifts in the last quarter of the 2019-20 year and the pressures arising from and responding to the COVID-19 pandemic has meant this period has been exceptional. Due to the constantly changing environment we have been working in, it was not feasible to set out a programme of work to meet this timetable. We have been working to re-instate our services and have therefore developed a business plan with a recovery focus that might guide our work between now and the end of March.

Outlined at **Annex A** are our 24 key performance targets which have been set to deliver against our priorities for 2020-21. Performance against these targets will be monitored by our Strategic Management Board and our Annual Report for 2020-21 will include a Performance section showing the extent to which the targets in this plan were achieved.

The Agency's key performance targets reflected each year in our Business Plan remain largely unchanged from one year to the next due to the services we deliver remaining constant. However, this year is very different to other years and has changed the services we deliver dramatically. This is reflected in the performance targets outlined at Annex A. It has been necessary to move away from volume driven targets for the majority of services, given the impact of COVID-19 on service delivery.

In supporting the delivery of key performance targets, the work of the Agency is overseen by a Corporate Governance Framework which conforms to current best practice guidance and encompasses a robust risk management regime that is adaptable and constantly reviewed. This is especially important, given the unprecedented nature of the pandemic and the new ways in which many of us are working.

In line with the Executive's decisions on COVID-19 restrictions, we will resume services where possible, ensuring that the health and safety of staff and customers remains paramount.

It has been necessary to move away from volume driven targets for the majority of services, given the impact of COVID-19 on service delivery.

# Annex A

## Our Priorities & Key Performance Targets for 2020-21

Our top priority during the remainder of 2020-21 will be to do everything we can to help reduce the transmission of COVID-19; to deliver essential public services safely during the pandemic; and to play our part in helping to support local communities and our economy in recovering from the devastating impact of

the virus on people's lives here. The actions in this business plan are written in that context and progress may be affected or timescales amended depending on the resource and attention that needs to be given to our top priority.

Our Priorities	Target Number	What will we do? (How much and how well)	What impact are we aiming to have?
<p><b>Our Services</b></p> <p>We will resume key services to the public whilst adhering to Public Health Guidance.</p>	1	For driver licensing we will process 80% of paper driving licence applications within 10 working days;	<p>To support economic recovery, improve road safety and ensure continuation of key services which rely on vehicles across NI.</p>
	2	and We will process 95% of online driving licence applications within 5 working days.	
	3	We will deliver a Regulatory Support Package by processing taxi and bus vehicle licence renewals to all affected vehicles;	
	4	and We will issue 95% of taxi driver licences within 10 working days of receipt of all documentation.	
	5	For vehicle testing we will apply Temporary Exemption Certificates (TECs) for all eligible vehicles;	
	6	and We will gradually resume vehicle testing, when safe to do so.	
	7	For driver testing, we will safely reinstate all driver testing categories when it is safe to do so;	
	8	and We will adopt a range of measures to increase our capacity to deliver driving tests in line with the adaptations made in our risk assessments to control the spread of COVID-19.	
	9	For compliance and enforcement we will continue to introduce a range of new roadside and back office solutions to enable the safe and effective resumption of all our enforcement services;	
	10	and We will continue to refer notifiable breaches of transport regulations to the appropriate authorities in line with agreed statement of services and EU/UK reporting standards.	
	11	We will provide customer updates on services via social media and the normal channels.	

Our Priorities	Target Number	What will we do? (How much and how well)	What impact are we aiming to have?	
Our Infrastructure and Assets	12	We will complete the replacement of our vehicle testing lifts.	To ensure a safe working environment and service delivery.	
	13	We will progress our Infrastructure Modernisation through awarding the construction contract for the Hydebank Test centre and depot and issuing the construction notice.	To meet the growing demand for vehicle testing services in the greater Belfast area and provide the facilities to introduce emissions testing for diesel vehicles once the wider network development is complete.	
	14	We will progress our Digital Transformation by delivering a new Commercial Licensing System.	To provide the taxi and bus industry with a fast, easy and secure digital online service that provides self- service functionality to manage their own licences.	
	15	We will progress our Digital Transformation by continuing development of our new Booking & Rostering System for vehicle and driver testing and completing 31 Agile Sprints by 31 March 2021.	To provide a fast, secure, easy to use booking system for DVA's customers and stakeholders.	
	We will invest in our infrastructure and assets.	16	We will progress our Digital Transformation by completing our digital work programme for the year including:	To improve services for our customers and staff and maximise the organisation's investment in digital technology.
		18	<ul style="list-style-type: none"> <li>Enhancement of the Driver Licensing system to facilitate online viewing of details;</li> <li>Performing an accessibility audit on the DVA Portal against the WCAG 2.11 accessibility standards and develop an action plan to address areas of non-compliance;</li> </ul>	
		19	<ul style="list-style-type: none"> <li>Enhancement of the Driving Examiners Digital Solution to facilitate inclusion of paper-based driving tests and integration with the new Booking &amp; Rostering system;</li> </ul>	
20		<ul style="list-style-type: none"> <li>Completing a review of DVA's strategic architecture to ensure it maximises the latest technology;</li> </ul>		
21	<ul style="list-style-type: none"> <li>Develop improved reporting of infringement data from the Compliance system; and</li> <li>Improve DVA's ability to easily report on licensing/regulation functions to regulatory bodies.</li> </ul>			

Our Priorities		Target Number	What will we do? (How much and how well)	What impact are we aiming to have?
Our People	We will put the safety of our staff at the forefront of what we do and keep our staff informed of key COVID-19 updates.	22	We will rollout IT equipment to all staff working from home.	An enabled, informed workforce who can continue to deliver public services within the public health restrictions.
		23	We will develop and complete COVID-19 health and safety risk assessments for our staff.	
		24	We will provide regular staff updates, through quarterly newsletters and as key events occur.	

# Annex B

## Organisational Structure



### Key Responsibilities:

- Driver testing
- Vehicle testing
- Driver licensing
- Technical training
- Driving/Motorcycle instructor registration
- Customer enquiries
- Driver & Vehicle Standards
- Properties maintenance
- International Standards Organisation (ISO) quality management.

### Key Responsibilities:

- Programme and project management
- Business Transformation
- Infrastructure Modernisation
- Contract management and procurement
- Health & Safety
- Customer services

### Key Responsibilities:

- Roadside enforcement
- Passenger Transport Licensing
- Delivering Vehicle Excise enforcement functions under contract for DVLA
- Financial Management & Governance.



Safer Drivers, Safer Vehicles

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