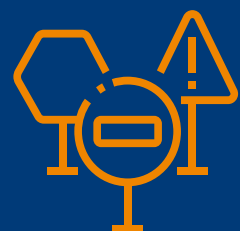
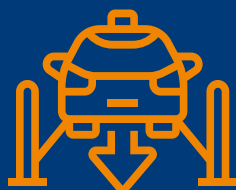


DVA Business Plan 2021-2022



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Chief Executive's Foreword

As is the case with many other public facing services, DVA services have been badly affected by the coronavirus (COVID-19) pandemic. This remains a very challenging time for us all, both professionally and privately, and we will continue to work hard to fully restore our services to mitigate against the disruption this has caused for our customers.

As we responded to the pandemic during 2020-21 we developed recovery plans which were implemented effectively. These actions enabled us to adapt to the changing circumstances and gradually restore our services in line with the easing of restrictions.

Where possible, we have equipped our staff to work from home and they will continue to do so. For those required to attend the office, or deliver front line services such as vehicle tests and driving tests, we will regularly review and update our risk assessments to ensure they take account of the latest public health advice and guidance to ensure the safety of our staff and customers.

Our achievements so far have only been possible because of the determination and commitment of our amazing staff, who have delivered so much in unprecedented and challenging circumstances.

The year ahead

Whilst we have put arrangements in place and services are operating again, our capacity to deliver remains reduced due to the ongoing COVID-19 restrictions. We therefore begin 2021-22 aware that this year, like the previous year, will be a challenging one.

The 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 going forward. With the successful roll out of the vaccination programme, I look forward to a more positive year ahead where we return to delivering a full range of services for our customers.

This plan sets out our priorities and key performance targets which we plan to deliver during the 2021-22 year.

Jeremy Logan

Chief Executive

Who We Are

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."**

Programme for Government

The Programme for Government (PfG) is the Northern Ireland Executive's highest level strategic plan and its purpose is to set the direction for public policy and provide a meaningful and joined-up basis for putting in place actions and programmes across the whole of government over a multi-year horizon.

Pending the Executive's approval of a final set of PfG Outcomes, the Department for Infrastructure has aligned its 2021-22 Business Plan to the draft Outcomes Framework in order to guide actions over this year. The draft PfG framework contains nine outcomes and the Agency contributes principally to the following two:

- We live and work sustainably – protecting the environment
- Our children and young people have the best start in life.

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.

What We Do

The Agency is responsible for the delivery of driver licensing, passenger transport licensing and enforcement, driver and vehicle testing, and maintenance of the Department's registers of Approved Driving and Motorcycle Instructors.

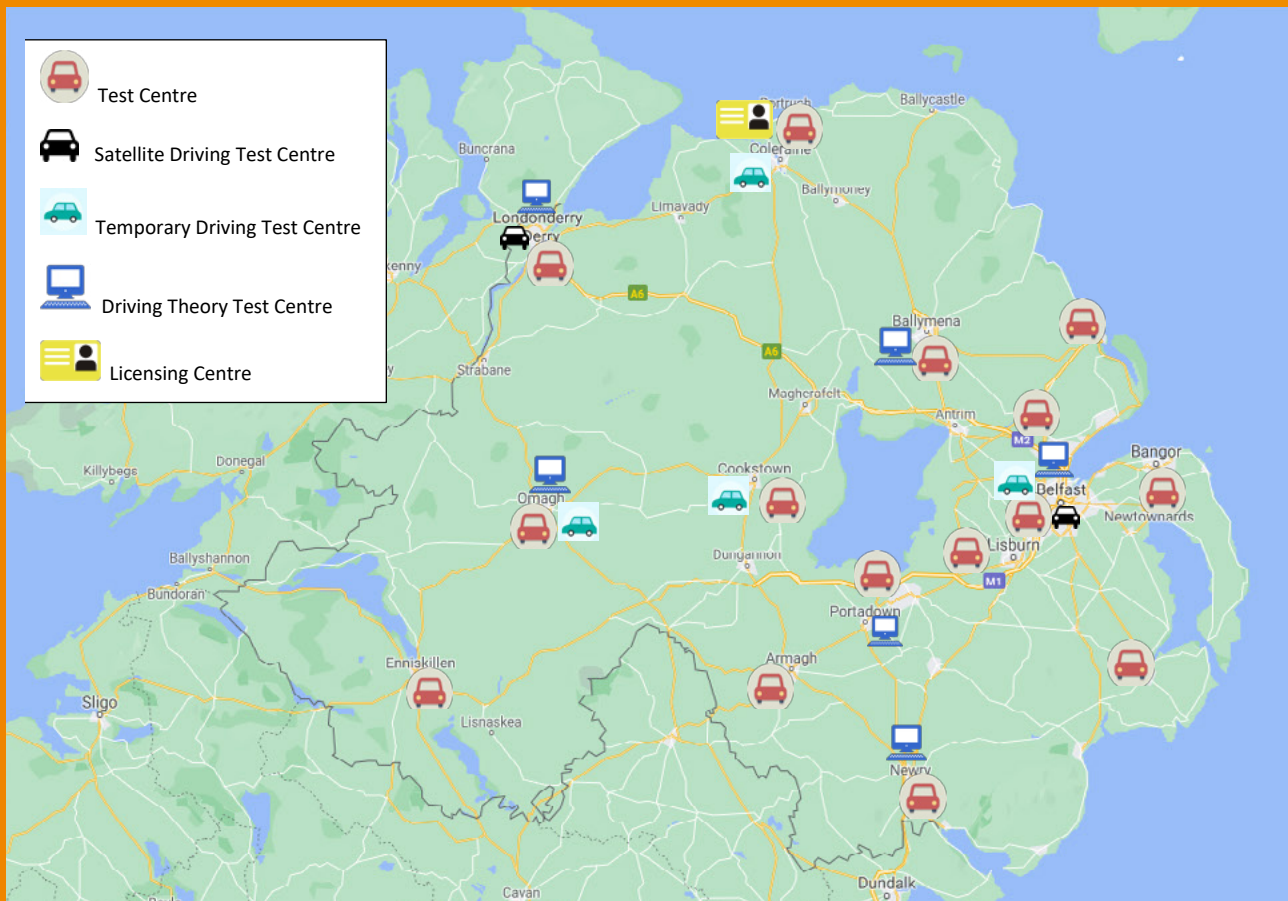
The following services are provided by the Agency:

- driver and vehicle testing;
- driver licensing – issuing and, where appropriate, withdrawing licences in respect of drivers of cars, motorcycles, lorries, buses, etc;
- driving and riding 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 Transports Internationaux Routier checks, collision investigations and checking repair work following defect/prohibition notices; and
- technical driver and vehicle standards – ensuring the Department fulfils its legal obligations in respect of the provision of statutory driver and vehicle tests, providing technical advice to Safe and Accessible Travel Division (SATD) to assist in the development of legislation, reviewing legislative changes that may affect the driving and vehicle testing environment, and developing and implementing appropriate standards.

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. This year, we will be adding to the locations from where we deliver our services.

This has been necessary due to the impact that COVID-19 has had on our driver testing services during 2020-21 which resulted in the suspension of some driver testing services for significant periods throughout the year. In order to address the demand for driving tests in the 2021-22 year, we have identified a number of other locations for use as temporary driving test centres¹.

Our Locations



¹Temporary driving test centres will be used if they are needed in the local area and there is sufficient driving examiner capacity.

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.

Our Resources

People

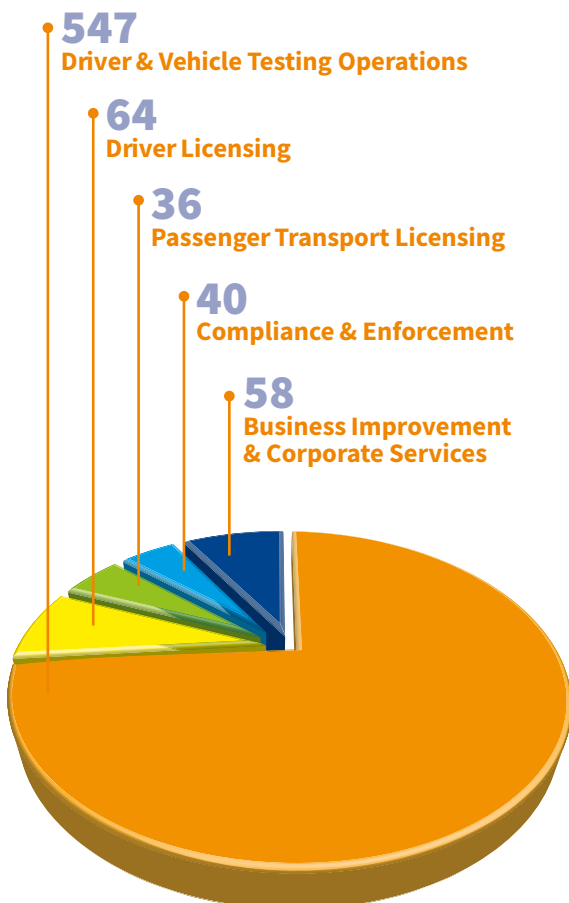
We deliver our services through teams of dedicated and committed people located throughout Northern Ireland. As at 1 April 2021 we had 745 permanent staff in post.

Financial

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.

As was the case in 2020-21, due to the continuing impact of COVID-19 on some of our services, it is anticipated that fee income for this year will be lower than in previous years. This will mean a challenging financial position for the Agency for another year which will be closely monitored throughout the year.

The Agency is beginning the year with significant cash reserves which are being held for investment in our infrastructure and assets.



Our Priorities for 2021-22

Our focus for 2021-22 will be on three priorities:

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

Outlined at **Annex A** are our 19 key performance targets which have been set to deliver against our priorities for 2021-22. Similar to last year, it has been necessary to move away from volume driven targets and specific customer service targets for some of our services, given the impact of COVID-19 on service delivery.

During last year, the COVID-19 pandemic had a significant impact on the Agency, on the services we deliver, on our people and on our financial position.

The Executive's Coronavirus (COVID-19) Regulations Pathway out of Restrictions published in March 2021 set out a gradual, staged, approach to reducing and removing the restrictions then in place in a safe and sustainable manner over the following months. The Pathway is guided by the Executive's strategic priorities: the health and wellbeing of citizens; societal and community wellbeing; and economic wellbeing and revitalising the economy.

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 will continue to be a challenging task and will involve continuous planning and risk assessment. We will ensure

that our stakeholders are informed on issues that directly affect them and we will utilise NI Direct, social media and other means, where possible, to provide updates to stakeholders, particularly when important changes take place.

We also have plans for **our infrastructure and assets**.

During this year, we will build on foundations already in place to transform our IT systems that support our customer-facing services and modernise the tools and information critical for enabling our staff to work as efficiently and effectively as possible. We will implement a new customer facing on-line IT system for driver and vehicle testing services which will serve our customers by supporting approximately 1.2 million bookings annually. Enhancing and delivering more of our services on-line will be a key priority in 2021-22.

Significant work will take place during the year on the construction of our new Test Centre and Depot at Hydebank. Work has begun on this and steady progress is being made to ensure the estimated completion date of October 2022 is achieved. We are also beginning work on a further new Test Centre and reviewing our existing network of test centres for the roll out of new vehicle testing equipment in the coming years.

Our organisation 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 this year will be essential. Staff have been rigorously undertaking risk assessments on working arrangements,


ensuring that staff who are required to work in our locations can do so in a safe way, following the latest public health advice.

A number of our staff continue to work from home following advice from the NI Executive. Moving forward, the Agency, along with the Department and wider NI Civil Service (NICS), is committed to promoting flexibility and choice at work with the aim of meeting both the needs of the service and its employees. The NICS is currently developing policies on a new approach to working from home (WFH) and working remotely (WR) to provide staff with the flexibility to work in a variety of different ways which will help suit their lifestyles. These policies will also help to deliver wider DfI policies including reducing the need to travel, reducing congestion and greenhouse gas emissions and helping to achieve a better work life balance, while maintaining the level of productivity of staff.

We will continue with the work already commenced on our organisational structure. This is a key piece of work which will contribute directly to developing our organisation and our people and to improving our efficiency and effectiveness.

Our financial position will also be a focused priority. The continued impact of the pandemic will mean another year with a challenging financial position. We will continue to monitor and manage this throughout the year.

Our progress and monitoring of our Business Plan

An update on the performance of the Agency against its targets for the 2020-2021 business year is available in the Annual Report and Accounts for the year ended 31 March 2021 which can be found at the following link: <https://www.infrastructure-ni.gov.uk/sites/default/files/publications/infrastructure/dva-annual-report-accounts-202021.pdf> 

Performance against the targets outlined at Annex A will be monitored by our Strategic Management Board and our Annual Report for 2021-22 will include a Performance section showing the extent to which the targets in this plan were achieved.

Regular updates on progress will also be provided to the Department and the Minister.

Annex A: Our Key Performance Targets for 2021-22

Our Priorities	Target Number	What will we do and by when?	How will this achieve our objective?	Objective					
				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	Develop our organisation and our people
Our Services	1	For vehicle testing , we aim to resume full roadworthiness testing subject to Covid 19 Regulations being relaxed and appropriate health & safety mitigation measures being agreed;	These activities will deliver quality services to meet the needs of customers and stakeholders while supporting economic recovery, improving road safety and ensuring continuation of key services which rely on drivers and vehicles across NI.			✓			
	2	and We will automatically apply new temporary exemptions certificates and extensions to existing temporary exemption certificates for all qualifying vehicles.				✓			
	3	For driver testing , we will provide over 50,000 appointed slots for driver tests in compliance with established legal standards;				✓			
	4	and We will adopt a range of measures to maximise capacity to deliver driver tests to address the high demand from customers caused by the suspension of services due to Covid-19 restrictions.				✓			
	5	For commercial licensing , we will dispatch 95% of taxi driver badges within 10 working days of receipt of all documentation;				✓			
	6	and We will dispatch 95% of taxi plates within 5 working days of receipt of all documentation.				✓			

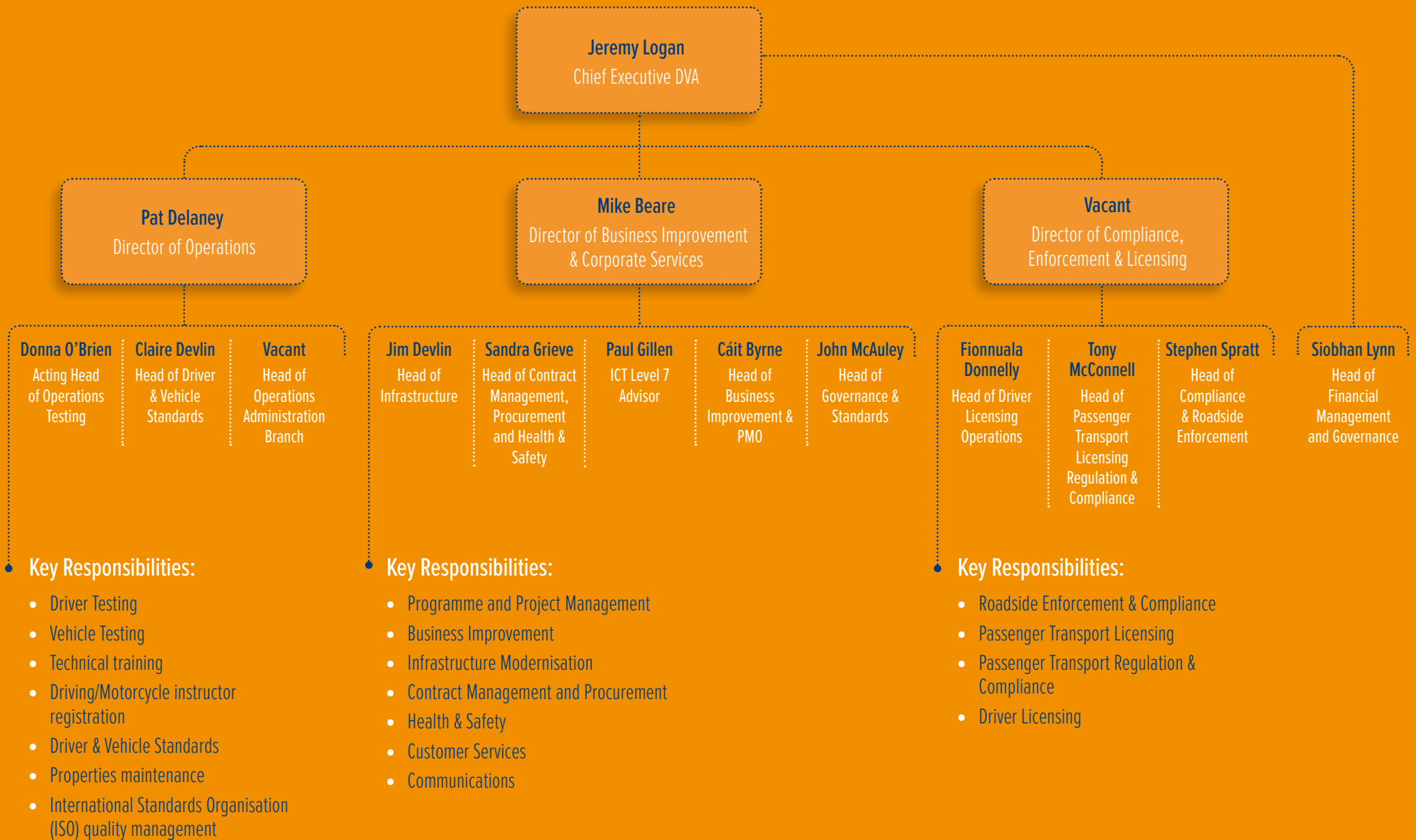
Our Priorities	Target Number	What will we do and by when?	How will this achieve our objective?	Objective					
				Improve Compliance with statutory requirements	Improve the quality, integrity and security of our records	Deliver quality services to meet the needs of customers and other stakeholders	Apply appropriate quality standards to all current and new processes	Improve our efficiency, effectiveness and economy	Develop our organisation and our people
Our Services	7	For driver licensing , we will issue 90% of paper driving licence applications within 10 working days of receipt;				✓			
	8	and We will issue 95% of online driving licence applications within 5 working days of receipt.				✓			
	9	For our customers , we will reply to 97% of complaints within 10 working days.				✓			
	10	For compliance & enforcement , we will achieve at least 8 out of the 11 Compliance and Enforcement targets by 31 March 2022 <ul style="list-style-type: none"> To conduct at least 1,000 vehicle inspections on HGV units (tractor or trailer) To carry out at least 5,000 operator and vehicle licensing checks on goods vehicles at the roadside using tablet devices To conduct at least 200 vehicle inspections on buses To carry out at least 300 operator and vehicle licensing checks on buses at the roadside using tablet devices To conduct at least 500 vehicle inspections on taxis To carry out at least 500 operator and vehicle licensing checks on taxis at the roadside using tablet devices To conduct at least 700 vehicle inspections on private cars To conduct at least 2,500 MOT checks on cars at the roadside using tablet devices 		✓					
			These activities will improve compliance with statutory requirements which will contribute to improved road safety and better regulation of the transport sector.						

Our Priorities	Target Number	What will we do and by when?	How will this achieve our objective?	Objective					
				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	Develop our organisation and our people
	11	<ul style="list-style-type: none"> To carry out a minimum of 50 multi-agency operations to improve road safety and compliance with statutory requirements To complete 90% of goods, bus and taxi operator compliance audits requested by TRU / PTLD within agreed timescales To complete at least 95% of executive summary compliance reports requested by TRU within agreed timescales and We will complete a review of the Road Transport Compliance Strategy by the 31 March 2022.		✓					

Our Priorities	Target Number	What will we do and by when?	How will this achieve our objective?	Objective					
				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	Develop our organisation and our people
Our Infrastructure and Assets	12	We will continue to progress the build programme for the construction of a new test centre at Hydebank and the design programme for a new test centre at Mallusk by 31 March 2022.	These activities will develop our organisation to meet the growing demand for vehicle testing services and ensure we can deliver quality services to meet the needs of our customers and stakeholders.			✓		✓	✓
	13	We will progress our on-line digital services by implementing release 1 of our new Booking & Rostering system for vehicle and driver testing by 30 September 2021.	These activities will improve services for our customers and staff and maximise the organisation's investment in digital technology.		✓	✓		✓	✓
	14	We will progress our business improvement work by completing our digital work programme for the year by 31 March 2022.			✓	✓		✓	✓

Our Priorities	Target Number	What will we do and by when?	How will this achieve our objective?	Objective					
				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	Develop our organisation and our people
Our Organisation	15	We will produce a report on the optimisation of our organisational structure by 31 March 2022.	These activities will develop our organisation and our people and improve our efficiency, effectiveness and economy.					✓	✓
	16	We will deliver our health and safety work programme by 31 March 2022.				✓	✓	✓	✓
	17	We will complete all our remaining outstanding actions from the Lifts Action Plan and from the 2021 Public Accounts Committee report, by 31 March 2022.				✓		✓	
	18	We will achieve the trading fund financial target to break even taking one year with another; and						✓	
	19	We will generate a return on capital employed greater than 3.50%.						✓	

Annex B: Organisational Structure





Safer Drivers, Safer Vehicles

Driver and Vehicle Agency
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Town Parks
BELFAST
BT1 3DH