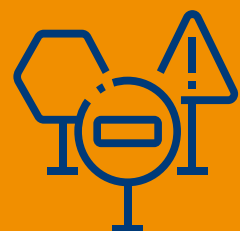
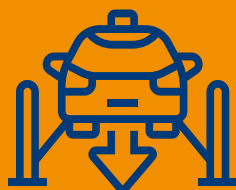


# DVA Business Plan 2022-2023



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# Chief Executive's Foreword

The Driver & Vehicle Agency (DVA) has faced significant challenges over the past number of years and I am proud to say that progress has been made and is continuing to be made in terms of the Agency's public service delivery. This progress has only been possible by having the support and co-operation of our staff who have worked tirelessly to deliver services to our customers.

During 2021-22 we conducted just over 65,000 driving tests, which was more than the total number of tests conducted in 2018-19 (57,946), the last full year when driving tests were not affected by COVID-19 restrictions. We also returned to a level of vehicle testing similar to pre-COVID levels. Driver licensing, commercial licensing, enforcement and our wide range of support services have continued to be delivered throughout the pandemic by adapting and embedding new ways of working across all business areas.

Whilst significant challenges remain, I have been delighted with the effort and dedication shown by colleagues across the Agency to continue to deliver a high quality service for our customers, and I am very grateful and proud of what has been achieved in such challenging circumstances.

## **The Year Ahead**

During this year we will build on the progress we have already made. Moving forward, we have plans to complete the construction of our new test centre and Compliance and Enforcement Depot at Hydebank and we are progressing plans to build a further new test centre in the Greater Belfast area at Mallusk. This significant investment will help us provide much needed additional vehicle testing capacity across our network and pave the way for future investment to modernise our infrastructure.

**Our focus for 2022-23 will be on:**

- 1.** Delivering high levels of services for our customers;
- 2.** Progressing our Infrastructure Project; and
- 3.** Progressing our digital business improvement work to help improve our customer service.

This plan sets out our priorities and key performance targets which we plan to deliver during the 2022-23 year.

**Jeremy Logan**

**Chief Executive**

# Overview

## Who We Are

The DVA is an Executive Agency of the Department for Infrastructure (DfI) created under the Review of Public Administration on 1 April 2007, by the merger of Driver and Vehicle Licensing NI (DVLNI) and the Driver & Vehicle Testing Agency (DVTA).

The Agency's overall aim is to deliver improved road safety and better regulation of the transport sector.

## Vision



### 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) outcomes-based methodology has been at the centre of NICS business planning since 2016. From 25 January to 22 March 2021 The Executive Office led a public consultation on a draft Outcomes Framework of nine wellbeing outcomes proposed as the starting point for a new Programme for Government. The draft Framework remains subject to Executive approval. The Agency contributes principally to the following two wellbeing outcomes:

- We live and work sustainably – protecting the environment; and
- 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

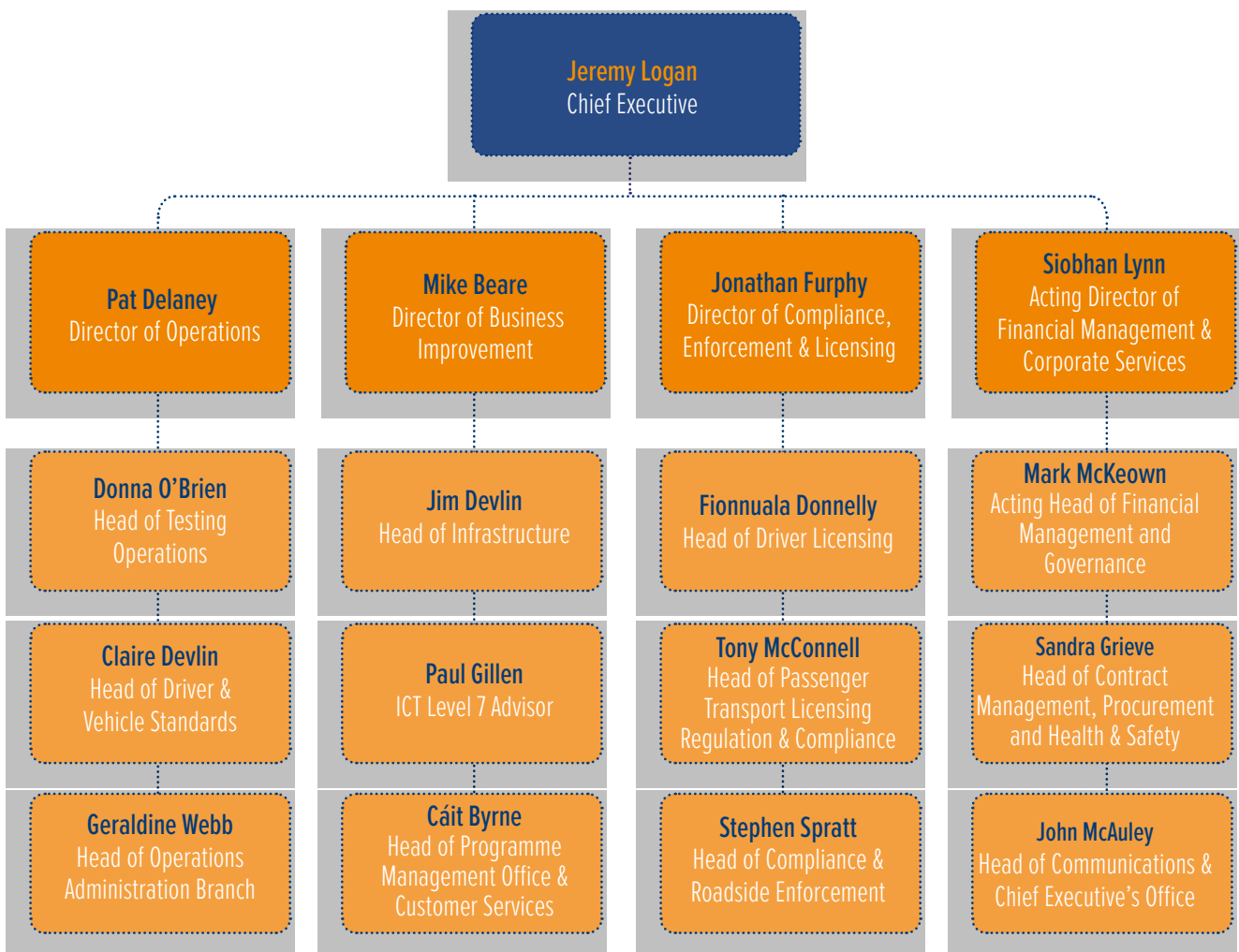
The Agency is responsible for the delivery of driver licensing, passenger transport licensing and enforcement, driver and vehicle testing, and maintenance of the Department's registers of Approved Driving and Motorcycle Instructors.

### **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.

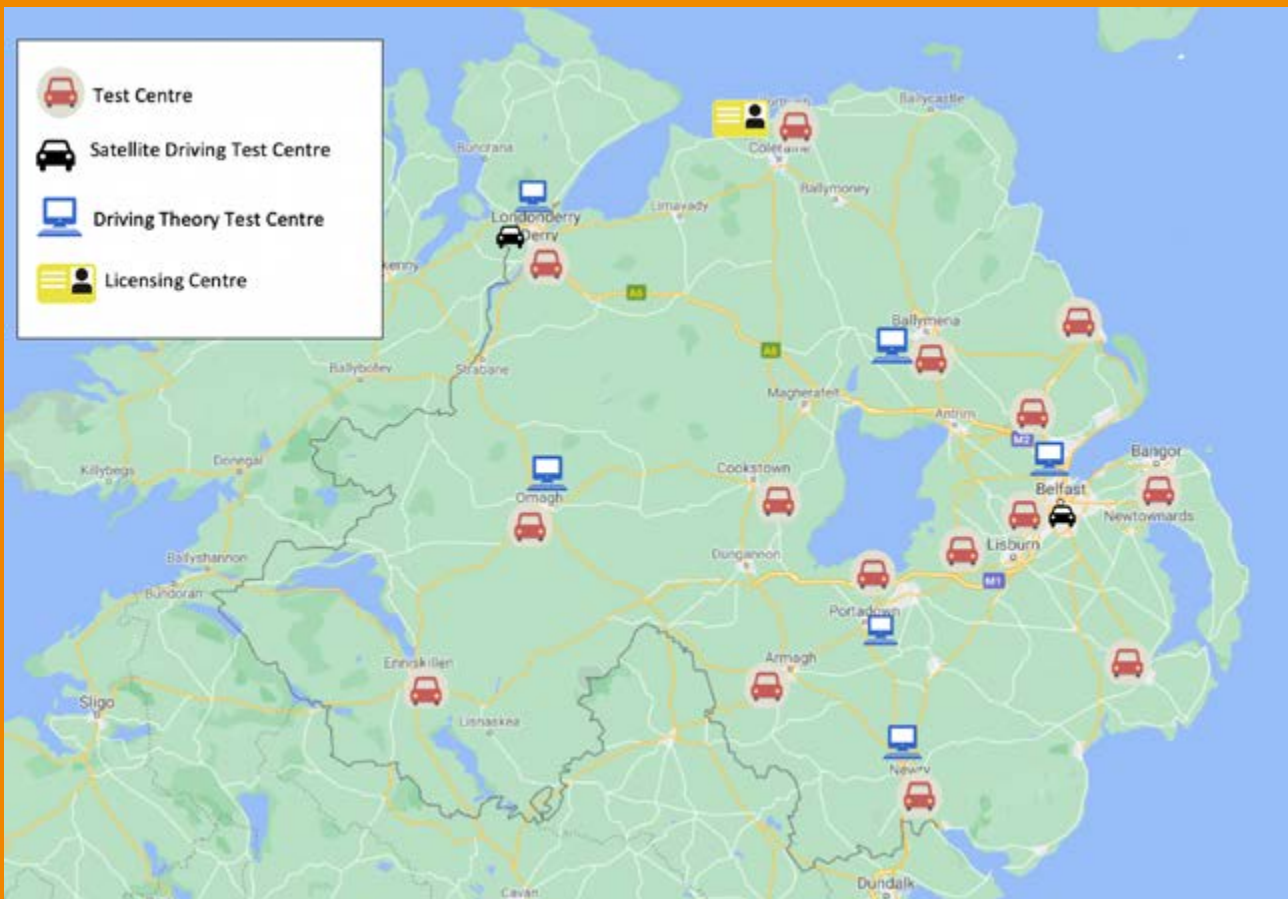
## Our Organisational Structure

We deliver our services through teams of dedicated and committed people located throughout the region. Our organisational structure is shown below.



## Our Locations

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.





## 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

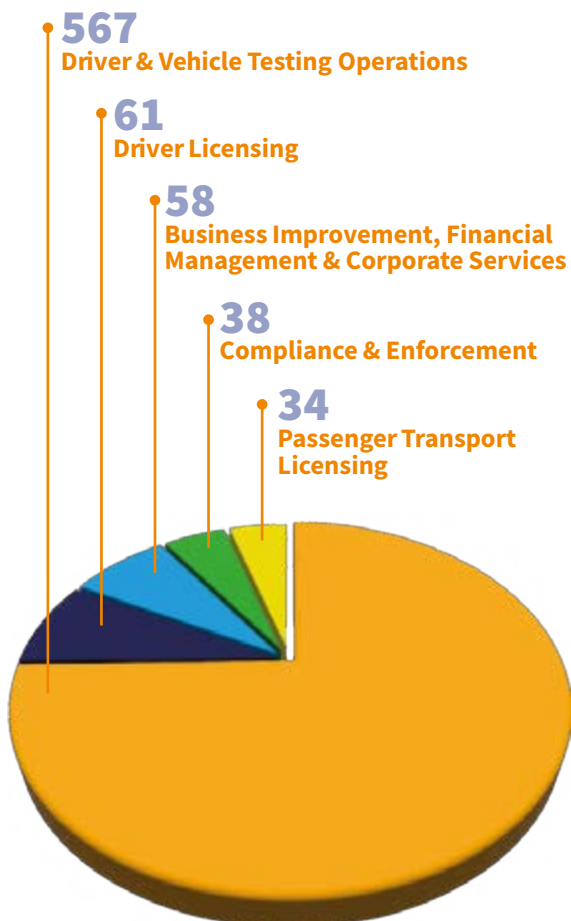
## People

We deliver our services through teams of dedicated and committed people located throughout Northern Ireland. As at 1 April 2022 we had 758 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.

The Agency is beginning the year with significant cash reserves which are being held for investment in our infrastructure and assets. 2022-23 will be another challenging year financially due to increasing costs associated with the delivery of our services. It will be necessary to carry out reviews of fees charged for our services in order for the Agency to recover costs and meet its financial targets.



# Our Priorities for 2022-23

Our focus for 2022-23 will be on three priorities:

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

Outlined at **Annex A** are our 14 key performance targets which have been set to deliver against our priorities for 2022-23.

Our main priority is getting all of **our services** up to maximum capacity, 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 given the high level of demand for our services and current limits on our capacity across our existing network. 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 have plans to complete the construction of our new test centre and Compliance and Enforcement Depot at Hydebank and will progress plans to build a further new test centre in the Greater Belfast area at Mallusk. We are also progressing plans for the roll out of new vehicle testing equipment in the coming years.

We will develop further 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. Enhancing and

delivering more of our services on-line will be a key priority in 2022-23.

**Our organisation** will also focus heavily in our priorities for the year. Ensuring our people are safe continues to be a key priority. 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.


Following the outcome of a recent staff survey, we will engage with staff to identify areas within the working environment that can be improved to make the Agency a better place to work.

The NICS and the Agency are committed to promoting flexibility and choice at work with the aim of meeting service and employee needs. A NICS Hybrid Working Policy has been developed which outlines the NICS approach and provides a framework to ensure consistent practice. Many of the services we deliver are not suitable for hybrid working arrangements, but for those which are suitable, workstyle agreements will be put in place with 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. It will be necessary to carry out reviews of fees charged for our services in order for the Agency to recover increasing costs and meet its financial targets. We will progress this work during the year and continue to monitor and manage the financial position.

# Our progress and monitoring of our Business Plan

An update on the performance of the Agency against its targets for the 2021-2022 business year is available in the Annual Report and Accounts for the year ended 31 March 2022 which can be found at the following link: [DVA Annual Report And Accounts 2021-22 | Department for Infrastructure \(infrastructure-ni.gov.uk\)](#) 

Performance against the targets outlined at Annex A will be monitored by our Strategic Management Board and our Annual Report for 2022-23 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 2022-23

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 <b>vehicle testing</b> , we will provide over 1.1 million appointment slots.	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	For <b>driver testing</b> , we will provide over 65,000 appointment slots.				✓			
	3	For <b>commercial licensing</b> , we will dispatch 95% of taxi driver badges within 10 working days of receipt of all documentation; and				✓			
	4	We will dispatch 95% of taxi plates within 5 working days of receipt of all documentation.				✓			
	5	For <b>driver licensing</b> , we will issue 90% of driving licence applications made by post within 10 working days of receipt; and				✓			
	6	We will issue 95% of online driving licence applications within 5 working days of receipt.				✓			
	7	For our <b>customers</b> , we will reply to: <ul style="list-style-type: none"> <li>97% of stage 1 complaints within 15 working days; and</li> <li>97% of stage 2 complaints within 10 working days.</li> </ul>				✓			

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	8	<p>For <b>compliance &amp; enforcement</b>, we will achieve at least 8 out of the 11 Compliance and Enforcement targets by 31 March 2023</p> <ul style="list-style-type: none"> <li>To conduct at least 1,000 vehicle inspections on HGV units (tractor or trailer)</li> <li>To carry out a driver and vehicle safety compliance survey of at least 700 randomly selected heavy goods vehicles<sup>1</sup>.</li> <li>To conduct safety checks on at least 50 buses used for dedicated home to school transport purposes.</li> <li>To carry out at least 200 operator and vehicle licensing checks on buses at the roadside using tablet devices.</li> <li>To conduct at least 15 taxi enforcement operations during the weekend night-time economy.</li> <li>To carry out at least 500 operator and vehicle licensing checks on taxis at the roadside using tablet devices.</li> <li>To carry out a safety inspection on at least 90% of all taxis presented for a taximeter test.</li> <li>To conduct at least 400 safety inspections on private cars.</li> <li>To carry out a minimum of 50 multi-agency operations to improve road safety and compliance with statutory requirements.</li> <li>To complete 90% of bus, goods and taxi operator compliance inspections requested by TRU / PTLD within agreed timescales.</li> <li>To complete at least 95% of executive summary compliance reports (ESCR) requested by TRU within agreed timescales.</li> </ul> <p><sup>1</sup> This target is a subset within the 1,000 vehicle inspections conducted on HGV units (tractor or trailer)</p>	<p>These activities will improve compliance with statutory requirements which will contribute to improved road safety and better regulation of the transport sector.</p>	✓					

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	9	<p>We will continue to progress our Infrastructure Project, where by 31 March 2023:</p> <ul style="list-style-type: none"> <li>the Hydebank House office and depot building is handed over to DVA; and</li> <li>the pre-qualification questionnaire (PQQ) and invitation to tender (ITT) stages for the appointment of an Integrated Supply Team (IST) for our new test centre at Mallusk, are complete.</li> </ul>	<p>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.</p>			✓		✓	✓
	10	<p>We will progress our business improvement work by completing our digital work programme for the year by 31 March 2023.</p>	<p>These activities will improve services for our customers and staff and maximise the organisation's investment in digital technology.</p>		✓	✓		✓	✓



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	11	We will complete a review of the administrative support of our digital applications; and the requirements for management information (MI) reporting, including the most effective organisational structure to deliver them by 31 March 2023.	These activities will develop our organisation and our people and improve our efficiency, effectiveness and economy.					✓	✓
	12	We will deliver our health and safety work programme by 31 March 2023.				✓	✓	✓	✓
	13	We will achieve the trading fund financial target to break even taking one year with another; and						✓	
	14	We will generate a return on capital employed greater than 3.50%.						✓	



Safer Drivers, Safer Vehicles

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