



Annual Review

2021 to 2022

Helping you **stay safe** on **Britain's roads**

Welcome from



Loveday Ryder
Chief Executive Officer



Nick Bitel
Non-Executive Chair

“ Welcome to DVSA’s Annual Review, in which we celebrate our successes from 2021 to 2022. ”

This point marks the end of DVSA’s 5-year strategy from 2017 to 2022. During the last couple of years, many of our services, customers, and colleagues experienced serious disruption caused by the pandemic. So, I’d like to give our people huge credit for keeping Britain moving. We met many of the commitments set out in the strategy, and you can read about those 5 years within these pages.

But this Review focuses mainly on what we achieved between April 2021 and March 2022. It was another difficult year for the country, and we began this period at the start of England’s phased exit from a 3rd national lockdown. Scotland and Wales followed soon afterwards.

During the pandemic a huge backlog of driving test candidates had built up, so we developed a recovery plan to bring down test waiting times. We’re recruiting 300 driving examiners and have introduced ways to safely increase the pass rate.

We also played our part in helping the heavy goods vehicle (HGV) industry manage its shortage of drivers. To make it easier for people to join the profession, DVSA consulted with the industry and streamlined the testing process. We increased the number of HGV tests we conduct weekly by 90%.

Throughout all of this, our enforcement colleagues continued to protect the public from unsafe drivers and vehicles. At the same time, people behind the scenes – in our offices and customer service centres – made everything possible with their hard work and dedication.

Shrin Honap also retired from his position as Non-Executive Chair and I’d like to thank him for his leadership. Nick Bitel is our new Chair and, together, we’d like to thank every single member of the DVSA community for their amazing work. We’re developing a Vision to guide us through the rest of this decade, and a new 3-year plan to keep Britain moving, safely and sustainably. We know that our people will rise admirably to the coming challenges.

We tackled the lorry driver shortage



Mark Winn
Chief Driving Examiner

“ We introduced significant changes to the way we carry out vocational driving tests. And we did it in less than 3 months, when a project of this size would normally take 18 months or more. The DVSA team who helped make this happen were brilliant. ”

DVSA played an essential role in the government’s response to the national shortage of lorry drivers. We made 3 changes to the way new lorry and bus (vocational) drivers are tested.

The first change was to allow drivers to take just 1 test to drive a rigid and an articulated lorry, bus or coach, replacing the requirement to take 2 separate tests. The second was to separate the test into 2 parts and to involve the training industry in examining the practical test’s off-road manoeuvres. The final change was to allow car drivers to tow a trailer without having to take another test. We replaced this with the voluntary accredited training you can read about on the next page.

The second change of separating the test involved a huge amount of work. To allow trainers to assess off-road manoeuvres we designed, created and launched an online training and testing programme. And we developed in record time online services to record the results of the tests and to help vocational drivers find their nearest training provider.

We’ve also improved the way we train DVSA examiners and now have additional vocational examiners to increase the number of tests we carry out.

We developed a trailer training accreditation scheme

“ We worked with the trailer towing advisory group to create a scheme which teaches people to tow safely on our roads. Their support means the scheme works brilliantly for trainers and our customers. ”

Amanda Lane
Technical Standards Policy Manager



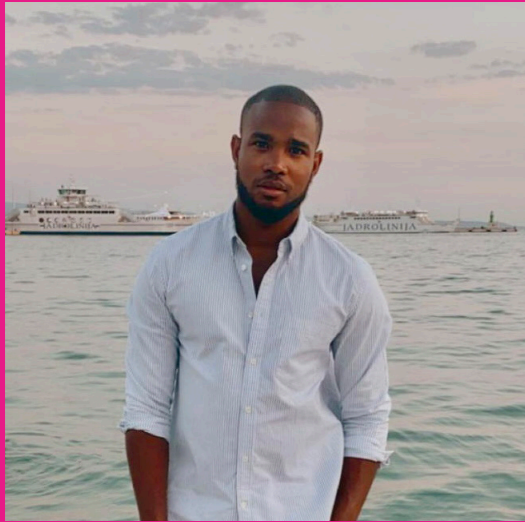
As one of the measures to tackle the lorry driver shortage, we joined forces with the trailer industry to develop a voluntary training scheme.

We had to provide motorists with the skills and experience to tow safely on our roads. So, along with the Department for Transport and training bodies, we formed the National Council for Accredited Trailer Training (NCATT). We developed the accreditation scheme, which included a new training syllabus and best practice guidance.

We ran 4 webinars to launch the scheme, with 261 training providers and trailer representatives attending the events. The webinars gave us an opportunity to explain the changes, invite the industry to become involved and ask us questions. Of the people who attended, 87% agreed it was useful and 89% would attend future events.

We worked with the Minister’s Office to keep the All-Party Parliamentary Group (APPG) on trailer and towing safety informed of our progress. The APPG recognised our great work on the accreditation scheme. And they also welcomed our commitment to checking the safety of trailers while they’re out on the road.

We started to recover our driver testing services



Jovanne Campbell
Strategic communications manager

“ **Our campaign will help to tackle waiting times by bringing together, in one place, all the guidance and options available to learners. We want them to understand what it truly means to be test ready.** ”

During the pandemic, our driving examiners continued to do tests for frontline workers - like those working in the NHS - to help tackle the crisis. But the number of driving tests was drastically reduced.

The pandemic caused only the 3rd suspension of the driving test in its history, and the result was a huge backlog of tests. The average waiting time increased to 24 weeks, compared to 6 weeks before the pandemic.

Reducing waiting times

As testing began to restart in England, Scotland and Wales in Spring 2021, we put measures in place to make more tests available. They included:

- asking all qualified DVSA staff to do car tests
- providing extra appointments in the mornings, evenings, at weekends and on bank holidays
- buying back examiners' annual leave and offering a recovery allowance for those who could work additional hours

We also ran campaigns to take on more driving examiners. We recruited them to work flexibly, so they could move around and test in the areas where the waiting times were highest.

To help potential new recruits understand what it's like to be a driving examiner, we held drop-in sessions at test centres. We also ran online sessions for those who could not make it in person.

New examiners have joined the team across the country. They're now carrying out more tests and helping to bring down the backlog.

New ideas

In January 2022, we launched a consultation on ways to encourage learner drivers to be better prepared to take their driving test.

We asked people's views on these suggestions:

- reduce the number of driving test appointments that are wasted
- collect better data about how well driving instructors prepare learner drivers
- give learner drivers better information about driving instructors
- update when and how we carry out the eyesight check at the start of the driving test
- replace paper pass certificates with digital pass certificates

We received almost 21,000 responses.

Next steps

We've analysed the responses and we'll use the consultation to shape plans to keep reducing waiting times for a driving test. We've also planned a campaign aimed at driving instructors, learner drivers and their parents. From it, we want to improve learner drivers' understanding of test readiness. We want them to know how to check if they're ready and encourage them to delay their test if they're not. That way, we can cut the number of learners who fail and need to rebook their test, helping to bring down driving test waiting times.



We brought non-compliant MOT centres to prosecution

“ DVSA is building stronger relationships with compliant members of the MOT community. We encourage them to tell us about others’ wrongdoings, without fear of repercussions. ”

Ian Bain
Head of Enforcement Delivery



Most garage owners and MOT testers are honest and have integrity. But we have the tools and technology to target the minority who put people at risk. We work hard to identify those who bring the MOT scheme into disrepute and who put profit above vehicle safety. We remove their eligibility to conduct MOT tests, with many facing the likelihood of prosecution.

So, with new tools, data and technology, DVSA brought 20 non-compliant MOT centres to prosecution. By analysing intelligence, and through investigative work, we identified patterns of fraudulent behaviour. Collaboration between DVSA examiners, casework specialists and prosecution and legal services brought rogue testers and MOT stations to justice.

We discovered that 1 MOT tester had conducted 26 fraudulent tests over a month on cars, transits, a heavy goods vehicle and a horsebox. He was sentenced to 6 months’ imprisonment (suspended for 12 months). The court also ordered him to do 140 hours’ unpaid work and to pay over £4,500 towards prosecution costs and victim compensation.

We launched a new theory test service



Elizabeth Smith

Head of Theory Test Contracts and Operations

“ It was a huge challenge to build this new service during the pandemic, and it took time to get it working smoothly. I’m proud of the team effort to overcome the challenges and bring the theory test into our hands. ”

In September we launched a new theory test service, which moved away from using a single supplier. It brought the booking system, theory test customer service centres and testing software in-house. And we split the test centre locations into 3 regions, which are controlled by multiple companies for the first time.

We increased the number of test centres from 180 to 203. So candidates now have more test centres to choose from and shorter journeys if they live in remote areas. This larger network has helped us respond to high demand for theory tests, delivering over 300,000 tests in March 2022. The test centres also meet a higher standard of accessibility and we’re supporting many more candidates with their test.

Changing the service and bringing the work in-house has meant we’re more in control of the customer experience from start to finish. If there’s a problem at a test centre, we can tell customers quickly and put things right. The booking process for a theory test is now the same as a driving test. So customers feel confident that they’re using a trusted government service. And it also means they can speak to one person if they have questions about their practical or theory test.

We helped convict a supplier of illegal boat trailers

“ We advise anyone who supplies or manufactures trailers to make sure they’re safe and compliant, by researching the rules and regulations that affect their business. ”

Sophia Mir

Market surveillance manager



Our Market Surveillance Unit (MSU) helped to bring Winder Boats of West Yorkshire to justice for supplying illegal road bases for use on UK roads. We recalled 146 boat trailers without the Individual Vehicle Approval (IVA) needed to import a single vehicle or very small number of vehicles.

Phill Matthews from our IVA team completed a remote assessment of a sample of Winder Boats’ trailers. He found missed wiring points, lighting and reflectors, meaning the trailers were not safe to be on the road.

The owner of Winder Boats was convicted at Leeds Magistrates’ Courts in September 2021. They admitted guilt for their actions and received fines totalling £4,271.

Helping you through a lifetime of safe driving

2.9 million
theory tests carried out

1.54 million
car driving tests carried out

700,000
visits to new Highway Code online

3,700
GOV.UK views of deaf candidate pack



We created a support pack for deaf driving test customers

“ As Chair of the Enabled staff network group for disabled colleagues, I’m proud of our input to the Deaf Candidate Pack. We know it will benefit deaf customers. And our examiners can be confident they’re testing candidates inclusively, giving everyone the same excellent service. ”

John Hegney
Driving test centre manager and
Chair of Enabled



We wanted to give deaf and hard of hearing driving test candidates a more positive and consistent experience on their test. So we developed a resource pack for our driving examiners.

The pack features written instructions, cues and visual prompt cards to help examiners communicate with candidates and explain the test process.

It’s also available on GOV.UK. So deaf candidates can use the pack with their driving instructor to familiarise themselves with its contents in preparation for the driving test. They can use it during mock tests, meaning candidates go for their test feeling as reassured and prepared as possible.

DVSA could not have developed this resource without the support of external stakeholders. The Royal Association for Deaf People, Disability Driving Instructor Association and Driving Mobility gave valuable input. And their testing and endorsement of the pack meant it would be robust and as useful as possible to the deaf candidates we serve.

Since its launch in January 2022, the pack has received over 3,700 views on GOV.UK. And 100% of users told us that they found the content useful.



We've won more apprenticeship awards!

“ My career developed greatly during my time on the apprenticeship. It also led to my master's degree qualification in data science. ”

Hannah Molloy
Data scientist



It's been another momentous year for colleagues on the apprenticeship scheme. Hannah Molloy, our new apprentice of the year, is also the DfT group's apprentice of the year. Hannah's a data scientist in the Strategy, Policy, Digital and Technology Directorate.

Mark Aston, an operational delivery manager, is our apprentice line manager of the year. Mark's also DfT group's line manager of the year.

Congratulations too for Samantha Davies. Based in our Customer Service Centre, Samantha is Gower College's apprentice of the year.

Our training partner, GP Strategies, also recognised DVSA, nominating us as 'employer of the month' in July 2021. We impressed with our apprentices' level of engagement and our line managers' supportive approach.

The vehicle service assessor apprentice intake completed their apprenticeships in style during National Apprenticeship week in February. Alongside colleagues and industry and training partners, they celebrated at the National Motorcycle Museum, receiving certificates from DVSA directors, Rich Hennessy and Paula Pitcher.

Jackie Davis, our Apprenticeship Manager said: "The awards and recognition we've received over the last year are testament to our apprentices' commitment and their line managers' support."



We've improved our customer services

“ Even faced with the challenges of recovering from the pandemic, we have still passed 2 industry standard accreditations this year. My team can take immense pride in that achievement. ”

Andrew Lustig
Head of Customer Contact



Last year our Customer Service Centre experienced huge growth in demand for their services.

In autumn 2021 telephone calls rose by 82%, compared to autumn in 2019. That meant people had to wait longer for us to answer their calls. So, we introduced ways to reduce the waiting times. We encouraged our customers to book online, recruited more call agents, and changed our call queuing system.

We're now on the road to business recovery. We're achieving our telephone service level agreement, and connection rates with our customers are up to 90%.

We're also achieving our targets for customer emails about vehicle and theory products. And we're dealing with requests for non-standard tests immediately as we receive them. That means customers with a disability or a specific need can book a test as quickly as anyone else.

We managed autumn demand for heavy vehicle MOTs



Kelly Hewitt
Senior data scientist

“ **Persuading heavy vehicle operators to get a test earlier than necessary was hugely important to managing demand. We helped the campaign to track how many vehicles were coming in early, and to understand the impact on the busiest months.** ”

To help the transport industry during the pandemic, we gave heavy vehicles short and long-term MOT exemptions until summer 2021. The new MOT dates for vehicles led to a much higher demand for tests between August and November than in a normal year.

We knew this would have an impact on vehicle owners, maintenance workshops and businesses which check vehicles before they get their MOT. So, our teams in policy, data science, customer account management, scheduling and communications developed a campaign. Its aim was to persuade vehicle operators to take their vehicles for an MOT test earlier in the year, during quieter periods.

We targeted individual vehicle operators with tests in the busy months, through a partnership with the Traffic Commissioners for Great Britain.

The campaign was a success – with over 55,000 vehicles booked in for a test earlier than they needed to be. This moved MOTs out of the autumn period. It meant that, with our testing teams working incredibly hard, we were able to work through the remaining peak.

But we could not have achieved this alone. Our customer accounts managers worked directly with authorised testing facilities (ATFs). And 65% of ATFs were successful in getting vehicle owners to move their test dates.

We published a new Highway Code

“ **I loved helping to celebrate the new Highway Code. Not only does it have a direct impact on road safety, but the public have a genuine love for the book and they couldn't wait to grab a copy!** ”

Hollie Anderson
Media manager



We published the last edition of the Highway Code in 2015. So, after a Department for Transport (DfT) public consultation, we published a long-awaited new edition.

Over 21,000 people responded to the consultation, with the majority agreeing that we needed to introduce new rules to protect vulnerable road users. We added or changed 50 rules telling readers just how to do that.

Large vehicles cause the most harm on the road. So, The Highway Code now puts more responsibility on their drivers for the safety of more vulnerable road users. The 'hierarchy of road users' includes rules about giving way to pedestrians at junctions and giving cyclists and horse riders more space on the road.

Publishing and communications colleagues worked with DfT and our official publisher, The Stationery Office (TSO), to make the new Highway Code a huge success. They developed clear, accurate content and helped the public understand the changes, taking the Code to the top of the bestsellers list.

Our customers and the media love it!

“Last month a slim volume rose to the top of British bestseller lists. It outsold Kazuo Ishiguro, trounced Julian Barnes and outstripped Richard Osman. It deserved its place.” **The Economist, May 2022**

We've worked on sustainability and improving society



Alex Mitchell
Head of Sustainable Development

“ **Installing solar panels forms part of our Net Zero emissions strategy, enabled by great collaboration between our Estates Property Investment team and our contractor.** ”

This year we invested in renewable energy by installing 80 kWp solar panels at our Chadderton site. We chose this site because it has the largest and most suitable roof of all our buildings. The panels generate around 25% of Chadderton's annual electricity needs.

We've also started to reduce our reliance on fossil fuels at test centres. We're replacing gas boilers with electric heating, installing more roof-mounted solar panels, and increasing our energy efficiency.

We're contributing to society too, taking part in 2 cross-government initiatives. Catapult is a coaching and mentoring programme for colleagues from a lower socio-economic background. And the Movement to Work programme supports unemployed 18 to 30 year olds who are not in education or training to develop their employability skills.

Our Women's Staff Network Group has raised awareness of period poverty, which worsened because of supply problems during the pandemic. The group arranged for feminine hygiene products to be available for colleagues and customers in all our toilet facilities.

We created a library for heavy vehicle serious defects

“ **Examiners take pride in their work, and I'm really pleased the defect library gives it a higher profile. It also helps other colleagues to understand how the work fits with our road safety aims.** ”

Raymond Morrison
Product Specialist



Our vehicle standards assessors (VSAs) carry out annual tests for heavy vehicles, helping businesses to keep their vehicles safe on the road. They check each truck, bus and coach against the MOT standards and report any defects.

Checking around 800,000 vehicles every year, VSAs use their technical expertise to call out the most serious issues and defects. So, we provided a permanent library for them to catalogue their findings.

This internal digital resource allows our frontline staff to upload photos and record details about the issues they find. They can now share this information with colleagues to rate the defects.

Colleagues are finding the resource invaluable and, so far, we've catalogued 200 defects. We're using some of the worst to shine a light on this road safety critical work, by sharing images and information on social media.

Frontline colleagues have received huge encouragement and support from across the industry. Our customers' comments tell us how much they value DVSA's role in keeping our roads safe.

Protecting you from unsafe drivers

750,000
vehicles tested

163,000
vehicles checked at roadside
and on operators' premises

29,000
serious defects and offences
detected on HGV/trailers

335
fraudulent MOT
testers stopped



We responded to Earned Recognition operators

“ The more members of the Earned Recognition scheme there are, the more industry leaders we have demonstrating their exemplary safety standards on our roads. ”

Laura Great-Rex
Head of Enforcement Relationship Management



Heavy goods or public service vehicle operators joining the Earned Recognition (ER) scheme must show DVSA that they meet certain safety criteria. This includes sharing vehicle maintenance reports, as paper records or through a digital reporting system.

The plan was for all operators to move to fully digital reporting by April 2022. But, given the difficulties the industry has faced recently, we asked ER operators whether they could meet this deadline.

Operators told us that the challenges they've faced from Brexit and COVID-19 would mean delays in making the necessary digital developments by April. So, we decided that we could confidently remove the deadline without compromising road safety.

Operators can now use a mixture of manual maintenance and vehicle systems alongside digital reporting. We're satisfied they can still prove they're maintaining the highest standards of road safety.

Earned Recognition is voluntary and free to join. There are now 404 operator licensees in the scheme, but we want to encourage even more. And, by listening to the industry and offering a range of reporting options, we're making ER accessible to operators of all sizes.

We focused on colleagues' mental health



Steve Carey
HR business partner

“ **Man Down forum: if you want to talk, we'll listen. If you want to listen, we'll talk. It's nothing fancy, nothing special, just men supporting men.** ”

We've continued to support our people with their mental health, and to signpost helpful resources

Mental Wellbeing Survey 2021

We ran our 4th DVSA mental wellbeing survey, listening once again to colleagues and using their feedback to improve our wellbeing support. This survey saw the highest completion rate yet, with more line managers completing the survey than ever before.

Most people told us their mental health and wellbeing have remained about the same as in previous years, including before COVID-19. But we're not complacent. Some colleagues said they felt fewer mental health conversations were happening, and they felt less confident about discussing their mental health.

Wellbeing tracker

We listened when colleagues said it was hard to talk about mental health and launched the wellbeing tracker. It's a simple spreadsheet that can help teams start the conversation. It gives discussions more structure, enabling people to talk about specific areas and put a plan in place if they need more support.

Man Down forum

Around 70% of our workforce are male, and the survey also told us that we needed a group where male colleagues could talk about their concerns in a safe environment. The monthly Man Down forum developed from this idea.

Men can come together and talk about what's bothering them - if that helps. Or they can just listen to others. The facilitators are not counsellors, but like-minded colleagues who can signpost others to helpful resources and services.

Wellbeing Week 2022

We ran our 4th Wellbeing Week in January. We held webinars and presentations, encouraging colleagues to talk about mental health and other topics that contribute to wellbeing.

We used feedback from previous years to make sure the content was relevant to colleagues. And there was plenty of variety, covering topics such as sleep and developing positive self-esteem. We also signposted colleagues to resources to support their mental health, for example advice about working from home or dealing with money worries.



We're developing more digital services for vehicle testing

“ I'm proud to have started on the next stage of our digital transformation project. Talking to our customers at an early stage will help us make sure the final product works for all of them. ”

Karen Pitt
Digital Product Manager



We extended our digital transformation project for vehicle testing services during the year. And we also celebrated some milestones.

By October 2021, we'd recorded 1 million heavy vehicle MOTs through the vehicle testing app we made for frontline staff. The app makes things easier for colleagues as they can use it while they're testing a vehicle. And it's also improved accuracy of the data we record - we've reduced errors by 78% against pre-app levels!

Following these successes, we started work on improvements for colleagues in finance, customer accounts and contract management who support our vehicle testing services.

And we're developing the customer-facing side of the project. We're introducing a brand-new digital account for testing customers, providing them with a simplified payment system and better visibility of their transactions.

We're working with 5 early adopter authorised testing facilities (ATFs), who are using a pilot version of the service. We're using their feedback on how it works in a live setting to develop a system that makes life easier for customers.

We reached the end of our 5-year strategy

March 2022 saw DVSA reach a milestone, as we came to the end of our 5-year strategy for 2017 to 2022. We set out the strategy in 2017 to explain what we'd do over the following years to help everyone stay safe on Britain's roads.

Our work has followed 3 strategic themes:

- helping you through a lifetime of safe driving
- helping you keep your vehicle safe to drive
- protecting you from unsafe drivers and vehicles

Here's a snapshot of what we've achieved over the last 5 years

Helping you through a lifetime of safe driving

We carried out over **7.9 million driving tests** and over **10 million theory tests**.

- 2017** We modernised the driving test. We updated the manoeuvres and started to ask candidates to follow directions from a sat nav during the independent driving part of the test.
- 2019** Our driving examiners started to record driving test results on tablets rather than on paper.
- 2021** We improved our theory test service by bringing the booking system, theory test customer service centres and testing software in-house.

We launched our new and improved Safe Driving for Life website – an eLearning platform and one-stop resource for all drivers and riders, from beginners to professional instructors.

Helping you keep your vehicle safe to drive

We oversaw more than **194 million MOT tests**.

- 2017** We launched the MOT reminder service. Drivers can now be reminded by text message and email when their vehicle's MOT is due.
- 2018** We launched a new service for people to find out if their vehicle needs to be checked and fixed because of a safety recall.

We changed the MOT test. The new test has tighter limits for smoke on diesel vehicles, and it has clearer fail categories.
- 2019** We started rolling out an app to allow our vehicle standards assessors to record bus, lorry and coach tests on their phones. It has now been used for more than 1 million tests.

Protecting you from unsafe drivers and vehicles

We made **934,000 mechanical, drivers' hours and weight checks**, and we issued over **£25 million of roadside fines**.

- 2018** We launched the Earned Recognition scheme for vehicle operators. There are now more than 400 operator licensees in the scheme.
- 2021** We published new guidance on how to report MOT testers and centres for fraud. Since then, we've investigated 2,057 fraud reports, which led to us stopping 156 garages and 335 testers from testing.

We're now turning our focus towards what we can achieve in the coming years. You can read about our exciting Vision to 2030 on page 50.

Helping keep your vehicle safe to drive

40 million

MOT certificates issued

1 million

heavy vehicle MOTs through the testing app

421,000

MOT reminder subscriptions this year

55,000

heavy vehicles booked for early MOT



We implemented recommendations from the heavy vehicle testing review

“ It’s been great to welcome new ATFs and to support them in setting up. And our improvements will give heavy vehicle operators more flexibility in test booking. ”

Leanne Redwood
Network business manager



Following a 2019 review of our heavy vehicle testing service, we continued working on its recommendations.

The first was to review the temporary pause on opening new authorised testing facilities (ATFs) to test heavy vehicles. We’d stopped taking applications in 2017, to allow us to focus on existing ATFs and their needs. But we lifted this after the testing review, to allow operators more flexibility in where they can take their vehicles. We invited new applications and, during 2021 to 2022, 11 additional ATFs opened.

Another recommendation was around the way ATFs book testing time with us. Our insight team wanted to understand how any proposed changes might affect customers. For example, how did they feel about extending the period within which we could schedule testing time?

We ran 7 focus groups about the booking process, which 37 ATF managers and 8 vehicle operators attended. The sessions gave us insight into how customers feel about DVSA’s services. The results helped to identify 2 key themes – the need for certainty and for flexibility with test bookings. We’ll use this feedback to improve the booking process for ATFs.

We've continued our 'Building Respect' work



Rowley Williams
Operations manager and
DBH investigator

“ It's incredibly rewarding when you're able to piece all of the evidence together and help people see things from others' perspectives. ”

We have a zero-tolerance approach to discrimination, bullying and harassment (DBH), and we've worked hard over the last few years to tackle these behaviours. But, until they disappear entirely, we still have work to do.

DBH investigators

We invited colleagues to train as DBH investigators. We were looking for resilient people who were good listeners. And we wanted investigators who would be non-judgemental and pay attention to detail.

Our DBH investigators are trained to look objectively into complaints of discrimination, bullying or harassment. They're highly organised, impartial and sensitive. It can be time-consuming and challenging work. But it means that colleagues in these situations get to tell their side of the story and we can help reduce their stress by resolving problems quickly.

We now have 23 trained DBH investigators, across a wide range of grades and from different areas of the business.

Standing up for what's right

We also created a new service to support colleagues who experience inappropriate behaviour at work. We've recruited Respect Champions to listen and act as a sounding board for colleagues who need to talk about their concerns.

Trained over 8 weeks, our Respect Champions provide safe, independent and confidential support for people who experience inappropriate behaviour.

They work with colleagues in coming to an informal resolution. They talk through the options and signpost those involved to the most appropriate information or organisation. For example, our Early Resolution Helpline, a trade union representative, a mental health first aider or one of our staff network groups.

Our champions will also help those who are experiencing or living with domestic abuse issues. They'll give colleagues safe and appropriate advice about where to find the support they need.

Marion Kitson, our Director of Enforcement and Building Respect Champion said:

“There are so many great people at DVSA who can really challenge behaviours and support other colleagues to do the same. With their help, I truly believe we can reduce discrimination, bullying and harassment in DVSA and become a better place to work.”



We targeted rogue traders in South Wales



Gareth Prismick
Vehicle enforcement manager

“ **Operation Rogue Trader involved months of collaboration, which proved worthwhile. I’m proud of our work in removing such an alarming number of dangerous vehicles from the road.** ”

In a fantastic piece of partnership working, we teamed up with South Wales Police, Gwent Police, Her Majesty’s Revenue and Customs, Newport City Council and Trading Standards. During a week in October 2021, Operation Rogue Trader disrupted and enforced against road users who put motorists or pedestrians at risk by being unsafe.

DVSA played its part by targeting commercial vans and other light goods vehicles across 19 check sites. The most common defects we found were overloading and badly inflated or balding tyres.

One of the vans we caught in Swansea had a catastrophic 25 mechanical defects and we reported the driver to South Wales Police for dangerous use.

Our examiners issued 110 notices for defects so dangerous that they immediately removed the vehicles from the road. We also issued 71 delayed notices, which gave the driver some time to deal with the defect.

Operation Rogue Trader was a huge success in protecting the public from unsafe drivers and vehicles.



We celebrated diversity and inclusion



Tejpal Barnes

Driving examiner and embRACE member

“ embRACE and our other staff network groups promote equality, diversity and inclusion for colleagues and customers. I’m proud to help remove any barriers people may face because of their personal characteristics. ”

We look after colleagues through our policies. But diversity and inclusion is also about recognising everyone’s uniqueness and needs. So we celebrated events and became involved in more ways to improve colleagues’ experience at work.

Fast with a Friend

Our staff network group for ethnic minority colleagues, embRACE, encouraged everyone to step into Muslim colleagues’ shoes during Ramadan.

Chair of embRACE at the time, Noushi Johal, said:

“Ramadan’s a really challenging time for our Muslim colleagues. We wanted to find a way for people to experience the sensation of fasting to truly understand it.”

Race at Work

We took part in the Race at Work Charter, which looks at an organisation’s inclusivity. It also allows participants to learn from the best practice of service providers and employers across and outside the Civil Service.

For the Charter we carried out a survey of colleagues to better understand what we’re doing well. And it also highlighted the areas of race equality in which we need to improve. Our colleagues’ responses will help us to create a truly inclusive environment, where people from all backgrounds and cultures can thrive and feel they belong.

Disability History Month

Disability History Month ran from November to December, celebrating the lives of disabled people and working towards achieving equality for everyone.

We focused on hidden disabilities – for example, autism, depression and diabetes. And we helped colleagues to understand the help available to support people with hidden impairments.

Carers’ Rights Day

In November we also marked Carers’ Rights Day by helping colleagues understand the support DVSA provides carers.

One of our resources, of which we’re very proud, is the carer’s passport. The passport helps colleagues to talk about their responsibilities with their line manager.

Liz Baldock, Internal Communications Manager, said:

“As a new carer, I’ve done a lot to try and balance my responsibilities with work. Going through the passport and discussing my needs was a soothing experience. I’ve now agreed some small but effective actions with my manager that will help me look after myself.”

LGBT+ history month

February 2022 saw LGBT+ history month - our opportunity to celebrate LGBT+ colleagues and understand how to be better allies. We ran workshops and events to explain some of the issues LGBT+ colleagues face, and to present new ideas.

Ian Richards, driving examiner and chair of Pride, said:

“DVSA’s support for LGBT+ history month, with things like changing the social media banner, shows how far we’ve come. But there’s still much to do to promote diversity and inclusion - not only in the workplace, but also in life.”

A great place to work

£1.2 million

saved annually with new
IT service desk

783,000

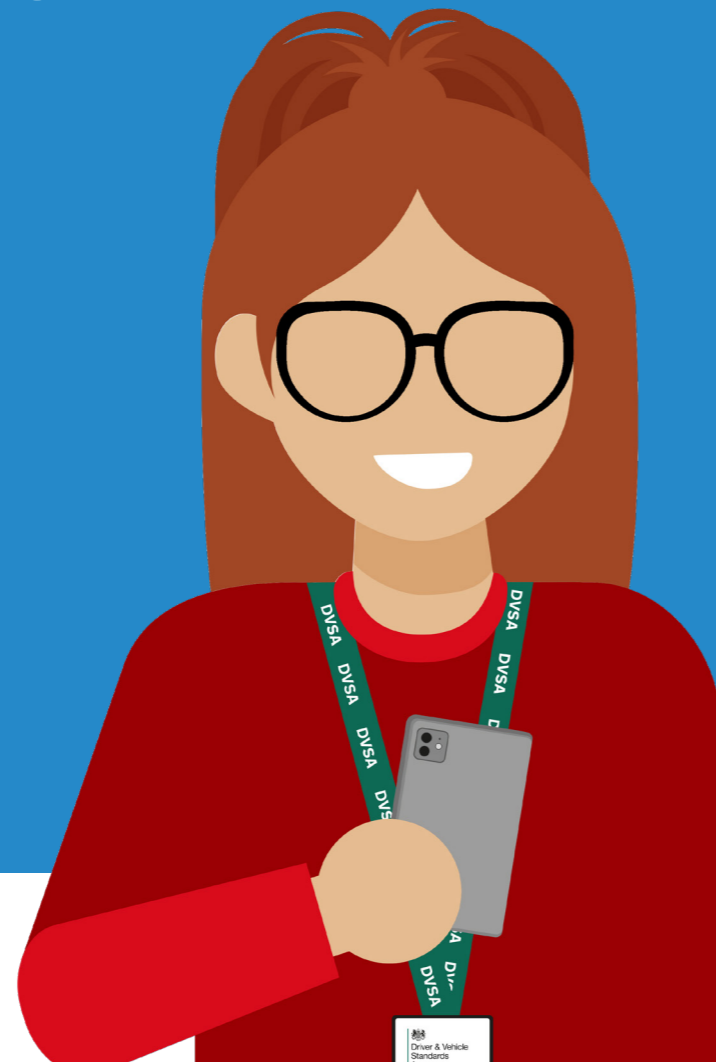
customer service
calls answered

144

apprentices

80

new solar panels
at Chadderton



We saved time and money through Technology Services

“ Technology Services and other teams’ hard work and commitment have led to a great user experience for our colleagues. I’m so proud to have been a part of it. ”

Nia Hatchett
Head of User Services



Technology Services provides support to DVSA colleagues - from issuing hardware to resolving major IT incidents.

Our contract with third party suppliers ended in December, so we brought 2 important services back in-house. Second line support now gives in-depth IT support to colleagues. And our new dispatch centre sends out hardware, collects kit for return, and deals with repairs.

This has reduced costs, and allows us to provide better, more sustainable technology for our mobile workforce. The services have also improved - because our people understand best the needs of our agency.

We’ve also made it easier to contact the service desk. When a colleague contacts us, we’ll recognise the number and pre-populate our agent’s screen. Then they can go straight to solving the problem. And, if there’s an incident, colleagues do not have to report it, but can let us know they’re affected at the touch of a button. All this saves us time and allows us to focus on helping people stay safe on Britain’s roads.

Our service desk has received a 3-star Service Desk Institute accreditation as an industry-leading service. The new services have also saved us a whopping £1.2 million per year, which we can reinvest into providing other road safety services.

We supported MOT garages with their customer engagement



Sam White
External customer insight manager

“ **MOT garages had another busy autumn, so we helped them reach out to their customers. Research after the campaign told us how well garages managed during this period and what more we could do to help.** ”

The 6-month MOT exemptions for cars, vans and motorbikes at the start of the pandemic resulted in 10 million vehicles getting a new test date.

In autumn 2020, when the exemptions ended, we ran a campaign to encourage motorists to ‘beat the rush’ to get their test. The campaign was successful, so we wanted to continue to support MOT garages during the same months in 2021.

Our focus this time was on developing a new toolkit of messages and graphics for MOT garages. We wanted to support them in persuading motorists to contact the garage before MOT bookings got too busy. The aim was to help testers plan and manage any unexpected peaks.

After the autumn peak, we surveyed garage owners about the campaign. Of those who responded, 85% said that the content we created for them was easy to use and reproduce.

More importantly, half of those who used the toolkit agreed that it encouraged their customers to book MOTs in advance.

And 46.5% of those who used the toolkit agreed it helped them to plan and manage MOT demand during the autumn.

We helped bring down a drug smuggling ring

“ **This is a great example of inter-agency working. I’m so proud of the work we do at the border to help keep Britain’s roads safe.** ”

Ivan Lakeland
Traffic enforcement manager



Last summer our enforcement team played a vital role in prosecuting 2 men who were part of a drug smuggling ring. The smugglers were attempting to import 243kg of cocaine (the equivalent weight of 3 averaged sized men), with a street value of over £19 million.

They were travelling as the only passengers in a British coach from Belgium, via Calais. This was their 4th journey, and they were arrested in Dover.

One of our traffic examiners helped the National Crime Agency and Border Force’s investigation by providing tachograph data for all 4 journeys. Tachographs are fitted to vehicles to automatically record speed and distance, along with the driver’s activity.

The information we shared meant the investigators could work out the vehicle’s routes and who was driving.

Using our unique knowledge and skills around tachographs, we provided supporting evidence for the prosecution, which they presented during a 5-day trial. The smugglers were sentenced to 14 and 16 years in prison.



We visited Downing Street

“ I was really proud to represent DVSA, my colleagues and my area. ”

Emilio Arzente

Vehicle standards assessor

Mandy, Cheryl, Emilio and Loveday



In August, our CEO, Loveday Ryder, and 3 colleagues attended an event at Number 10. Emilio Arzente (vehicle standards assessor), Cheryl Hall (traffic examiner), and Mandy Robson (customer service centre) were invited to celebrate the transport sector's amazing work during the pandemic. One of our driving examiners, Mike Bonner, was also invited but could not attend at short notice.

The Prime Minister and the Secretary of State for Transport, Grant Shapps, thanked everyone for their dedication and service during such a challenging time. Guests spent time in the Rose Garden, where the Prime Minister expressed his interest in how we keep Britain's roads safe.

Emilio, Cheryl, Mandy and Mike were invited to the event because of their hard work and positive attitude. Along with other transport colleagues who made sure the shelves were full and who kept Britain moving, our DVSA colleagues went above and beyond during the pandemic. They fully deserved this recognition, which, as Loveday said, was an honour for whole agency.



We launched a new intranet that works for everyone

“ My team designed an intranet based on what people told us they want and need. I’m hugely proud of what they achieved. ”

Phil Allen

Senior strategic communications manager (digital)



In 2014 we launched our first intranet. It quickly became, not just DVSA’s central information hub, but also a dumping ground for documents in the absence of cloud storage!

As digital best practice evolved, so did our expectations of what an intranet should look like, and how best to use one. It was time for a change.

The change had to work for everyone, so we spent months talking to colleagues across the business, asking what they wanted from a new intranet. We discovered that they wanted 2 main things: to be able to find colleagues and to receive meaningful information.

We launched our new intranet in February 2022, featuring well-written content that’s relevant to everyone. People can now tailor their news feeds to receive the information they want to see. And they can quickly find colleagues’ contact details that are accurate and up to date.

We’re working hard to make our new intranet as simple and accessible as possible. Colleagues with a disability can use it easily, which makes it more user-friendly for everyone. That means we’re keeping our people informed, which helps to keep the public safe.

We supported international goods vehicle operators through change



Paul Cowan
LGV Product Owner

“ The project team and our partners worked together in an excellent example of collaboration, helping operators to meet the new requirements. ”

Under the 2020 Trade and Cooperation Agreement, the UK agreed to introduce changes which would affect UK operators when working in the EU. Our priority was to support those businesses.

We worked in close collaboration with The Traffic Commissioners, the Office of the Traffic Commissioners (OTC), the Department for Transport (DfT) and the Department of Infrastructure in Northern Ireland.

We introduced 3 changes to help operators to comply with these new rules. The first was the introduction of a new operator's licencing scheme for light goods vehicles on international journeys. The licence enabled them to continue to work in the EU.

The second was a scheme allowing operators temporary exemption from the requirement to hold a Transport Manager certificate of professional competence (CPC). This scheme made it easier for operators to apply for an operators' licence.

The third change enabled operators on certain journeys to complete posting declarations on an EU portal. The declarations cover the vehicle, journey, the driver, and their contract of employment. This change allowed them to comply with the new rules.

DVSA communications worked with the DfT and the OTC teams in telling operators about the changes. Our email and social media messages were essential in helping UK operators to understand the rules and how we could help.



We're listening

Again, our Customer Service Centre saw a massive increase in contact with customers who needed our support. The first year of the pandemic was a challenge. But, in 2021 to 2022, we answered significantly more calls, emails and social media questions than in 2020 to 2021.

Our numbers are impressive:



We handled **783,313** calls
We answered **187,995** of those within 30 seconds
That's **86,909** more calls than in the previous year

We answered **345,149** emails
We answered **143,689** of those within 5 working days
That's **21,785** more emails than in the previous year



We answered **59,523** social media questions
We answered **60%** of those within 1 hour
That's **18,529** more than in the previous year

Despite these huge demands, assessors recognised the professionalism and dedication of Customer Service Centre colleagues in awarding us our 2 annual accreditations:



- Customer Contact Association accreditation - a full assessment against 8 modules and criteria
- Customer Service Excellence

DVSA's vision to 2030: keeping Britain moving, safely and sustainably

You've read on pages 28 and 29 what we achieved against our 5-year strategy from 2017 to 2022. Now we're starting to focus on our Vision for rest of the decade.

The world of transport is changing, and our Vision will set out how we tackle some of its challenges – like emissions, skills shortages and new vehicle technologies. We understand that our business must address social and environmental factors and our aim is to make transport safer, greener and healthier.

And we'll support the Department for Transport's strategic priorities as we meet these challenges.

To:

- make roads safer
- improve services for our customers
- reduce environmental and public health impacts
- harness the potential of technology and data
- grow and level up the economy

We'll transform our services to be more efficient, simpler to use, and provide the outcomes that make the biggest difference to society.

We cannot realise our Vision without building upon and developing strong relationships with the people and organisations who are working towards the same goal as us. So we've been listening to our colleagues and our customers about what they need and expect from DVSA.

This is what we can promise them:

To our customers, simple, clear and fair services

To our colleagues, a career, a community, a cause

To our partners, collaboration and constructive conversations

Our Vision will be ambitious and exciting. It will certainly evolve over time as we understand more about what the future holds. Together, we'll make the economy, the environment and public health our priorities. And we'll keep Britain moving safely and sustainably into the next decade.

www.gov.uk/dvsa



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