

DVSA's vision to 2030

Keeping Britain moving, safely and sustainably

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Foreword

We're delighted to share with you our vision to 2030. It sets out what we must do to make transport safer, greener and healthier. It's also an invitation to you – our customers, our people and our partners – to join us on this journey. The economy, the environment and health are high priorities, and our relationships with you are vital to success.

Our vision sets out the guiding principles and what we must achieve to tackle the highest priority challenges.

In the first year, you'll see us continuing to recover our services from the coronavirus (COVID-19) pandemic. We must recover fully if we're to move on to our ambitions.

We must also actively support the Department for Transport's Future of Transport programme and 5 strategic priorities.

Grow and level up the economy

The national supply chain relies on welltrained, skilled people. Job and education opportunities need to be fairly distributed. The economy needs safe, green and resilient road transport.

We help educate and qualify drivers and transport managers to deliver goods and services efficiently. DVSA regulates operators of those vehicles and driver trainers. Through targeted, intelligence-led enforcement, we protect the best in their class from unfair, unsafe competition. It's exciting how technology and data and earned recognition schemes can help us put the right enforcement resources in the right place at the right time.

Improve transport for the user

We'll improve our services and inform and educate the public and business. When people trust DVSA, based on their experience of working with us, then they follow our guidance. Their compliance frees up the emergency services and our enforcement teams.

We can improve everyone's wellbeing by providing safety from collisions, poor air quality and corner-cutting businesses. More welcoming streets make cycling and walking more attractive.

Reduce environmental impacts

Of the UK emissions that harm the global climate, about a quarter are from road transport. So our standards are fuelefficient and our ambition is net zero carbon contribution. The warming climate is having a devastating impact, causing extreme weather, disease and damage to infrastructure. Emissions and particulates from driving damage public health and burden our health services. We must promote low and zero-emission vehicles, cycling, walking and public transport.

We'll also reduce DVSA's environmental impacts to contribute to the department's Greening Government Commitments.

Increase our global impact

The creation of new transport markets is essential to stimulate innovation. By leading the way in things like legalising safe self-driving technologies, Britain can reap the benefits and learn the lessons first. That will also create countless direct and spin-off products with global markets.

Be an excellent agency

Implementing our vision is dependent on having the right resources and capabilities. The detail of our plans over the next few years will depend on our funding from fees and on future government spending reviews. The Civil Service will be challenged over its size and shape. DVSA will not be exempt from that challenge.

We have a track record of providing services while becoming more efficient. Over the last 5 years, we've made £50.8 million of efficiency savings.

2022 was the year of our departmental review and we're determined to use that same drive for continuous improvement. We'll make the most of our resources, creativity, data, technology and diverse, professional team.

We'll always keep improving customer service and we'll nurture the trust of our partners. We're determined to become an even more inclusive place to work, to better represent the diversity of our customers and communities. We hope our people feel proud to work with us towards this vision. We want them to progress and to feel valued and rewarded.

So, let's keep Britain moving, safely and sustainably, together.



Nick Bitel DVSA Non-Executive Chair



Loveday Ryder DVSA Chief Executive

Who we are

We're the Driver and Vehicle Standards Agency (DVSA). We're an executive agency of the Department for Transport. And we help you stay safe on Britain's roads.

We're responsible for things like:

- carrying out theory tests and driving tests for people who want to drive cars, motorcycles, heavy goods vehicles (HGVs), buses and coaches, and specialist vehicles
- approving people to be driving instructors and motorcycle trainers
- approving training courses for qualified drivers, such as Driver CPC courses for HGV, bus and coach drivers, and drinkdrive rehabilitation courses
- approving people and businesses to be MOT testers and centres, and testing HGVs and buses ourselves
- checking risky commercial drivers and vehicles, remotely and at the roadside, to make sure they follow safety rules
- monitoring recalls of vehicles to make sure that manufacturers fix problems
- licensing and monitoring companies who operate goods vehicles, buses and coaches

Who we work with

We work closely with these industries:

- driver and rider training
- MOT
- road haulage and passenger transport
- vehicle manufacturing

Among others, we work with these government colleagues:

- the Traffic Commissioners for Great Britain and the Transport Regulation Unit in Northern Ireland – they license and regulate those operating heavy goods vehicles, buses and coaches
- Driver and Vehicle Licensing Agency (DVLA) – they're responsible for vehicle tax, vehicle registration and for issuing driving licences
- the Vehicle Certification Agency (VCA) they're responsible for testing and certifying new vehicles for use on UK roads, to international standards

- the Centre for Connected and Autonomous Vehicles (CCAV) – they're shaping the safe and secure introduction of connected and autonomous mobility
- National Highways they manage England's motorways and major A roads
- Health and Safety Executive they regulate workplaces, plant and equipment
- Active Transport England they promote cycling and walking, and better designed street environments

- Environment Agency they regulate major industry and waste
- police they enforce the law and keep order, including working with us on intelligence and enforcement operations

We're at a pivotal moment in history. We're recovering from the COVID-19 pandemic, and we face huge challenges to make transport greener and safer.

The challenges of this decade demand that we're more than just a road safety agency. We'll only meet them if we work effectively with our customers and partners.

What we've achieved since April 2017

Find out how we achieved these results in our annual reviews.



DVSA's vision to 2030

Our vision to 2030

Keeping Britain moving, safely and sustainably

Why we must act

We face several challenges to make road transport safer, greener and healthier. These challenges affect us all – and meeting them will take the collective effort of DVSA and all our partners.

1. Make roads safer

The challenge

We must reduce the number of people killed and injured on Great Britain's roads. Between 2017 and 2020, an average of 1,697 people were killed on our roads each year. And a further 148,385 are either seriously or slightly injured each year.

Why it matters



Road safety affects us all. Collisions cause devastating impacts on families and communities. They put the NHS and emergency services under pressure. And they cause delays to journeys, stopping people and goods moving freely and on time.

2. Improve services for our customers

The challenge

The COVID-19 pandemic disrupted our services. We must not only recover our services, but we must make them better than they were before. We should be clear and keep things simple. And, all the time, we must make our services more efficient and better value.

Why it matters



Our customers pay for our services. They rightly expect them to be efficient and effective and designed around them. The diversity of our team should represent that of customers. When we listen to our customers, see their side, and provide the services they need, they trust us and follow our advice to help them stay safe.

3. Make road transport greener and healthier

The challenge

Road transport needs to be greener and healthier. We must help to end the UK's contribution to climate change by becoming net zero. We must improve the quality of air in our communities by reducing particulate matter from road transport. And we must make towns and cities safer, encouraging people to make the healthier choice to walk or cycle.

Why it matters

Climate change will continue if we do not act. This will affect everyone, through things like our health, food supplies, extreme weather and mass migration. Air quality is the biggest environmental factor affecting public health. It affects children and older people the most, causing disease and premature death. Our country's obesity rates are also storing up future problems for people and the NHS.

4. Harness the potential of technology and data

The challenge

We're on the cusp of a transport revolution, where about 1 in 8 new cars sold in 2030 could have self-driving features. To help people stay safe, we need to make sure they have the confidence to use these new cars. The revolution will bring an unprecedented quantity and quality of new data.

Why it matters

Electric and self-driving vehicles, and connected vehicles and roads promise to keep us safer from injury, death, pollution and climate change. They can also improve the efficiency of roads and supply chains. The data revolution can transform our efficiency and services.

5. Grow and level up the economy

The challenge

The economy was disrupted by the COVID-19 pandemic. Right now, where you live affects your chances of getting on. We must improve the efficiency of roads and driving, reduce delays from collisions, give people fairer access to opportunity, and maintain the driving workforce.

Why it matters

Economic growth is driven by increasing employment and productivity, and efficient supply chains. The health of the economy affects the cost of living for everyone in the country. And talent is spread equally across our country, but opportunity is not. We must help to change that.







The pace of change in road transport



What we must do

We must do things differently, more efficiently and better to make road transport safer, greener and healthier. The challenges we face demand nothing less.

We'll do this by making sure our services are focused on addressing those challenges. We'll transform our services to be more efficient, simpler to use, and provide the outcomes that make the biggest difference to society.



Set standards, assess and test

Standards work when they are current, relevant, clear and practical. Because only then are they trusted and truly effective. When standards work like this, and the risks are acceptable, there's flexibility in who assesses and tests whether people meet the standards. We can be flexible about how that's done, and where, which will improve our services.

What we do now

- Set standards for safe driving
- Carry out theory tests in partnership with private suppliers
- Carry out driving tests
- Carry out MOTs for heavy goods vehicles, buses and trailers
- Carry out specialist tests for HGVs, buses and trailers
- Carry out vehicle approval tests for vehicles manufactured or imported in small numbers
- Set standards for MOT testers and approved driving instructors

What we must do by 2030

- Adapt driving standards for vehicles with self-driving features
- Adapt theory tests and driving tests for vehicles with self-driving features
- Make it more convenient to take theory tests and driving tests
- Review the MOT model for HGVs, buses and trailers
- Make sure vehicle approval tests allow new vehicle technology to be trialled and rolled out across the country
- Make the best use of data and technology to improve standards of MOT testing and driving instruction

"I hate tests. But the booking service was really easy and made things less stressful. Getting my licence is so important for my career."

Michael Learner driver



License and accredit, regulate and enforce

You want to be able to get on and run your business. And you need us to recognise you officially so your customers know you're qualified and responsible – perhaps even among the best in your class. You need us to identify anyone competing in your market unfairly and dangerously and, where we must, to stop and even prosecute them.

What we do now

- Approve driving instructors and motorcycle instructors
- Approve courses for qualified drivers, including Driver CPC for HGV, bus and coach drivers, and drink-drive rehabilitation courses
- Approve MOT centres and MOT testers for cars, vans and motorcycles
- Support the Traffic Commissioners for Great Britain to license and monitor goods vehicle and public service vehicle operators
- Carry out roadside checks on commercial vehicle drivers
- Visit vehicle operator premises
- Recognise and endorse products that improve road safety

What we must do by 2030

- Regulate ever more efficiently and effectively how we harness the potential of data, to give people and businesses confidence
- Build trust. If we approve, accredit or regulate something, people will feel they can rely on it
- Identify best-in-class businesses for example, with earned recognition or similar accreditations
- Check best-in-class businesses less often, freeing our resources to tackle harmful businesses that are serially and seriously non-compliant.
- Benefit industry by using data and intelligence to target unfair competitors. That will allow us to put the right people, who are equipped for their task, in the right place, at the right time

"It just works. DVSA earned recognition gets us stopped less and gives DVSA more time to focus on getting rid of the cowboys."

Lesley Haulage company transport manager



Inform, educate and advise

Everyone is different, so sometimes standards and regulations are not enough to bring about the change we need. So we'll do more to inform, educate and advise customers to do the right thing first time. That means better services, safer practice, and less burdensome regulation and enforcement for everyone.

What we do now

- Provide targeted digital and media channels to connect people with essential help and education
- Publish GOV.UK pages that customers rate among government's most useful
- Carry out, and evaluate, insightbased behaviour change campaigns and e-learning
- Share information with around 100 educators, researchers and publishers
- Maintain and develop the official Highway Code and other resources as popular apps, books and elearning
- Give our own people effective, modern intranet, collaboration and corporate news services

What we must do by 2030

- Apply the highest professional standards of behaviour change, communication and campaigning techniques
- Use the full potential of technology and data to make our messages as useful, effective, timely and targeted as possible
- Expand our use of clear, plain language and helpful design, so diverse people and businesses can benefit
- Widen access to our Safe Driving for Life resources to benefit a greater range of vehicle and road safety professionals
- Develop more smart partnering with experts and organisations who can enhance our safe, clean and responsible road transport messages or reach wider audiences

"I was a bit nervous about using some of the self-driving features in my new car, but the help and guidance from DVSA was really useful and reassuring".

Zofia Experienced driver



What we must achieve

We've organised the outcomes we must achieve into 3 strategic themes, which address the challenges we face.

	Set standards, assess and test	License and accredit, regulate and enforce	Inform, educate and advise
Helping you through a lifetime of safe and sustainable journeys	 Standards and testing suitable for self-driving vehicles We make the best use of technology for testing Tests are more convenient for customers 	 Driver and rider training are fit for the future We recognise and reward excellent training We share data and intelligence 	 People drive safely and fuel-efficiently People use self-driving vehicles safely People walk, cycle and use public transport in towns and cities more
Helping you keep your vehicle safe to drive	 Vehicle approval promotes innovation in automation and net-zero emissions The data from vehicles in tests is put to the best possible use In-service vehicle safety and tests reflect the latest vehicle technology 	 Tester training and qualification caters for new vehicle technology Enforcement against avoiding vehicle testing is effective There is high public confidence in the services provided by partners 	 Our data is accessible and easy to use Technical vehicle standards are clear and easy to work with New best practice guides help keep all types of vehicles safe
Protecting you from unsafe drivers and vehicles	 Clear standards for commercial vehicle operators that reflect latest technology Clear processes for reporting information on potential law breakers We influence standards for vehicle and equipment approvals 	 We recognise and reward the best vehicle operators We detect more non- compliance remotely through better data and flexibility We use technology to identify and prevent emissions and drivers' hours cheats 	 We detect offences remotely and automatically – and advise what needs to be done We provide tailored and accessible guidance to help vehicle operators We use data to identify and target interventions to improve compliance

We'll help you through a lifetime of safe and sustainable journeys

Set standards, assess and test

Outcomes we must achieve What it will help us to do	
1. We make standards and testing suitable for self-driving vehicles	 Make roads safer Harness the potential of technology and data
2. We make the best use of new technology in driving assessments and testing, including simulators, augmented reality and virtual reality	 Make roads safer Improve services for our customers Harness the potential of technology and data
3. We make taking your test more convenient - including locations, improved booking services, and how you get your result	 Improve services for our customers Harness the potential of technology and data Grow and level up the economy

"After following DVSA's tips I saw on social media, I'm already seeing my fuel going further – and I'm reducing my CO2 emissions at the same time."

Paul Experienced driver



Outcomes we must achieve What it will help us to do 4. We make driver and rider training fit Make roads safer æ for the future and equip drivers with (((+))) Harness the potential of technology and data the skills they need 5. We recognise and reward excellent Improve services for our customers training to reduce the burden on Make roads safer those achieving the best outcomes Harness the potential of technology and data Grow and level up the economy Harness the potential of technology and data 6. We are open with the data and (((•))) knowledge behind engagement with Improve services for our customers 673 instructors and standards checks

License and accredit, regulate and enforce

Inform, educate and advise

Outcomes we must achieve	What it will help us to do	
7. We help people drive more safely, fuel-efficiently, and in a style that reduces non-exhaust emissions	 Make roads safer Make road transport greener and healthier 	
8. We guide people to safely use self- driving and driver assistance features in new vehicles	 Make roads safer Harness the potential of technology and data 	
9. We help people make greener choices to walk, cycle and use public transport in towns and cities	Make road transport greener and healthier	

We'll help you keep your vehicle safe to drive

Set standards, assess and test

What we must achieve	What it will help us to do	
1. We make sure that vehicle approval promotes innovation in connected, self-driving and zero emission vehicles	 Make roads safer Make road transport greener and healthier 	
venicies	Harness the potential of technology and data	
	Grow and level up the economy	
2. We use the data from vehicles in tests in the best possible way	Make roads safer	
	Make road transport greener and healthier	
	Harness the potential of technology and data	
3. We make sure in-service vehicle safety and tests reflect the latest	Make roads safer	
vehicle technology	Make road transport greener and healthier	
	Harness the potential of technology and data	

"My training taught me how to test sensors on self-driving vehicles, and make sure all the latest software updates are installed."

Aaron MOT tester



Outcomes we must achieve What it will help us to do 4. We develop tester training and Make roads safer æ] qualification to cater for new vehicle technology Make road transport greener and healthier Harness the potential of technology and data (((•))) 5. We carry out effective enforcement æ Make roads safer against those avoiding mandatory vehicle testing Make road transport greener and healthier 6. We create high public confidence in Make roads safer services like MOTs provided by partners Improve services for our customers

License and accredit, regulate and enforce

Inform, educate and advise

Ou	tcomes we must achieve	What it will help us to do	
7.	We make our data accessible and easy to use, helping people to design vehicles, maintain them, and get them tested on time	 (a) (b) (c) (c)	Make roads safer Make road transport greener and healthier Harness the potential of technology and data
8.	We set technical vehicle standards that technicians and drivers find clear and easy to work with		Make roads safer Improve services for our customers Make road transport greener and healthier
9.	We provide new best practice guides for all types of road transport, helping to keep vehicles and micro- mobility devices safe	OO	Make roads safer Improve services for our customers Make road transport greener and healthier

We'll protect you from unsafe drivers and vehicles

Set standards, assess and test

Outcomes we must achieve	What it will help us to do	
1. We set clear standards that reflect the latest technology, for commercial vehicle operators	 Make roads safer Make road transport greener and healthier 	
2. We set out clear processes for reporting information on potential law breakers	 Make roads safer Improve services for our customers 	
3. We influence standards for vehicle and equipment approvals	 Make roads safer Make road transport greener and healthier Harness the potential of technology and data 	

"The anxiety when our mum drove us to school if a lorry broke down or shed its load on the bypass! I'm so glad that's a thing of the past now I'm a parent."

Molly Marketing manager



License and accredit, regulate and enforce

Outcomes we must achieve	What it will help us to do	
4. We recognise and reward the best vehicle operators	 Make roads safer Improve services for our customers Make road transport greener and healthier 	
5. We detect more non-compliance remotely through better data and flexibility	 Make roads safer Harness the potential of technology and data 	
6. We use vehicle and other technologies to identify and prevent cheating, including on emissions and drivers' hours	 Make roads safer Make road transport greener and healthier Harness the potential of technology and data 	

Inform, educate and advise

Outcomes we must achieve	What it will help us to do	
 We detect offences remotely and automatically – and advise people what to do about them 	 Make roads safer Make road transport greener and healthier Harness the potential of technology and data 	
8. We provide tailored and accessible guidance to help vehicle operators	 Make roads safer Improve services for our customers 	
9. We use data to identify and target interventions to improve compliance	 Make roads safer Make road transport greener and healthier Harness the potential of technology and data 	

How we'll do it

We cannot do everything on our own. So we've been listening to our customers, our people and everyone who works towards the same vision as us.

We want sustainable relationships to come as standard, so we've arranged your insights into consistent principles. We designed them to keep us working productively and effectively in ways that engage and motivate everyone for better outcomes.

	Our customers	Our people	Our partners
Our commitment	Simple, clear, fair services	Purpose, professionalism and pride	Collaboration and constructive conversations
Our principles	• Fair	Respectful	Better together
How we aim to be	Consistent	Valued	Shared
	Clear	• Together	understanding
	 Professional 	Enabled	 Trusted decisions
	Helpful and	 Ready for the 	 Shared goals
	approachable	future	Better outcomes

We'll provide better services for our customers

Our commitment

Simple, clear and fair services that work for you. Our services should work the way you want them to. Your experience will keep on improving - from getting our advice, through making transactions, to passing your tests and dealing with us digitally and face-to-face. We asked customers what they need from us. Here are our principles.

Our customer principles: how we aim to be

Fair

We apply and assess the standards that we set fairly.

Consistent

We apply our standards consistently, regardless of where you live and who's assessing.

Clear

We're clear, useful and trusted. We write in plain English, and our customers always understand what happens next.

Professional

We're courteous, honest, accurate, knowledgeable and follow the Civil Service values.

Helpful and approachable

We ask our customers for their views before we change policies and introduce new services. We listen, inform, educate and advise to achieve the best possible outcome for everyone. What we want our customers to feel

"People at DVSA are always helpful and easy to talk to. Whichever driving examiner is testing my pupil, it's always fair and consistent. And when I get information from DVSA to help run my business, it's always clear, accurate and trustworthy."

Kathy Approved driving instructor



We'll create a better place to work for our people

Our commitment

Purpose, professionalism and pride in what we do. We work in supportive, diverse and inclusive teams where everyone is valued. You can grow, develop and progress, and make a real difference to society. We asked our people about their aspirations and came up with these principles together to make them a reality.

Our people principles: how we aim to be

Respectful

We're helpful, considerate, inclusive and respectful with everyone. We're open, honest, transparent and fair. Everyone has something valuable to contribute.

Valued

We're engaged, motivated and valued for what we do. We value and appreciate each other and know everyone's view is important. We're open, we listen, and we feel trusted and involved.

Together

We're united, supportive, friendly and positive. We welcome challenge and feel safe to offer it. We work together, asking for others' expertise and freely sharing our own. We're proud of what we all do.

Enabled

We can all be leaders, who communicate openly and honestly. We're clear about our journey because we contribute to decisions. Our leaders inspire trust, involve, and engage us.

Ready for the future

We're forward-thinking, professional and respected. We're flexible and understand that supporting our people supports our customers. We build knowledge and expertise, develop ourselves and each other. We're proactive, efficient, effective, progressive, and we innovate. What we want our colleagues to feel

"I know I'm valued for the work I do - and it's so rewarding to know I'm making a difference to society. My colleagues are supportive and we work together well. We're always developing to help our careers. Managers involve us they're open and honest, so it's easy to trust them."

> Darren Vehicle standards assessor

We'll develop better partnerships

Our commitment

Collaboration and constructive conversations start with listening. Effective relationships are always partnerships, never confrontations. This vision is a step towards a shared understanding, shared goals and a commitment to achieving outcomes that respect everyone's perspective.

Our partnership principles: how we aim to be

Better together

We know that we cannot do everything on our own. Two perspectives are better than one and a diversity of views enriches every decision.

Shared understanding

Openness about the social, technological, environmental and political landscape gives everyone realistic expectations.

Trusted decisions

Evidence and smart use of good quality intelligence and data improves every decision. It also reduces the room for disagreement when we share reliable data.

Shared goals

We want you and your businesses to succeed too. When we agree on a vision and understand what our customers need and want, we can all help each other consistently.

Better outcomes

Improving together, and making decisions informed by each other, makes for sustainable outcomes. We'll all keep working to support and improve upon those outcomes. What we want our partners to feel

"DVSA took time to understand what matters to us, and helped us understand things from their side. It helped us come up with shared goals. We couldn't have got the same results without DVSA - and they couldn't have got them without us, either. Working together constructively made a real difference."

Rita Supplier to DVSA

Get involved

This vision is the start of a conversation. Here are all the ways you can keep up to date, follow us and influence our thinking.

Give your views

You can give your views on new or changing government policies by responding to consultations. We take these responses into consideration before making decisions.

Stay up to date

There are lots of ways to keep up to date with the work we're doing at <u>www.gov.uk/dvsa</u>:

• Sign up for email alerts

- Subscribe to our blogs
- Follow us on social media

• Visit us at events we're attending

Find out more

Build Back Better: our plan for growth

Build Back Greener: net zero strategy

Bus Back Better

<u>Civil Service Diversity and Inclusion Strategy,</u> 2022 to 2025

<u>Civil Service Apprenticeships Strategy, 2022 to 2025</u>

Cycling and walking plan for England

DfT operational sustainability strategy, 2021 to 2025

DVSA strategy, plans and reports

Future of Freight: a long-term plan

Future of Transport programme

National Data Strategy

The Benefits of Brexit

Transforming for a digital future: 2022 to 2025 roadmap for digital and data

Transport data strategy: innovation through data

Transport decarbonisation plan

Transport energy and environment statistics

Transport Statistics Great Britain



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