



Driver & Vehicle
Standards
Agency

2019 to 2020

Driver and Vehicle
Standards Agency
business plan

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Driver and Vehicle Standards Agency
PO Box 280
Newcastle-Upon-Tyne NE99 1FP
Telephone 0300 200 1122
Website www.gov.uk/dvsa
email enquiries www.gov.uk/contact-dvsa

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Non-Executive Chair and CEO foreword

We are proud to present this 2019 to 2020 business plan. Our focus on service improvement over the past three years has created the platform from which we are able to continue delivering our 5-year strategy, aimed at achieving our vision of safer roads for everyone and contributing towards the delivery of the government's cycling and walking investment strategy, especially through training materials and publications. We have also responded to significant government requirements to put plans and processes in place to ensure readiness for Britain's exit from the EU. The year ahead is all about preparing for the future.

As we head into the midpoint of our 5-year strategy, we will continue to review how we are progressing against established plans to ensure that they remain relevant and reflect wider government priorities as appropriate. In particular, any changes related to exiting the EU, the heightened focus on cleaner air quality, and the growing pace of change in technology influencing future mobility. This work will also inform the development of our longer-term strategy.

During this coming year, we will build on foundations already in place to transform our IT systems that support our customer-facing services and modernise the tools and information critical for enabling our staff to work as efficiently and effectively as possible.

We will continue to improve the delivery of our services. The digital transformation of recording of driving test results will improve our operations and provide greater insight into the reasons candidates fail their test. We will build on the excellent work that has taken place over the last couple of years to modernise the MOT system to make information far more accessible for both MOT garages and car drivers. We will also continue to modernise systems that support our commercial vehicle services to benefit both our staff and our customers.

We are fortunate to have highly professional and committed people in DVSA, working hard to ensure everyone stays safe on Britain's roads. Our focus is on continually improving our culture and providing the right equipment and training to ensure our people can deliver their best. We want DVSA to be a great place to work for everyone.

Fees for a number of our services have not increased for over a decade resulting in a 30% real-term reduction in the cost to customers. Since 2015 to 2016, we have also saved £36.7 million through efficiency measures and have repaid all loans from DfT totalling £47.8 million. We will continue to identify areas for further efficiency savings but will also explore the potential for changing fees to underpin both the financial stability of the agency and the service transformation, which will significantly benefit customers.

With robust plans and appropriate levels of governance in place, we are confident that 2019 to 2020 will be a year of delivering yet more transformational change, with our people in DVSA who are highly professional, engaged, and appropriately equipped to deliver the services that our customers require.

Who we are and what we do



The Driver and Vehicle Standards Agency (DVSA) is an executive agency of the Department for Transport (DfT). We help you stay safe on Britain's roads by:

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

Our vision is for safer drivers, safer vehicles and safer journeys for all.

We put road safety at the heart of everything we do while giving our customers the best possible user experience and making sure our services offer good value for money.

To help you through a lifetime of safe driving, we:

- carry out theory tests and driving tests for people who want to drive cars, motorcycles, lorries, buses and coaches, and specialist vehicles
- approve people to be driving instructors and motorcycle trainers, and make sure they provide good-quality training
- approve courses for qualified drivers, such as Driver Certificate of Professional Competence (CPC) courses for lorry, bus and coach drivers, and drink-drive rehabilitation courses

To help you keep your vehicle safe to drive, we:

- approve people to be MOT testers and approve the organisations they work for, and make sure they test to the right standard
- carry out tests on lorries, buses and coaches and trailers to make sure that they're safe to drive
- publish information online to help you look after your vehicle, and also be informed about how well a vehicle has been looked after
- inspect imported, self-assembled or manufactured vehicles, such as amateur-built cars, to make sure they're designed and built safely

To protect you from unsafe drivers and vehicles, we:

- carry out checks on commercial drivers and vehicles to make sure they follow safety rules
- monitor recalls of vehicles, parts and accessories to make sure that manufacturers fix problems quickly
- support the Traffic Commissioners for Great Britain - and the Northern Ireland transport regulator - to license and monitor companies who operate lorries, buses and coaches

Plans for 2019 to 2020



DVSA's strategic direction

DVSA helps millions of people use Great Britain's roads safely every day. Across the agency, our work helps reduce accidents, saves lives, and keeps both traffic and the economy moving. That said, despite us having some of the safest roads in the world, far too many die or are seriously injured on our roads each year.

DVSA's purpose is to help the public stay safe on Britain's roads. Our vision is for safer drivers, safer vehicles and safer journeys for all. In March 2017, we published our strategy providing the direction of travel and clear operating framework for the next 5 years.

You can read more of the detail in our published 5-year strategy www.gov.uk/government/publications/dvsa-strategy-2017-to-2022

This business plan very much reflects the priorities within the third year of the strategy, but we will also review the remainder of our strategy to ensure that it is still relevant and timely, reflecting the changing ways that we might wish and need to interact with our customers. As part of this work, we will also work on the development of our longer-term strategy beyond 2022.

We will adopt a flexible approach to our plan to respond to implications of EU exit as this becomes clearer. We will also continue to contribute towards delivery of the wider government initiatives such as the cycling and walking investment strategy, motoring services strategy, and spending review 2015.

As we commit to this published business plan, we will ensure that we have the right balance between considering the end-user experience, equipping our staff with the tools and skills they need to do the job, and being financially sustainable.

DVSA adopts an overall appetite that is open to risk, with our board having a desire to be innovative around the delivery of DVSA's services and wanting to ensure a positive, inclusive culture for our staff and a workforce that has the skills required for the future. We put a high premium on staff safety and will seek to ensure we have robust safety controls in place.

The UK's exit from the EU

The motoring agencies are playing a key role in ensuring an orderly exit from the EU and will continue to do so. We have taken forward a wide range of workstreams to ensure that the UK 's prepared for all possible eventualities, including no deal. This work ensures that essential functions such as driver and vehicle standards, licensing, operator licensing, and vehicle type approval continue to run smoothly after the UK leaves the EU and that effective enforcement is maintained to keep unsafe vehicles and drivers off Great Britain's roads. The agencies are working closely with each other and across Whitehall to ensure that effective solutions are implemented in these areas.

Specifically, DVSA continues to ensure delivery of the provisions of the road haulage permits and Trailer Registration Act as it applies to the agency. A particular focus for DVSA is the introduction and delivery of international road haulage permits and other associated documentation to enable UK commercial vehicles and drivers to continue travelling into the EU. DVSA's also putting in place arrangements to ensure that we can continue the same level of compliance checks on international and domestic vehicles and drivers during and after EU exit.

Category	DVSA target	2019 to 2020
Helping you through a lifetime of safe driving	Maintain 80% performance levels by regional zone for candidates booking their car practical test within 6 weeks of preferred date	80% by region
	Offer candidates an appointment at their preferred theory test centre within 2 weeks of their preferred date	95%
Helping you keep your vehicle safe to drive	Confirmed reservations honoured at authorised testing facilities 98% of the time by regional zone	98% by region
Protecting you from unsafe drivers and vehicles	Increase by at least 5% from 2018/19 outturn the number of MOT cases where we act upon the most serious fraud, dishonesty and negligence	5%
	Detect serious roadworthiness defects and traffic offences	28,000
Our people	Reduce the average number of working days lost (per FTE) due to sickness by 0.2 days against 2018 to 2019 outturn	March 2020
Financial plan	Deliver a surplus	£0.8m
	Deliver efficiency savings	£1m
Our customers	Maintain or improve the number of customers who understand the reason their complaint was not upheld	Greater than or equal to average of levels recorded in 2018/19

Helping you through a lifetime of safe driving

Driver error is a contributing factor in nearly all crashes.¹ This is why our driving examiners, operational managers and service development teams are passionate about improving road safety. We improve standards and make sure new drivers have the skills they need to help them through a lifetime of safe driving.

As well as ensuring that the driving test reflects modern driving conditions (significant changes were made to the test in December 2017 to test the use of satnavs while driving and carrying out different manoeuvres), we're always looking for better ways to support safe driving by informing and educating drivers at the start and throughout their driving career both directly and through an increasing network of stakeholders.

The following commitments reflect activity planned for this year which will help a range of people impacted by driving, from pedestrians and cyclists, to candidates and instructors, through to driving examiners:

Working with DfT on a range of initiatives towards delivery of the cycling and walking investment strategy, including:

- reviewing the content of the safe road user award qualifications, including exploring the addition of bikeability training
- improving vulnerable road user (VRU) awareness through the refresh of our learning materials and publications
- promoting and testing awareness of vulnerable road users in the Driver Certificate of Professional Competence (CPC)
- continuing to develop, trial and analyse visual media clips for the theory test
- supporting delivery of bikeability training for Approved Driving Instructors
- working with government to publish changes in The Highway Code and open up new and important opportunities for driver training, through DVSA's publishing services concession²

We will continue to support the DfT's Driver 2020 research – a project that includes a real-world trial of interventions designed to help to improve the safety of newly-qualified drivers. The research project forms part of the government's road safety strategy, first mentioned in the [2015 Road Safety Statement](#). We will also continue to support DfT more widely on the refreshed road safety statement.

We will progress the development of a training framework to encourage riders who complete Compulsory Basic Training but do not go on to take full test training.

To assist in the delivery of the agency's strategy, we are improving the delivery of driver testing through digital transformation using the mobile technology provided to examiners in 2017 to 2018. This will not only equip our staff with modern tools to do the job effectively and efficiently, but also ultimately improve the user experience for those who interact with our services.

¹ TRL RAIDS Programme Report PPR808

² The Publishing Services Concession is an agreement between DVSA and private companies to deliver our publishing services through contractual arrangement.

In 2019 to 2020 we will:

- replace the paper-based administration of driving tests, in turn:
 - creating an accurate record of the test in real time thus providing immediate access to test data that can be shared electronically with candidates
 - enabling more immediate transfer of test results to DVLA thus speeding up the issue of driver licences, and
 - reducing the potential for fraud

Indicative annual facts and figures

- over 2 million car and 77,000 motorcycle theory tests, nearly 74,000 vocational multiple-choice tests and over 57,000 vocational hazard perception tests
- 95% satisfaction with the overall theory test service
- 98% digital take-up of theory test
- almost 1.8 million car practical driving tests carried out
- over 119,000 motorcycle module 1 (off-road) and module 2 (on-road) tests
- almost 116,000 vocational practical tests
- over 39,000 ADIs on register
- over 8,100 standards checks undertaken to ensure that ADIs are delivering effective training
- over 182,000 compulsory basic training certificates issued

As part of both improvements to the existing theory test service, and to inform work on development of the future theory test service (FTTS), we will continue to improve:

- the look and feel of the test
- computer graphic imagery (CGI) for use in the test

We will also define and start research / customer insight encompassing:

- the effect of screen size on candidates' performance and experience
- other forms of testing such as hazard prediction

The government's industrial strategy sets out grand challenges to put the UK at the forefront of the industries of the future, ensuring that the UK takes advantage of major global changes, improving people's lives and the country's productivity. One of the first four grand challenges is the future of mobility. The government believes that connected and autonomous vehicles (CAVs) have the potential to profoundly change the way we travel, making road transport safer, smoother and more accessible. DVSA will work with DfT and the other motoring agencies to help support the safe development and deployment of automated vehicles.

In particular, we will engage fully with the Centre for Connected and Autonomous Vehicles, a joint policy team between the Department for Business, Energy and Industrial Strategy and DfT to secure the UK's position at the forefront of this change for the safe development, production and use of this technology. This will include working closely with industry and academia and will be reflected within our strategic plans as we start to understand better the implications for the agency's services.

Helping you keep your vehicle safe to drive

We will continue to support MOT garage owners and testers, and motorists, reflected through the following commitments:

- further enhancements to our MOT services, to better support quality testing
- continuing to improve our on-line information services to support better on road vehicle condition
- enabling MOT garages to use garage equipment connected to our web service - improving efficiency, reducing fraud and improving quality
- improving the take-up of our MOT reminder service to increase the number of motorists that have their MOT on time.
- scoping and assessing options for improving how vehicle recalls take-up can be supported in the MOT service

We are starting to transform our commercial vehicle testing service to improve the customer experience. For example by providing real-time information and equipping our teams better with the tools to do the job. We will also be able to exploit data more effectively and efficiently, and provide a modern digital platform.

During 2019 to 2020 we will:

- focus on replacing legacy systems and paper-based processes with responsive and user-friendly digital systems
- work with our customers to develop further their requirements to improve the visibility and booking of vehicle testing slots

Indicative facts and figures

- over 835,000 lorry, bus and coach tests carried out annually
- first time pass rate for lorries is almost 86%
- over 154,000 MOT tests a day across Great Britain
- MOT history service queried over 68 million times by both members of the public and trade

In addition to engaging with a number of bodies on the future implications of the advent of connected and autonomous vehicles, we will also continue to work closely with government, and DfT in particular, on a range of other initiatives including:

- ongoing development of a vehicle emissions retrofit inspection service and vehicle record list to support the government's clean air strategy and the drive to enable emissions improvements from road transport and implementation of clean air zones
- promoting and raising awareness of fuel efficient driving techniques in our official publications and messaging, in continued support of the road to zero strategy
- supporting the Road Collision Investigation Project – a project aiming to enable deeper analysis of the complex causes of, and consequences of, road crashes

Protecting you from unsafe drivers and vehicles

While we will help commercial customers and the public to be safe on the roads as much as possible, there will still be those who consciously choose to behave in non-compliant and dangerous ways and we will continue to target these customers and people who are persistent and intentional offenders.

In particular this year we will:

- investigate the use of new data sources such as the national ANPR service to improve targeting capability
- commence discovery phase of advanced freight targeting capability integration subject to Home Office development and availability of system
- deliver more effective and efficient enforcement of MOT garages through optimising the benefits of the new risk rating system

Indicative annual facts and figures
<ul style="list-style-type: none">• around 30,000 fixed penalties issued and over 4.6 million tachograph records checked• 88 authorised examiners withdrawn and 178 testers disqualified from MOT garages• around 1,500 investigations undertaken into driver impersonations/ID fraud• around 190 investigations undertaken into illegal driving instruction.

We will continue to work with government to tackle fraudulent activity with heavy vehicle operations.

In particular we will:

- together with DfT develop a feasible methodology for testing vehicle emissions, with a particular emphasis on detecting manipulation.
- explore options for research and development into tachograph manipulation techniques
- continue to ensure our enforcement effort prioritises the identification of emissions cheat devices, and we remain vigilant to developments in fraudulent capability

As part of our improvements to our digital services we will:

- continue to improve our in-house enforcement Search application, which is used to help target vehicles of interest, based on user feedback to enable better vehicle targeting and more efficient working
- deploy and continue to improve our new roadside payments application to enable more efficient processing of payments at the roadside and improve customer experience by allowing drivers and operators to pay their fines online.

Our market surveillance unit was set up to check that vehicles comply with the standards they were approved to at the time of manufacture. This year we will continue to deliver an agreed programme of checks on vehicles and components that have been placed on the UK market to ensure compliance with relevant legal obligations, and enforcing accordingly.

We will continue to improve the operation of vehicle recalls to ensure that the public are protected. This will focus on guiding manufacturers to what is expected through a revised code of practice, including enforcement action as appropriate for vehicle recalls, and working on how take-up rates for recalls can be improved.

To help those who wish to improve their levels of compliance, we will be carrying out a complete review of the guide to maintaining roadworthiness to include consideration of, for example, accessibility and tyre wear on buses and coaches.

Delivering the plan



Our people

Our aim is for DVSA to be:

- a place where our people are engaged in their work and our role in keeping people safe on Britain's roads
- an inclusive, supportive employer with a diverse workforce
- a forward thinking organisation which embraces innovative ideas and empowers staff to assess risks and make the right decisions
- a place where people are actively encouraged and supported in their learning
- a digitally enabled and data driven organisation whose people embrace change and continuous improvement

The following summarises a range of initiatives planned for 2019 to 2020 to deliver elements of our people strategy:

Attendance management & wellbeing:

- improve and standardise arrangements for staff management that will contribute towards reductions in sickness absence and improved productivity
- focus efforts on improving mental health awareness and maximising support and wellbeing initiatives

To deliver the 2019 to 2020 wellbeing action plan, we will:

- continue to promote the services available through our Employee Assistance Programme contract
- maximise benefits from established wellbeing initiatives such as physiotherapy scheme and flu vaccination programme
- continue the roll out of our mental health first aider network and health screening programme across operational network
- identify wellbeing apps that can be developed/available on DVSA app store
- extend our national network of Wellbeing champions and help them establish links locally with wellbeing providers

Continuing to build and strengthen a diverse and inclusive workplace, by focusing on:

- increasing diversity to better reflect regional working populations in all grades, roles and professions
- supporting our staff network groups to be recognised as effective partners to the business, providing constructive challenge and insight from their areas of expertise
- improving understanding of the importance of diversity and inclusion
- continuing to refresh and implement our 'Building Respect' campaign

We will improve manager capability at all levels of the organisation by running senior, middle and frontline management development schemes. Through our talent and capability strategy we will also provide the framework for professions and specialisms within the agency linking to wider Civil Service professional development and talent programmes, and linking succession planning to business critical roles and the future business capability needs.

We will continue to improve staff engagement in DVSA through a targeted plan of activities and communications including:

- continuing to develop and expand our change and improvement networks to better lead and manage change within the agency
- focusing on improving our change management capability in DVSA to support the change portfolio

Health and safety

The health and wellbeing of our people is a priority for everyone, with easy access to services and support that keeps people safe and well. We will ensure that:

- we build on further initiatives to reduce the number of assaults on staff including roll out of static CCTV for higher risk sites and running additional body camera trials
- there is further roll out and fitment of defibrillators to all new enforcement 'stopping' cars during specialist pre-commission fit out
- we provide a process for driving examiners to contact us / 3rd parties in emergency situations

Our financial plan

DVSA has set a budget for 2019 to 2020 that will deliver a surplus of £0.8 million. We will:

- continue to seek opportunities to deliver our services more efficiently and effectively to ensure that DVSA is financially sustainable and that we support government spending reviews and the planned tailored review of the agency
- take forward fee proposals as work continues towards a comprehensive set of rebalanced fees for financial and operational reasons, including the simplification of fees, and reflecting the delivery of efficiency savings
- support DfT with preparation for a replacement to the current shared services contract, working towards an affordable replacement enterprise resource planning system that will meet DVSA business needs

Our infrastructure

Our estate

Our vision is that our estate is efficient, fit for purpose and sustainable, supporting service delivery and flexible to changing requirements. To support delivery of our estates strategy, we will:

- ensure property portfolio is fit for purpose, provides value for money buildings and accommodation, and contributes towards wider government commitments
- review our administration estate to inform future plans, right sized and ideally located
- explore options for increasing the utilisation of accommodation within the estate, including options around changes to enable the adoption of flexible working practices

Sustainability

We commit to embedding the new sustainable development strategy across DVSA by delivering the first year of the sustainable development implementation plan.

These commitments are themed by:

- road use
- communities
- service delivery
- partners and suppliers
- estates

DfT and the agencies are committed to electrifying 25% of cars in their fleets by 2022. We will develop a detailed implementation plan and business case to meet this target. We will also focus on embedding sustainable development across DVSA to reduce our negative impact on the environment and promote wider social and economic benefits and opportunities.

Digital, data and technology

Our vision: a digitally-enabled organisation

Provide modern, efficient and sustainable technology to support a mobile workforce and build brilliant digital services for users

We will continue to deliver our [2018 to 2020 digital, data and technology strategy](#). We will make it easier for our customers to do business with us and give our staff the tools and technology to do their jobs most effectively. We will make sure any changes meet the Government Digital Services service standard and that our services are continuously improved based on user needs and feedback.

We will continue to support our key services including the transformation of the theory and practical driving tests, the development of modern digital services for our commercial vehicle testing services and, based on user needs, continue to enhance and develop the MOT and vehicle operator licensing services. For more on how we will be developing our key services see page 10 for our planned improvements to the theory test service and page 12 for our enforcement services.

We will continue to build our internal capability, through training and reskilling our existing staff, especially for infrastructure, architecture and development.

Core technology

We will also focus this year, and in the longer term, on the following as we continue our digital transformation journey:

- we will continue to exit long-term legacy IT contracts, moving to shorter contracts to support more agile ways of working and ensuring contracts with suppliers are better aligned to business performance
- we will continue to upgrade and improve our core technology infrastructure including moving to a cloud-ready network infrastructure and migrating all users to Windows 10
- we will re-procure several major contracts including technical support services across multiple products, wide area network services, infrastructure support, printing services and application development services
- we will deliver a governance framework for data, which will allow us to make more informed decisions based on better insights into what our customers need so we can respond appropriately

Our relationships

Commercial strategy

During 2019 to 20 we will continue to implement the DVSA commercial strategy. The strategy sets out the Agency's commercial ambitions in supporting DVSA's Business Plan and 5-year strategy, and is consistent with central government and DfT commercial aspirations.

In particular this strategy will support our vision for excellent relationships, by creating outstanding value and ensuring that everything we buy provides good value for money.

The commercial strategy is about putting front line colleagues and external customers at the heart of our business to achieve commercial arrangements that deliver what's needed, when it's needed based on the time, quality and cost objectives agreed at award.

The commercial strategy has at its core the fundamental principles that will become the agency's recognised way of doing business with our suppliers and other third parties, and it will steer the agency towards an increasingly robust commercial culture.

Communications

- We will review and implement further communication and engagement campaigns to build support for our 5-year strategy
- We will implement a new publishing concession contract, exploring with partners the best ways to use DVSA's physical and digital estate as well as official education resources

Indicative annual facts and figures

- nearly 880,000 calls received into the contact centres
- 43,000 followers on Facebook
- more than 40,000 followers on Twitter
- Over 329,000 subscribers to DVSA email alerts

Other cross-department / agency commitments include:

DfT / DVSA target	2019 to 2020
Payment of invoices within 5 working days	80%
Freedom of Information Act - provide a response within 20 working days	93%
Parliamentary questions - provide a response by due date	100%
Ministerial correspondence - provide a response within 8 working days	95%
Official correspondence - provide a response within 20 working days	80%

Annex



Financial forecast

Forecast Outturn
2018 to 2019
£'000

Business Plan
2019 to 2020
£'000

Statutory fee income	357,056	359,525
Non Statutory Income	27,692	27,136
Total income	384,748	386,660
Staff Costs	(180,604)	(187,480)
IT Costs	(48,655)	(48,072)
Accommodation Costs	(36,962)	(37,029)
Theory Test Charges	(30,403)	(30,142)
Depreciation	(20,172)	(21,946)
Other Non-Pay Costs	(48,700)	(46,711)
Total expenditure	(365,497)	(371,380)
Operating Surplus	19,251	15,280
Net Interest	(7,318)	(6,974)
Dividend	(7,932)	(7,500)
Overall Surplus	4,001	806

Financial forecast aligned to LTFF paper (January ExCo); change costs have been allocated against specific categories of spend and are subject to final QA for accuracy.

Annex



Volume forecast

Forecast outturn 2018 to 2019

Business plan 2019 to 2020

Category

Car theory test	2,065,000	2,020,000
Car practical test	1,720,000	1,700,000
Motorcycle theory	81,000	79,500
Motorcycle module 1	60,500	59,000
Motorcycle module 2	57,500	56,000
Lorry and Bus theory test (multiple-choice question)	81,000	83,000
Lorry and Bus theory test (hazard perception)	65,000	66,000
Lorry, Bus and B+E Practical Tests	117,000	118,000
Driver CPC module 2 (case studies)	56,500	57,500
Driver CPC module 4 (practical demonstration)	28,000	29,000
ADI part 1 (theory)	10,000	10,000
ADI part 2 and 3 (driving and instructional ability)	14,000	14,500

Volume forecast

Forecast outturn
2018 to 2019

Business
plan
2019 to 2020

Category

Category	Forecast outturn 2018 to 2019	Business plan 2019 to 2020
Testing and inspection:		
Lorry motor vehicles	483,100 ¹	487,900 ¹
Lorry trailers	274,300 ¹	279,000 ¹
Bus and coach	84,500	84,200
Vehicle approvals	24,300	24,300
ADR (carrying dangerous or hazardous goods)	16,700	16,700
Other testing and inspections	10,600	10,600
Tests at MOT garages	30,560,700	30,648,300
Licensing:		
Lorry	30,200	30,500
Bus and coach	1,200	1,200
Other licensing	13,100	13,400

¹ Volumes do not incorporate exempt vehicles coming into scope as part of the new EU roadworthiness directive