



# DVSA annual review

2018 to 2019

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# Welcome



**Gareth Llewellyn**  
Chief Executive



**Bridget Rosewell CBE**  
Non-Executive Chair

**Two years ago, we published our 5-year strategy, which set out our aims and ambitions for helping you stay safe on Britain's roads.**

We've continued to make good progress against the 3 themes of the strategy. And we've also worked hard to make DVSA a great place to work.

In this annual review, we'll share some highlights from 2018 to 2019 and introduce you to some of the fantastic teams and individuals who made them happen.

For example, last year we:

- delivered all our business plan targets for the first time
- trained almost every member of staff in 'Building Respect', giving them the confidence they need to deal with unacceptable behaviours
- improved staff engagement
- won an award for our MOT service
- introduced stricter rules for diesel car emissions to improve air quality

And, as ever, our people have been our greatest asset during this last year. So, we'd like to celebrate their expertise, hard work and dedication in this review. Britain's roads are safer because of what they do every day.

# We're proud

We asked some of our colleagues what their proudest moments have been during their time at DVSA.

“Of course, I’m proud of the award for our trial to stop more dangerous heavy goods vehicles and tired drivers in the West Midlands. But the main thing is the fact we’re still making people safer because it’s been adopted as business as usual.”

**Karen Salisbury-Braiden**  
Traffic Enforcement Manager

“My Northern Ireland Licensing team handled high work volumes whilst we were short-staffed. Despite the increased pressure to deliver, they were committed to providing a good quality customer service. I’m very proud and thankful.”

**Linda Featherstone**  
NI Licensing Senior Team Leader

“I jumped at the chance to be involved in trialling the sat nav for the new driving test. I worked with a favourite colleague, Mike Middleton, in developing the routes in Sheffield. I supported the project team to develop the test and sat nav trained other LDTMs. Then I conducted the first live test in the country!”

**Lisa Charles**  
Local Driving Test Manager

“I’m really proud of my small team that manages our content on the GOV.UK website. DVSA’s pages were viewed over 161 million times during last year. The team has worked really hard to make GOV.UK simpler, clearer and faster to use, benefitting millions of people.”

**John Ploughman**  
Head of Content Design



“My colleagues from Camborne, Bodmin and Penzance driving test centres and I volunteered to clean 3 beaches in Cornwall. We picked up 6 bin bags full of plastic and rubbish. And we raised £265 for The British Heart Foundation, Mind and Macmillan”.

**Tracy Watson**  
**Local Driving Test Manager**

“I graduated from my NVQ Level 4 in Advice and Guidance. Having not gone to university, I never thought I would achieve this. I was so proud of myself for the hard work I put in. I wore a formal cap and gown for the graduation ceremony, which I loved!”

**Wynnie Coles-Cassin**  
**Central Support Team**

“My team has made the theory test more accessible. We’ve made the questions easier to understand (but not easier!) by changing how they’re worded. And, for those candidates who really struggle to understand what’s being asked of them, we provide helpers who can reword the questions.”

**Helen Luker**  
**Theory Test Product Manager**

“My proudest DVSA moment was achieving my licence acquisition for Category C, C+E (that’s lorry and lorry and trailer) and category D (that’s passenger-carrying). I now enjoy the variety of my weekly workload, which can be from testing car drivers to then switching to lorry or bus drivers. Thank you DVSA.”

**Alex Morris**  
**Driving examiner**



# We're listening

## **We smashed our customer service targets last year.**

We:

- answered 811,000 calls – 77% within 30 seconds, exceeding our 70% target
- replied to 83,000 emails within 5 days, against a 10-day target
- replied to 97% of social media questions within an hour, against a 90% target
- answered 69% of questions within 5 minutes, against a 65% target

We processed 116,957 applications for technical tests – 91.3% within service level.

We're one of 15 contact centres to have achieved the Customer Contact Association bronze award.

A customer service excellence assessor praised our friendliness and professionalism. This was reflected in our customer survey results, which told us that 96% of customers were satisfied.

# We're listening

**We've beaten all of our targets for answering correspondence, including complaints.**

Our team dealt with:

- 97.7% of 7,000 letters and emails within 10 working days, against a target of 90%
- 99.5% of 438 Freedom of Information requests in 20 working days, exceeding our target of 93%
- 620 data protection requests

And 65.2% of our customers were satisfied with the outcome of their complaint, when the target was 60%.



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[@DVSAgovuk](https://www.instagram.com/DVSAgovuk)



[@DVSAgovuk](https://www.twitter.com/DVSAgovuk)



[www.gov.uk/dvsa](https://www.gov.uk/dvsa)



  
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# Helping you through a lifetime of safe driving

## 2 million

theory tests carried out

## 1.9 million

driving tests carried out

## 88.1%

of driving test candidates booked a test within 6 weeks of their preferred date

## 39,710

approved driving instructors regulated by us

# We've looked at the impact of the new driving test



**Amber Hill-Cann**  
Customer Insight Officer

**In December 2017, we introduced major changes to the driving test.**

This included the use of sat nav, more driving on major roads and using more modern manoeuvres. So, last year, we looked at the outcomes of those changes.

Julia Knight, one of our driving examiners, said: “The changes were challenging, but exciting. Using sat nav reflects real-life driving and is mainly a positive experience for our candidates.”

**“I spoke to lots of different people inside and outside of DVSA for this research. Knowing my work contributes to making drivers safer - potentially saving lives - is really satisfying.”**

We also carried out research with over 17,000 new and learner drivers, to find out how the changes had affected their driving. Over 80% told us that the test had prepared them well for driving on Britain's roads. They also said the new manoeuvres and introduction of the sat nav reflect real-life driving after their test.

# We saw learner drivers take to the motorway



**John Sheridan**  
Driver Training Policy  
Manager

In June 2018, learner drivers were allowed to drive on motorways for the first time.

Before the law changed, we worked with the driver training industry to make sure that everyone involved understood the conditions of the change, and the potential risks.

Motorways are statistically the safest roads, but accidents and incidents here can be more serious because of the speed of traffic.

So, we recognised that learners need to learn how to safely join and leave the motorway, and how to change lanes.

**“It’s been a great success. Many learner drivers have gained the practical experience of motorway driving before passing their test. This contributes to our aim of preparing everyone for a lifetime of safe driving.”**

# We've been working with disabled students



**John Caradine**  
Driver Training Policy Advisor

**Leicester's Stephenson College invited us to talk about the support we provide for people with disabilities.**

John Caradine, Driver Training Policy Advisor, spoke to students with hearing impairments, mobility problems and learning or emotional difficulties.

Those who were about to start driving were concerned that their disabilities might affect their chances of being able to drive.

**“The students’ enthusiasm in the face of the physical, mental or emotional difficulties they have to overcome was inspiring.”**

John told them how we understand that passing the driving test means freedom and independence. He reassured them, explaining the extra support DVSA provides.

# We've helped to save lives



**Nicola Walsh**  
Driving Examiner

One cold day in January, driving and motorcycle examiner, Nicola Walsh, had just collected her new DVSA bike from Darlington.

Soon after joining the A1, Nicola witnessed a crash. She saw a plume of smoke, dust and vehicle particles, followed by bright lights.

Nicola wove her bike through the traffic to reach the collision and took charge of the situation.

She organised bystanders to control the traffic, and called for the emergency services. Then her first aid training kicked in.

**“I turned to the people who’d been injured. Out of the 3, a woman trapped in a car needed the most urgent attention, so I prised open the door and assessed her for life-threatening injuries.”**

Nicola passed the information to the emergency services and managed the situation until they arrived.

# We made new hazard perception clips



**Ava Martin**  
Theory Test Content  
Assistant Business Manager

It's important that we have a wide variety of hazard perception clips in our theory test, so that test candidates see different driving conditions.

It also means that those who retake the test will be unlikely to see the same clips.

Working with Highways England, we created clips simulating motorway hazards. And we added new clips showing different weather and lighting.

**“Highways England helped us to make sure the clips prepare new drivers for some of the more challenging driving conditions they’ll encounter on the motorway.”**

We now have clips in snow, heavy rain, fog, wind, low light and darkness. We tested the clips rigorously. Then we trialled them with candidates at the end of their test, so we could be sure the clips work as they should.

We also made clips for publication, so learners can practise before their test.

# We relaunched the DVSA enhanced rider scheme



**Billy Shaw**  
Motorcycle Policy Specialist

**We relaunched our post-test training program, the DVSA enhanced rider scheme.**

Built on core safety aspects of riding, the scheme is aimed at newly-qualified bikers and taught by approved DVSA instructors.

We listened to customer feedback and motorcycle instructors about the existing scheme and used this insight to design a new syllabus. We also gave it a new identity, using the Crown logo to reinforce the scheme's link with DVSA.

**“The DVSA enhanced rider scheme has attracted lots of interest from riders and trainers. They believe it will significantly help riders to develop their skills.”**

And it's supported by the Fire Service's Biker Down Programme and the National Council of Blood Bikers - who courier blood and urgent medical items for the NHS.



  
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# What's next?

## **New app for driving examiners**

We've trialled and tested a new app that our driving examiners will start to use this year. Replacing the paper driving test report, the new app will allow examiners to conduct and mark the test electronically.

The examiner will still give the candidate a certificate if they pass, but the electronic capture of the result means they'll get their licence more quickly.

## **Keeping motorcyclists safe**

Motorcyclists are among the most vulnerable road users, so we want to make them safer by improving their rider training. We'll continue to encourage riders to improve their motorcycling skills through the DVSA enhanced rider scheme.

And we're planning to develop a training syllabus for the many moped and 125 riders who've completed the compulsory basic training (CBT), but not taken the full test. This training will give them the additional skills they need to stay safe on our roads.

## **Encouraging learner drivers to get more practice**

Research tells us that, the broader experience a learner driver has of driving, the safer they're likely to be on the road. So, we're planning a behavioural change campaign to prepare them for a lifetime of safe driving. The campaign will encourage learners to increase their practice on rural roads, driving independently and driving in the dark before they take their test.



  
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# Helping you keep your vehicle safe to drive

**38.5 million**

MOT certificates issued

**764,983**

lorry, bus and trailer annual tests (MOTs) carried out

**99.9%**

of test appointments at authorised testing facilities (ATFs) kept

**32.3 million**

visits to our online service to check the MOT history of a vehicle

# We changed the MOT



**Neil Barlow**  
Head of MOT Policy

**Every year we put around 30 million vehicles through their MOT.**

So, when we made significant changes to the test in May 2018, a lot of people needed to know about them.

The changes included new tighter limits for smoke on diesel vehicles and clearer fail categories.

Before the new test was launched on 20 May 2018, we'd reached media with a combined circulation of nearly 100 million.

**“Appearing on the radio and television certainly got us noticed – and helped bring attention to the vital role that the MOT plays.”**

And Head of MOT Policy, Neil Barlow, made a number of radio and television appearances, including a live appearance at a Birmingham branch of Kwik Fit for BBC Breakfast.

**“The MOT trade did a great job in implementing the biggest change to the test in several years. The introduction of the new test went smoothly, and initial failure rates have stayed much the same, at around a third.”**



# We've improved our service at authorised testing facilities



**Darrone Johnson**  
National Account Manager

ATFs are privately-owned sites where our vehicle standards assessors (VSAs) carry out lorry, bus and trailer annual tests (MOTs).

Historically, we've had a problem with ATFs overbooking slots, with some vehicles not turning up or coming with the wrong paperwork.

So we doubled the number of our network business managers, who worked closely with ATFs to build much better relationships and improve efficiency.

**“By working more closely with ATFs and the trade associations, we've seen an increase in use of ATFs to an average of 93%.”**

We also recruited more VSAs. This brought cancellation levels down and increased testing availability across Great Britain.

# We won an award for our MOT reminder service



**Ibrahim Jassat**  
(second from left)  
Test Engineer

**Our MOT reminder service won the digital category award at the prestigious Civil Service Awards.**

The service allows drivers and operators to sign up to get free reminders by text message or email when their vehicle's MOT is due.

Take-up of the service, which launched in November 2017, has been impressive. There are now more than 1.7 million vehicles signed up for reminders.

**“Winning a Civil Service Award was great. I can proudly say that my work has had a positive impact on fellow citizens.”**

By getting a reminder, drivers are less likely to forget to get their MOT done on time. This means that safety and environmental problems can be fixed.

# We've got better at identifying polluting vehicles



**Alasdair Cameron**  
MOT Product Manager

**We're playing our part in making Britain's air cleaner, thanks to the new MOT which we introduced in May 2018.**

The new test sets tighter limits for smoke on diesel vehicles and clearer fail categories.

Over 631,000 cars failed the new MOT emissions test in its first 6 months, compared to 297,000 failing during the same period in 2017.

**“People are getting the message that carrying out regular safety checks at home helps keep your vehicle safe to drive and less damaging to the environment.”**

This new data shows that we're much better at identifying the most polluting vehicles; then we make sure they're either repaired or taken off the road. Despite the changes to the test, the overall failure rate has not increased.

# We've been testing more heavy vehicles



**Andy Mitchell**  
Network Business Manager

In May 2018, we introduced changes that mean previously exempt heavy vehicles must now have an annual test (MOT).

They include concrete-mixer lorries, mobile cranes, breakdown recovery vehicles and specialist construction vehicles.

We managed the additional demand by staggering the new tests over a 12-month period.

**“We introduced the new tests with minimal disruption to our services. It’s emphasised how DVSA and ATFs can work together to keep everyone safe on our roads.”**

And our business network managers worked with ATF colleagues to help them understand what the new tests would involve. We also made resources available for additional testing where it was needed.

So far, around 7,000 extra vehicles have been tested.



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# What's next?

## New vehicle testing app

We're starting to roll out our vehicle testing app. The app will allow our vehicle standards assessors (VSAs) to record lorry, bus and coach annual test results in real time. It will replace the multiple, outdated systems we currently use.

We've set up the app initially to test and record public service vehicles (PSV), like buses and coaches. So, we've selected 58 PSV-only authorised testing facility sites for the initial rollout.

VSAs working at these sites will see huge benefits: they'll be able to digitally record vehicle test data, reducing their time spent on admin. And it will give them immediate access to vehicle and test data.

## Improving customer service for authorised testing facilities

We'll be exploring ways of giving our ATFs a more flexible service, which will include reviewing our booking process.

We'll look into trialling a new system, which will allow ATFs to book slots on a 3, 6 or 12 month basis instead of the current quarterly option.

And we acknowledge that not all businesses have the same needs, so we'll focus on what is important to them.



  
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# Protecting you from unsafe drivers and vehicles

**31,958**

serious roadworthiness defects and traffic offences detected

**£6.6 million**

of fines issued for breaking driver and vehicle safety rules

**474**

cases of MOT fraud, dishonesty and negligence dealt with

**556,236**

visits to our online service to check if a vehicle, part or accessory has been recalled

# We helped to prosecute MOT fraudsters



**Andy Rice**  
Head of Counter-Fraud and Investigations

**We investigated an MOT centre for fraudulently issuing MOT pass certificates, resulting in 4 successful prosecutions.**

The judge called the fraud ‘a significant danger to the public’.

Surveillance revealed that, of 120 vehicles registered for test, 73 had not been to the centre, but still received MOT passes. And the 2 named testers had not even been present at the time; one was driving a bus and the other was out of the country. They each got suspended sentences, a 4-month curfew and must do 250 hours of unpaid work.

**“The sentences handed down in this case show we will seek the strongest possible punishments for anyone caught defrauding the MOT.”**

They’ll also have to pay costs when the courts have finished investigating their ‘proceeds of crime’. Another 2 defendants got suspended sentences, and orders to do unpaid work and pay costs.

# We took theory test fraudsters to court



**Craig Robinson**  
Counter-Fraud Investigations

**When our Counter-Fraud Investigation team finds someone who's cheated at the theory test, we prosecute them through the courts.**

Last year Mohammed Hajiloe was one of those offenders. He smuggled a Bluetooth earpiece into the test so he could receive the answers. He told our investigators he was a carer and he needed the Bluetooth to stay in touch.

At his trial, the judge said Hajiloe's act had put the public at risk. He was given a 4-month suspended sentence and a curfew of 2 months. He also had to pay £1,000 towards our investigation costs.

**“The theory test is crucial to a lifetime of safe driving. Cheating puts people at risk, so it's good to see how seriously the courts take this offence.”**

# We've been setting records with the BBC



**Stuart Carter**  
Enforcement Delivery  
Manager

**We appeared on the TV series ‘Defenders’, which celebrated the often-unrecognised work of people who make Britain safer.**

DVSA’s episode featured our work in investigating Grittenham Haulage as part of the ‘Bath tipper trial’. It showed how our investigators inspected the vehicle’s brakes. They found its braking capacity was significantly reduced - a major factor in causing the crash.

**“I’m really proud to show the work we do on national TV. By raising awareness of the tragic consequences of non-compliance, we can hopefully help reduce the risk of something like this happening again.”**

Over 1.5 million people watched the programme. This was the highest viewed episode of the series and it set a record for that timeslot on BBC One!

# We won a road safety award for Operation Tramline



**Gareth Prismick**  
Vehicle Examiner

**DVSA colleagues worked alongside South Wales Police and won a Road Safety Wales award for making a real commitment to road safety.**

Operation Tramline was designed to help police tackle dangerous driving and vehicles. Using an HGV unit - which gives an elevated view - and a camcorder, the police can identify and record things like mobile phone usage, drivers not wearing a seat belt and vehicle defects.

Then a DVSA car stops the vehicle and deals with the driver. DVSA and the police have identified over 250 offences and defects through Operation Tramline, handing out over £2,700 worth of fines.

**“This award recognises the positive impact working in partnership has on road safety.”**

# We worked with others to prepare for EU exit



**Andy Scott**  
Enforcement Delivery  
Manager

**Between April 2018 and March 2019 we planned for the impact of leaving the EU without a deal.**

The work was especially concentrated in the south-east, where our teams developed systems and plans to deal with the risks of border delays and traffic movement.

They also supported other organisations' operations - like Brock, a Highways England scheme to manage traffic on the M20 in Kent.

**“We worked flexibly with the Department for Transport (DfT), Highways England, local authorities and the police in preparing to leave the EU without a deal.”**

Ben Rimmington, DfT's Director of Road Safety, Standards and Services, added, “I've been enormously impressed by the dedication so many people in DVSA have shown in supporting the government's EU exit programme over the last year.”

# We've showcased our enforcement work on Twitter



**Olivia Roe**  
Media Officer

**We wanted to give enforcement colleagues the opportunity to show the public some of the shocking things they have to deal with every day.**

So, we started the DVSA enforcement Twitter account. It's a great way to reach the public and showcase the vital work we do, 24 hours a day.

The account has grown really quickly, and we've had lots of support from the industry.

The account now has over 6,000 followers, and the tweets regularly reach over 40,000 people.

**“It's proved a great way to educate lorry drivers on how to stay safe. Some drivers have even asked how they can work for DVSA.”**



  
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# What's next?

## Joining the national Automatic Number Plate Recognition (ANPR) service

ANPR cameras capture and record vehicle number plates. We match that data to a database to show information about the vehicle or driver on our operator's screen.

We have 40 of our own cameras, but for the next year as part of the national service we can now access the data from thousands positioned right across the road traffic network. This will help us to enforce the rules for drivers' hours, MOTs and motoring offences.

## More earned recognition

The DVSA earned recognition scheme allows operators with large vehicles to share their performance data with us, proving they meet our standards. In recognition, they're less likely to be stopped for roadside inspections. We're looking at developing a new module that will cover additional requirements for the scheme.

As well as proving that they're excellent operators, companies will be able to choose to add a module. This new module will show specific customers, like HS2 (the high-speed rail network) and Transport for London, that operators meet their enhanced, but essential requirements.

## Rating the risk of garages

By using artificial intelligence and expert analysis, we're getting better at spotting poorly performing or fraudulent MOT garages.

We'll use this expertise to improve the new risk rating system, making our enforcement of MOT garages even more effective and efficient.



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# A great place to work

**4,600**

members of staff

**95**

people across DVSA doing an apprenticeship

**600+**

people had a free 30-minute health check-up

**50**

trained mental health first aiders

# We've continued to roll out new technology to our staff



**Suhel Patel**  
Driving Examiner

**We're making sure our colleagues have the right tools and technology to do their job.**

We've started to upgrade people to Windows 10, giving them improved connectivity and more flexibility on how and where they work.

All of our driving examiners now have a tablet device with access to emails, DVSA apps, Office 365 tools and the intranet.

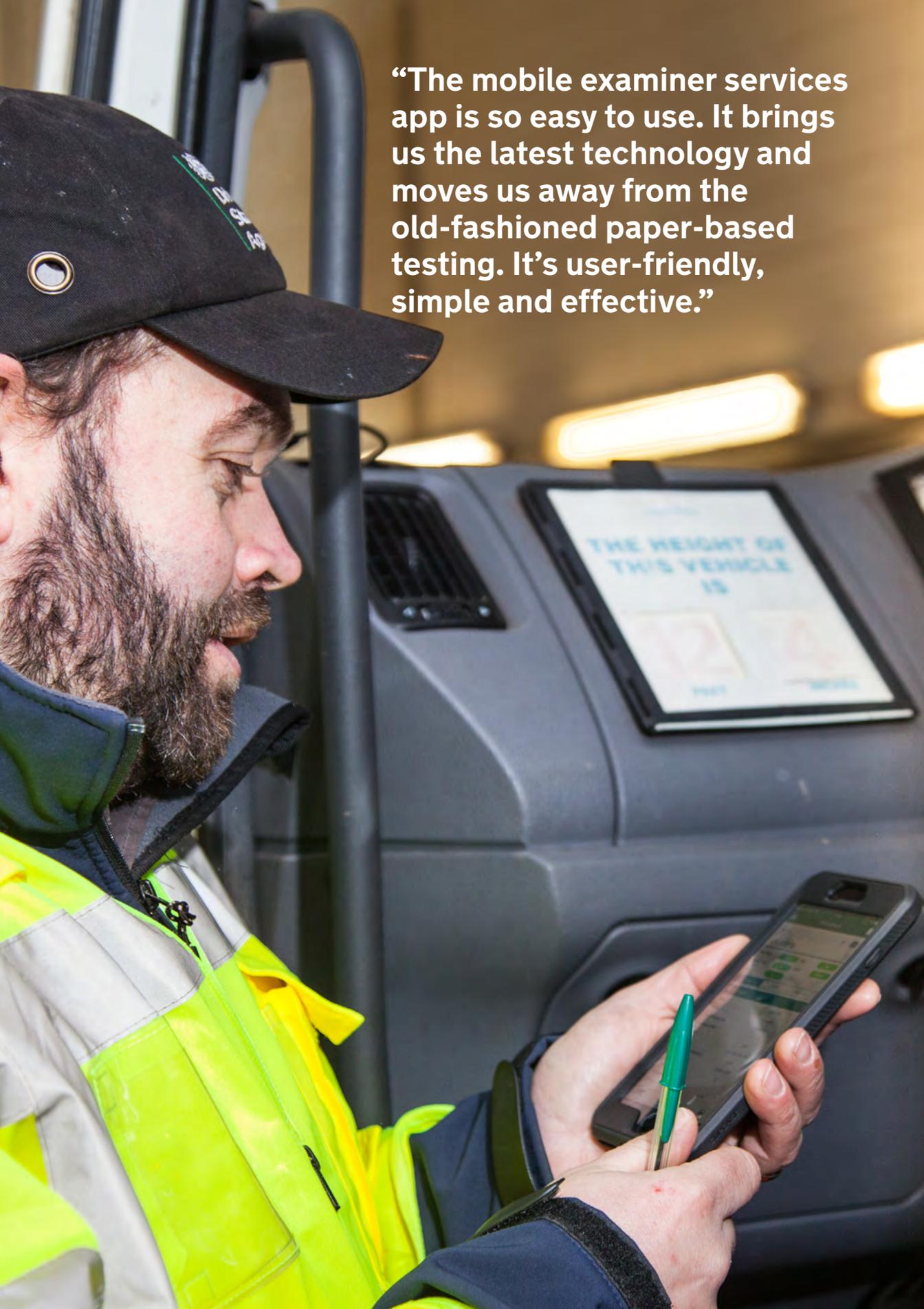
To save our vehicle testing colleagues time, we've also introduced printed test certificates for HGV, public service vehicles and trailers, instead of the traditional handwritten documents.

And we've listened to staff feedback. We responded to colleagues' needs by starting to develop a range of new apps which will help them to work more effectively and save them time.

New apps will replace multiple paper-based and often outdated systems, including apps to record:

- driving test results
- vehicle test results
- roadside encounters

**“The mobile examiner services app is so easy to use. It brings us the latest technology and moves us away from the old-fashioned paper-based testing. It’s user-friendly, simple and effective.”**



# We've been building respect in the workplace



**Bonny Chung**  
Business Manager

Our 2017 people survey told us we could do better at building respect in the workplace, so we're working hard to stamp out bullying, harassment and discrimination.

We developed a 'Building Respect in the Workplace' training programme. By April 2019, over 4,600 colleagues across 300 locations had completed the training. Almost 100% of our workforce!

**“Sometimes we recognise bullying, harassment or discrimination, but don't know how to respond. The training refreshed our knowledge of the Civil Service Code of Conduct, as well as explaining the best way to deal with inappropriate behaviour.”**

# We reviewed our managers' training programme



**Cara McMahon**  
Head of Talent and Capability

**Management and leadership training is important to us. But we understood that we could offer more, and better opportunities to develop our managers' capabilities.**

Managers were keen to learn how to do their job properly, but many felt there were not enough training opportunities. Feedback told us that some found it difficult to decide which training courses to take and that some of the training did not meet their needs.

**“We're committed to developing our managers' skills, as they're essential to the performance of the agency and the engagement of our colleagues.”**

They also told us that there were often unacceptable waiting lists to take the training they needed.

So, we reviewed the whole management development programme. And, from that, we've developed timely, appropriate and cost-effective training for our 790 managers.

# We're contributing to sustainable communities



**Alex Mitchell**  
Head of Sustainable  
Development

**Our sustainable development strategy is about people, our contribution to road safety and sustainability in the UK.**

We're contributing to sustainable communities by donating unused clothing to homeless charities and supporting community causes in many areas.

These include youth work, wellbeing, sports coaching, litter-picking and nature conservation.

**“We've lowered our carbon emissions, supporting air quality improvement initiatives. We're working for a better, more sustainable environment.”**

We've also made huge progress in testing and enforcing vehicle emissions, reducing the impact of our services and operations. And we've worked with government and industry bodies to understand new vehicle technology and the positive sustainability impacts they may have.

# We've been volunteering



**Clare Meraz**  
Senior HR Business Partner

Staff can take 3 days' paid leave a year for voluntary work. They volunteer in all kinds of places - like beach-clearing, Help for Heroes, hospices and animal rescue centres.

Clare Meraz, Senior HR Business Partner, is a trustee for Bristol Women's Voice.

It's a charity which runs projects to improve the lives of women and girls living in Bristol, helping them with their health, employment and finances. They also celebrate International Women's Day.

**“Being a trustee is rewarding because I can provide specific skills and expertise which a small charity may not have in-house. And the Bristol Women's Voice cause is very important to me.”**

As a trustee, Clare helps to manage the charity, and as an HR professional, she advises them on complex people management issues and policy development.

# Our staff network groups continue to make a difference



**Andrew Mclean**  
HR Equality and Inclusion  
Specialist

**We have 5 well-established staff network groups.**

They're run by colleagues who understand the experiences of staff with certain characteristics.

The groups help to make DVSA a more inclusive place to work, by influencing and developing policy. And they promote a culture of inclusion, allowing colleagues to bring the best of their whole self to work.

There are 40 core members across the 5 groups. On the next page you can read some of the things they achieved last year.

**“Our groups play an important role in helping us support the diverse communities we serve, and we're very proud of their achievements.”**

# Our staff network groups continue to make a difference

## **embRACE, for our black, Asian and minority ethnic colleagues**

The group provided guidance to managers on how to support Muslim members of staff during Ramadan.

## **Enabled, representing disabled colleagues**

The group wrote our 'assisting staff with impairments' guidance. It was developed to help managers create a more inclusive and accepting workplace for disabled people in their teams.

## **Pride, for LGBT+ members of staff**

The group represented DVSA at Bristol Pride 2018. They also wrote the agency's submission to the 2018 Stonewall Workplace Equality Index.

## **Time2Care, for our colleagues who are carers**

The group launched DVSA's carers' policy and passport. The policy sets out the support available for carers. And the passport helps people to continue caring if they change role or have a new manager.

## **Women's network, representing women at DVSA**

The group created an awareness campaign about the menopause. Using digital communications, the group involved all staff – including our 70% male workforce. They explained menopause symptoms and shared advice about how to support women at that stage of their life.

# We have more award-winning apprentices!



**Steve Hawtin**  
Technical Team Leader

Our apprenticeship programme goes from strength to strength, with 95 colleagues across the business now doing an apprenticeship.

Early in 2019, Steve Hawtin was named as DVSA's apprentice of the year. A technical team leader in Derby, Steve manages 21 DVSA sites and a team of vehicle standards assessors.

**“I’m very proud to have won DVSA’s apprenticeship award and receive a special recognition award at the DfT national awards. I’m lucky to have had this chance and hope to use my apprenticeship experience to progress my career.”**

# We have more award-winning apprentices!



**Donna Griffiths**  
Customer Service Centre  
Team Leader

More recognition came our way when Donna Griffiths won the Gower College Apprentice of the Year award.

Donna is a Customer Service Centre team leader in Swansea. She completed a National Vocational Qualification (NVQ) in team leadership and it helped her to achieve promotion to her current job.

**“I couldn’t believe it when I heard I’d won Apprentice of the Year! The course structure and the support I was given allowed me to gain a valuable qualification. I’m grateful to DVSA for the opportunity and honoured to receive this award.”**

# We're looking after our colleagues' health



**Claire Galbraith**  
HR Expert Services

**We've introduced more ways to keep our colleagues healthy and happy.**

Our staff work in many locations, and it can be difficult for information to reach them. So, we created a network of Wellbeing Champions. They promote physical and mental health and wellbeing on a local level, sharing information about schemes, and support.

**“The Wellbeing Champion network is a real success. We aim to have a champion in each DVSA location so everyone has access to information that can help them to stay healthy.”**

And we've been offering colleagues a voluntary health MOT. Over 600 people have had a 30-minute check up by a health professional. They received a 14-point health report, with recommendations about how to make positive lifestyle changes.

Feedback tells us that 100% of those who had a health MOT would recommend it to a colleague, and we're set to offer more over the next year.

# We trained more mental health first aiders



**Bernadette Smith**  
Mental Health First Aider

**We've also trained more mental health first aiders (MHFA).**

We now have 50 MFHAs who can listen without judgement and signpost colleagues to appropriate professional help, if it's necessary.

Feedback tells us that having an MHFA on hand has helped colleagues to open up and talk about their mental health problems – one of the most important steps to improving mental health.

**“I've managed to help just by listening or signposting a colleague to further help. And I gain personal satisfaction from knowing that my small measure of support has made a positive impact on that person”**



# What's next?

## Building Respect

We'll extend our Building Respect training programme. This will include having targeted conversations with individuals and teams about their experience of inappropriate behaviour. And we'll develop positive activities to tackle that behaviour.

Building Respect training will be included in our induction programme for every new starter at DVSA.

## Dispute resolution

Along with the rest of the Civil Service, we'll introduce a new approach to resolving disputes at work.

The new policy will help more staff to resolve any workplace disputes themselves as well as deal with issues around bullying, harassment and discrimination through open and honest conversations.

To help staff with the process, we'll recruit more mediators – colleagues who are trained to listen and help colleagues to manage their differences constructively.

## New management training

We'll be rolling out our new management development training. Following last year's review, we now have a 2-phase training programme which will allow more managers to access the training they need.

Modules in the first phase of the programme will cover the essentials of management. And the second will cover more advanced skills, like mentoring.

# Our people

**We have around 4,600 permanent members of staff. Most of them work in frontline roles like driver and vehicle testing, and enforcement.**

Between April 2018 and March 2019, we recruited over 500 new members of staff – 350 of whom were taken on for frontline duties.

Everyone at DVSA, whether they're out on the road or based in one of our offices, works hard to keep you safe on Britain's roads.

# Our income and costs

**In the Financial Year 2018 to 2019, our income was slightly below plan.**

This was mainly because there was a lower demand for theory tests and we did fewer practical tests.

However, we had a target to save £6.3m and we actually saved £6.6m. That means we've saved £50.7m in 4 years

**Income: £384.4 million**

- Driver services **£201.9m**
- Vehicle services **£102.4m**
- MOT services **£63.2m**
- Licensing services **£12.7m**
- Other services **£4.2m**

**Costs: £380.1 million**

- Staff costs **£181.1m**
- Other operating costs **£164.7m**
- Asset-related costs **£19.8m**
- Net finance costs **£6.3m**
- Dividend payable to DfT **£8.2m**

[www.gov.uk/dvsa](http://www.gov.uk/dvsa)



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