



Driver & Vehicle
Licensing
Agency

2015-16

Driver & Vehicle Licensing Agency Business Plan

Simpler | Better | Safer

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NON-EXECUTIVE CHAIR'S INTRODUCTION



This Business Plan sets out our plans and commitments for the year ahead, as we continue progress towards our goal to get the right drivers and vehicles taxed and on the road as simply, safely and efficiently for the public as possible.

In October 2014, I joined DVLA as the agency's first Non-Executive Chair. My role includes supporting our Chief Executive Oliver Morley and his executive team in delivering the DVLA Strategic and Business Plans. Along with my fellow non-executive directors, I also provide oversight and scrutiny of DVLA performance.

DVLA is making good progress on its programme of large-scale change. We will continue to transform our business in 2015-16 through what will be another challenging year, at the same time as achieving stretching cost saving targets.

As someone passionate about both digital services and service excellence, I look forward to working with colleagues on the continuing transformation of the services we provide to our customers over the coming year.

A handwritten signature in black ink, reading "L. Cowley". The signature is written in a cursive style.

Lesley Cowley OBE
Non-Executive Chair
March 2015

CHIEF EXECUTIVE'S FOREWORD



DVLA has delivered change at an incredible pace in the past year. Our stakeholders have demanded a lot from us and we have responded accordingly, implementing digital, policy and service reform simultaneously.

We are in the second year of the simpler, better, safer [Strategic Plan](#) and we have already delivered many of the recommendations in our strategic review. We continue to consolidate and build on these achievements and to make the transition to becoming a clear centre of excellence for digital transactions.

2015-16 will not be without challenges; we are preparing for the move to a new IT supply chain and will ensure a smooth and consolidated handover. We are also working closely with the Government Digital Service on its new technology landscape.

During 2014-15 we successfully introduced improvements to many of the services we provide our customers, these included:

- the introduction of direct debit for the renewal of vehicle tax
- giving motorists in Northern Ireland the same range of online vehicle registration and licensing services as the rest of the UK
- a dramatic drop in licence fees for certain transactions.

The introduction of the fee reductions demonstrates that DVLA stands as a model for fee changes in government, reflecting both our focus on efficiency and that cutting fees represents what customers really want.

In October 2014 our Permanent Secretary welcomed Lesley Cowley as the agency's first Non-Executive Chair. Her appointment represents the completion of the recommendation that we complete the DVLA Board and I am now confident that we do have a very strong team to continue our transformation.

During 2015-16 we will continue to deliver both internal and external change which will include:

- launching personalised registrations online
- removing the paper counterpart to the photocard driving licence
- introducing the Union flag onto driving licences.

This Business Plan sets out the agency's key performance measures and includes how we will make further improvements in our efficiency and effectiveness. We are on track to achieve our commitment to reduce operating costs by £100 million against the 2010-11 baseline. We will continue to build on this and have already started the first year of a new 30% net cost savings target commitment by the end of 2016-17.

These are exciting and challenging times for DVLA as we continue to transform our business and deliver simpler, better and safer services.



Oliver Morley
DVLA Chief Executive and Accounting Officer
March 2015

WHO WE ARE AND WHAT WE DO



Driver and Vehicle Licensing Agency

- 1.1 The Driver and Vehicle Licensing Agency (DVLA) is an Executive Agency of the Department for Transport (DfT) and part of the Motoring Services Group.
- 1.2 DVLA is responsible for maintaining over 45 million driver records and over 38 million vehicle records and collects over £6 billion a year in vehicle tax, limiting tax evasion to no more than 1% a year.

Our Strategic Direction

Simpler | Better | Safer

- 1.3 Our goal is to get the right drivers and vehicles taxed and on the road, as simply, safely and efficiently for the public as possible.
- 1.4 In 2015-16 we will continue our journey to deliver our [Strategic Plan](#) to provide:

Simpler licensing – simplify our policies and technology landscape to improve customer service.

New opportunities – use our assets to grow new revenue, efficiency and opportunities across government.

Excellent services – build seamless, lean, digital services that exceed expectations with more cost effective channels, recognising and responding to different customer needs.

The best of DVLA – develop our capabilities as a centre of excellence, building a unique culture which is commercial, confident and focused on our customers.

- 1.5 Our goals reflect the aspirations of both the DfT and the [Motoring Services Strategy](#) by putting the customer at the heart of all we do.

- 1.6** We need to build on the success of our first successful year which:
- ensured we exceeded our £100 million efficiency savings target
 - delivered new digital services
 - abolished the tax disc
 - introduced direct debit for vehicle tax
 - reduced fees for drivers.
- 1.7** 2015-16 is set to be a challenging year for the agency with preparations for the move to a new way of providing IT services and the transformation of our technical architecture from our current legacy systems to a new systems landscape. Our new systems landscape will provide 24/7 multi-channel services for our customers.
- 1.8** We will continue our commitment to reduce the administrative burden and work with stakeholders to introduce policies that reduce the burden on customers. Simple licensing will also help to improve compliance and road safety.

How we manage our business

DVLA Board

- 1.9** The agency has a framework document agreed with the Department for Transport (DfT), which establishes the governance, accountability, key relationships and financial management arrangements within which the agency operates. At the heart of these arrangements is the DVLA Board consisting of a Non-Executive Chair, Chief Executive (and Agency Accounting Officer), 3 Non Executive Directors and 6 Executive Directors.
- 1.10** The Board meets formally ten times a year and supports the Chief Executive in agreeing the Strategic Plan and Business Plan with ministers through the DfT Director General, Roads, Traffic and Local Group.
- 1.11** Our [Strategic Plan](#) sets out our high-level objectives, an assessment of our medium and long-term trends and assumptions, the standards of service provided to the agency's customers and planned improvements in efficiency and effectiveness over the period.
- 1.12** Our Business Plan sets out the measures, priorities and resource plans for the coming year and provides a framework ensuring the necessary finance and other resources are available to achieve the agency's goals and commitments.
- 1.13** The DVLA Board establishes a clear control framework to support the effective management of risk, supported by delegations of authority, clear business processes, policies and procedures.

Relationship between the Non-Executive Chair and the Chief Executive in his capacity as Agency Accounting Officer

1.14 The Non-Executive Chair is responsible for providing external advice and expertise with independence of thought to inform the decision making process of the DVLA Board. The Chair meets regularly with the Permanent Secretary and DVLA Chief Executive to review performance and evaluate arrangements within the agency.

DVLA Executive Team

1.15 Day to day management of the agency lies with the Executive Team, which meets formally every week. The Chief Executive chairs this meeting and its membership is drawn exclusively from our functional directors listed below. The regular and consistent rhythm of these meetings builds a strong team ethic and brings a keen focus on business issues that drive productivity and deliver change.

1.16 The Executive Team have regular risk identification meetings through the year. Emphasis is on risks affecting our ability to collect vehicle excise duty on behalf of the Treasury, meet key performance measures, fulfil commitments to policy driven change and protect our data. Full assurance of risk management takes place annually through a risk maturity assessment and audit review to ensure the minimum impact or the best possible benefit to deliver the agency objectives.

DVLA Directorates

1.17 DVLA is structured into 6 directorates:

Policy, Strategy and Communication - [Julie Lennard](#) is responsible for the development of DVLA business strategy and for creating sound policies for delivering excellent services to our customers. Julie is also Senior Information Risk Owner and is responsible for both internal and external communications.

Financial Services - [Rachael Cunningham](#) is responsible for providing financial leadership at a strategic and operational level, ensuring sound and appropriate governance and risk management controls are in place across the organisation.

Operational and Customer Services - [Tony Ackroyd](#) is responsible for the creation and accurate maintenance of the driver and vehicle records, focusing on the delivery of high quality customer services with a strong emphasis on increasing the availability of digital channels.

Commercial Services - [Andrew Falvey](#) is responsible for providing commercial, procurement and business development leadership at a strategic and operational level, reducing non-staff costs and seeking opportunities to market and develop DVLA services.

Human Resource and Estates - [Phil Bushby](#) is responsible for all aspects of the people agenda and the DVLA estate.

IT services - [Iain Patterson](#) is responsible for the maintenance and control of all IT services, the delivery of our digital exemplars, current and future programmes, IT service provision and IT service providers.

DVLA Service Managers

1.18 In October 2014, we appointed 4 new Service Managers - Vehicle Services, Drivers Services, Corporate Services (services to other organisations) and Common Services (services which are common across more than one service, for example payments). These Service Managers have end-to-end responsibility for their service to make sure our customer needs are met. This is a radical change in the management of our services.

PLANS FOR 2015-16



DVLA Key Performance Measures

Category	DVLA Measure	In 2015-16
1. Reform	1.1 IT Transformation – move to a new IT supply chain and Digital Service Platform that provides customers with a 24/7 multi channel service , where appropriate	March 2016
	1.2 Drivers Medical Reform - deliver actions agreed for drivers medical services reform as recommended in our Strategic Plan	March 2016
	1.3 To deliver the facility to pay enforcement penalty payments online to provide a simpler, better, safer service to customers	Nov 2015
	1.4 Stop issuing the paper counterpart to the photocard driving licence	June 2015
	1.5 Carry out a review of the impact of medical conditions on driving. Review and consult on the potential implications of raising the driving licence renewal age beyond the age of 70	March 2016
	1.6 Review and develop a refined data sharing strategy	Dec 2015
2. Operational	2.1 Our total digital and automated transactions at March 2016 will	Exceed 75%
	2.2 To provide scheduled availability of our Electronic Vehicle Licensing, Personalised Registrations and Driver Licence online services in	98% of cases
	2.3 To deliver a first driving licence, vocational driving licence and a digital tachograph renewal in 8 working days in	98% of cases
	2.4 To answer calls queued to an advisor in 5 minutes	95% of cases
	2.5 To maintain accuracy so that the registered vehicle keeper can be traced from details held on our record	95% of cases
	2.6 Improve the accuracy of the driver records against the March 2015 outcome	March 2016

Category	DVLA Measure	In 2015-16
3. Customer service	3.1 Customer Service Excellence standard	Retain accreditation
	3.2 Customer Contact Association standard	Retain accreditation
	3.3 Improve our customer satisfaction results for key transactions against the March 2015 baseline	March 2016
	3.4 Develop a baseline for Drivers Medical customer satisfaction by March 2015 and improve	March 2016
	3.5 Reduce the proportion of formal customer complaints not resolved at first contact (against 2014-15 baseline)	10%
	3.6 Comply with Freedom of Information Act providing information within 20 working days	93%
	3.7 Provide answers to questions asked in Parliament within required timescales allowed	100%
	3.8 Provide draft replies to Ministerial correspondence within 7 working days	100%
	3.9 Reply to official correspondence passed on from Whitehall within 20 working days	80%
	3.10 Pay our invoices in 5 working days	80%
4. Finance & efficiency	4.1 Deliver an efficiency saving of 30% by March 2017 against the 2013-14 baseline net operational expenditure of £405 million	Deliver 10%
	4.2 Financial expenditure - manage our Departmental Expenditure Limit (DEL) total within plus or minus 10%	March 2016
	4.3 *Ensure by March 2017 DVLA full time equivalents (FTE's) will number less than 4,900	5,554
	4.4 Ensure the average number of working days lost (FTE) due to sickness does not exceed	7 days
5. Sustainability	5.1 Reduce green house gas emissions (against 2009-10)	25%

*New baseline reflects FTE's required to deliver in-house new IT services and new business development.

Simpler licensing

Drivers medical services reform

- 2.1** DVLA has produced a 3 year plan, which shows the short, medium and long-term activities planned to change our drivers medical services and greatly improve the customer experience. This plan addresses the recommendations in our [Strategic Plan](#) and is aligned to our digital transformation programme.
- 2.2** To deliver a simpler, better, safer service proposals for change include:
- an automated medical decision making system
 - enabling customers and medical professionals to transact with DVLA online
 - providing customers with a better understanding of our medical process and standards, by enhancing relationships with external organisations and carrying out low cost information campaigns
 - a review of arrangements for professional drivers where business and livelihoods are at stake, including the continued streamlining of professional driver's casework
 - to consider providing longer period licensing of drivers whose medical conditions allow, as part of our ongoing consultation
 - a review of customer facing letters, customer calls and complaints to meet customer needs.

Online enforcement penalty payment

- 2.3** DVLA process around 275,000 vehicle related enforcement penalty payments annually through a manual system, over the phone or by post. This costs the taxpayer around £640,000 a year.
- 2.4** In July 2014, we carried out a survey on this payment strategy to over 20,000 customers. A choice in both the channel and method of making payments was the overriding response.
- 2.5** In 2015-16, we will be delivering the facility for customers to pay their vehicle related enforcement penalties online. We will also provide an assisted digital channel at the Post Office for customers who cannot or choose not to transact online. This service will reduce costs to the business and be fully compliant with the Governments Digital by Default agenda, Government Digital Service (GDS) standards and agency strategy.

Removal of the paper counterpart to the photocard driving licence

- 2.6** As part of its commitment to reduce administrative burden, the Government announced it was abolishing the paper counterpart to the photocard driving licence.
- 2.7** DVLA issues 9.8 million paper counterparts annually. From June 2015, we will stop issuing the paper counterparts and we forecast this will reduce the amount of driving licences we issue. The removal of the paper counterpart will:
- reduce the burden on the customer
 - improve processes and promote the digital agenda and paper free driving licences
 - reduce stationery costs
 - ensure car-hire, insurance and enforcement decisions are based on up-to-date information.
- 2.8** To support the abolition of the paper counterpart, on 9 December 2014 we launched our 'My Licence' service. The first part of this service is a joint initiative between DVLA and the Motor Insurers' Bureau to deliver the first digital driver data sharing service for the motor insurance industry.
- 2.9** Participating insurers will need the licence holder's permission and driving licence number to allow secure access to entitlements, convictions and other relevant motoring history. Individual motorists can also view their driving licence information [online](#), or visit [MyLicence](#) for further information.

Driver licence consultation

- 2.10** Healthier lifestyles coupled with advances in medical treatment mean that many people are living longer and have better fitness into older age. In line with the recommendations in our [Strategic Plan](#), we will work with DfT on the implications of increasing the driving licence renewal age beyond 70. Factors under consideration will include the need to balance:
- personal mobility
 - the implications on road safety
 - the benefits of reducing the administrative burden.

New opportunities

- 2.11** As we increase our online services, the proportion of paper transactions will decrease offering the opportunity to use existing assets to further benefit the taxpayer.
- 2.12** Our aim is to use our assets to support cross-government efficiencies, initially using our own commercial enterprise. Building externally funded opportunities is a main priority for the new commercial director and the use of digital service channels will require an increase of commercial and contract management skills.
- 2.13** We have a state-of-the-art printing facility that is able to provide premium quality services.
- 2.14** In 2015-16, we will continue to explore opportunities as a service provider for both government and the private sector. Current initiatives include:
- licensing services for third parties
 - online services for other government organisations
 - print and mail.

Data strategy

- 2.15** We will review and develop a refined data sharing strategy to ensure it fits with our wider organisational objectives and future direction. The strategy will consider the potential wider usage of DVLA data across government, ensuring it complies with Data Protection legislation. It will also ensure that any developments are in line with statutory obligations and provide appropriate levels of assurance to ensure we are able to meet the future needs to share data between organisations. This will reflect the needs of both public and private customers.

Excellent services

- 2.16** DVLA offers excellent multi-channel services, leading the way in government in providing digital services to customers. In 2014-15, a number of changes were introduced to enhance the customer experience, simplify processes and reduce costs.
- 2.17** We have removed the tax disc to make it even easier for customers to transact online or face to face. We have introduced direct debit for vehicle tax, spreading the cost burden for motorists and reduced fees for driver licences by over £20 million per annum. The full impact of these changes will not be realised until 2015-16 and it is our intention to continue to monitor and review the groundbreaking changes we introduced to ensure service standards are improved.

Commercial Customers

- 2.18** The agency recognises that services to corporate customers need to reflect their needs, especially in relation to the processing of bulk transactions. We will engage with commercial customers to understand better their service requirements and priorities and we will evidence the benefits such services will bring to both industry and the economy. This information will influence the priority of the related change initiatives in DVLA's development programme.
- 2.19** With our commercial and industry customers in mind, we have introduced an online driver enquiry service, developed the first stages of our online vehicles and personalised registration management services and reduced the fees for commercial drivers during 2014-15.
- 2.20** We will continue to work with customers to improve these services during 2015-16. In addition, the reforms we plan for drivers medical services will have a dramatic beneficial impact on the commercial driving community.

Awards

- 2.21 Customer Service Excellence** - DVLA was one of the first organisations to achieve the Customer Service Excellence (CSE) standard in 2008 and has retained it each year since. The agency is also one of the largest organisations to hold the standard for the whole of its business. In 2015-16, we aim to continue our successful track record in achieving the standard for another year.
- 2.22 Customer Contact Association** - during 2015-16 DVLA's Contact Centre will be assessed for re-accreditation of the Customer Contact Association (CCA) standard. The accreditation provides recognition of the excellent work of the staff in the Contact Centre and is strong evidence that it is a leader in the industry.
- 2.23** We will continue to provide excellent customer service that meets expectations and will continue to focus on providing this excellent service to both commercial and individual customers. In 2015-16, we will carry out customer satisfaction surveys across our services. We will use feedback to make both improvements to our services and help us to understand the changing needs of our customers.

DVLA digital services

- 3.1 In 2015-16 we will continue to improve our online services.
- 3.2 DVLA's digital target for 2015-16 aims to show the changing nature of the business. We calculate our increase in digital take up by measuring our total digital and automated transactions against our total transaction base. This includes all digital and automated transactions plus all transactions the agency process manually.

DVLA digital take up 2014-17				
	2013-14 Actual	2014-15 Outturn	2015-16 Forecast	2016-17 Forecast
Take up of total digital and electronic against all transactions	66%	75%	81%	85%

- 3.3 Our Contact Centre assists customers to transact digitally through its Electronic Vehicle Licensing, Driver Licence Online and [View Your Driving Licence](#) services. The digital service helpdesks provide customers with telephone support regarding their online transaction and contact centre advisors are able to educate customers in order for them to transact successfully in the future.

Copycat websites

- 3.4 DVLA is continuing to work on the cross government initiative to stop copycat websites from misleading or obtaining money from the public for services on behalf of the Government. We are working closely with the Government Digital Services and the National Trading Standards Board by providing them with complaints and evidence from customers who have found themselves in the position where they have been misled or become victims of fraud.
- 3.5 In addition, we will continue to run awareness campaigns on our social media sites to both warn customers of these copycat websites and encourage them to only use [GOV.UK](#) to access government services.

IT Transformation

- 3.6** Our contract with our current IT providers is due to expire in September 2015 with a transition period to enable the move to a new IT supply chain through to September 2016. Whilst the contract is terminating, our systems and relationships with current vendors will continue under a DVLA driven structure with multiple suppliers involved.
- 3.7** During the move, we will ensure a smooth and controlled handover to the DVLA revised support and supply chain structure to maximise value for money. The agency, together with current service partners, will ensure compliance with Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).
- 3.8** We are committed to the transformation of IT services and are working with the Government Digital Services on its new technology landscape and operating model.

SUPPORTING DELIVERY OF THE PLAN



The best of DVLA

Workforce

- 4.1** DVLA has an experienced and cost-efficient workforce with a wide mix of skills and has already provided award winning online services to government. Our vision for the future is to be a flexible organisation where our people do the best work they can: confidently delivering excellent services to citizens, government and business in a changing world.
- 4.2** In 2015-16 we will be focussing on agency resource to ensure we have the right people with the right skills to transform our IT services, deliver our [Strategic Plan](#) and meet customer needs.

Workforce Plan 2014-17 (including staff required for IT services, business development and new activities)	
March 2014	4,985
March 2015	5,087
March 2016	5,554
March 2017	5,022

- 4.3** Our workforce plans set out a baseline position representing the organisation at that point in time. The baseline position needs to be re-aligned with the current strategy. The new IT service provision plans to transfer staff in-house that currently provide DVLA IT support services through a third party under TUPE regulations. This will see headcount increase in 2015-16 by around 400 staff. In the medium and long term, this strategy will generate significant benefits including sustained cost savings. As a result of taking on new work, there will be a net increase in operational staff of around 100 in the short term. The medium term headcount will start to reduce back down as further efficiencies are realised through the introduction of new digital services, increased take up of existing digital services and service re-design.
- 4.4** We will continue to work towards the DfT sickness absence target of 7 days. During 2015-16 the agency will be focusing on minimising levels of sickness by stepping up its health and wellbeing activities and supporting both staff and managers to maximise attendance in support of operational efficiency.

- 4.5** In 2015 we will participate in the Annual Civil Service People Survey which provides valuable feedback from staff on their experience at work. The 2014 response showed a 4% increase in engagement against the 2013 Survey. The agency will work with staff to encourage an increase in response rates by demonstrating we are delivering against the action plans from the 2014 survey and that the value of the survey is understood throughout the organisation.
- 4.6** In November 2014 we opened our first Tech-hub in Swansea which will build the agency's capability and encourage locally based talent, digital entrepreneurs and technology companies to work in a unique environment to benefit by sharing resource, knowledge, experience and workspace. It will also work toward fostering a culture of mutual learning in the development of excellent digital services, applications and technologies.
- 4.7** As well as up-skilling our own staff, this venture will also allow us to offer placements and projects to undergraduates. This means that we will reduce our reliance on large IT suppliers for all of our services and reduce costs for the agency.
- 4.8** This is a completely new way for a government agency to harness the skills and knowledge in the local tech community and to assist in the provision of excellent digital services.
- 4.9** The techhub is home to 6 technology start-up companies. We have committed to a 2 year programme and will occupy our own floor in the techhub premises.

Efficiency

- 4.10** We are committed to reduce operational costs by £100 million over the 5 year period 2010-15 compared to the 2010-11 Business Plan baseline. We are on track to deliver in excess of £100 million by the end of 2014-15. The sustainable efficiency savings have been achieved through savings from our:
- front office counter services
 - IT and wheel clamping contracts.

Also the reduction in costs from:

- the centralisation of work carried out in regional offices and Northern Ireland
 - reducing the amount of paper transactions, particularly through the abolition of the tax disc.
- 4.11** 2014-15 was the final year for the £100 million and also the first year for the new 30% net cost savings target to be delivered by the end of 2016-17. The majority of the savings against our new measure are expected to come from contractual efficiencies and from additional commercial income. In 2015-16 we will deliver a 10% efficiency saving against the 2013-14 baseline of £405 million.

Finance

4.12 Annex A sets out our financial forecasts for 2015-16. In addition to the key efficiency target, the agency will ensure its expenditure is in line with its Departmental Expenditure Limit forecast within a margin of plus or minus 10%.

Sustainability

4.13 The Government's vision to have the greenest operations and procurement and greater transparency on performance, is set out in an [Action Plan](#) for driving sustainable operations and procurement across government.

4.14 To make this vision a reality, DVLA through the Greening Government Commitments (GGCs) has committed to reducing its impact on the environment by:

- reducing emissions of greenhouse gases
- reducing waste
- reducing water consumption
- making procurement more sustainable.

4.15 The GGCs were originally set for a 5 year period due to end in 2014 -15. Due to the pending general election in May 2015, the Government has agreed to extend the current commitment for 1 year.

4.16 In 2015-16 we will:

- reduce our greenhouse gas emissions from the whole estate and business related transport by 25%
- maintain our reduction in waste generated at 47%
- maintain best practice levels of water consumed per person <6m³.

ANNEX



Financial forecasts	Forecast Outturn 2014-15 £ million	Business Plan 2015-16 £ million
Statutory fee income	433	386
Commercial fee income	81	85
Other income	11	12
Total income	525	483
Staff costs	(146)	(170)
Contingent labour	(1)	(1)
Agents fees	(54)	(43)
ICT charges	(125)	(124)
Accommodation	(25)	(25)
Consultancy and Professional Services	(12)	(14)
Postage and printing	(49)	(42)
Depreciation	(40)	(37)
Other costs	(36)	(40)
Total expenditure	(488)	(496)
Net operating (cost)	37	(13)

	Forecast Outturn 2014-15 £ million	Business Plan 2015-16 £ million
Resource DEL	99	141
AME	(7)	(4)
TOTAL Resource and AME	92	137
Capital	13	20

Statement of financial position**Forecast Outturn
2014-15
£ million****Business Plan
2015-16
£ million**

Non- current assets		
Property, plant and equipment	69	74
Intangible assets	55	33
Trade and other receivables due after more than one year	0	0
Total non-current assets	124	107
Current assets		
Trade and other receivables	23	23
Cash and cash equivalents	31	38
Total current assets	54	61
Total assets	178	168
Total liabilities	(64)	(55)
Total assets less current liabilities	114	113
Non-current liabilities	(43)	(36)
Assets less liabilities	71	77
Taxpayers' equity		
General fund	25	31
Revaluation reserve	46	46
Total taxpayers' equity	71	77



Volume forecasts

Category	Service	2015-16
Vehicle licensing	I want a vehicle tax refund	3,778,807
	I want to amend my vehicle tax details	3,950
	I want to notify DVLA of SORN	2,304,970
	I want to tax my vehicle	48,956,659
	We want to remind you to licence your vehicle	41,888,816
Vehicle licensing total		96,933,203
Vehicle registration	I want a replacement vehicle registration certificate	230,999
	I want to amend my vehicle registration details	13,438,874
	I want to export a vehicle	314,328
	I want to notify DVLA that a vehicle has been destroyed or seriously damaged	1,632,567
	I want to notify DVLA that I have acquired or disposed of a vehicle	6,336,538
	I want to register a vehicle	3,062,625
Vehicle registration total		25,015,930
Driver licensing	I want a certificate of entitlement to drive	19,461
	I want a provisional driving licence	1,061,662
	I want to add additional provisional entitlement to my driving licence	64,258
	I want to amend my driving licence details	2,617,108
	I want to exchange my GB driving licence	189,448
	I want to exchange my non-GB driving licence	115,166
	I want to notify DVLA of a death of a driver	153,906
	I want to notify the DVLA of a change to my medical status	168,083
	I want to renew my driving licence	4,160,840
	I want to replace my driving licence	790,358
	I want to surrender my driving licence	50,720
	We want to remind you to renew or update your driving licence	1,811,086
	You (DSA / Military) want to apply test pass details	1,533,207
You want to add/amend/remove endorsement or fixed penalty details	2,031,359	
Driver licensing total		14,766,663

Category	Service	2015-16
Customer support & guidance	I want to know how to do something	18,463,192
Customer support & guidance total		18,463,192
Data sharing & enquiries	I want to enquire on my driver details	5,606,834
	I want to enquire on my vehicle details	117,474,261
	We want you to update our database	27,766,199
	You want to enquire on a drivers details	5,785,529
	You want to enquire on a vehicle details	3,507,877
Data sharing & enquiries total		160,140,700
Personalised registration	I want to amend or renew my personalised registration certificate details	47,534
	I want to assign a vehicle registration number to a vehicle	599,310
	I want to buy a personalised vehicle registration number	258,900
	I want to register or de-register an interest in a personalised vehicle registration number	114,000
	I want to retain my personalised registration number	706,252
	I want to transfer a vehicle registration number	243,766
	We want to remind you that your retention period is about to expire	300,000
Personalised registration total		2,269,763
Enforcement	We want to enforce vehicles legislation	1,327,651
Enforcement total		1,327,651
Cross government services	You (DSA) want DVLA to produce CPCs/DQCs	929
	You (Home Office) want DVLA to print a biometric residency permit	460,000
Cross government services total		460,929
Tachograph cards	I want a digital tachograph card	76,616
	I want a replacement digital tachograph card	32,400
	I want to amend or surrender a digital tachograph card	31,015
	I want to exchange a non GB tachograph card	1,386
	I want to renew a digital tachograph card	73,069
	We want to remind you to renew your digital tachograph card	95,000
Tachograph cards total		309,486
Trade licensing	I want a trade licence	13,622
	I want to renew my trade licence	71,768
	I want to surrender my trade licence	3,074
	We want to remind you to renew your trade licence	62,000
Trade licensing total		150,463



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