

# Business plan Summary 2012-13

This plan sets out the measures, outcomes and key programmes that the Driving Standards Agency aims to deliver during 2012-13.

**April 2012**

## Foreword by chief executive

I am pleased to introduce the DSA business plan for 2012-13.

As well as delivering our statutory requirements in an efficient, effective and economical way, there will be a number of challenges ahead for us in 2012-13.

As an executive agency of DfT, we will contribute to the wider government agenda. The Open Public Services White Paper commits to improving public services and sets out five key principles governing their delivery. For more detail please visit the link:

[www.cabinetoffice.gov.uk/resource-library/open-public-services-white-paper](http://www.cabinetoffice.gov.uk/resource-library/open-public-services-white-paper).

The five key principles are:

- **choice** – choice to be increased wherever possible
- **decentralisation** – power should be decentralised to the lowest appropriate level
- **diversity** – public services should be open to a range of providers
- **fairness** – access to public services should be fair
- **accountability** – public services should be accountable to users and taxpayers.

We will review our service provision to ensure that we are meeting and delivering against the White Paper principles.

DSA aims to become the primary, trusted source of information relating to driving and riding standards in Great Britain and we will strive to offer the best public service we can.

We will review our service against the government's agenda of 'digital by default', which commits to moving services to digital delivery. We will continue to ensure that the money paid to us by customers is spent in the most efficient and effective way. Due to reductions in demand since 2010-11 we have reviewed and reduced costs wherever possible and this practice continues in 2012-13.

We recognise that customers want to be able to plan their learning and schedule their tests with confidence and want a reliable service. To do this, our aim is to get examiners with the right skills, in the right place at the right time. We continue to review where we deliver tests across the three distinct strands of car, motorcycle and vocational testing. Working with the motorcycle training industry, we will also review how and where we deliver motorcycle tests in order to be more responsive to the needs of our customers.

As part of improving road safety we plan to launch a consultation on modernising the driver and rider training industry in the summer of 2012-13.

Progress will be made on refreshing the hazard perception test, and implementation of new arrangements for the delivery of the drink-drive rehabilitation scheme will begin in October 2012.

January 2013 will see the introduction of the EU third directive, which seeks to improve road safety, improve the security of the driving licence and harmonise licence categories to facilitate free movement across the European Union. The directive introduces minimum initial qualification criteria and mandatory periodic training for driving examiners. DSA is already largely compliant with these requirements and will continue to ensure examiners are able to complete the necessary training to maintain and refresh their skills.

We will continue to work on reducing our carbon emissions in 2012-13 after fully embedding our carbon management plan into many of our management processes and property maintenance regimes.

We remain dependent on the efforts and quality of our staff to deliver this ambitious agenda. We are building on current work to develop improved engagement with all areas of our workforce and I am confident that, together, we will deliver another successful year.

**Rosemary Thew**  
**Chief Executive**

# Who we are, what we do, our mission

The Driving Standards Agency (DSA) is an executive agency within the Department for Transport (DfT). Our mission is **Safe Driving for Life™** and to support this going forward we will:

- be an effective and efficient regulator. We will work with our colleagues, in DfT and elsewhere, to develop and implement policy that influences driver and rider behaviour to support and improve road safety in Great Britain
- continue to develop, publish, review and improve evidence-based Driving and Riding Standards, Driver/Rider Training Standards and Standards for remedial programmes such as drink-drive rehabilitation
- continue to review and develop our driving and riding tests and the way in which driving and riding instructors are trained and assessed to better reflect and deliver the content of those Standards
- deliver and conduct driving tests and assessments fairly, equitably and efficiently
- meet our obligations as a government agency delivering services for central government, and as part of the DfT family
- run the organisation that is needed to do these things effectively and efficiently, with the right people in the right place at the right time and with the right skills and systems to support them
- support the government's Road Safety Strategic Framework and align with the DfT Business Plan.

This plan sets out the measures, outcomes and key programmes that the Driving Standards Agency aims to deliver during 2012-13. We contribute to the Department for Transport's Business Plan 2010-15 and this can be found at:

[www.dft.gov.uk/about/publications/business/plan2011-15/pdf/plan2011-2015.pdf](http://www.dft.gov.uk/about/publications/business/plan2011-15/pdf/plan2011-2015.pdf)

This Business Plan is influenced by the government's Open Public Service White Paper. We will contribute to the government's intention to improve public services and be guided and abide by these five key principles. This means that we must strive to offer the very best public service we can – one that is reliable, cost-effective, adaptable and efficient. We aspire to be 'best in class' in delivering services to our customers in line with government policy. More information can be found at [www.cabinetoffice.gov.uk/resource-library/open-public-services-white-paper](http://www.cabinetoffice.gov.uk/resource-library/open-public-services-white-paper)

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We have planned measures for 2012-13 and these will clearly demonstrate our commitment to efficiency, reform and support of the government's ICT and digital strategies. For more detail on these areas please see pages 14, 26 and 31.

DSA is a government trading fund, financed almost entirely by the income generated from fees for our services. We aim to break even on statutory fees over a five-year period after achieving at least a 3.5 per cent return on capital employed.

# DSA performance measures

Measure	Achievement
<b>Operational</b>	
<p>To meet six out of seven customer service measures set out below.</p> <p><b>Theory test availability</b></p> <ol style="list-style-type: none"> <li>1) offer candidates an appointment at their preferred theory test centre within two weeks of their preferred date</li> <li>2) keep 99.5% of theory test appointments</li> </ol> <p><b>Practical test availability</b></p> <ol style="list-style-type: none"> <li>3) offer an appointment within nine weeks at car driving test centres</li> <li>4) keep 98% of practical test appointments which are in place three days prior to test</li> </ol> <p><b>Customer service accreditation</b></p> <ol style="list-style-type: none"> <li>5) retain Customer Service Excellence award</li> <li>6) retain Contact Centre Accreditation</li> </ol> <p><b>Contact centre response</b></p> <ol style="list-style-type: none"> <li>7) answer 70% of telephone calls within 30 seconds</li> </ol>	<p>By 31 March 2013</p> <p>95%</p> <p>99.5%</p> <p>90%</p> <p>98%</p> <p>31 March 2013</p> <p>31 March 2013</p> <p>70% within 30 seconds</p>
<p><b>Customer satisfaction</b></p> <ul style="list-style-type: none"> <li>▪ improve customer satisfaction for candidates</li> <li>▪ improve customer satisfaction for business customers</li> </ul>	<p>5% point improvement on 2011-12 outturn for both candidates and business customers</p>
<b>Finance and efficiency</b>	
<p><b>Agency finance</b></p> <ul style="list-style-type: none"> <li>▪ make further efficiency savings</li> <li>▪ deliver financial performance in line with Business Plan</li> </ul>	<p>£2m</p> <p>£2m surplus</p>
<p><b>Workforce</b></p> <ul style="list-style-type: none"> <li>▪ ensure efficient deployment of staff within business plan complement set for 31 March 2013</li> <li>▪ ensure the average number of working days lost due to sickness absence</li> <li>▪ deliver driving examiner utilisation of</li> </ul>	<p>2,383</p> <p>Does not exceed 9.9 days</p> <p>80%</p>

<p><b>Digital by default</b> Increase the take-up of digital services by 31 March 2013</p>	85%
<p><b>Protecting the environment</b> Cut carbon emissions from agency buildings and business use of vehicles by 31 March 2013</p>	15% reduction against 2009-10 baseline
<p><b>Reform</b></p>	
<p><b>EU third directive</b> DSA will comply with the requirements of the EU third driving licence directive by the prescribed implementation date of 19 January 2013:</p> <ul style="list-style-type: none"> <li>▪ DSA will implement all system changes needed to deliver compliance</li> <li>▪ an examiner training programme will have commenced</li> </ul>	<p>19 January 2013 Training programme commence by 31 March 2013</p>
<p><b>Online business services</b> Implement a new digital service for business booking of tests</p>	<p>Go live by 31 December 2012 Used by 200 trainer booking businesses</p>
<p><b>Common to all motoring services agencies</b></p>	
<p><b>Invoices</b> Payment of invoices within five working days</p>	80%
<p><b>FOIs</b> Provide response within 20 working days</p>	93%
<p><b>PQs</b> Provide response by due date</p>	85%
<p><b>MPs' correspondence</b> Provide response within seven working days</p>	85%
<p><b>Official correspondence</b> Provide response within 20 working days</p>	80%

# Improving road safety

## Introduction

The number of people killed or seriously injured in 2010 was nine per cent lower than in 2009 at 24,510, continuing the recent improving trend. However, despite this improvement, it's essential that we strive to further improve the skills that newly-qualified drivers have so that we can achieve even greater reductions.

## General

DfT's Strategic Framework for Road Safety places responsibility on DSA to set the national standards for safe and responsible driving and to ensure that all driving-related interventions link to those standards. We aim to become the primary, trusted source of information relating to driving and riding standards in Great Britain and so aim to influence positive thinking around driver and rider behaviour.

During 2012-13 we plan to deliver 1.5 million car theory tests and around 1.6 million car practical tests.

In line with the government's White Paper on Open Public Services, we will continue with our trials to explore new approaches to test delivery into 2012-13. Please visit the link:

<http://www.cabinetoffice.gov.uk/resource-library/open-public-services-white-paper>

## Learning to drive

The programme seeks to implement a range of initiatives, as agreed with Ministers, which are focussed on modernising the driver and rider training industry and improving road safety. During 2012-13 we plan to launch a consultation on proposals to modernise the driver and rider industry, and progress the refresh of the hazard perception test. We shall also bring to fruition the results of the learning to drive trial and make recommendations on how the findings should be taken forward to support improvements in driver training and education.

## Drink-drive rehabilitation scheme

In line with commitments set out in DfT's Strategic Framework for Road Safety, DSA will work with stakeholders to introduce a new approvals and assurance process for drink-drive rehabilitation scheme courses. This will improve the quality and consistency of courses offered to drink-drive offenders whilst transferring the cost of the scheme from the taxpayer to the offender – consistent with the 'user pays' principle.

## Test delivery

DSA's operations and finances are dependent on the number of candidates taking tests. We use two terms throughout this document:

- **demand** – the number of applications for a test



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- **throughput** – the number of tests conducted, including the number forfeited by candidates (where they failed to attend for test or cancelled their appointment with less than three days' notice).

The difference between the two is due to the time lapse between booking and taking a test. We earn the fee when we deliver a test, not on receipt of the fee.

The summer of 2012 sees the London Olympic and Paralympic Games. We have been planning for several months in order to minimise disruption to test delivery, whilst supporting key government and departmental priorities of reducing travel in London in the critical period of the Games and supporting the successful delivery of the biggest sporting event in a generation.

### Cars

Cars	Actual 2010-11	Forecast 2011-12	Plan 2012-13
Theory test – demand	1,506,000	1,545,000	1,500,000
Theory test – throughput	1,482,000	1,542,000	1,500,000
Practical test – demand	1,668,000	1,580,000	1,560,000
Practical test – throughput	1,669,000	1,604,000	1,562,000

### Demand levels

Demand in 2012-13 for practical tests is expected to be lower than 2011-12 levels due to a continuation of the year-on-year increase in pass rate observed over the last few years. There is a risk that demand could be higher than planned if those candidates who came forward to take their theory test prior to the changes in January 2012 come through to practical test in 2012-13; or if the assumed increase in practical test pass rate doesn't materialise.

### Theory test

DSA continues to work to keep the theory test up to date and we are continuing the development of theoretical assessments to include new questions and case studies. We intend to progress use of computer-generated images as an alternative to video for the hazard perception element of the theory test.

From autumn 2012, improved web services will be introduced to improve the booking of the theory test. This will make it easier for candidates to choose test appointments and will be fully compliant with the government's accessibility requirements.

The current contract for the delivery of the theory test expires in 2014. During the coming year we will invite competitive tenders and award the replacement contract. This will allow the successful bidder sufficient time for implementation, enabling a smooth transition.

## Practical test

DSA's core testing activity is around practical tests. We will measure the delivery of practical car tests and aim to ensure that the national average waiting time for a test is no longer than six weeks. We will also continue to minimise the number of last-minute cancellations by continuing work on our successful scheme to enable test centre managers to use their test time flexibly, and undertake tests that would otherwise have been cancelled because the examiner was unavailable.

We will also look fundamentally at the locations from which we deliver tests, informed by the trials we have conducted on taking testing to the customer.

### Motorcycles

<b>Motorcycles</b>	<b>Actual 2010-11</b>	<b>Forecast 2011-12</b>	<b>Plan 2012-13</b>
Compulsory basic training – instructor certificates issued	1,000	1,000	1,000
Compulsory basic training – certificates sold	188,000	190,000	200,000
Theory test – demand	70,000	75,000	77,000
Theory test – throughput	64,000	72,000	77,000
Practical test module 1 – demand	67,000	65,000	65,000
Practical test module 1 – throughput	64,000	68,000	65,000
Practical test module 2 – demand	58,000	66,000	72,000
Practical test module 2 – throughput	55,000	66,000	73,000

DSA will aim to ensure the national average waiting time for a motorcycle test is no longer than six weeks.

We anticipate modest growth in demand for both practical test modules in 2012-13 for the same reasons as the theory test.

## Compulsory basic training (CBT)

DSA will continue to quality-assure instructors conducting CBT. Our CBT monitors will offer development, guidance and support to the industry. We plan to conduct 750 checks during 2012-13 and will follow up on those inspections deemed to be unsatisfactory, as appropriate.

## Motorcycle test review

DSA will continue to work with the motorcycle training industry to review how and where to deliver the motorcycle test in order to be more reactive to customers' needs. We will provide operational support to the DfT-led review of the motorcycle test, and the outcome of research and trials into

alternative delivery of the motorcycle test will be available in 2012-13. This could result in a number of significant changes to the way the test is conducted in the future and we will lead the implementation of associated recommendations.

## European Union (EU) third directive

DSA is working with DfT to introduce the requirements of the EU third directive on driving licences (2006/126/EC) from January 2013. The directive seeks to improve road safety, improve the security of the driving licence and harmonise licence categories to facilitate free movement across the EU.

We will introduce tests for the new motorcycle categories, and the qualification arrangements for staged access for younger riders seeking a full licence to ride larger motorcycles. The age of direct access to the largest motorcycles will increase from 21 to 24.

## Vocational

<b>Vocational</b>	<b>Actual 2010-11</b>	<b>Forecast 2011-12</b>	<b>Plan 2012- 13</b>
Multiple choice/HPT LGV/PCV – demand	40,000	39,000	39,000
Multiple choice/HPT LGV/PCV – throughput	36,000	37,000	39,000
Lorry/bus/car and trailer (B+E) practical test – demand	71,000	74,000	77,000
Lorry/bus/car and trailer (B+E) practical test – throughput	68,000	73,000	77,000

DSA will aim to ensure that the national average waiting time for a lorry or bus practical test is no longer than three weeks.

We will continue to provide the trainer booking service enabling motorcycle and vocational trainer businesses to reserve slots up to ten weeks in advance and name the candidate one clear working day before the test. We will ensure that all registered users of the scheme are using it in accordance with the trainer booking agreement and withdraw the facility from those who abuse the scheme and prevent others from booking the tests slots they need.

As part of the project for change to vocational testing, DSA will work with the training industry to continue to develop customer sites or alternative testing facilities. We plan to increase the amount of vocational testing conducted from either trainers' premises or other third parties. Customer sites provide benefits to trainers as well as supporting government requirements to operate from a more efficient estate.

## Assessment of taxi drivers

	<b>Actual 2010-11</b>	<b>Forecast 2011-12</b>	<b>Plan 2012-13</b>
Taxi tests	15,000	15,000	15,000

Demand for taxi tests remains stable. DSA is no longer actively marketing this area of work although any approach for additional delivery of this service would be met.

## Quality, consistency and integrity of testing

### Quality assurance (QA)

The Chief Driving Examiner will set test standards and ensure the quality assurance of driver, rider and instructor testing activity in Great Britain (GB) including delegated examiners. DSA is working towards achieving ISO9001:2008 compliance across all categories of tests and will develop new tests in response to changes in legislation and ensure that driver testing complies with GB and European Union (EU) regulations.

We will ensure that the content for all examiner vehicle-related training courses are fit for purpose and that the courses are delivered to the required standard.

The EU third directive aims to improve consistency by setting minimum standards that apply to anyone conducting driving tests across the EU. The introduction of the directive introduces the requirement for all driving examiners to complete regular periodic training.

Every driving examiner (including delegated driving examiners) will be required to complete:

- a minimum of five days' training every five years to develop and maintain practical driving skills – this will be achieved through a revised five-day 'examiner update course'; and
- a minimum of four days' training every two years to maintain and develop knowledge and examining skills – this will be covered by the existing QA processes, personal development periods and the performance development system.

### Fraud and integrity

DSA's fraud and integrity team will continue to tackle instances of suspected impersonation at theory and practical driving tests to reinforce our commitment to improving road safety.

We will work closely with our external stakeholders such as the police, Crown Prosecution Service, courts and other government agencies towards reducing the number of impersonations. We also plan to undertake full investigations of suspected illegal driving instructors.

We will use appropriate media channels to promote the team's work, which will reinforce the message that those found guilty of these offences can expect to be caught and punished.

## Publications and learning materials

DSA's publications team aims to ensure professionals and the public are informed about matters of safety, legislation and the operation of their businesses. We also aim to make learning engaging and easier to implement, thereby contributing to better road safety and the economic benefits of an efficient road system. We publish all the essential guidance to the driving and riding standards, including "The Official Highway Code".

## Registers and training assessment

<b>Approved driving instructor (ADI)</b>	<b>Actual 2010-11</b>	<b>Forecast 2011-12</b>	<b>Plan 2012-13</b>
ADI (Qualifying) theory test – demand	14,000	9,000	7,000
ADI (Qualifying) theory test – throughput	14,000	11,000	7,000
ADI (Qualifying) practical test – demand	23,000	16,000	12,000
ADI (Qualifying) practical test – throughput	24,000	18,000	12,000
Check tests	16,000	17,000	16,000
ADIs on Register	47,000	45,000	44,000

DSA has responsibility for ensuring appropriate standards of driver and rider training and instruction. This activity covers a number of areas.

## ADI

Theory and practical test demand from prospective ADIs continued to fall in 2011-12 and we expect to see this decline continuing into 2012-13 and for the foreseeable future. This is due to the high number of qualified ADIs along with current economic conditions having a dampening effect on the number of people wishing to enter the register.

We plan to carry out 16,000 check tests on ADIs in order to assess their continued ability and fitness to give instruction and satisfy the Registrar that proper standards are being maintained.

## Fleet and other registers

DSA will continue to maintain and administer the voluntary trainer registers of large goods vehicles (LGV), fleet, official register of driver instructor training (ORDIT) and the register of post-test motorcycle trainers (RPMT). We will be reviewing the status of these registers as part of the plan to modernise driver and rider training.

We work closely with the vehicle trainer industries which we regulate, aiming to achieve mutual understanding and respect and, together, agreeing improvements and efficiencies.

## Dangerous Goods

There is a memorandum of understanding between the DSA and the Scottish Qualification Authority (SQA) for the delivery of the dangerous goods safety advisor and dangerous goods

driver training and testing. We will continue with our responsibility for the management of this training and testing of drivers transporting dangerous goods. We will ensure the SQA meets a number of service standards in respect of this training.

## Driver Certificate of Professional Competence (Driver CPC)

<b>Driver CPC activity</b>	<b>Actual 2010-11</b>	<b>Forecast 2011-12</b>	<b>Plan 2012-13</b>
Driver CPC – module 2 – demand	20,000	24,000	24,000
Driver CPC – module 2 – throughput	18,000	23,000	24,000
Driver CPC – module 4 – demand	11,000	12,000	12,000
Driver CPC – module 4 – throughput	10,000	11,000	12,000
Recorded hours of periodic training	3,000,000	3,000,000	5,000,000
Periodic training quality assurance audits	278	1,220	1,200

All new drivers of large goods vehicles, and bus and coach drivers, who wish to drive professionally, are required to pass the initial Driver CPC qualification while also holding the appropriate vocational licence. In addition, professional drivers are required to undertake 35 hours of periodic training every five years to retain their Driver CPC.

DSA provides and maintains the database to record periodic training completed by each driver and authorises the release of the driver qualification card (DQC) once a driver has completed 35 hours of periodic training. The DQC is the token evidencing possession of a Driver CPC and the entitlement to drive professionally. From September 2013 bus and coach drivers who have not undertaken Driver CPC will no longer be entitled to continue to drive these vehicles.

From spring 2012, drivers will be able to access the DSA database, check their record of training and share it with employers online. We will continue to carry out management, communications and stakeholder public relations functions related to Driver CPC periodic training (including the national vocational training course concession).

We are the competent authority for Driver CPC in Great Britain, and are responsible for approving Driver CPC centres and courses, the quality assurance of periodic training and the handling of non-compliance. The Joint Approvals Unit for Periodic Training (JAUPT) formed by the Skills for Logistics and People First (Sector Skills Councils) is our key partner supporting us in this role.

The quality assurance programme proposed for 2012/13 aims to:

- maintain the increased volume of audits aimed at looking at the quality of the training provided
- maintain the increased volume of audits looking specifically at the training providers organisation, in order to deal with potential non-compliance and identify possible fraudulent activity; and

- maintain DSA's capability to investigate and respond to instances of non-compliance and fraud.

## Greater efficiency, better value for money and a well-managed workforce

### Introduction

DSA continues to seek ways to ensure that we are efficient and provide value for money.

During 2012-13 we will continue to look for efficiencies across all areas and to further promote a culture of continuous improvement across the agency.

### Financial plan

DSA is a government trading fund, financed almost entirely by the income generated from fees for its services. We are required to meet financial objectives set by HM Treasury, which include recovering full costs of the services provided, including a rate of return on capital employed (ROCE) of 3.5 per cent over a five-year period.

Accordingly, we have developed plans to generate a surplus of £2 million. This is reported as an operating surplus of £11.3 million to fund the interest payments on leases and outstanding loans. This meets the requirement to cover the costs of delivering the services and the cumulative ROCE target.

Overall, expenditure will decrease next year, reflecting decreasing activity volumes. Expenditure plans have been rigorously scrutinised to balance the overall budget within income and generate a ROCE. We continue to seek and develop improved and more efficient operating procedures aimed at reducing the cost base. Expenditure is routinely monitored and managed throughout the year to ensure it remains appropriate for the level of throughput.

The planned financial performance may be summarised as:

£m	Actual 2010-11	Forecast 2011-12	Plan 2012-13
Income	191	191	186
Expenditure	187	186	184
<b>Overall surplus/(deficit)*</b>	<b>4</b>	<b>5</b>	<b>2</b>

\*Overall surplus is after interest receivable, interest payable, surplus on disposal of fixed assets and dividend payments.

Investment scheme	Forecast 2011-12 £m	Plan 2012-13 £m
CPC	0.2	0.0
ICT projects	3.4	3.0
Estates projects	3.6	1.0
Hazard perception test	0.0	3.2
Minor projects	0.6	1.9
<b>Total expenditure</b>	<b>7.8</b>	<b>9.1</b>

This level of ongoing investment will be funded from operational cashflows. As expected we have reduced loans from DfT in 2011-12.

## Business change

DSA is being asked to deliver core services in different ways, and to deliver other services that are new. In order to meet the five key principles of the government's White Paper on Open Public Services, we now have a team focusing on the business change needs of the agency. Please visit the link <http://www.cabinetoffice.gov.uk/resource-library/open-public-services-white-paper>

The business change team will consider the realities and challenges of our service delivery, and will plan future business improvements, new ways of working and innovations in delivery to achieve our business objectives and implement government initiatives and policies.

## Value for money (efficiency)

DSA's proposed financial plan is challenging; cost pressures persist in a time of reduced levels of income and an ongoing period of no increase in fees. Over the past couple of years DSA has become more efficient with no staff recruitment (other than for front-line posts), no pay increases and an on-going challenge of all items of expenditure. Nevertheless, DSA faces ongoing inflationary pressures particularly around energy and property costs.

2012-13 will see the full benefits of initiatives completed in 2011-12, including the implementation of the Total Facilities Management contract and the area offices restructure.

To support the Government's austerity programme we will continue with a number of initiatives to improve efficiency and reduce waste.

These include:



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- reviewing the recruitment process to get examiner staff in the right place with the right skills at the right time, thereby reducing operating costs
- ensuring that staff are employed in priority areas of the organisation and achieve efficiencies where possible
- continuing to invest in technology to deliver improved efficiency in the booking process
- ensuring the investment plan includes carbon reduction schemes. These will not only contribute to the carbon target but will also reduce our energy costs
- continuing to develop the management arrangements of our significant contracts to deliver greater efficiencies, with projects underway for the re-let of the theory test and ICT contracts
- participating in the outsourcing of the DfT shared service centre, realising the associated efficiencies
- ensure staff use the best mode of transport when travelling for business i.e. no first class travel
- continue to use in-house expertise and not consultants or temporary staff.

We are introducing and embedding a continuous improvement process to ensure efficiency is considered in all parts of the agency.

## Workforce

### Staff numbers

Full time equivalents	Actual March 2011	Forecast March 2012	Plan March 2013
Examiners	1,730	1,773	1,741
Customer-facing staff	195	196	193
Support staff	503	452	449
<b>Total</b>	<b>2,428</b>	<b>2,421</b>	<b>2,383</b>

DSA's staff numbers reflect the agency's aim to work in a more efficient manner. In order to meet our customers' demand for tests we aim to have the right people, in the right place with the right skills at the right time.

We continue to recruit as necessary to replace examiners who retire or leave as these people are critical to our primary business of test delivery. It's also important to us that we recruit our examiners into the areas where we have higher waiting times particularly in south east England. This will result in a shift in the location of our examiner resource with reductions in the average number of car test examiners in Scotland and north east England, and central England and north

Wales (down by 15 and 14 respectively) offset by an increase of 32 in London and south east England.

We continue to review our operating structures seeking to ensure that staff members remain focussed on priority areas of work.

## **Staff training and development**

DSA will define a people strategy to help the agency develop a skilled and knowledgeable workforce relevant to its needs and aspirations, recognising the capabilities and potential of the people already working within the organisation. We maintain a commitment to having people with the right skills and capabilities.

We are planning a DSA apprenticeship / NVQ programme in line with the government skills strategy and will provide work experience placements.

## **Staff absence**

We will continue to promote health and wellbeing throughout our workforce, and explore options for sharing best practice and employee assistance initiatives across DfT and the wider civil service.

We will continue to manage attendance and support managers in progressing cases effectively and in a timely fashion, in accordance with policy/procedures and employment law.

We will continue to manage serious absences sensitively but effectively to ensure satisfactory outcomes for DSA and individuals.

## **Utilisation and productivity**

DSA's examiners are fundamental to the delivery of the plan; they generate the agency's income by delivering practical tests. To ensure we can meet our customer demand and to inform longer term resource planning, we monitor the amount of time examiners spend earning fees (utilisation). Examiner utilisation is variable as it is affected by several factors such as the timing of demand for tests but also, and most notably, the weather determining our ability to deliver tests. Our performance measure for 2012-13 is for examiners to spend, on average, 80 per cent of their time delivering tests. This is an increase from the 2011-12 measure of 79 per cent.

## **Staff engagement**

DSA has worked hard in 2011-12 on staff engagement and it has already begun to have a measurable impact. However, there's still much to do, particularly at a strategic and 'whole organisation' level. The focus for 2012-13 will be on increasing the level of understanding within the organisation of what engagement is and what will most successfully drive real and powerful change throughout the agency.

## **Estates transformation**

DSA's estates team is committed to providing timely and cost-effective maintenance, repair, refurbishment, renewal and replacement to, and on, its diverse estate of administrative, training and testing facilities. They will also continue to make a contribution to the achievement of measures relating to sustainable development.

## **Information and communications technology (ICT)**

In 2012-13 DSA's ICT work will be dominated by providing developments and improvements that support business efficiencies and deliver the government's ICT Strategy. We are developing a new internet service for business customers that will make trainer and multiple booking of practical tests easier and will provide additional booking information online. We are planning to make major improvements to our existing internet booking system which will make it more accessible and useable. Together these will help us take further steps towards achieving the aims of "digital by default".

In 2012-13 we intend to pilot the use of tablet devices in support of mobile working around test delivery. We have a vision that all examiners who are conducting practical tests will use a tablet PC. This will enable them to conduct all types of test, collect results electronically at source and improve customer services by sending results information to central systems immediately after a test has been completed. It will also enable access to internal systems quickly and allow them to keep up to date with areas of the business that affect them. We are investigating the feasibility and affordability of this vision.

The current IT services contract expires in December 2014 and we need to appoint a new contractor by June 2014 to enable transition. Work has already begun on this project and we are working with the DfT family to look for potential synergies across a number of IT services contracts to gain better value and savings through a common approach and enhanced purchasing power.

# **Reduced impact on climate change and the environment**

## **Introduction**

One of the visions of DfT's business plan is "for a transport system that is an engine for economic growth, but one that is also greener and safer and improves quality of life in our communities". To create a greener transport system, DSA needs to play a part in supporting the green economy and reducing the environmental impacts of travel and transport, such as carbon, air quality and noise.

We recognise the importance of reducing emissions and have fully embedded carbon management within our procurement, financial, stewardship, governance and risk management processes. During 2012-13 we will be using all these processes to ensure that the underlying strategies for ICT, estates management and operational delivery actively promote carbon reduction.

## Carbon emissions

2012-13 will be the third year in DSA's five-year carbon management plan. During the coming year we plan to reinforce the downward trend through:

- rolling out electricity smart meters to ensure we know exactly what we are using and can target energy waste effectively
- trialling the test centre roof insulation, lighting controls, water heater timers and central heating optimisation upgrades programme
- building photovoltaic solar panel installation into any appropriate major refurbishments
- upgrading at least ten test centres from fluorescent lighting to LED equivalents
- trialling small scale voltage optimisation and gas magnetisation in order to establish savings that can be achieved
- working with our hire car supplier to evaluate electric vehicles for short-term hire
- expanding the low carbon car fleet in place of carbon-intensive greyfleet
- targeting recruitment at high-wait areas to reduce the need for examiner travel.

## Water

We are starting to see suppliers install remotely read meters and will examine how we can use this technology to manage our water use with the aim of continuing to progress towards reducing the average amount of water used per person per year. This technique will allow us to apply more scrutiny to water consumption patterns.

## Waste and recycling

Waste management at our large sites is now well established with recycling rates reaching over 90 per cent. In 2012-13 we expect to drive further reductions in overall waste through an increased number of multifunctional devices and the targeted reductions in printing. We will also be working with our facilities management company who will be submitting a waste strategy for our test centres in September 2012.

## Introduction

DSA is a customer-focussed organisation. We aim to offer the best possible customer service and deliver high levels of customer satisfaction, ensuring customers and key stakeholders are listened to, so that their expectations are met or exceeded.

## Customer Service Excellence and customer satisfaction

Excellent customer service as well as customer and business satisfaction is important to DSA. We aim to exceed our customers' expectations and we will undergo full reassessment for the Customer Service Excellence standard in 2012, an award we have held since 2009-10.

The customer insight programme is integral to understanding the needs of customers and to measure their satisfaction with the level and quality of service provided. We will undertake in-house surveys to score our customer and business customer satisfaction levels, identifying any areas of concern and addressing matters raised.

## E-Take up

DSA plans to further increase take up of services available through electronic channels by implementing improvements to the internet booking system and ensuring that internet services are easy to locate. This will contribute to the digital by default agenda from government, to make more public services available online or by other digital means.

## Internet booking system

Currently businesses like motorcycle and vocational trainer bookers and approved driving instructors (ADIs) can only book multiple practical tests on the phone or by fax.

DSA have been working with trainer bookers and ADIs on a new online booking service for businesses which we plan to launch during 2012. It will mean that all test bookings from businesses can be made online which will give our business customers the same service as the general public.

We have involved stakeholders from an early stage and their feedback has been vital in making the service quick and easy to use. The facility is being designed taking into account comments from a number of ADIs, motorcycle and vocational trainer bookers.

## Customer operations

Delivering efficiency, value and quality, understanding customer needs and providing excellent customer service are priorities for DSA. Our customer operations team aims to answer 70 per cent of calls within 30 seconds and provide answers to emails or calls at the first opportunity. We aim to retain our global standard accreditation from the Customer Contact Association. The team is also contributing to the increased take up of service by electronic channels.

## Stakeholder management and external communications

DSA's strategic approach to stakeholder engagement is due for review in 2012-13. This will ensure that we stay abreast of changes in the external environment. External communications will continue to identify opportunities to communicate with customers and stakeholders through cost-free channels including press, PR, partnership and reciprocal marketing.

## Digital communications

DSA will keep up its excellent reputation as a leader in government use of social and digital media. Our YouTube channel will continue to provide short video clips on relevant areas of DSA business. Our digital communications are strongly driven by customer preference and we will continue to provide updates on The Highway Code and other relevant matters on Twitter, Facebook, email alert and Really Simple Syndication (RSS) reader. This integrated approach should promote further take up of electronic channels and enhance our road safety messages.

We are aiming to merge all our web sites into the government's single domain; **GOV.UK** in 2012-13.

## External obligations

DSA additionally has a number of performance measures to ensure we meet our obligations to wider government objectives. We aim to make prompt payments to our suppliers and will respond in a timely manner.

Not protectively marked