



Department for  
**Transport**

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# **Transforming DVLA Services**

## **Public Consultation**

December 2011

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## 1. BACKGROUND

1.1 The Driver and Vehicle Licensing Agency (DVLA) has a long and successful record of meeting its customers' needs. In order to keep pace with customers' rightly higher expectations, it must now go through a significant process of change. This means moving away from a largely paper based organisation to a modern, highly efficient electronic business which provides online services to motorists and businesses.

1.2 The DVLA is constantly reviewing the processes that support the handling of more than 200 million customer interactions each year. As well as providing improvements to the customer experience, transformation will deliver sustainable long term savings in line with the Government's commitment to Digital Services.

1.3 The DVLA has led the way in Government in providing electronic service channels and has drawn on public and private sector best practice to make transactions easier and more secure. The DVLA now wants to take this further - providing wider choice around how and where customers undertake our services. This work will build on the success of our Electronic Vehicle Licensing (EVL) and Driver Licensing On-line (DLO) services. The DVLA is looking to increase the range of transactions available online and how it can make customer interactions even more convenient by using a wider range of front office counter services.

1.4 This is an ambitious programme of change. The DVLA believes the proposals set out in this paper will best deliver this but would like your views to help decide on the steps to take.

### *How we have been changing*

1.5 In recent years, the DVLA has been moving from a predominately paper-based business to secure online and telephone services for high volume transactions. Electronic services have been put in place alongside existing face-to-face and postal channels. Some of the key developments:

#### **Vehicles**

***For the individual*** - the DVLA's online and automated telephone vehicle taxation service allows a vehicle keeper to buy their tax disc or declare a vehicle off road at any time 24 hours a day, 7 days a week.

***For commercial customers*** – the DVLA removed administrative burden from manufacturers and franchise motor dealers by introducing an automated system for registering and licensing brand new vehicles.

#### **Drivers**

***For all DVLA's customers*** – many driving licence applications can now be completed online including first licence applications, exchanging a paper licence for a photocard, renewing a licence at age 70 and older, updating a photograph and notifying changes of address.

### *How customers have reacted*

1.6 A growing number of the DVLA's customers are now choosing to use electronic services. Over 49% of vehicle licensing transactions are carried out online or by phone, 87% of first vehicle registrations are made through the automated system and 25% of driver licensing applications are completed online.

### *What impact has this had*

1.7 Electronic services are cheaper to deliver and the DVLA has been encouraging customers to take up those services that are available. This allows the DVLA to increase the efficiency of its operations helping to deliver better services to all customers.

## **2. CUSTOMER INSIGHT AND FEEDBACK**

### *Surveys*

2.1 We continue to listen to our customers and it is clear that many want DVLA to accelerate the rate of change and make further improvements.

2.2 The DVLA's last annual customer survey suggested that 90% of commercial customers expect to use the Internet to transact with the Agency. Commercial customers have indicated that the continued development of electronic channels is central to the success of their own businesses.

Some of the things our customers have said:

*'...technologies need to better reflect the needs of its customers....'*

*'...antiquated procedures which disregard the role of modern technology are costing both the DVLA and fleet operators' money....'*

*'...we would urge the Agency and Government to develop IT systems which cater for all users....'*

*'...it would relieve a portion of the administrative burden if amendments were made....to allow vehicle registration documents to be issued electronically....'*

## **3. BUILDING FUTURE SERVICES AROUND CUSTOMER NEEDS AND EXPECTATIONS**

### *The plans*

3.1 The DVLA understands that the demands and expectations of customers are changing. The aim is to build service channels around what customers want (speed, accuracy and convenience). At the same time the DVLA must reduce its running costs. The key elements that will allow us to achieve this are doing things online, rationalising our estate and centralising functions at the DVLA to simplify our

delivery model. This means driving forward existing services such as increasing take up of driver services online. It also means making other transactions available electronically where this is cost effective and maximising uptake by making them as user friendly as possible.

*What this will look like for the DVLA's customers*

3.2 Individual motorists and businesses will find that more of what they need to do can be done electronically, rather than just through traditional channels.

#### **Transferring a personalised number plate to another vehicle**

*What you have to do now*

Complete a paper application, enclose supporting documentation and arrange delivery to a DVLA Local Office – either in person or by post.

*What will happen in the future*

In the short term we will increase efficiency by reducing the bureaucracy and centralising the transaction. When it has been simplified, we will put the service online, potentially through intermediaries.

#### **Vehicle Keeper Details**

*What you have to do now*

A vehicle keeper wanting to tell the DVLA about a change of address must complete a section on the vehicle registration document (for each vehicle) and return this by post to the DVLA.

*What will happen in the future*

A new address could be notified online which would update all the DVLA records. There would be no need to return each vehicle's registration document to the DVLA for amendment.

3.3 The DVLA recognises that there is still potential for growth in existing electronic services. There are those who, for a number of reasons, cannot access these channels or who choose not to. We are looking to remove obstacles to transacting online wherever possible. We also want to tackle issues around access to electronic services to increase inclusivity. This means making them available:

**As self-service facilities** – where the customer can carry out driver and vehicle transactions electronically using their home internet or telephone.

**Through one or more intermediaries potentially available through a range of outlets** – these will allow customers to transact with the DVLA through a front office counter service provider who will make facilities available and help the customer use the DVLA's electronic services.

3.4 This does not mean we will leave behind those who still do not use our electronic services. The DVLA will consider how we can meet the needs of people who may require face-to-face and postal services.

#### *What this will deliver*

3.5 There are already a number of services available electronically and take-up of these is forecast to increase with another 250k extra customers expected to have renewed their photocard licence on line by April 2012. Work on developing the DVLA's electronic services further is ongoing. This will identify the costs and benefits involved in each individual change. The DVLA expects that significant ongoing savings will be made overall and that these will outweigh the one off development and change costs involved.

3.6 Streamlining processes means examining the way in which the DVLA provides all its services including delivery of face-to-face operations. Currently 39 Local Offices provide an over the counter service to around 2.5 million customers per year and 10 regional centres provide enforcement activities. These services are expensive to operate with 23.3% of overall Agency headcount delivering only 5.7% of the overall Agency workload. Therefore, the DVLA needs to identify different ways of delivering these services to increase efficiency and value for money. The DVLA will look at rationalising activities and then centralising remaining functions at its Headquarters in Swansea. The DVLA believe this is a necessary step in the journey to deliver savings.

3.7 Centralisation will not mean a down grading of service to the DVLA's customers. Neither will it mean that enforcement activities will be less stringent and effective than in the past. It will provide savings in overheads and a more localised service to customers through a wider range of intermediaries being able to offer DVLA products and services.

## **4. YOUR VIEWS**

#### *What we need from you*

4.1 The DVLA's customer base is diverse with differences in outlook and needs. We also know that whatever the DVLA does to update its services it will impact on the wider public. Many support the direction the DVLA is taking but there will be others who will have issues with the transformation being made. In framing the work we are doing, we need to make sure we:

- consider the needs and views of all our customers and those affected;
- take account of wider implications; and
- have a clear understanding of what our priorities should be.

This is where we need your help.

### Questions

Do you support the direction of the changes being proposed?

Do they raise issues for you and, if so, what are they?

What kind of services would you like to see being delivered through:

- electronic services
- intermediaries

What would be of most benefit to you?

If you don't currently use the DVLA's online services, why not?

Would you use electronic channels if access was provided through a local service or business operating as an intermediary?

If not, what other ways could we help you to use electronic services?

In view of the above, what problems would you foresee with the centralisation of the functions currently provided by the DVLA's 39 Local Offices and 10 Enforcement Offices?

### How to respond

If you are affected by the changes proposed in this consultation, please consider the questions above. As part of your response we would be interested in receiving any views on the matters included within this document. Responses should be made by **Tuesday 6 March 2012**.

When responding, it would be helpful if groups could indicate the people and organisations they represent.

You can respond in the following ways:

- Post to Corporate Affairs Directorate, D16, DVLA, Swansea, SA6 7JL
- Email to [consultations.cad@dvla.gsi.gov.uk](mailto:consultations.cad@dvla.gsi.gov.uk)

Please use one of the above contacts to request a copy of the consultation in an alternative format (hard copy, Braille, audio CD etc) or if you have any questions.

## What happens next

|                                     |   |
|-------------------------------------|---|
| <b>DVLA reply</b>                   | <p>We do not intend to acknowledge receipt of individual responses unless you indicate that you would like an acknowledgement.</p> <p>We are unable to reply individually to the points you may raise as part of your reply.</p> <p>A summary of responses will be published within 3 months of the consultation closing on <a href="http://www.dft.gov.uk/consultations">www.dft.gov.uk/consultations</a>. Those who have responded to the consultation will be notified when this happens.</p>  |
| <b>Confidentiality of responses</b> | <p>We may publish all or some of the comments we receive in relation to this consultation. Please note that if DVLA receives a request from any third party for sight of such comments, we may be obliged by law (for example under the Freedom of Information Act 2000) to disclose such information to the applicant.</p> <p>If there are particular reasons why you would not wish your comments to be disclosed or published, please let us know. Although your wishes may not override any statutory obligations to disclose, they will be taken into account as far as possible.</p> <p>If you reply by email, the statements made above override any confidentiality disclaimer generated by your IT system.</p> |
| <b>Code of practice</b>             | <p>This consultation complies with the Code of Practice on Written Consultation (see Annex A).</p>  |



## ANNEX A: Code of Practice on Written Consultation

The code of practice applies to all UK public consultations by government departments and agencies, including consultations on EU directives.

Though the code does not have legal force, and cannot prevail over statutory or other mandatory external requirements (e.g. under European Community Law), it should otherwise generally be regarded as binding unless Ministers conclude that exceptional circumstances require a departure.

The following seven criteria must be reproduced within all consultation documents. There should be an explanation of any departure from the criteria and confirmation that they have otherwise been followed.

### *Consultation Criteria*

#### Criterion 1 - When to consult

Formal consultation should take place at a stage when there is scope to influence the policy outcome.

#### Criterion 2 - Duration of consultation exercises

Consultations should normally last for at least 12 weeks with consideration given to longer timescales where feasible and sensible.

#### Criterion 3 - Clarity of scope and impact

Consultation documents should be clear about the consultation process, what is being proposed, the scope to influence and the expected costs and benefits of the proposals.

#### Criterion 4 - Accessibility of consultation exercises

Consultation exercises should be designed to be accessible to and clearly targeted to those people the exercise is intended to reach.

#### Criterion 5 - The burden of consultation

Keeping the burden of consultation to a minimum is essential if consultations are to be effective and if consultees' buy-in to the process is to be obtained.

#### Criterion 6 - Responsiveness of consultation exercises

Consultation responses should be analysed carefully and clear feedback should be provided to participants following the consultation.

#### Criterion 7 - Capacity to consult

Officials running consultations should seek guidance in how to run an effective consultation exercise and share what they have learned from the experience.

A full version of the Code of Practice is available on the Department for Business Innovation & Skills website at:

<http://www.bis.gov.uk/files/file47158.pdf>

If you consider that this consultation does not comply with the code or you have comments about the consultation process please contact

Tim Ford  
Consultation Co-ordinator  
Corporate Affairs Directorate  
DVLA  
Swansea  
SA6 7JL

## ANNEX B: Reply Form

### CONSULTATION RESPONSE FORM TRANSFORMING DVLA SERVICES

Your Personal Details:

|                                      |  |
|--------------------------------------|--|
| Name:                                |  |
| Organisation you represent (if any): |  |
| Postal address:                      |  |
| Telephone number:                    |  |
| Fax number:                          |  |
| e-mail address:                      |  |

1. Do you support the direction of the changes being proposed?
2. Do they raise issues for you and, if so, what are they?

3. What kind of services would you like to see being delivered through:
  - electronic services
  - intermediaries
4. What would be of most benefit to you?

5. If you don't currently use the DVLA's online services, why not?
6. Would you use electronic channels if access was provided through a local service or business operating as an intermediary?
7. If not, what other ways could we help you to use electronic services?

8. In view of the above, what problems would you foresee with the centralisation of the functions currently provided by the DVLA's 39 Local Offices and 10 Enforcement Offices?

- By post to Consultations at Corporate Affairs Directorate, D16, DVLA, Longview Road, SWANSEA, SA6 7JL
- By e-mail to [consultations.cad@dvla.gsi.gov.uk](mailto:consultations.cad@dvla.gsi.gov.uk)

**THE CLOSING DATE FOR RESPONSES IS TUESDAY 20 MARCH 2012**