




Driver & Vehicle  
Licensing  
Agency

A decorative graphic consisting of numerous thin, parallel green lines that flow from left to right, creating a wavy, ribbon-like effect. The lines are more densely packed in some areas, creating a sense of depth and movement.

Business Plan  
2013-14

**Progress against Performance**

# Content

## 1. Introduction

## 2. DVLA performance measures

## 3. Customer service measures

## 4. Financial summary projections

4.1	Income and Expenditure .....
4.2	Balance sheet .....
4.3	Cash flow statement.....

## 5. Volume forecasts

# 1. Introduction

## Purpose of this document

As part of the [Governments Transparency Agenda](#), this document provides detailed monthly/quarterly updates on performance against DVLA's [Business Plan 2013-14](#).

## Performance Measures

Our Performance Measures detail the key areas of activities of DVLA and include measures that will deliver current government strategy and reform. DVLA measures are developed within the business during the year and agreed by the Minister for Transport before publication. DVLA measures often lead to the identification of potential improvements, so performance indicators are routinely associated with 'performance improvement' initiatives

## Customer Service Measures

Our customer service measures detail service levels across the business. These measures are designed so that DVLA meets/exceeds customer expectations.

## Volume forecasts

DVLA handle over 140 million transactions per year. The volume forecast detail our key transactions for the financial year.

## Financial Summary

DVLA's financial summary includes forecasts for:

Income and Expenditure

Statement of financial position

Statement of cash flows



Measure	DVLA Objective	Aim /Expect	Report Freq	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	Actual YTD
Operational	<b>Ministerial correspondence</b> Provide a response within 7 working days	100%	Monthly	100%	100%	100%	100%	98.0%	100%	100%	97.8%	98.1%	100%	100%	100%	99.6%
	<b>Official correspondence</b> Provide a response within 20 working days	80%	Monthly	98.4%	98.3%	100%	100%	100%	97.2%	100%	100%	100%	100%	100%	100%	99.5%
	<b>Prompt payment</b> Pay supplier invoice within 5 working days	80%	Monthly	94.2%	94.7%	96.2%	93.9%	95.4%	95.5%	95.3%	94.2%	96.5%	94.9%	96.2%	87.1%	94.5%
	<b>Customer complaints</b> To reduce the number of complaints not resolved at first contact (as compared with 2012-13) by	10%	Monthly	9.8%	8.3%	14.0%	12.7%	14.8%	13.0%	13.9%	13.0%	13.0%	12.2%	12.0%	15.7%	12.7%
Financial performance	<b>Agency Finance</b> Make progress towards £100 million a year reduction in operating costs by the end of 2014-2015 on a 2010-2011 baseline	£60 million  Break even	Quarterly	-	-	£63m	-	-	£63m	-	-	£63.8m	-	-	£70.5m	£70.5m
	£34m			£35m	£32m	£50.8m	£50.8m									
	Deliver financial performance in line with plan as detailed in Annex A of the Business Plan															
	<b>Workforce *</b> By 31 March agency workforce (full time equivalent)will number	4,950	Monthly	5,483	5,495	5,614	5,657	5,650	5,590	5,543	5,362	5,201	4,958	4,981	4,985	4,985
	<b>Sickness Absence</b> Ensure the average number of working days lost (full time equivalent)** due to sickness is significantly less than the DfT standard 7.5 days lost	6.65 days	Monthly	6.75	6.74	6.74	6.80	6.85	6.92	7.00	6.94	6.98	6.96	7.03	7.16	7.16
<b>Protecting the environment</b> Cut carbon emissions from agency activities by 31 March 2014 when compared with a 2009-10 baseline by	20%	** End of Year	-	-	-	-	-	-	-	-	-	-	-	-	-	-

\* Not projected EOY \*\* End of Year will be reported in Annual Report & Accounts 13–14 on 25 June 2014

Customer service measures	2013-14 Target	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Act YTD
Customer Service Excellence Standard - Retain accreditation of the CSE standard	End of year	Retained accreditation												
Customer Contact Association standard - Retain accreditation of the CCA standard	End of year	Retained accreditation												
<b>Driving licences</b>														
To deliver a first driving licence within 8 working days	98%	98.1%	98.4%	94.7%	94.7%	99.7%	99.7%	99.7%	99.7%	99.2%	99.9%	99.9%	99.8%	98.4
To deliver a vocational licence within 8 working days	98%	99.2%	99.4%	99.0%	92.9%	98.8%	99.4%	99.6%	99.5%	98.9%	99.3%	99.5%	99.5%	98.6
To deliver an ordinary driving licence within 10 working days	98%	98.6%	98.4%	94.2%	99.1%	94.1%	99.2%	99.3%	99.7%	98.1%	98.2%	99.9%	99.9%	98.0
To deliver a digital tachograph renewal in 8 working days	98%	100%	100%	100%	100%	100%	100%	100%	99.5%	100%	98.4%	100%	100%	99.9
<b>Medical investigations</b>														
To conclude all cases and deliver a licensing decision within 90 working days	90%	91.8%	92.5%	93.0%	92.4%	93.6%	91.7%	92.2%	92.6%	91.0%	91.3%	91.2%	90.7%	92.0
<b>Vehicle registration document</b>														
To deliver a first registration certificate, excluding cherished transfers, within 14 working days	95%	99.1%	99.6%	99.7%	99.7%	99.8%	99.9%	99.5%	99.8%	99.4%	100%	100%	99.9%	99.7
*Deliver a change on a registration certificate within 14 working days	95%	96.2%	97.9%	96.2%	96.5%	95.5%	97.8%	98.2%	99.2%	97.5%	97.5%	99.3%	99.0%	97.5
Deliver a registration document from an application (notifying changes to the registration certificate) within 30 working days	95%	99.0%	98.9%	98.8%	98.6%	98.8%	99.3%	98.8%	98.4%	98.0%	98.8%	99.1%	99.5%	98.8

Customer service measures	2013/ 14 Target	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Act YTD
<b>Vehicle excise duty refunds</b>														
To deliver a refund due with 30 working days	95%	98.4%	98.5%	97.9%	99.2%	99.0%	99.7%	98.3%	99.5%	99.5%	99.7%	99.7%	99.7%	99.2%
<b>Customer service</b>														
To answer calls queued to advisor	95%	98.8%	99.1%	98.4%	98.6%	98.3%	98.2%	99.0%	98.8%	98.7%	99.0%	98.2%	98.3%	98.6%
Deliver a recognised quality of service standard in the Contact centre	85%	85.5%	86.9%	88.2%	86.6%	90.9%	91.0%	88.6%	87.3%	89.9%	90.0%	90.1%	90.0%	88.8%
To answer an email within 3 working days	95%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
**Keep average local office queuing time to no more than 15 minutes	15.00	14.40	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail
***To deliver a Cherished Transfer within 7 working days	95%	No data	Not* Avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail	Not* avail
<b>Customer complaints</b>														
To acknowledge a complaint within 1 working day	98%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
To maintain or improve on last year's performance sending a substantive response within 10 working days	98%	100%	99.5%	99.7%	99.6%	98.9%	99.2%	98.9%	98.9%	98.4%	99.5%	98.7%	97.7%	99.1%
<b>MP correspondence</b>														
To acknowledge correspondence within 1 working day	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

\* The total forecast for the above transaction group has decreased due to lowered forecasts being received for individual transactions that make up the 'Changes to a Registration Document' group from the Business Area (VCS). This was due to extra transactions that were added as a result of MNS.

\*\* DVLA stopped most over the counter services at all local offices from July. This significantly reduced the number of customers going to local offices, negating the need for any queue management, therefore, the collation of statistics on queue times was stopped.

\*\*\* In 2013, the local office work was centralised and as a result of the transition, customers experienced delays in the processing of cherished transfer applications. The average processing time for transactions processed between April -September 2013 was 9.8 days. By the middle of September performance improved and DVLA has consistently met the 95% of Cherished transfer transactions processed within 7 working days.

## 4. Financial summary – projections

Income & Expenditure	Audited Accounts 2012-13 £ million	Business Plan 2013-14 £ million	Latest Forecast 2013-14 (quarter 3) £ million
Statutory fee income	392.1	388.9	404.5
Commercial fee income	67.8	65.8	65.6
Other income	12.6	4.7	7.2
<b>Total income</b>	<b>472.5</b>	<b>459.4</b>	<b>477.3</b>
Staff costs	(157.0)	(157.4)	(157.5)
Contingent labour	(0.9)	(1.2)	(1.1)
Agents fees	(65.8)	(41.8)	(45.3)
ICT charges	(134.1)	(130.0)	(125.4)
Accommodation	(35.8)	(32.1)	(31.9)
Consultancy and professional services	(1.9)	(5.8)	(13.1)
Postage and printing	(58.1)	(54.0)	(49.6)
Depreciation	(31.4)	(32.0)	(35.9)
Other costs	(52.6)	(52.9)	(51.2)
<b>Total expenditure</b>	<b>(537.6)</b>	<b>(507.2)</b>	<b>(511.0)</b>
<b>Net operating cost (deficit)</b>	<b>(65.1)</b>	<b>(47.8)</b>	<b>(33.7)</b>
CFERs due to the consolidated fund	(98.1)	(98.0)	(100.7)
Vehicle excise duty collection and enforcement covered by supply funding	174.1	162.2	169.6
<b>Fees Surplus</b>	<b>10.9</b>	<b>16.4</b>	<b>35.2</b>

	Audited Accounts 2012-13 £ million	Business Plan 2013-14 £ million	Latest forecast 2013-14 (quarter 3) £ million
Resource DEL	166.4	172.0	156.8
Resource AME	(1.0)	(26.2)	(28.5)
<b>Total Resource and AME</b>	<b>165.4</b>	<b>145.8</b>	<b>134.4</b>
<b>Capital</b>	<b>23.1</b>	<b>27.1</b>	<b>15.9</b>

Please see Annual Report & Accounts 13-14 for End of Year Figures



Balance sheet	Audited Accounts 2012-13 £ million	Business Plan 2013-14 £ million	Latest forecast 2013-14 (quarter 3) £ million
<b>Non-current assets</b>			
Property, plant and equipment	83.9	86.1	73.9
Intangible assets	92.2	81.4	82
Trade and other receivables due after more than one year	1.7	2.9	0.4
<b>Total non-current assets</b>	<b>177.8</b>	<b>170.4</b>	<b>156.3</b>
<b>Current assets</b>			
Trade and other receivables	43.2	36.1	32.7
Cash and cash equivalents	62.3	20.2	20.8
<b>Total current assets</b>	<b>105.5</b>	<b>56.3</b>	<b>53.5</b>
<b>Total assets</b>	<b>283.3</b>	<b>226.7</b>	<b>209.8</b>
<b>Current liabilities</b>	<b>(112.9)</b>	<b>(48.5)</b>	<b>(57.4)</b>
<b>Total assets less current liabilities</b>	<b>170.4</b>	<b>178.2</b>	<b>152.4</b>
<b>Non-current liabilities</b>	<b>(57.4)</b>	<b>(46.1)</b>	<b>(48.7)</b>
<b>Assets less liabilities</b>	<b>113.0</b>	<b>132.1</b>	<b>103.7</b>
<b>Taxpayers' equity</b>			
General fund	64.6	87.6	55.2
Revaluation reserve	48.4	44.5	48.5
<b>Total taxpayers' equity</b>	<b>113.0</b>	<b>132.1</b>	<b>103.7</b>

Please see Annual Report & Accounts 13-14 for End of Year Figures

Cash flow statement	Audited Accounts 2012-13 £ million	Business Plan 2013-14 £ million	Latest forecast 2013-14 (quarter 3) £ million
<b>Net operating cost</b>	<b>(65.1)</b>	<b>(47.8)</b>	<b>(33.7)</b>
Reconciliation to cash			
Interest payable	2.1	1.6	1.6
Depreciation	31.4	32.0	35.9
Movement in trade and other receivables	16.5	16.9	11.8
Movement in trade and other payables	0.9	(18.1)	7.9
Movement in provisions	(1.4)	(26.2)	(28.5)
<b>Net cash flow from operating activities</b>	<b>(15.6)</b>	<b>(41.6)</b>	<b>(5.0)</b>
Capital expenditure	(23.1)	(27.1)	(15.9)
<b>Net cash flow from investing activities</b>	<b>(23.1)</b>	<b>(27.1)</b>	<b>(15.9)</b>
Finance costs	(1.7)	(1.6)	(1.6)
Capital element PFI	(1.9)	(1.9)	(1.9)
DfT supply funding cash requirement	159.0	155.0	90.5
<b>Net cash from financing activities</b>	<b>155.4</b>	<b>151.5</b>	<b>87.0</b>
Payments of amounts due to the consolidated fund	(96.0)	(97.7)	(107.7)
Payment of excess cash reserves to HMT	(61.8)	0	0
<b>Net (decrease) in cash balance</b>	<b>(41.1)</b>	<b>(14.9)</b>	<b>(41.6)</b>
Opening cash balance	103.4	35.1	62.3
<b>Closing cash balance</b>	<b>62.3</b>	<b>20.2</b>	<b>20.7</b>

Please see Annual Report & Accounts 13-14 for End of Year Figures

## 4. Volume forecasts

Transaction Volumes	2012-13 Forecast Outturn	2013-14 Business Plan Forecast	Variance to Business Plan
Changes to a registration document	18,250,633	18,241,127	0.5%
Cherished transfer/assigned marks	1,500,339	1,238,026	21.2%
Digital tachograph card issue	235,573	300,503	-21.6%
Driver customer enquiries	5,440,780	5,972,389	-8.9%
Driver fee paying enquiries	1,761,299	1,980,094	-11.0%
Duplicate driving licence	1,184,353	1,079,809	9.7%
Duplicate registration document	1,124,725	1,030,293	9.2%
Duplicate vehicle licence	233,902	345,551	-32.3%
Exchange driving licence	868,479	897,852	-3.3%
First application for driving licence	1,073,493	1,001,044	7.2%
First registration of vehicles	2,818,805	2,434,739	15.8%
Interactive voice recognition customer enquiry/drivers	749,819	2,128,555	-64.8%
Interactive voice recognition customer enquiry//vehicles	777,723	911,226	-14.7%
Driver medical casework	753,226	810,001	-7.0%
Other driver transactions	3,839,584	4,762,027	-19.4%
Other vehicle transactions	31,146,119	36,045,295	-13.6%
Renewal of driving licence	1,711,787	1,639,694	4.4%
Replacement driving licence	2,681,532	2,370,106	13.1%
Sale of marks	247,640	214,535	15.4%
Ten year renewal of driving licence	2,288,292	2,285,582	-0.1%
Vehicle customer enquiries	5,695,862	5,637,451	1.0%
Vehicle fee paying enquiries*	6,193,065	10,708,332	-42.2%
Vehicle insurance interest	15,481	35,400	-56.3%
Vehicle licensing	44,498,607	45,474,989	-2.1%
Vehicle police enquires	561,637	657,531	-14.6%
Vocational driving licence	260,197	250,883	3.7%
<b>Total</b>	<b>135,912,952</b>	<b>148,453,035</b>	<b>-8.4%</b>

\* Transport for London enquiries added

From 1 July 2013 a revised volumetric baseline will be used to inform future Business Plans. As this baseline was developed in year, we will report on the existing business plan splits for the remaining period but referencing the future basis position as we move through the transitional year.