



Driver & Vehicle
Standards
Agency

Driver and Vehicle Standards Agency Business Plan

2025 to 2026

Keeping **Britain** moving, **safely** and **sustainably**



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Foreword

Foreword

As we present our 2025 to 2026 business plan, we find ourselves at a pivotal moment in DVSA's journey.

Our Vision to 2030, published in March 2023, set out what we planned to do to make transport safer, greener, and healthier.

We are now developing our 2025 to 2030 strategy. This builds on our successes and sets out our ambitious plans to provide even better services for our customers. This will help ensure we continue to keep Britain moving, safely and sustainably.

We recognise that unprecedented demand continues to challenge our car practical driving test service and waiting times remain unacceptably high. This continues to be an unsatisfactory situation for us and our customers, and we will focus on making improvements. We are implementing a comprehensive seven-point plan, launched in December 2024. The measures will help to reduce the long driving test wait times, protect learner drivers from exploitation and improve the booking system.

We're taking decisive action to improve the learner journey and test day experience. We are planning to extend our 'Ready to Pass?' campaign to engage with learners earlier in their journey and promote evidence-based behaviours that increase pass rates. We'll also develop additional resources to help learner drivers manage test-day nerves and anxiety.

Our new measures will help prevent the exploitation of the booking system, tackle the misuse of automated programmes, and ensure fairer access to testing slots. This includes piloting an extended booking window beyond 24 weeks.

We're reviewing the practical driving test to ensure it continues to produce safe and proficient drivers. We're also exploring how advanced driving assistance systems (ADAS) and other technological advancements can be incorporated into testing, ensuring our assessments remain relevant for modern driving conditions in both urban and rural settings.

Digital innovation continues to play an important role in our plans. We are looking at using safe and effective artificial intelligence (AI) opportunities where we can, to automate manual processes and bring efficiencies to our systems. The replacement of our driver and rider test booking and scheduling system will create a more efficient, secure, and customer-focused experience.

Our transformation into a service-led organisation represents a fundamental shift in how we operate. This isn't just about what we deliver, but how we deliver it. By adopting an 'outside-in' perspective, we're focussing on reshaping our services to meet our customers' needs, responding to their feedback and prioritising improvements that will make a difference.

We're already seeing the impact of this approach through our expanded customer channels, including new web chat and WhatsApp services. Our investment in advanced analytics and natural language processing is helping us better understand customer needs and challenges, enabling us to develop more intuitive self-service options.

We are enhancing our counter-fraud capabilities and continuing our work with the Connected and Automated Mobility Systems (CAMS) programme to support Department for Transport (DfT) in being at the forefront of automotive technology developments.

None of this would be possible without our dedicated workforce. We are creating an inclusive environment where our people can thrive, supported by comprehensive development programmes and our leading-edge approach to wellbeing.

As we look ahead, we are confident that our strategic initiatives and robust governance will enable us to deliver better services for our customers while supporting the government's broader transport objectives.

Nick Bitel

DVSA Non-Executive Chair



This Business Plan covers the 2025/26 financial year, running from 1 April 2025 to 31 March 2026. Publication took place later than originally planned. The plan reflects DVSA's priorities and strategic intent as agreed at the start of the financial year, with some targets updated to reflect the latest position at the time of publication.



Executive summary

Executive Summary

Our Business Plan for 2025 to 2026 outlines a comprehensive approach to delivering safe and sustainable journeys across the UK. The agency faces significant challenges, particularly unprecedented demand for driving tests resulting in extended waiting times. We recently unveiled our plan to deliver additional tests to reduce waiting times and improve access to driving tests. This includes expanding the "Ready to Pass?" behavioural change campaign and exploring ways to reduce missed test appointments.

Driver services continue to adopt a service-led approach, focused on improving the end-to-end customer journey. Using customer insight and research will inform decision making and support improving outcomes. The practical driving test will be reviewed to incorporate advanced driving assistance systems and ensure competency assessment in both rural and urban environments. Work with DVLA will explore solutions for digital pass certificates and integration with the GOV.UK wallet for more efficient licence issuance.

For approved driving instructors, reducing backlogs in Part 2 and Part 3 tests remains a priority, with plans for an examiner recruitment campaign. Motorcycle safety initiatives include improving instructor qualification, compulsory basic training, and developing an online platform for better management of training certification.

Vehicle testing services will see continued modernisation, with improvements to the MOT service including better emissions testing for modern diesel vehicles, fraud prevention through photo capture, streamlined garage applications, and enhanced guidance. The Individual Vehicle Approval service will be transformed through new digital services and creation of a network of Vehicle Approval Facilities.

The agency is enhancing its counter-fraud capabilities by developing robust risk management assessments and implementing measures to increase fraud savings by 5%. Investigations into top national targets across various service areas will be completed, with a 10% increase in prosecutions of driving test fraud.

Digital transformation remains central to our strategy, ensuring seamless customer experiences across both digital and in-person services.

The Customer Service Centre is expanding digital contact options including web chat and WhatsApp, with exploration of chatbot technology to improve self-service capabilities.

Through these strategic initiatives and robust governance, we aim to deliver better services while supporting broader government transport objectives, maintaining our core focus on ensuring road safety across the UK.



**Who we are
and what we do**

Who we are and what we do

DVSA is an executive agency of the Department for Transport (DfT) responsible for:

- carrying out theory tests and driving tests for people who want to drive cars, motorcycles, heavy goods vehicles (HGVs), buses and coaches, and specialist vehicles
- approving people to be driving instructors and motorcycle trainers
- approving training courses for qualified drivers, such as Driver Certificate of Professional Competence (CPC) courses for HGV, bus and coach drivers, and drink-drive rehabilitation courses
- approving MOT centres, people to be MOT testers, and testing HGVs, buses and coaches
- checking commercial drivers and vehicles, remotely and at the roadside, to make sure they follow safety rules
- monitoring recalls of vehicles to make sure that manufacturers fix problems
- licensing and monitoring companies who operate goods vehicles, buses and coaches on behalf of the Traffic Commissioners
- sanctioning those that are non-compliant.

We are funded chiefly through the fees we charge for our services and employ about 4,600.

Our purpose in all this is to keep Britain moving, safely and sustainably.

In 2023 we published our vision to 2030 and our strategic plan to 2025. During the next year we will publish our 2025 to 2030 strategy, setting out our ambitions to deliver better services for our customers.

To realise our ambitions, we will need the help of all our partners. We work closely with these industries:

- driver and rider training
- MOT
- road haulage and passenger transport
- vehicle and component manufacturing.

And, among others, we also work with:

- the Traffic Commissioners for Great Britain and the Transport Regulation Unit in Northern Ireland – they license and regulate those operating HGVs, buses and coaches
- Driver and Vehicle Licensing Agency (DVLA) – they're responsible for vehicle tax, vehicle registration and for issuing driving licences
- the Vehicle Certification Agency (VCA) – they're responsible for testing and certifying new vehicles for use on UK roads, to international standards
- the Centre for Connected and Autonomous Vehicles (CCAV) – they're shaping the safe and secure introduction of connected and self-driving vehicles
- National Highways – they manage England's motorways and major A roads
- Health and Safety Executive – they regulate workplaces, plants and equipment
- Active Travel England – they promote cycling and walking, and better designed street environments
- Environment Agency – they regulate major industry and waste
- police – they work with us on intelligence and enforcement operations.

Governance

Our Chief Executive, Loveday Ryder, leads the agency with the support of DVSA directing board, committees, and groups. The agency's governance arrangements reflect best practice, ensuring we use our resources efficiently and effectively by embedding a service aligned approach and taking account of functional standards requirements. This helps us meet our strategic priorities, enhances our ability to deliver better services, and ensures that all parts of the agency work together seamlessly towards common goals.

Management and control of our risks

Risk management is an integral part of the agency's work, from how we manage our programmes, services, and our finances, to how we develop our policies and work with the DfT family.

The agency's Risk Management Framework and Risk Appetite Statements are reviewed and refreshed on an annual basis by the directing board.

Internal and external audits assess the agency to ensure our processes and procedures are robust.

Regular assurance, good governance, and efficiency are central to the government's public bodies transformation programme.

Assurance

The Agency is one of several Department for Transport (DfT) public bodies being reviewed as part of the wider Cabinet Office Public Bodies Review Programme in 2022 to 2025.

Reviews aim to examine the efficiency and effectiveness of public bodies under the four pillars of efficiency, efficacy, governance and accountability. Reviews consider the relationship between the Department and public body with a particular focus on the sponsorship and policy functions.

The Public Body Review of the Agency is due to be completed and published in early 2025 to 2026, following this we will progress with the recommended actions.



How DVSA is changing

How DVSA is changing

Our Vision to 2030, published in March 2023, sets out what we must do to make transport safer, greener and healthier. We are transforming into a more service-led, efficient and customer focused agency to better meet the needs of our customers.

Our commitment to road safety remains at the heart of our mission, as we implement changes to support the Government's wider missions. Our improvements will be customer led and based on evidence, delivering efficiency where possible to operate as part of the modern and efficient civil service.

Vehicle Technology

We continue to work with the Centre for Connected and Autonomous Vehicles (CCAV) to support the development of automated vehicles in the UK and the implementation of the Automated Vehicle Act 2024.

This includes supporting the development of DVSA's capabilities to deliver new licensing requirements and in-use regulatory services for self-driving vehicles.

Across our vehicle inspection services, we will also conduct research work in support of creating the MOT of the future, with focus on connected vehicles. We aim to create a proof of concept that shows the art of the possible and what the necessary enablers to that are. We will also continue to work with DfT to seek opportunity to modernise where it is necessary to keep services up to date with modern vehicles. This will include having close links to how vehicle approval standards are set to ensure better consideration of subsequent in-use inspections or information needed for vehicles for those inspections.

Digital Transformation

Digital continues to evolve at pace, stepping up again since the mainstream rolling out of AI opportunities. Both in the advancement of vehicle technology itself and in the opportunities and risks to how we deliver our services, our agency needs to be able to respond to the changing landscape to fulfil our mission and wider Government priorities.

Our relationships with our customers are important and as an agency we recognise the need for end to end services where digital and personal engagements are experienced seamlessly whether by our customers or our staff.

For our customers this includes ensuring accessibility for all our services and for our people this sees us invest in supporting digital and data literacy across our organisation to enable us to continue to keep Britain moving safely and sustainably.



Plan for 2025 to 2026

Helping you through a lifetime of safe and sustainable journeys

Performance measures

| Measure | Target for 2025 to 2026 |
|--|-------------------------|
| Average waiting times for theory tests during 2025 to 2026 | 4 weeks or less |
| Theory test customers satisfied with the service they receive from DVSA | 85% |
| We will work to provide as many car practical tests as possible by: | |
| - Providing 1.975 million car practical tests | By March 2026 |
| - Achieving a national car practical driving test waiting time of 7 weeks or fewer | No date set |
| Car practical driving test customers (overall) satisfied with the service they receive from DVSA | 75% |
| Car practical driving test customers who passed their test satisfied with the service they receive from DVSA | 85% |
| Approved driving instructor satisfaction with the service they receive from DVSA | 60% |
| Vocational practical test waiting times 3 weeks or less | By March 2026 |

Vocational practical test customers satisfied with the service they receive from DVSA 80%

Motorcycle practical test waiting times 6 weeks or less By March 2026

Motorcycle practical test customers satisfied with the service they receive from DVSA 80%

Theory test service

We will continue to make incremental improvements to the booking service and, in partnership with our suppliers, optimise the quality of the service learners receive at the test centres.

In 2025 to 2026 there will be a strong focus on improvements for those for whom British Sign Language is their first language.

With those learners particularly in mind, we will:

- review and adapt our learning products
- enhance the booking journey
- improve the content of the test along with the experience at the test centre.

Next year is also a significant year for our plans to transform and re-procure the service by 2028. By Summer 2025, we expect to have developed and agreed our shortlist of future delivery options for the strategic outline business case.

We continue to meet the needs of our customers by providing theory tests within the agreed services levels across Great Britain and to our customers in Northern Ireland.

Driver services

We are committed to a service-led approach in managing and delivering our driver services. By placing a greater emphasis on customer insight and research throughout the entire customer journey, we will leverage data and evidence that will drive how we identify and prioritise continuous improvement and outcomes. Additionally, we will consider how we can enhance customer support including a focus on how we can offer improvements in managing nerves and anxiety during driving tests.

Our work on reviewing the practical driving test will continue this year, including how we can benefit from the impact of advanced driving assistance systems (ADAS) and other technology advancements. We will explore how the test can assess competency in both rural and urban settings, confirming that young and novice drivers can drive safely and proficiently in all environments. New drivers continue to face increased risks compared to other experienced drivers and we will work with others to review and promote the Pass Plus scheme.

We will work with the Driver and Vehicle Licensing Agency (DVLA) to explore solutions that simplify access to driver documentation by introducing a digital pass certificate when parliamentary time allows. We will consider how the launch of the UK government's GOV.UK wallet can improve customer experience to enable driving licences to be issued more efficiently and securely.

We will progress with the replacement of our booking and scheduling system, prioritising changes that will improve how we capture and meet our customers' requirements to schedule tests using modern, flexible technology that makes better use of examiners' time and reduces manual processes.

In 2025 to 2026, we will continue to focus on reducing fraud in our systems as well as impersonation at test, by considering how new technology can support how we identify and successfully enforce this work.

Car practical test waiting times

Demand for car practical driving tests remains high. This means waiting times are longer than we want.

Our priority is to help learner drivers take their test when they're ready to drive safely and independently. We will increase test capacity and make the booking system fairer and easier to use.

To improve access to tests, in 2025 to 2026, we will:

- Increase capacity by recruiting and training driving examiners and doubling the number of permanent trainers so new examiners can start testing sooner
- Retain experience through our examiner exceptional payment scheme and deliver more tests through the additional testing allowance
- Protect the booking system by enforcing tougher terms and conditions and tackling misuse, including the resale of tests and the use of bots
- Consult and act on changes to booking rules to stop unfair practices and improve access for genuine learners

- Take forward any changes from the review on re-test waiting periods in specific circumstances
- Review the impact of the increased cancellation notice period as required by law
- Review the pilot to extend the booking window beyond 24 weeks and decide next steps
- Expand the Ready to Pass? campaign so more learners are prepared, and fewer appointments are lost.

We are also reducing lost appointments caused by no-shows, missing documents, and unsafe vehicles (for example, no valid MOT).

We will be transparent about our performance and will continue to publish the official national waiting time measure. This is the first week when at least 10% of test slots are available. We will continue to track our progress in reducing waiting times. However, based on current modelling, it is not possible to say with confidence when waiting times will return to 7-weeks. This is why we are not publishing a target date at this point.

We will report our progress against the official 7-week metric in our 2025-26 Annual Report and Accounts.

Approved driving instructors (ADI)

Our priority in 2025 to 2026 will continue to be focus on reducing the backlogs in Part 2 and Part 3 tests for ADIs and increasing the number of standards checks. We will undertake a recruitment campaign to increase the number of examiners involved in this work.

We want to work with industry stakeholders to improve training and encourage and support the continual professional development of ADIs. We are planning to conduct a review of the ADI qualification process which may also lead to some changes.

We will continue our efforts to focus on quality and on improving the way we use data to drive positive change and to support ADIs. We will work with industry to consider how the publication of consumer data can help trainers focus on quality and standards.

Vocational services

We will develop our vocational training and testing strategy, working closely with industry to develop a strategy to review and improve the training and testing of vocational drivers.

During 2025 to 2026, we will continue to support development and implementation of interventions to ease driver shortages across the bus, coach, and HGV sectors, such as the Department for Education (DfE) sponsored boot camps.

We will also utilise our customer account managers to work closely with vocational training businesses to understand their business needs and improve our processes so they can secure the tests that they require.

Making motorcycling safer

In our role as Chair of the Motorcycle Strategic Focus Group, we will work with industry to consider the wider issues affecting motorcyclists, such as safety technology and future connectivity advances and how we embed motorcycling more effectively in our future policies and road safety strategies.

We will also utilise our customer account managers to work closely with motorcycle training businesses to understand their business needs and improve our processes. We will discuss ideas for reform of the existing motorcycle testing requirements and the wider licensing regime for motorcycles and other powered light vehicles with stakeholders where these potential changes do not compromise safety standards.

We will also take steps to improve (subject to Parliamentary time, where a change in legislation is needed):

- motorcycle instructor qualification and quality assurance
- compulsory basic training
- trainer booking services.

We will develop options for an online platform to better manage Compulsory Basic Training for motorcyclists, resulting in:

- Better service for riders, improved compliance, better enforcement, reduced fraud
- Road safety improved by better use of data to target riders of certificate expiry, digital entitlement checks enabled
- Roadside enforcement checks by police and online insurance checks can be supported digitally.

Helping you keep your vehicle safe to drive

Performance measures

| Measure | Target for 2025 to 2026 |
|---|-------------------------|
| Authorised Testing Facilities satisfied with the service they receive from DVSA | 85% |
| Operators satisfied with the service they receive from DVSA | 80% |
| MOT centres satisfied with the service they receive from DVSA | 78% |

MOT Service

We will continue to improve our MOT service to best achieve excellent service for the public and garages. As we move into the new financial year, we will continue to work with DfT on implementing any changes resulting from the MOT consultation and call for evidence in 2023. We expect to work on or implement changes that include:

- understanding better the potential for testing emissions better – in particular for modern diesel vehicles
- moving towards capturing photos at MOT – to enable better deterrence against fraud
- improving how we process and deal with applications from prospective and existing MOT garages (including on-line applications)
- improving the guidance we provide to garages - to help them test and manage testing to the right standards
- improving how we target our enforcement efforts, including better uses of technology – to better target garages that need support, or should not be testing

- any other changes that come from consultations launched in 2024 to 2025.

We have recently refined our customer satisfaction measurement approach to ensure we capture feedback from a broader range of customers. While this comprehensive approach has resulted in some adjustment to our satisfaction scores, it provides a more accurate reflection of the full customer experience. We will continue to review customer feedback and use these insights to drive service improvements.

Heavy vehicle testing

We will continue improving the heavy vehicle testing (HGV and PSV) regime to best meet customer needs, working with our Authorised Testing Facility (ATF) partners and industry. This will include ensuring the ATF network meets the needs of vehicle operators, particularly in parts of the country lacking ATFs, and where capacity is lacking for dangerous goods vehicles (ADR).

This work will include continuing the improvement of the digital services we provide to ATFs and vehicle operators. Other changes could include:

- building on work done in 2023/24 on 'technical test' applications to simplify processes and improve user experience
- improving cherished transfer process with aim of making a one-stop-shop across DVLA and DVSA
- reviewing and improving our ATF capacity service (finding your nearest test centre), where necessary, helping operators get a test.

We will continue to develop ways of delivering the vehicle testing service to ensure that customers' needs are met and best standards are achieved. This could include:

- modernising the way in which test standards are communicated to operators and industry, by reviewing the current Testing Manual approach and determining if these could be better communicated, in line with user requirements
- continuing to review testing processes to determine where new technology could be used to better assess the condition of vehicle systems and how that may be incorporated into the test
- improvements to, and digitisation of, our booking process for ATFs.

Vehicle approvals

Central to our work on vehicle approvals, particularly our Individual Vehicle Approval (IVA) service, will be the transformation of the service to better meet customer and industry needs. That work will comprise of:

- building on new digital services delivered in 2023/24 to enable intuitive on-line applications and greater degrees of self service
- creating a network of 'Vehicle Approval Facilities' that may be premises already operated by vehicle manufacturers, convertors or importers, that enable DVSA examiners to visit to conduct approvals.

In parallel to the more transformational work, we will continue making more tactical improvements to how we work, limiting the necessity to call our contact centre, improving customer experience and also improving the flexibility of our examiner teams to better service our customers.

Estate

We have found Reinforced Autoclaved Aerated Concrete (RAAC) within our Goods Vehicle Testing Service (GVTS) estate. The first phase of the project to procure professional advice, undertake surveys and initiate health and safety measures, completed in 2024 to 2025. This year, a decision will be made whether to undertake any repair or remedial work at each site, taking into account our closure programme. The closure and disposal of the remaining surplus GVTS estate continues and any identified sites must be closed by March 2028. Six sites will be retained due to their strategic importance, with an intention for them to become operational and administrative hubs in the future.

Protecting you from unsafe drivers and vehicles

Performance measures

| Measure | Target for 2025 to 2026 |
|---|------------------------------|
| Risk based targeted approach to detect serious roadworthiness defects and traffic offences¹ | 28,000 |
| Maintain the number of MOT cases where we act upon the most serious fraud, dishonesty and negligence and increase by 10% the number of cases laid to court for prosecution from these investigations | From the 2024 to 2025 target |

Across the board, DVSA will continue to build on remote enforcement capabilities both as a method of targeting, and as a cost-effective way of conducting enforcement itself. We will be guided by the availability of data and the veracity of that data, in how far we can proceed with these initiatives.

We will continue to invest in new technologies where they make sense for being cost effective in enabling enforcement. This may include new technologies for accessing vehicle data or inspecting vehicles, as well as enabling robust inspections away from our fixed check site estate.

We will build on our current educative activities and introduce new interventions and guidance to educate and encourage compliance across all schemes, working with partner agencies and stakeholders, to maximise the impact and improve compliance.

¹ Our target is to detect at least 28,000 serious roadworthiness defects and traffic offences through a targeted approach to enforcement. Ensuring those who present the greatest risk to road safety are identified and reducing the burden on the compliant

MOT

We aim to introduce a range of interventions designed to educate and encourage compliance including off site (remote) checks, as well as agreed checks, ensuring 90% of garages have an intervention at least every two years.

Fraud investigations (driving test)

To counteract instances of driving test fraud, we plan to increase investigations and prosecutions of those committing fraud, including both impersonators and those seeking to benefit from fraud, by 10%.

Counter fraud

We also intend to develop comprehensive fraud risk management with the creation of Enterprise and Thematic fraud risk assessments. This will allow us to greater understand our vulnerabilities to both internal and external fraud.

One of our main priorities is to identify and prioritise areas for counter fraud measures through fraud risk management to increase 'fraud' savings by 5%

Intelligence and Targeting

In 2025 to 2026 we are committed to developing and transforming our Intelligence and Targeting capability to support an enforcement strategy that is intelligence-led and data driven. This strategy will assist us in combating commercial vehicles (CV), MOT and driver and rider (D&R) threats.

Building on this work we will deliver high priority intelligence target profiles in CV, MOT and D&R, ensuring investigations are completed into identifying the important national targets in each service area.

Earned Recognition

We will continue to deliver the Road to Earned Recognition (ER) scheme. In 2025 to 2026 we will see the scheme become part of our 'business as usual' (BAU) work.

Despite the ER scheme becoming BAU we will identify opportunities for using ER to improve compliance across CV.

Commercial vehicle enforcement

To continue improving the guidance that we provide across the various sectors we will:

- build on existing guidance areas, such as drivers' hours, vehicle roadworthiness and vehicle loading, to determine how they can be further improved
- explore new areas where there would be benefits in clearer guidance.

We will work collaboratively with industry stakeholders in doing this. This will ensure that safe and clean operation but being balanced in how this sits with costs and other burden on our customers.

We will continue work to improve our range of sanctions, to best ensure that the UK roads are safe, deterring irresponsible behaviour and ensuring a level playing field. This could include supporting consultations on changes to the current sanctions regime such as civil penalties.

DVSA will support wider changes to how buses are regulated. This is important in ensuring that passenger transport is available to all, the environmental impact of buses are minimised and public transport is seen as a safe and effective choice. This is expected to mean some changes to the enforcement checks we conduct, ensuring any new rules are followed.

Market surveillance

DVSA's market surveillance team will continue its work across the automotive sector in improving compliance of products, vehicles, components and services, to meet legal requirements.

This includes the administration of the vehicle recall process, ensuring the safety defects are identified swiftly, and that they are mitigated or removed quickly via safety recalls. We will build on work conducted in 2024 to 2025 for manufacturers to share data on outstanding vehicle recalls (recalls where the keeper has not arranged for the vehicle to be rectified) and convey that information through the MOT and via other means. A particular focus will be ensuring that more manufacturers sign up to using this service.

Proactive market surveillance work will cover a range of safety and air quality areas. A priority will be dealing with cases involving potential 'defeat devices' and working with DfT to ensure that cases identified are dealt with.

DVSA will also continue to support DfT in developing policy in this area, particularly around introducing environmental recalls. We will also assist the work in support of automated vehicles, in particular around misleading marketing.

Estate

Improving the standard of the estate is a priority alongside ensuring that services are being delivered from the most appropriate locations. We have been working to produce a five-year investment plan into the 38 retained check site estate, to future proof their operation. This will allow new technologies to be used and ensure that our colleagues are protected from different weather events. The project to deliver a new facility at Scotch Corner will complete in 2025.

Office of the Traffic Commissioner (OTC)

Performance measures

| Measure | Target for 2025 to 2026 |
|---|-------------------------|
| In support of the Traffic Commissioners' strategic objectives, we will continue our commitment to: | |
| <ul style="list-style-type: none">• process HGV operator licence applications maintaining an average determination time below 35 working days | By March 2026 |
| <ul style="list-style-type: none">• process PSV operator licence applications maintaining an average determination time below 35 working days | By March 2026 |
| <ul style="list-style-type: none">• list public inquiries to a date within 12 weeks of the Traffic Commissioner's decision to call the inquiry | 95% |

In 2024 to 2025 the new role of Chief Operating Officer (COO) at OTC was established in response to one of the recommendations made in DfT's 2023 report on its review of the Traffic Commissioner (TC) function.

As well as working closely with the Senior Traffic Commissioner, TCs and their deputies, the COO will engage and continue to improve relationships with a wide range of senior stakeholders, including the devolved administrations of Scotland and Wales.

They will liaise with a diverse range of DfT transport policy teams to ensure the TCs' statutory responsibilities are fully considered when policy is being developed and will represent and support the TCs in their relationship with DfT and DVSA.

The COO will also take over responsibility for leading and developing colleagues in the OTC.

The OTC teams provide support to the TCs who are responsible for licensing and regulating those who operate heavy goods vehicles, buses and coaches and the registration of local bus services.

Our customers

Performance measures

| Measure | Target for 2025 to 2026 |
|---|--|
| Call handling times | 70% of calls handled within 60 seconds |
| Achieve the Customer Contact Association Global Standard version 8 accreditation for our contact centre | By March 2026 |
| Achieve the Customer Service Excellence accreditation | By March 2026 |
| Provide a response to Freedom of Information requests | 90% within 20 working days |
| Provide a response to Parliamentary questions | 100% by the due date |
| Provide a response to ministerial correspondence | 95% within agreed timescale |
| Provide a response to official correspondence | 80% within 20 working days |

Customer insight

This year we will progress delivery of our customer principles, as detailed in our vision to 2030, focussing on improving how we capture customer feedback. We will provide better services for our customers by reviewing the interactions they make with us as part of their end-to-end customer journey.

We are moving to a more cost-effective surveying and customer satisfaction tracking methodology. This will enable us to carry out more research and insight gathering focussed on where we can make improvements to the products and services we offer.

Customer Service Centre

Contact to the Customer Service Centre remains high. To address this, we have launched web chat and WhatsApp as channels for our customers to contact us. We will continue to grow these channels and will look at customers' needs for chatbots and chatbot artificial intelligence to improve self-service and accessibility. By expanding these digital options, we will seek opportunities to help our customers self-serve, without the need to speak to colleagues in the contact centre.

During the year we will use improved analytics and natural language processing to help us understand why our customers contacted us. We will analyse the discussion on calls to better understand challenges that our customers may face in their user journey. This will allow us to further develop self-service options and improve customer experience. We will review the end-to-end customer journey, analysing contacts and taking action where needed to ensure our customers have the information they need, reducing the need to contact an agent.

Corporate communications

We will continue to be guided by the best professional and functional standards in our work.

Communications and engagement strategy

We will develop a new communications and engagement strategy to support the effective implementation of our new DVSA strategy and help DVSA achieve our vision to 2030.

Campaigns

We will expand our successful 'Ready to Pass?' campaign to help learners throughout the whole process of learning to drive. This will increase the likelihood of learners passing their test the first time, reducing overall demand on the system.

We will build on the success and experience of managing the Ready to Pass? campaign to develop other behaviour change campaigns, to inform, educate and advise people and help achieve DVSA's business and road safety objectives.

Publishing

We will engage with current and potential future partners to help us to make driver and rider education fit for now and the future.

Our team makes DVSA content accessible and easy to use. So, we will work closely with external partners, and colleagues on the Ready to Pass? Campaign, theory test and policy. Together we aim to give the best possible support to all customers needing to pass our tests and be the safest possible drivers and riders their whole lives.

We aim to maintain the ratings customers give our GOV.UK content well above the site average. Then people and businesses can trust our official information, education and advice, and stay safe and legal on our roads.

DVSA, our partners and colleagues in the transport industry and road safety, depend on our authority and good name. We will continue actively to protect our intellectual properties, including trademarks and copyright protected content, from infringement and misuse.

Internal communications

We will refresh our internal events programme to engage colleagues with DVSA's new strategy and our vision to 2030, whilst continuing to develop, evaluate and improve our internal communications channels.

External Communications

We will continue to communicate with our customers and engage with the media to inform, educate and advise them about DVSA's work to keep Britain moving, safely and sustainably.

We will review our social media strategy and the effectiveness of our external communications channels to make sure we are reaching those who use our services and helping people to stay safe and legal on our roads.

Our team is responsible for planning and managing DVSA's external announcements for driving tests, vehicle tests, roadside enforcement and corporate activities, helping DVSA to engage effectively with customers and businesses.

External affairs

We will continue to engage with our stakeholders, improving existing partnerships and relationships and building new ones, so that we can work together effectively to improve road safety.

We will establish a car training and testing forum to get industry feedback on our services from stakeholders and the customers they represent, working with them to develop new and improve existing services and campaigns for driving instructors, pre-learners, learners and novice drivers.

We will engage with a wide range of stakeholders to help shape and inform the development of our new strategy for 2025 to 2030.

Our people

Performance measures

| Measure | Target for 2025 to 2026 |
|---|---|
| Continue to increase the percentage of our people from underrepresented groups: <ul style="list-style-type: none">• 18 to 30-year-olds (8.8%)• people from ethnic minority background (11.1%)• women (32.1%)<ul style="list-style-type: none">○ women in frontline and enforcement roles (area specific targets)○ ethnic minority in Grade 7 roles and above (3.8%)• disabled people (13.4%) | 1% increase from February 2025 baseline |

A modern civil service

As civil servants, we are dedicated to building a skilled, innovative, and ambitious organisation ready for the future. We will contribute by offering high-quality advice to the Government, delivering exceptional services to the public, and ensuring the UK's prosperity and security. DVSA is committed to strengthening employment opportunities to support the Civil Service Commissioner's ambition to provide life chances to groups of individuals who would not normally be able to compete under fair and open competition.

We are committed to efficiently implementing the Government's Shared Service Strategy working in collaboration with DfT as part of the Unity Programme. This includes supporting the transition to a new Enterprise Resource Planning (ERP) solution. Our efforts will ensure a seamless integration process and enhance operational efficiency. By doing so, we aim to contribute to the overall modernisation and effectiveness of public sector services.

We will embrace new technology to enhance our operations by integrating AI into our Power Automate applications. By utilising AI algorithms and implementing AI-driven chatbots, we aim to automate processes, assist with data analytics, and provide instant support to our customers. These technologies will boost efficiency, foster creativity, and improve our customers'

experience. This will enable us to work more effectively and deliver better outcomes for our customers.

Culture

We will continue to work towards our five cultural aspirations: respectful, valued, together, enabled, and ready for the future. We will encourage innovation and better collaboration, so we work as one DVSA for the benefit of our customers. By respecting and valuing everyone's contributions, we will be well-prepared for the future.

These aspirations guide us towards making DVSA more inclusive and a great place to work. They will help us create a workplace where people feel they belong, are productive, engaged and creative. This will enable DVSA to be more efficient and effective in achieving our objectives and becoming more customer focused.

Equality, diversity and inclusion

Attracting and retaining the best people, to provide the best services to our customers and the communities we serve is fundamental to our success. We will expand our development opportunities for colleagues from under-represented groups and attract more young talent. We will work with our Staff Network Groups (SNGs) to make sure we support our colleagues properly and understand each other's needs.

Our aim is to cultivate talent in line with our Diversity and Inclusion Action Plan, setting clear expectations and behaviours that support DVSA's cultural aspirations. Our targeted leadership development programmes increase diversity in management to better represent our diverse customers, drive innovation, and improve decision-making. This ensures our leadership meets the needs of those we serve and helps us achieve our strategic objectives.

Drawing on insights from the Civil Service People Survey and our own pulse surveys, we will prioritise nurturing a positive and inclusive workplace so that fewer colleagues feel they have been bullied or harassed at work and support colleagues who speak up. This approach will help everyone feel valued and create a sense of belonging, enabling them to perform at their best.

Skills, leadership and development

We will build upon our leadership framework and use the outputs from the 360-degree tool to create programmes which will equip our leaders with key skills and behaviours including service led leadership, systems thinking, feedback and coaching skills.

We will also enhance our professional capabilities by developing career pathways within DVSA using the 70/20/10 learning model. By fostering communities of practice and professional networks, we are creating a culture of continuous learning, helping colleagues prioritise professional development and career aspirations, while meeting performance goals.

We will enhance our management capabilities by promoting development opportunities using the latest learning and development methodologies, AI, and technology. Using an evidence-based approach focused on improving our Civil Service People Survey scores during 2025 to 2026, our high-quality learning offer includes a coaching and mentoring platform, leadership development programmes, apprenticeship programmes, and a comprehensive corporate and vocational learning offering. Our approach aligns with the Civil Service People Plan 2024 to 2027, focusing on leadership performance, productivity, and capability – including the new Civil Service Line Manager Standards.

Reward, recognition and employee value

In 2025 to 2026, we will ensure our workforce is rewarded appropriately, and fairly. We will also focus on developing a comprehensive and flexible long-term reward strategy to enable DVSA to deliver its services in line with customer expectations.

We will set out a new employee relations strategy, developed in conjunction with our recognised trade unions, to enable smoother and quicker engagement and consultation. This will allow us to implement change in an open and transparent way.

We will continue to develop and introduce people policies, reflective of best practice to create the right environment for our people to develop, flourish and feel proud to be part of DVSA. This approach will help us recognise and value the contributions of our teams, attract new talent, and retain essential expertise.

Health, safety and wellbeing

DVSA prioritises a safe, healthy and caring working environment with the aim to have more people safe, fit and well at work, more of the time.

We will ensure our sites are safe places to work, have the correct equipment in place and our colleagues feel supported and safe from inappropriate behaviour or abuse.

These proactive and targeted interventions promote an innovative approach to health, safety and wellbeing that addresses colleagues' needs and enhances our working environments.

Estates

DVSA is supporting and contributing to the Government Property Strategy where the objective is for a Smaller, Better and Greener estate. We continue to discuss future opportunities to co-locate with other Government Departments as the DVSA relocates into a new office in Newcastle in Spring 2025 and prepares for a move in Bristol scheduled for January 2027. Additionally, we plan to increase the number of locations within our administrative estate to include strategically located existing front-line buildings so that they can become operational and administrative hubs.

We remain committed to delivering a more flexible and modernised front-line working environment for our colleagues. Smarter working environments continue to be rolled out into the Driving Test portfolio allowing greater sharing of accommodation by service delivery functions. Multi-purpose test centres continue to be remodelled to facilitate a collaborative working approach, refurbishing buildings, and decarbonising the estate.

Digital and data

As an integral and critical part of our business where in many cases the digital service represents the frontline service used by customers we are committed to ensuring a customer centred approach to all our solutions. Our services whether delivered through a digital or in person interaction should operate seamlessly. This is a priority both across our own organisation and wider Government missions. The blueprint for a modern digital Government report published in January 2025 recognises the need for customers to engage with Government services holistically. This year we will continue to work in partnership with both internal colleagues, the wider DfT and colleagues in Department for Science, Innovation & Technology's (DSIT) Digital Centre to further strengthen our relationships and together deliver against the Governments main shared missions recognised in the blueprint.

2025 to 2026 represents the final year of a three-year plan to build Digital and Data capability in the DVSA fit to enable us to deliver against both our 2030 vision and Government digital ambition. Our plan was framed against the themes of consolidate, collaborate and innovate and this year we will continue to drive improvement against those 3 key principles.

Consolidate

Our mission was to 'work with stakeholders to consolidate the Digital and Data service offering to ensure we can meet the demands of services and users' needs for today, and tomorrow. Building a solid foundation for our services and people.

We have made great progress over the last two years in consolidating and building the foundations we needed in place to deliver a sustainable and cost effective Digital and Data capability within our organisation.

Looking ahead for 2025 to 2026, we will focus on further scaling our Digital and Data capabilities with a target to insource all live services. In tandem with skills development for our existing people and recruitment plans, we will further invest in our early talent pipeline with a target of at least 5% of Digital and Data new entrant and/or internal career switchers being brought in through our Digital Apprenticeship Academy launched in 2024.

We will continue to mature our enterprise and solution architecture practice to ensure we meet our ambitions of re-using, rationalising and strategically aligning digital and technology capabilities across the business.

We will also continue to work with wider DfT colleagues to align the Department for Science, Innovation & Technology's (DSIT) reward and development packages, maturing our approach

following successful implementation of the shared Government Digital and Data pay arrangements in 2024

Collaborate

The most successful, agile organisations no longer recognise digital teams as service providers to the wider organisation, but as an integral part of the business model. Our mission here was to work with stakeholders to deepen collaborative relationships as to how Digital and Data engages and delivers within DVSA.

As our internal capacity increases so does our ability to adapt to the changing needs of our organisation. Building on trials completed in 2024 we will scale our move to service and product-based multi-disciplinary teams that see all areas of our organisation come together to improve customer experience as one team. In so doing this will increase digital confidence and literacy across our organisation, increasing our ability to harness data and AI opportunities collaboratively.

In 2024, we launched our Common Services provision which enables us to maximise re-use and common infrastructure across our estate. Our new Common Services team will work across the DVSA to ensure our approach to re-use maximises efficiency opportunity. 2025 also sees the introduction of the Government Digital Centre which provides even greater opportunity to work as one Government Digital and Data organisation. Whether considering wider re-use opportunities or in improving the customer experience which can span both central/local government and other public organisations we have worked closely with DSIT colleagues and are committed to continuing to do so.

We will embed the blueprint for a digital government into our practices across the organisation and will work with the team to ensure alignment to plans. Our teams are working with colleagues in the wider DVSA to deliver GovPay this financial year and we will continue to align with the Digital Centre aligning to their roadmap for Digital Identity through one log on and the Gov.uk app.

Building effective relationships with the wider IT industry is also an area to mature this year and we will develop a strategy that will enable us to harness knowledge, opportunities and skills within the wider IT industry. This will include how we build partnerships with industry supplier organisations through to how we resolve common problems taking a mission orientated approach across the public sector.

Innovate

Recognising the changing landscape in vehicle technology, the IT industry generally and the Government AI report published in January 2025, we will implement the plan completed in 2024 to provide us the capacity and ability to respond to a changing technological landscape.

We will deliver an emerging tech laboratory to enable horizon scanning for technology opportunities, so we are ready to harness opportunities based on evidence and value for money. We will also invest further in our AI community of practice set up in 2024, which sees community membership across the organisation. We will empower this group to enable “bottom up” innovation and will ensure this community has the appropriate pathway to drive experiment opportunities forward in a safe way for the benefit of our customers and our people.

We are committed to aligning with the DfT AI Strategy, and the Government’s ambitions on the use of AI, recognising the need to meet clean energy commitments as part of our sustainability agenda. We will implement good governance for AI and ensure it is proportionate, as well as supporting our colleagues in learning about new tooling and practices.

Our values as a Digital and Data team consider People, Process, Technology and many of our plans for this year focus on our people and our processes which in turn enable the harnessing of technology. In consideration of how we harness emerging technologies and the opportunities presented by AI, both Data and Cyber Security considerations need to be considered as technological imperatives. To support our plans, we are implementing a revised Data Strategy which aligns with the DVSA Vision to 2030.

Data

In 2025 to 2026 we will be completing our review of data maturity assessments for all services to ensure we have a clear and up-to-date understanding of our data. This will give us an enterprise level view of the DVSA data eco-system. Taking a service view and being able to map this to customer journeys will also enable us to build data models that support our customers by mutually protecting and using data to their benefit thus aiding evidence-based decision making. The activity will also ensure that internal data can be generated and processed in a manner considered ‘AI Ready’ which will enable DVSA to advance and use opportunities in tooling and processes that support our decision making as standard.

In delivery of a data strategy and practices that are AI ready we do not under-estimate the ethical considerations and responsibilities that come with it. We will collaborate with DfT colleagues and beyond to ensure that we better understand how bias in our data can lead to bias in our modelling or activities we are considering. We will also support colleagues increase knowledge in this area through training and knowledge share opportunities and we will ensure we have a governance process that is proportionate and visible, following wider Government guidance on safety and security of the use of AI.

Our Data Strategy also contributes to the Government priority and processes around data sharing and the National Data Library, as well as publishing records as part of the Government’s Algorithmic Transparency Recording Standard framework. We will continue to contribute effort to meet these initiatives to ensure that data is shared appropriately supporting greater efficiency across Government.

Cyber Security

With emerging opportunities there is also risk, and the Cyber Security landscape will need to evolve in line with these emerging threats.

We are aligned to the Government Cyber Security Strategy 2022-2030 and are embedding the principles of Secure by Design that we committed to meeting from 2025 onwards. We are also working collaboratively across DVSA, the DfT family and wider Government organisations to build strength and resilience into our workforce so they have the tools to respond to changing and emerging threats. Whether through career pathways or diversity of skills and experience we will strengthen ties within the DfT family this year specifically with a shared commitment to work together to resolve common problems and respond to the changing landscape together.

This year we will measure another two services against the Cyber Assessment Framework (CAF) under the oversight titled 'Gov Assure'. We will undertake internal reviews of how these services meet the CAF requirements and then seek independent validation of our assessment to make any improvements as necessary.

In the space of cyber resilience, we will continue to exercise our monitoring and incident response practices, utilising continuous improvement principles to enable teams to respond to a changing threat landscape.

Finance

Performance measures

| Measure | Target for 2025 to 2026 |
|-----------------------------------|-------------------------|
| Prompt payment of 90% of invoices | Within 5 working days |

Fees from our essential services primarily fund DVSA.

Following approval of our refreshed fees strategy in 2024 to 2025 we will continue to work with DfT and Ministers on reviewing and updating our fees to ensure we recover the cost of delivering the services we provide. Our headline fees have not been increased for over 14 years.

We will continue to evolve how we provide high quality, customer focused services to the organisation and other stakeholders to support a customer led approach.

To ensure that we keep a careful control over what we spend, we aim to deliver further efficiency savings, on top of the £16.6m already delivered during the current spending review (SR21) period.

The source of these savings will be through driving efficiencies across the organisation, looking for ways we can simplify processes to reduce cost. In addition, we will continue to invest in modernising our digital systems delivering better, more efficient services to our fee payers and automating or digitising manual, paper-based processes where they remain.

As part of DfT group, we will support the Unity programme, to implement a new shared services platform covering Finance, Commercial and HR. This is a joint programme between DfT, His Majesty's Revenue and Customs and the Ministry of Housing, Communities and Local Government.

Sustainability

Performance measures

| Measure | Target for 2025 to 2026 |
|--|------------------------------------|
| Contribute towards the government's target to bring greenhouse gas emissions to net zero by 2050 through the 2025 to 2030 Greening Government Commitments (GGC) | First year contribution to the GGC |
| Increase the number of roof-mounted solar panel installations by a further 60kWp over multiple sites | By March 2026 |

We published our revised Sustainability Strategy in March 2024. In 2025 to 2026 we plan to review the strategy, to consider new developments and reporting requirements as well as the anticipated 2025 to 2030 GGC targets.

We will engage further with the Carbon Literacy Trust with a view to trialling carbon literacy training for colleagues across DVSA. The carbon literacy training helps people to acquire the knowledge and skills to lower their carbon footprint.

By adopting the training, we will work to make DVSA an accredited Carbon Literate Organisation (CLO) that is accredited by the Carbon Literacy Project as having a substantial commitment to carbon literacy. CLO accreditation supports the development and recruitment and retention of a carbon literate workforce. It supports all colleagues to apply a sustainability lens to decisions they make.

We will create a network of sustainability champions, to build support and gain from individuals' enthusiasm across the agency to contribute to our sustainability agenda and carbon literacy training.

The government fleet commitment is crucial for DVSA because it aligns with broader goals of reducing carbon emissions and promoting sustainable transport. By transitioning to zero-emission vehicles, the DVSA can significantly contribute to the UK's environmental targets, including the goal of achieving net zero carbon emissions by 2050.

To meet the December 2027 target of having 100% zero-emission vehicles in their fleet, DVSA is implementing several strategies:

- Rolling Out Ultra-Low Emission Vehicles (ULEVs): The DVSA fleet has achieved 75% of its vehicles that are ULEV and is continuing to expand this
- Developing Full Electric Solutions: DVSA are working on solutions to transition from ULEVs to fully electric vehicles by December 2027
- Sustainability Strategy: DVSA has a comprehensive sustainability strategy that includes measures for carbon reduction and integrating net zero capabilities into their decision-making processes.

These efforts are part of a broader commitment to making the UK's transport system more sustainable and reducing the environmental impact of government operations.

We will continue to decarbonise our estate, by replacing fossil-fuel heating systems with air-source heat pump systems at selected Multi-Purpose Test Centres (MPTC) and install an additional 60kWp roof-mounted solar panels to reduce our ongoing energy costs and emissions. Our actions will help reduce our estates' energy demand and associated carbon emissions (CO₂e)

Building sustainability into all our business-as-usual activities across the agency and develop engagement opportunities around the sustainability agenda that can enhance the experience of our people and customers.

By developing and overseeing the implementation of DVSA's Sustainability Strategy we will ensure alignment with DVSA and wider DfT and government Strategies.

Our additional reporting requirements include:

- GGC
- Task force on Climate-related Financial Disclosure (TCFD)
- biodiversity (gain) planning.

DVSA's primary approach to commercial activity is through the use of Crown Commercial Services (CCS) Frameworks. CCS frameworks have sustainability at the heart of each framework following the Government Buying Standards and consider product lifecycle. For any procurement that falls outside of CCS frameworks, DVSA follows Government Buying Standards and appropriate sourcing playbooks, which focus on wider sustainability.

In 2025 to 2026, we will also be engaging with the Government Digital Sustainability Alliance, as well as ongoing membership of DfT's Sustainability forum.



Annex A

Annex A

| Financial forecast | Business plan 2025 to 2026 (£'000) |
|------------------------------|---|
| Statutory fee income | (424,655) |
| Non-statutory income | (13,299) |
| Total income | (437,954) |
| Staff costs | 235,261 |
| IT costs | 44,246 |
| Accommodation costs | 47,637 |
| Theory test charges | 56,541 |
| Depreciation | 47,310 |
| Other non-pay costs | 66,134 |
| Total expenditure | 497,129 |
| Net operating deficit | 59,174 |
| Net interest | 11,288 |
| Net deficit | 70,462 |

Departmental Expenditure Limit (DEL) as voted in Parliament ¹

| | |
|---|---------------|
| Resource DEL² | 22,600 |
| Annually Managed Expenditure (AME) | 150 |
| Total Resource and AME | 22,750 |
| Capital DEL | 43,100 |

¹ Delegation of Responsibilities letter issued from DfT on 07/07/2025

² Non-ringfenced RDEL only

Income is displayed as a negative number (in brackets) and expenditure as a positive.

Glossary

| | | | |
|----------------|--|-------------|--|
| AI | Artificial Intelligence | GGC | Greening Government Commitments |
| ADAS | Advanced Driving Assistance Systems | GVTS | Goods Vehicle Testing Service |
| ADI | Approved Driving Instructor | HGV | Heavy Goods Vehicle |
| ATF | Authorised Testing Facility | HMRC | HM Revenue and Customs |
| BAU | Business As Usual | IVA | Individual Vehicle Approval |
| CAF | Cyber Assessment Framework | kWp | Kilowatt-peak |
| CAMS | Connected and Automated Mobility Service | MOT | Annual statutory test for private vehicles |
| CCAV | Centre for Connected and Autonomous Vehicles | MPTC | Multi-Purpose Test Centre |
| CPC | Certificate of Professional Competence | OTC | Office of the Traffic Commissioner |
| CV | Commercial Vehicles | PSV | Public Service Vehicle |
| DfE | Department for Education | RAAC | Reinforced Autoclaved Aerated Concrete |
| DfT | Department for Transport | SNGs | Staff Network Groups |
| DVLA | Driver and Vehicle Licensing Agency | SR21 | 2021 spending review was subsumed into the October 21 budget. It set departmental resource and capital budgets from 2022/23 to 2024/25 |
| D&R | Driver & Rider | TC | Traffic Commissioner |
| ER | Earned Recognition | TCFD | Taskforce for Climate-related Financial Disclosures |
| EV | Electric Vehicles | VCA | Vehicle Certification Agency |



Driver & Vehicle
Standards
Agency

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