



Department  
for Transport

# Motoring Services Strategy

## Summary of Responses

June 2013

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# Introduction

The Motoring Services Strategy consultation was published on December 13 2012 and the consultation period closed on March 7 2013. The objective was to seek opinions on the outline Strategy for Motoring Services set out in the consultation document which is available via the following link:

<https://www.gov.uk/government/consultations/motoring-services-strategy>

The consultation covered those services delivered by the Driver and Vehicle Licensing Agency (DVLA), the Vehicle and Operator Services Agency (VOSA), the Driving Standards Agency (DSA) and the Vehicle Certification Agency (VCA).

Responses were received via one of three channels

- Online through the response form which accompanied the consultation.
- By e mail to the MSSstrategy inbox.
- By post.

and logged on to a spreadsheet.

The response spreadsheet was built up as responses arrived. In the case of email and postal responses decisions sometimes had to be made as to which question each response referred.

In order to manage the increasing amount of data some methods had to be developed as to how to organise the data. This was done in two ways:

- by allocating each respondent to a stakeholder segment (see paragraph 1.2 below)
- by developing a matrix whereby each response was matched to a number of generic “points of view” or themes; each theme being added to the matrix as the responses came in. There is no limit to the number of themes each answer could represent.

Text has only been omitted or redacted where language used was clearly offensive, in order to protect personal information or where a document has been marked "Commercial in Confidence".

The questions asked in the consultation were:

- Question 1:** How often do you deal with the Motoring Services Agencies?
- Question 2:** Which services have you used in the last 12 months?
- Question 3:** Referring to page 15 of the strategy, “Our Guiding Principles” please tell us which of the principles, if any, would help you in our dealings with us?
- Question 4:** Will the vision for digital services outlined on page 17 of the strategy help you in your contacts with any of the four agencies?
- Question 5:** We plan to move to greater delivery of services online or by other digital means. Will these changes help you in your dealings with us?
- Question 6:** Do you think the proposals to reform VCA as outlined on page 17 of the strategy will help you and/or the UK economy?
- Question 7:** Do you have any suggestions for the future structure of VCA or the range of services it offers?
- Question 8:** Do you support our plans to bring the driving test closer to the customer as outlined on page 17 of the strategy?
- Question 9:** How would our plans to bring the driving test closer to the customer affect you as a customer or a business?
- Question 10:** Do you support our plans to reform HGV, bus and coach testing as outlined on page 18 of the strategy?
- Question 11:** How do you think our plans to reform HGV, bus and coach testing will affect road safety?
- Question 12:** How do you think our plans to reform HGV, bus and coach testing will affect convenience for customers and businesses?
- Question 13:** How do you think our plans to reform HGV, bus and coach testing will affect red tape for customers and businesses?
- Question 14:** Do you have any comments on our plans to reform HGV, bus and coach testing?
- Question 15:** Do you agree with our outline proposals for defining our organisations to deliver better services
- Question 16:** Do you have any comments on our plans to re-define organisational boundaries?
- Question 17:** Do you have any other comments on how we can improve our service to you?
- Question 18:** Do you have any other comments on our approach as outlined in the strategy?

The questions have been divided in the body of this report into:

- Those that supply background information (questions 1, 2 and 3)
- Those that prompted a qualitative response (questions 5, 7, 9, 14, 16, 17 and 18)
- Those that prompted a quantitative response (questions 4, 6, 8, 10, 11, 12, 13 and 15)

The Department is grateful to everyone who responded to the consultation and has helped to inform our way forward.

# 1. Executive Summary

- 1.1** There were 632 responses to the consultation
- 1.2** These were divided into seven stakeholder segments. Which were in order of the number of responses:
- Employees - 225 responses
  - Driving Schools and Instructors – 168 responses
  - Private Individuals – 147 responses
  - Transport and Logistics – 43 responses
  - Interest Groups and Representative Bodies – 27 responses
  - Other – 17 responses (consisting of Actuaries, Business and Services, Charity, Corporate Investigations, Finance, Government and Training and Consultancy)
  - Local Government - 5 responses
- 1.3** In depth analysis of the responses from each stakeholder segment can be obtained in the appendices to this document.
- 1.4** Where quotes from responses have been included these are intended to represent common views from that stakeholder segment.
- 1.5** For overall analysis of the quantitative responses a simple technique of subtracting responses opposed to the ideas outlined in the strategy from those in favour showed the following:
- 1.6** Strong support for the fact that "the vision for digital services outlined on page 17 of the strategy help you in your contacts with any of the four agencies". All stakeholder segments were in favour of these proposals.
- 1.7** Lower overall support that "the proposals to reform VCA as outlined on page 17 of the strategy will help you and/or the UK economy?". DfT Employees and Private Individuals were opposed to our proposals; all other segments were in favour.
- 1.8** Strong support for "our plans to bring the driving test closer to the customer as outlined on page 17 of the strategy". All stakeholder segments were in favour of these proposals
- 1.9** Generally supportive with some disagreement around "our plans to reform HGV, bus and coach testing as outlined on page 18 of the strategy". DfT Employees were strongest in their opposition to the plans,

with a lower level of opposition from Private Individuals. All other segments were in favour.

- 1.10** Less agreement that "our plans to reform HGV, bus and coach testing will lead to greater road safety". Employees were strongest in their opposition to the plans, with a lower level of opposition from Private Individuals and Interest Groups and Representative Bodies. All other segments felt road safety would be enhanced to some degree.
- 1.11** Overall agreement that "our plans to reform HGV, bus and coach testing" will improve convenience for customers and businesses. Employees felt this would not be the case. All other segments believed greater convenience would come from our proposals.
- 1.12** General agreement that "our plans to reform HGV, bus and coach testing" will reduce red tape for customers and businesses. Employees felt more red tape would accrue. Driving Schools and Instructors and Interest Groups and Representative Bodies had low levels of support for the proposals' ability to reduce red tape. All other segments had more belief that less red tape would come from our proposals
- 1.13** Fairly strong support for "our outline proposals for defining our organisations to deliver better services". All segments were in favour of our proposals, although the level of support from Employees was low.

## 2. Contact with the Motoring Services Agencies

<b>Table 2.1</b>				
Question 1: How often do you deal with the Motoring Services Agencies?	<b>DSA</b>	<b>DVLA</b>	<b>VCA</b>	<b>VOSA</b>
Less than once a month	140	219	191	215
About once a month	49	34	5	26
More than once a month	195	52	12	51
Total	384	305	208	292
<b>Table 2.2</b>				
Question 2: Which services have you used in the last 12 months?	<b>Response</b>			
MOT Testing (private)	314			
Driving tests	304			
Vehicle Licensing	257			
Driver Licensing	240			
MOT Testing (commercial)	73			
Other	72			
Roadworthiness Testing	69			
New Vehicle/Component Approval	18			
<b>Table 2.3</b>				
Question 3: Referring to page 15 of the strategy, "Our Guiding Principles" please tell us which of the principles, if any, would help you in our dealings with us?	<b>Response</b>			
Putting the consumer and business at the heart of what we do	354			
Rationalising the number of agencies and bodies	158			
Working with a broader range of partners	96			
None of these	62			

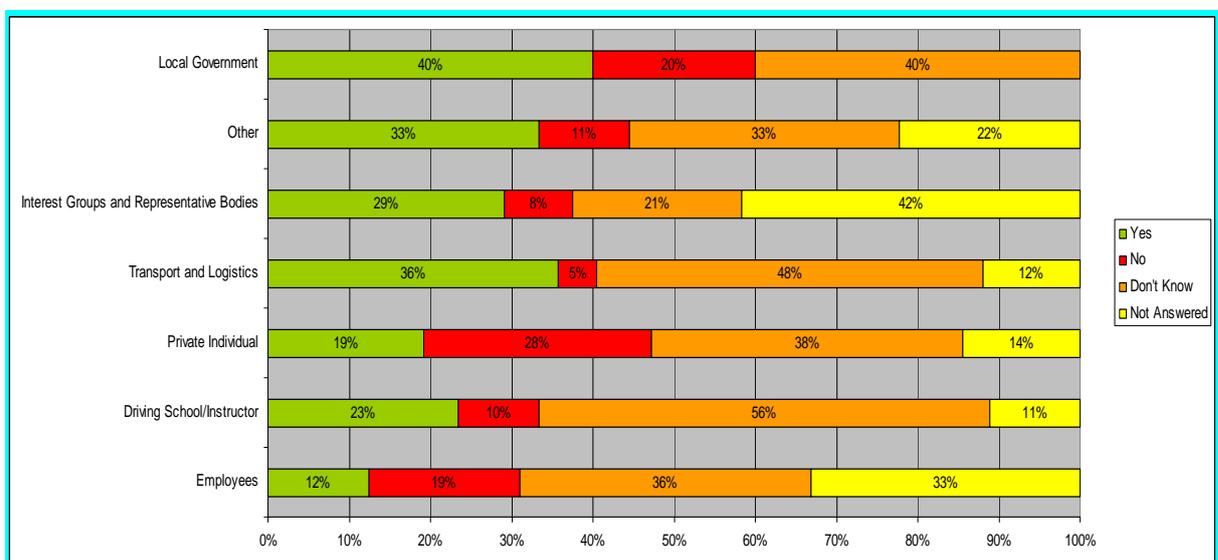
# 3. Responses to Strategic Questions

## Responses to Quantitative Questions 4, 6, 8 and 10

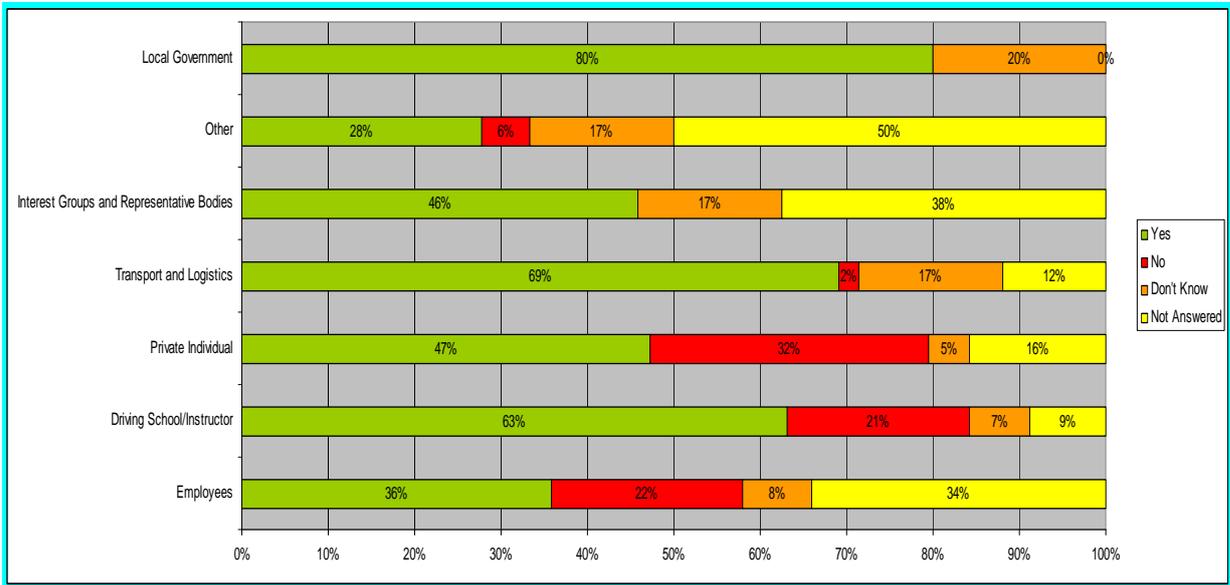
**Table 3.1** Question 4: Will the vision for digital services outlined on page 17 of the strategy help you in your contacts with any of the four agencies?



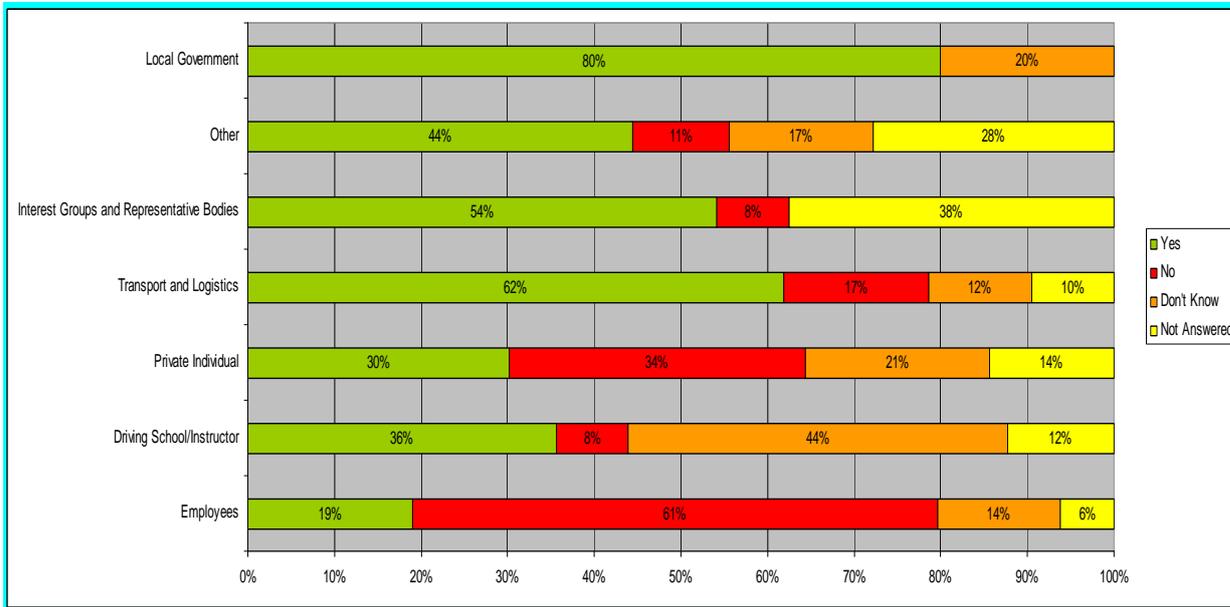
**Table 3.2** Question 6. Do you think the proposals to reform VCA as outlined on page 17 of the strategy will help you and/or the UK economy?



**Table 3.3** Question 8: Do you support our plans to bring the driving test closer to the customer as outlined on page 17 of the strategy?



**Table 3.4** Question 10: Do you support our plans to reform HGV, bus and coach testing as outlined on page 18 of the strategy?



## Responses to Qualitative Questions 5, 7 and 9

<b>Question 5: We plan to move to greater delivery of services online or by other digital means. Will these changes help you in your dealings with us?</b>	<b>429 comments</b>
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### Top ten points raised:

- Can help Customer Service/time/cost efficiency
- Need personal contact
- Consider customers without good online access/skills
- Systems must be customer friendly
- Enables dealings with agencies at all hours and through various media
- Need to invest in sound/joined up/fast/reliable technology
- Negative experience of Government computer systems
- Consider security aspects
- Can aid joined up working across agencies
- Current systems/service levels are fine

69% broadly in favour of proposals  
16% broadly against

### Comments included:

***"I feel it will as contacting online is easy to do. Plus with the modern generations of mobile smartphones, I would never be far away." (Driving Schools and Instructors)***

***"As long as some telephone back up remains - sometimes customers feel more comfortable speaking to someone for reassurance, or in case something goes wrong" (Employees)***

***". . . support . . . in principle but would appreciate proper dialogue with the DVLA on how new services will be delivered . . ." (Interest Groups and Representative Bodies)***

***" Yes, as long as you do it in a 'pull' way rather than 'push'. They need to be focussed on the demands of the customer . . ." (Local Government)***

***"Businesses use online and email services to improve efficiency and it is essential that government departments keep up." (Other)***

***"Only if they actually work. For me in the past these services have failed drastically . . ." (Private Individuals)***

***"Yes providing web pages are easily viewed and written in very simple terms" (Transport and Logistics)***

<b>Question 7: Do you have any suggestions for the future structure of VCA or the range of services it offers?</b>	<b>237 comments</b>
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25% broadly in  
favour of proposals  
23% broadly against

**Top ten points raised:**

Opposed to privatisation/outsourcing  
Merge with other agency/ies/organisations  
Don't change  
Maintain integrity/consistency/standards  
In favour of mutualisation/JV/outsourcing  
Need more information  
Concerns for road safety  
In favour of growth of VCA  
Maintain One Stop Shop  
In favour of mutualisation/JV/outsourcing

**Comments included:**

***"Government operations should be cost effective and deliver value for money but private companies could potentially cut cost and compromise road safety" (Driving Schools and Instructors)***

***"Consumers should understand the relationship between the price of new vehicles and the services VCA have provided to ensure that their operators and all other road users are kept safe" (Employees)***

***"Industry is particularly interested in exploring delivery options with Ministers, including the potential for private sector involvement" (Interest Groups and Representative Bodies)***

***"Look at the customer demand coming in and re-design the system to provide what the customer wants" (Local Government)***

***". . . the VCA would be stronger and be able to grow more significantly if it formed a partnership with another organisation which has experience of driving commercial growth whilst preferably also being sensitive to the legal, regulatory and statutory responsibilities of the VCA . . ." (Other)***

***"will probably privatise easy pickings for the usual suspects" (Private Individual)***

***" . . . we already spend in excess of £300,000 on ECWVTA, plus additional costs in IVA inspections, therefore a partnership or joint venture with us would be advantageous and provide a smoother outflow of product from us to customers and the end users"  
(Transport and Logistics)***

<b>Question 9: How would our plans to bring the driving test closer to the customer affect you as a customer or a business?</b>	<b>397 comments</b>
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**Top ten points raised:**

- Improved access and convenience
- Concerns around loss of integrity
- Improved efficiency/cost effectiveness/flexibility
- Concern for facilities
- Concerns for road safety
- Opposed to privatisation of testing
- Loss of consistency/standards of test
- Suggestions from respondents as to how to improve service
- No Change Required
- Opposed to use of retail premises on grounds of public perception and propriety

59% broadly in favour of proposals  
28% broadly against

**Comments included:**

***"As an ADI who resides in a rural location I would welcome this move as it could reduce the need for me to travel to and from the "test route area" and would reduce the elements of "learning test routes by rote" which has to be better for driving standards"  
(Driving Schools and Instructors)***

***"The DSA Estate and, therefore, its rent & rates bill will diminish. Unnecessarily prolonged delays for tests will be avoided "  
(Employees)***

***"Less travel all round thus will be greener" (Interest Groups and Representative Bodies)***

***" . . . By removing . . . restrictions some 'partner agencies' would then not have to travel the 70 mile round trip to the nearest DSA site, it would also assist with the planning of courses and tests"  
(local Government)***

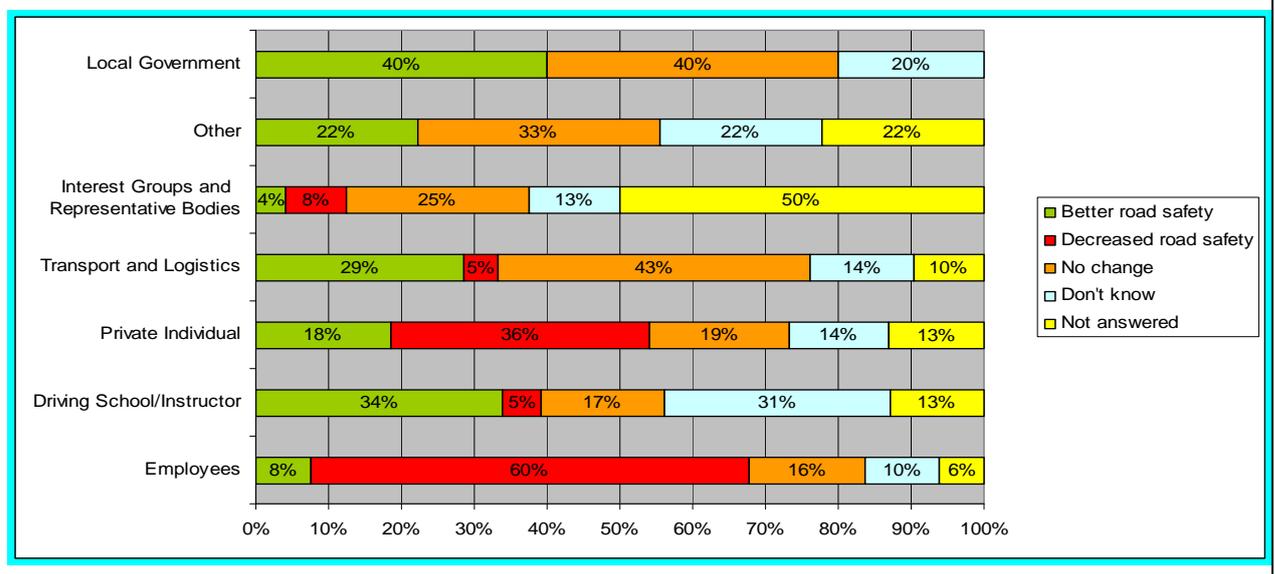
***"Likely to benefit large operators but not individuals or small operators" (Other)***

***"I question whether the integrity of the test can be maintained in the hands of the private sector. I firmly believe the standard of the test will fall, and eventually the cost to the customer will rise . . ."***  
***(Private Individual)***

***It will have no effect on me as I have no involvement in driving tests. However I am sure it will be of benefit to driving instruction businesses" (Transport and Logistics)***

## Responses to Quantitative Questions 11, 12 and 13

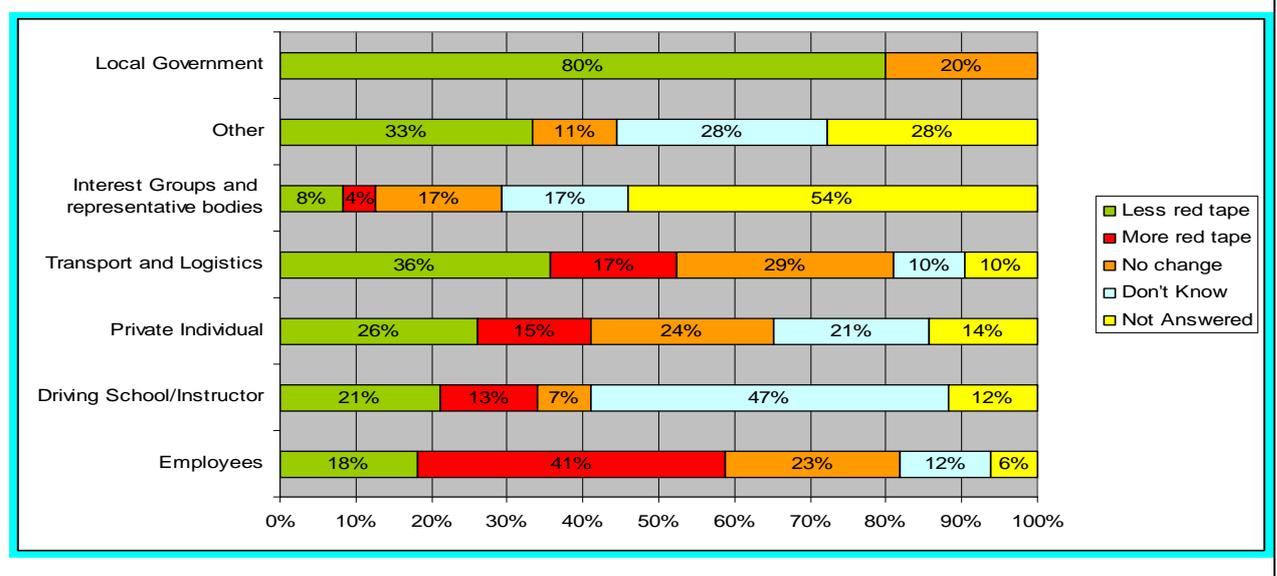
**Table 3.5** Question 11: How do you think our plans to reform HGV, bus and coach testing will affect road safety?



**Table 3.6** Question 12. How do you think our plans to reform HGV, bus and coach testing will affect convenience for customers and businesses?



**Table 3.7** Question 13: How do you think our plans to reform HGV, bus and coach testing will affect red tape for customers and businesses?



## Responses to Qualitative Question 14

**Question 14: Do you have any comments on our plans to reform HGV, bus and coach testing?**

**338 comments**

### Top ten points raised:

- Concern over road safety
- Concern over integrity and impartiality
- Concern over reduction in standards
- Loss of consistency
- Concern over private sector involvement
- Concern over increased costs
- Welcome private sector involvement
- Need more information
- Concern over current standards of testing
- Need to involve industry in discussions about plans

31% broadly in favour of proposals  
51% broadly against

### Comments included:

***"Fine as long as the standards are not allowed to drop" (Driving Schools and Instructors)***

***"A difference of 15% in safety figures following delegated testing is a matter of concern" (Employees)***

***"We are disappointed to note testing stations are being closed before replacements from the private sector are in place" (Interest Groups and Representative Bodies)***

***". . . private sector testing works for cars so there should be no reason why it can't work for commercial vehicles." (Local Government)***

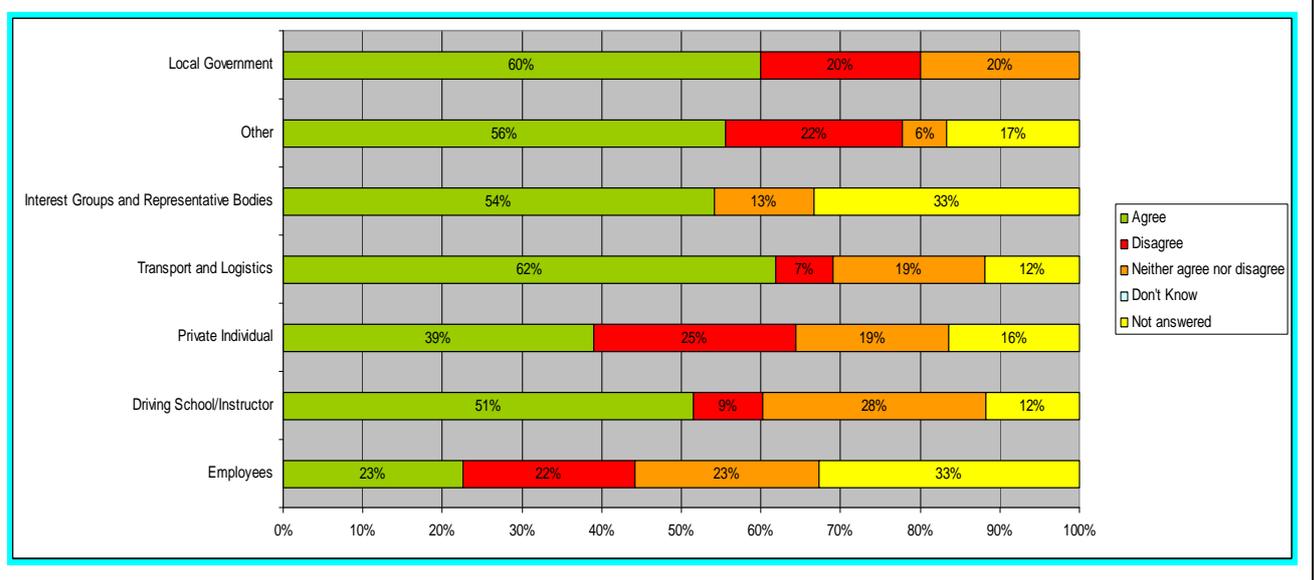
***"Testing at private sector providers premises will allow for clearer communication between testers and repairers which should lead to greater efficiency" (Other)***

***"If the testing is linked to private partnerships there surely has to be doubts about the integrity of the test" (Private Individuals)***

***"Push these plans forward as soon as possible" (Transport and Logistics)***

## Responses to Questions 15 and 16 (Agency Reform)

**Table 3.8** Question 15: Do you agree with our outline proposals for defining our organisations to deliver better services?



**Question 16: Do you have any comments on our plans to re-define organisational boundaries?**

**278 comments**

**Top ten points raised:**

Concern over integrity  
Merge/reduce number of agencies  
Share back office resource  
Concerns that cost cutting is undermining effectiveness  
Concern over reduction in customer service  
Past experience shows change fails to deliver  
Concerns over impact on road safety  
Will cause confusion  
Centralise all under DfT  
Consider process improvement

47% broadly in  
favour of proposals  
26% broadly against

**Comments included:**

***"Change is certain; it should not be used to get rid of civil servants for the sake of making it easier for government." (Employees)***

***"There are too many different organisations involved in the same area at the present time so I fully support any re-defining - as long as the focus remains on maintaining and delivering one of the safest road systems in the world." (Driving Schools and Instructors)***

***"Any changes made should be with the customer in mind, with a view to making the process as simple as possible for them" (Interest Groups and Representative Bodies)***

***"more focus on delivery" (Local Government)***

***"You should consider including Highways Agency in the work. There is a clear synergy between Highways patrol officers and VOSA stopping officers work" (Other)***

***"Anything that can be done to keep the cost of motoring down in the UK is a bonus, but the integrity of the agencies providing these services must be maintained to the highest possible standard" (Private Individuals)***

***"The clearer you can make all practice, procedures, regulatory authority the easier it will be for both business and the public to deal with the various agencies." (Transport and Logistics)***

## Responses to Questions 17 and 18

**Question 17: Do you have any other comments on how we can improve our service to you?**

**272  
comments  
received**

### **Top ten points raised:**

Work with stakeholders to improve services

Improve online services

Improve customer service

Improve communication

Change testing procedures

Must consider road safety

Reduce cost to the public

Don't change

Resist privatisation

Reduce waiting/travelling time and Abolish paperwork (eg tax disc)

### **Comments Included:**

***"Close ALL rural Test Centres. It is ridiculous that people are being passed fit to drive on all UK roads having merely been tested in villages." (Driving Schools and Instructors)***

***"Please do what you can to understand the roles of the agencies. I fully support the review and think it is overdue but it does come across slightly as an exercise to deliver a smaller estate and reduce headcount giving an overall financial saving. Whilst that maybe a benefit outcome have we reviewed the strategy for the right reasons." (Employees)***

***"Because much of what the agencies do is governed by legislation it is sometimes difficult to entirely satisfy customer's needs. We hope that the radical overhaul of the agencies may include putting in place measures to overcome legislative obstacles where there are clear advantages to all in doing so." (Interest Groups and Representative Bodies)***

***" Remove the restrictions on Delegated Examiners and their premises" (Local Government)***

***"Look at bringing all these agencies back into DfT to provide better VFM to the tax payer by centralisation of functions" (Other)***

***"Maintain the opportunity for customers to submit paper applications if they wish and also enable a 'human' element to motoring services. I appreciate that digital is the way forward ; but it shouldn't replace human contact where necessary or required. What happens when the system goes down - you will need people at that point!!" (Private Individuals)***

***"Increase and accelerate homogenisation of services. Large bureaucracies and duplicated administration is wasteful and unnecessary" (Transport and Logistics)***

<b>Question 18: Do you have any other comments on our approach as outlined in the strategy?</b>	<b>286 comments received</b>
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**Top ten points raised:**

- Keep Services Public
- Consult with Stakeholders
- Concern for road safety
- Concern for integrity
- Suspicion that reform is purely cost cutting
- Concern for standards
- Continue direction of travel
- Do not dilute staff expertise
- Change test procedures
- Improve enforcement

**Comments Included:**

***"I fully accept that cost savings must be made by all government departments. But I urge you not to put cost ahead of service to those whom you serve." (Driving Schools and Instructors)***

***"Although I totally agree that the reduction of any identified waste including the merging of agencies should be carried out. As a career civil servant I do not consider the wholesale transfer of services from public to private sectors as a good thing and so long as we provide the right service to industry I am sure that they would rather have the independence that we provide." (Employees)***

***"The consultation comes at an interesting time. As outlined in the Minister's foreword, a number of challenges exist to ensure the agencies are fully focussed on the needs of individual customers and business. They need to be flexible to cater for change, act properly in the national interest and in the interests of the customers it serves. This is particularly important during the current period of economic uncertainty and the need for motoring services to facilitate both business and customer demands, if the agencies are to contribute towards creating the conditions for much needed economic growth." (Interest Groups and Representative Bodies)***

***". . . To me it looks like the purpose of all your services is to make driving safer - plus collecting tax to pay for it" (Local Government)***

***"Focusing on the customer alongside value creation and reducing organisational complexity will delivery significant performance improvement. The skills to make this happen are critical "(Other)***

***"I believe that the DfT should avoid viewing the out-sourcing of it's services as the best way to make savings. The DfT should explore the option of linking up it's services in greater detail." (Private Individuals)***

***"Other than to reinforce our viewpoint that all HGV, bus and coach testing must continue to be performed by government agency staff." (Transport and Logistics)***

# Appendix A Detailed List of Respondents

## **1 Driving Schools and Instructors – 168 responses**

## **2 Employees - 225 responses comprising:**

Department for Transport	-	1
Driving Standards Agency	-	91
Departmental Trade Union Side	-	1
Driver and Vehicle Licensing Agency	-	12
Vehicle and Operator Services Agency	-	120

## **3 Interest Groups and Representative Bodies – 27 responses from:**

Approved Driving Instructors National Joint Council (ADINJC)

Automobile Association (AA)

British Motorcyclists Federation (BMF)

British Parking Association (BPA)

British Vehicle Renting and Leasing Association (BVRLA)

Campaign to Reopen Trowbridge Driving Test Centre

Confederation of Passenger Transport (CPT)

Finance and Leasing Association (FLA)

Freight Transport Association (FTA)

Garage Equipment Association (GEA)

Kilmarnock and District Driving Instructors Association

Magistrates Association

Motor Schools Association of Great Britain (MSAGB)

National Motoring Action Group (NMAG)

Office of the Traffic Commissioner\*

Oxfordshire driving instructors association

People 1st

Press Association

Retail Motor Industry Federation (RMIF)

Road Haulage Association (RHA)

Road Rescue Recovery Association

Society of Motor Manufacturers and Traders (SMMT)

South Yorkshire Safer Roads Partnership

The Association of Local Bus Company Managers (ALBUM)

The Motor Cycle Industry Association (MCI) and The Motor Cycle Industry Trainers Association (MCITA)

Traffic Commissioners for Great Britain (TCGB)\*

Vehicle Builders and Repairers Association (VBRA)

\* it should be noted that the Traffic Commissioner has two responses.

#### **4 Local Government - 5 responses**

"Local Government"

Norfolk County Council

Local Authority Fire and Rescue Service (Merseyside referenced in e mail address)

Crawley Borough Council

"Local Authority" (Edinburgh referenced in e mail address)

#### **5 Other (consisting of Actuaries, Business and Services, Charity, Corporate Investigations, Finance, Government and Training and Consultancy) – 17 responses**

**Other (Actuary)**

"The Actuarial Profession's Third Party Working Party

(Consultation and Communication)"

**Other (business and services)**

Consultant for Simonyx Ltd

Fujitsu

L.S.C.

Logica

MKADIA Milton Keynes

Sellwood Limited

"sole trader"

**Other (Charity)**

Home Start

**Other (corporate investigations)**

Outforce Corporate Investigations Limited

**Other (finance)**

"a corporate finance advisory firm"

**Other (Government)**

MOD

Ministry of Defence

Scottish Government

Transport for Scotland

**Other (Publishing and Communications)**

Williams Lea

**Other (Training and Consultancy)**

RLR Services

**6 Private Individuals – 147 responses**

**7 Transport and Logistics – 43 responses from:**

Abacus

Blackpool Transport Services Ltd - Bus and trams

Chilled Distribution & Driver CPC Training  
Community Transport provider  
Coram UK Ltd  
DHL Supply Chain  
DHL/B&Q  
East Yorkshire Motor Services Limited  
Enfield spares  
Fire and Rescue Service  
First Group  
Globe Scaffolding Ltd  
GTO Automotive Limited  
HGV Scrap Haulage  
hgv vehicle repairs  
Imperial J Coates (hgv services) ltd  
Commercial Ltd  
J&A Marshall Ltd  
JCB Landpower Limited  
Large family owned franchised commercial vehicle dealer group  
LGV driver  
London Waste  
Metrobus  
Motor trade  
O&H Facilities Ltd  
On behalf of DAF trucks  
P W Gates Distribution Ltd  
Produce growers and haulage  
Road transport & commercial vehicle maintenance  
St John Ambulance

Stuarts Truck & Bus

Syscom PLC

Three Counties Contracts Road Haulage

Transport for London

Transport Industry

Transport Museum (principally preserved buses) and PCV operator

Transport Training

trentbarton buses

Truck (UK) Limited

TSL Scaffolding

“vehicle manufacturer”

VMCC Ltd

Wylfa Power Station

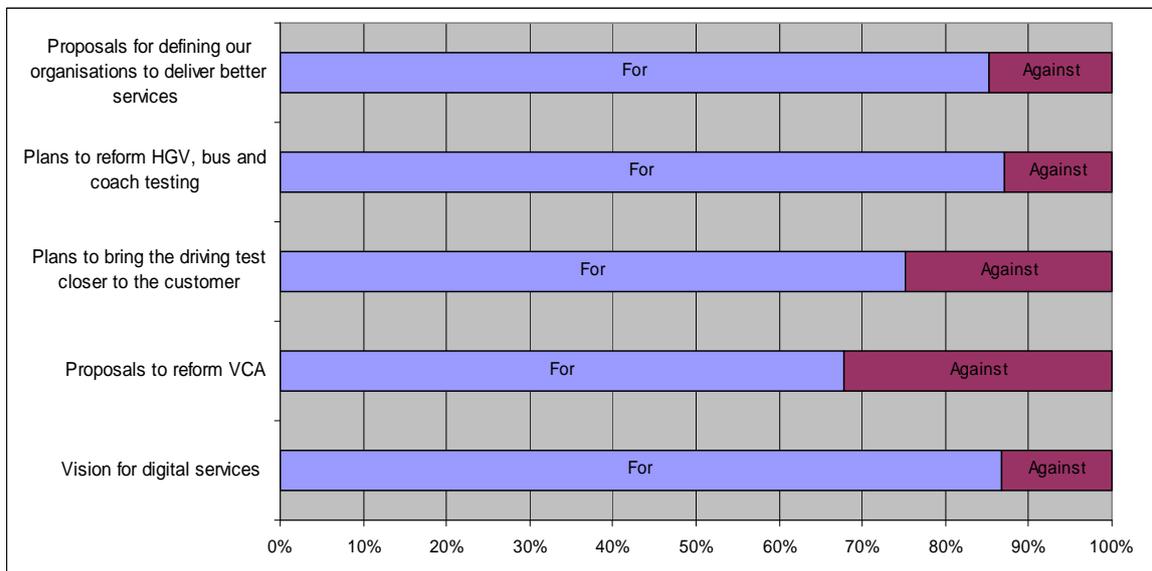
# Appendix B Driving School and Instructors Responses

Total Responses - 168

## Findings of Summary of Responses from Driving Schools and Instructors

The second biggest of the 7 stakeholder groupings established from the responses illustrated a high usage of DSA and DVLA services with Driving Tests and Private MOT testing the most common interactions.

**Table B1 Summary of Support for the Strategy from Driving Schools and Instructors**



There was a 74% approval rating of the plans for digital. Comments around the move to online and digital included:

***“Yes service online or other digital will help if will be a clean plain English not to complicate for customers”***

***“Yes, but it is very important that people can still deal with DSA and DVLA by other means than digital eg still book tests by phone, still tax cars at post offices. If not, it discriminates against those who cannot afford the internet at home or are not capable of using it”***

More than twice as many respondents were in favour of VCA reform than against it although the large majority had no view or were undecided on this aspect of the strategy. Comments included:

***“I do not have day to day dealings with VCA, but I use vehicles and share the road with vehicles that will have been approved by VCA. I would be concerned if it were 'privatised' in any way, because whilst it is 'part of government' it can remain impartial, and have safety and integrity genuinely as it's core values. Introducing any aspect of involvement from commercial companies could mean that shareholders, share price and profit become the driving factors.”***

Three times as many respondents favoured plans for bringing the driving test closer to the customer than were opposed to it. Comments included:

***“As a DSA ADI (Driving Instructor) I am greatly concerned about any potential move that takes the driving test out of the hands of official government controlled bodies, and places it in the hands of an external business which will be motivated by profit. The simple fact of the matter is, the driving test MUST remain above the concern of making a profit to ensure that strict standards of safety, and fairness are maintained. I can really only see three avenues for such a business endeavour to make money, one would be to raise the price of the driving test, £62 is already quite steep especially for young people, considering that their average driving lesson costs between £20 - 27 an hour (depending on which part of the country you are in). Secondly for more candidates to be failed on test for minor faults, causing the candidate to have to take another test. After all, a candidate that passes their test first time, is not a good customer to a profit focussed organisation, repeat customers are. Or thirdly introducing some form of advertising sponsored revenue in the test centre. We are already overrun with ads and commercials, the last thing pupils would want is to be bombarded with commercial marketing in the test centre when they are waiting for their test. This is already an anxious and nerve racking period.*”**

***“In short, I am not aware of anyone in my industry that is in favour of privatising the driving test. The safety of our roads is too important, and cannot be motivated by profit.”*”**

***“I would support bringing tests to local council office/ sports centres etc. I am less keen on using retailers eg. Halfords, Asda etc in retail parks”*”**

Plans to reform HGV, bus and coach testing generated 42% support with 6% against but most respondents to the consultation were agnostic on this aspect of the strategy. Comments included:

***“This does not directly affect me, but I want the reassurance that other vehicles that I share the road with are safe.***

***“If you are using VOSA staff to do the testing then this can be controlled, if you are allowing private companies to do the testing then I would have concerns over safety standards, as commercial interests could potentially conflict with safety”***

Nearly six times as many respondents were in favour of plans to redefine organisational boundaries than against. Comments on this included:

***“It is a statement of intent which is clearly positive, but that's all it appears to be. Whether it can be carried out effectively naturally remains to be seen. That's not a criticism, but simply an inevitable fact.”***

***“Where agencies have a link (e.g. motoring) it can make sense to share some 'back office' resources. Cost and efficiency savings could be made by having one HR Department, one Accounts Department, and so on. It could also potentially make it easier to work with colleagues from other areas if they are in one organisation with the same chief executive rather than two separate organisations with their own ways of working.”***

Other comments on the service provided and approach under consideration included:

***“I have never really understood why I have to pay such a large sum of money to renew my ADI certificate...???... I paid my money for the qualifying tests, Yes we get the occasional Check Test, but the price of that piece of laminated card seems awful high.....Have you thought of lowering the price to those that get a higher grade...??.”***

***“There is not enough detail in the strategy to enable an informed decision as to whether these changes will be beneficial”***

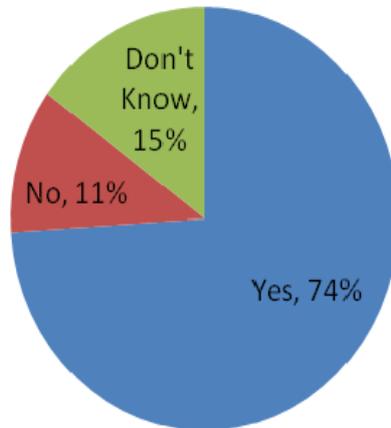
***“The skills required to drive are totally different now to 1935. Yet it is still legal for anyone to fix "L" plates to a car and teach their relatives or friends. This should have stopped years ago, as to the best of my knowledge it has throughout the rest of the E.U”***

69% of respondents believed that Putting the consumer and business at the heart of what we do would produce the most help in dealing with Motoring Services, with 31% believing Rationalising the number of agencies and bodies would help. Only 3% of the group believed none of the principles would help in this respect.

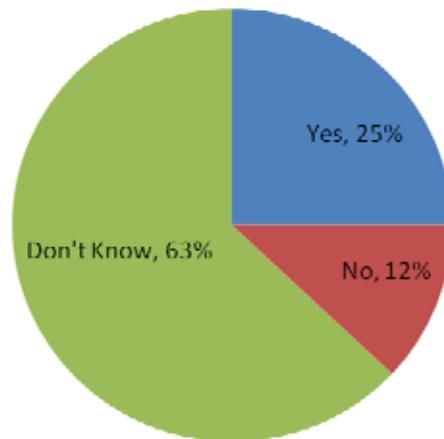
**Table B2: Frequency and Nature of Contact**

<b>Question 1: How often do you deal with the Motoring Services Agencies?</b>	<b>DSA</b>	<b>DVLA</b>	<b>VCA</b>	<b>VOSA</b>
Less than once a month	18	104	73	77
About once a month	24	9	0	5
More than once a month	112	11	1	3
Total	154	124	74	85
<b>Question 2: Which services have you used in the last 12 months?</b>				
				<b>Response</b>
Driving tests				150
MOT Testing (private)				94
Driver Licensing				80
Vehicle Licensing				69
MOT Testing (commercial)				10
New Vehicle/Component Approval				5
Roadworthiness Testing				3
<b>Question 3: Referring to page 15 of the strategy, “Our Guiding Principles” please tell us which of the principles, if any, would help you in our dealings with us?</b>				
				<b>Response</b>
Putting the consumer and business at the heart of what we do				116
Rationalising the number of agencies and bodies				52
Working with a broader range of partners				28
None of these				6

**Table B3 Question 4: Will the vision for digital services outlined on page 17 of the strategy help you in your contacts with any of the four agencies?**



**Table B4 Question 6. Do you think the proposals to reform VCA as outlined on page 17 of the strategy will help you and/or the UK economy?**



**Question 5: We plan to move to greater delivery of services online or by other digital means. Will these changes help you in your dealings with us?**

132 comments received. Full responses are available at Annex A of the document Annexes Driving Schools and Instructors.

The top five themes were:

**Can help Customer Service/time/cost efficiency**

**Need personal contact**

**Can deal with agencies at all hours & through various media**

**Must be customer friendly**

**Consider customers without good online access/skills**

**Question 7: Do you have any suggestions for the future structure of VCA or the range of services it offers?**

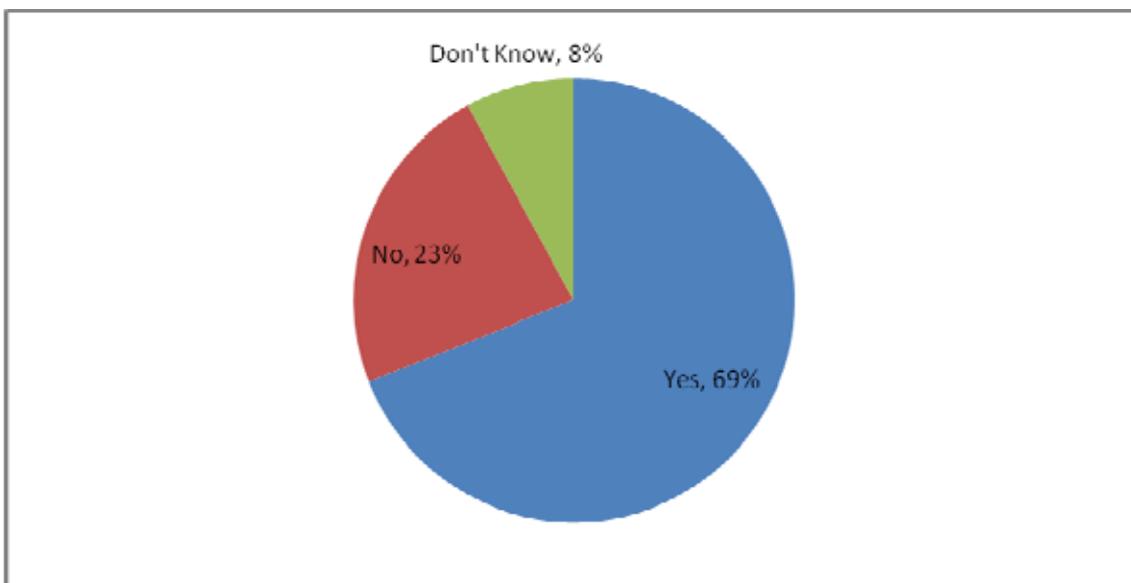
61 comments received. As has been mentioned most of this category have limited involvement with VCA. Full responses are available at Annex B of the document Annexes Driving Schools and Instructors.

The top two themes were:

**Concerns for Road safety**

**Keep in UK**

**Table B5 Question 8: Do you support our plans to bring the driving test closer to the customer as outlined on page 17 of the strategy?**



**Question 9: How would our plans to bring the driving test closer to the customer affect you as a customer or a business?**

132 comments received. Full responses are available at Annex C of the document Annexes Driving Schools and Instructors.

The top five themes were:

**Improved access and convenience in rural areas**

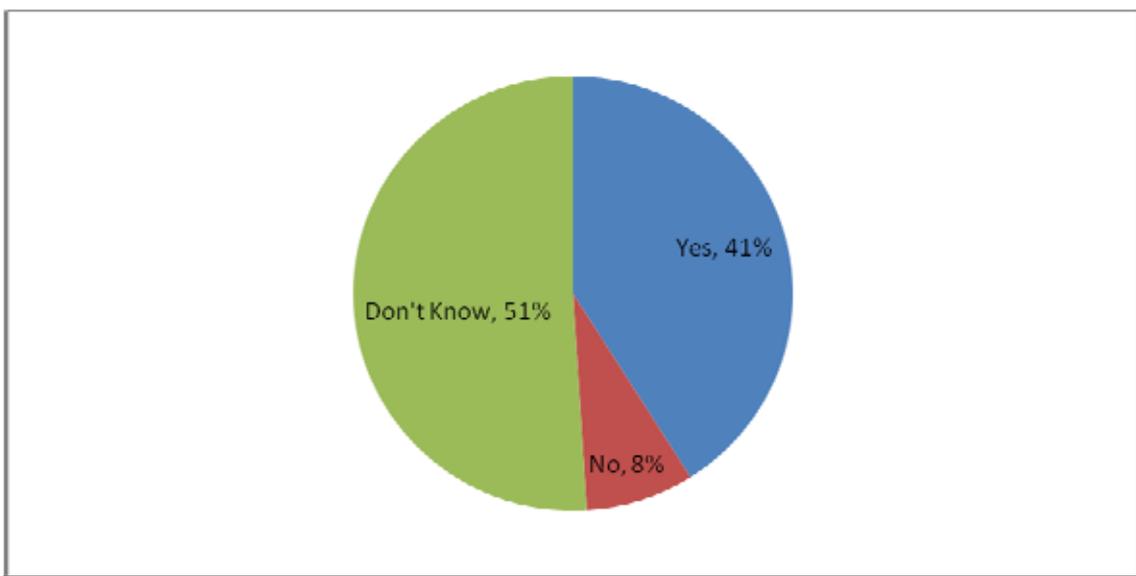
**Improved efficiency/cost effectiveness/flexibility**

**Concerns around Loss of integrity**

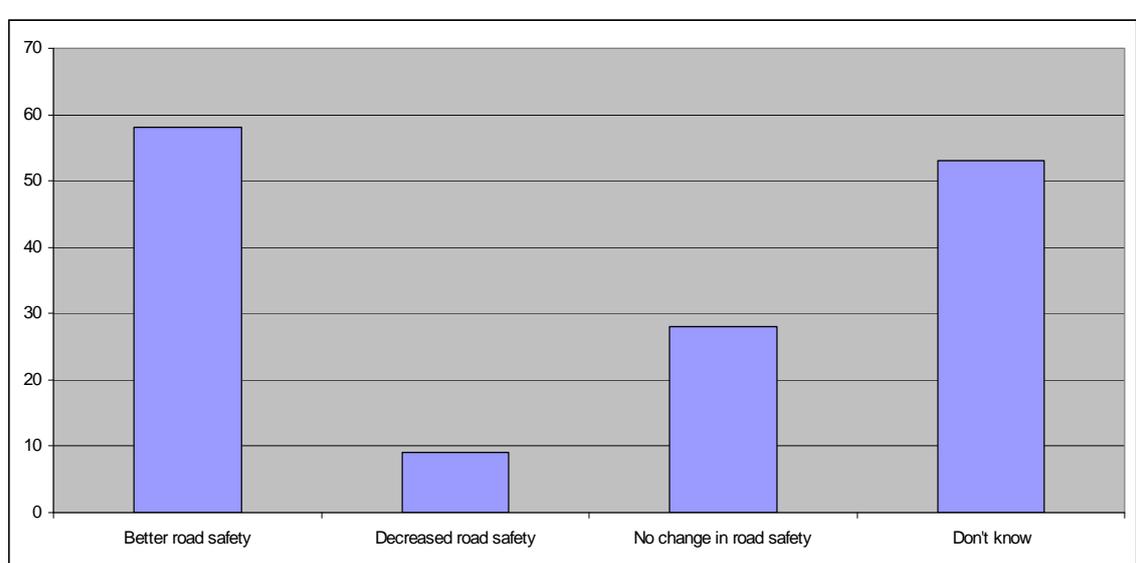
**Concern for facilities**

**Loss of consistency/standards of test**

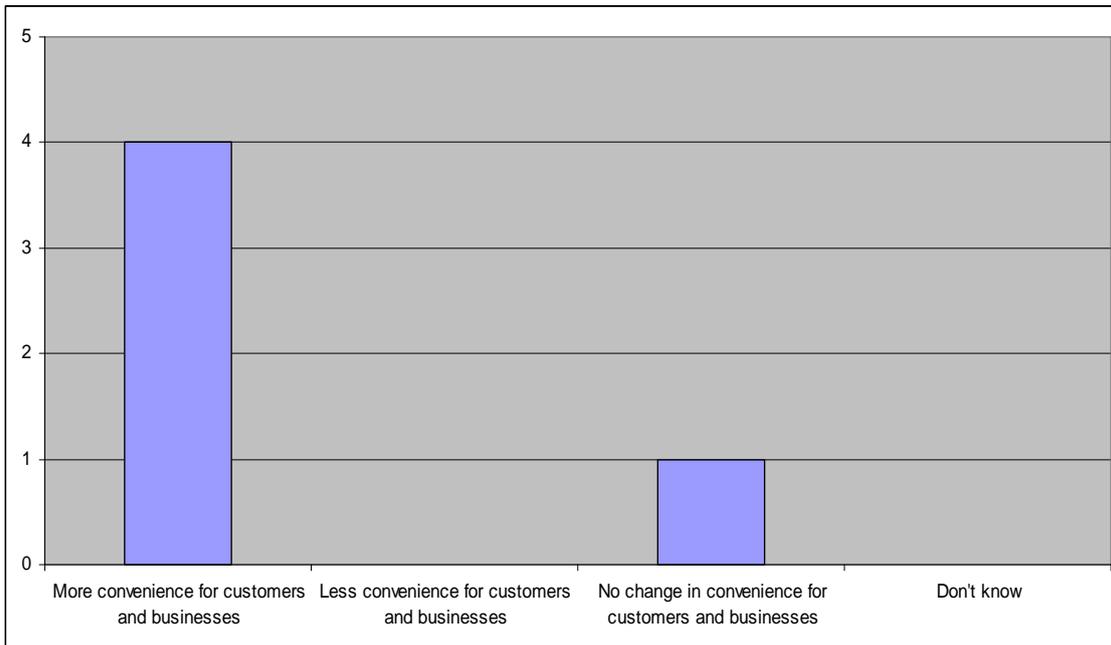
**Table B6 Question 10: Do you support our plans to reform HGV, bus and coach testing as outlined on page 18 of the strategy?**



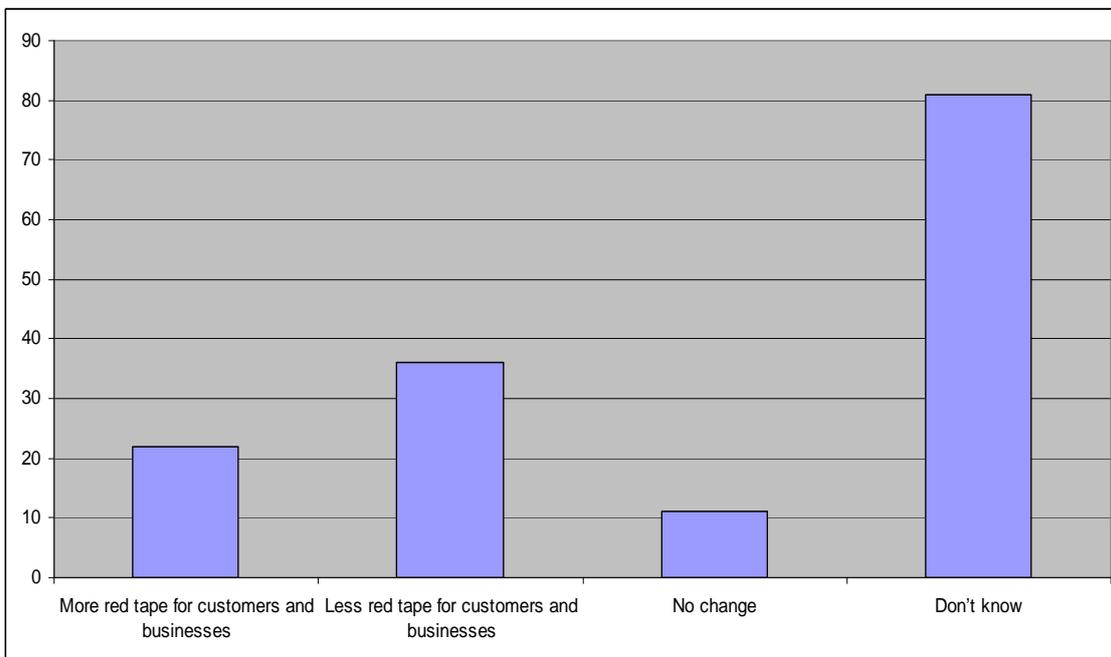
**Table B7 Question 11: How do you think our plans to reform HGV, bus and coach testing will affect road safety?**



**Table B8 Question 12. How do you think our plans to reform HGV, bus and coach testing will affect convenience for customers and businesses?**



**Table B9 Question 13: How do you think our plans to reform HGV, bus and coach testing will affect red tape for customers and businesses?**



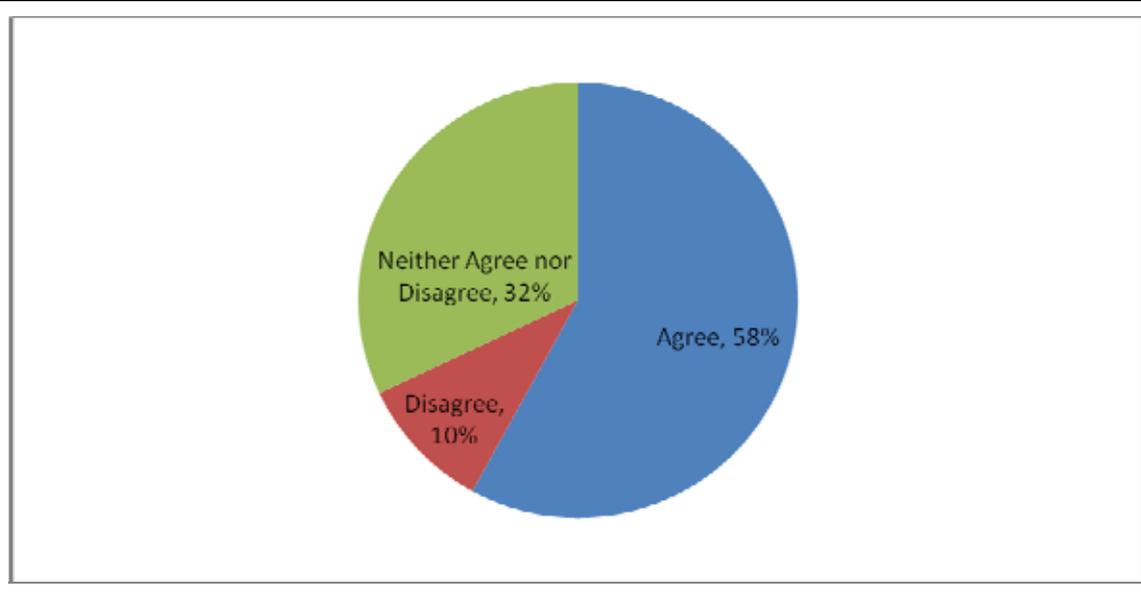
**Question 14. Do you have any comments on our plans to reform HGV, bus and coach testing?**

61 comments received. Full responses are available at Annex D of the document Annexes Driving Schools and Instructors.

The three themes with the most responses were:

- Concern over reduction in standards**
- Concern over road safety**
- Concern over private sector involvement**

**Table B10 Question 15: Do you agree with our outline proposals for defining our organisations to deliver better services as outlined on page 18 of the strategy?**



**Question 16: Do you have any comments on our plans to re-define organisational boundaries?**

72 comments received. See Full responses are available at Annex E of the document Annexes Driving Schools and Instructors.

The top two themes were:

- Concern over loss of customer service/front line staff**
- Concern over loss of integrity of Govt service**

**Question 17: Do you have any other comments on how we can improve our service to you?**

90 comments received. Full responses are available at Annex F of the document Annexes Driving Schools and Instructors.

The top five themes were:

- Work with stakeholders/partnerships**
- Change testing procedures**
- Improve communication**
- Improve customer service**
- Improve online service**

**Question 18: Do you have any other comments on our approach as outlined in the strategy?**

68 comments received. Full responses are available at Annex G of the document Annexes Driving Schools and Instructors.

Five recurrent themes were:

**Change test procedures**

**Consult with stakeholders**

**Continue direction of travel**

**Keep services public**

**Concern for Road safety**

# Appendix C Employees Responses

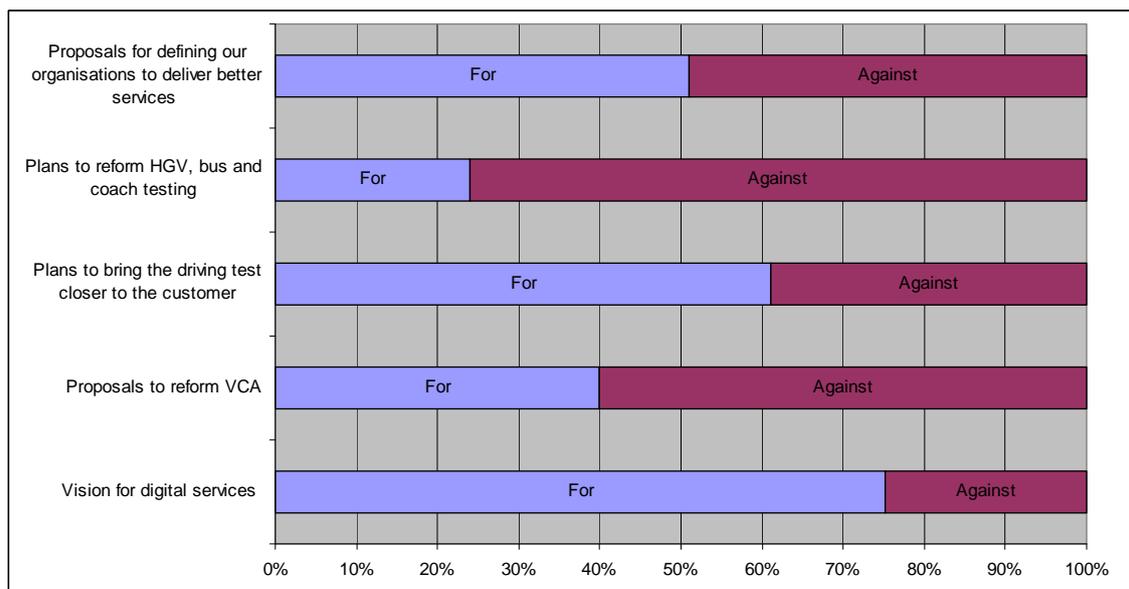
Total Responses – 225

## Findings of Summary of Responses from Employees

The biggest of the 7 stakeholder groupings representing 36% of responses. These broke down as:

<b>Department for Transport</b>	1 response
<b>Driving Standards Agency</b>	91 responses (40% of the grouping, 14% of the total responses to the consultation)
<b>Departmental Trade Union Side</b>	1 response representing all TU members within DfT
<b>Driver and Vehicle Licensing Agency</b>	12 responses (5% of the grouping, 2% of the total responses to the consultation)
<b>Vehicle Certification Agency</b>	no responses
<b>Vehicle and Operator Services Agency</b>	120 responses (53% of the grouping, 19% of the total responses to the consultation)

**Table C1 Summary of Support for the Strategy from Employee Responses**



There was a 65% approval rating of the plans for digital. Comments around the move to online and digital included:

***“As a citizen, being able to do more business with DVLA will benefit me.***

***“As a member of staff, greater use of digital methods will help me deal more efficiently with other parts of the department.”***

***“Yes as it makes it more convenient and easier to deal with. Getting rid of paper licences and tax discs should be done ASAP as these are unnecessary in this digital age.”***

***“I would urge the Government to offer online services wherever reasonably possible, but bear in mind that a significant proportion of the UK population may not want to, or be able to access such services online.”***

19% of respondents were in favour of VCA reform with 28% against. As with most categories of respondent the majority had no view or were undecided on this aspect of the strategy. Comments included:

***“VCA's range of services seems to be too small and disparate to be a viable single entity. It should be merged with VOSA it seems to me. Both organisations operate in a commercial environment and there is a synergy between services.”***

***“VCA works well being given greater freedom from Government security and policy restrictions. Allowing them to keep that freedom or move closer still to a commercial model is a good thing.”***

54% of respondents favoured plans for bringing the driving test closer to the customer with 34% against. Comments included:

***“Allowing 3rd parties to conduct driving tests will destroy the integrity of the test and make it easy for criminals to buy a pass certificate, this will raise the death rate due to traffic accidents which has all ready risen due to relaxation of the standards”***

***“ . . . Will we have the IT support and facilities? Will it be more stressful?***

***Working in isolation surely there are more health and safety implications, and concerns about working alone or in small numbers in none DSA premises, with none DSA vetted co-workers.”***

Plans to reform HGV, bus and coach testing generated 20% support with 65% against. Comments included:

***“Civil Servants have a code of Integrity, Honesty, Objectivity and Impartiality and VOSA staff have done very well to make the safety record of British roads great and there is a continuing improvement culture within VOSA. To allow the private sector to undertake heavy vehicle testing and put profit before road safety is a dangerous route to take:***

- 1. Costs for testing will rise***
- 2. The forward booking times for annual tests will rise but there will be no monitoring***
- 3. Vehicle operators will be forced to purchase other services to secure a test booking***
- 4. Some vehicles operators will receive a less favourable service than others***
- 5. Vehicle operators will have to pay competitors for inspections and their vehicles may have an incorrect testing standard applied***
- 6. There will be increased opportunities for fraud and corruption***

***“For the sakes of all road users in Great Britain the annual testing of heavy vehicles must be kept in the hands of the public sector”***

***“A lot of work has already been done to take testing closer to customers - ie VOSAs ATF strategy. This work should be recognised and continued. I think it important that a core of strategic VOSA sites are retained - in those areas where ATF take up is insufficient and in those areas where there is customer demand for testing to be done at VOSA premises (as opposed to competitors premises)”***

Plans to redefine organisational boundaries met with a fairly equal response; a third of respondents in favour, a third against and a third undecided. Comments on this included:

***“As ever, the ideas sound nice on paper, however, anyone with real experience of such endeavours will no there is a large gap between ambitions and outcomes, witness the current shared services between DSA and DVLA.”***

***“In principle seems OK but there is a huge amount of effort (I would advise learning from HMRC process review which boiled down al business lines to a common view of the customer with 23 core processes - most of which are the same as ours.)”***

Other comments on the service provided and approach under consideration included:

***“This is not a well outlined strategy and the consultation is quite sparse. Presumably this is a deliberate approach, clearly aimed at only includes money saving measures. I would have hoped that more thought would be given to possible effects on staff well-being and road safety.”***

***“Road safety is crucial. VOSA has proven themselves to be professional, effective and efficient since becoming the 1st agency in the early 90's with loyal staff passionate about the service they give to the customer.”***

***“Including a wider range of non government partners may risk this fair and open safety checks on the industry.”***

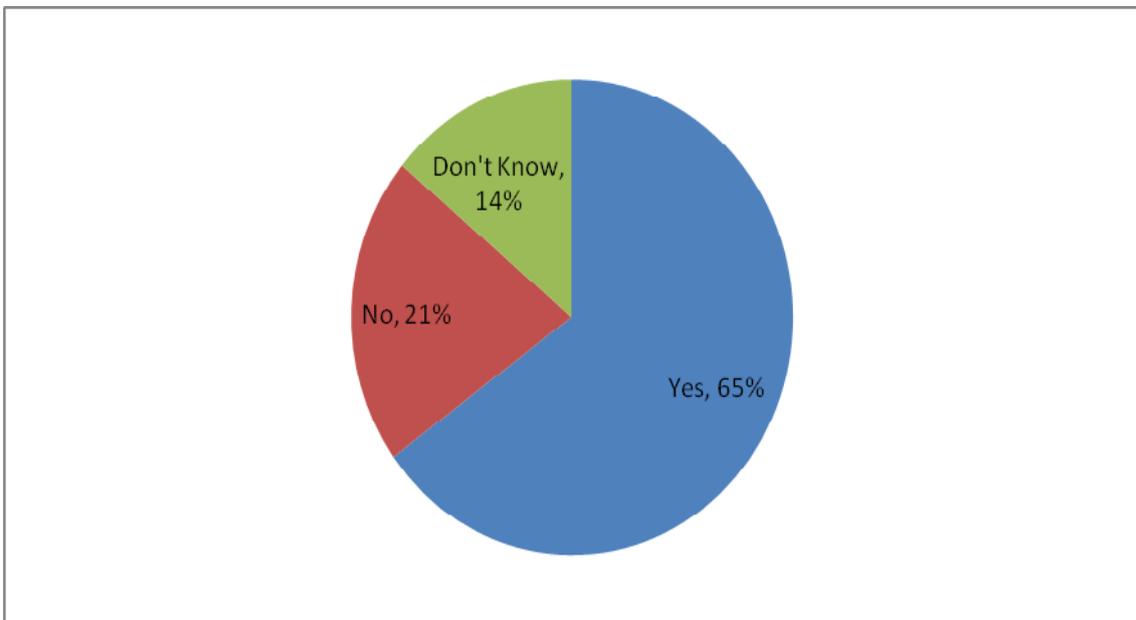
Responses to the question around frequency of contact with the agencies is shown below. Obviously in this category contact could mean a number of things and not necessarily work transactions. Departmental Trade Union Side for example stated that, “. . . as the recognised trade unions we have intimate, daily contact with all the agencies”. Responses to Question 2 illustrate that private MOT testing is the most used service followed by Vehicle Licensing, Driver Licensing and Driving Tests.

Putting the consumer and business at the heart of what we do was the principle which was seen as producing the most help in dealing with Motoring Services and was favoured by 44% of respondents. Rationalising the number of agencies and bodies was favoured by 16% of the Employees group with 13% feeling none of the principles would help in this respect.

**Table C2: Frequency and Nature of Contact**

<b>Question 1: How often do you deal with the Motoring Services Agencies?</b>	<b>DSA</b>	<b>DVLA</b>	<b>VCA</b>	<b>VOSA</b>
Less than once a month	41	3	0	26
About once a month	10	2	0	8
More than once a month	17	6	2	9
<b>Total</b>	<b>68</b>	<b>11</b>	<b>2</b>	<b>43</b>
<b>Question 2: Which services have you used in the last 12 months?</b>				
				<b>Response</b>
MOT Testing (private)				103
Vehicle Licensing				77
Driver Licensing				67
Driving tests				60
Roadworthiness Testing				29
MOT Testing (commercial)				26
Other				17
<b>Question 3: Referring to page 15 of the strategy, “Our Guiding Principles” please tell us which of the principles, if any, would help you in our dealings with us?</b>				
				<b>Response</b>
Putting the consumer and business at the heart of what we do				99
Rationalising the number of agencies and bodies				37
Working with a broader range of partners				30
None of these				29

**Table C3 Question 4: Will the vision for digital services outlined on page 17 of the strategy help you in your contacts with any of the four agencies?**



**Question 5: We plan to move to greater delivery of services online or by other digital means. Will these changes help you in your dealings with us?**

124 comments received. Full responses are available at Annex A of the document Annexes Employees.

The top five themes identified were:

**Can help Customer Service/time/cost efficiency**

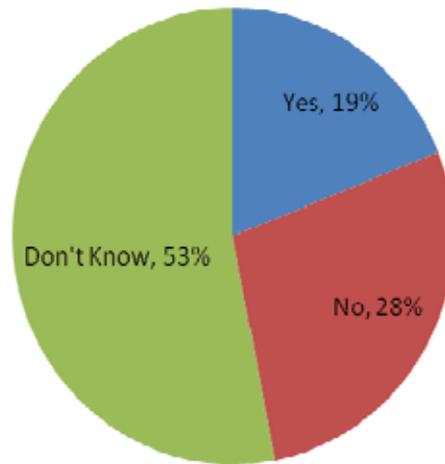
**Need personal contact**

**Consider customers without good online access/skills**

**Need to invest in sound/joined up/fast/reliable technology**

**Can aid joined up working across agencies**

**Table C4 Question 6. Do you think the proposals to reform VCA as outlined on page 17 of the strategy will help you and/or the UK economy?**



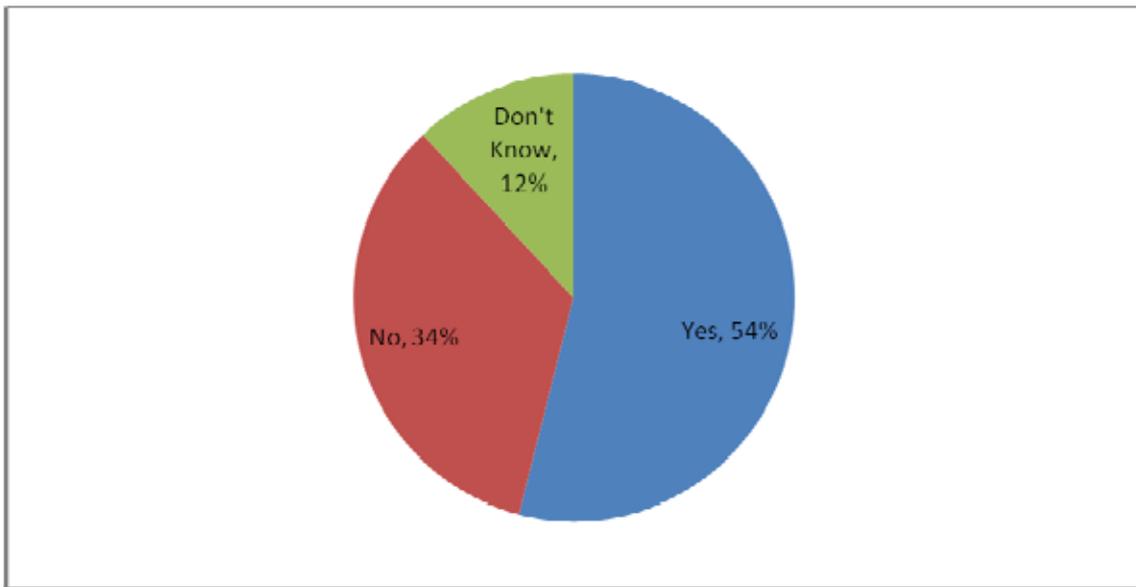
**Question 7: Do you have any suggestions for the future structure of VCA or the range of services it offers?**

66 comments received. Full responses are available at Annex B of the document Annexes Employees.

The top five themes were:

- Opposed to privatisation/outourcing**
- Merge with other agency/ies/organisations**
- Don't change**
- Maintain integrity/consistency/standards**
- Concerns for road safety**

**Table C5 Question 8: Do you support our plans to bring the driving test closer to the customer as outlined on page 17 of the strategy?**



**Question 9: How would our plans to bring the driving test closer to the customer affect you as a customer or a business?**

109 comments received. Full responses are available at Annex C of the document Annexes Employees.

The five themes most consistently raised were:

**Concerns around Loss of integrity**

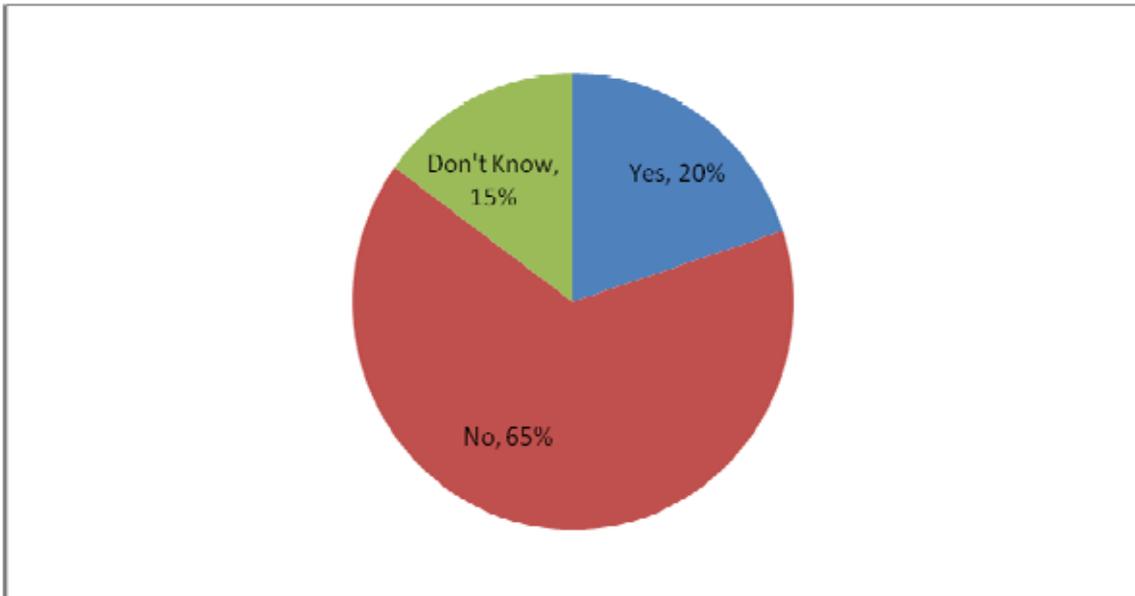
**Concerns for road safety**

**Improved efficiency/cost effectiveness/flexibility**

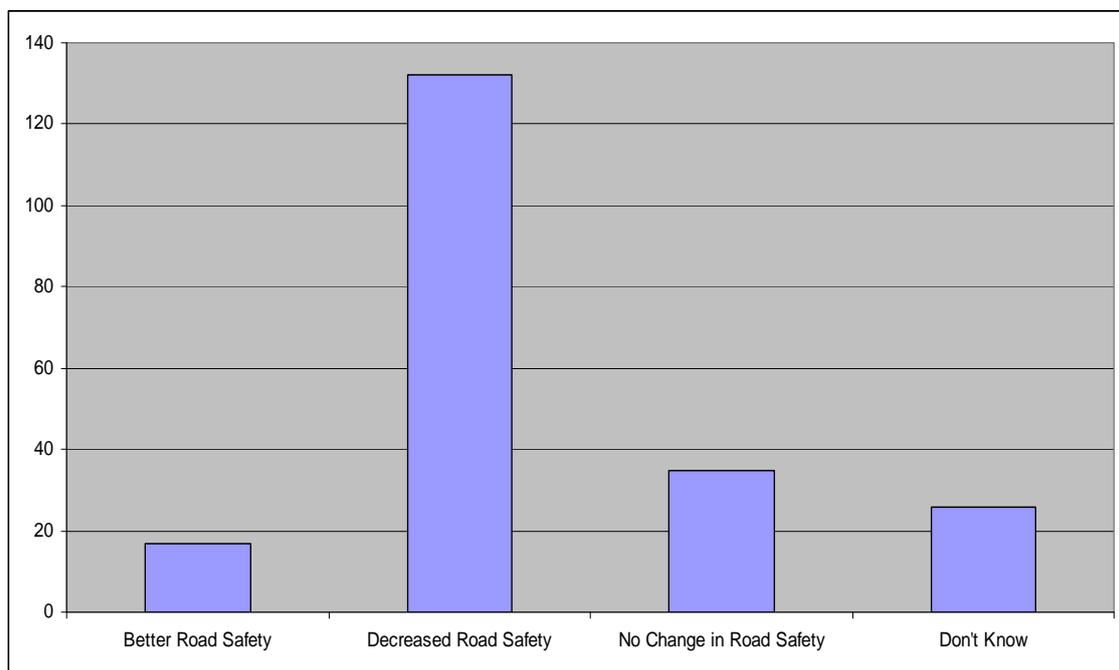
**Concern for facilities**

**Improved access and convenience in rural areas**

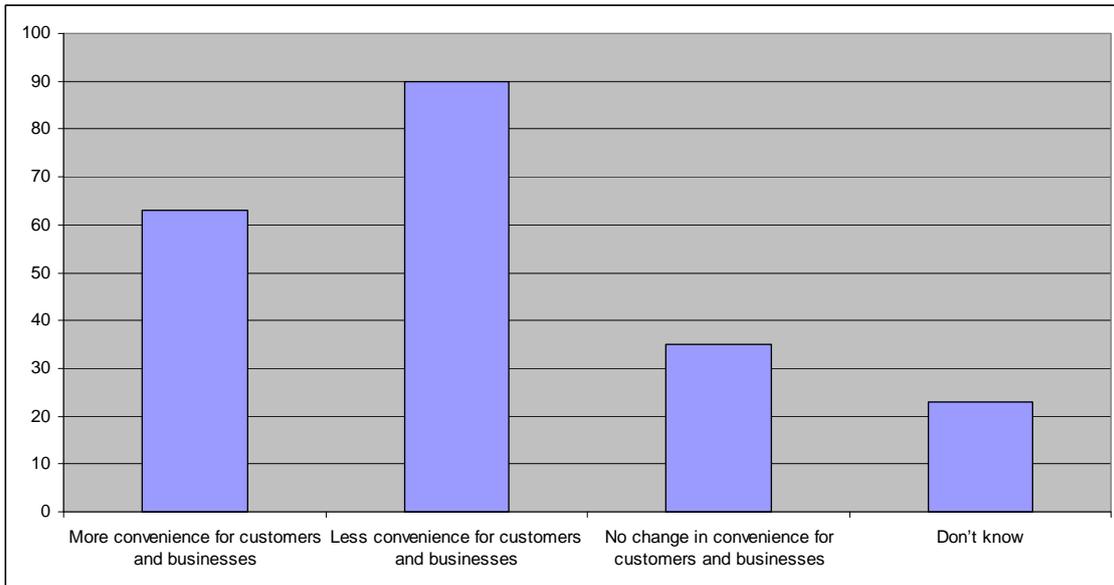
**Table C6 Question 10: Do you support our plans to reform HGV, bus and coach testing as outlined on page 18 of the strategy?**



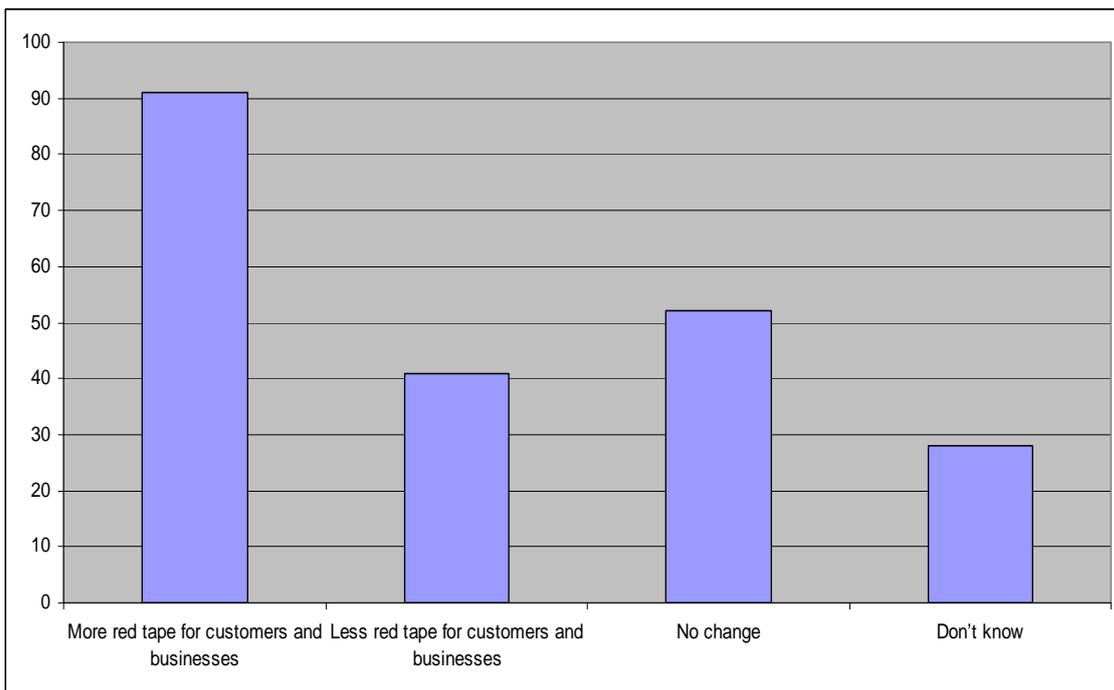
**Table C7 Question 11: How do you think our plans to reform HGV, bus and coach testing will affect road safety?**



**Table C8 Question 12. How do you think our plans to reform HGV, bus and coach testing will affect convenience for customers and businesses?**



**Table C9 Question 13: How do you think our plans to reform HGV, bus and coach testing will affect red tape for customers and businesses?**



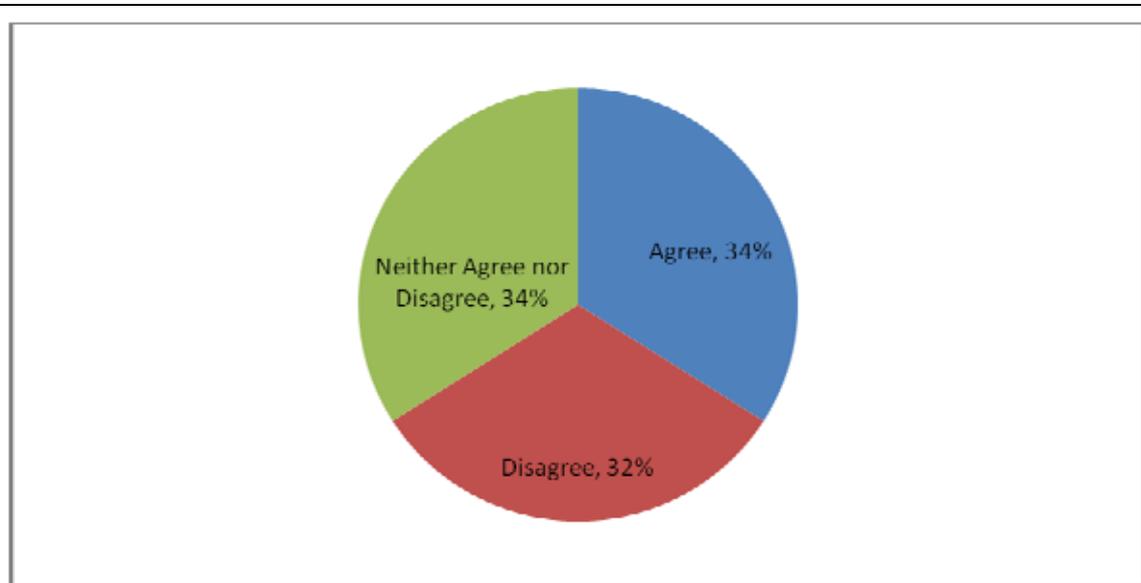
**Question 14. Do you have any comments on our plans to reform HGV, bus and coach testing?**

153 comments received. Full responses are available at Annex D of the document Annexes Employees.

The biggest five themes by response were:

- Concern over reduction in standards**
- Concern over integrity of testing**
- Concern over road safety**
- Loss of consistency**
- Concern over Private sector involvement**

**Table C10 Question 15: Do you agree with our outline proposals for defining our organisations to deliver better services as outlined on page 18 of the strategy?**



**Question 16: Do you have any comments on our plans to re-define organisational boundaries?**

93 comments received. Full responses are available at Annex E of the document Annexes Employees.

The three themes with the most responses were:

- Concern over loss of integrity of Govt service**
- Linked agencies could share back office resource**
- Merge/get rid of some agencies**

**Question 17: Do you have any other comments on how we can improve our service to you?**

73 comments received. Full responses are available at Annex F of the document Annexes Employees.

The three themes with the most responses were:

**Improve online service**

**Improve customer service**

**Work with stakeholders/partnerships**

**Question 18: Do you have any other comments on our approach as outlined in the strategy?**

87 comments received. Full responses are available at Annex G of the document Annexes Employees.

The three themes with the most responses were:

**Keep services public**

**Concern for integrity**

**Concern for Road safety**

# Appendix D Interest Groups and Representative Bodies Responses

Total Responses – 27

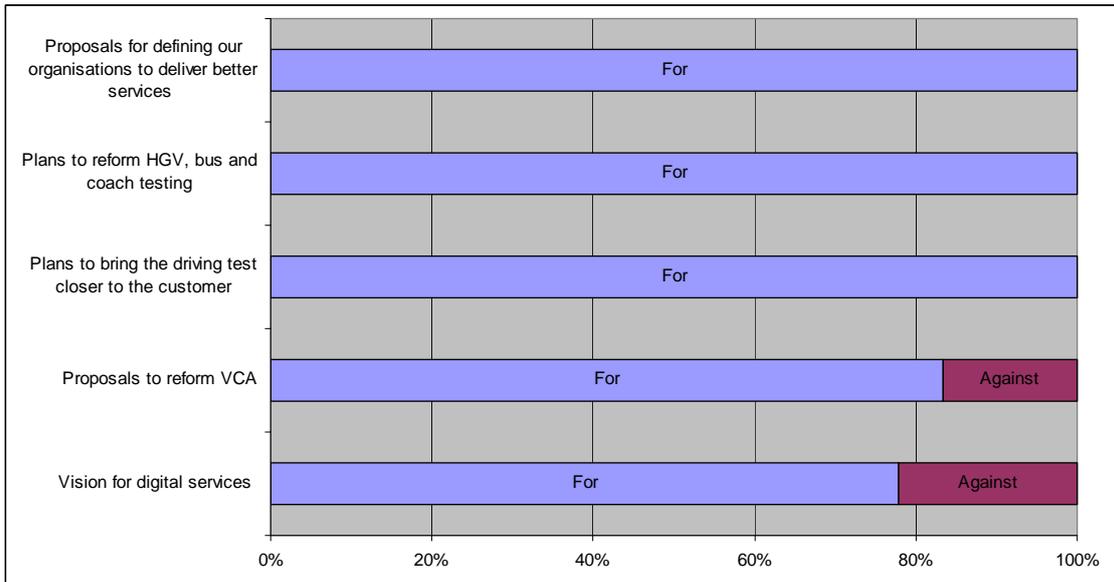
## Findings of Summary of Responses from Interest Groups and Representative Bodies

The third smallest of the 7 stakeholder groupings representing 4% of responses. Responses were received from:

Approved Driving Instructors National Joint Council (ADINJC)  
Automobile Association (AA)  
British Motorcyclists Federation (BMF)  
British Parking Association (BPA)  
British Vehicle Renting and Leasing Association (BVRLA)  
Campaign to Reopen Trowbridge Driving Test Centre  
Confederation of Passenger Transport (CPT)  
Finance and Leasing Association (FLA)  
Freight Transport Association (FTA)  
Garage Equipment Association (GEA)  
Kilmarnock and District Driving Instructors Association  
Magistrates Association  
Motor Schools Association of Great Britain (MSAGB)  
National Motoring Action Group (NMAG)  
Office of the Traffic Commissioner\*  
Oxfordshire driving instructors association  
People 1st  
Press Association  
Retail Motor Industry Federation (RMIF)  
Road Haulage Association (RHA)  
Road Rescue Recovery Association  
Society of Motor Manufacturers and Traders (SMMT)  
South Yorkshire Safer Roads Partnership  
The Association of Local Bus Company Managers (ALBUM)  
The Motor Cycle Industry Association (MCI) and The Motor Cycle Industry  
Trainers Association (MCITA)  
Traffic Commissioners for Great Britain (TCGB)\*  
Vehicle Builders and Repairers Association (VBRA)

\* it should be noted that the Traffic Commissioner has two responses

**Table D1 Summary of Support for the Strategy from Interest Group and Representative Bodies Responses**



There was a 79% approval rating of the plans for digital. Comments around the move to online and digital included:

***“The FLA would like to work with the DfT and the DVLA to make the following motoring services available online:***

- Registered Keeper Enquiries including KADOE – Keeper at Date of Event (and the provision of this information via vehicle provenance checks).***
- Driving Licence Verification (verifying entitlement to drive).***
- Requests for VED refunds.***
- Confirmation of VED payments received by the DVLA (including the provision of this information via vehicle provenance checks).***
- Payment of DVLA enforcement charges.***
- Requests for replacement V5 forms.***
- Requests for a change of VED class.”***

Twice as many respondents were in favour of VCA reform than against but, as with most categories of respondent the majority had no view or were undecided on this aspect of the strategy. Comments included:

***“The Type Approval and Certification business is a highly competitive arena and foreign Technical Services are rapidly improving service and standards. For the VCA to remain the agency of choice for businesses it must ensure that consistency of technical interpretation and reliability and predictability when witnessing testing are of the highest standard. Whilst costs are important to businesses, in terms of the overall development process, timely delivery of certification is critical, as without a certificate, businesses cannot make sales. Therefore the reform process must avoid causing any potential risk to the delivery of vehicle development programmes, as this could result in businesses taking their certification business elsewhere.”***

78% of respondents favoured plans for bringing the driving test closer to the customer with none against. Comments included:

***“It would help to keep down the cost of recruiting and training PCV drivers; it could be a business opportunity for bus operators to host PCV tests for third parties. Less time would be spent and expense incurred travelling to and from test centres”***

***“There needs to be attention given to the conflict between the DSA's regulatory and provider roles. This was demonstrated by their decision to reduce the number of delegated examiners, ostensibly for test quality reasons, rather than as a job creation scheme for the Agency's own staff”***

Plans to reform HGV, bus and coach testing generated 64% support with none against. Comments included:

***“ATFs have started to bring the test equipment use bang up to date. Its important to continue down this route by closing more VOSA sites. However, standards of the test equipment used must be maintained”***

***“TCs are keen to do all we can to ensure that the good reputation that Great Britain has here and in Europe for safety on the roads is retained. But despite this we note that 1 in 5 vehicles currently presented for annual test by the private sector fail. We are keen to see compliance costs for industry minimised but would be concerned about potential for conflicts of interest and the need to maintain core levels of competence in inspectors across a more devolved network”***

Plans to redefine organisational boundaries met with a 73% in favour response with none against. Comments on this included:

***“A recent Government announcement indicated the establishment of the first Independent Shared Services Centre (ISSC1) for Department for Transport Agencies. With the intentions to privatise the Vehicle Certification Agency made clear, the options for ‘rationalisation’ appear limited and the move to establish ISSC1 would suggest an intention to establish a single ‘Motoring Services Agency’.***

***The advantages of this approach would be cost reduction through shared central services, better integration between motoring services and better sharing of data. However, FTA has concern that with any amount of rationalisation the commercial vehicle sector would become a small interest to an agency whose primary focus was the delivery of services to private motorists. As has been previously stated, some agencies have not always recognised the operational issues which face operators of larger commercial fleets. While commercial vehicle safety could be considered the ‘primary focus’ of VOSA and its Chief Executive, there is a risk that it would not be afforded the same priority in a “super” Motoring Services Agency.***

***Irrespective of the eventual structure of the group, it will be important for the Department for Transport to ensure that all motoring services agencies are properly attuned to the needs of fleet and commercial operators. The group should be overseen by a “Fleet Champion” at board level who can consider the impact of services and proposals on this important sector of customers with specific operational needs . . .”***

Other comments on the service provided and approach under consideration included:

***“We have first-hand evidence of the commercial and operational problems caused when employers are no longer able to conduct Bus and Coach Driver testing. Further we see a clear link between reduced new employment opportunities if additional costs are imposed on SME's., and significant benefits for the operator if there were no DSA imposed restrictions on numbers allowing testing to continue - rather than by just the largest operators and DSA.”***

***“Remove the paper counterpart for driving licenses, link tax to the drivers license remove the paper disk. Tax paid by drivers for the tax disk should be ring fenced for motoring services.***

***Finally a driver should only be paying tax on the most expensive of their vehicles if they are the only driver for those vehicles. Or a single tax based on multiple vehicles should be available.***

***Finally just to re-iterate the need for ensuring the privacy of personal information held by each of the services should never be passed onto to third parties for money. Only the Police or government should have access to this information if they can show good reason to do so.”***

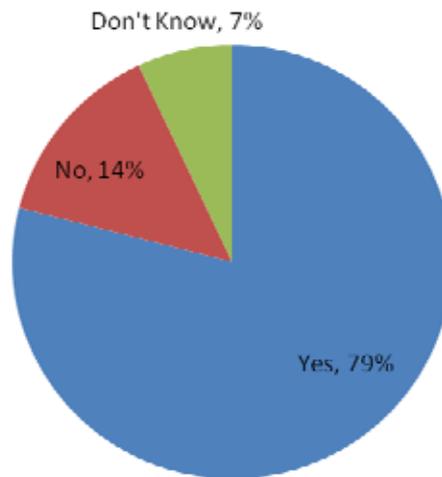
Contacts between Interest Groups and Representative Bodies and the Motoring Services Agencies is split fairly evenly across all four agencies with the more regular contacts taking place with DSA, DVLA and VOSA. The nature of the contact is also quite widespread covering a number of subjects including a large number of Other or less usual transactions.

Putting the consumer and business at the heart of what we do was the principle which was seen as producing the most help in dealing with Motoring Services and was favoured by about a third of respondents. Rationalising the number of agencies and bodies and Working with a Broader Range of Partners were supported to almost the same level with less than 4% of respondents feeling none of the principles would help in this respect.

**Table D2: Frequency and Nature of Contact**

<b>Question 1: How often do you deal with the Motoring Services Agencies?</b>	<b>DSA</b>	<b>DVLA</b>	<b>VCA</b>	<b>VOSA</b>
Less than once a month	3	6	6	2
About once a month	1	3	0	3
More than once a month	5	3	2	8
Total	9	12	8	13
<b>Question 2: Which services have you used in the last 12 months?</b>				
				<b>Response</b>
Other				7
MOT Testing (private)				6
Driver Licensing				6
Driving tests				6
Vehicle Licensing				5
MOT Testing (commercial)				4
Roadworthiness Testing				3
<b>Question 3: Referring to page 15 of the strategy, “Our Guiding Principles” please tell us which of the principles, if any, would help you in our dealings with us?</b>				
				<b>Response</b>
Putting the consumer and business at the heart of what we do				10
Rationalising the number of agencies and bodies				8
Working with a broader range of partners				7
None of these				1

**Table D3 Question 4: Will the vision for digital services outlined on page 17 of the strategy help you in your contacts with any of the four agencies?**



**Question 5: We plan to move to greater delivery of services online or by other digital means. Will these changes help you in your dealings with us?**

18 comments received. Full responses are available at Annex A of the document Annexes Interest Groups and Representative Bodies.

The four themes with the most responses were

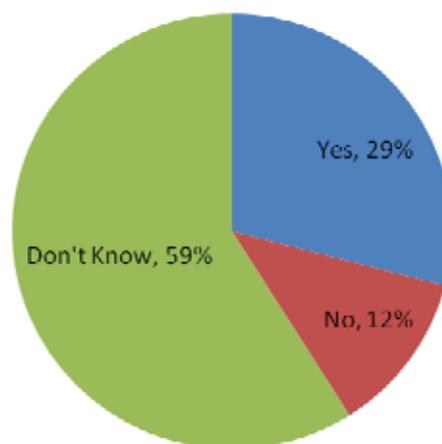
**Can help Customer Service/time/cost/efficiency**

**Can deal with agencies at all hours and through various media**

**Need to invest in sound/joined up/fast/reliable technology**

**Consider customers without good online access and skills**

**Table D4 Question 6. Do you think the proposals to reform VCA as outlined on page 17 of the strategy will help you and/or the UK economy?**



**Question 7: Do you have any suggestions for the future structure of VCA or the range of services it offers?**

15 comments received. Full responses are available at Annex B of the document Annexes Interest Groups and Representative Bodies.

The two themes with more than one response from this category were:

**Opposed to privatisation/outsourcing**

**Maintain One Stop Shop**

**Table D5 Question 8: Do you support our plans to bring the driving test closer to the customer as outlined on page 17 of the strategy?**



**Question 9: How would our plans to bring the driving test closer to the customer affect you as a customer or a business?**

15 comments received. Full responses are available at Annex C of the document Annexes Interest Groups and Representative Bodies.

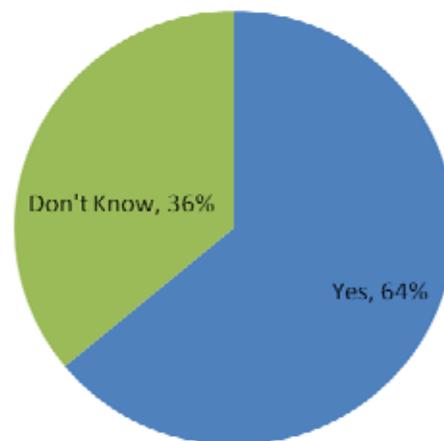
The three main themes were:

**In favour of private sector involvement**

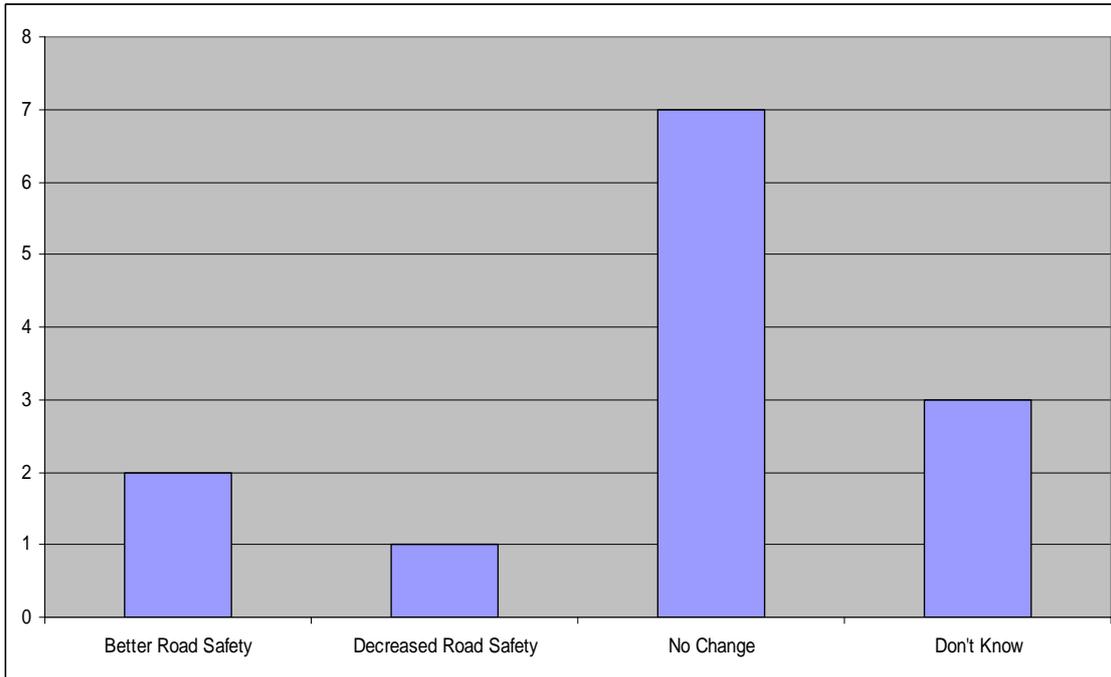
**Improved efficiency/cost effectiveness/flexibility**

**Suggestion to improve services provided**

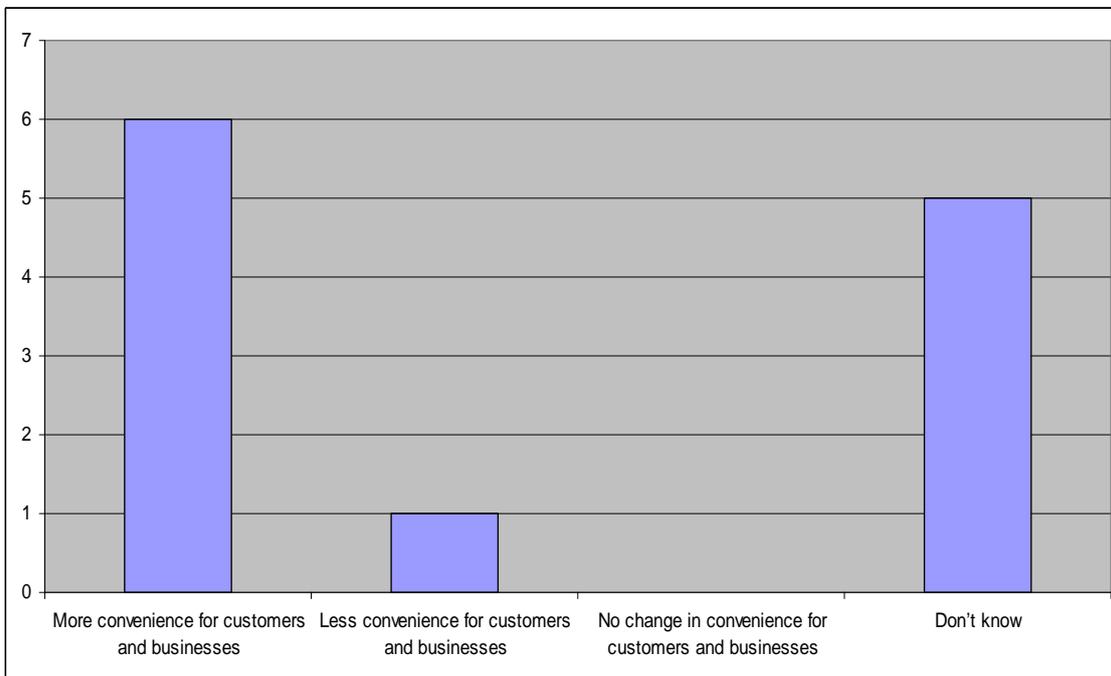
**Table D6 Question 10: Do you support our plans to reform HGV, bus and coach testing as outlined on page 18 of the strategy?**



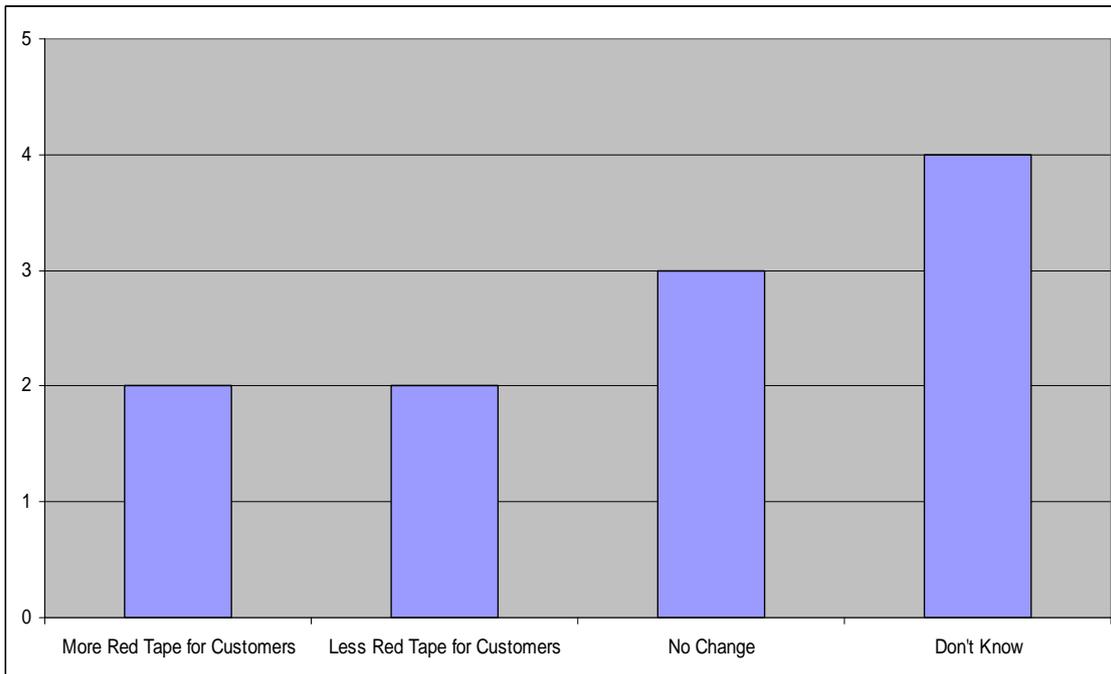
**Table D7 Question 11: How do you think our plans to reform HGV, bus and coach testing will affect road safety?**



**Table D8 Question 12. How do you think our plans to reform HGV, bus and coach testing will affect convenience for customers and businesses?**



**Table D9 Question 13: How do you think our plans to reform HGV, bus and coach testing will affect red tape for customers and businesses?**



**Question 14. Do you have any comments on our plans to reform HGV, bus and coach testing?**

11 comments received. Full responses are available at Annex D of the document Annexes Interest Groups and Representative Bodies.

The main themes reported were:

**Concern over reduction in availability of tests**

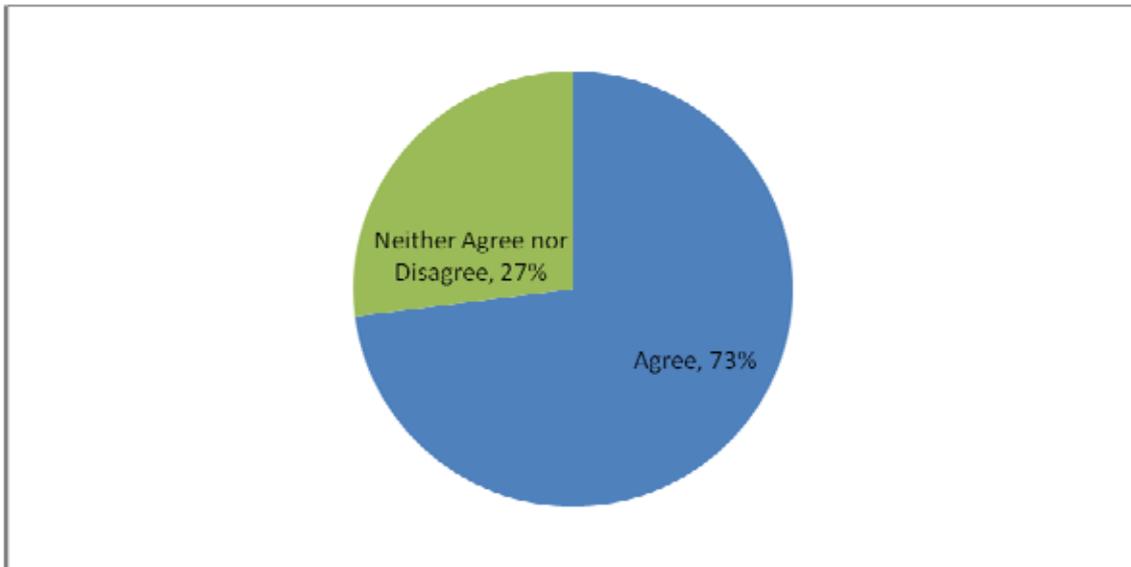
**Concern over reduction in standards**

**Concern over current standards of testing**

**Concern over road safety**

**Conflict of interest**

**Table D10 Question 15: Do you agree with our outline proposals for defining our organisations to deliver better services as outlined on page 18 of the strategy?**



**Question 16: Do you have any comments on our plans to re-define organisational boundaries?**

14 comments received. Full responses are available at Annex E of the document Annexes Interest Groups and Representative Bodies.

The three most popular themes were:

**Linked agencies could share back office resource**

**Merge/get rid of some agencies**

**Improve processes**

**Question 17: Do you have any other comments on how we can improve our service to you?**

14 comments received. Full responses are available at Annex F of the document Annexes Interest Groups and Representative Bodies.

The two most popular themes were:

**Abolish Paperwork (eg tax disc)**

**Work with stakeholders/partnerships**

**Question 18: Do you have any other comments on our approach as outlined in the strategy?**

18 comments received. Full responses are available at Annex G of the document Annexes Interest Groups and Representative Bodies.

Three popular themes were:

**Consult with stakeholders**

**Need better enforcement**

**Concerns for data security**

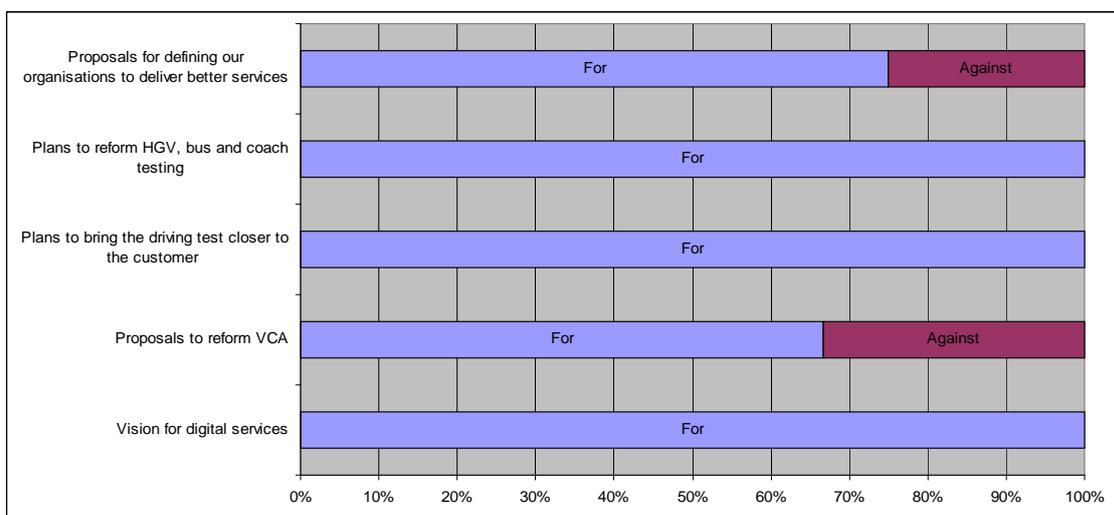
# Appendix E Local Government Responses

Total Responses - 5

## Findings of Summary of Responses from Local Government

The smallest of the 7 stakeholder groupings established from the responses illustrated a high usage of VOSA and DSA services, although transactions for driver and vehicle licensing were also high.

**Table E1 Summary of Support for the Strategy from Local Government Responses**



Responses were either agnostic or in favour of both the vision for digital services and moving more services online with a 75% approval rating of the plans for digital. Comments around the move to online and digital included:

***“A balance of on line services with a personal contact would be useful. Review cost of credit card charges.”***

The views on VCA reform were split equally with half in favour and half against. Comments included:

***“All I would say is that you need to consider the service as a system. Look at the customer demand coming in and re-design the system to provide what the customer wants, whilst cutting out waste and failure demand . . .”***

Plans for bringing the driving test closer to the customer were supported by this group with 80% in favour and comments including:

***“closer working relationship with other stakeholders” and a desire for greater flexibility around delivery of testing.***

Plans to reform HGV, bus and coach testing also generated 80% support with a feeling that it would increase convenience and reduce red tape. Comments included:

***“The concern will always be around ensuring that it is done in a way that doesn't incentivise testers to profit from being too stringent or passing too easily (or even without actually carrying out the test).”***

There was 60% agreement with plans to redefine organisational boundaries with 20% against. Comments on this included:

***“more focus on delivery” and “the removal of the duplication in work loads between DSA and DVLA must be seen as best value”.***

Other comments on the service provided and approach under consideration included:

***“Remove the restrictions on Delegated Examiners and their premises” and “In general it looks as though you are trying to do the right things. Start with considering the 'Purpose' of the service from the customers perspective. To me it looks like the purpose of all your services is to make driving safer - plus collecting tax to pay for it”.***

60% of respondents believed that Rationalising the number of agencies and bodies would produce the most help in dealing with Motoring Services, with Putting the consumer and business at the heart of what we do and Working with a broader range of partners getting 40% approval.

**Table E2: Frequency and Nature of Contact**

<b>Question 1: How often do you deal with the Motoring Services Agencies?</b>	<b>DSA</b>	<b>DVLA</b>	<b>VCA</b>	<b>VOSA</b>
Less than once a month	3	1	4	4
About once a month	0	2	0	1
More than once a month	2	1	0	0
Total	5	4	4	5
<b>Question 2: Which services have you used in the last 12 months?</b>				
				<b>Response</b>
MOT Testing (private)				4
Driver Licensing				3
Vehicle Licensing				3
Driving tests				2
MOT Testing (commercial)				2
Roadworthiness Testing				1
<b>Question 3: Referring to page 15 of the strategy, “Our Guiding Principles” please tell us which of the principles, if any, would help you in our dealings with us?</b>				
				<b>Response</b>
Rationalising the number of agencies and bodies				3
Putting the consumer and business at the heart of what we do				2
Working with a broader range of partners				2

**Table E3 Question 4: Will the vision for digital services outlined on page 17 of the strategy help you in your contacts with any of the four agencies?**



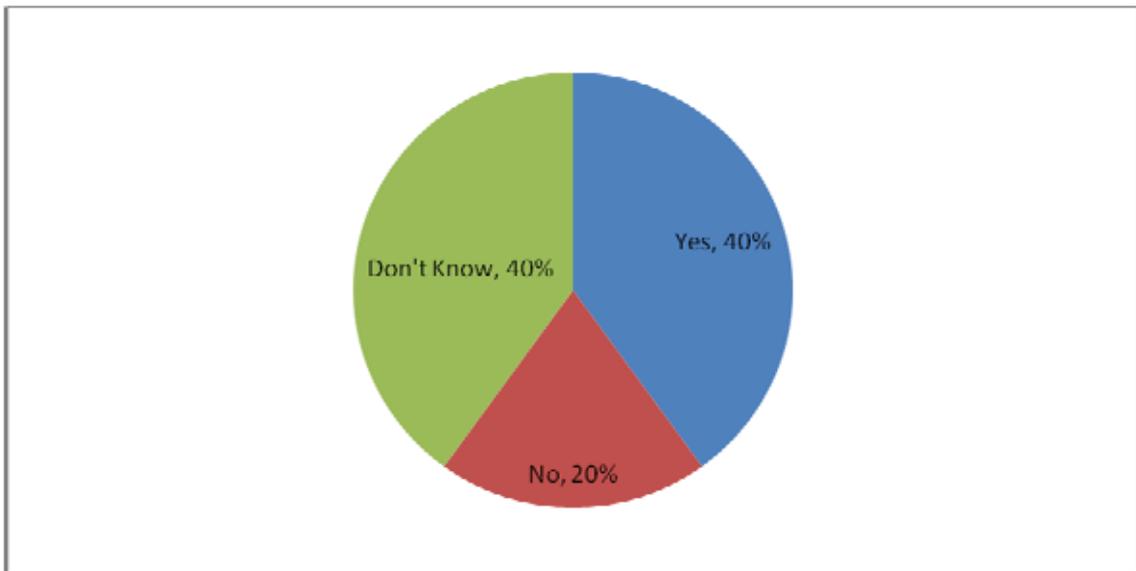
**Question 5: We plan to move to greater delivery of services online or by other digital means. Will these changes help you in your dealings with us?**

Two comments were received:

***“A balance of on line services with a personal contact would be useful. Review cost of credit card charges”***

***“Yes, as long as you do it in a 'pull' way rather than 'push'. They need to be focussed on the demands of the customer, rather than the assumption that online will be cheaper. And also recognise that not everyone has access, or skills to use, ICT.”***

**Table E4 Question 6. Do you think the proposals to reform VCA as outlined on page 17 of the strategy will help you and/or the UK economy?**

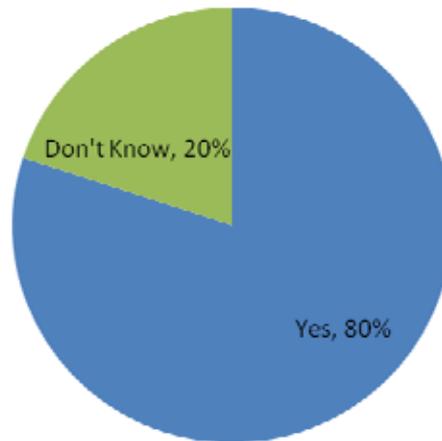


**Question 7: Do you have any suggestions for the future structure of VCA or the range of services it offers?**

One comment was received:

***“All I would say is that you need to consider the service as a system. Look at the customer demand coming in and re-design the system to provide what the customer wants, whilst cutting out waste and failure demand. For more info look up 'Systems Thinking' - it works!”***

**Table E5 Question 8: Do you support our plans to bring the driving test closer to the customer as outlined on page 17 of the strategy?**



**Question 9: How would our plans to bring the driving test closer to the customer affect you as a customer or a business?**

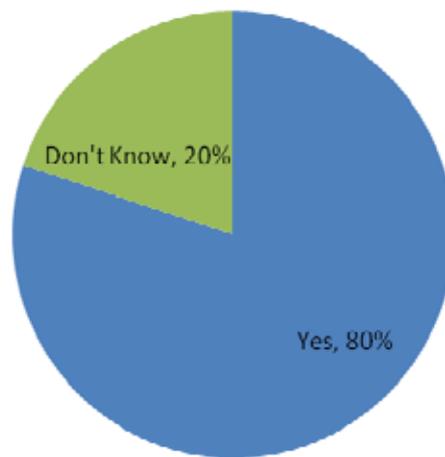
Three comments were received

***“Allow Test Examiners to conduct knowledge on trainees as they used to, i.e Test knowledge of Highway Code and Signs, ask trainees (after pulling over and parking) their observations as the traffic goes past.”***

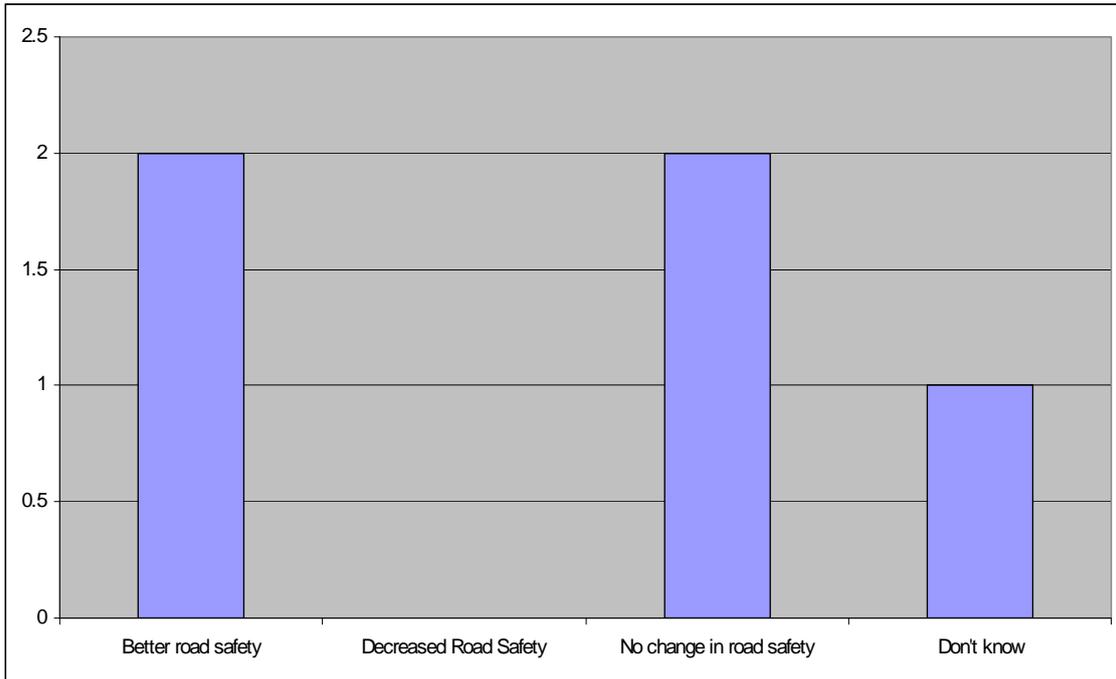
***“closer working relationship with other stakeholders”***

***“I am a DSA Delegated Driving Examiner for the Police & Fire Service, I test from our own premises, I occasionally get asked by other organisations to 'test' their drivers eg Borders Agency & Airport Authority, under the present system I cannot, I cannot see a reason for this other than, in my view, simply because it takes away tests from the DSA test sites. By removing this restrictions some 'partner agencies' would then not have to travel the 70 mile round trip to the nearest DSA site, it would also assist with the planning of courses and tests.”***

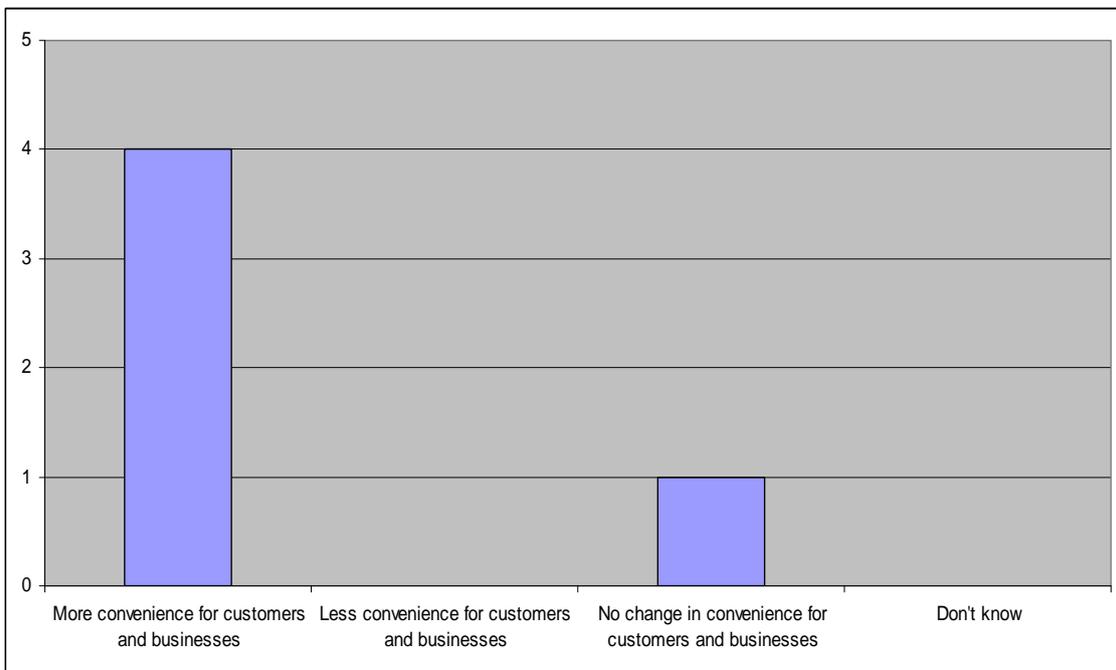
**Table E6 Question 10: Do you support our plans to reform HGV, bus and coach testing as outlined on page 18 of the strategy?**



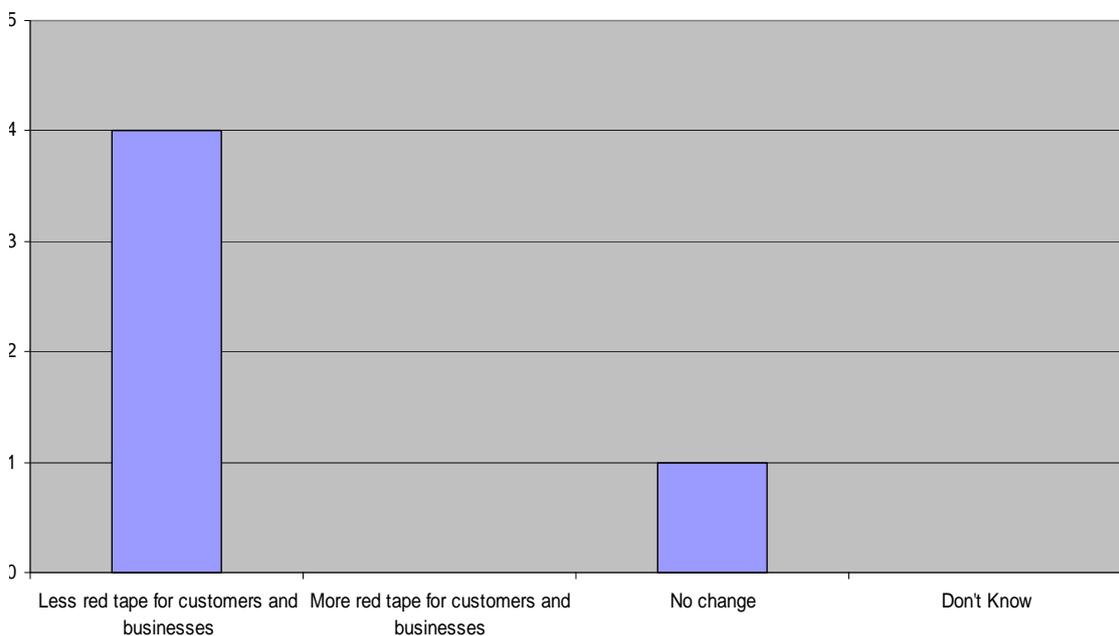
**Table E7 Question 11: How do you think our plans to reform HGV, bus and coach testing will affect road safety?**



**Table E8 Question 12. How do you think our plans to reform HGV, bus and coach testing will affect convenience for customers and businesses?**



**Table E9 Question 13: How do you think our plans to reform HGV, bus and coach testing will affect red tape for customers and businesses?**



**Question 14. Do you have any comments on our plans to reform HGV, bus and coach testing?**

Two comments were received:

***“as already stated, include delegated examiners in this consultation.”***

***“The concern will always be around ensuring that it is done in a way that doesn't incentivise testers to profit from being too stringent or passing too easily (or even without actually carrying out the test). Having said that, private sector testing works for cars so there should be no reason why it can't work for commercial vehicles.”***

**Table E10 Question 15: Do you agree with our outline proposals for defining our organisations to deliver better services as outlined on page 18 of the strategy?**



**Question 16: Do you have any comments on our plans to re-define organisational boundaries?**

Three comments were received

***“Again it needs to be considered as a system and changes made on this basis - trust that savings in cost will follow. If it's done to reduce cost it will almost certainly increase cost by increasing failure demand. Often these costs are hidden so they won't even be apparent.”***

***“more focus on delivery”***

***“the removal of the duplication in work loads between DSA and DVLA must be seen as best value.”***

**Question 17: Do you have any other comments on how we can improve our service to you?**

One comment was received:

***“Remove the restrictions on Delegated Examiners and their premises.”***

**Question 18: Do you have any other comments on our approach as outlined in the strategy?**

One comment was received:

***“In general it looks as though you are trying to do the right things. Start with considering the 'Purpose' of the service from the customers perspective. To me it looks like the purpose of all your services is to make driving safer - plus collecting tax to pay for it.”***

All comments received are noted above.

# Appendix F Other Responses

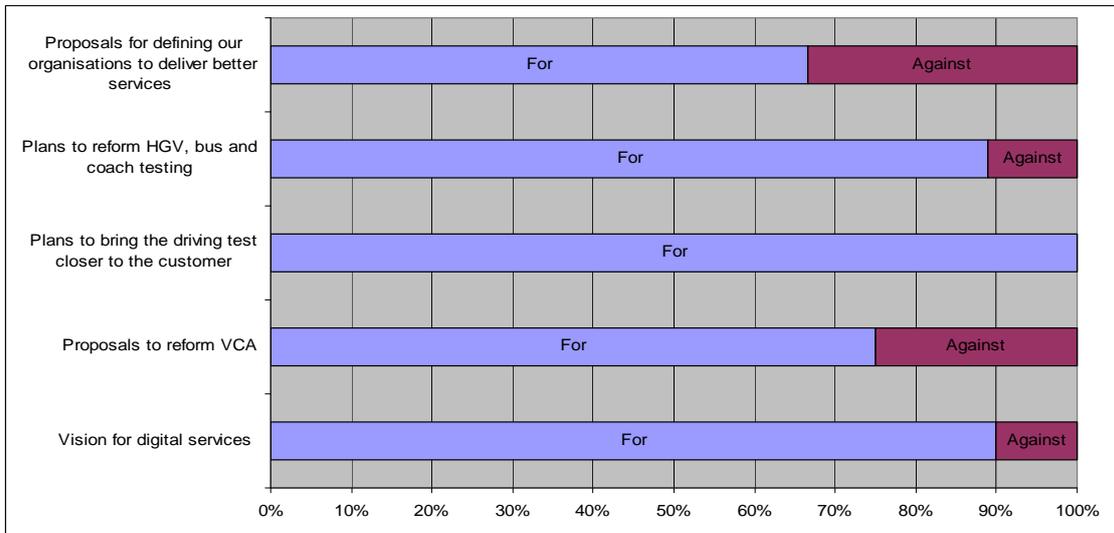
Total Responses – 17

## Findings of Summary of Responses from Other

The second smallest of the 7 stakeholder groupings representing 2% of responses. Responses were received from the following organisations which have been allocated a sub-grouping (right hand column):

“The Actuarial profession’s Third Party Working Party (Consultation & Communication)”	Other (Actuary)
Consultant for Simonyx Ltd	Other (business and services)
Fujitsu	Other (business and services)
L.S.C	Other (business and services)
Logica	Other (business and services)
MKADIA MILTON KEYNES.	Other (business and services)
Selwood Ltd	Other (business and services)
“sole trader”	Other (business and services)
Home Start	Other (Charity)
Outforce Corporate Investigations Ltd	Other (corporate investigations)
"a corporate finance advisory firm")	Other (finance)
M O D	Other (Government)
Ministry of Defence	Other (Government)
Scottish Government	Other (Government)
Transport for Scotland	Other (Government)
Williams Lea	Other (Government)

**Table F1 Summary of Support for the Strategy from Other Responses**



There was a 75% approval rating of the plans for digital. Comments included:

***“Yes. An increase in digital services (i.e. digital from end-to end) will reduce the complexity and duplication of the services and systems that need to be managed and maintained.”***

Three times as many respondents were in favour of VCA reform than against while 38% had no view or were undecided on this aspect of the strategy. Comments included:

***“The agencies should ensure that more accurate and realistic assessments of vehicle performance and fuel consumption figures are incorporated and published.”***

***“Joint venture or mutualisation would seem to be most favourable to generating improved outcomes.”***

***“DfT should look at far reaching options like contracting out VCA's work on certification”***

75% of respondents favoured plans for bringing the driving test closer to the customer with none against. Comments included:

***“It would be beneficial as long as the practicalities of the driving test are considered as opposed to merely satisfying tick boxes and numerical targets. the most practical roads for driving tests should be used as opposed to merely the locality. My customers would rather travel an extra few miles to roads they can drive on without being 'talked through' because without knowledge would be impossible to drive on safely. Perhaps they wouldn't mind waiting an extra couple of rings before the phone is answered if it helped to have smooth roads to drive on.”***

Plans to reform HGV, bus and coach testing generated 67% support with 8% against.

***“There is evidence that if this is to follow a similar route to the CPC testing then thoughts should be given to following the Southern Ireland approach where testing is encapsulated in legislation in order to ensure that the provision of testing services is enforceable and delivered to a regulated standard in order that the requirements of training are robust and proveable.***

***“Regular repeat testing for Bus Drivers, HGV Testing to ensure capability and safety would be better delivered by way of a regularised provable test in the similar format of the current Theory and Practical tests. Outsourcing is an option but again standards must be maintained and monitored by the DfT to ensure robust integrity.***

***“Before outsourcing driver testing it is essential the DfT examine the development of CPC testing. There must be a way of ensuring that poor standards of training or cheating are sanctioned and testing services prohibited of re-establishing themselves under a different guise.***

***“The DSA (FIT) have experience investigating internal corruption at CPC and Bus Driver testing that may be of benefit to the development of Bus and Coaching driver testing plans long term.”***

Plans to redefine organisational boundaries met with a 61% in favour response with 31% against. Comments included:

***"Organisational boundaries are set by the need for management control. If the focus is changed to the delivery of discrete value to a customer (either internal or external), this will improve performance wholesale and if the organisational attributes are then added to support this value delivery, this should stop the creation of arbitrary boundaries and unnecessary complexity (e.g. overhead)."***

***Other comments on the service provided and approach under consideration included:***

***"Complexity needs to be reduced through end-to-end service / process review and the information that forms the heart of these services needs to be customer centric and held in a central architecture which maintains currency"***

***"Contacts between Other and the Motoring Services Agencies is split evenly across all four agencies with the more regular contacts taking place with DSA and DVLA. The nature of the contact is primarily Driver Licensing, MOT Testing (private) and Vehicle Licensing with Driving Tests also featuring regularly."***

***"There are significant, valuable changes within the consultation document that have the desired impact of reducing cost for the DfT without detracting from the delivery of service to the public. This response is very much focused on the crime and particularly fraud, committed inside the DfT and by those externally intent upon disrupting the integrity of DfT services."***

***"History has shown us that many ordinary developments in digital and online services delivered with good intent, provide the means or temptation to commit crime by criminals and subsequently criminal gangs. The introduction of products over the past twenty years such as mobile phones, cash machines, online banking have created a crime "harvest". As a result modifications have been made to various products but sometimes this happens after major losses have been incurred. In times of austerity these are costly lessons."***

***“However some crimes are being eradicated by 'joined up' thinking and education, theft of car radios and drink driving are just two examples.***

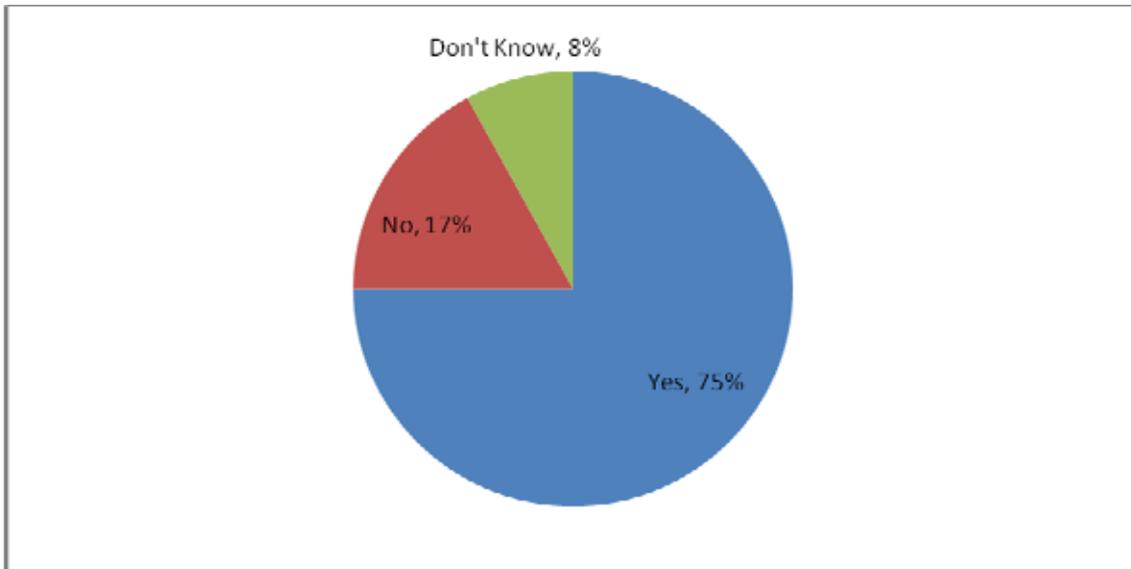
***“The DfT through this consultation document have 'value for money' in mind with the delivery of new and innovative services. Using the knowledge and skill of experts within the Departments they can avert possible 'crime harvests' from new products. This can additionally be supported by developing a 'problem solving capacity' to deal quickly with any unforeseen crime threats caused by criminal exploitation of new and existing products in a fast and efficient manner.”***

Putting the consumer and business at the heart of what we do and rationalising the number of agencies and bodies were supported by about a third of respondents. Working with a Broader Range of Partners was supported by just under a quarter. About 6% of respondents felt none of the principles would help in this respect.

**Table F2: Frequency and Nature of Contact**

<b>Question 1: How often do you deal with the Motoring Services Agencies?</b>	<b>DSA</b>	<b>DVLA</b>	<b>VCA</b>	<b>VOSA</b>
Less than once a month	3	4	8	6
About once a month	1	1	0	3
More than once a month	6	5	0	1
Total	10	10	8	10
<b>Question 2: Which services have you used in the last 12 months?</b>				
				<b>Response</b>
MOT Testing (private)				5
Driver Licensing				5
Vehicle Licensing				5
Driving tests				4
MOT Testing (commercial)				1
New Vehicle/Component Approval				1
Other				1
<b>Question 3: Referring to page 15 of the strategy, “Our Guiding Principles” please tell us which of the principles, if any, would help you in our dealings with us?</b>				
				<b>Response</b>
Putting the consumer and business at the heart of what we do				6
Rationalising the number of agencies and bodies				6
Working with a broader range of partners				4
None of these				1

**Table F3 Question 4: Will the vision for digital services outlined on page 17 of the strategy help you in your contacts with any of the four agencies?**



**Question 5: We plan to move to greater delivery of services online or by other digital means. Will these changes help you in your dealings with us?**

13 comments received. Full responses are available at Annex A of the document Annexes Other.

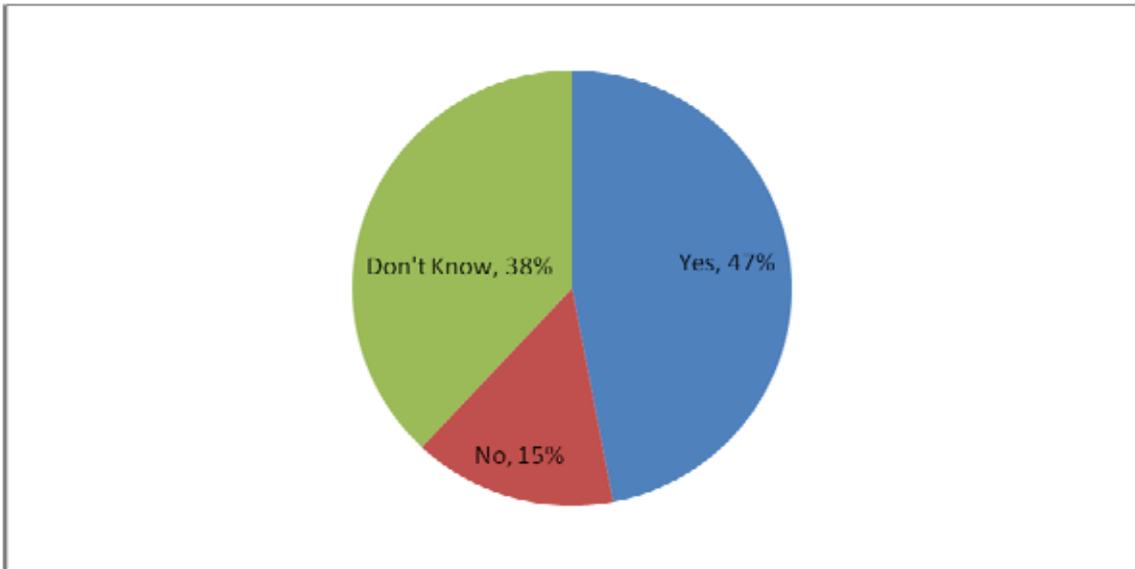
The main three themes mentioned in the comments were:

**Can help Customer Service/time/cost efficiency**

**Need personal contact**

**Must be customer friendly**

**Table F4 Question 6. Do you think the proposals to reform VCA as outlined on page 17 of the strategy will help you and/or the UK economy?**



**Question 7: Do you have any suggestions for the future structure of VCA or the range of services it offers?**

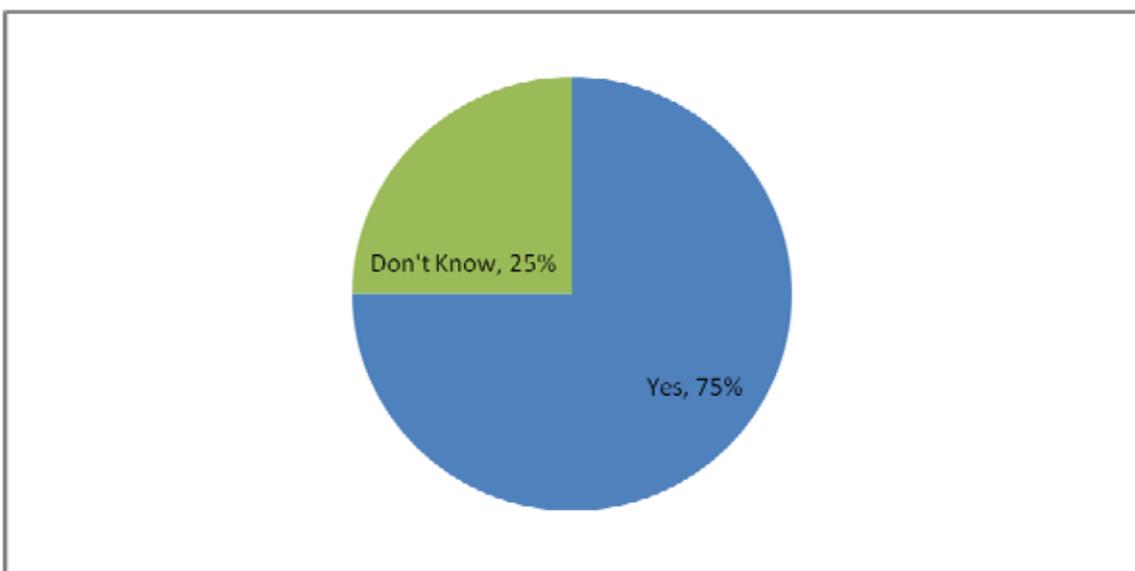
7 comments received. Full responses are available at Annex B of the document Annexes Other.

Two favoured themes were:

**DfT must consult with industry and customers**

**In favour of mutualisation/JV/outsourcing**

**Table F5 Question 8: Do you support our plans to bring the driving test closer to the customer as outlined on page 17 of the strategy?**



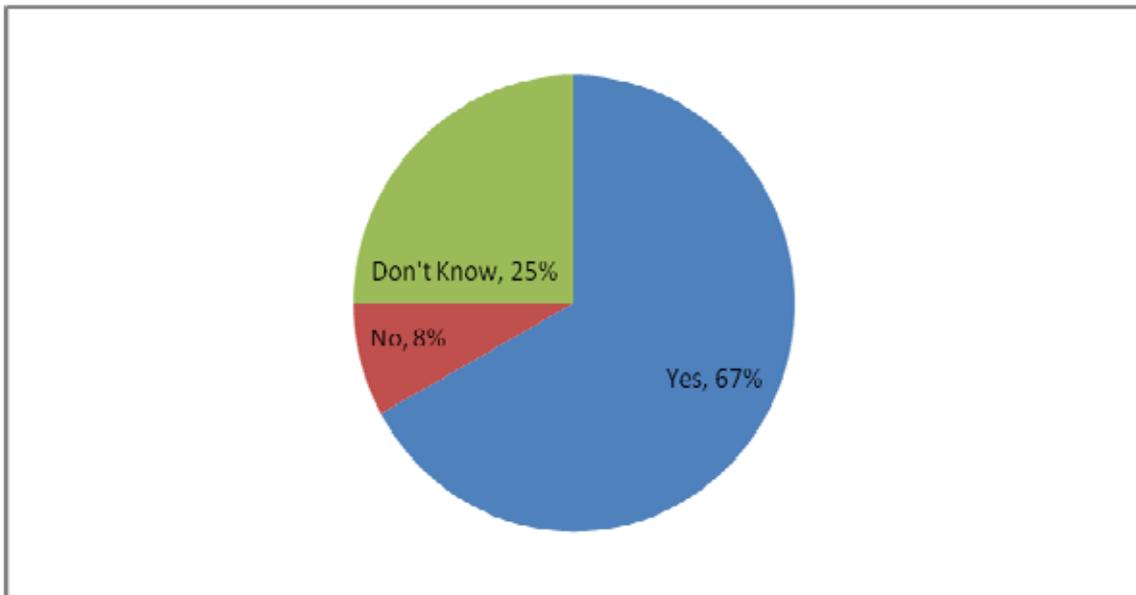
**Question 9: How would our plans to bring the driving test closer to the customer affect you as a customer or a business?**

10 comments received. Full responses are available at Annex C of the document Annexes Other.

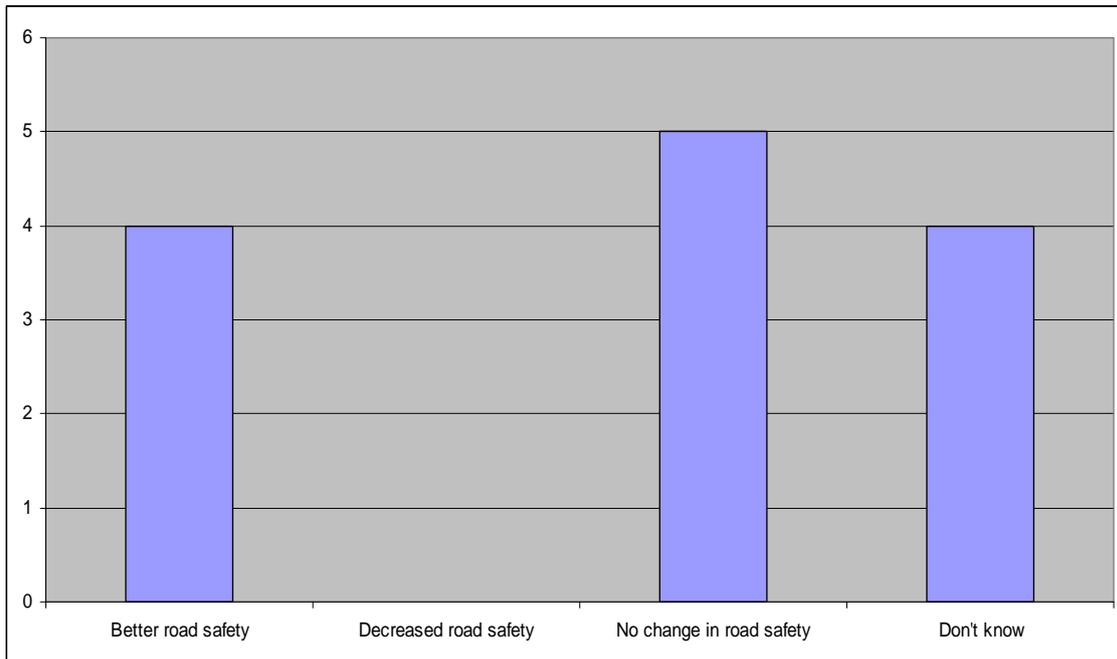
The main theme mentioned here was:

**Improved access and convenience in rural areas**

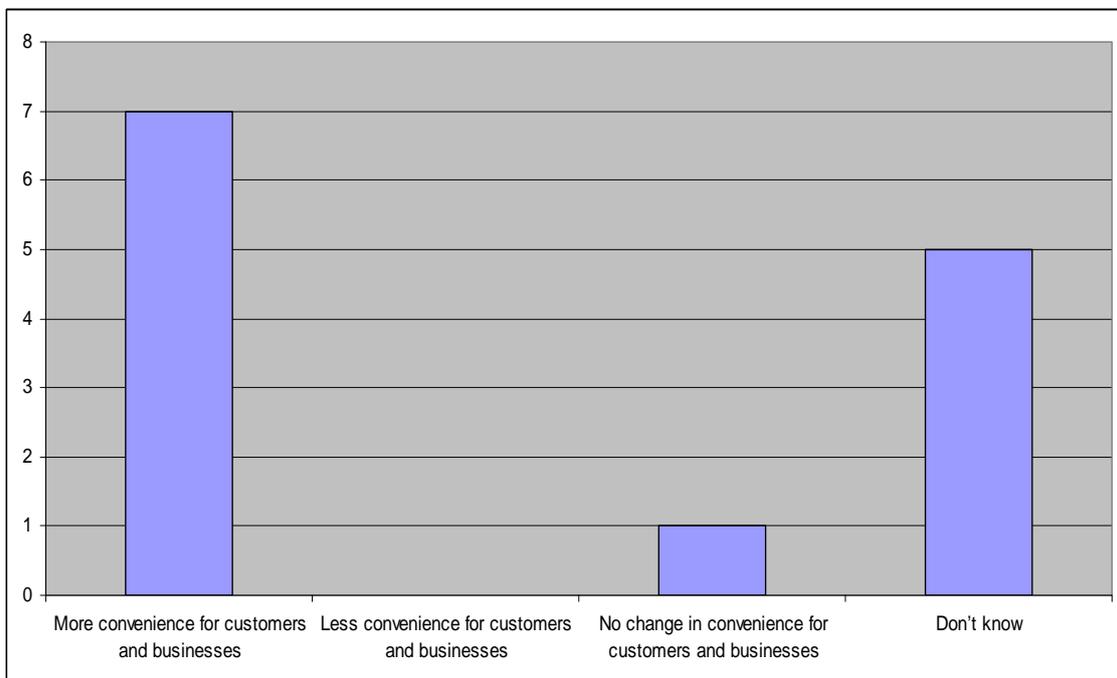
**Table F6 Question 10: Do you support our plans to reform HGV, bus and coach testing as outlined on page 18 of the strategy?**



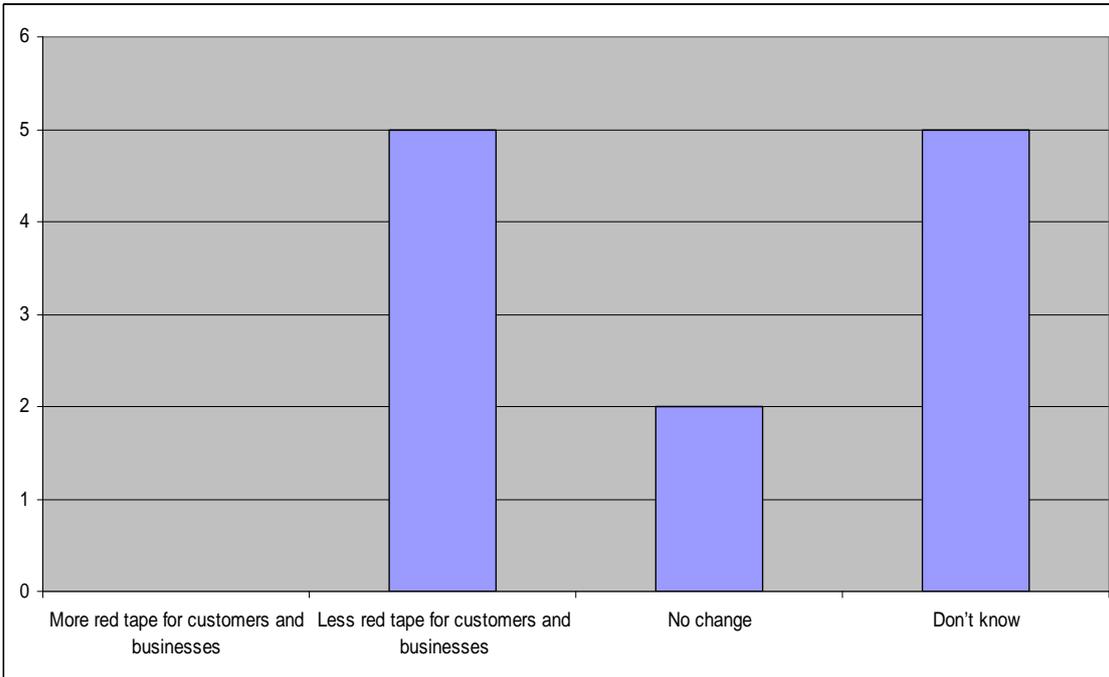
**Table F7 Question 11: How do you think our plans to reform HGV, bus and coach testing will affect road safety?**



**Table F8 Question 12. How do you think our plans to reform HGV, bus and coach testing will affect convenience for customers and businesses?**



**Table F9 Question 13: How do you think our plans to reform HGV, bus and coach testing will affect red tape for customers and businesses?**



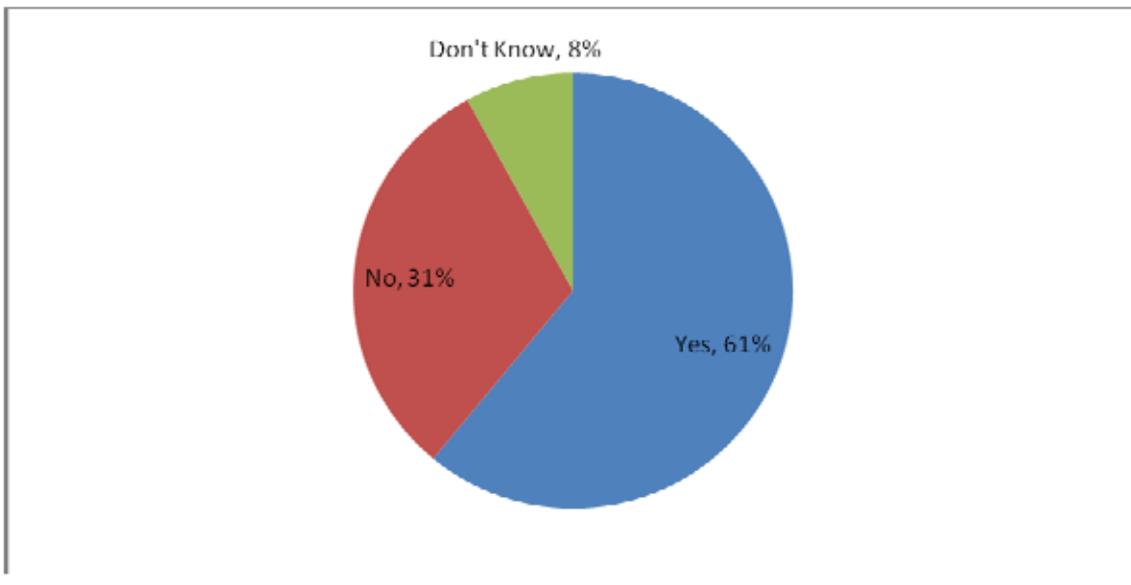
**Question 14. Do you have any comments on our plans to reform HGV, bus and coach testing?**

9 comments received. Full responses are available at Annex D of the document Annexes Other.

The only theme with more than one response was:

**Involve industry in discussions**

**Table F10 Question 15: Do you agree with our outline proposals for defining our organisations to deliver better services as outlined on page 18 of the strategy?**



**Question 16: Do you have any comments on our plans to re-define organisational boundaries?**

10 comments received. Full responses are available at Annex E of the document Annexes Other.

Three themes identified here were:

**Linked agencies could share back office resource**

**Merge/get rid of some agencies**

**Concern over loss of integrity of Govt service**

**Question 17: Do you have any other comments on how we can improve our service to you?**

11 comments received. Full responses are available at Annex F of the document Annexes Other. No major themes were identified.

**Question 18: Do you have any other comments on our approach as outlined in the strategy?**

10 comments received. Full responses are available at Annex G of the document Annexes Other.

Five themes identified were:

**Consult with Stakeholders**

**Continue direction of travel**

**Need better enforcement**

**Do not dilute staff expertise**

**Evolution not Revolution**

**Concerns for data security**

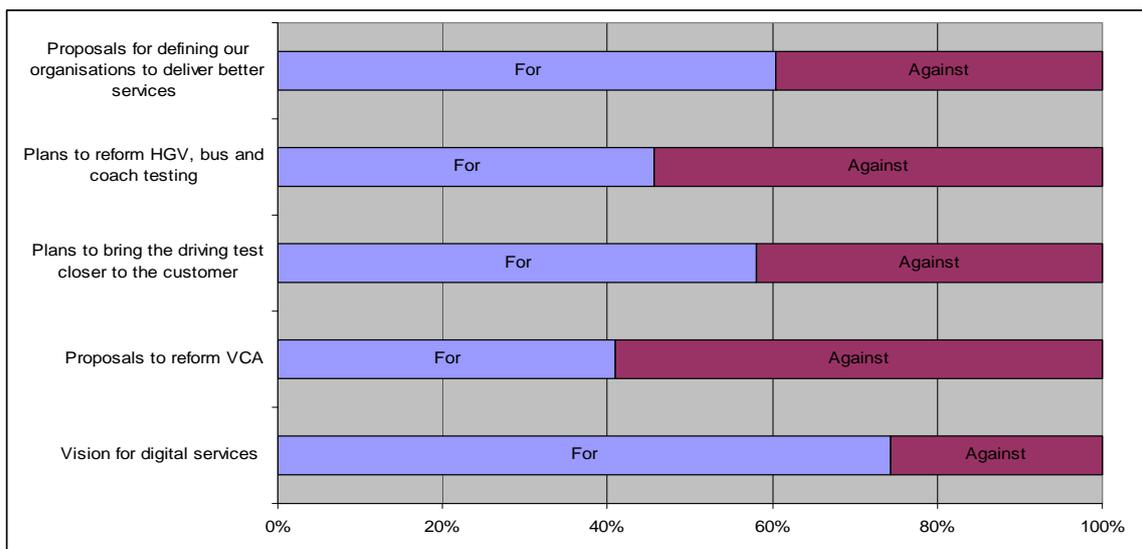
# Appendix G Responses from Private Individuals

Total Responses – 147

The third biggest of the 7 stakeholder groupings representing 23% of responses.

## Findings of Summary of Responses from Private Individuals

**Table G1 Summary of Support for the Strategy from Private Individuals Responses**



There was a 63% approval rating of the plans for digital (almost three times those opposed to it).

Comments around the move to online and digital included:

***“Even though I am reasonably computer literate I find moving services to a purely digital format offensive. The move to digital removes knowledgeable assistance (trained staff) and replaces them with an FAQ or a 30 minute wait to speak to someone on a premium rate number. It forces citizens to spend personal time on their own computer, filling out incomprehensible forms that someone else used to complete for them. These services usually use non compliance fines, as stick to punish citizens for not filling them out properly. At some point (when the service is later outsourced and the Government cash in) this other company will start charging separately for the services that used to be paid through taxes. None of the cost savings achieved will ever come back to me as a tax payer.”***

***“Yes - not being able to renew a photocard driving licence via the internet just because your passport is over 5 yrs old is stupid. Photos could be attached or, considering how many people have laptops (that incorporate a web cam) or smartphones you can use the equipment consumers already have. Checks can be in place at the processing end or upstanding members of the community can 'second' the photo/application by a link being sent to them as the applicant would give those details. the person swearing that the details being supply are true would also then have to give their details such as employee number, employer position held etc)”***

***“Yes, although there must be consideration for those who are unable to understand computers”***

32% of respondents were in favour of VCA reform with 22% against. 46% had no view or were undecided on this aspect of the strategy. Comments included:

***“I do not think that the consultation document makes it clear enough about what you are intending on doing. Obviously growth in wider economy is always good - however I feel a better explanation about suggested proposals should have been included”***

***“VCA should remain in public ownership and as such impartial to market pressures that apply in private sector. Market pressures will drive down standards in the interest of shareholders premiums whilst jeopardising the safety of the vehicle using public”***

55% of respondents favoured plans for bringing the driving test closer to the customer with 39% against. Comments included:

***“I fear the introduction of private enterprise in the conduct of the driving test would be a stepping stone for government to offload it entirely to the private sector. Where "delegated examiners" are employed by private lorry and bus companies their pass rates are significantly higher than those of DSA examiners, leading to speculation that test routes and test criteria are manipulated to provide the requisite number of LGV/PCV driver passes at any given time.***

***“Calling the test candidate a 'customer' makes them sound more like a business opportunity rather than someone wishing to gain a qualification, indeed the public perception may well see private sector involvement as a nice little earner by unsuccessful candidates, Halfords could well see a significant rise in shoplifting to make good their losses.***

***“Corruption is an unsavoury facet in all walks of life, not least in politics, this is diligently and successfully dealt with internally within the DSA, private enterprise would surely offer more scope for malpractice and would require an additional external body to monitor it, In the USA this has proved to be a financial disaster, costing far more than leaving public services in place***

***“The driving test is a "Service To The Public"and should remain just that, not only for the candidate but for the public as a whole in the general interest of road safety which affects each and every one of us. The overwhelming majority of driving examiners are people who feel they make a positive contribution to road safety, private enterprise pressure for profit would diminish and surely trivialise the job.***

***“Private sector involvement was wisely in the end rejected by the previous conservative administration some 20 years ago. It was a wise decision then it is a wise decision today.”***

***“As a taxpayer, I believe that this will be better use of spending whilst bringing a better service to the user; which may be myself in the future”***

***“I think that carrying out driving test based in Halford's car parks, for example, might be a good idea in terms of increasing the availability of driving tests and reduction waiting times at test centres. However, I remain extremely wary of the idea of sourcing out the function of driving examiners to private organisation outside of the DSA; I think there would be an inevitable drop-off in testing quality. My opinion would be to keep all testing roles within the DSA, keeping private organisations away from this delicate area.”***

Plans to reform HGV, bus and coach testing generated 34% support with 41% against. Comments included:

***“I have yet to meet anyone who finds the current practice of closing VOSA test stations in favour of ATF's. Increased pressure will be out on inspectors of vehicles to pass vehicles by the ATF owners. Operators of vehicles will struggle to find locations close to them in the short term and will need to book a test up to a year ahead. The ATF's will squeeze smaller operators out to further away stations increasing their costs and will turn away operators who do not have their maintenance performed by them”***

***“More use of private sector sites is fine. The impetus though is on transferring the conduct of the test away from Civil Servants to private sector inspectors. In principle I have no objection but there has to be a rigorous quality assurance and disciplinary system in place to ensure fairness and consistency for operators not only testing their own vehicles, but where they will test those of their competitors”***

Plans to redefine organisational boundaries met with a 46% in favour response with 30% against. Comments on this included:

***“This seems like an attempt to start the process of privatisation, which is likely to hinder the agencies in delivering better customer services. The agencies will become less specialised and unable to answer queries/issues affectively”***

***“Anything that can be done to keep the cost of motoring down in the UK is a bonus, but the integrity of the agencies providing these services must be maintained to the highest possible standard”***

Other comments on the service provided and approach under consideration included:

***“More online service being available to the general public and more local”***

***“Your approach would seem to be hiding behind austerity measures and using it as an excuse to cut services, soon these agencies won't be able to deliver to the public what they should be doing, so you will have an excuse to thin down even more”***

***“The approach - in principle only - probably isn't a long way from where it should be, ie to ensure the motoring services agencies deliver the best services in the most efficient manner. But it's hard not to feel there that DfT has some pre-defined outcomes which are not explicit in the document and that doesn't feel right. It's very unlikely, for instance, that the majority of people who will be affected by taking testing to the customer or the proposals affecting DVLA (the general public) will even be aware of this consultation, let alone respond to it. DfT needs to think very carefully about how it presents the results of this consultation and how it claims a mandate for making any of the changes implied by the consultation. One group of people who will be affected who have a significant interest are the motoring services agencies' own staff. While it might be expected that they would not support changes that could compromise the security of their employment, DfT needs to make sure it does all it can to take its staff with it as it embarks on this programme of change.”***

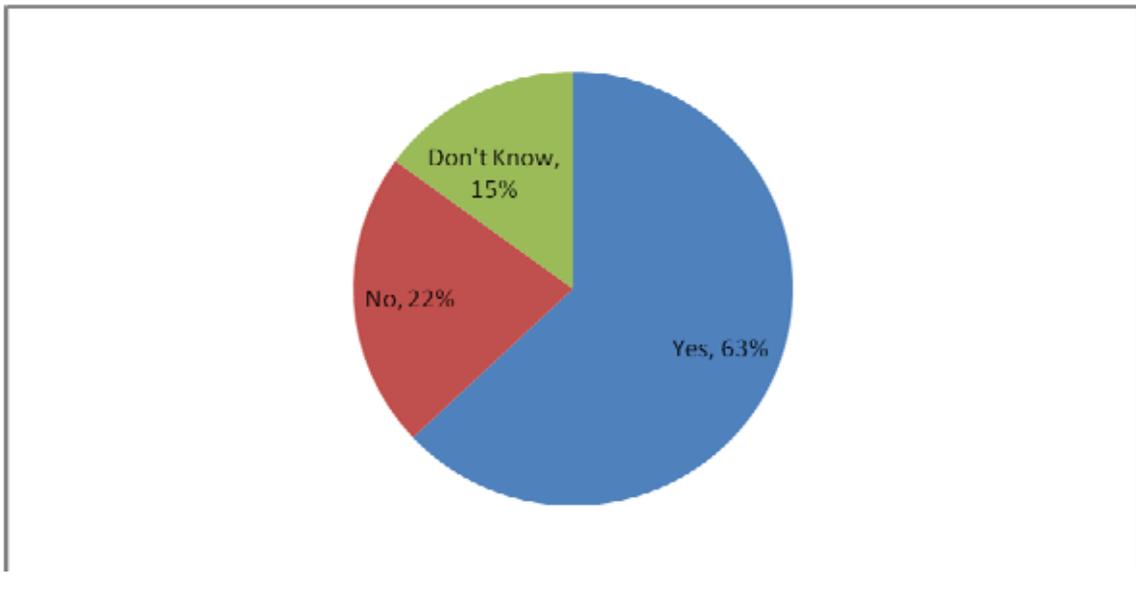
Contacts between Private Individuals and the Motoring Services Agencies is split evenly across all four agencies with the more regular contacts taking place with DSA and DVLA. The nature of the contact is primarily Driver Licensing, MOT Testing (private) and Vehicle Licensing with Driving Tests also featuring regularly.

Putting the consumer and business at the heart of what we do was by far the most supported principle in this category About 60% of respondents felt this principle would help.

**Table G2: Frequency and Nature of Contact**

<b>Question 1: How often do you deal with the Motoring Services Agencies?</b>	<b>DSA</b>	<b>DVLA</b>	<b>VCA</b>	<b>VOSA</b>
Less than once a month	59	88	72	86
About once a month	8	9	2	3
More than once a month	44	16	1	13
Total	111	113	75	102
<b>Question 2: Which services have you used in the last 12 months?</b>				
				<b>Response</b>
MOT Testing (private)				81
Vehicle Licensing				72
Driver Licensing				60
Driving tests				63
Other				22
Roadworthiness Testing				16
MOT Testing (commercial)				6
New Vehicle/Component Approval				2
<b>Question 3: Referring to page 15 of the strategy, “Our Guiding Principles” please tell us which of the principles, if any, would help you in our dealings with us?</b>				
				<b>Response</b>
Putting the consumer and business at the heart of what we do				89
Rationalising the number of agencies and bodies				36
None of these				23
Working with a broader range of partners				11

**Table G3 Question 4: Will the vision for digital services outlined on page 17 of the strategy help you in your contacts with any of the four agencies?**



**Question 5: We plan to move to greater delivery of services online or by other digital means. Will these changes help you in your dealings with us?**

103 comments received. Full responses are available at Annex A of the document Annexes Private Individuals.

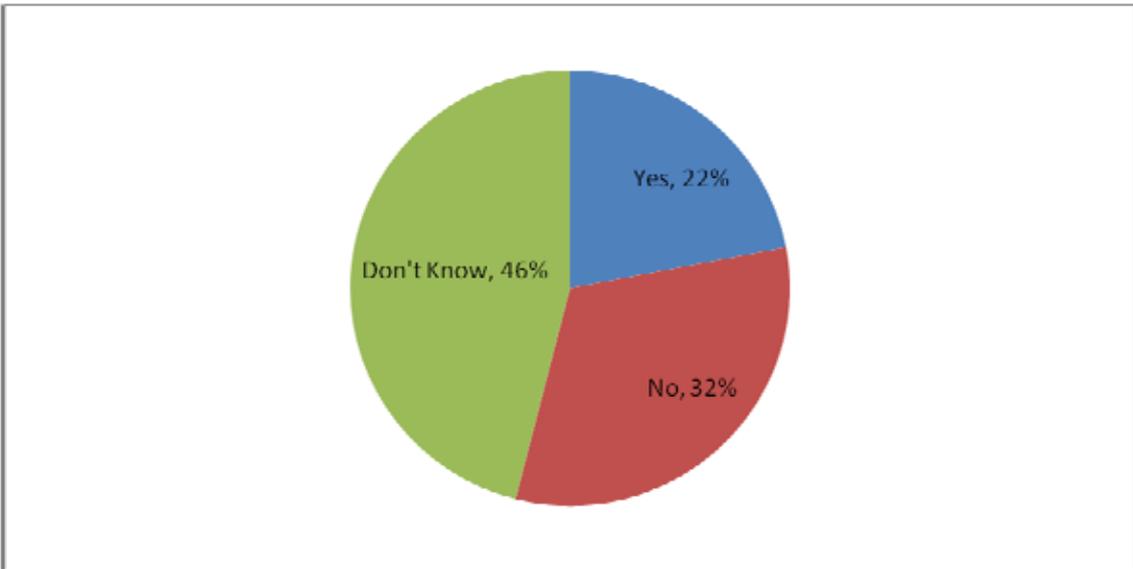
The top three themes raised were:

**Need personal contact**

**Consider customers without good online access/skills**

**Can help Customer Service/time/cost efficiency**

**Table G4 Question 6. Do you think the proposals to reform VCA as outlined on page 17 of the strategy will help you and/or the UK economy?**



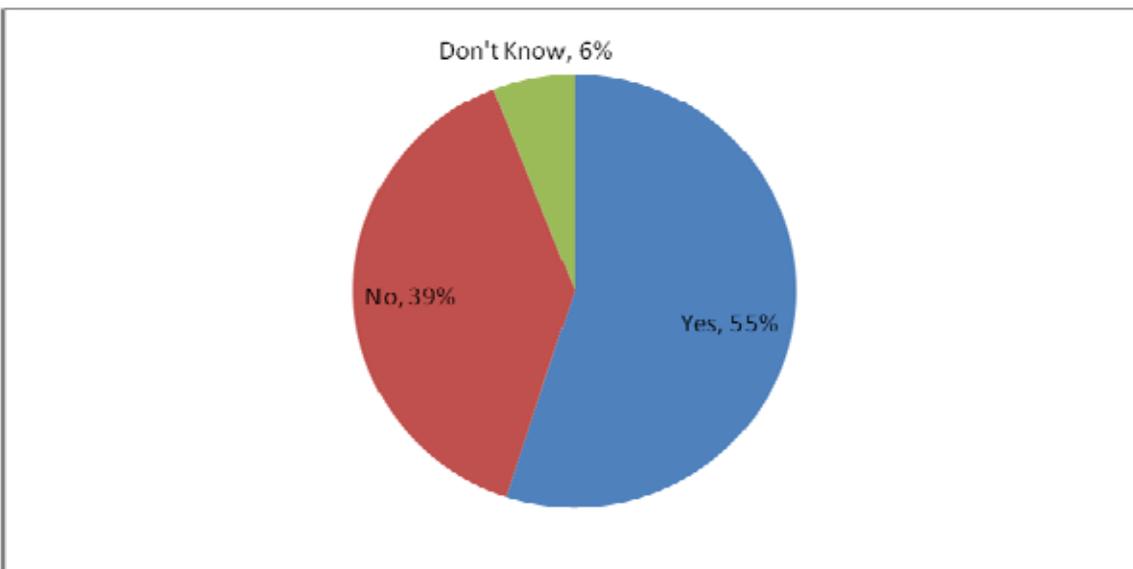
**Question 7: Do you have any suggestions for the future structure of VCA or the range of services it offers?**

58 comments received. Full responses are available at Annex B of the document Annexes Private Individuals.

The top three themes were:

- Opposed to privatisation/outsourcing**
- Merge with other agency/ies/organisations**
- Don't change**

**Table G5 Question 8: Do you support our plans to bring the driving test closer to the customer as outlined on page 17 of the strategy?**



**Question 9: How would our plans to bring the driving test closer to the customer affect you as a customer or a business?**

98 comments received. Full responses are available at Annex C of the document Annexes Private Individuals.

Five common themes identified were:

**Improved access and convenience in rural areas**

**Concerns around loss of integrity**

**Concern for facilities**

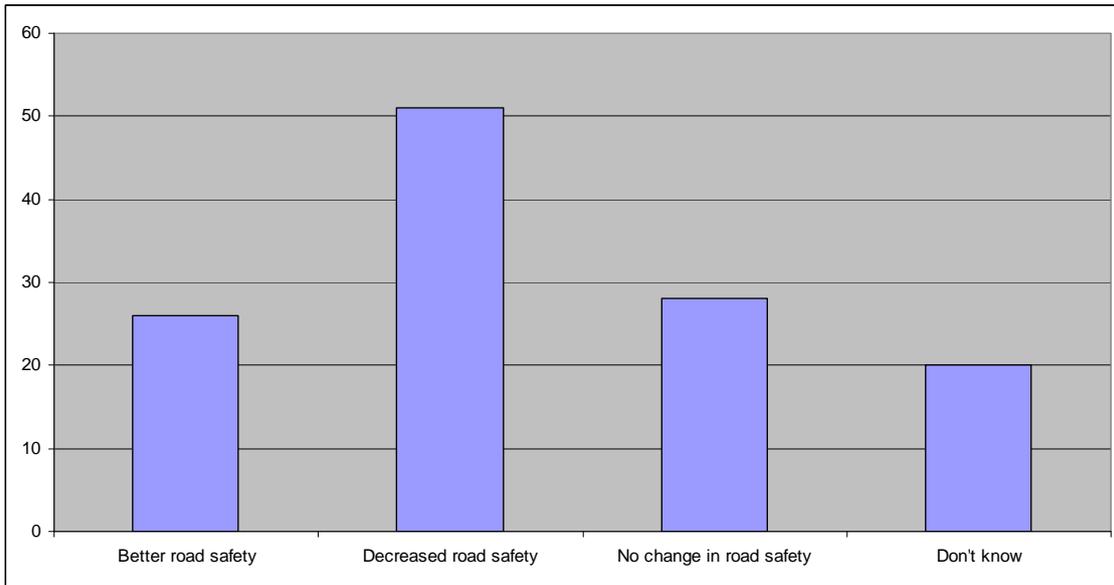
**Opposed to privatisation**

**Concerns for road safety**

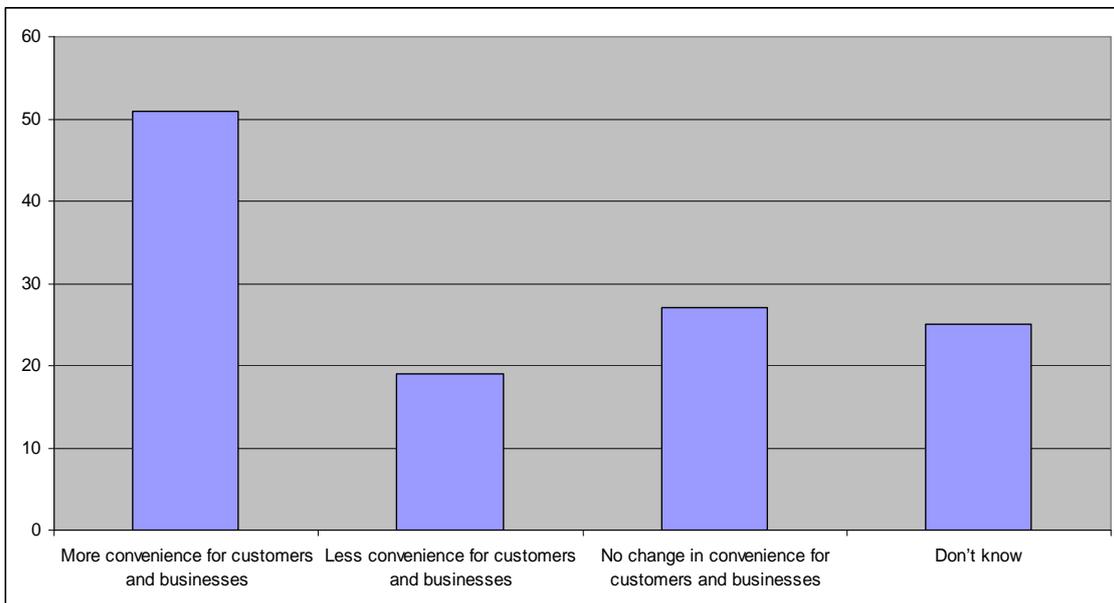
**Table G6 Question 10: Do you support our plans to reform HGV, bus and coach testing as outlined on page 18 of the strategy?**



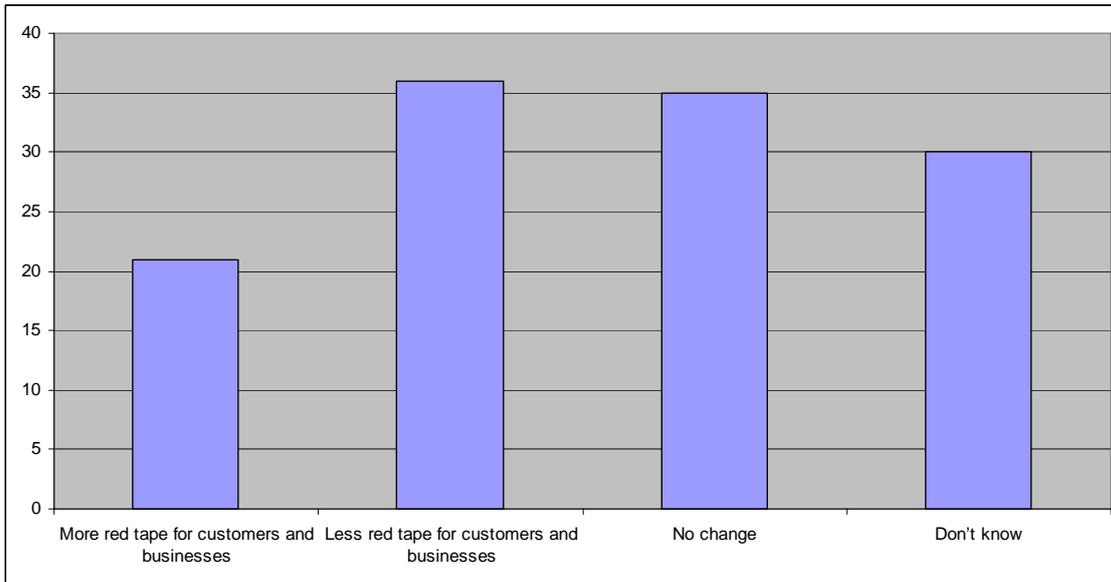
**Table G7 Question 11: How do you think our plans to reform HGV, bus and coach testing will affect road safety?**



**Table G8 Question 12. How do you think our plans to reform HGV, bus and coach testing will affect convenience for customers and businesses?**



**Table G9 Question 13: How do you think our plans to reform HGV, bus and coach testing will affect red tape for customers and businesses?**



**Question 14. Do you have any comments on our plans to reform HGV, bus and coach testing?**

75 comments received. Full responses are available at Annex D of the document Annexes Private Individuals.

Five major themes were:

**Concern over Private sector involvement**

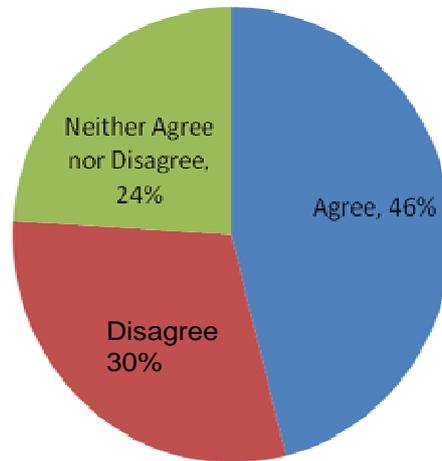
**Concern over road safety**

**Concern over integrity of testing**

**Concern over increased costs**

**Need more information**

**Table G10 Question 15: Do you agree with our outline proposals for defining our organisations to deliver better services as outlined on page 18 of the strategy?**



**Question 16: Do you have any comments on our plans to re-define organisational boundaries?**

66 comments received. Full responses are available at Annex E of the document Annexes Private Individuals.

The six most common themes were:

- Concern over loss of integrity of Govt service**
- Merge/get rid of some agencies**
- Linked agencies could share back office resource**
- Concerns that it is cost cutting over effectiveness**
- Will cause confusion**
- Concerns over loss of expertise**

**Question 17: Do you have any other comments on how we can improve our service to you?**

60 comments received. Full responses are available at Annex F of the document Annexes Private Individuals.

Five themes identified were:

- Improve customer service**
- Improve online service**
- Improve communication**
- Resist privatisation**
- Don't change**

**Question 18: Do you have any other comments on our approach as outlined in the strategy?**

78 comments received. Full responses are available at Annex G of the document Annexes Private Individuals.

The top five themes were:

**Keep services public**

**Concern for standards**

**Suspensions that reform is purely cost cutting**

**Concern for Road safety**

**Concern for integrity**

# Appendix H Responses from Transport and Logistics

Total Responses – 43

## Findings of Summary of Responses from Transport and Logistics

The fourth biggest of the 7 stakeholder groupings representing 6% of responses. Responses were received from the following organisations:

Abacus

Blackpool Transport Services Ltd - Bus and trams

Chilled Distribution & Driver CPC Training

Community Transport provider

Coram UK Ltd

DHL Supply Chain

DHL/B&Q

East Yorkshire Motor Services Limited

Enfield spares

Fire and Rescue Service

First Group

Globe Scaffolding Ltd

GTO Automotive Limited

HGV Scrap Haulage

hgv vehicle repairs

Imperial Commercial Ltd

J Coates (hgv services) ltd

J&A Marshall Ltd

JCB Landpower Limited

Large family owned franchised commercial vehicle dealer group

LGV driver

London Waste

Metrobus

Motor trade

O&H Facilities Ltd

On behalf of DAF trucks

P W Gates Distribution Ltd

Produce growers and haulage

Road transport & commercial vehicle maintenance

St John Ambulance

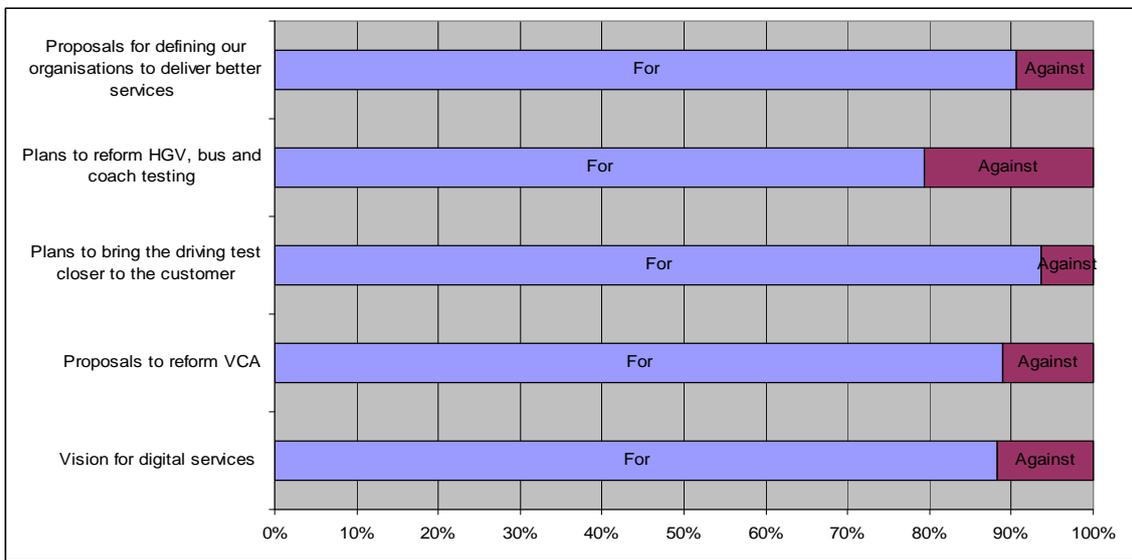
Stuarts Truck & Bus

Syscom PLC

Three Counties Contracts

Road Haulage  
 Transport for London  
 Transport Industry  
 Transport Museum (principally preserved buses) and PCV operator  
 Transport Training  
 trentbarton buses  
 Truck (UK) Limited  
 TSL Scaffolding  
 "vehicle manufacturer"  
 VMCC Ltd  
 Wylfa Power Station

**Table H1 Summary of Support for the Strategy from Transport and Logistics Responses**



There was a 78% approval rating of the plans for digital. Comments around the move to online and digital included:

***“Yes, this could speed up the communication with customers and also improve the quality and consistency of Agency responses.”***

***“Yes - so long as there are no glitches as in other government schemes i.e. NHS patient computer records, Wessex Water disaster”***

Eight times as many respondents were in favour of VCA reform than against while over half had no view or were undecided on this aspect of the strategy. Comments included:

***“additional resource and improved/easier access to services-we already spend in excess of £300,000 on ECWVTA, plus additional costs in IVA inspections, therefore a partnership or joint venture with us would be advantageous and provide a smoother outflow of product from us to customers and end users”***

***“The future structure of the VCA needs to ensure that it keeps abreast with improvements in technology. The VCA needs to put itself in a position to actively engage with potential suppliers at an early stage to promote innovation and encourage competition. Continuous evaluation of the standards against which products are assessed is required to ensure that new and advanced technologies are not hindered by out-dated standards.”***

79% of respondents favoured plans for bringing the driving test closer to the customer with 5% against. Comments included:

***“In August 2012 Blackpool Transport Services Ltd lost our long held delegated examiner status and with this the ability to manage our driver training programme in the most cost and safety efficient way. The loss of this facility was solely due to the application of a mandatory minimum number of tests, which it was deemed by the DSA, that such examiners must complete annually to maintain their levels of competence.***

***Delegated examiners have to complete 75 tests each year. We would argue that this figure is arbitrary and would suggest that a 25 test per year is more realistic to allow greater flexibility in these uncertain economic times.”***

***“Likely to benefit large operators but not individuals or small operations”***

Plans to reform HGV, bus and coach testing generated 69% support with 18% against. Comments included:

***“Due to the new Certification requirements coming very soon More HGV testing station need to be built and more HGV IVA inspectors needed. Also Inspectors are needed that are not VOSA employees, similar to nominated MOT testers for cars”***

***“In our opinion the only way VOSA can deliver services that operators and owners demand is to deregulate testing to privately owned enterprises capable of providing the same 24 hour 7 day a week service currently required and provided in the normal course of business. This would provide VOSA with the opportunity of reducing vehicle testing staff headcount, by TUPE, into the private sector, leaving VOSA to continue the crucial role of enforcement and monitoring of this very busy transport sector - this will lead to safer vehicles operating within ever tighter legislation through the increased resource now available”***

Plans to redefine organisational boundaries met with a 72% in favour response with 8% against. Comments on this included:

***“They are archaic and of a different era and must be reformed along common sense lines which are user and customer friendly”***

***“You should consider including Highways Agency in the work. There is a clear synergy between Highways patrol officers and VOSA stopping officers work”***

Other comments on the service provided and approach under consideration included:

***“There's just one thing. Removal of the paper Counterpart for the driving licence (page 17 of the consultation) has many potential benefits and there is certainly the prospect of some cost-savings for government.***

***“However, two questions about the potential effects of this removal:***

***1/ for PCV and HGV drivers, the Counterpart is currently 1 of the 2 forms of ID required for attendance at Driver CPC periodic training - if the Counterpart goes, can we ensure that the Joint Approval Unit for Periodic Training are aware of this and amend the requirements accordingly?***

***2/ How will a prospective or current employer be aware of points/disqualifications etc on vocational licences - will there be a facility to check easily and quickly, whether someone has a clean licence or not?”***

***“more technology everyone has smart phones etc it would be nice to get apps to assist all drivers with motoring needs on line taxing online licence renewal etc on an app would be good facility for everyone to gain access to A FREE HIGHWAY CODE digitally on mobile phones Easier ways to contact DVLA for licensing queries without having to shunt around different departments and even more access to VOSA for driver queries and reporting problems that they should be looking into without having to give your identity”***

***“Go back to basics! Answer the phone, fix the website!!”***

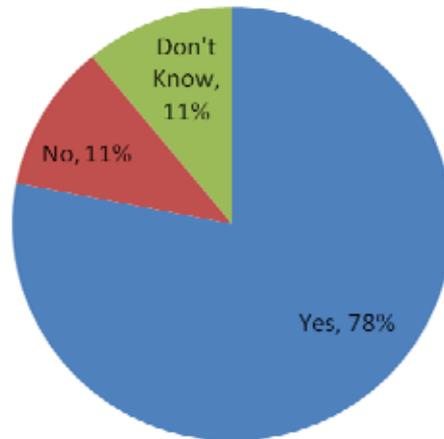
Contacts between Transport and Logistics and the Motoring Services Agencies is split evenly across all four agencies with the more regular contacts taking place with DSA and DVLA. The nature of the contact is primarily Driver Licensing, MOT Testing (private) and Vehicle Licensing with Driving Tests also featuring regularly.

Putting the consumer and business at the heart of what we do was by far the most supported principle in this category was supported by just under a quarter. About 2% of respondents felt none of the principles would help.

**Table H2: Frequency and Nature of Contact**

<b>Question 1: How often do you deal with the Motoring Services Agencies?</b>	<b>DSA</b>	<b>DVLA</b>	<b>VCA</b>	<b>VOSA</b>
Less than once a month	13	13	18	14
About once a month	5	9	3	3
More than once a month	9	10	6	17
Total	27	32	27	34
<b>Question 2: Which services have you used in the last 12 months?</b>				
				<b>Response</b>
Vehicle Licensing				27
MOT Testing (commercial)				24
MOT Testing (private)				21
Driver Licensing				19
Driving tests				19
Roadworthiness Testing				17
New Vehicle/Component Approval				10
Other				5
<b>Question 3: Referring to page 15 of the strategy, “Our Guiding Principles” please tell us which of the principles, if any, would help you in our dealings with us?</b>				
				<b>Response</b>
Putting the consumer and business at the heart of what we do				32
Rationalising the number of agencies and bodies				16
Working with a broader range of partners				15
None of these				1

**Table H3 Question 4: Will the vision for digital services outlined on page 17 of the strategy help you in your contacts with any of the four agencies?**



**Question 5: We plan to move to greater delivery of services online or by other digital means. Will these changes help you in your dealings with us?**

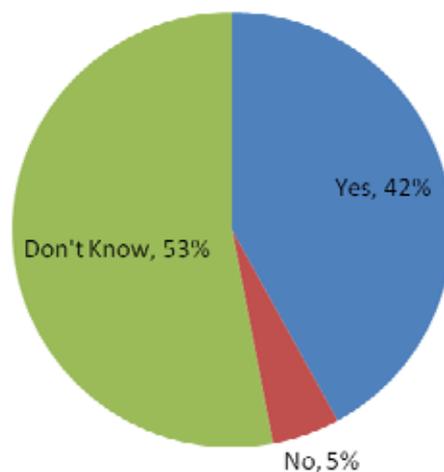
35 comments received. Full responses are available at Annex A of the document Annexes Transport and Logistics.

The two most popular responses were:

**Can help Customer Service/time/cost efficiency**

**Must be customer friendly**

**Table H4 Question 6. Do you think the proposals to reform VCA as outlined on page 17 of the strategy will help you and/or the UK economy?**



**Question 7: Do you have any suggestions for the future structure of VCA or the range of services it offers?**

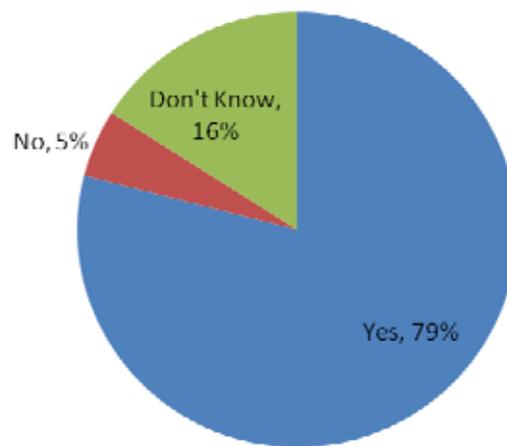
28 comments received. Full responses are available at Annex B of the document Annexes Transport and Logistics.

Two popular themes were:

**In favour of mutualisation/JV/outsourcing**

**Merge with other agency/ies/organisations**

**Table H5 Question 8: Do you support our plans to bring the driving test closer to the customer as outlined on page 17 of the strategy?**



**Question 9: How would our plans to bring the driving test closer to the customer affect you as a customer or a business?**

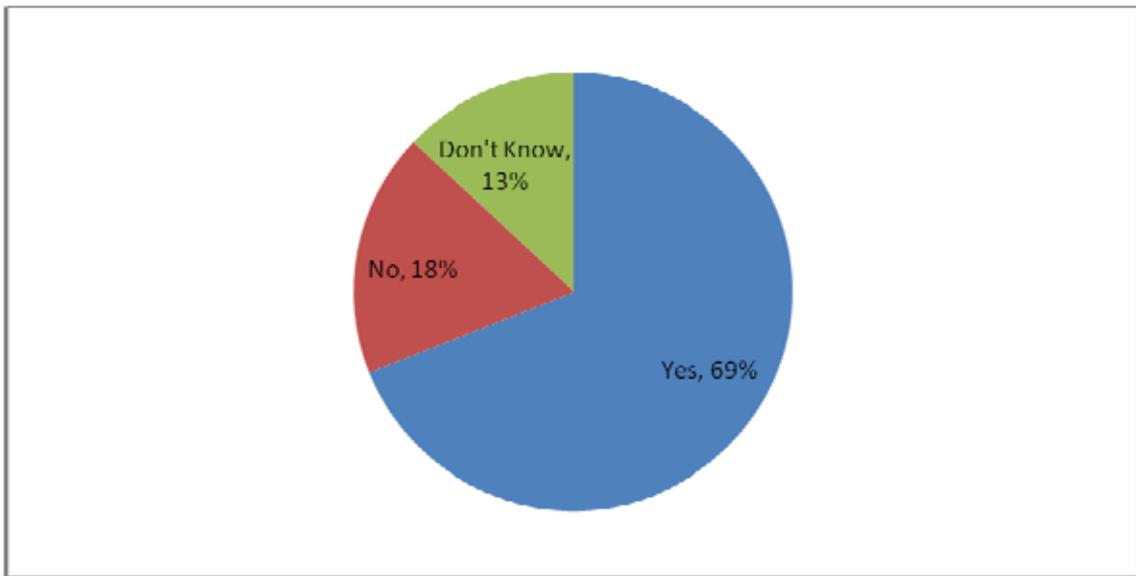
30 comments received. Full responses are available at Annex C of the document Annexes Transport and Logistics.

Two common themes included:

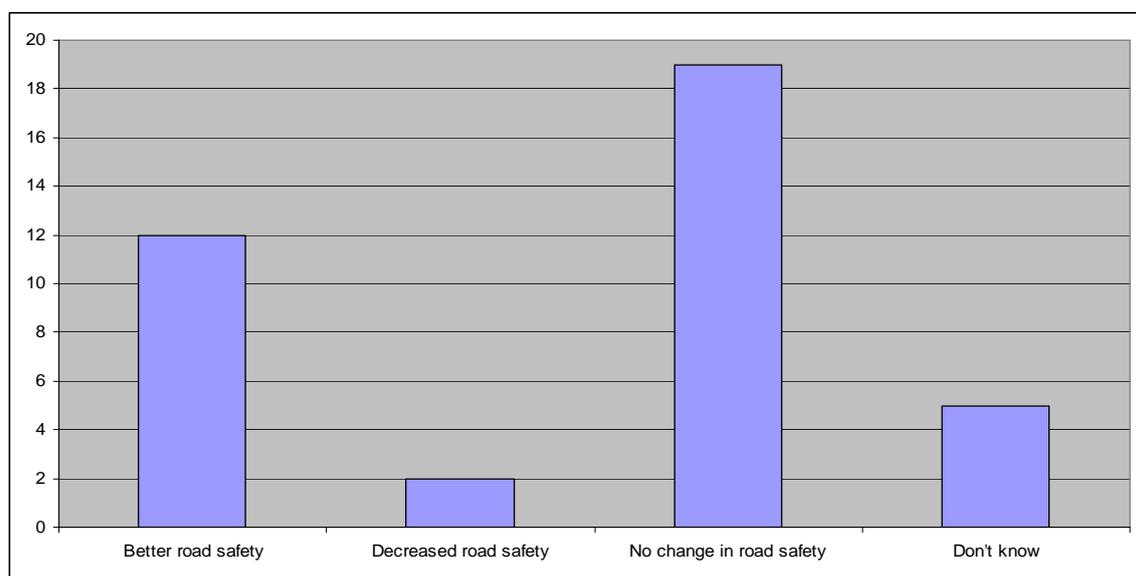
**Improved access and convenience in rural areas**

**Improved efficiency/cost effectiveness/flexibility**

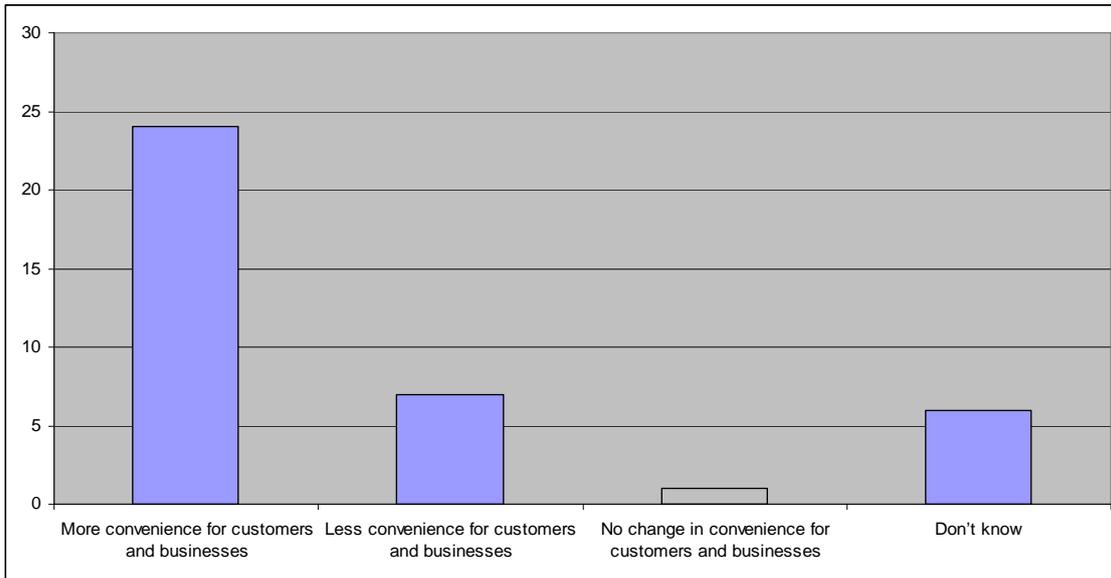
**Table H6 Question 10: Do you support our plans to reform HGV, bus and coach testing as outlined on page 18 of the strategy?**



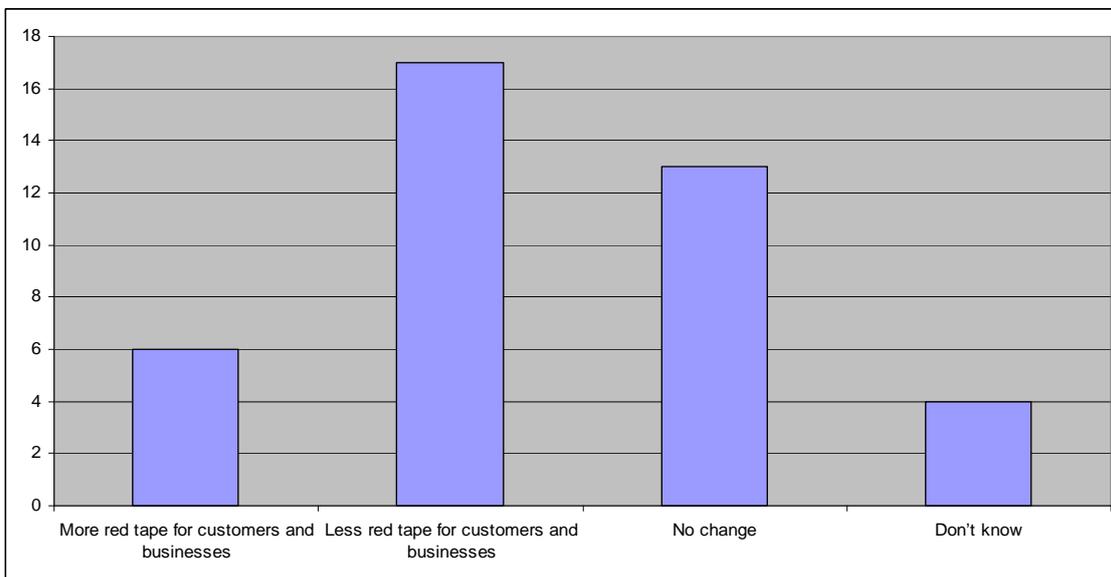
**Table H7 Question 11: How do you think our plans to reform HGV, bus and coach testing will affect road safety?**



**Table H8 Question 12. How do you think our plans to reform HGV, bus and coach testing will affect convenience for customers and businesses?**



**Table H9 Question 13: How do you think our plans to reform HGV, bus and coach testing will affect red tape for customers and businesses?**



**Question 14. Do you have any comments on our plans to reform HGV, bus and coach testing?**

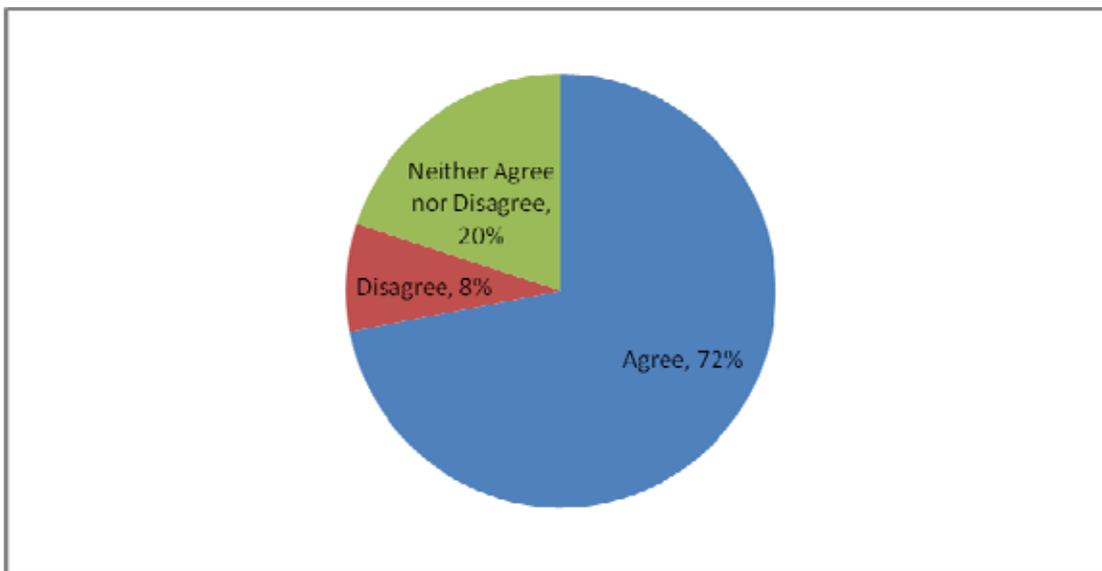
35 comments received. Full responses are available at Annex D of the document Annexes Transport and Logistics.

The two most popular themes were:

**Concern over increased costs**

**Concern over reduction in standards**

**Table H10 Question 15: Do you agree with our outline proposals for defining our organisations to deliver better services as outlined on page 18 of the strategy?**



**Question 16: Do you have any comments on our plans to re-define organisational boundaries?**

23 comments received. Full responses are available at Annex E of the document Annexes Transport and Logistics.

Two common themes included:

**Broadly supportive**

**Merge/get rid of some agencies**

**Question 17: Do you have any other comments on how we can improve our service to you?**

24 comments received. Full responses are available at Annex F of the document Annexes Transport and Logistics.

The two most popular themes were:

**Improve online service**

**Improve communication**

**Question 18: Do you have any other comments on our approach as outlined in the strategy?**

20 comments received. Full responses are available at Annex G of the document Annexes Transport and Logistics.

The two main themes were:

**Continue direction of travel**

**Concern for standards**

# Appendix I Complex Documents

A number of detailed documents were submitted to support stakeholder responses. These are available in the document Appendix I Complex Responses.

Comments made are also reflected in responses to individual questions where this is possible.

The bodies concerned are:

Automobile Association

The Association of Local Bus Company Managers

British Motorcyclists Federation

British Parking Association

British Vehicle Renting and Leasing Association

Confederation of Passenger Transport

Departmental Trade Union Side

Finance and Leasing Association

The Motor Cycle Industry Association

The Motor Schools Association of Great Britain

The National Motoring Action Group

The Society of Motor Manufacturers and Traders