



Driver & Vehicle  
Licensing  
Agency

2016 to 2017

# Driver & Vehicle Licensing Agency **Business Plan**

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# Non-Executive Chair's introduction

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Welcome to our Business Plan, which sets out our key performance measures, priorities and plans for the coming year. Our goal is to get the right drivers and vehicles taxed and on the road as simply, safely and efficiently for the public as possible.

The last year has been one of significant change for the agency. We have taken back control of our IT estate and are now going through a period of stabilisation as we transform our business. As someone who is passionate about digital services, I am delighted to see improvements in the digital services we offer our customers and to see our systems developing to fit the digital age in which we live.

There are still great challenges ahead and during the year we will continue to provide excellent services for our customers while at the same time making significant cost savings.

This will be my second year as the agency's first Non-Executive Chair and the Board continues to both support and challenge our Chief Executive Oliver Morley and his Executive Team in delivering DVLA Strategic and Business Plans. We look forward to playing our part in the continued transformation of our business, which continues to be one of the leaders of digital transformation in government.

A handwritten signature in black ink, which appears to read "L. Cowley".

Lesley Cowley OBE  
Non-Executive Chair  
March 2016

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# Chief Executive's foreword

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Over the last year DVLA has set a real pace around its digital transformation agenda whilst continuing to deliver our core responsibilities and excellent customer service.

In June 2015, DVLA stopped issuing the paper counterpart to the photocard driving licence. Customers can now view and share their driver information [online](#).

In September 2015 as mentioned in our Chair's introduction, DVLA ended 3 decades of IT outsourcing and became the first in government to move away from a large scale IT contract. The seamless transition and minimal impact of the change to employees and customers has been acknowledged as a huge success and a model for government. The change will transform DVLA's business, at the same time achieving significant cost savings.

Customers are at the heart of all we do and we continue to provide excellent customer service retaining both our Customer Service Excellence standard and our Customer Contact Association new Global 6 standard awards.

This year is very much about making that change real throughout the business for our customers and staff. This means integrating our digital services seamlessly with our paper services where the public still demands them. It means challenging ourselves to make the way we work with customers consistently world-class embracing the opportunities for improvement that come from better efficiency and effectiveness.

Finally, it's about our people who have delivered so much, but still have the appetite to make DVLA as good as it can be. And it is our role in Swansea and South Wales that is an important part of what gives us this unique potential for the year ahead.

A stylized, handwritten signature in black ink, consisting of a large, flowing initial 'O' followed by a long, horizontal stroke.

Oliver Morley  
DVLA Chief Executive and Accounting Officer  
March 2016

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# Who we are and what we do

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## Driver and Vehicle Licensing Agency

**1.1** The Driver and Vehicle Licensing Agency (DVLA) is an Executive Agency of the Department for Transport (DfT).

DVLA holds over 45 million driver records and over 39 million vehicle records and is responsible for collecting around £6 billion a year in Vehicle Excise Duty (VED).

## Our services

**1.2** In addition to DVLA's core business of maintaining accurate and up to date records of drivers and vehicles, we are responsible for:

- recording driver endorsements, disqualifications and medical conditions
- issuing photocard driving licences
- issuing vehicle registration certificates to vehicle keepers
- taking enforcement action against vehicle tax evaders
- registering and issuing tachograph cards
- selling DVLA personalised registrations
- helping the police and intelligence authorities deal with vehicle related crime
- selling anonymised data to those who have the right to use the service.

## Digital services

**1.3** Over the last decade DVLA have expanded its digital services and are now a multi-award winning government organisation, providing excellent digital services to its customers.

Our services include:

### Vehicles online:

- pay your [vehicle tax](#) (including direct debit option)
- [vehicle management](#) notify DVLA you have bought/sold a vehicle
- [vehicle enquiry service](#) check if a vehicle is taxed
- [personalised registrations](#) manage your personalised registration.

### Drivers online:

- view and [share your driving record](#)
- renew/replace your [driving licence online](#)
- [my licence](#) the facility for drivers to give insurance companies permission to check entitlement to drive.

## Commercial customers

- [automated first registration & licensing](#)
- view vehicle record for [fleet scheme](#) members
- V5C on demand for fleets
- [selling/buying a vehicle](#) to/from trade.

## How we manage our organisation

- 1.4** The agency has a framework document agreed with the Department for Transport (DfT), which establishes the governance, accountability, key relationships and financial management arrangements within which the agency operates. At the heart of these arrangements is the [DVLA Board](#) consisting of a Non-Executive Chair, Chief Executive (and Agency Accounting Officer), 3 Non-Executive Directors and 6 Executive Directors.
- 1.5** The DVLA Board establishes a clear control framework to support the effective management of risk, supported by delegations of authority, clear business processes, policies and procedures.
- 1.6** For more information about DVLA's Board and governance visit our [website](#).

## Our strategic direction

- 1.7** We are now in the final year of our Strategic Plan 2014-17. Over the last year, we have successfully achieved all we set out to do, transforming our business, making our services fit for a digital age and continuing to be one of the leaders of digital transformation in government. Our strategic direction reflects the aspirations of DfT putting customers at the heart of all we do.

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Our goal is to get the right drivers and vehicles taxed and on the road, as simply, safely and efficiently for the public as possible

**Simpler licensing** – simplify our policies and technology landscape to improve customer service.

**New opportunities** – use our assets to grow new revenue, efficiency and opportunities across government.

**Excellent services** – build seamless, lean, digital services that exceed expectations with more cost effective channels, recognising and responding to different customer needs.

**The best of DVLA** – develop our capabilities as a centre of excellence, building a unique culture which is commercial, confident and focused on our customers.

**1.8** On 11 September 2015, DVLA became the first in government to move away from a large scale IT contract. The change will transform DVLA's business, at the same time achieving significant cost savings.

**1.9** A large part of the change has been the transfer of new staff who brought with them a wealth of experience, knowledge and skills that will contribute to the agency's ability to deliver excellent services and value for money. As DVLA embrace new technologies and new ways of working, high priority and investment will be given to up-skilling staff in our IT department to deliver the changes.

During the year we will focus on:

**Stabilisation:** we will be monitoring and identifying potential risks and issues on our business as usual activities whilst continuing to provide excellent services to our customers.

**Transition:** we will work toward the migration of our current systems on to a new systems platform and continue to develop new ways of working.

**Optimisation:** we will continue to re-build our IT estate to support and deliver our 24/7 digital services. Through investment we will deliver value for money and build an IT landscape that delivers to our strategic plan and the future world.

**1.10** DVLA's commercial team are currently managing over 300 contracts with more than 200 of these being IT contracts of 2 years or less. The commercial team are also focusing on driving cost out of non-pay spend to contribute towards the Comprehensive Spending Review (CSR) efficiency savings. Within DVLA's commercial area sits a business development team who are looking at opportunities where DVLA can optimise its business as a service provider for government, offering cost savings and improving efficiency across government.

## **DfT Motoring Services strategy consultation**

**1.11** The DfT Motoring Services strategy consultation was open between November 2015 and January 2016. The aim of the consultation was to gather public views on how DVLA, the Driver and Vehicle Standards Agency (DVSA) and the Vehicle Certification Agency (VCA) can improve its services to the motoring public.

**1.12** The consultation focuses on 5 main topic areas; user experience, digital, efficiency, agency transformation and deregulation. Much of the consultation is around how driving tests are administered and how DfT can continue to enhance its digital services. The consultation also considers what operating models could work for corporate functions across the DfT family. We will take forward the recommendations arising from the study once results are released.

## **Purpose of this Business Plan**

**1.13** Our Business Plan sets out the measures, priorities and resource plans for the coming year and provides a framework ensuring the necessary finance and other resources are available to achieve the agency's goals and commitments.

# Plans for 2016 to 2017



## DVLA Key Performance Measures

Category	DVLA measure	In 2016-17
<b>1. Changing our agency</b> 	1.1 Vehicle Excise Duty (VED) Reform: we will implement the new vehicle registration and licensing rules (announced by the Chancellor in July 2015)	31 March 2017
	1.2 Drivers Medical Reform: introduce an online service for customers to notify us of a medical condition and renew their short period driving licence	August 2016
	1.3 Contact Centre Modernisation: <ul style="list-style-type: none"> <li>to deliver an online self-service facility to support customers with their enquiries</li> <li>to deliver an automated telephone call analysis solution providing valuable customer insight to improve and simplify our services</li> </ul>	June 2016
<b>2. Our services</b> 	2.1 Collecting VED: develop and agree with Her Majesty's Treasury and DfT a strategy to reduce VED evasion	September 2016
	2.2 IT resilience: to provide scheduled availability (taking into account scheduled downtime) of Vehicle Tax, Vehicle Management, Personalised Registration and Driver Licence online services	99.5% availability
	2.3 Our total digital and automated transactions at March 2017 will exceed	80%
	2.4 To despatch a: <ul style="list-style-type: none"> <li>first driving licence in 8 days</li> <li>vocational driving licence in 6 days</li> <li>digital tachograph in 8 days</li> </ul>	98% of cases
	2.5 Reduce the number of drivers medical casework (drivers who notify us of a medical condition) waiting for DVLA action against the 2015-16 baseline	25%
	2.6 To answer calls queued to an advisor in 5 minutes	95% of cases

Category	DVLA measure	In 2016-17
<b>3. Meeting customer needs</b> 	3.1 Customer Service Excellence standard	Retain accreditation
	3.2 Customer Contact Association Global standard	
	3.3 Customer satisfaction – maintain customer satisfaction for key transactions:	95%
	<ul style="list-style-type: none"> <li>• I want to tax my vehicle</li> <li>• I want to amend my vehicle registration document</li> <li>• I want to renew my driving licence</li> </ul>	90%
		93%
	3.4 Improve customer satisfaction on drivers medical transactions against the 2015-16 baseline	March 2017
	3.5 Customer complaints – reduce the number of formal complaints by 5% on:	March 2017
	<ul style="list-style-type: none"> <li>• Drivers</li> <li>• Drivers medical</li> <li>• Vehicles</li> </ul>	
	3.6 Freedom of Information Act – provide a response within 20 working days	93%
3.7 Parliamentary questions – provide a response by due date	100%	
3.8 Ministerial correspondence – provide a response within 7 working days	100%	
3.9 Official correspondence – provide a response within 20 working days	80%	
3.10 Prompt payments – payment of invoices within 5 working days	80%	
<b>4. Financial responsibilities</b> 	4.1 Deliver the CSR efficiency saving of 14% (34% by March 2020)	March 2017
	4.2 Financial expenditure – VED collection and enforcement expenditure will not exceed	£131 million
	4.3 Headcount – by March 2017, DVLA full time equivalents will number fewer than	5,497
	4.4 Sick Absence – reduce the number of working days lost (by full time equivalents) due to sickness by 0.5 against the 2015-16 baseline and work towards the DfT target of not exceeding 7 days	March 2017

## Changing our Agency



### Vehicle Excise Duty reform

**2.1** The Chancellor announced in the summer 2015 Budget that the Government would be introducing new [Vehicle Excise Duty](#) (VED) rates from April 2017. To deliver this DVLA will require major changes to its IT systems and business processes, which will be in place by 31 March 2017.

### Drivers medical reform

- 2.2** Britain has some of the safest roads in the world and driver licensing rules play an important part in keeping our roads safe. All drivers have a legal duty to make sure they are medically fit to drive and to notify DVLA of the onset or worsening of a medical condition affecting this.
- 2.3** DVLA's drivers medical department currently deals with over 600,000 medical cases each year. During the year we will introduce a new online service for customers who wish to notify us of a medical condition or renew their short term driving licence. Once a notification has been made a recommendation on a driver's fitness to drive will be made at that time, significantly improving the time it takes to process the application.
- 2.4** We estimate that around 60% of customers will know immediately that they can continue to drive with the remainder of customers notified that DVLA need further information from their doctor. Once investigations have been completed an evidence based decision of whether a driver can retain their licence will be made. This new service is part of a wide ranging review of drivers medical.

### Contact centre modernisation

- 2.5** DVLA's contact centre continues to be a 'Centre of Excellence' in government. In order to meet changing customer expectations and advances in technology, the agency is modernising its contact centre services.
- 2.6** We will be introducing a range of tools and solutions that will improve the service we provide through our contact centre, making our services:
- easily accessible
  - simple to use
  - streamlined
  - convenient
  - cost effective
  - robust.
- 2.7** We will also be introducing an online facility which will provide information and advice on our services tailored to answer popular customer enquiries. This information will also make it easier for customers to self serve and therefore reduce the need to telephone our contact centre.

- 2.8** As part of this solution there will be a replacement email channel and web chat facility for customers who have not been able to self serve using the knowledge function. Our web-chat service will provide live online support for customers.
- 2.9** During 2016 we will introduce speech analytics which will automate the categorisation and analysis of recorded telephone calls. This system will provide valuable management information and business intelligence on up to 10,000 recorded calls per day. Speech analytics will provide analysis of call trends and will support process improvement on new and existing services.

## Our services



### Collecting Vehicle Excise Duty

- 2.10** DVLA collect around £6 billion in vehicle tax each year. Almost 99% of vehicles on the road are currently taxed however, there are those who fail to do so.
- 2.11** The Roadside Survey on Vehicle Excise Duty (VED) evasion is carried out every 2 years to estimate the rate of VED evasion among vehicles seen on UK roads and the associated revenue loss. It is based on observing registration marks of vehicles in traffic carried out at 256 sites across the UK.
- 2.12** In June 2015, the rate of unlicensed vehicles in traffic in the UK was estimated to be 1.4%, compared with 0.6% in 2013. It is estimated that the levels of VED evasion seen in the survey would correspond to around £80 million in lost tax revenue over a full year, for the UK. DVLA forecast to recover around £38 million of the lost revenue through enforcement activity or through vehicle keepers paying arrears of duty to cover the untaxed period. Steps have been taken to look at why evasion levels have increased. By September 2016, we will develop and agree a strategy with Her Majesty's Treasury (HMT) and DfT to reduce VED evasion.

### DVLA digital services

- 2.13** Over the last few years we have delivered significant improvements to the services we offer, moving more services online. Our aim is to get as many customers as possible transacting with us digitally. This will mean introducing digital channels for services that do not currently offer them and increasing take-up of existing digital service by removing barriers. In the next year, we will focus on simplifying our existing services to make them even easier for our customers to use. We will provide customers with digital access to their information and to the services they need to tell us when things change or need updating. Customers who transact digitally but require assistance to complete the transaction will be supported through online help or DVLA's contact centre either by web-chat or over the phone.

- 2.14** We will ensure that those who have difficulty using our digital services are provided with support and those who cannot transact digitally are provided with a good quality alternative service.
- 2.15** To ensure our new services achieve high digital take-up rates, whilst at the same time reducing calls and casework, we aim to increase our customer satisfaction. We will do this by building services based on customer need and by involving customers at all stages of the development process.
- 2.16** We will also continue to update our core IT systems to reflect relevant legislative changes, for example penalties for motorists using hand held mobile phones whilst driving.

## Meeting customer needs



### Our customers

- 2.17** In this fast changing technical world, customer expectations and requirements for digital services is growing. Customers are at the heart of all we do so it is important that we continue to provide excellent services by introducing new technology, simplifying our processes and policies. This will reduce the burden for our customers making it easier for them to use our services.
- 2.18** In order to understand what our customers need, DVLA conducts user research using a wide range of methods, from traditional surveys to in-depth interviews, focus groups and targeted usability, technical and prototype testing. Customer behaviour and the way we offer our services has changed significantly over the last decade and we know from our customers that they want modern processes which allow increased flexibility in the way services are delivered.
- 2.19** As part of our commitment to delivering excellent digital services to our customers, in 2015 DVLA opened a User Experience (UX) testing lab to study how customers behave when being asked to perform certain tasks.
- 2.20** DVLA's new UX testing lab is one of the best user experience testing labs in the country. This state of the art facility allows us to better test our services with our customers, giving us detailed feedback to help us improve these services. Our commercial customers have shown an interest in our UX lab and we will be exploring opportunities for them to utilise the facility to help inform the development of our services.
- 2.21** During the year we will be undertaking a significant programme of UX research and design to support the development of driver and vehicles services. With the introduction of our new UX@DVLA lab we can ensure that we are able to involve our customers in the testing and development of services across a range of channels and devices. We will also be researching customer interactions and their choice of channels, a deeper understanding of the reasons behind VED evasion and supporting the development of improvements on drivers medical services.

**2.22** DVLA have close links with Swansea University and Swansea Council and are looking at how the agency can work with regional government and business. DVLA work will be a priority, but we are considering marketing UX@DVLA to other organisations to generate revenue. This is an exciting time for the agency, we are well on the way to becoming a centre of excellence for customer insight and research.

### Customer Service Excellence

**2.23** In 2015 DVLA successfully retained the [Customer Service Excellence](#) (CSE) Standard, achieving continued accreditation since 2008. CSE accreditation demonstrates our commitment to achieve service excellence, putting our customers at the heart of our services.

**2.24** We will continue to maintain our reputation for excellent customer service and continued accreditation.

### Customer Contact Association standard

**2.25** DVLA's contact centre achieved accreditation to the [Customer Contact Association](#)'s new Global Standard 6. This is the ninth consecutive year that the agency has been awarded accreditation.

**2.26** This recognises the great team effort to focus on both customers and staff in providing excellent customer service in a multi channel environment. It underlines our strong standing against other leading public and private contact centres.

**2.27** We will continue to work towards accreditation which supports our drive to continuously improve our processes and strategy in line with industry best practice.

### Our corporate customers

**2.28** DVLA recognises that the business needs of its corporate customers are often different and more complex than those of ordinary motorists. These customers interact with DVLA's services on a much more frequent basis and often handle large volumes of transactions.

**2.29** We have developed strong relationships with a wide range of trade associations and corporate bodies that represent large groups of the agency's corporate customers. During the year the agency will continue to work with these organisations to capture and prioritise the requirements of their members going forward. They will also identify and evidence the potential business benefits that service changes could deliver whilst exploring opportunities for removing burden and promoting growth.

### Customer service standards

**2.30** DVLA are committed to developing excellent services for our customers that are both meaningful to them and easy to use. We work closely with stakeholders, customers and other interested parties to ensure we are providing services that suit their needs.

### Customer complaints

**2.31** DVLA's aim is to give the best possible service to its customers. We work within frameworks set by current legislation. It may not always be possible to meet customer expectations as our decisions have to be made in line with relevant laws. We will focus on the key areas of the business to establish why a small minority of our customers are complaining and what we can do to improve these services. For further information about our complaints procedures visit our [website](#).

# Delivering the plan



## Financial responsibilities



### Finance and efficiency

- 3.1** DVLA aims to provide excellent services in a way that represents value for money to our customers. We deliver this by minimising expenditure and have reduced annual expenditure by over £100 million compared to the 2010-11 Business Plan baseline, ensuring that savings are passed on to customers and stakeholders. This will be the first year of our commitment to reduce spending further, as part of the Spending Review 2015.
- 3.2** The £100 million year on year efficiencies were achieved by:
- improved processes and service transformation including vehicles online services
  - contract renegotiation such as our face to face services provision
  - centralisation of activity and rationalising our estate.
- 3.3** 2014-15 was the final year for measurement of the £100 million and also the first year for the new 30% net cost savings target to be delivered by March 2017. We are on track to exceed our 10% efficiency saving target by the end of March 2016. This has been superseded by the [Comprehensive Spending Review \(CSR\) 2015](#).
- 3.4** This spending review set us the challenging task of achieving an overall saving of 34% of total agency costs over the review period until March 2020. These savings will be achieved by:
- reducing the costs of IT
  - realising the benefits delivered by moving away from a large IT contract
  - driving value from our other contracts
  - reducing our use of consumables.
- 3.5** We will also encourage economic growth by helping other government departments and industry to make efficiency savings by offering our services to them at cost effective rates.

### Our staff

- 3.6** We will continue our journey to deliver the best of DVLA developing our capabilities as a centre of excellence building a unique culture which is commercial, confident and focused on our customers.

- 3.7** We will implement a recruitment approach which will attract people to the organisation both as employees and through an apprenticeship programme at both entry and higher level.
- 3.8** We will take forward our digital skills plans and roll out a leadership development programme to support the achievement of the [Civil Service Leadership Statement](#).
- 3.9** We will continuously assess recognise and feedback on performance.
- 3.10** We will review our policies and practices to ensure they support the type of workplace we want to create.
- 3.11** We will continue to drive for a diverse workforce representative of the community in which we are based and will focus in particular on gender equality at all levels in the organisation and increasing the numbers of black, asian, minority and ethnic people we employ.
- 3.12** DVLA's workforce plan includes an increase from March 2015 to cover the staff who joined us from our previous IT supplier. Following this, we expect our headcount to gradually reduce as we realise the benefits of increased digitalisation and more efficient processes as well as the impacts of our change programme.

**Workforce Plan 2015-18**

March 2015	5,147
March 2016	5,597
March 2017	5,497
March 2018	5,347

- 3.13** During the year we will focus on reducing sick absence levels by 0.5 days lost. This will be delivered through attendance policies, rolling out attendance management training to all managers and targeted health promotions. We will support staff who have been unwell back into work by providing them with rehabilitation plans to share with their GP. We will also implement the recommendations from the attendance survey completed in 2015.

**Civil Service People Survey**

- 3.14** DVLA staff take part in the Civil Service People Survey each year. The survey provides valuable feedback from staff on their working lives. In 2015, 81% of staff took part in the survey (68% in 2014).
- 3.15** We will focus on the information gained from the results of the survey, together with a range of insight and face to face staff interaction to improve the working environment at DVLA.



## DVLA Sustainability

**3.16** Greening our estate and operations remains a priority for DVLA. We, with the rest of government, have agreed a new set of Greening Government commitments to cover the period up to 2020.

**3.17** DVLA and the government's vision is to have the greenest operations and procurement and greater transparency on performance, which includes committing to and reporting performance against:

- reducing emissions of greenhouse gases from our estate and business travel
- reducing waste
- reducing water consumption
- reducing paper use.

**3.18** In line with our commitments, we will improve how we procure goods and services to ensure they deliver the best value for money whilst reducing environmental impacts. We will improve transparency in areas including climate change adaptation and biodiversity on DVLA's estate.

**3.19** To contribute to the 2020 targets we will:

- achieve a further 2% reduction in our green house gas emissions (target of a 36% reduction by 2020) against the 2009-10 baseline
- maintain a reduction in waste generated at 49% against our 2009-10 baseline, recycle and compost at least 70% of our waste and continue to send no more than 10% of our waste to landfill
- maintain our reduction of domestic business travel flights of more than 90% from the 2009-10 baseline
- maintain our reduction in paper use of more than 60% from the 2009-10 baseline
- commence work on actions contained within the DfT Sustainable Procurement Strategy 2016 to 2020
- publish the steps we are taking to address climate change adaptation, biodiversity and the natural environment, procurement of food and catering services and sustainable construction in our [Annual Report and Accounts](#) .

# Annex



Financial forecast	Forecast Outturn 2015-16 £ million	Business Plan 2016-17 £ million
Statutory fee income	423	409
Commercial fee income	100	93
Other income	10	9
<b>Total income</b>	<b>533</b>	<b>511</b>
Staff costs	168	175
Contingent labour	1	0
Agents fees	72	69
ICT charges	126	109
Accommodation	25	26
Consultancy and Professional Services	3	3
Postage and printing	42	44
Depreciation	39	29
Other costs	14	17
<b>Total expenditure</b>	<b>490</b>	<b>472</b>
<b>Net operating Surplus</b>	<b>43</b>	<b>39</b>
Resource DEL	117	113
AME	(4)	(3)
<b>TOTAL Resource and AME</b>	<b>113</b>	<b>110</b>
<b>Capital</b>	<b>19</b>	<b>13</b>

**Statement of financial position****Forecast Outturn  
2015-16  
£ million****Business Plan  
2016-17  
£ million**

	<b>Forecast Outturn 2015-16 £ million</b>	<b>Business Plan 2016-17 £ million</b>
<b>Non- current assets</b>		
Property, plant and equipment	65.0	59.3
Intangible assets	42.9	32.7
Trade and other receivables due after more than one year	0.2	0.1
<b>Total non-current assets</b>	<b>108.1</b>	<b>92.1</b>
<b>Current assets</b>		
Trade and other receivables	27.3	29.9
Cash and cash equivalents	30.9	25.8
<b>Total current assets</b>	<b>58.2</b>	<b>55.7</b>
<b>Total assets</b>	<b>166.3</b>	<b>147.8</b>
<b>Total liabilities</b>	<b>(65.2)</b>	<b>(55.1)</b>
<b>Total assets less current liabilities</b>	<b>101.1</b>	<b>92.7</b>
<b>Non-current liabilities</b>	<b>(39.1)</b>	<b>(34.4)</b>
<b>Assets less liabilities</b>	<b>62.0</b>	<b>58.3</b>
<b>Taxpayers' equity</b>		
General fund	12.6	8.9
Revaluation reserve	49.4	49.4
<b>Total taxpayers' equity</b>	<b>62.0</b>	<b>58.3</b>



## Volume forecast

Transaction	Service	2015-16 Outturn	2016-17
Vehicle licensing	We want to issue a vehicle tax refund	5,571,052	4,831,122
	I want to amend my vehicle tax details	3,259	3,457
	I want to notify DVLA of SORN	3,499,276	3,603,259
	I want to tax my vehicle	46,715,465	47,993,390
	We want to remind you to tax a vehicle	31,688,186	41,888,816
Vehicle licensing total		87,477,238	98,320,044
Vehicle registration	I want to request a vehicle registration certificate	1,275,760	1,285,799
	I want to amend my vehicle registration details	12,333,657	12,291,511
	I want to export a vehicle	322,007	352,499
	I want to notify DVLA that a vehicle has been destroyed or seriously damaged	1,621,266	1,714,225
	I want to notify DVLA that I have acquired or disposed of a vehicle	6,774,252	8,333,951
	I want to register a vehicle	3,315,327	3,403,434
Vehicle registration total		25,642,269	27,381,419
Driver licensing	I want a certificate of entitlement to drive	18,147	16,640
	I want a confirmation of registration for EU/EEA full licence holders	1,481	1,764
	I want a provisional driving licence	1,154,812	1,157,246
	I want to add additional provisional entitlement to my driving licence	79,786	86,346
	I want to amend my driving licence details	2,969,132	2,936,445
	I want to exchange my GB driving licence	180,664	209,316
	I want to exchange my non-GB driving licence	164,126	150,732
	I want to notify DVLA of a death of a driver	163,225	153,906

Transaction	Service	2015-16 Outturn	2016-17
	I want to notify the DVLA of a change to my medical status	156,524	159,509
	I want to renew my driving licence	4,295,915	4,296,796
	I want to replace my driving licence	840,476	782,163
	I want to surrender my driving licence	54,009	50,720
	We want to remind you to renew or update your driving licence	1,882,733	1,811,086
	You (DSA / Military) want to apply test pass details	1,612,410	1,677,132
	You want to add/amend/remove endorsement or fixed penalty details	1,651,954	1,613,053
Driver licensing total		15,225,395	15,102,853
Customer support & guidance	I want to know how to do something	20,170,629	17,352,521
Customer support & guidance total		20,170,629	17,352,521
Data sharing & enquiries	I want to enquire on my driver details	13,035,673	15,845,784
	I want to enquire on my vehicle details	272,102,364	278,344,282
	We want you to update our database	30,820,017	27,766,199
	You want to enquire on a drivers details	15,110,413	35,218,922
	You want to enquire on a vehicle details	1,028,817	838,084
	You want to obtain bulk data	2,635,494	2,640,003
Data sharing & enquiries total		334,732,778	360,653,2737
Personalised registration	I want to amend or renew my personalised registration certificate details	208,409	71,397
	I want to assign a vehicle registration number to a vehicle	696,082	526,858
	I want to buy a personalised vehicle registration number	316,763	258,900
	I want to register or de-register an interest in a personalised vehicle registration number	99,637	114,000
	I want to replace my personalised registration certificate	7,170	4,608
	I want to retain a personalised registration number	826,244	687,783
	I want to transfer a vehicle registration number	209,509	189,615
	We want to remind you that your retention period is about to expire	299,386	300,000
Personalised registration total		2,663,200	2,153,161

Transaction	Service	2015-16 Outturn	2016-17
Enforcement	We want to enforce vehicles legislation	1,862,254	2,258,403
Enforcement total		1,862,254	2,258,403
Cross government services	I want to apply for, or renew, a diplomatic driver permit	1,383	1,284
	I want to register or de-register a diplomatic or consular vehicle	2,225	1,800
	You (DVSA) want DVLA to produce CPCs/DQCs	2,683	929
	You (Home Office) want DVLA to print a biometric residency permit	646,541	460,000
Cross government services total		652,832	464,013
Tachograph cards	I want a digital tachograph card	65,874	69,208
	I want a replacement digital tachograph card	27,192	28,405
	I want to amend or surrender a digital tachograph card	12,614	14,173
	I want to exchange a non GB tachograph card	1,963	1,958
	I want to renew a digital tachograph card	72,763	149,815
	We want to remind you to renew your digital tachograph card	105,761	95,000
Tachograph cards total		286,167	358,559
Trade licensing	I want a trade licence	12,672	12,340
	I want to amend or replace a trade licence	4,659	3,473
	I want to renew my trade licence	90,736	70,000
	I want to surrender my trade licence	2,065	2,100
	We want to remind you to renew your trade licence	157,079	62,000
Trade licensing total		267,211	149,912

