

DVLNI

**CORPORATE PLAN 2005-07
&
BUSINESS PLAN 2005-06**



Chief Executive's Foreword

This period will be one of considerable change for DVLNI with the probable merger of vehicles division with DVLA in 2007. Not only will this have a major impact on organisational structures but will also have huge implications for staff as the DVLA takes direct responsibility for the vehicles work in Northern Ireland

During this transitional period business will have to continue as normal. The Agency has to take forward a number of EU led issues e.g. the 3rd Directive on Driving Licences, and to manage peak renewals – the large influx of driving licence renewals, which are a legacy of the change from a 3 to a 10 year licence. This actually started late 2004/05, but the main bulk will be processed this year.

One of the key challenges the Agency faces is to work to continually increase compliance with the full range of relevant road traffic regulations. Work will continue this year to establish reasons for non-compliance, and develop a compliance strategy based on the findings. One anticipated outcome would be better targeting of enforcement activities. It should also enable the Agency to improve its communications with customers, and more specifically with stakeholders.

The Agency will continue working towards Chartermark reaccreditation during 2005/06, and will be developing a customer communication strategy

Finally, in order to ensure that staff are skilled to deliver the Agency's business, a management development programme will be rolled out during the year for all staff in management grades.

PICTURE OF CHIEF EXECUTIVE

Brendan Magee

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CORPORATE PLAN 2005-07

1. INTRODUCTION

Background

Driver and Vehicle Licensing Northern Ireland (DVLNI) was established as an Executive Agency within the Department of the Environment (DOE) on 2 August 1993.

As the Agency responsible for driver, operator and vehicle licensing in Northern Ireland, our key purpose is to maintain a record of all those who are entitled to drive various types of vehicles including taxis, together with a register of all vehicles and operators entitled to travel on public roads. These registers allow us to contribute to our strategic outcomes by keeping unentitled drivers and vehicles off the roads with the co-operation of our partners. The vehicle register also assists the DVLNI in the collection of Vehicle Excise Duty (VED) in Northern Ireland on behalf of DVLA. The following services are provided by the Agency: -

- **Driver Licensing**
 - Issue and, where appropriate, the withdrawal of licences to:
 - Group 1 drivers (car, motorcycle, etc); and
 - Group 2 drivers (lorry, bus, minibus).

- **Vehicle Registration and Licensing**
 - Issue of vehicle tax discs;
 - Collection and enforcement of Vehicle Excise Duty;
 - Registration of new and used vehicles;
 - Sale by auction and tender of valuable registration marks; and
 - Transfer of cherished registration marks between vehicles.

- **Road Transport Licensing**
 - Issue and, where appropriate, the withdrawal of licences to:
 - Taxi drivers;
 - Road freight operators;
 - Road service (bus) operators; and
 - Public service vehicle (bus and taxi) operators.

DVLNI collects in excess of £125m in VED on behalf of DVLA, and £2m in respect of VED enforcement activity. We maintain a register of all vehicles entitled to travel on public roads (1 million vehicle records) and those who are entitled to drive various types of vehicles (1 million driver records).

The Department for Transport (DfT), acting through its executive agency, Driver and Vehicle Licensing Agency (DVLA), has statutory responsibility under the powers of the Vehicle Excise and Registration Act 1994, and subsequent amendments, for vehicle registration and licensing in the United Kingdom. These functions are undertaken in Northern Ireland by DVLNI on behalf of the DVLA. There is a formal agreement between DOE and DfT, which specifies the services to be delivered and the funding arrangements. DVLA propose to take direct responsibility for this work and terminate the agreement with DVLNI (probably in 2007/08). They have agreed to continue to carry out vehicle licensing functions in NI.

DOE is responsible for driver licensing, taxi licensing and road freight and operator licensing in Northern Ireland under the authority of the Road Traffic (Northern Ireland) Order 1981 and the Transport Act (Northern Ireland) 1967.

Driver and Vehicle Licensing Northern Ireland

DVLNI's primary activities are set out in the following legislation:

- The Vehicle Excise and Registration Act 1994 which covers-
 - a person's requirement to notify about keepership of a vehicle and amendment to keepership details;
 - requirement to maintain vehicle keepership records;
 - identification of liability to pay and collect Vehicle Excise Duty.

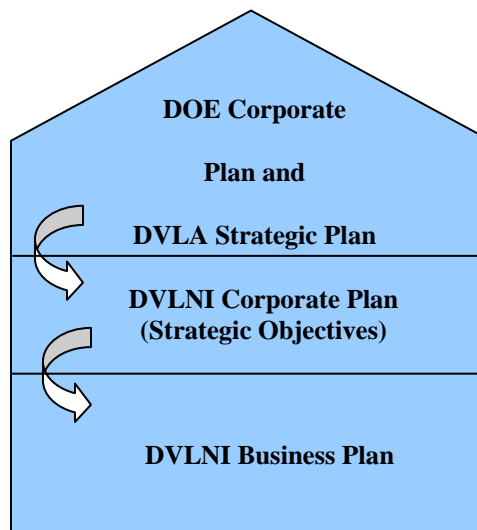
- The Road Traffic (Northern Ireland) Order 1981 deals with-
 - entitlement to drive (including taxis);
 - issuing and where appropriate withdrawing driving licences;
 - requirement to maintain a record of licensed drivers;
 - requirement to notify changes to particulars.

- The Transport Act (Northern Ireland) 1967. This Act covers the licensing of persons who carry other people's goods. Such persons are required to hold
 - a Road Freight Operator's Licence to operate goods vehicles; or
 - a Road Service Licence to operate vehicles such as minibuses, buses or coaches.

The Agency's Framework Document sets out our relationship with other parts of the DOE, DVLA and the DfT in GB and explains our accountability to Ministers and Parliament. The Framework Document requires the Agency to prepare a Corporate and Business Plan each year.

Planning Framework

The DfT, through DVLA, is responsible for the strategic and policy framework of vehicle licensing and DVLNI must work within this framework. Although there is separate legislation in Northern Ireland for driving licensing, DfT again through DVLA, leads on driver policy development especially in terms of international negotiations. Therefore DVLNI's Corporate Plan is heavily influenced by DVLA's Strategic Plan and should be read in conjunction with DVLA's plan. The diagram on the next page indicates how the Corporate and Business Planning process operates within the Agency.



The Role of the Corporate Plan

The Corporate Plan sets out our strategic objectives over the period taking into account the DVLA Strategic Plan. It reviews the changes expected in the business environment, where they might affect us as a government agency and sets out our response in terms of service delivery needed for the future. The Corporate Plan is for a 2-year period, expiring 2007, when DVLA propose to terminate the Agency Agreement.

This Corporate Plan underpins our annually produced Business Plans, which detail our short term business objectives and targets, ensuring that these are directed and prioritised to achieve our overall strategic objectives.

Our stakeholders are those with direct influence in setting our strategic objectives and have a direct interest in how we achieve these. Our key stakeholders are the Minister, DOE, Department of Finance and Personnel (DFP), DfT, and DVLA.

Our customers are those with direct interest in the services that we provide:

- The general public as drivers or vehicle keepers;
- Business or commercial organisations as operators or vehicle keepers;
- Motor dealer and trade associations;
- The Police and the Courts: and
- Authorised users of our data for wider purposes.

Human Rights, Equality and Targeting Social Need (TSN)

The Agency is fully committed to ensuring that its legislation and procedures are in accordance with the European Convention on Human Rights.

DVLNI has a three-year review programme of activities, to ensure that it is meeting its equality obligations under Section 75 of the Northern Ireland Act 1998.

The Price Waterhouse Coopers Review of DOE in relation to new TSN recognised that DVLNI provides a regulatory service and could therefore make little contribution to promoting new TSN.

2. STRATEGIC OBJECTIVES

Mission

Our mission is:

To assist road safety and law enforcement, through the provision of accurate and complete registration records and providing other integrated and value-added services

Strategic Outcomes

As part of DOE we contribute to its Strategic Objective 3:

‘To work with statutory and voluntary partners to reduce road deaths and serious injuries’.

As one of our stakeholders, we contribute to the DfT’s aim to deliver transport that works for everyone.

Strategic Objectives

The realisation of the Agency mission and strategic outcome is achieved by delivering the following strategic objectives:

1. To improve services to customers
2. To increase compliance
3. To deliver greater value for money from the services we provide

Values

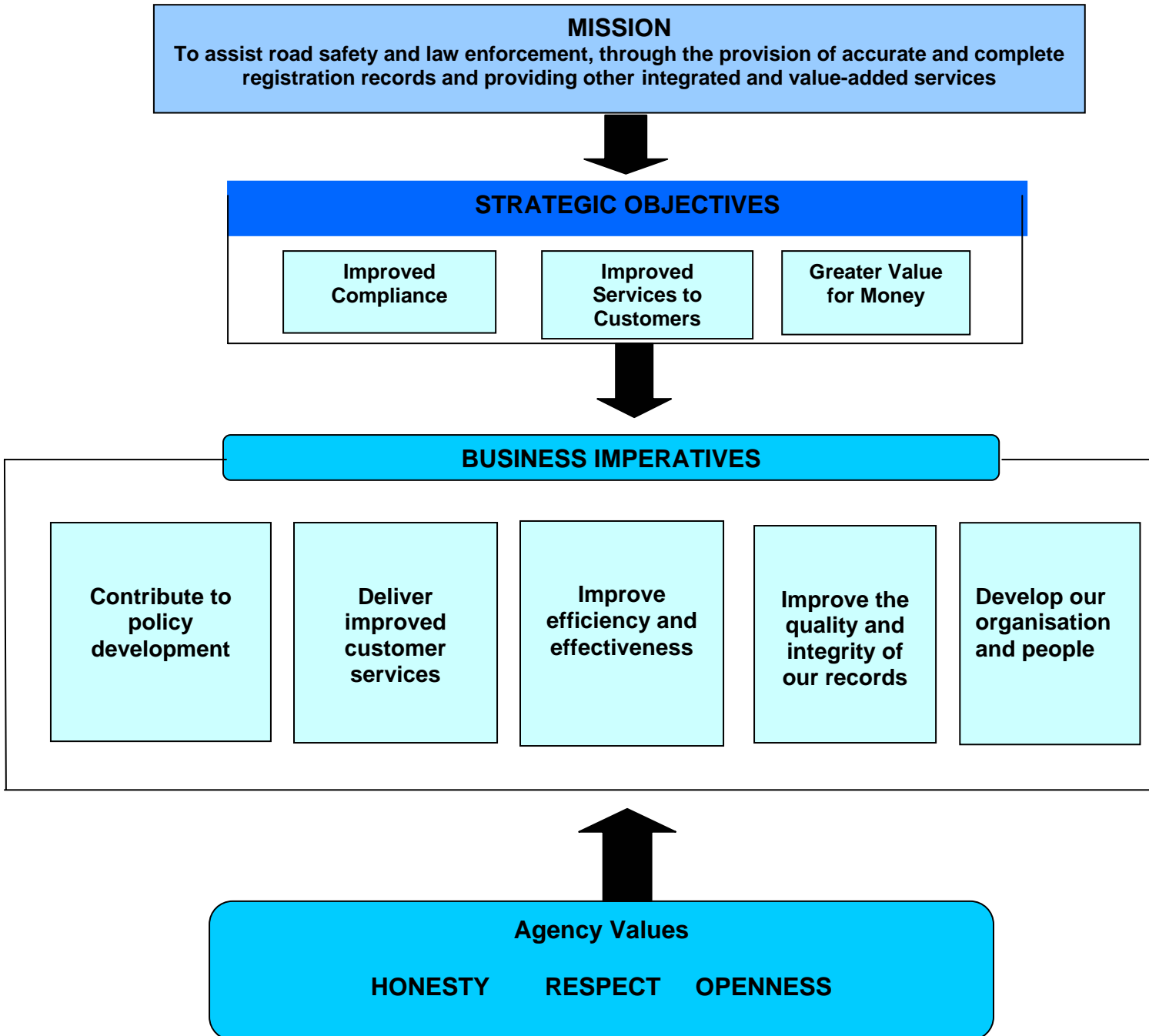
To assist delivery of our strategic objectives we need to continue to develop a culture that includes flexibility of thinking, and the continued modernisation of approaches. It is important that the core values of Honesty, Openness and Respect underpin this culture.

Business Imperatives

To facilitate successful delivery and ensure alignment with the DVLA, we have broken down the strategic objectives into the following business imperatives:

1. **Contributing to policy development.** DVLNI's ability to deliver its key output of increased compliance and improved services to customers is critically dependent on the quality of the underlying policies and the way in which they can be implemented. As indicated previously DfT, through DVLA, provides the policy framework within which we must work regarding vehicle licensing and in practice though there is separate legislation in Northern Ireland for driving licensing, DfT leads on the driver policy especially in an international context. It is therefore important that we work with DVLA, both in policy development and potential operational implications. DVLNI must work closely with DOE in developing taxi and operator policy and the implementation of legislation relating to driver licensing. The Department has completed a review of the freight operator system and a review of the taxi licensing system in Northern Ireland is underway. We must be actively involved in both these areas.
2. **Deliver Improved Customer Services.** We need to understand our range of customers better, and tailor our services to meet their needs from a customer focus.
3. **Improve our Efficiency and Effectiveness.** Delivering efficiency and effectiveness must become an integral part of the way in which we work and not a separate set of activities. It should be considered all the way from implementing policies through to delivery. This approach needs to be reflected through the processes and governance arrangements that are put in place.
4. **Improve the Quality and Integrity of our Records.** This imperative is critical to our key purpose. Keeping an accurate register of vehicles, operators and drivers is vital to road safety as well as facilitating the wider crime reduction agenda. Specifically the completeness, accuracy and timeliness of our databases are of critical importance to our effectiveness as an organisation.
5. **Develop our Organisation and People.** This is about ensuring the 'tools for the job' are adequate – the staff capabilities, the organisation management structures, the underlying support systems, the accommodation and financial resources.

DVLNI STRATEGY MAP



3. BUSINESS ENVIRONMENT

This chapter gives an overview of how the business environment in which DVLNI operates might change over the next 3 years

European Issues

A number of European initiatives/policy matters are likely to impact on the Agency over the period of the Corporate Plan:

Mutual Recognition

The 1998 International Convention on Driving Disqualifications will mean that a driver who is disqualified from driving in a Member State other than that in which he/she normally resides will have that disqualification enforced in his/her State of Residence and in all other Member States. DVLNI will work with DVLA to develop bilateral arrangements between the UK and other member states.

3rd EU Directive on Driver Licensing

Proposals for a 3rd EU Directive on driver licensing have been published and a Consultation Paper has been circulated UK wide for comment. The proposals may lead to changes in the age related entitlements on certain licences and the option of the introduction of smartcard licences.

Smart Tachograph Cards

Regulation 2135/98 requires that all new vehicles over 3.5 tonnes are fitted with digital tachograph equipment. The original EU date for implementation was June 2004. Although this date has not been changed formally, a motion to defer infringement proceedings for 12 months has been agreed to allow time for agreement of standards and fitting of equipment.

Exchange of data between member states

The Agency, in conjunction with the Departmental Core, will be taking forward an examination of the requirements for the introduction of RESPER - an EU wide system for the checking of certain driver licensing data.

SCHENGEN

SIRENE UK has been established as the gateway to the European Schengen Information System (SIS). This system is designed to provide key information to law enforcement agencies in the UK and other European Member States. DVLNI will assist in the UK's participation in the SIS by providing details of driving licences declared lost or stolen, thereby helping to prevent identity fraud.

Changes in Government Policy

Registration of Number Plate Suppliers

In line with the Home Office's implementation strategy to meet the Government objective of reducing vehicle crime, Northern Ireland will introduce a scheme to regulate the supply of number plates in Northern Ireland. This will be introduced as part of the Road Safety Bill and it is anticipated that the necessary legislation will be in place later this year.

Greenaway review/ uninsured drivers

Uninsured driving is a significant problem in the UK. It is estimated that approximately 1.2 million motorists drive whilst uninsured. An independent review of motor insurance, conducted by Professor Greenaway, made a number of recommendations including the proposal for a scheme of continuous enforcement from the record. DVLA are currently working with DVO and members of the insurance industry, towards the delivery of policies and processes aimed at reducing the number of uninsured drivers on our roads. These are due to be in place by the end of 2006. DVLNI may have a role to play in delivering these policies and procedures in Northern Ireland.

Registration of trailers

One of the recommendations of the Vehicle Crime Reduction Action Team (VCRAT) was to create a national register of trailers that had an unladen weight exceeding 1020kg. This would deter trailer theft and allow the police to return stolen trailers to their rightful owners. With the introduction of type approval for trailers in 2010 DVLA/DVLNI intend to introduce a national trailer registration system next year, subject to satisfactory consultation with the industry.

Road Safety

Analysis of accident statistics suggests that vehicle safety has improved with technology so that 95% of accidents are now attributed to driver error. This suggests that between DVLNI, DOE, DVTA and PSNI there needs to be a partial shift in emphasis towards the improvement of driver standards, behaviour and enforcement. This may have an impact on DVLNI in the future in the following ways:

- A reappraisal of the impact and notification duties for medical aspects (these will change because of the 3rd EU Directive);
- Possible greater monitoring and more stages in driver testing and entitlements;
- A greater emphasis on driving enforcement.

High Risk Offenders (HRO) Scheme

With the introduction of the enhanced Driver Licensing system, the Agency will implement the High Risk Offenders (HRO) scheme. This scheme, already in place in GB, will ensure that drivers who have been disqualified on the basis of certain alcohol-related motoring offences are rigorously assessed to ensure that they present no danger to the public before they are granted any further entitlement to drive.

Mutual recognition

DOE and DfT have introduced, simultaneously, legislation bringing into force mutual recognition of driving disqualifications, and associated measures, between GB and NI. This ensures that NI licence holders disqualified by the courts in GB are also disqualified from driving in NI and vice versa. Further work is being taken forward to bring the Isle of Man within the remit of the mutual recognition scheme, thereby extending the area of disqualification.

Road Traffic Amendment Bill

The Agency will assist with the development and implementation of the Road Traffic Amendment Bill, in conjunction with DOE, to modernise road traffic legislation in Northern Ireland, with a view to improving road safety and customer service (subject to funding). The significant purposes of the Bill are as follows:

- Power to give Police and Courts access to NI driver records;
- Amendment to powers of designation of countries for the purpose of exchangeable licences;
- Removal of period of validity for test pass certificates;
- New offences relating to physical fitness to drive;
- Reformulation of certain offences in line with Great Britain;
- Police and vehicle examiner powers to seize revoked licences;

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- Power to charge fee for issue of certificates of entitlement;
- Bringing EU Driving Licence holders within the fixed penalty scheme.

Freight Operator System Review

The Department has completed a widespread review of the Northern Ireland Freight Operator System. The outcome is that there will be a restructuring of freight operator licensing requirements, in line with GB, with a resulting increase in the volume of business in DVLNI. Progress on this is dependent on funding being available.

Taxi Licensing Review

The Department is reviewing taxi licensing arrangements in Northern Ireland and has recently published a consultation paper. DVLNI will continue to work closely with the review team as they finalise the package of proposals for reform of taxi regulation. It is expected that these proposals will signal significant changes for the industry.

Accurate records

Studies have highlighted the interaction between vehicle crime (car theft, unlicensed driving, unlicensed and uninsured vehicles etc.) and wider crime. Therefore, because DVLNI holds all relevant information on vehicle keepers and driving entitlements in Northern Ireland, it has a key role to play in fighting crime in that, the information held can be shared with other government agencies as they seek to find, trace and apprehend criminals.

ID Checking

DVLNI's interest in identity is two-fold and interfaces fundamentally with the wider Fraud Forum work and Identity Fraud agenda:

- The Agency requires reliable ID checking / authentication as a part of establishing accurate records of drivers and of vehicle keepers;
- The authenticity and security of the photo driver licence (which itself has become a *de facto* proof of identity, particularly in the commercial place) must be a key priority.
- Protecting the security of the licences by including a series of secret features within the make-up of the licence

National Intelligence Model

DVLNI will introduce DaVID (DVLA's intelligence database) during 2005. This will contribute to our overall objective of fighting vehicle related crime and will for the first time provide vehicle related intelligence on a UK wide basis. We will play a significant role in DVLA's drive to obtain NIM Accreditation.

Wider Government and "Joining-up" Agenda

The decision by DVLA to take over direct delivery of vehicle licensing in Northern Ireland after integrating the two IT systems, makes further investment in the NI IT system uneconomical. As a result, DVLNI will not be able to make any further progress towards meeting wider targets for "joined-up Government" and electronic service delivery, in advance of the planned system integration in 2007. Similarly, in driver licensing, further investment on the NI driver licensing system is constrained by the possible integration with the new DVLA system in 2008, limiting the progress that can be made in this area towards implementing these Government initiatives.

Sustainable Development.

The Department's aim is to work in partnership to promote sustainable development and to secure a better and safer environment. The Agency makes a key contribution to this aim through:

- The provision of accurate data to assist with tackling vehicle and other crime;
- The checking of medical and repute standards as appropriate for driver, goods and bus/coach operator licences;
- The collection of Vehicle Excise Duty based on CO2 emission levels;
- The licensing of passenger transport including taxis.

Efficiency Agenda

Merger with DVLA

As mentioned above, in order to make efficiency savings, DVLA have decided to take over direct responsibility for the administration of vehicle licensing in Northern Ireland. In 2005/06, DVLNI will work with colleagues in DVLA to bring about this major organisational change. Under the new arrangements, vehicle licensing work will continue to be carried out in Northern Ireland to meet the needs of NI motorists.

DOE Efficiency Plan

The DOE have set out the total efficiencies to be realised by 2007-2008. The reduction in the unit costs of processing driver licences is a key contributor to these plans.

Local Office Review

A review of the local office network was carried out last year which recommended the closure of 7 of the offices and the retention of the Belfast office. If approved by the minister the timetable for implementation will likely take place in 2007/08 in line with the merger with DVLA.

Business Volume

The work of the Agency is largely demand led therefore forecasting business volumes is critical to the planning process. The business volumes for the Agency are forecast based on past performance, new initiatives, forecast economic activity and demographic trends (see appendices C and D).

Driver licences are due to increase significantly over the period of the plan due to the peak renewal period (because of the change from 3-year to 10-year licences in 1984-1987). Volume of 10-year renewal licences is due to increase to 120,000 in 2005/06 and 112,000 in 2006/07 compared to 51,000 in 2004/05.

Vehicle enforcement volumes are anticipated to increase by 7.5% in 2005/06 based on increased road detections via ANPR and wheel-clamping activities. In addition it is expected that re-licensing activity and telephone enquiries will also increase.

The review of the Northern Ireland Road Freight Operator Licensing System is likely to have a significant impact on road freight licensing and will lead to a 300% increase in business volumes.

Financial Resources 2004-07

DVLNI is funded by Parliamentary Vote and operates under a gross running cost regime for driver and operator licensing and a negative DRC basis in respect of vehicles licensing. This means that DOE funds the operating costs and capital expenditure of driver and operator licensing while DVLA funds the operating and capital costs of vehicle registration and licensing.

The Agency's financial resources for 2005/06 are set out in the Business Plan on page 19.

Staff Resources

The Agency employs over 540 staff. A breakdown of the staff in post as at 31 March 2005 can be found in the next section.

BUSINESS PLAN

05/06

1. INTRODUCTION

Background

This Business Plan is the main operational document for DVLNI for the year ending 31 March 2006. It sets out in detail specific key performance targets set by the Minister, the Agency's work programme, taking into account priorities and other targets for the coming year and key assumptions about business volumes and resources. The Plan is intended to help the Agency monitor the delivery of its targets, strategies and services and to help staff to relate their own work to the Agency's wider objectives.

Staff Resources

The table below shows the staff who will be employed by the Agency during 2005/06, together with an indication of the number of additional staff whom it is planned to appoint.

DIVISION	NO OF STAFF AT 31 MARCH 2005	ADDITIONAL STAFF TO BE APPOINTED IN-YEAR	PLANNED NO OF STAFF AT MARCH 2006
Vehicles Division	330	6	336
Corporate Services including Projects	98	-	98
Drivers Division	76	-	76
Taxi and Freight/ Bus Operator Division	32	-	32
TOTAL	536	6	542

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Financial Resources

The Agency receives income from the DVLA to cover the costs for the vehicle licensing division under the terms of the Agreement between DfT and DOE and also generates income from fees in respect of driver and vehicle operator licensing. The income from vehicle excise duty and related activities does not form part of DVLNI income. These are accounted for separately in either the Motor Tax Account, prepared by DVLA, or are receipted as income to DVLA.

The table below sets out the Agency's budget agreed with the Department for 2005/06:

	Administration Costs ⁽²⁾ Allocation 2005/06 £'000	Other resource allocation 2005/06 £'000	Capital allocation 2005/06 £'000	Total allocation 2005/06 £'000
Driver, taxi and operator licensing ^{(1) (4)}	5,692	426	262	6,380
Vehicle licensing ⁽³⁾	12, 500		301	12,801
	18, 192	426	563	19,181

The table below sets out the estimated income of the Agency for 2005/06:

	Income 2005/06 £'000
Driver licensing fees ⁽⁴⁾	2,896
Driver licensing subsidy ⁽¹⁾	1,000
Taxi licensing and PSV fees	100
Recoupment from DVLA for vehicle licensing ⁽²⁾	12,700
Recoupment from DVLA for vehicle licensing capital ⁽³⁾	300
Total Income	16,996

(1) Northern Ireland implemented the same Driver licensing fee structure as GB from June 2004. Under an Agreement between DVLA and DVLNI the shortfall in the driver licensing receipts against income will be recouped from the DVLA fee account

(2) Administration costs include capital charges in respect of administration related assets

(3) The costs of the vehicle licensing function including notional costs are fully recouped from DVLA. The budget is negotiated with DVLA directly by the Agency. The administration and capital budgets negotiated with DVLA for 2005/06 are £12.6m and £0.9m respectively.

(4) Agreement has been reached with the Department of Finance and Personnel to incur additional expenditure, which will be reimbursed if additional receipts are earned in specific spending areas. This is not reflected in the expenditure or receipts figures in the above tables.

2. BUSINESS PLAN TARGETS FOR ACHIEVEMENT IN 2005/6

The Agency's performance is measured externally by its performance against the targets agreed with the Minister. This year, the targets are set to measure performance against the following strategic objectives:

- To improve customer service
- To increase compliance
- To deliver greater value for money from the services we provide

	PROPOSED TARGET 2005-06	BUSINESS PLAN TARGET MEASURED BY
To Improve Customer Service		
1.	Satisfaction: To achieve an overall customer satisfaction level of 94%	Results of annual Customer Satisfaction Survey
2.	Timeliness of delivery: To maintain or improve on the standard of service to the customer	Achieve at least 80% of the service delivery measures set out below
To Increase Compliance		
3.	VED Tax Yield: To increase the level of tax collected by reducing the amount lost from VED evasion to 8%	Evasion percentage measured annually by Roadside survey
4.	Persistent evaders ⁽¹⁾ : Define and establish baseline stats for persistent evaders	Using DVLA methodology, by 31 December 2005
5.	Vehicles data quality: To be able to trace 97.5% of current keepers of vehicles for which HRCs have been issued	Accuracy survey for 2005/06
To Deliver Value for Money		
6.	Deliver 2.5% VFM	To deliver 2.5% efficiency for core driver and vehicle business activities. This is the reduction in unit cost in real terms (i.e. total cost divided by activity) year on year
7.	Level of sick absence: To reduce the average staff sick absence by 1 day, against the 2004/05 outcome	Measured by DOE Personnel

(1) 'Hardened' or persistent evaders are those whose vehicles:

- Are untaxed (or SORN) for at least 3 months
- Are between keepers for at least 3 months
- Where the keeper has an unallocated post code (rough indicator of vehicles registered to a false name or address)
- Where a Vehicle Registration Mark (VRM) is not on the DVLNI record (indicator of vehicles with false or tampered number plates)
- Where the VRM is registered to a different vehicle type or model (an indicator of vehicles with false or tampered number plates)
- Where the vehicle is in use but declared scrapped.

MEASURES TO SUPPORT THE TIMELINESS OF SERVICE DELIVERY TO CUSTOMERS

		Target
		2005-06
VEHICLE LICENSING		
Registration Document	To despatch 96% of registration documents for newly registered vehicles	12 working days
Refunds	To despatch 96% of refunds	9 working days
Postal Licensing	To despatch 96% of licences	5 working days
DRIVER LICENSING		
	To despatch 94% of driver licences	10 working days
TAXI PLATING		
	To dispatch 96% on receipt of all documentation	6 working days
CHANGE OF KEEPER V5		
	To process 96% of change of keeper (V5c) notifications and dispatch a new HRC. New target to be introduced from 1 August 2005	8 working days
ROAD FREIGHT VEHICLE LICENCES		
	To dispatch 95% on receipt of all documentation	6 working days
LOCAL OFFICE WAITING TIMES		
	90% of customers to be seen within 30 minutes with an average waiting time of 15 minutes	30 minutes 15 minutes

3. BUSINESS IMPERATIVES

3.1 Business Imperative 1: Contribute to policy development

Introduction

We are committed to the delivery of both DOE and DfT transport agendas and will work closely with our colleagues in DVLA and DOE on the development of practical policies that serve to deliver to our strategic objective. We maintain a close relationship with the police, the courts and trade associations and in conjunction with DVLA and DOE, consult widely with interested parties, including the motoring public on new initiatives.

Actions and Initiatives

During 2005/06 we will:

1. Assist the DOE's Vehicle Standards and Agencies Policy Branch (VSAPB) to develop a compliance strategy in relation to drivers, taxi and freight licences.
2. Review the enforcement strategy for vehicles.
3. Advise the DOE's VSAPB on the operational aspects of the introduction of the 3rd EU Directive and RESPER.
4. Contribute to the DOE's VSAPB policy on the Greenaway review on uninsured drivers. Funding is required if the Agency is to deliver any aspect of the policy.
5. Liaise with the DOE's VSAPB, DfT and DVLA regarding the extension of Mutual Recognition to the aggregation of penalty points within the United Kingdom, and to assist in the development of a bilateral agreement on Driving Disqualifications between the UK and the Republic of Ireland with the intention of introducing the aggregation of penalty points within the next 2/3 years.
6. Complete work to enable the Agency to issue smartcards needed to operate new digital tachographs, required to be fitted to new lorries and certain buses under an EU Directive.
7. Work with DOE's VSAPB and DRD to take forward policy in relation to bus route licensing to reflect the DRD's Transport Strategy.
8. With DOE's VSAPB and DVTA begin work towards the restructuring of freight operator licensing requirements to bring NI into line with GB. This will be heavily dependent upon funding being available.
9. Work alongside the Vehicle Standards Taxi Licensing Review team in the development of proposals for taxi regulation. Funding will be required if the Agency is to deliver any aspect of the policy.
10. Assist with the development and implementation of the Road Traffic Amendment Bill, in conjunction with DOE's VSAPB, in order to modernise Road Traffic legislation in Northern Ireland, with a view to improving Road Safety and Customer Service. Funding will be required for implementation.
11. Implement the recommendations emanating from the joint consultation process on vehicle inspections, subject to funding availability.

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12. Continue to roll out HRC's to all those who renew their motor tax. By July 2005 old style logbooks will no longer be valid documents.

3.2 Business Imperative 2: Deliver improved customer services

Introduction

We will pursue our work to build on our relationship with customers and will seek to better meet their needs and expectations. We will also continue to encourage compliance by increasing customer awareness in our key roles and services to ensure that they comply with legislations and policies affecting their driving entitlement.

Actions and Initiatives

During 2005/06 we will:

1. Implement the revised Agency Communication Strategy.
2. Evaluate the impact and effectiveness of all advertising campaigns, in terms of behavioural change.
3. Implement the recommendations contained within the internal telephone enquiries review report.
4. Achieve Chartermark reaccreditation.
5. Review how the Agency will comply with the European Minority Languages policy. Funding will be required if IT systems are necessary.
6. Examine opportunities to improve the service provided by the Armagh LVLO, given existing accommodation constraints.
7. Carry out Customer Satisfaction surveys, and develop an action plan aimed at achieving an overall satisfaction level of 94%.
8. Review and redesign Agency's key forms to make them more user-friendly;.
9. Implement DVLA's AFRL Web Imports system to provide NI vehicle import dealers with the functionality to register and licence new imported vehicles at point of sale.

3.3 Business Imperative 3: Improve our efficiency and effectiveness

Introduction

We continually seek to improve our operating efficiency and capability to deliver improved services to stakeholders, partners and customers.

Actions and Initiatives

During 2005/06 we will

1. Review Continuous Registration as part of the enforcement strategy.
2. As part of our continuing drive to combat VED evasion we intend to introduce a number of Enforcement Field Officers.
3. Improve action against VED evasion by increasing the number of ANPR units.
4. Assist DfT in carrying out the Roadside Survey to establish the percentage of VED evasion.
5. Measure the achievement of the efficiency target of 2.5% by monitoring the effects of changes on volume and expenditure.
6. Implement the balanced scorecard and revise the management information process.
7. Work with DVLA to implement the integration of Vehicle licensing to DVLA in 2007.
8. Continue to work with DVLA on proposals to integrate driver licensing systems and, in conjunction with the rest of DOE, to consider the best framework for the delivery of driver and road transport licensing in Northern Ireland following any systems integration.
9. Ensure delivery of the forecast reduction in the unit cost of processing driver licences in line with the DOE efficiency plan by monitoring and reporting on progress.
10. Implement new fees structure for taxi drivers, road freight and bus operator licensing and implement changes as possible
11. Take forward the Minister's decision in relation to the local office review recommendations.
12. Ensure effective delivery of peak renewals.
13. Roll out new financial and information system.

3.4 Business Imperative 4: Improve the quality and integrity of our records

Introduction

Our core aim is to maintain the integrity of our records of licensed drivers, operators and vehicles in NI in order to:

- reduce vehicle crime, by providing up-to-date accurate data;
- improve tax collection, through a complete updated register that can be enforced directly from the record under new legislation
- improve the environment, through providing an effective tool for combating abandoned vehicles and encouraging exhaust efficient motoring

Actions and Initiatives

During 2005/06 we will

1. Develop and implement the action plan arising from the 2004 Accuracy Review of records.
2. Establish baseline statistics for persistent evaders using DVLA methodology.
3. Introduce DAVID (DVLA's intelligence database) across the local office network during 2005.
4. Introduce a scheme to register number plates suppliers in line with DVLA, assuming that appropriate legislation is in place, and that funding is available.
5. Continue to liaise with the UK National Schengen Information System, and to provide accurate and timely data relating to driving licences declared lost or stolen.
6. Implement and maintain the High Risk Offenders (HRO) scheme in relation to driver licences to promote and ensure greater road safety.
7. Review the security of the Driver Licence card in conjunction with DVLA.

3.5 Business Imperative 5: Develop our organisation and people

Introduction

Our people are our key resource to pursue business excellence, and major change and modernisation programme. We will continue to develop the competencies and skills of our people whilst also developing an appropriate IT infrastructure and support systems.

Actions and Initiatives

During 2005/06 we will

1. Work to achieve the NICS target of reducing sick absence by one day, through the continued use of the NICS policy on trigger points and using the support service to help staff who are sick.
2. Develop an Accommodation Strategy in conjunction with both DVLA and DFP.
3. Consider the use of different working profiles such as a shift system to effectively address problems thrown up by peaks and troughs.
4. Develop an action plan to ensure the smooth implementation of merger for both staff and the organisation.
5. Hold an Agency conference.
6. Implement the staff communication strategy.
7. Carry out a staff satisfaction survey.
8. Arrange for DVLNI to be represented on the DVLA programme boards.
9. Develop a comprehensive training course for staff engaged in the Agency's telephone enquiry sections.
10. Roll out the 'Touching Base' programme to management staff.
11. Work with DOE on the implementation of the Departmental Windows Server 2003 Network upgrade.
12. Complete the Agency's Business Continuity and IT Disaster Recovery Plans.
13. Develop an IS Strategy.

APPENDICES

Appendix A

VOLUME FORECASTS - VEHICLE LICENSING

Transaction	Outturn 2004/05	Forecast 2005/06	Forecast 2006/07
First Registrations	125,873	126,000	122,000
Re-Licensing	1,027,486	1,058,000	1,080,000
Cherished Transfers and Sale of Marks	28,659	29,000	29,500
Refunds	76,796	78,000	83,000
Enforcement Cases	38,035	42,000	36,500
Telephone Enquiries	321,989	400,000	360,000

Appendix B

VOLUME FORECASTS - DRIVER LICENSING

Transaction	Outturn 2004/05	Forecast 2005/06	Forecast 2006/07
<i>Group 1 Licences (cars, motorcycles etc.)</i>			
Ordinary First Licence (Provisional)	25,561	27,350	29,265
Exchange of Surrendered Licence	3,205	3,430	3,670
Conversion of Provisional to Full	18,028	19,290	20,640
Replacement / Duplicate Licences	15,456	16,540	17,700
Name and address changes	20,087	21,495	22,300
Renewals to over 70s	22,270	72,500	67,000
Medical Renewals	3,623	10,500	9,500
Expiry / Optional Renewals	51,251	120,500 ⁽¹⁾	112,000 ⁽¹⁾
<i>Group 2 Licences (minibus, bus, lorry)</i>			
Vocational First Licence	2,363	2,530	2,700
Conversion of Provisional to Full	1,317	1,410	1,510
Replacement / Duplicate / Exchange Licences	1,905	2,040	2,180
Name and address changes	1,240	1,260	1,348
Renewal Licences	4,853	9,725	10,400

(1) The period of validity of a driving licence changed from 3 years to 10 years in 1985. This leads to a three-year peak renewal period each mid decade – in this case 1 January 2005 to 31 December 2007.

Appendix C

VOLUME FORECASTS - ROAD TRANSPORT LICENSING

Transaction	Outturn 2004/05	Forecast 2005/06	Forecast 2006/07
PSV Licences:			
Taxi	6,742	9,000	9,000
Omnibus	1,384	3,000	2,200
Taxi Plates	9,500	9,000	9,000
Taxi Driver Licences	3,821	3,500	3,500
Road Service Licences			
Operator Licences	142	145	145
Vehicle Licences	2,222	2,300	2,300
Freight Operator Licences	701	720	720
Freight Vehicle Licences	6,509	6,600	6,700