

DVLNI

**STRATEGIC CONTEXT
2006 - 2010**

&

BUSINESS PLAN 2006-07



Chief Executive's Foreword

These plans set out the Strategic context for the Agency over the next 5 years and the specific tasks for 2006/07.

With the announcement of the intended merger with DVTA to create DVA it is recognised that the Agency will experience change and uncertainty during the period. Meanwhile day to day operations will have to continue to be delivered to acceptable performance standards. This will present considerable challenge but merger should overall provide a better and more comprehensive service to customers.

Brendan Magee

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Strategic Context 2006-10

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 drivers and vehicles, without the requisite entitlements, 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 the Driver and Vehicle Licensing Agency (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; and
 - Road service (bus) operators.
 - Public service vehicle (bus and taxi) licensing.

DVLNI collects in excess of £127m 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, 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.

DOE is responsible for driver licensing, taxi licensing and road freight and passenger 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 -

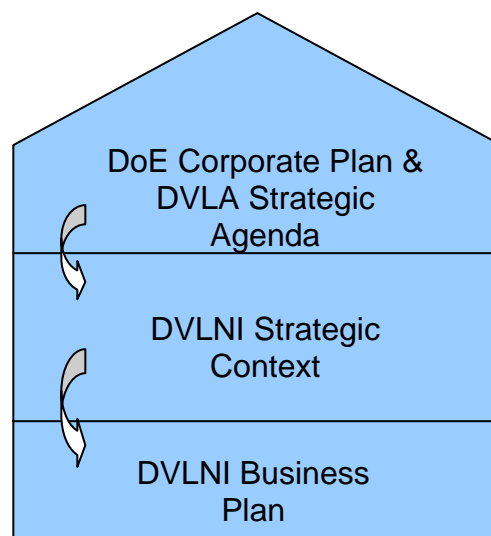
- entitlement to drive (including taxis);
- issuing and where appropriate withdrawing driving licences;
- requirement to maintain a record of licensed drivers;
- requirement to notify changes to particulars.

The Transport Act (Northern Ireland) 1967. This Act covers the licensing of persons who carry passengers or goods for reward. Such persons are required to hold either -

- a Road Freight Operator's Licence to operate goods vehicles; or
- a Road Service Licence to operate vehicles such as minibuses, buses or coaches.

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 driver licensing, DfT again through DVLA, leads on driver policy development especially in terms of international negotiations. Therefore DVLNI's business planning is heavily influenced by DVLA's Strategic Agenda and should be read in conjunction with DVLA's plan. The diagram below indicates how the business planning process operates within the Agency.



Review of Public Administration

The Agency's strategic context must be viewed in terms of the forthcoming merger with the Driver and Vehicle Testing Agency (DVTA), recommended as part of the Review of Public Administration (RPA) in Northern Ireland. A Steering Group and Project Team have been commissioned to deliver the merged services by April 2007. The remainder of this document concentrates on the strategic issues for vehicle, driver and road transport licensing only. Similarly, DVTA's strategic planning document for this period concentrates only on driver and vehicle testing issues.

Strategic Context

The strategic context identifies and documents our strategic objectives for the period taking into account the DVLA Strategic Agenda and the DoE Corporate 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 strategic context reflects DVLA's Strategic Agenda for the years 2006 – 2010 and the associated target end states.

The strategic context underpins our annually produced Business Plan, which details 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 dealers 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)

We are fully committed to ensuring that our 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 outcomes is achieved by delivering the following strategic objectives:

1. Better customer services;
2. Increased compliance; and
3. Delivery of greater value for money from the services we provide.

Values

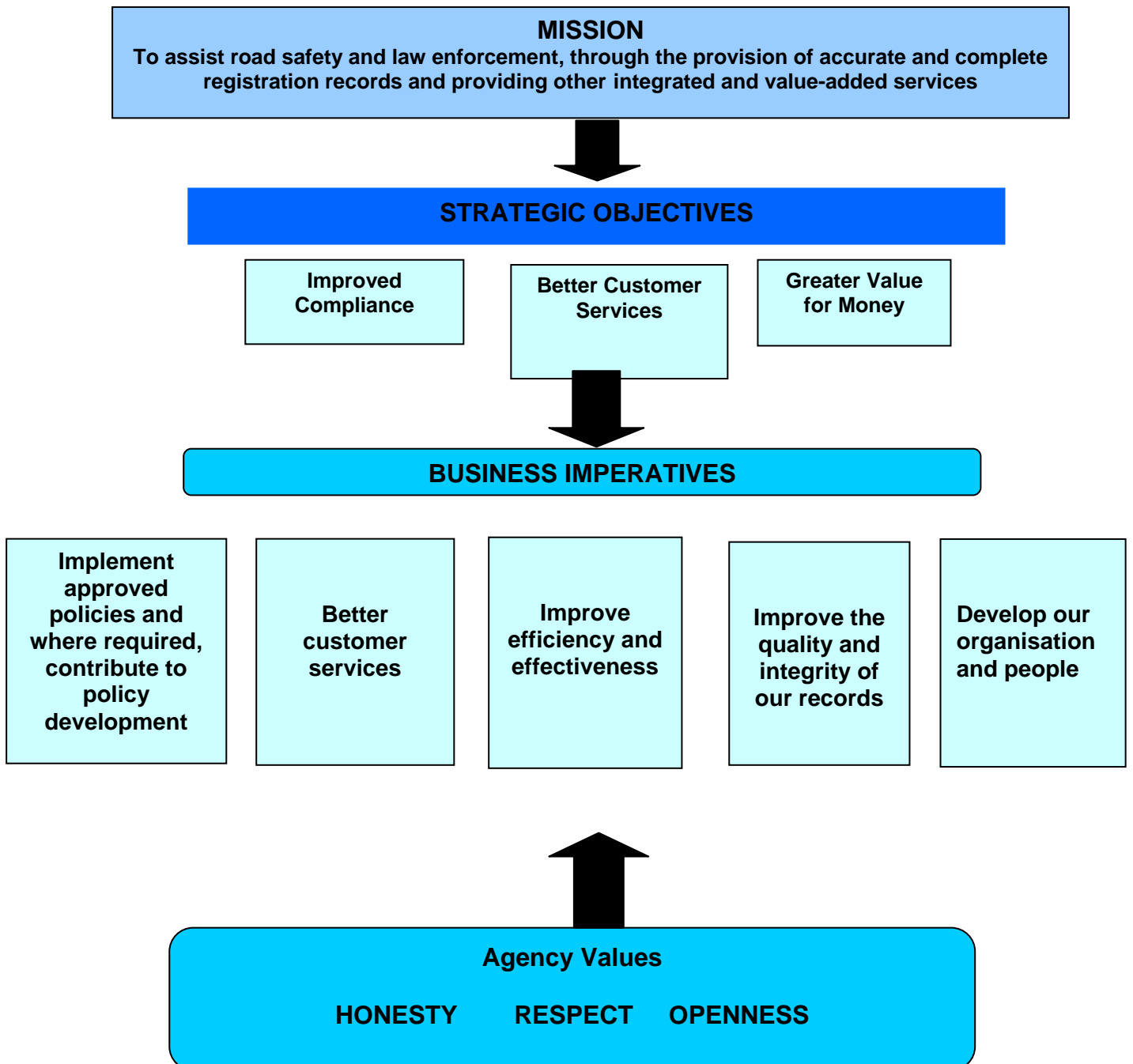
To assist delivery of our strategic objectives we need to continue to develop a culture that includes flexibility of thinking, and the continued modernisation of approaches. It is important that the core values of Honesty, Openness and Respect underpin this culture.

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. Implement approved policies and where required, contribute 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 although there is separate legislation in Northern Ireland for driver 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. We must work closely with DOE in the development of taxi, road freight and bus licensing policy and the implementation of legislation relating to driver licensing. The Department's review of the freight operator system has been delayed for various reasons, however, its review of the taxi licensing system in Northern Ireland is now well underway, with the expectation that new primary legislation will be introduced during 2006/07. We must be actively involved in both these areas. We must also work closely with DVTA to deliver the new merged Agency and associated services by April 2007.
- 2. Better 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.

Northern Ireland Issues

The review of public administration in Northern Ireland recommended that DVLNI and DVTA executive agencies should be merged to provide one executive agency delivering all associated driver and vehicle services.

European Issues

A number of European initiatives/policy matters are likely to impact on the Agency over the period 2006 – 2010.

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 the Department's Road Safety division, DfT (including DVLA) and other Agencies to develop bilateral agreements between the UK and other member states. A bilateral agreement on driving disqualifications between the UK and IRL is to be introduced by the summer of 2007.

3rd EU Directive on Driver Licensing

The proposals currently progressing through the European Council and Parliament, make provision for future driver licences to be more secure. The proposals may lead to changes in the age related entitlements on certain licences and an option to introduce smartcard licences.

Exchange of Driver Data

The Department of the Environment, through the Agency, will be responsible for the introduction of the European Commission's proposed electronic system for exchanging driver data between member states, Réseau Permis de Conduire (RESPER), in Northern Ireland.

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. In respect of information on vehicles e.g. stolen vehicles, DVLNI's response will be guided by DVLA and the proposed implementation date (i.e. pre or post systems integration).

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 which is currently before Parliament.

Insurance Enforcement

DVLA are working closely with the Insurance Industry to provide the capability to deliver enforcement of insurance from the record. Should the Department take this forward in Northern Ireland, DVLNI would potentially deliver this service.

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

This scheme ensures 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 their entitlement to drive is restored.

Road Traffic Order

The Order is due to be made in March 2007 with subordinate legislation being introduced progressively from mid 2007. Some of the significant aspects related to driver licensing are as follows:

- Power to prescribe persons who may be given 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;
- Power to charge a fee for issue of certificates of entitlement;
- Bringing EU Driving Licence holders within the fixed penalty scheme.

Road Freight Review

The Department has proposed changes to the Freight Operator Licensing System in Northern Ireland. Implementation of change is dependent upon new primary legislation being introduced. As highlighted last year the introduction of changes emanating from this review will result in increased business volumes at DVLNI.

Taxi Licensing Review

The Department has reviewed taxi-licensing arrangements in Northern Ireland. As a result, it now proposes to introduce new primary powers during 2006/07. DVLNI will continue to work closely with the review team and it is expected that these proposals will signal significant changes for the industry.

Wider Government and “Joining-up” Agenda

With systems integration for vehicle records due in 2007 and the proposed integration of driver licensing systems in 2008, DVLNI have no scope for developing electronic service delivery in line with the wider government and “joining-up” agenda until integration is complete. Once in place, a number of opportunities to further these initiatives will be investigated.

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

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

Further work on the LVLO review has been suspended pending the results of DVLA’s Local Office Review.

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).

Renewal of driver licences is due to continue at peak rates for 2006/2007 and 2007/2008. Forecast activity 140,000 and 94,000 respectively compared to 51,000 in 2004/05.

Vehicle enforcement volumes are anticipated to remain at around 43,000 in 2006/2007 reducing to 36,500 in 2007/2008 as a direct result of falling evasion rates. In addition it is expected that re-licensing activity will increase accordingly in 2007/2008.

The review of taxi regulation in Northern Ireland will likely have a significant impact on taxi licensing and will lead to increased business volumes.

Financial Resources 2006-2010

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 vehicle licensing. DVLA funds the operating and capital costs of DVLNI of vehicle registration and licensing based on agreed formula as set out in the Agency Agreement.

DOE funds the operating costs and capital expenditure of driver and operator licensing. These costs are required to be recovered annually through fees. In 2004 it was agreed with DVLA that the same fee structure for driver licensing fees will apply across the UK and that the UK-wide vehicle registration fee account could subsidise any shortfall in driver licensing fees. Operationally this means that DVLA fund the shortfall in the NI driver fee account from the fees collected in relation to Vehicle Registration within agreed limits.

The Agency's financial resources for 2006/2007 are set out in the Business Plan on page 18.

Staff Resources

The Agency employs almost 540 staff. A breakdown of the staff in post as at 31 March 2006 and forecasts for March 2007 can be found in the next section. These figures do not take account of changes imposed by systems integration.

BUSINESS PLAN

06/07

1. INTRODUCTION

Background

This Business Plan is the main operational document for DVLNI for the year ending 31 March 2007. 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 employed by the Agency as at 31 March 2006, together with an indication of the planned number of staff as at 31 March 2007.

The associated Agency FTE figure as at 31 March 2006 was 520.

DIVISION	NO. OF STAFF AT 31/03/06		PLANNED NO. OF STAFF AT 31/03/07
	Perm	Casual	
Vehicles Division	270	56	326
Corporate Services including Projects	90	1	91
Drivers Division	67	23	90
Taxi and Freight/ Bus Operator Division	29	2	31
TOTAL	456	82	538

Driver and Vehicle Licensing Northern Ireland

Financial Resources

The Agency receives income from 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 received as income to DVLA.

The table below sets out the Agency's budget agreed with the Department for 2006/07:

	Administration Costs ⁽²⁾ Allocation 2006/07 £'000	Other resource Allocation 2006/07 £'000	Capital Allocation 2006/07 £'000	Total Allocation 2006/07 £'000
Driver, taxi and operator licensing ^{(1) (4)}	5,808	426	262	6,496
Vehicle licensing ⁽³⁾	12,500		301	12,801
	18,192	426	563	19,297

The table below sets out the estimated income of the Agency for 2006/07:

	Income 2006/07 £'000
Driver licensing fees ⁽⁴⁾	2,796
Driver licensing subsidy ⁽¹⁾	1,000
Taxi licensing and PSV fees	100
Recoupment from DVLA for vehicle licensing ⁽³⁾	12,700
Recoupment from DVLA for vehicle licensing capital ⁽³⁾	300
Total Income	16,896

(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 UK vehicle registration 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 2006/07 are £13m and £0.2m 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. MINISTERIAL TARGETS FOR ACHIEVEMENT IN 2006/7

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 2006-07	BUSINESS PLAN TARGET MEASURED BY
Better Customer Service		
1.	Satisfaction: To maintain overall customer satisfaction levels at the 2005/2006 level of 92% (+/- 2%)	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 7 of the 8 customer service delivery measures set out overleaf
To Increase Compliance		
3.	VED Tax Yield: To reduce the "in traffic" evasion rate to 5%	Evasion percentage measured annually by DfT roadside survey
4.	Vehicles data quality: To be able to trace 97.5% of current keepers of vehicles for which HRCs have been issued	Accuracy survey for 2006/07
5.	To undertake 40 multi agency operations to remove unlicensed vehicles during the 2006/2007 financial year.	Monitoring of activity with other agencies
To Deliver Value for Money		
6.	Deliver 5% VFM over 2 years, taking 2004/2005 as the base year	To deliver 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) over a 2 year period
7.	Level of sick absence: To reduce the average staff sick absence by 5%, against the 2005/06 outcome	Measured by DOE Personnel

Driver and Vehicle Licensing Northern Ireland

MEASURES TO SUPPORT THE TIMELINESS OF SERVICE DELIVERY TO CUSTOMERS

		Target 2006-2007
VEHICLE LICENSING		
Registration Document	To dispatch 96% of registration documents for newly registered vehicles	12 working days
Refunds	To dispatch 96% of refunds	9 working days
Postal Licensing	To dispatch 96% of licences	5 working days
DRIVER LICENSING		
	To dispatch 94% of driver licences	10 working days
TAXI PLATING		
	To dispatch 96% of taxi plates 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.	8 working days
ROAD FREIGHT VEHICLE LICENCES		
	To dispatch 95% of road freight vehicle licences on receipt of all documentation	6 working days
LOCAL OFFICE WAITING TIMES		
	Average waiting time	14 minutes

3. BUSINESS IMPERATIVES

3.1 Business Imperative 1: Implement approved policies and where required, 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 our strategic objective. We maintain close relationships 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 2006/07 we will:

1. Explore, with DVTA, opportunities to develop joint enforcement strategies for driver, taxi and freight licensing;
2. Continue to implement the current Vehicle Licensing Enforcement Strategy;
3. To undertake 40 multi-agency operations and remove a minimum of 4,300 unlicensed vehicles from the public roads;
4. Provide advice to Road Safety Division (DoE), as requested, on operational aspects of the introduction of the 3rd E.U. Directive and RESPER;
5. Assist the Department (DoE) in its review of the effectiveness of mutual recognition of driving disqualification between GB and NI;
6. Work with DVLA regarding the introduction of a bilateral agreement in respect of driving disqualifications between UK and IRL;
7. Assist the Department's Roads Safety division in the production of an outline business case for the restructuring of freight operator licensing;
8. Implement actions emanating from the Taxi Licensing Review;
9. Assist with the development and implementation of the Road Traffic (NI) Order, in conjunction with DOE's Road Safety Division, in order to modernise Road Traffic legislation in Northern Ireland, with a view to improving Road Safety and Customer Service;
10. Liaise with DVLA regarding the introduction of a new fees structure for driver licensing and vehicle registration;
11. Implement recommendations emanating from DVLA's review of:
 - Cherished Transfers;
 - Release of Data in accordance with VERA 1994;
 - Vehicle Inspection Process.

Driver and Vehicle Licensing Northern Ireland

12. Implement a system of Registration of Number Plate Suppliers (RNPS) in Northern Ireland;
13. Work with DVLA on the implementation of the DfT / DOE lead Health and Driver Licensing review;
14. Work with DVTA on the implementation of the Certificate of Professional Competency (CPC);
15. Work with Road Safety Division (DoE) and DVTA in respect of the DVLNI/DVTA merger.

3.2 Business Imperative 2: Better customer services

Introduction

We will pursue our work to build on our relationship with customers and endeavour to 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 2006/07 we will:

1. Implement the revised Agency Communication Strategy;
2. Improve our response to customers' enquiries made by telephone;
3. Implement the recommendations emanating from the 2005 Customer Satisfaction Survey and carry out a further survey in 2006 aimed at achieving an overall satisfaction level of 92%(+/- 2%);
4. Implement recommendations emanating from the Chartermark review and meet the requirements of the Chartermark annual assessment;
5. Improve driver licensing reminder procedures to ensure that reminders are issued earlier;
6. Explore the opportunities for improved service delivery by using the central enquiries section for handling telephone calls to local offices;
7. Work with DVTA in the identification and introduction of better aligned services, where possible.

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 2006/07 we will:

1. Assist DfT in carrying out the Roadside Survey to establish the percentage of VED evasion;
2. Measure the achievement of the efficiency target (5% over 2 years) by monitoring the effects of changes on volume and expenditure;
3. Continue to work with DVLA on the Vehicle Systems Integration Project (VSIP) to deliver effective integration in 2007;
4. Continue to work with DVLA on proposals to integrate driver licensing systems;
5. Contribute to the DoE Efficiency Plan by reducing the unit cost of processing driver licences in 2006/2007 versus the base year 2003/2004;
6. Implement new fees structure for taxi drivers, road freight and bus operator licensing;
7. Ensure effective delivery of the renewal of driving licences during the peak renewal period;
8. Increase and target ANPR activity using intelligence led information.

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 the provision of an effective tool for combating abandoned vehicles and encouraging exhaust efficient motoring.

Actions and Initiatives

During 2006/07 we will:

1. Carry out an accuracy survey in 2006 and develop an action plan from this review;
2. Introduce a scheme to register number plate suppliers, in line with DVLA (assuming that appropriate legislation is in place);
3. Continue to liaise with the UK National Schengen Information System (SIS), and to provide accurate and timely data relating to driving licences declared lost or stolen. To work with DVLA in respect of supplying vehicles information for inclusion in the Schengen system;
4. Continue to develop our intelligence gathering and analysis capabilities;
5. Implement the action plan emanating from the Jill Dando Institute review of persistent evaders.

3.5 Business Imperative 5: Develop our organisation and people

Introduction

Our people are our key resource in order to effectively pursue business excellence and our major change and modernisation programmes. 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 2006/07 we will:

1. Work to achieve the target reduction in average sick absence i.e. 5% against 2005/2006 outcome, through the continued use of the NICS policy on trigger points and using the support service to help staff who are sick;
2. Work with Road Safety Division (RSD) and DVTA on the introduction of the new agency from April 2007;
3. Manage the change programme including staff training to ensure a smooth transition to DVA agency and DVLA IT vehicle systems;
4. Develop an Accommodation Strategy in conjunction with both DVLA and DFP;
5. Hold an Agency conference;
6. Implement the staff communication strategy;
7. Address the issues raised from the 2005 staff satisfaction survey and carry out a further survey in 2006;
8. Develop effective systems for Electronic Document and Records Management (EDRM);
9. Work with DRD ISU to implement improvements to the IS infrastructure.

APPENDICES

Appendix A

VOLUME FORECASTS - VEHICLE LICENSING

Transaction	Outturn 2005/06	Forecast 2006/07	Forecast 2007/08
First Registrations	135,711	131,800	134,000
Re-Licensing	1,096,763	1,150,000	1,207,000
Cherished Transfers and Sale of Marks	34,068	35,400	36,800
Refunds	83,648	87,000	90,000
Enforcement Cases	44,407	43,000	36,500
Telephone Enquiries	322,422	338,000	338,000

Appendix B

VOLUME FORECASTS - DRIVER LICENSING

Transaction	Outturn 2005/06	Forecast 2006/07	Forecast 2007/08
<i>Group 1 Licences (cars, motorcycles etc.)</i>			
Ordinary First Licence (Provisional)	29,014	29,265	31,315
Exchange of Surrendered Licence	3,968	3,670	3,927
Conversion of Provisional to Full	24,884	20,640	22,085
Replacement / Duplicate Licences	17,285	17,770	18,935
Name and address changes	20,186	22,300	24,610
Renewals to over 70s	23,172	26,000	25,000
Medical Renewals	4,531	4,600	4,000
Expiry / Optional Renewals	151,257	140,000 ⁽¹⁾	94,000 ⁽¹⁾
<i>Group 2 Licences (minibus, bus, lorry)</i>			
Vocational First Licence	2,791	2,700	2,890
Conversion of Provisional to Full	1,738	1,510	1,615
Replacement / Duplicate / Exchange Licences	2,230	2,180	2,335
Name and address changes	1,415	1,348	1,440
Renewal Licences	4,517	9,000	8,000

(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.

Digital Tachographs	Forecast 2006/07	Forecast 2007/08
Drivers Cards	28,400	23,600
Company Cards	13,000	5,000
Workshop Cards	200	200
Control Cards	150	150

Appendix C

VOLUME FORECASTS - ROAD TRANSPORT LICENSING

Transaction	Outturn 2005/06	Forecast 2006/07	Forecast 2007/08
PSV Licences:			
Taxi	10,219	9,000	9,000
Omnibus	3,059	2,300	2,300
Taxi Plates	9,674	9,000	9,000
Taxi Driver Licences	4,403	4,000	4,000
Road Service Licences			
Operator Licences	141	145	145
Vehicle Licences	2,279	2,300	2,300
Freight Operator Licences	414	450	450
Freight Vehicle Licences	6,535	6,700	6,700