



Driver & Vehicle  
Licensing  
Agency

# DVLA strategic ambition 2026 to 2030





## Helping the UK build a better transport system

**Life is better when people and business can get together easily, safely and sustainably. At the Driver and Vehicle Licensing Agency (DVLA) we provide trusted driver and vehicle services to help make that happen.**

**Our ambition is to do this in an outstanding way, to be an exemplar of public service delivery and a brilliant place to work.**

At DVLA, we need to deliver more, do it better and do it more efficiently. This strategy is our response to this challenge, setting out how we'll move forward with confidence – focusing on what matters most to our customers, our people and the wider public sector.

Customers expect services that are simple, secure and fair and they want to know that we are listening. Across government, there is a clear drive to make services more digital, better connected and easier to use.

This strategy outlines how DVLA will support that ambition, working with the Department for Transport and other partners to improve service delivery, data use, collaboration and safeguard the critical national infrastructure we provide.

We are also working within tighter budgets, adapting to new technologies, responding to changing laws and meeting growing expectations to be clear about what we do and how we spend public money.

Alongside this, we recognise and take seriously our responsibility to reduce our environmental impact and support the UK's sustainability goals.

All this means rethinking how we work, how we use tools and data, and how we support our people so that we can keep standards high and maintain public trust.

This strategy outlines what we will do to achieve our vision and will be supported by detailed plans. Also, underpinning this is our work on our values which will define how we will do it.

It's not just a plan for today – it's our contribution to shaping the future of public service.

## Our purpose

**is to provide trusted driver and vehicle services.**

## Our vision

**is to be outstanding in public service delivery and a brilliant place to work.**



**To deliver on our purpose, vision and to meet our challenges, we will focus on 3 linked priorities:**



**delivering an excellent customer experience**



**maximising the value of our data** intelligently and responsibly



**creating a workplace where everyone can thrive**  
– where our people have the right environment, skills and tools as we support them to do their best work

Together, these priorities will transform how DVLA serves our customers and supports wider government priorities.

**This strategy will be supported by detailed plans that will define how we deliver our vision and priorities, translating our vision into practical outcomes and the action to deliver them.**

They will set the priorities for the next few years, making clear what we will focus on and, conversely, what we will not.

They will set key performance indicators (KPIs) and milestones and will provide detail on how we will work together to achieve meaningful and lasting outcomes across the organisation, defining what success will look like in both outcomes and measures.

These plans will be the basis for our detailed business plans and will be updated at regular intervals.



**Delivering  
an excellent  
customer  
experience**

## **We are changing how customers experience DVLA services, making them easier, quicker and available to everyone.**

**Whether someone is renewing their driving licence or registering a vehicle, we are focused on providing high-quality, user-friendly and multi-channel support that customers, businesses and government can rely on.**

We collect Vehicle Excise Duty (vehicle tax) to help fund public services and make roads safer through accurate records and our links to MOT and insurance requirements.

We will keep making things better by applying fair rules and clear guidelines so that customers can easily follow the law. Above all, we are focused on listening to our customers and continuously improving our services to meet their needs and expectations.

### **We will:**

- deliver consistent, high-performing services while investing in innovation that meets our customers' evolving needs
- provide services that are easy for everyone to use and that provide good value for money
- improve turnaround times, increase the number of applications that are right first time, and get more people using our digital services
- promote continuous improvement where every interaction counts and customer feedback drives change
- do better for our customers and earn a higher ranking in the public sector Customer Satisfaction Index, which measures how happy customers are with our services
- work towards developing the legal framework to better support digital services

### **We will do this by:**

- investing in modern, cloud-based technology and building digital capability using Artificial Intelligence (AI) responsibly to improve the customer experience
- adding more services to the Driver and vehicles account, giving customers access to their information and services, in one place, and working across government to give customers a more connected and seamless experience
- putting our customers at the heart of everything we do and offering help to those who need extra support, especially those who aren't digitally confident or able to go online
- actively seeking, listening, learning from, and taking action on customer feedback to build trust, reduce complaints and continuously improve our services
- providing clear, transparent and timely communication with our customers



**Maximising  
the value  
of our data**

**We will maximise the value of our data to deliver better services for customers, support vital government priorities, contribute to the economy and create safer roads for everyone.**

**Every day we handle millions of interactions that give us valuable insights – from helping people renew their driving licences faster, to supporting police investigations that keep our communities safe.**

By using data more intelligently we can make it easier and quicker for customers to access the services they need. We will maintain the highest standards of security, privacy and transparency. We will be clear about when we provide data at no cost and when we apply fees, ensuring that public trust remains at the heart of everything we do.

### **We will:**

- ensure our data is accurate, secure and usable across government to deliver seamless services
- use AI and automation responsibly to gain useful insights from our data that help us improve services for everyone we work with
- lead in transforming physical documents like driving licences and vehicle registration certificates (V5Cs), into secure, accessible digital formats
- be a role model in using data in smart new ways to improve our products and services, and build strong, trusting relationships across government and internationally
- encourage compliance and work with partners to swiftly and fairly use enforcement powers to enable up to date records and maximise vehicle tax collection

### **We will do this by:**

- making sure our data works well with other systems and follows government standards and strategies for digital services, and further improving how we check and enforce the rules
- using technology in a way that can be trusted by giving our people the right training and putting clear rules and checks in place
- building on our work to include a digital licence in the GOV.UK Wallet and the GOV.UK app by providing other documentation in a digital format
- building stronger partnerships with other parts of government to help shape and develop services that work well together for customers
- forming international partnerships to improve service delivery, enable data exchange and deliver greater value to our customers



**Creating a  
workplace**

**where everyone  
can thrive**

**Our success depends on our people who depend on us creating the right conditions for everyone to flourish and contribute their best.**

**We are creating a workplace that is fit for the future, that empowers people, adapts to change and drives excellence through inclusive, safe and sustainable environments – with the right tools, spaces and systems to support how we work. One where wellbeing, including mental health, is always prioritised.**

By always improving, trying new ideas and making sure everyone feels welcome and empowered, we will attract and keep talented people from all backgrounds. We will continue working closely with trade unions, networking groups and communities to ensure that diverse voices shape our workplace.

**We will:**

- create a workplace where our people feel heard, valued and are treated fairly
- support our people with the skills, learning and career development opportunities they need to grow
- build strong, inclusive leadership at every level that supports our values and maintains the highest standards
- make DVLA a place where our people are proud to work and others want to join
- work together to build a healthier, safer and more sustainable environment as we drive towards net zero
- shaping flexible ways of working with clear roles and team setups, that help our people work well together, adapt quickly and take responsibility
- being clear what we expect from all our people, encouraging a culture where everyone feels confident to speak up about risks and opportunities, growing ways to collaborate, and strengthening leadership development
- providing the right tools, including digital and AI, to help make everyday tasks quicker and easier, improving productivity and how it feels to work here, and offering fair and engaging ways to celebrate success and recognise performance

**We will do this by:**

- actively seeking and acting on feedback, making it easier for people to see how they are doing, how they can succeed, take advantage of our exceptional learning and gain experience that builds skills, future capabilities and great careers
- building on our 52% emissions reduction, from the 2017 to 2018 baseline, and playing our part in helping government to make things fairer and greener

# DVLA in 2030

## Working at DVLA

DVLA will be a brilliant place to work. Smart tools like AI and automation will take care of routine tasks so our people can focus on solving problems and improving services. Our people will feel supported and empowered, whether working remotely or in the office, and teamwork will be strong. Everyone will have the chance to grow, feel engaged, share ideas and be proud to be part of a fair and forward-thinking organisation.

## Being a DVLA customer

Customers will find DVLA services quick, simple and available, whenever they need them. Smart technology will guide them through tasks clearly and smoothly, and automation will help avoid delays. Services will be designed for everyone, with help available for those who need it. Customers will feel respected and confident that their time and feedback matter.

## Working with DVLA as a government partner

DVLA will be seen as a trusted and modern partner. Data will be shared safely and smartly across departments to help services run better and decisions happen faster. AI will help spot useful insights and automation will reduce repeated work. DVLA will be open, flexible and focused on shared goals, making it easier for government teams to work together.

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**INVESTORS IN PEOPLE™**  
We invest in people Gold