Driver & Vehicle Licensing Agency

DVLA business plan

2026 to 2027



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Foreword

from the Chief Executive



DVLA exists to provide trusted driver and vehicle services for everyone in the UK. That simple purpose sits behind everything in this plan – and behind the work of every one of our colleagues, every single day.

This is the first business plan of our **new 2026 to 2030 strategic cycle**, and it marks an important moment for DVLA. We have set ourselves an ambitious vision: to be outstanding in public service delivery and a brilliant place to work. This plan sets out how we begin to make that vision a reality.

The expectations placed on us are significant and rightly so. We maintain registers of nearly **53 million drivers** and around **47 million vehicles**. Millions of people and businesses rely on our services each year – from applying for or renewing a driving licence to paying vehicle tax. They expect those services to be fast, simple and reliable. Where we fall short of those expectations, we are honest about it and clear about how we will improve.

The 2026 to 2027 reporting year will see us take decisive steps forward across 3 interconnected priorities. First, we will raise the standard of the customer experience we deliver, making our services faster, more reliable and more accessible – from how quickly customers receive licences and log books, to how efficiently we handle calls, complaints and complex medical cases.

Second, we will operate as a more efficient, digital first organisation, increasing the proportion of transactions completed online, delivering cashable efficiency savings, improving service resilience, and reducing our environmental impact in line with government commitments.

Third, we will use our data more intelligently and responsibly, embedding artificial intelligence (AI) and advanced digital capabilities to improve decision making, target resources where they are most needed, and deliver better outcomes – underpinned by strong governance that earns and keeps the public's trust.

And throughout this work, we will create the conditions for every person at DVLA to thrive – because none of this is possible without our people.

This plan reflects the priorities agreed with the Department for Transport (DfT). It aligns with the Secretary of State's vision for a safe, accessible, reliable and integrated transport network that connects people to opportunity, grows the economy and supports a greener and healthier future for the UK.

I am proud of what DVLA does and confident in our ability to do it better. This plan is our commitment to our customers, our colleagues, our ministers and the public we serve.



Tim Moss CBE

DVLA Chief Executive and Accounting Officer

June 2026

1: Introduction

Who we are

The Driver and Vehicle Licensing Agency (DVLA) is an executive agency of the Department for Transport (DfT). Our purpose is to provide trusted driver and vehicle services that help make transportation easier, safer and more sustainable for everyone in the United Kingdom.

We maintain registers of nearly **53 million drivers** and around **47 million vehicles**, collecting Vehicle Excise Duty (VED) to help fund public services and supporting road safety through accurate, up-to-date records. Every day, millions of people and businesses rely on the services we provide.

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



What we do

DVLA's core responsibilities span driver licensing, vehicle registration and the collection of VED.

In practice, this means we manage the full lifecycle of a driving licence – from first application to renewal, assessing whether someone with a medical condition can have a driving licence and where necessary, revocation where they cannot meet the medical standards.

We maintain the national register of vehicles, issuing vehicle registration certificates and keeping records accurate and up to date. We also collect more than **£8 billion in vehicle tax annually for HM Treasury** and will be collecting electric Vehicle Excise Duty (eVED) when that launches in 2028.

Beyond these statutory functions, we share data with a wide range of partners – from the police and courts to local authorities and international agencies – enabling enforcement, supporting investigations and helping government services work more effectively. We also provide services to businesses, including fleet operators, insurers and motor traders, who depend on accurate and timely access to driver and vehicle information.

Across all of this, we handle millions of customer interactions every year – online, by post and by phone. Our services touch virtually every driver in Great Britain and vehicle keeper in the UK, making us one of the most visible and frequently used government agencies in the country. ■



2: Our performance commitments for 2026 to 2027

DVLA is committed to delivering measurable improvements across our services. The following performance measures will hold us to account against our plans and reflect our priorities for the year ahead.

These measures are focused on making our digital services as good as they can be so that our customers are happy to use them. We will consider ways to further improve our services, including the use of AI and other communications tools in our contact centre.

We will also strengthen our approach to performance measurement over the year, developing more robust and transparent metrics in areas where our approach continues to evolve. This includes further work to define and, where feasible, baseline measures for customer satisfaction, cost per transaction, and productivity. We will also develop a plan for understanding and reducing administrative burdens on customers and businesses to ensure we are well-positioned to track efficiency, value for money and user impact more consistently in future years. ■



DVLA measure 2026 to 2027

1. Customer	Target
1.1 We will provide a fast and reliable service by dispatching online driving licence applications within 3 working days, reducing customer wait times and improving the customer experience year on year **(increased from 95% in 2025/2026).**	**99%**
1.2 Our goal is to reduce wait times for online applications and improve the overall experience year on year. We will dispatch vehicle registration certificates within 3 working days when applying online **(increased from 95% in 2025/2026).**	**99%**
1.3 We will ensure customers receive timely decisions on medical licensing cases by continuously reducing average decision times year on year, improving the customer experience in March 2027 **(10% improvement from 2025/2026).**	**45 working days**
1.4 By January 2027 we will improve customer access, demonstrating steady improvement from current performance levels, by reducing the average call and chat answer time to	**<10 Mins**
1.5 Customers will see faster resolutions to their concerns, with 90% of complaints resolved by December 2026 within and improving by March 2027 to	**20 days** **15 days**
1.6 We will provide excellent customer service availability levels of greater than 99.5% for: • vehicle tax • vehicle management • personalised registration • driver licensing services	**99.5%**
1.7 We will improve our UKCSI score by March 2027.	**of 75.2%**

DVLA measure 2026 to 2027

2. Finance and efficiency	Target
2.1 We will deliver over £5 million of efficiency savings aligned to the Government Efficiency Framework, by streamlining operations and reducing cost while protecting or improving the service received by customers.	**£5 million**
2.2 We will make it easier for customers to use our services by increasing the share of transactions delivered through digital channels year on year by March 2027.	**85%**
2.3 We remain committed to meeting our net zero commitment by lowering our carbon emissions, delivering a more sustainable and resilient service for our customers. We aim to reduce these emissions from the 2024/2025 baseline to a minimum 8%.	**8%**

DVLA measure 2026 to 2027

3. Data	Target
3.1 We will implement an ambitious, structured AI Action Delivery Plan that identifies priority AI use cases aligned to service delivery, efficiency and insight, and embeds an AI governance framework covering ethics, legal compliance, transparency, data protection and accountability. • Copilot in complaints • Gov Voice • AI assist in Contact Centre • AI in software development	**March 2027**

DVLA measure 2026 to 2027

4. People	Target
4.1 We will maximise the use of both English and Welsh apprenticeships. Working with suppliers we will offer bespoke apprenticeships aligning to public sector organisations including customer services, digital skills and business administration.	**Minimum 110 apprenticeships**
4.2 We will invest £3 million in developing our people, ensuring the continued professional development of our colleagues.	**95% budget utilised**
4.3 DVLA employees receive Prevail (mental health and wellbeing) training.	**70%**
4.4 We will reduce our sickness absence levels by	**> 10%**
4.5 Through improved implementation of effective safety management systems, adherence to established procedures, training and the timely reporting and investigation of all accidents, incidents, and near misses, we are committed to delivering a safer and healthier workplace for employees, visitors and contractors. We will reduce the number of accidents on our estate by 15% in 2026/2027 from those reported in 2025/2026 using Lost Time Injury Rates (LTIR) and Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR) as measurables.	**15%**

DVLA measure 2026 to 2027

5. Change	Target
5.1 We will improve our highest volume digital service by enabling customers to tax their vehicle using the Driver and vehicles account.	**March 2027**
5.2 We will launch a new service allowing customers to sign up for digital MOT reminders through the Driver and vehicles account.	**December 2026**
5.3 We will develop a modern customer-satisfaction measurement process this year, delivering real-time insights, improving response quality, and supporting continuous service improvement.	**March 2027**
5.4 We will deliver eVED to plan to meet the April 2028 delivery target.	**In line with HMT timescales**
5.5 We will deliver the strategic technology outcome to migrate our drivers register from the legacy mainframe to our cloud platform.	**November 2026**

Our strategic priorities for 2026 to 2027

Our 2026 to 2027 business plan is the first year of our 2026 to 2030 strategic cycle. It reflects priorities agreed with DfT and aligns with the Secretary of State's 3 transport priority outcomes: Growth; Greener, Safer and Healthier Transport; and Improving Transport for People.

It also reflects DfT's strategic enablers – people and place; safety and security; science, innovation, technology and data; international; and being an excellent department – which run through all that we do and shape how we will deliver our commitments.

Our plan is built around 3 interconnected strategic priorities.





Delivering an excellent customer experience

DVLA serves tens of millions of people and a high number of businesses across the UK. We will raise the bar on the quality, speed and accessibility of our services, ensuring that every interaction is simple, reliable and focused on the customer's needs. Customer satisfaction is incredibly important to us and we will improve our UKCSI score by March 2027.

By working closely with the Department for Science, Innovation and Technology (DSIT) and partners across government, including Gov Voice, the GOV.UK app, CustomerFirst and the Digital Driving Licence programme, DVLA is helping to shape the blueprint for modern digital government. Through shared platforms, consistent standards and insight led service design, we are creating more joined up, proactive and inclusive services that reduce unnecessary bureaucracy while improving outcomes for citizens, businesses and government as a whole.

Our commitment to dispatch driving licences and vehicle registration certificate applications within **3 working days** following an online application in **99% of cases** reflects our determination to provide fast, dependable services that customers can plan around. Maintaining **99.5% service availability** across our core platforms – vehicle tax, vehicle management, personalised registration and driver licensing – is equally fundamental.

Customers must be able to access our services when they need them, with confidence.

We know that some of our services have not always met customer expectations. Drivers Medical is one of our most important and sensitive areas of work. Licensing decisions in medical cases have a direct impact on people's lives, their livelihoods and road safety. We will deliver a step change in performance, driving the average time to make a decision down to **within 45 days** in March 2027. This will be achieved through a major programme of digital enablement. This includes an improved online medical service which makes it quicker and easier for people to notify us of a medical condition. The service covers around **1,600 medical conditions** and reduces the need for paper forms and postal applications. We will also overhaul our case management system and process redesign, supported by the responsible use of automation and AI, with appropriate governance and assurance.

Delivering an excellent customer experience

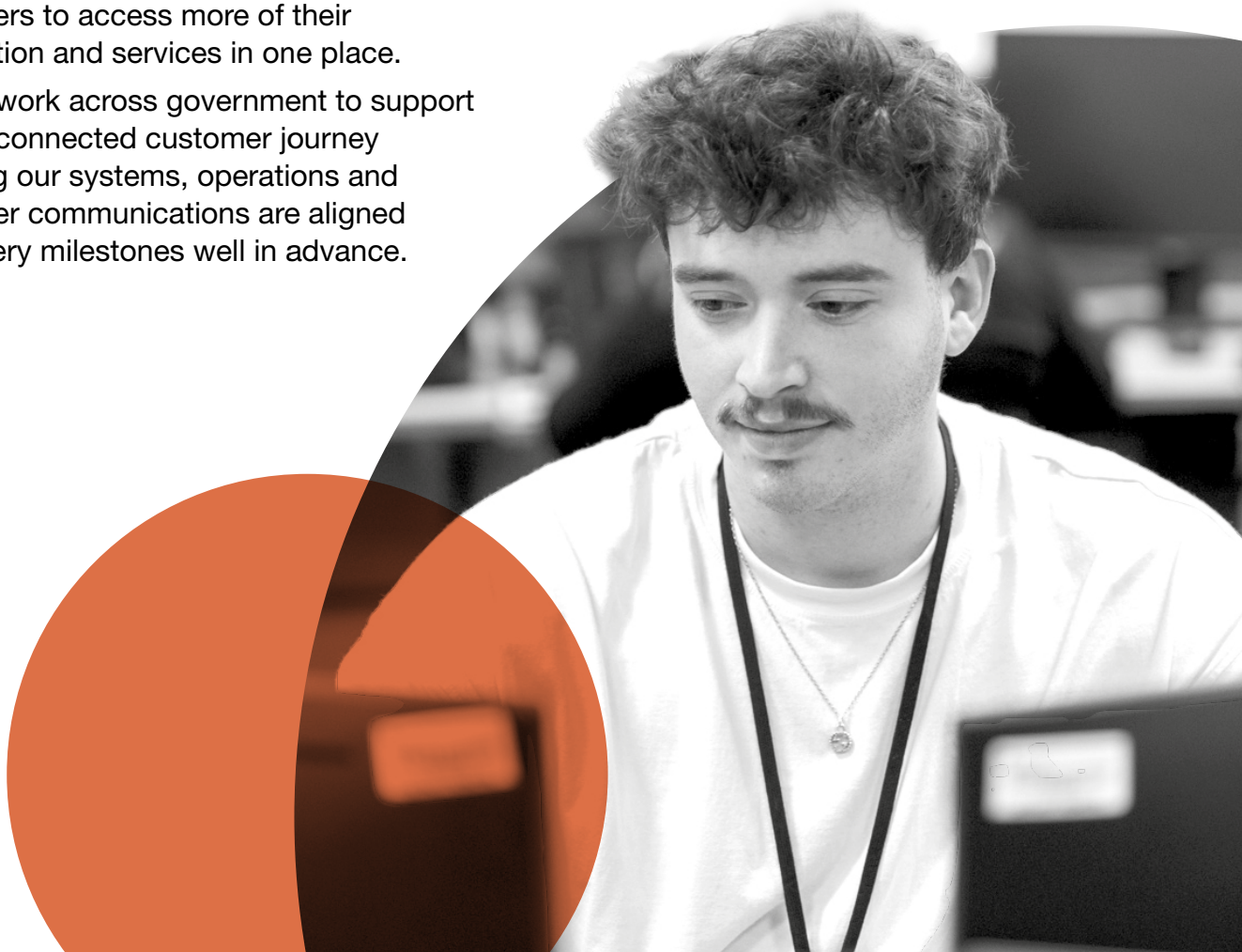
Our Contact Centre remains a vital route for customers who need support. While our ambition is to deliver faster, more seamless access and resolution over time, these targets reflect the important progress we will make on that journey. By January 2027 we will improve customer access, demonstrating steady improvement from current performance levels, by reducing the average call and chat answer time to **less than 10 minutes.** By December 2026 we will **resolve 90% of complaints within 20 days** and by March 2027 we will resolve **90% of complaints within 15 days**, driven by better digital self-service options, improved operational processes and a sustained focus on getting things right first time.

Looking further ahead, we will expand the Driver and vehicles account, enabling customers to access more of their information and services in one place.

We will work across government to support a more connected customer journey ensuring our systems, operations and customer communications are aligned to delivery milestones well in advance.

We are already working at pace with HM Treasury and Department for Transport colleagues, as well as key industry and other stakeholders, to ensure we can deliver the changes required to collect eVED from April 2028. This significant piece of work will be a DVLA priority for some time to come.

We will also continue our work to support road safety. This includes ensuring licensing decisions are evidence-led and proportionate, and supporting delivery of the government's Road Safety Strategy through our partnerships with DfT, the police and other enforcement agencies. ■





Maximising the value of our data

DVLA holds some of the most significant and sensitive datasets in UK government. The accurate, secure and intelligent use of that data is central to delivering better services for customers, supporting government priorities and enabling safer roads for everyone.

We will take significant steps forward in our use of data and technology. Our AI Action Delivery Plan, to be implemented by March 2027, will identify priority AI use cases that drive improvements in service delivery, efficiency and insight. This is not technology for its own sake. Every application of AI will be governed by a robust framework covering ethics, legal compliance, transparency, data protection and accountability, ensuring that innovation is always matched by integrity. Responsible AI adoption will help us process applications faster, improve the quality of decisions in complex cases and generate insights that drive continuous improvement across our operations.

We will ensure our data works well with other government systems, following government standards for digital services and interoperability, and building stronger partnerships across Whitehall to enable more joined-up services for customers. This includes our continued work to include a digital licence in the GOV.UK Wallet and GOV.UK app, and our commitment to developing other documentation in digital formats – part of a broader ambition to transform how driver and vehicle records are held, shared and used.

Accuracy and compliance remain at the heart of our data responsibilities. We will work with partners to continue and improve already high levels of VED compliance, strengthening our intelligence-sharing capabilities and supporting targeted enforcement activity. We will consider changes to improve and enhance the number plate supply regime to reinforce DVLA's role in tackling the use of illegal number plates through improved intelligence sharing, stronger checks for number plate suppliers, potential changes to fees and joint working with police and Trading Standards.

Throughout all of this, we will maintain the highest standards of security, privacy and transparency, ensuring that public trust in how we use data is earned and protected. ■



Creating a workforce where everyone can thrive

Everything we deliver depends on our people. We will continue to build a workplace that is inclusive, empowering and fit for the future – one where talented people from all backgrounds choose to join us, grow with us and do their best work.

We will invest in the skills and capabilities our people need to succeed, with a particular focus on digital literacy, data skills and AI literacy, so that our workforce can confidently harness new technologies as they become part of everyday working life. Leadership development will remain a priority, building the inclusive, values-led leadership at every level that our culture and our ambition require.

We are focused on promoting a resilient, healthy workforce. We will embed a culture that supports regular attendance through positive wellbeing practices. We are committed to improving employee wellbeing – including mental health – and ensuring that flexible, supportive ways of working are available to all. We will continue to work closely with trade unions, staff networks and communities to ensure that diverse voices shape our workplace and that everyone feels heard, valued and treated fairly.

Our sustainability commitments are an integral part of creating a workplace that we and our communities can be proud of. Building on the **56% reduction** in emissions achieved against our 2017/2018 baseline, we will target a further **8% reduction** in carbon emissions in 2026/2027, in alignment with government greening commitments once finalised. This will include reducing emissions from business travel and estate energy use, increasing the proportion of zero-emission vehicles in the DVLA fleet, and continuing to identify practical opportunities to reduce our carbon impact day to day.

We will also continue to support the government's decarbonisation agenda through our administration of the plug-in vehicle grant portal and the Electric Vehicle Chargepoint Grant scheme on behalf of the Office for Zero Emission Vehicles, helping to ensure smooth and accessible journeys for applicants and installers alike. ■

3: Supporting delivery of the plan

This plan will be delivered within the framework of HM Treasury's 2025 Spending Review settlement, with a clear focus on efficiency and value for money.

Delivering **£5 million** of additional efficiency savings demonstrates our commitment to maximising the value of every pound entrusted to us. Crucially, these savings will be reinvested to protect and enhance the services our customers rely on – supporting faster, more reliable transactions, reducing delays, and improving overall user experience. In doing so, we will ensure that efficiency gains translate directly into tangible benefits for citizens, businesses and partners, while maintaining and continually improving service quality.

We will make it easier for customers to use our services by increasing the share of transactions delivered through digital channels year on year by **March 2027 to 85%**. Our digital programme will be delivered in close collaboration with DfT, with clear governance, benefits tracking and a commitment to delivering to time, cost and scope. ■



Annex A

Financial forecast

	Outturn Unaudited 2025 to 2026 £ million	Business plan 2026 to 2027 £ million
Statutory fee income	498	490
Personalised Registration income	163	162
Other income	33	34
Total income	**694**	**686**
Staff costs	(258)	(273)
Agents' fees	(75)	(82)
Medical practitioners	(19)	(25)
ICT charges	(62)	(73)
Accommodation	(20)	(26)
Consultancy and professional services	(10)	(11)
Postage and printing	(87)	(96)
Depreciation	(18)	(19)
Other costs	(21)	(24)
Total expenditure	**(570)**	**(629)**
Net operating income	124	57
Resource DEL	142	204
*AME	18	19
Total resource and AME	**160**	**223**
Capital	21	41

**Includes depreciation*

Income is displayed as a positive number and expenditure as a negative (in brackets).

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2026 to **2027**

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