Driver & Vehicle Standards Agency



Driver and Vehicle Standards Agency Business Plan

2021

Keeping **Britain** moving, **safely** and **sustainably**

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Foreword



Non-Executive Chair and Chief Executive's foreword

This business plan sets out how the Driver and Vehicle Standards Agency (DVSA) will deliver for customers, support the transport system and keep Britain moving safely and sustainably over the year ahead.

DVSA enters 2026 to 2027 at a pivotal point. Demand for many of our services remains high, particularly in driver services, while expectations for accessible, efficient and digitally enabled public services continue to grow. At the same time, rapid advances in vehicle technology and wider changes across the transport system require us to adapt how we regulate, operate and deliver our services.

This year also marks a transition in leadership, with Beverley Warmington taking forward the next phase of DVSA's improvement and transformation, building on the progress already made and bringing a clear focus on delivery for customers and colleagues.

Our priority is clear: to improve customer experience and service performance while maintaining the high standards of safety, fairness and integrity that the public expects. Reducing waiting times for car practical driving tests remains a central focus, and we are taking a whole-system approach to address this by expanding capacity, strengthening booking rules, improving scheduling, and using data as a strategic asset – improving data quality, accessibility and governance to generate trusted insight and target interventions more effectively. This approach is aligned to the DVSA's Data Strategy, which sets out how we will establish standardised, governed and reusable data foundations to support decision-making, service delivery and regulatory outcomes.

Delivering our ambitions requires a clear integration between business outcomes, services and enabling capabilities. Our approach connects service delivery to data, AI, technology and cyber security: high-quality, well-governed data underpins advanced analytics and AI; these capabilities drive improved services and intelligence-led regulation; and all are supported by secure, resilient technology. Alongside this, we will continue to modernise the way we deliver our services. We are moving towards simpler, more integrated and user-centred digital services, supported by improved data, technology and a more coherent end-to-end customer journey. This includes strengthening our capability as a modern, intelligence-led regulator—using data and analytics to focus our efforts on the areas of greatest risk while reducing unnecessary burdens on compliant customers and operators.

This plan also marks an important point of transition as DVSA moves from the foundations of its previous strategic plan to the publication and early delivery of a new strategy to 2030. That strategy will set a longer-term direction for how we deliver safer, greener and more

sustainable outcomes for road users, industry and government, while ensuring the agency remains resilient, financially sustainable and fit for the future.

Our people are central to delivering this ambition. We will continue to invest in capability, leadership and wellbeing, ensuring colleagues are supported to deliver high-quality services and are empowered to contribute to improvement and innovation. Building an inclusive, skilled and engaged workforce will be essential to achieving sustained progress.

We will continue to work closely with the Department for Transport and our partners across government and industry, recognising that many of the challenges we face—whether in service delivery, regulation or technological change—require collective effort and shared solutions.

There remains much to do, and the operating environment continues to be complex. However, this business plan sets out a clear, practical and deliverable approach to addressing today's pressures while building the foundations for long-term improvement.

Together, we are confident that DVSA is well placed to meet these challenges and continue delivering safe, reliable and trusted services for the public.



Nick Bitel

DVSA Non-Executive Chair



Beverley Warmington

DVSA Chief Executive

Executive Summary



Executive Summary

The Driver and Vehicle Standards Agency (DVSA) enters 2026 to 2027 at a pivotal point in its transformation. This business plan sets out how we will continue to keep Britain moving safely and sustainably while transitioning from the foundations of its previous strategic plan to the publication and early delivery of a new DVSA Strategy to 2030. It reflects growing demand for DVSA's services, increasing expectations of digital public services, and the need for a modern, intelligence-led regulatory system that keeps pace with rapid technological change across the transport system.

DVSA's core purpose remains unchanged: to protect all road users by ensuring drivers, vehicles and operators meet the required safety standards. Our approach combines setting standards, helping people meet them through clear advice and guidance, and targeted enforcement where needed. These elements work together as a system to manage road safety risk. Operating as part of the Department for Transport (DfT), we deliver a wide range of services, including driver testing, vehicle testing and approvals, vocational and motorcycle services, enforcement activity, and support to the Office of the Traffic Commissioner. DVSA is funded primarily through the fees it charges and works in close partnership with industry, enforcement bodies and other government departments to deliver its objectives.

Focus on customer experience and service performance

Demand continues to place significant pressure on parts of the system, particularly car practical driving tests. Reducing waiting times and improving fairness and transparency in access to testing remain DVSA's most pressing operational priorities for 2026 to 2027. Building on existing recovery activity, we will take a whole-system approach to improving performance, including strengthening booking rules, improving scheduling efficiency, expanding and supporting the examiner workforce, and using better data and insight to target interventions where they are most needed. As well as strengthening our focus on influencing behaviour — helping learners, drivers and businesses get it right first time — reducing demand on services and supporting safer outcomes. Alongside this, DVSA will continue to modernise the learn-to-drive journey to make it clearer, more consistent and easier for customers to navigate. By improving access to tests and enabling people and businesses to operate efficiently, we support jobs, supply chains and economic growth.

Across all driver services, including motorcycle, vocational and theory testing, DVSA will focus on maintaining reliable service levels, modernising content and processes, and ensuring services remain accessible and inclusive. This includes improving resources for British Sign Language users, keeping test content aligned with emerging road safety priorities, and progressing major commercial activity to re-procure the theory test service for the longer term.

A modern, intelligence-led regulator

In 2026 to 2027, DVSA will continue to strengthen its role as a modern regulator, moving further towards a targeted, intelligence-led approach to compliance and enforcement. Greater use of data, analytics, and emerging technologies will enable the agency to focus its resources on the most serious and persistent risks, while reducing unnecessary burdens on compliant drivers and operators. This includes continued development of ‘enforcement from the record’, enhanced counter-fraud capabilities, and expanded use of remote and digital inspection tools.

Protecting the public from unsafe drivers and vehicles remains central to DVSA’s mission. We will enhance commercial vehicle enforcement, modernise sanctions and investigative approaches, and respond to emerging risks such as fraudulent activity, misuse of vehicle technology, and non-compliance linked to increasingly connected and automated vehicles. Bus accessibility and punctuality enforcement will also remain an area of focus, reflecting wider DfT priorities and ministerial interest.

Preparing for future transport and vehicle technologies

Rapid advances in vehicle technology continue to reshape the transport landscape. During 2026 to 2027, DVSA will prepare the regulatory system for these changes, including expanded work on advanced driver assistance systems (ADAS), electric vehicles (EV), connected data and remote monitoring. We will continue modernising MOT and heavy vehicle testing standards to ensure they remain relevant, proportionate and effective for increasingly complex vehicles, while maintaining the integrity of roadworthiness schemes.

DVSA will also progress the transformation of its vehicle approvals services, moving towards a more distributed and flexible testing model, supported by modern digital services and clearer guidance for manufacturers and converters. This supports wider government objectives on growth, decarbonisation and innovation, while improving customer experience and system resilience.

People, capability and sustainability

Delivering DVSA’s ambitions depends on having the right people, skills and culture. In 2026 to 2027, we will continue investing in leadership, professional capability, digital and data skills, and inclusive workforce practices. Supporting colleague wellbeing, improving retention, and strengthening engagement remain key priorities as DVSA adapts to new ways of working and growing service demand.

Sustainability is embedded throughout this plan. DVSA will update its sustainability strategy to align with new greening government commitments, progress towards a zero-emission fleet, reduce emissions from its estate, and build sustainability awareness across the

organisation. These actions support the government's wider net zero ambitions and ensure DVSA operates responsibly and efficiently.

Delivering value and long-term resilience

This business plan sets out how DVSA will balance day-to-day operational delivery with long-term transformation. Through disciplined financial management, continued efficiency improvements, and targeted investment in digital services and infrastructure, we will work to ensure our services remain financially sustainable, resilient and customer focused.

Together, these commitments position DVSA to meet current challenges, prepare for future risks and opportunities, and continue delivering safer, greener and more sustainable transport outcomes for the public, industry and government.

Who we are and what we do



Who we are and what we do

DVSA is an executive agency of the Department for Transport (DfT) responsible for:

- carrying out theory tests and driving tests for people who want to drive cars, motorcycles, lorries, buses and coaches and specialist vehicles
- approving people to be approved driving instructors (ADI) and motorcycle trainers
- approving training courses for qualified drivers, such as driver certificate of professional competence (CPC) courses for lorry, bus and coach drivers, and drink-drive rehabilitation courses
- approving MOT centres, people to be MOT testers, and testing lorries, buses and coaches
- checking commercial drivers and vehicles, remotely and at the roadside, to make sure they follow safety rules
- monitoring recalls of vehicles to make sure that manufacturers fix problems
- supporting the Traffic Commissioners for Great Britain and the Northern Ireland transport regulator to license and monitor companies who operate lorries, buses and coaches, and to register local bus services
- sanctioning those that are non-compliant.

We are funded chiefly through the fees we charge for our services and employ around 5,000 colleagues.

Our purpose in all this is to keep Britain moving, safely and sustainably.

This year we will publish our new strategy to 2030, setting out our ambitions to deliver better services for our customers.

To realise our ambitions, we will need the help of all our partners. We work closely with these industries:

- driver and rider training
- MOT
- road haulage and passenger transport
- vehicle and component manufacturing.

And, among others, we also work with:

- the Traffic Commissioners for Great Britain and the Transport Regulation Unit in Northern Ireland – they license and regulate those operating lorries, buses and coaches
- Driver and Vehicle Licensing Agency (DVLA) – responsible for vehicle tax, vehicle registration and for issuing driving licences
- the Vehicle Certification Agency (VCA) – responsible for testing and certifying new vehicles for use on UK roads, to international standards
- the Centre for Connected and Autonomous Vehicles (CCAV) – shaping the safe and secure introduction of connected and self-driving vehicles

- National Highways – manages England's motorways and major A roads
- Health and Safety Executive – regulates workplaces, plants and equipment
- Active Travel England – promotes cycling and walking, and better designed street environments
- Environment Agency – regulates major industry and waste
- police – work with us on intelligence and enforcement operations.

Governance

Our Chief Executive, Beverley Warmington, leads the agency with the support of the DVSA Directing Board, its committees, and governance groups. Our governance framework follows recognised best practice, ensuring we use our resources efficiently and responsibly.
By embedding functional standards and a service aligned approach, we strengthen accountability, support informed decision-making, and enable the agency to work cohesively toward our strategic priorities and the delivery of high-quality services.

Management and control of our risks

In 2026–27, we will strengthen DVSA's approach to risk management to ensure it fully supports the ambitions set out in our new Strategy and aligns with the Department for Transport's wider expectations for resilience, efficiency, and evidence-based decision-making. We will begin by reviewing our strategic objectives and confirming the organisation's principal risk areas, ensuring they reflect our purpose, stakeholder needs, and the risk categories defined in the Orange Book, in line with our established risk management framework. Building on this, we will refresh our risk appetites and tolerance ranges, reaffirming the Board's expectations for how much risk DVSA is willing to take in pursuit of innovation, operational performance, customer service and safety, as guided by the agency's five-point averse-to-eager scale.

To support more consistent, data driven decision making, we will enhance how we capture, analyse and use risk intelligence across the organisation. This includes investing in improved IT solutions to strengthen access to real time risk data, improve visibility of emerging issues, and integrate risk information more effectively into operational and strategic planning. These developments will help ensure we remain a resilient organisation that anticipates challenges, adapts quickly, and continues to deliver safe, reliable and customer centred services.

How the agency is changing



How the agency is changing

DVSA enters 2026–27 at a pivotal moment as we transition from the foundations of the strategic plan to 2025 toward our new strategy and full delivery of our vision to 2030. This shift reflects the evolving demands of the transport system, growing expectations for digital public services, and the need for a modern regulatory approach that supports safety, economic growth and technological innovation.

A modern, integrated service model

We are strengthening the coherence and consistency of our services as part of a whole system transformation. We are moving decisively toward simpler, integrated, user centred digital services, supported by programmes that tighten up on customer authentication and the development of a new driver services platform. These changes lay the groundwork for a unified customer journey across theory, practical and wider licensing services, supporting government's ambition for a modern digital government infrastructure, as detailed in A roadmap for modern digital government.

Alongside this, DVSA is expanding the digitisation of core processes ensuring our services are more reliable, accessible and resilient.

Reducing car practical waiting times remains our most significant operational challenge. In 2026-27, we will introduce a series of improvements to strengthen fairness and improve the customer experience, with updated booking rules to ensure that tests are accessed appropriately. These changes will support a more transparent, secure system and form an important step toward modernising the learner journey and restoring waiting time performance.

Using data, AI and technology to improve outcomes

Technology and data are increasingly central to DVSA's regulatory model. Building on the vision to 2030, we are advancing our use of intelligence-led and data-driven approaches to risk, enforcement and service planning. This includes greater use of vehicle derived data, remote tachograph technologies, advanced analytics and AI assisted tools to identify safety risks earlier and deploy resources where they have the greatest impact.

We are also preparing the transport system for emerging technologies, including expanding work on ADAS, connected vehicles and electric vehicle testing standards to ensure roadworthiness frameworks remain future ready. This shift helps us to ensure that regulatory systems evolve at the same pace as vehicle technology.

Strengthening our role as a modern regulator

We are also placing emphasis on proactive, intelligence led oversight and reducing reliance on traditional physical interventions alone. To reflect our strategic plan's emphasis on deploying "the right resources in the right place at the right time", we are improving data sharing and enhanced fraud prevention capabilities, and are modernising how we identify and address noncompliance. We are also strengthening our focus on influencing behaviour – helping learners, drivers and businesses get it right first time – reducing demand on services and supporting safer outcomes.

Capability, culture and partnerships

Delivering our strategic ambitions requires an organisation with the right skills, leadership and culture. We are investing in capability development, digital skills, inclusive leadership and modernised workforce planning to ensure we remain resilient and future focused.

We are also strengthening partnerships across government, industry and other agencies. We recognise that effective regulation increasingly relies on joined up systems, shared intelligence and collaborative problem-solving.

Through these actions, we are strengthening our people, partnerships and systems; creating a skilled, collaborative and purpose-driven agency that can deliver long-term improvements for road users and the wider transport system.

Plans for 2026-27



Helping you through a lifetime of safe and sustainable journeys

Performance Measures

Measure	Target for 2026 to 2027
Theory test candidates waiting times average during 2026-27	4 weeks or under
Theory test candidates satisfied with the service they receive from DVSA	85%
Providing 2.3 million car practical tests	By March 2027
Achieving a national car practical driving test waiting time of 7 weeks or fewer	By Autumn 2027
Car practical driving test candidates (overall) satisfied with the service they receive from DVSA	75%
Car practical driving test candidates who passed their test satisfied with the service they receive from DVSA	85%
ADI satisfaction with the service they receive from DVSA	60%
Vocational practical test waiting times 3 weeks or less	By March 2027
Vocational practical test candidates satisfied with the service they receive from DVSA	80%
Motorcycle practical test waiting times 6 weeks or less	By March 2027
Motorcycle practical test candidates satisfied with the service they receive from DVSA	80%

Driver services / learning to drive

Driver services plays a central role in supporting learners through a safe, confident and efficient journey to becoming qualified drivers. Building on the foundations laid in previous years and aligned with the wider agency priorities, our focus for the coming year is clear: reducing waiting times, strengthening and expanding our workforce, and continuing to invest in a culture where colleagues feel supported, valued and able to thrive.

Reducing waiting times

Reducing car practical driving test waiting times remains our top operational priority. We remain focused on achieving our long-term objective of an average waiting time of 7 weeks and are working towards reaching this by Autumn 2027.

Although this date extends beyond the period covered by the 2026–27 Business Plan, including it provides a clear end point for the programme and demonstrates our continued commitment to restoring waiting times to 7 weeks. During 2026–27, we will deliver the actions and intermediate reductions needed to keep progress towards this goal.

We will work towards this through the measures set out in this plan, including increasing testing capacity, expanding the examiner workforce, strengthening booking rules, improving scheduling and making better use of data. We will monitor progress closely and review the trajectory regularly, taking account of demand and the combined impact of our interventions.

Having exceeded planned delivery in 2025 to 2026 (2.169 million tests delivered against a target of 1.975 million), we will further increase capacity to up to 2.3 million tests in 2026 to 2027. This builds on the improvements already achieved in test delivery and supports continued progress in reducing waiting times while maintaining safe and sustainable services.

Expanding and strengthening our workforce

To meet demand sustainably, we will continue to grow the driver services workforce, building on the recruitment and workforce expansion activity already underway across the agency. This includes increasing examiner capacity, improving onboarding processes, and modernising workforce planning tools to ensure the right people are in the right places at the right time. The 26/27 year will see further investment in creating stable, flexible staffing models that improve service resilience and help reduce regional disparities in waiting times.

Modernising the learning to drive journey

We will continue working across driver services, digital and policy teams to modernise the end-to-end learning to drive journey—making it clearer, more accessible and more consistent. This includes further exploiting opportunities from digital transformation

programmes such as the driver services platform, and exploring ways AI-assisted tools can help smooth customer interactions, reduce avoidable demand and simplify guidance. These align with cross government expectations for modern, user-centred services.

Strengthening booking rules and creating a fairer platform

To improve fairness and consistency for all learners, we will strengthen our practical test booking rules and modernise the booking experience. This includes tightening controls around short notice booking behaviours, reducing opportunities for automated bulk booking, and ensuring appointments are released and accessed in a more transparent and equitable way.

Over time, we aim to explore opportunities to integrate driver services with the DVLA account, allowing learners to access driving-related services through a single, secure sign-in. This direction would help streamline the user journey, reduce duplicated information, and lay the foundations for a more joined-up digital ecosystem across DVSA and DVLA.

Median measure

During 2026–2027, we will introduce and test a new median waiting time measure to support our ongoing work to strengthen how we understand customer experience. This measure will provide an additional perspective on waiting times and help us ensure our performance reporting reflects the range of customer journeys across our services.

It will measure the time between the first test booking and when the test is taken. It will be reported externally throughout the next financial year. This will allow us to evaluate how effectively it complements our existing performance indicators and assess its suitability for potential wider use in future planning cycles.

Its development forms part of the proposed business plan measures for 2026–27, where the median waiting time has been identified as a secondary indicator to support our understanding of access to car practical tests. This approach ensures we continue to build a comprehensive, balanced picture of service performance.

Culture, retention and colleague experience

Supporting our people remains fundamental to delivering a high-quality service. In line with the agency’s broader commitments to culture, leadership and wellbeing, we will prioritise initiatives that improve retention, strengthen professional development, and enhance day-to-day experience for our frontline colleagues. These include refreshed wellbeing support, improved local line management capability, and clearer development pathways for examiners and operational leaders.

Making motorcycling safer

Motorcycle services form a critical part of DVSA's commitment to keeping riders safe and supporting a high-quality training and testing ecosystem. In the year ahead, we will continue to work closely with motorcycle training businesses and industry partners to ensure our services remain responsive, safe and future focused. This reflects the ongoing priorities where the motorcycling sector is recognised as an area requiring stable operational performance and targeted modernisation.

Reducing waiting times and managing demand

Motorcycle test demand has stabilised after the post pandemic surge, but there remain pockets of significantly higher waits across the country. Ensuring we maintain equitable access for riders across regions will continue to be a core priority. Working with Customer Account Managers and sector stakeholders, we will address local pressures, improve scheduling efficiency and ensure a more consistent experience for candidates nationwide.

Improving training quality and modernising the rider journey

We will progress work to reform motorcycle testing requirements where appropriate, ensuring any changes maintain or enhance safety. This includes improvements to motorcycle instructor qualification, quality assurance arrangements and compulsory basic training (CBT) trainer booking services. We will also continue development to better manage CBT, supporting digital entitlement checks, enforcement activity and fraud mitigation—delivering better outcomes for riders and a more efficient system for training providers.

Strengthening collaboration and future safety

As chair of the motorcycle strategic focus group, DVSA will work with industry on emerging safety technology, connectivity advances and the integration of motorcycling into future road safety strategy. Insight gathered from trainers, enforcement and rider behaviour data will feed into policy development to further strengthen safety outcomes for motorcyclists.

Vocational services

Vocational services underpin the UK's professional driver pipeline and play a vital role in supporting economic growth, supply chain resilience and public safety. In line with the strategic direction our focus for the coming year will be on strengthening the vocational testing system, enhancing engagement with training providers and ensuring interventions support the wider driver shortage challenge.

Supporting industry and easing driver shortages

We will continue to collaborate with government partners and industry stakeholders to support initiatives aimed at improving the supply of professional drivers—including DfE sponsored bootcamps across the lorry, bus and coach sectors. Our customer account managers will work closely with vocational training businesses to understand operational pressures, improve processes and ensure fair access to appointment capacity.

Strengthening vocational training and testing pathways

Work will continue on the development of a comprehensive vocational training and testing strategy. This includes reviewing current test arrangements, clarifying standards, and identifying improvements that benefit both candidates and employers while maintaining robust safety requirements. By engaging widely with industry, we will ensure the pathway into professional driving remains clear, modern and aligned with evolving commercial needs.

Using data and insight to improve services

Building on previous work across DVSA, vocational services will increasingly use operational insight, booking patterns and enforcement intelligence to optimise test allocation, strengthen quality assurance and target resources where they deliver the greatest benefit. This data-led insight approach will help improve consistency across regions, reduce bottlenecks and support a more resilient vocational testing system.

Theory test

We will continue to meet the expected high levels of demand whilst also providing an excellent level of service to all customers, including to those from the Driver and Vehicle Agency in Northern Ireland. We will continue to make improvements for candidates who use British Sign Language in 2026-27, with a particular focus on source materials and learning materials to help them prepare for the test.

Improving test content will continue to be a priority, particularly around vocational, Driver CPC for lorry, bus and coach drivers and motorcycle content. We will also introduce and monitor questions on cardiopulmonary resuscitation and use of defibrillators, and any areas emerging from DfT's 2026 road safety strategy and associated consultations.

Other areas of focus will be contributing to the review of the ADI qualification process, exploring the introduction of a test for those learning to drive a tractor and continuing to support the 'ready to pass' campaign.

Investment will be directed towards research on optimal ways to test hazard awareness. The primary aim is to improve the predictive accuracy and overall effectiveness of these

assessment tools, supporting safer driving practices through robust evaluation of learner drivers' hazard awareness skills.

Re-procuring the contracts that underpin the theory test service will be a high priority as we expect to publish our requirements and commence the tender process early in the business year. The project timeline is structured to ensure readiness for launch of the new service by September 2028, with robust governance and risk management in place to meet both statutory obligations and evolving user needs.

The main deliverables for the project during 2026-27 are:

- following approval of the outline business case, commence procurement of the four contracts
- begin development of the full business case, ensuring alignment with the 2026 road safety strategy.

Helping you keep your vehicle safe to drive

Performance measures

Measure	Target for 2026 to 2027
Authorised testing facilities satisfied with the service they receive from DVSA	85%
Operators satisfied with the service they receive from DVSA	80%
MOT centres satisfied with the service they receive from DVSA	85%

In 2026–27, we will continue modernising our vehicle services to ensure they remain safe, efficient, and future ready. Our ambition is to strengthen the integrity of the MOT and commercial vehicle testing schemes, support the safe deployment of rapidly evolving vehicle technologies, and enhance customer experience through clearer guidance, modernised services and increased data led insight and digital tools. This work will help ensure that Britain's vehicle fleet remains safe and sustainable, while supporting wider government priorities around emerging technologies, net zero commitments, and cross system collaboration.

We will align this work directly with the Department for Transport's priority outcomes on growth, greener, safer and healthier transport, and improving transport for people, ensuring our vehicle services contribute demonstrably to wider government missions.

Transforming vehicle approvals and testing infrastructure

We will continue the transformation of our individual vehicle approval service, expanding the rollout of vehicle examination facilities (VEF) and shifting more appointments from our goods vehicle testing stations to third-party and private sector sites. This will increase flexibility for manufacturers and converters, reduce customer costs, and improve service resilience by diversifying where testing takes place. These changes reinforce our long-term ambition to modernise vehicle approvals and build a scalable and customer focused network. This will also help us operate increasingly through a distributed model with digital applications, clearer guidance, and reduced reliance on DVSA estate.

As part of this shift, we will introduce new digital resource requests and bookings for VEFs and continue laying the foundations for a more distributed approvals model. This builds on transformation already underway and the direction outlined in previous business plans.

Developing modern, technology-ready MOT and heavy vehicle tests

The rapid evolution of vehicle technology means we need to review our approach to testing. This year we will undertake extended testing of ADAS across both MOT and enforcement (light and heavy vehicles). This includes determining what should be tested, how tests should be conducted safely and consistently, and what sanctions should apply for noncompliance. This work will shape the future of technology-led testing and roadworthiness standards and ensure they remain fit for modern and increasingly automated vehicles.

EVs also remain a priority. We will review and evolve EV-specific test content across both MOT and commercial vehicle testing, including the safe testing of high-voltage systems and battery integrity. This aligns with wider connected and automated mobility systems work, ensuring we have robust licensing, regulatory and safety frameworks as vehicles become increasingly software enabled and connected.

We will implement changes to the way heavy vehicle annual test standards are communicated, improving GOV.UK clarity and supporting operators with more accessible guidance.

Fees, funding and efficiency reform

Changes to fees across MOT, commercial vehicle testing, approvals and licensing remain a key area of focus. We will work with the Department for Transport and HM Treasury to ensure vehicle related fees support cost recovery, align to our long-term financial model, and reflect the investment needed to modernise our systems and testing estate.

We will also deliver the implementation of pit fee changes that Authorised Testing Facilities can charge, as appropriate, following the consultation in 25/26. These changes are essential to ensuring our cost base is sustainable while maintaining high-quality services for authorised testing facilities and vehicle operators.

We will additionally support HM Treasury's work on electric vehicle excise duty implementation, including understanding its relationship with MOT and collaborating closely with DVLA. This reflects our wider responsibility to shape emerging vehicle taxation and regulatory ecosystems.

Modernising digital services and customer journeys

We will push forward with automation initiatives across vehicle services, including further digitisation of the cherished transfer process using DVLA data and exploring opportunities to streamline transactions that remain manual or paper driven. These improvements directly support our ambition for seamless, reliable and user centred digital service.

This aligns with the digital and data transformation themes set out in the 2025–26 business plan and supports DVSA's commitment to harnessing automation, AI enabled tools and improved data integration.

We will continue to support vehicle related aspects of the accessibility agenda where relevant, including enforcement linked to public service vehicle accessibility regulations (PSVAR) and Public Service Vehicles Accessible Information Regulations (PSVAIR) requirements, reflecting ministerial interest and the need for clearer reporting.

Across all vehicle related services, we will continue to support government priorities around net zero, the safe introduction of connected and automated vehicles, and modern, resilient digital public services. Our work demonstrates our customer centred delivery, efficiency, resilience and capability development; these principles will shape how we implement all vehicle priorities in 2026–27.

Protecting you from unsafe drivers and vehicles

Performance Measures

Measure	Target for 2026 to 2027
Risk-based targeted approach to detect serious roadworthiness defects and traffic offences	28,000
Maintain the number of MOT cases where we act upon the most serious fraud, dishonesty and negligence and increase by 10% the number of cases laid to court for prosecution from these investigations	from 2024/25 baseline

In 2026–27, we will continue strengthening DVSA's role as a modern, intelligence led regulator, delivering enforcement that protects the public, supports compliant operators, and aligns with the Department for Transport's wider priorities on growth, greener, safer and healthier transport, and improving transport for people. Our enforcement work will increasingly draw on digital tools, high-quality, governed and shared data, and vehicle derived information, ensuring we can respond to emerging risks efficiently while reducing burdens on compliant businesses.

We will continue to deliver through our strategy of 'enable, prevent, respond', ensuring we provide easy to access and understand advice and guidance, we monitor the industry to ensure standards are maintained, and using intelligence and evidence, we will take strong action against law breakers who make Britain's roads less safe.

A more targeted, intelligence led enforcement model

We will enhance our intelligence and targeting capabilities by being informed by insight and supported by earlier interventions such as guidance and education, to ensure our enforcement effort focuses on the most seriously and serially noncompliant operators and drivers. Through better data sharing, analytical tooling, and integration of enforcement datasets, we will refine our ability to identify patterns of risk and intervene earlier.

Our continued development of "enforcement from the record" will allow us to make more robust, evidence-based decisions using multiple data sources, reducing reliance on roadside checks alone and expanding our ability to respond to noncompliance at scale. This

approach will complement our traditional enforcement activities and promote a fairer, more transparent regulatory environment.

Modernising commercial vehicle enforcement

Commercial vehicle enforcement remains central to our mission. We will continue strengthening roadside and remote enforcement activity across goods and passenger vehicles, supported by new and emerging technologies, including remote tachograph readers, digital casework improvements, and enhanced digital recording systems. These tools will improve accuracy, reduce processing times, and support more efficient end to end case handling.

We will also trial and invest in technologies to enable flexible but robust, calibrated inspection of vehicles, to ensure the most seriously and serially non complaint are not able to navigate around our fixed check sites, but that we can target them wherever they are operating.

We will work closely with the DfT road freight and traffic and technology teams to take forward proposals for a strengthened sanctions regime, ensuring the sanctioning toolkit is proportionate, enforceable, and improves safety outcomes.

Leveraging vehicle technology and connected data

As vehicles become increasingly connected, we will explore how vehicle embedded technology can support compliance and enforcement. This includes using vehicle generated data to identify potential safety defects, roadworthiness issues and fraud, and assessing the feasibility of broader automated compliance approaches.

This will help us to consider how “the vehicle can tell us more” and how DVSA must adapt enforcement models to reflect rapidly advancing technology.

Strengthening enforcement of bus accessibility and punctuality

Bus related enforcement remains a priority for DfT, with growing ministerial focus on ensuring accessibility compliance (eg PSVAR and AIR requirements) and improving bus punctuality and reliability. In 2026–27, we will:

- increase targeted enforcement of accessibility regulations, including work on exemptions and improved reporting transparency
- deliver enforcement and education activities using bus open data service analytics to identify poor performance and support increased passenger satisfaction
- work with operators and local authorities to encourage proactive compliance and clearer understanding of access requirements

This work reflects findings from the Transport Select Committee and the joint DVSA–DfT approach to improving accessibility enforcement through better data, improved communication, and more visible activity.

Counter fraud: a step change in investigative capability

We will continue strengthening our counter fraud activity across vehicle, operator, MOT, and driver services. In 2026–27, this will include:

- establishing a new fraud lab that incorporates drone technology, forensic digital analysis, wireless router interrogation, and new datamining techniques
- further deployment of analytical tools (including the national automated number plate recognition service) to detect driver hours fraud, speed limiter manipulation, and false/“ghost” number plates
- strengthening CBT fraud identification and detection processes
- improving our response to MOT fraud, including exploring the role of advanced risk-based technology

These activities align with DfT’s strategic enabler on “safety and security” and respond to concerns raised in workshops about test integrity, impersonation, and the need for more visible action in high-risk areas.

Supporting national law enforcement and wider government priorities

We will progress the police national computer to law enforcement data service transition, which is mandated by the Home Office and essential to ensuring DVSA can continue supporting police forces with accurate prosecution evidence. We will also maintain our operational readiness to support cross government resilience activity such as Operation Brock, using existing resourcing arrangements.

Our work will continue to align with the Automated Vehicle Act implementation programme, ensuring DVSA supports the regulatory framework that underpins safe introduction of connected and automated mobility systems.

A customer centred, modern enforcement system

Across all enforcement services, we will embed our principles of customer focus, efficiency, system resilience, and transparent service delivery. This includes:

- improving guidance for operators so requirements are easier to navigate
- publishing clearer, more accessible enforcement information
- using high-quality, governed and shared data and digital tools to improve both outcomes and user experience

Our ambition is to deliver a modern enforcement regime that supports compliant businesses, targets poor performers, and ensures DVSA continues to play a leading role in keeping Britain moving, safely and sustainably.

Strengthening enforcement and sanctions

We will continue to modernise our enforcement capabilities by improving data quality, targeted interventions and clearer standards to support compliance across commercial fleets. This includes extended ADAS testing in enforcement settings and—where issues are found—taking proportionate sanctions to support road safety.

We will also implement changes to how heavy vehicle annual test standards are communicated, including improvements to GOV.UK content to make information easier to navigate. This contributes directly to our ambition to become a more visible, approachable and supportive regulator, helping operators understand and meet their obligations more easily.

Office of the Traffic Commissioner (OTC)

Performance measures

Measure	Target for 2026 to 2027
In support of the Traffic Commissioners' strategic objectives, we will continue our commitment to:	
• **process HGV operator licence applications maintaining an average determination time of 35 working days or fewer**	By March 2027
• **process PSV operator licence applications maintaining an average determination time of 35 working days or fewer**	By March 2027
• **list public inquiries to a date within 12 weeks of the Traffic Commissioner's decision to call the inquiry**	95%

The OTC provides support to the Traffic Commissioner (TC) function, which is responsible for licensing and regulating those who operate goods vehicles, buses and coaches, and for the registration of local bus services.

The OTC leads casework for submission to the TCs and manages hearing preparation and support for Public Inquiries. Some individuals in the OTC operate under delegated authority from the TCs to carry out certain TC functions on their behalf, as set out in Statutory Document 8 – Delegation of Authority.

The OTC is led by the Chief Operating Officer (COO), a role established in 2024-2025 following DfT's review of the TC function. As well as continuing to work closely with the Senior Traffic Commissioner, TCs and their deputies, the COO will further develop relationships with key senior stakeholders within DfT, the devolved governments of Scotland and Wales, and wider industry bodies. They will continue to support the development of transport policy by DfT, ensuring the TCs' statutory responsibilities are fully considered, and will provide effective representation with DfT and DVSA.

Our customers

Performance measures

Measure	Target for 2026 to 2027
Call handling times	70% of calls handled within 30 seconds
Achieve the Customer Contact Association Global Standard version 8 accreditation for our contact centre	By March 2027
Achieve the Customer Service Excellence accreditation	By March 2027
Provide a response to Freedom of Information requests	90% within 20 working days
Provide a response to Parliamentary questions	100% by the due date
Provide a response to ministerial correspondence	95% within agreed timescale
Provide a response to official correspondence	80% within 20 working days

Customer service centre

We have experienced a 4% increase in customer contact, reflecting steady growth in traffic. To enhance our digital communication, we have introduced webchat and asynchronous chat to our services. Additionally, by implementing natural language processing, we are better able to capture the voice of the customer and offer advanced root cause support.

Looking ahead, we remain committed to continually improving our services, maximising digital engagement, and expanding self-service options through chatbot functionality. This will be achieved through investment in our data, digital and cyber capabilities, ensuring the right foundations are in place.

Corporate communications

We will continue to be guided by the best professional and functional standards in our work.

Communications and engagement strategy

We will develop a new communications and engagement strategy to support the effective implementation of our new DVSA strategy and help achieve our vision to 2030.

Marketing and external affairs campaigns

We will continue to expand our 'Ready to Pass?' campaign to support learners with the introduction of the new test booking rules and provide guidance on how to improve their test readiness. The campaign is developed using insight and uses behavioural science to create and test the messages. This work supports the government's Road Safety Strategy and government's young driver work.

We will also run recruitment campaigns. These will help attract digital and data talent to DVSA to bring these skills in-house and showcase the agency's digital and data work. They will also help improve the standard and diversity of people applying for driving examiner roles and attract applicants in areas where it is harder to recruit.

Building on this experience, we will develop further behaviour change campaigns to support our business priorities and the road safety strategy. We'll do this in partnerships with DfT and its arms' length bodies to ensure cross-government collaboration on road safety campaigns.

Stakeholders

Our approach to stakeholder engagement puts collaboration at the heart of service delivery and our aim is for stakeholders to see their contributions reflected in our work.

We will continue to work on improving our existing partnerships and relationships and build new ones, so that we can work together with others to improve our services and benefit road safety.

Our car training and testing forum brings together DVSA, DfT and industry to improve services for ADIs, pre-learners, learners and novice drivers. The forum has agreed shared goals and established collaborative workstreams. Early stakeholder feedback on this engagement has been positive; the group's focus for 2026/27 is to work collaboratively to achieve shared goals.

We will extend this approach to our other services and strengthen collaboration with DfT, other motoring agencies, and cross-government partners.

We will measure our stakeholder engagement effectiveness and use the results to continuously improve our approach.

Publishing

We're making it easier for people to access the information they need to stay safe and legal on our roads. Whether through GOV.UK, apps, e-learning, print or voice assistants like Alexa, Siri and Google Assistant, we're creating content that is inclusive, engaging and helpful.

Our goal

People and businesses can trust DVSA's official information, education and advice - helping them pass our tests and become safer drivers, riders and commercial vehicle operators.

What this means for customers

- trusted information: you'll be able to find clear, reliable guidance that helps you understand what you need to do to stay safe and legal
- modern formats: you'll be able to access our content in the ways that work best for you, including through emerging technologies like AI and voice assistants
- protected content: you can be confident that DVSA's official materials are authentic and accurate, as we actively protect our intellectual property from misuse.

Our plan

- work with current and new partners to make driver and rider education fit for now and the future
- keep our GOV.UK content ratings above the site average
- Improve how we store and manage images and creative assets to make our communications more efficient
- work with the Department for Transport to engage a new commercial publishing partner, ensuring products support the Road Safety Strategy and deliver value for money
- protect our trademarks and copyrighted content from infringement, including through AI

Internal communications

We will continue to inform and inspire our colleagues through clear, engaging messaging and effective communication channels. We'll further develop our intranet to ensure colleagues have up to date information, enabling them to carry out their roles effectively.

We will support line managers in their communication with their teams, by working closely with internal stakeholders and effectively cascading information through the organisation.

Our colleague award scheme will help support our aim to recognise the good work happening across DVSA and create a sense of pride. We'll provide opportunities to increase visibility of senior leaders and give colleagues a voice by holding corporate live events.

We will refresh our internal events programme and engage colleagues with DVSA's new strategy and our vision to 2030, whilst continuing to develop, evaluate and improve our internal communications channels.

External communications

Our team is responsible for managing DVSA's announcements for driver services, vehicle services, enforcement services and corporate activities, helping the agency to communicate effectively and at the right time.

We also engage with the media to inform, educate and advise them about DVSA's work to keep Britain moving, safely and sustainably.

We use strategic planning to make sure DVSA's communications reach colleagues, stakeholders and customers through channels they trust – as well as giving them enough time to prepare for improvements or changes to our driver, vehicle and enforcement services.

We will establish a new social media strategy and continue to evaluate the effectiveness of our external communications channels, so we can prove the impact and outcomes on customer behaviour.

Our people

Performance measures

Measure	Target for 2026 to 2027
Continue to increase the percentage of our people from underrepresented groups: • **18 to 30-year-olds (3.8%)** • **disabled people (3.7%)** • **people from ethnic minority background (2.8%)** • **women (6.2%)**	by March 2027[1]

A modern civil service

As civil servants, we are dedicated to building a skilled, innovative, and ambitious organisation ready for the future. We will contribute by offering high-quality advice to the Government, delivering exceptional services to the public, and ensuring the UK's prosperity and security.

We are committed to efficiently implementing the government's shared service strategy working in collaboration with DfT as part of the unity programme. This includes supporting the transition to a new enterprise resource planning solution. Our efforts will ensure a seamless integration process and enhance operational efficiency. By doing so, we aim to contribute to the overall modernisation and effectiveness of public sector services.

We will embrace new technology to enhance our operations by integrating AI into our power automate applications. By using AI algorithms and implementing AI-driven chatbots, we aim to automate processes, assist with data analytics, and provide instant support to our customers.

These technologies will boost efficiency, foster creativity, and improve our customers' experience. This will enable us to work more effectively and deliver better outcomes for our customers.

[1] These are estimated annual increases based on a 3-year target

Equality, diversity and inclusion

Attracting and retaining the best people, to provide the efficient services to our customers and the communities we serve, is fundamental to our success.

We will continue to build a workforce that better reflects the diversity of the communities we serve, including more younger colleagues, disabled people, people from ethnic minority backgrounds and women. We are adopting a three-year trajectory for improvement, recognising that sustainable change in workforce representation requires consistent progress over time, underpinned by recruitment, development and retention interventions.

We will expand development opportunities for colleagues from under-represented groups and attract more young talent, including through targeted outreach and early careers pathways. We will work with our staff network groups to ensure we understand and respond to colleagues' lived experiences and remove barriers to progression.

Our approach is informed by workforce data and insight. We will use evidence from the civil service people survey, pulse surveys and workforce metrics to identify where outcomes differ between groups and prioritise action. This ensures our interventions are targeted, proportionate and focused on areas where they will have the greatest impact.

Our targeted leadership and talent development programmes will support greater diversity at senior levels, improving representation in management and strengthening decision-making. This supports innovation and ensures our leadership better reflects the customers we serve.

We will also prioritise creating a positive and inclusive working environment, where all colleagues feel safe to speak up and are treated with dignity and respect. We will take action to reduce bullying, harassment and discrimination, and to increase confidence in reporting and resolution processes, supporting a culture where everyone feels valued, included and able to perform at their best.

Skills, leadership and development

We will enhance our professional capabilities by developing career pathways within DVSA using the 70/20/10 learning model. By fostering communities of practice and professional networks, we are creating a culture of continuous learning, helping colleagues prioritise professional development and career aspirations, while meeting performance goals.

We will enhance our management capabilities by promoting development opportunities using the latest learning and development methodologies, AI, and technology. Using an evidence-based approach focused on improving our civil service people survey scores during 2026 to 2027, our high-quality learning offer includes a coaching and mentoring platform, leadership development programmes, apprenticeship programmes, and a comprehensive corporate and vocational learning offering. Our approach aligns with the civil service people plan 2024

to 2027, focusing on leadership performance, productivity, and capability – including the new civil service line manager standards.

Reward, recognition and employee value

We will ensure our workforce is rewarded appropriately, and fairly. We will work with others across DfT to focus on developing a comprehensive and flexible long-term reward strategy to enable DVSA to deliver its services in line with customer expectations.

We will continue to develop and introduce people policies, reflective of best practice to create the right environment for our people to develop, flourish and feel proud to be part of DVSA. This approach will help us recognise and value the contributions of our teams, attract new talent, and retain essential expertise.

Health, safety and wellbeing

DVSA prioritises a safe, healthy and caring working environment with the aim to have more people safe, fit and well at work, more of the time.

We will ensure our sites are safe places to work, have the correct equipment in place and our colleagues feel supported and safe from inappropriate behaviour or abuse.

These proactive and targeted interventions promote an innovative approach to health, safety and wellbeing that addresses colleagues' needs and enhances our working environments.

Apprenticeships

We will continue to grow our apprenticeship offer: providing excellent support to existing learners as they develop their careers through the very practical and relevant qualifications, we provide and further expanding the range to cover even more professions.

Sustainability

Performance measures

Measure	Target for 2026 to 2027
Contribute towards the government's target to bring greenhouse gas emissions to net zero by 2050 facilitated through compliance with the 2025 to 2030 greening government commitments targets	Comply with GGC targets
Increase the number of roof-mounted solar panel installations by a further 60kWp over multiple sites	By March 2027

In 2026 to 2027, we will update our sustainability strategy to reflect the new greening government commitments (GGC) framework. We will commit to support DfT group in meeting the cross-government targets to reduce our emissions, increase our recycling rates, improve our natural environment and make the DVSA estate more sustainable.

We will continue the roll-out of Carbon Literacy® training for our colleagues across DVSA. This training supports people to acquire the knowledge and skills needed to embed sustainability across the organisation and put DVSA on the path to net zero by 2050.

We have created a network of eco innovators. The enthusiasm and knowledge of these individuals will help to build a grass-roots movement across the agency to motivate others and to contribute to our sustainability goals and improve the working environment, health and wellbeing, across the estate. This network has developed a series of goals and potential projects which will be pursued and supported by the sustainability team in 2026-27.

The government fleet commitment (GFC) is crucial for DVSA because it aligns with our broader goals of reducing carbon emissions and promoting sustainable transport. By transitioning to zero-emission vehicles, the DVSA can contribute to the UK's environmental targets, including the goal of achieving net zero carbon emissions by 2050.

To meet the December 2027 target of having 100% zero-emission vehicles in their fleet, DVSA is implementing several strategies:

- we have created a home-charging EV installation package for our private user scheme members. In 2026-27 the sustainability and fleet team will develop additional communications and push for further take up of this offer.
- we have started the complex transformation of the fleet with initial batches of EVs on order and initial vehicles being received. We will continue to order additional vehicles,

when leases expire, and support colleagues, receiving them, to use their new vehicles sustainably.

- GFC is working on further solutions to support the transition which include the roll out of cross-pavement charging and charge-card payments for colleagues who cannot use home chargers.

Sustainability strategy

DVSA has a comprehensive sustainability strategy that includes measures for carbon reduction and integrating net zero capabilities into our decision-making processes.

Building sustainability into all our business-as-usual activities across the agency remains a priority and we will continue to develop engagement opportunities around the sustainability agenda that can enhance the experience and understanding of our people and customers.

Contributing to sustainable transport systems and estate

These efforts are part of a broader commitment to making the UK's transport system more sustainable and reducing the environmental impact of government operations. We will continue to decarbonise our estate, by replacing fossil-fuel heating systems with air-source heat pump systems at selected multi-purpose test centres and installing an additional 60kWp of roof-mounted solar panels to reduce our ongoing energy use and emissions. Our actions will help reduce our estates' energy demand and associated carbon emissions (CO2e).

By developing and operationalising DVSA's sustainability strategy we will ensure DVSA is aligned with the wider DfT group and government strategies.

Reporting and Compliance

Our reporting requirements include the:

- GGC
- task force on climate-related financial disclosure
- sustainability component of the annual report and accounts

Sustainable procurement practices

DVSA's primary approach to commercial activity is through the use of Government Commercial Agency (GCA) frameworks. GCA frameworks have sustainability and social values as a core requirement for all suppliers on their frameworks. These follow the government buying standards and consider whole life sustainability and environmental impacts. For any procurement that falls outside of GCA frameworks, DVSA follows the government buying standards and appropriate sourcing playbooks, which focus on wider sustainability including social value. DVSA will also comply with the new, procurement focussed, requirements within the greening government commitments.

Collaboration and engagement

In 2026 to 2027, we will also be engaging with the government digital sustainability alliance, as well as ongoing membership of DfT's sustainability forum. We will also continue to engage with the Office for Zero Emission Vehicles to develop cross government approaches to electric vehicle transition and charging roll out.

Our estate

DVSA is supporting and contributing to the government property strategy where the objective is for a smaller, better and greener estate. We continue to discuss future opportunities to co-locate with other government departments as the DVSA prepares for a move in Bristol scheduled for early in 2027. We remain committed to delivering a more flexible and modernised front-line working environment for our colleagues. Investment into our operation hubs commences with construction work at Chadderton, Avonmouth and Bishopbriggs. Further investment into our enforcement check site estate also continues with works completing at Wall and we will commence design and feasibility at a further three sites this year. Smarter working environments continue to be rolled out into the driving test portfolio allowing greater sharing of accommodation by service delivery functions and maximising the use and space within our estate.

Digital and Data

DVSA digital and data functions are working closely with DfT colleagues, the Government Digital Service (GDS) and the Government Cyber Unit to meet our contributions to the commitments set out in A roadmap for modern digital government - A roadmap for modern digital government and to ensure that DVSA is able to meet our cyber security and resilience responsibilities as set out in Government Cyber Action Plan - GOV.UK:

Join up public sector services

We are working closely with DVLA and GDS to explore implementation of more cross-government applications such as GOV.UK One Login and GOV.UK wallet in our services. DVSA will also begin testing its new driver services platform with a subset of users. This will provide important insights to improve the system and ensure the final service is reliable and based on users' needs. This is one aspect of work on which we continue to collaborate with cross-departmental colleagues towards a DfT civil service group digital strategy.

Harness the power of data, AI and emerging technologies for the public good

Our digital and data capabilities underpin all aspects of our model — helping us understand behaviour, improve services, and target enforcement more effectively. We will continue with our work to implement the DVSA AI strategy in line with DfT and wider government guidelines by defining priority use cases such as proactive risk detection, fraud prevention, and improved customer interaction, and delivering these through a structured roadmap supported by appropriate data, technology and governance The success of these use cases is dependent on ensuring our data is "AI ready", with robust data quality, governance and ethical frameworks in place. We also look forward to adopting the interactive version of the data and AI ethics framework as soon as it becomes available to give colleagues and customers confidence in our use of these technologies, including increasing use of technology to deliver enforcement activities eg remote under vehicle inspection tool and remote tachograph readers, digital recording and casework.

We will deliver the priorities set out in the DVSA Data Strategy, including improving data quality, establishing consistent data standards, developing our enterprise data architecture and catalogue, and strengthening data governance. These foundational capabilities will enable trusted data sharing, improve accessibility, and support the effective deployment of analytics and AI across DVSA services.

We will strengthen our governance framework to ensure a consistent and joined-up approach across data, technology, AI and cyber security. This includes implementing the DVSA Data and AI Ethics Framework, enhancing data governance and information

management arrangements, and ensuring robust cyber assurance. Together, these will provide transparency, accountability and confidence in how we use data and AI to support regulatory and operational decisions.

Strengthen and extend our digital and data public infrastructure

While we have modernised all of our most significant public facing services recently, we will be focusing on delivery of our commitments to further improving car driving test booking rules and upgrading the practical driving test booking system to the new driver services platform. We will review motorcycle training, testing and licensing and CBT management to prepare to inform the case for a digital platform for these services. We are also working on the digitisation of the delegated driving examiner test report, pass certificates and working closely with DVLA to support the digitisation of the driving licence and GOV.UK wallet.

Elevate leadership, invest in talent

We are continuously reviewing DVSA digital and data capabilities and processes, including against the functional standards and identifying potential improvements to forecasting and are looking forward to sharing cross-departmental resourcing needs for hard to fill roles, such as for cyber and digital resilience. We have been continuing to collaborate with departmental colleagues to develop a DfT civil service group digital strategy and having now approved this across the group, we will be exploring where practical, the opportunities for shared approaches to resource models. We are positioning our frameworks to recruit and retain professionals through competitive total job offers, entry schemes such as our degree apprenticeships and recruitment programmes, upskilling, reskilling and supporting our people through learning and development and appealing career pathways that go beyond organisational boundaries. We will also raise awareness of cyber risk at leadership and board levels and across our workforce.

Fund for outcomes, procure for growth and innovation

We have recently been making significant progress in our digital and data efficiency plans agreed as part of our SR25 commitments.

As part of our cross-departmental collaboration, we are focusing on improving our competitiveness as employers, through our continued adoption of the government digital and data pay framework and providing varied, stimulating opportunities for technical upskilling, career development and communities of practice that are aligning around end to end services that start and end between organisations. Working closely with our commercial colleagues, we will update our procurement guidance and practices using the soon to be released “Buying AI” section of the government AI playbook to increase transparency and maintain ethical standards while making use of innovative new technologies.

Commit to transparency, drive accountability

We will work with DfT and GDS to understand requirements for sharing product roadmaps publicly.

As it becomes more common practice to encourage open and joined up working across digital government. Later in the year we expect DVSA to be invited to participate with the wider DfT in the GDS work to determine how well the new algorithmic transparency recording standard records increase public understanding of, and trust in, government's use of algorithmic tools. This will provide insights to inform the future of public reporting and transparency around such tooling.

Similarly, once the GDS 'Trust by Design' approach to ethical data sharing has been launched, DVSA will join with DfT and other public sector organisations to build the confidence and knowledge to share data securely. We also expect to join in the initiative to share annual outcome-based data on the performance of our services with the wider department and to encourage open working and drive evidence-led improvements across digital government.

Manage cyber risks

As more DVSA services and products are modernised and joined up across the department and wider government, we are managing an increasingly complex cyber risk landscape. We will work across service and functional boundaries to understand, manage and report against cyber risk in alignment with government-wide and departmental risk appetites and direction, including the application of mechanisms to ensure suppliers appropriately manage government risk. As per the Government Cyber Action Plan, DVSA will support DfT to hold a common view across the Group of cyber risk and collaborate to bring a group approach where possible. To help with this we expect to be able to access and adapt support and services from the DfT and/or the government cyber unit as necessary to meet DVSA's cyber security and resilience responsibilities. We will also update our response and recovery plans to align with the government cyber incident response plan and embed through exercising or testing.

Finance

Performance measures

Measure	Target for 2026 to 2027
Prompt payment of 90% of invoices	Within 5 working days

DVSA's essential services are primarily funded by user fees.

We will continue to work with DfT and ministers on reviewing and updating our fees to ensure we recover the cost of delivering the services we provide. Our headline fees have not been increased for over 15 years.

We will continue to evolve how we provide high quality, customer focused services to the organisation and other stakeholders to support a customer led approach.

We aim to deliver further efficiency savings in line with our current spending review (SR25) commitment and on top of the £19.4m already delivered during the previous spending review (SR21) period.

The source of these savings will be through driving efficiencies across the organisation, looking for ways we can simplify processes to reduce cost. In addition, we will continue to invest in modernising our digital systems delivering better, more efficient services to our fee payers and automating or digitising manual, paper-based processes where they remain.
As part of DfT group, we will support the unity programme, to implement a new shared services platform covering finance, commercial and HR. This is a joint programme between DfT, His Majesty's Revenue and Customs and the Ministry of Housing, Communities and Local Government.

Annex A



Annex A

Financial forecast	Business plan 2026 to 2027 (£'000)
Statutory fee income	(453,686)
Non-statutory income	(14,927)
Total income	(468,613)
Staff costs	268,824
IT costs	52,331
Accommodation costs	45,795
Theory test charges	65,294
Depreciation	48,539
Other non-pay costs	57,816
Total expenditure	538,599
Net operating deficit	69,986
Net interest	11,249
Net deficit	81,235

Departmental expenditure limit (DEL) as voted in Parliament [1]

Resource DEL[2]	32,593
Annually managed expenditure (AME)	48,989
Total resource and AME [3]	81,582
Capital DEL	94,214

Income is displayed as a negative number (in brackets) and expenditure as a positive.
[1]Delegation of Responsibilities letter issued from DfT on 09/06/2026
[2]Non-ringfenced RDEL only
[3]DfT funding is set slightly above the planned net deficit to account for provision payments relating to the prior year.

Glossary

AI	Artificial intelligence	**GVTS**	Goods vehicle testing station
ADAS	Advanced driving assistance systems	**HGV**	Heavy goods vehicle
ADI	Approved driving instructor	**HMRC**	HM Revenue and Customs
ATF	Authorised testing facility	**IVA**	Individual vehicle approval
BAU	Business as usual	**kWp**	Kilowatt-peak
CAF	Cyber assessment framework	**MOT**	Annual statutory test for private vehicles
CAMS	Connected and automated mobility service	**MPTC**	Multi-purpose test centre
CCAV	Centre for connected and autonomous vehicles	**OTC**	Office of the Traffic Commissioner
CPC	Certificate of professional competence	**PSV**	Public service vehicle
CV	Commercial vehicles	**RAAC**	Reinforced autoclaved aerated concrete
DfE	Department for Education	**SNGs**	Staff network groups
DfT	Department for Transport	**SR21**	2021 spending review - it sets departmental budgets from 2022/23 to 2024/25
DVLA	Driver and Vehicle Licensing Agency	**SR25**	2025 spending review - it sets departmental budgets from 2025/26 to 2029/30
D&R	Driver and rider	**TC**	Traffic Commissioner
ER	Earned recognition	**TCFD**	Taskforce for climate-related financial disclosures
EV	Electric vehicles	**VCA**	Vehicle Certification Agency
GGC	Greening government commitments		



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