



Business Plan

2002 / 2003



Vehicle
Inspectorate

CONTENTS

	Page
Chief Executive's foreword	2
Our customers, work and organisation	3
Our plans in context	4
Business objective: <i>Raising the compliance of the road haulage and passenger transport industries with roadworthiness, road traffic and environmental standards</i>	5
Business objective: <i>Improving the roadworthiness and environmental standards of private motor vehicles</i>	11
Business objective: <i>Offering modernised and customer-friendly services</i>	15
Business objective: <i>Running an efficient, continually developing and valued business</i> ...	19
Key targets for 2002–03	24
Where to find out more	26
Abbreviations and definitions	27

Chief Executive's foreword



Chief Executive
Maurice Newey

The coming year will see the completion of one of the largest projects the Vehicle Inspectorate has undertaken since it became an executive agency in 1988. The IS2003 project will deliver our mainstream IS services and new facilities beginning in January 2003. At the same time the MOT Computerisation project will begin to provide a new database to improve testing standards and reduce fraud. These projects will improve delivery of our road safety and environmental objectives.

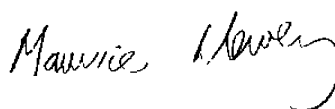
With other Driver, Vehicle and Operator Agencies (DVO), we will play a full and active part in the development of joint projects such as Electronic Vehicle Licensing, Digital Tachographs and Vehicle Identity Check. We will also lead cross-agency work on compliance and enforcement to improve levels of effectiveness. Using the findings of our customer surveys, we will develop better levels of customer support services, both singly and with DVO partners.

We will continue to achieve greater effectiveness by changing the way we work. The introduction of Performance Gain across enforcement areas in the past year has enabled us to focus on activities that produce the greatest road safety benefits. This includes sharing best practice and raising compliance levels by better education and advice and use of much improved intelligence held on our systems.

Improved targeting, reinforced by sharing information and intelligence with our DVO partners, and introduction of new technology, such as mobile test equipment for use at the roadside, will enable us to give greater attention to the non-compliant. Combined with our recently acquired powers to impound the vehicles of illegal operators we now have a much more effective range of sanctions with which to tackle those who continue to flout the law.

Recruitment of staff to technical posts is a constant challenge for VI. There is a continuous demand for qualified staff across the agency and each new project increases that demand. The Vehicle Identity Check project will require some 90 examiners and 30 administrative staff. Our policies are constantly evolving to ensure that we attract and retain staff with the right skills and competencies. Training and management development schemes will continue to be vital to maintaining our capability and effectiveness.

The degree of change we face in delivering new services in the coming year is greater than we have had to handle previously. We have set up arrangements actively to manage the risks and challenges involved and are confident we can build on other recent achievements to deliver against plans.



Our customers, work and organisation

Our organisational aim is:

“to contribute to the improvement of road safety and environmental standards.”

Our customers

The groups and individuals we support include the road haulage and Public Service Vehicle (PSV) industries, the traffic commissioners, trade associations, vehicle manufacturers, MOT garages, and the public. To deliver our services effectively we also work closely with the police, traffic area offices, Driver, Vehicle, Operator (DVO) agencies, other government departments and local authorities. We are accountable to the Secretary of State for Transport, Local Government and the Regions.

Our work

Delivery of our organisational aim is achieved through preventive, education and advisory, or enforcement activities. They include:

- statutory annual testing and voluntary tests;
- specialist inspections e.g. certification of buses/coaches before they enter service;
- inspections of imported and amateur-built vehicles to be sure that they have been designed and built to acceptable safety and environmental standards (Single Vehicle Approval (SVA));
- approval of applications from operators wanting to run goods vehicles at different weights;

- approving Authorised Examiners (AEs) and Nominated Testers (NTs) to provide MOT testing services;
- provision of statutory training for AEs and NTs;
- monitoring standards at MOT garages and tests, providing advisory services and, where appropriate, taking disciplinary action to maintain standards;

- provision of commercial training courses and products which complement our core business activities;
- delivery of local seminars aimed at raising standards of vehicle operators and drivers;
- supplying a range of advisory videos and publications;

- supporting traffic commissioners through routine and targeted checks of operators' premises and systems, ensuring compliance of vehicle fleets;
- carrying out targeted and random checks of vehicle roadworthiness and compliance with other road traffic legislation (e.g. drivers' hours) at the roadside and at operators' premises;

- technical investigations by our Vehicle Safety Branch (VSB), to identify manufacturing or design-specific defects, highlighting safety concerns and monitoring safety recalls;
- support to the police by examining vehicles involved in collisions in order to identify contributory defects, including determination of whether a criminal act has been committed;
- providing information, through our accidents and defects databases, to manufacturers, the police and the department, to assist in identifying issues and formulating policy;

- delivering a programme of research into new developments, such as digital tachographs and low-emissions diesel testing;
- monitoring the compliance of bus operators with their registered timetables; and
- enforcing compliance with the approved driver instructor scheme.

Our organisation

We have approximately 2,025 staff. They work at our headquarters in Bristol; offices in Swansea, Cambridge and Edinburgh. One thousand six hundred are based at approximately 100 operational locations across Great Britain. The organisation is structured around five directorates: the Chief Executive's Office; Process; Product Strategy and Policy; Operations; and Human Resources (HR). The chief executive and directors form the directing board.

Our plans in context

Government influences

Our work and priorities are influenced by government and departmental objectives, strategies, and initiatives. These are detailed in a range of centrally produced documents including:

- *Transport 2010 – The 10 year Plan* (DTLR);
- *Tomorrow's Roads – Safer for Everyone* (DTLR);
- *Modernising Government and Civil Service Reform*.

Delivery of our plans support the achievement of DTLR's objectives by contributing to:

'Reliable, safe and integrated transport for everyone, which respects the environment'; and

'Improved transport safety and crime prevention'.

Strategic framework

Our strategy is based on five themes, which draw on government influences and consumer interests. They determine the future direction for our business planning. A review of these themes will take place during the year.

DVO

A major influence for taking forward government and departmental objectives is our work within the Driver, Vehicle, Operator (DVO) group. This group consists of VI, DSA, DVLA, VCA, TAN and DTLR. Through the group we aim to deliver effective and easy-to-use services as stated in the joint mission statement:

'working together to improve road safety, reduce crime, protect the environment and deliver modern, user-friendly services.'

By working towards shared strategies, policies and practices we aim to deliver a more cohesive approach and consequently greater impact in the stated areas of road safety, vehicle crime and environmental standards.

Business objectives

Our organisational aim is supported by four business objectives.

- **To raise the compliance of the road haulage and passenger transport industries with roadworthiness, road traffic and environmental standards.**
- **To improve the roadworthiness and environmental standards of private motor vehicles.**
- **To offer modernised and customer-friendly services.**
- **To run an efficient, continually developing and valued business.**

The main detail of this year's plan is laid out in the following chapters, which reflect our business objectives.



Business objective: Raising the compliance of the road haulage and passenger transport industries with roadworthiness, road traffic and environmental standards

The overall purpose of this business objective is to reduce the number of potential or actual offending vehicles on the road. To achieve this, we deliver annual statutory testing of Heavy Goods Vehicles (HGVs) and Public Service Vehicles (PSVs); and offer advice and guidance to drivers, owners and operators. We also enforce roadworthiness, road traffic and environmental standards at the roadside and operators' premises.

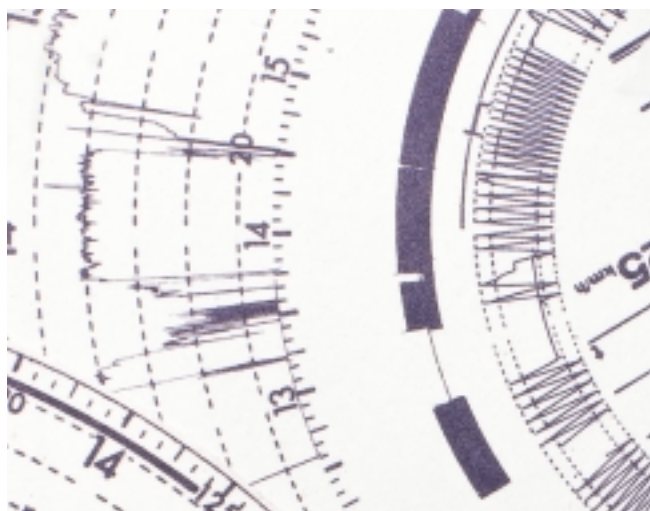
Testing activities

We conduct annual statutory tests and re-tests of lorries (HGVs), trailers, buses and coaches (PSVs). In addition, we certify new buses and coaches; undertake advisory testing, providing advice where requested; and offer a wide range of specialist inspections. These include the international carriage of dangerous goods, the carriage of foodstuffs on international journeys, and goods sealed for customs purposes. The inspection of dangerous goods is likely to be extended to domestic transport from January 2003. The volume of statutory testing work we envisage conducting in 2002-03 is detailed in the table below.

Tachograph and speedlimiter check in the annual test

As reported in the 2001-02 business plan, we will be undertaking checks of tachograph and speedlimiter equipment at annual test this year. This is in response to concern about some operators tampering with such equipment.

The tachograph head check will be introduced into the test in April 2002. It is planned to introduce the speedlimiter check in Autumn 2002.



Checks of tachograph equipment will be undertaken as part of the annual test

Number of tests

	Actual outturn 2000/01	Forecast outturn 2001/02	2001/02 vs 2000/01 %	Planning assumption 2002/03	2002/03 vs 2001/02 %
HGV	925,600	950,500	2.7	960,000	1.0
PSV	93,450	94,300	0.9	94,300	0.0
Specialist inspection	11,120	10,700	-3.8	10,700	0.0

Disability Discrimination Act and PSV Accessibility Regulations Strategy

This legislation was introduced in October 2000 as a requirement for new PSVs able to carry 23 or more passengers. These vehicles will be tested for the first time in April 2002. Volumes are expected to be small at the start of the scheme, but as the fleet is replaced they will gradually increase. This new check has been developed to ensure that provisions for the disabled meet the standards.



The operation of wheel chair boarding and other disabled access features will be checked at annual test

Designated Premises (DP) standards revision

New DP authorisation standards are to be introduced in 2002–03. These revised standards are intended to improve test consistency, and ensure compliance with Health and Safety (H&S) requirements. All new DPs must meet the new standards; existing DPs will be given time to adapt and improve their premises where necessary to meet the new standard. This activity is reflected in a measure under key target 1 (see page 24).

Station managers will be visiting all DPs in their area to check the standards already in place and to offer advice on what changes are needed.

Bus and coach construction directive

In preparation for the introduction of the bus and coach construction directive between August 2003 and February 2004, VI will be helping to revise the current construction standards throughout 2002–03. The directive will introduce type approval for constructors and converters of all large vehicles able to carry nine or more passengers. Most of the new standard will be concentrated on the design and construction of the passenger compartment, as areas of the vehicle such as brakes and engine emissions have been covered by type approval for many years. Development of the arrangements will mean cross-agency working with colleagues in DTLR, VCA and DVLA.

Trailer registration

VI will continue to work with DVLA to develop a trailer registration scheme for implementation in 2003–04. This is being introduced as an initiative within the Vehicle Crime Reduction Action Team (VCRAT) strategy. Under the scheme, trailers will be given a Trailer Registration Mark (TRM), making them easily identifiable if stolen or involved in accidents.

Voluntary checks

VI continues to provide facilities for a range of specialist checks to be conducted on a voluntary basis, so assisting operators in ensuring the roadworthiness of their vehicles throughout the year.

Publications

Following last year's successful launch of *Moving On*, a newsletter distributed free to all operators, it will now be published on a twice-yearly basis. The second issue will be distributed in May 2002 and will contain articles from other DVO agencies.

An interactive CD will be developed to assist and inform those who wish to learn more about drivers' hours. The CD will be aimed mainly at operator and driver training, focusing on the importance of road safety. We will also be investigating the possibility of producing multilingual editions to sell in Europe.

VI will continue to expand its video range by releasing 'A Guide to Maintaining Roadworthiness' in 2002–03. This video will help educate operators on the maintenance standards required under the terms of the operator's licence.

External and commercial training

A number of new courses, as well as revisions to existing courses, will be taking place over the current year including the introduction of a new HGV and PSV course, as requested by the trade. This will promote the importance of high standards of practice rather than just minimum legal requirements.

Exhibitions

With other DVO agencies, VI has developed a programme of attendance at exhibitions to meet customers face to face. A joint stand will convey the message that road safety transport agencies are working together to provide a better service to customers. We will be attending exhibitions aimed at the general motoring public (British International Motor Show), and also the haulage industry (Commercial Vehicle Show).

Enforcement activity

Our enforcement activity is measured in Performance Gain (PG) points. In essence, this measure, introduced across all enforcement areas from April 2001, looks at the effectiveness of the work we do (outcomes), rather than the volume of tasks we perform. Effectiveness is judged on the relative contribution each activity makes to improving road safety and environmental standards. The PG target is agreed annually with DTLR and is reflected in a measure under key target 2 (see page 24). For 2002–03, this target is set at a 2% increase on our 2001–02 targets.

The range of our enforcement activities remains the same and includes routine and targeted checks of operators' premises and systems, targeted and random checks of vehicle roadworthiness and compliance with other road traffic legislation.

Memoranda of agreement with the department detail specific activities and minima to be achieved and these are fed into our area and national targets. This year, the minimum number of emissions checks completed on HGVs and PSVs at the roadside will be 20% lower, compared to last year's target. This reflects the larger proportion of newer (more compliant) vehicles in the fleet. Lowering the minima will free up VI resource and enable better targeting of those vehicles most likely to fail emissions checks.

Impact of the Police Reform Bill

At present the precise timing and likely impact of this Bill are uncertain. It is possible that it will reduce the availability of police to support VI roadside checks, using their power to stop vehicles. We will need to vary the balance of our activities appropriately to take account of any changes.

Education and advice

Under PG, points are allocated to educational and advisory activities. These activities have an important role to play in improving road safety, by encouraging operators and drivers to change their behaviour and become compliant. In 2002–03, 13% of total PG points will be achieved through such activities, maintaining the balance we achieved in 2001–02. This is reflected in a measure under key target 2 (see page 24).

Fleet compliance checks

Annual fleet compliance checks will continue for heavy vehicles. They allow us to monitor vehicles on a random basis, and so benchmark our performance. This year, as well as carrying out the HGV and PSV checks, we will be investigating the feasibility of carrying out a foreign vehicle compliance check and revising the PSV traffic fleet compliance check to improve its statistical robustness.



Mobile Roller Brake tester – improving enforcement at the roadside

Road Haulage Forum (RHF)

We will continue to work on the RHF sub-group recommendations receiving a further £1.5 million this year from central government to deliver a package of measures to increase the levels of targeted enforcement of HGVs. This will be used to maintain the ongoing costs of the package introduced in 2001–02 specifically to:

- increase the number of front-line staff by completing recruitment and training programmes initiated in 2001–02;
- increase the amount of intelligence we gather, and share our expertise with other agencies and organisations such as the police; and
- roll out new technology, such as additional Mobile Roller Brake Testers (MRBTs) and any RHF-funded kit successfully trialled in the Research and Development (R&D) programme. Front-line staff will receive training to enable them to use the equipment effectively. This is reflected in a measure under key target 1 (see page 24).

Changing the way we work...

The use of PG across all 23 enforcement areas in 2001–02 has enabled us to be more effective in maintaining road safety and environmental standards. At the same time, the greater use of targeting enables us to focus our efforts on those who continue to flout the law. Use of PG and targeting will continue in 2002–03 as the organisation continues to learn and share best practice.

...using performance gain

PG gives staff more time to look at the opportunities that exist to improve road safety and focus on the non-compliant. New initiatives include:

- targeted fleet checks – enforcement checks can be moved to different sites where staff know they are likely to detect offenders, rather than going to sites that have higher volumes of vehicles to randomly check. Operators' premises can also be individually investigated; and
- mobile checks – this involves a Traffic Examiner (TE) and/or a Vehicle Examiner (VE) accompanying road traffic police who can then stop vehicles which we specifically identify. These targeted checks, based on local knowledge and intelligence, yield a high prohibition rate.



A targeted fleet check at an operator's premises

PG also enables staff to focus on issues specific to their area, in many cases working with VI's Intelligence Unit (IU).

Additionally, PG provides increased opportunities for staff to offer education and advice to those who are experiencing problems with meeting and understanding road safety requirements.

Initiatives include:

- running more seminars, to help educate operators on new standards and recurring problems;
- visiting holders of restricted licences in their area to offer advice; and
- holding 'open days', for the trade to discuss issues.

A new set of drivers' hours rules are to be introduced by the EU in 2004. To ensure that all drivers and operators are aware of

the changes, VI will be running a working group in 2002–03 to circulate information and advise them on the revised standards. This will enable operators to comply with the new regulations when they are introduced.

The PG steering group will continue to share the best practice developed from these new approaches to road safety by working with all area managers and staff.

...and targeting the non-compliant

Gathering Information

Improved use of targeting methods and data collection supports the PG culture by enabling us to focus on those who continue deliberately to flout the law and deal less with those who normally comply. Targeting information is taken from our databases, Data Warehouse and the Intelligence database, which are populated from a number of sources including:

- operators' past history (prohibitions, maintenance and test results);
- intelligence gathered from the public who call the national number;
- VI Intelligence Officers (IOs) who collect general information from multiple sources; and
- intelligence gathered on specific operators from regional police forces and other enforcement agencies.

In 2002–03, VI will give Intranet access to all enforcement areas, enabling them to generate their own targeting reports, so they can adapt their enforcement activities to deal with those who are the greatest threat to road safety in their area.

Under PG, enforcement areas can now use their resources to gather more information and intelligence on operators in their area in a variety of ways, as such activity has ultimate value in road safety terms and contributes to their targets.

Sharing information

From 2002, VI will have access to the police commercial vehicle intelligence database (PIKE). Two-way access to the database will enable VI to pass information and intelligence straight to the police, and to receive information on prosecutions, warnings and police gathered intelligence. This will enable VI to target the non-compliant more effectively. VI has a seat on national and regional police road traffic intelligence forums, to aid the sharing of information; we will also continue to be a member of the Government Agency Intelligence Network (GAIN), which provides a way for different government agencies to work together on targets of similar interest.

Using information

Our intelligence database enables VI to pull together information on one operator or driver. When repeat offenders are highlighted, they can be targeted, monitored or investigated further by the IU. The IU targeting group decides what route to take in such cases. For example, we may:

- stop a few of the operators' vehicles at roadside checks to get more information;
- request VI staff over the country to time and date vehicle movement, which can then be gathered and compared to their reported drivers' hours; or
- for suspected large-scale non-compliance, seize all records from an operator's depot for further investigation.

Each case is different, and so the action taken must be carefully considered. This is done through the Regional Targeting Groups (RTGs). IOs present a list of possible targets at these groups, along with the background evidence they have collated to support the case. The RTG must then decide which case to focus on.

VI also uses its Data Warehouse to bring data together from a number of operational databases. These data tables are linked to data from the TAN operator licensing system, which enables us to monitor how operators are performing across a range of aspects of their compliance. Using the Data Warehouse, VI can monitor all HGV and PSV operators. It also allows our 23 enforcement areas to monitor how successful their operators are at passing their annual tests and at avoiding the need for prohibition action during roadside spot checks and fleet inspections.

Annual test fails and prohibition notices issued at spot checks or during operator visits are monitored, with information on the defect and its nature and seriousness being taken into account. This information is also collated on each individual operator, which enforcement areas can use to identify operators who are performing poorly. Area examiners can then decide how best to work with operators to raise standards through improved compliance. VI can also gather information on compliant operators, so operators are given credit for defect-free annual test passes and spot check encounters.

Other aspects of operators' performance will be added to the current targeting process including weighing-check monitoring reports, and the inclusion of drivers' hours prohibitions (when we start to capture this information electronically).



The Intelligence Unit relies on calls to the national number

Large-scale investigations

Where the IU recommends a large-scale investigation, several TEs will be taken from the front-line to work on the project for a period of time. Further intelligence will be gathered, which may include the seizure of records and some vehicle surveillance. All the information will form part of the case for prosecution or be passed to the traffic commissioners.

Effective sanctions

VI will be making greater use of public inquiries in 2002–03, especially when dealing with major drivers' hours cases. Public inquiries can be a more effective deterrent, as the operator's or driver's entire prohibition record can be submitted, and licences immediately taken away if, for example, they are considered to be a threat to road safety.

VI will also continue to issue prohibitions where necessary, with PG and targeting producing better quality prohibitions while pulling over fewer vehicles. Prosecutions will also continue, with VI starting to review and revise the current criteria. Small prosecutions will be taken off the criteria list, with staff offering advice and guidance where appropriate. This will enable VI to allocate more resource to bigger prosecutions, which pose a greater threat to road safety.



VI now has power to impound illegally operated vehicles

VI has had the power to impound illegally operated vehicles since 4 January 2002. The IU gathers information, developing a list of possible targets, which is then presented to the RTG. VI uses a recovery company to remove vehicles from the roadside and take them to a secure storage facility. Vehicles will be disposed of after 21 days. Owners may appeal against the impounding to a traffic commissioner, but any appeal must be lodged within the 21-day period. This activity is intelligence-led and not carried out routinely as a roadside activity. Impounding is a high-profile deterrent activity, which sends out a clear message to other illegal operators. It also has a very positive effect on road safety by removing illegal vehicles from the road immediately.

VI will also be working to revise current sanctions. This will include investigating the use of fixed penalty notices (with DTLR support, through the Home Office) for some offences (such as overloading, hours infringement, and some construction and use offences).

Improving effectiveness

The introduction of new equipment, processes and training are important to ensure we continue to improve effectiveness across our enforcement activities.

Tachograph bureaux

VI currently checks 1.5m tachograph charts annually to comply with EU requirements. By using analysis bureaux, VI can contract out the initial processing of tachograph checks and chart analysis, thus freeing up TE time. The contracted companies will then return charts with an analysis report. VI staff can then investigate further where appropriate. In 2002–03, 200,000–250,000 charts will be sent to bureaux for analysis. This will free up three man-years of resource, which can be used to increase roadside deterrent activities.

Mobile Roller Brake Testers (MRBTs)

Following completion of trials in early 2002, a further eight MRBTs, funded by the RHF initiative, will be bought during this year. This equipment will enable roadside staff to find braking defects that would otherwise be difficult or impossible to detect accurately.

In future years, results will be gathered from tests completed on this equipment to see if current prohibition rates improve, and also examine how they compare to annual tests completed at VI stations. This will then feed into the brake test strategy, a key project in our R&D programme.

Hazchem training

This refresher course has been designed specifically for VI. Roll out will begin this year and will bring longer serving VEs and TEs up to date with correct inspection and prohibition procedures for hazardous goods vehicles.

TE training review

A 2001 study of TE performance highlighted gaps within new entrant and refresher training courses. As a result of this, training provision has been reviewed and recommendations of the review speedily implemented. 2002–03 will see a continuation of this work.

Surveillance training

Extra resource was allocated to VI last year to enable areas to undertake larger and more complex investigations. In order to comply fully with the requirements of the Regulation of Investigatory Powers Act (RIPA), a programme of training will be run in the coming year and will cover all area management teams and IOs, as well as a percentage of TEs and VEs.

Business objective: Improving the roadworthiness and environmental standards of private motor vehicles

Through the supervision of the MOT testing scheme for private motor vehicles, we can regulate standards and raise general compliance, making such vehicles on the road safer and less damaging to the environment. Other services that we deliver under this objective are LGV testing and enforcement; SVA testing; and collision, defects and recalls activities.

Computerisation of the MOT Scheme

MOT computerisation, being developed by Siemens Business Services (SBS) will be rolled out during 2003. The aim of this project is to improve test standards, provide essential road safety data, and to reduce fraud. It will also contribute to the (DVO) electronic licensing project.



A significant programme of work will need to be completed prior to roll out, including amending MOT testing legislation to allow for MOT test results to be recorded and verified electronically; testing of the new system; amending where necessary MOT documentation; and creating, piloting and delivering training modules for MOT testing station staff and VI staff.

Project milestones for 2002–03

- Summer 2002 – testing of the system by VI and SBS.
- Winter 2002 – fifty volunteer MOT testing stations will take part in a trial using the computerised system for two months alongside the existing manual process. They will be equipped with a PC, printer and smart card read/write device, which will be connected, via a modem, to a telephone line.
- Early 2003 – following successful completion of trial, the system will be installed in a further 950 MOT testing stations. Once again, all the participants will be volunteers and SBS will be looking at the logistics required to support the installation of equipment and training of MOT testing station staff. With sufficient tests and trials completed, there will be an intensive period of training for all VI staff who need to use the system.
- Spring 2003 – with these further trials successfully completed, the service will go live. This will begin with those 1,000 MOT stations that have taken part in the trials. The roll out to the remaining 18,200 stations will then take approximately six months, with a maximum of 160 sites going live per day. As the equipment is being installed, the personnel at the site who are going to use the system will be trained and their smart cards authorised. This process is expected to take about half a day at an average station.
- Late 2003 – MOT computerisation systems will be installed in all MOT testing stations.

Ongoing work for MOT scheme

Much of the work of the scheme staff and our VEs in the coming year will be in support of the computerisation project through their participation in tests, trials, and training; as well as working with the project team to amend documentation and legislation. However, the day-to-day work of scheme staff will be ongoing to ensure standards are maintained and new equipment researched.

We anticipate demand for MOT certificates to rise by 1%. Demand for training will be constant and will this year include additional MOT computerisation training.

In addition, the scheme team will be looking at the options available for the introduction of automated testing equipment, which will improve standards by removing the need for assistants for certain parts of the test thus reducing the possibility of human error.

Work will continue on rewriting an Exhaust Gas Analyser (EGA) specification, to ensure that all EGAs will have the ability to link to computers as part of the MOT computerisation project.

Advice, guidance and training

The MOT scheme will be offering a range of educational projects in 2002–03 including:

- MOT seminars, which give the industry an opportunity to be brought up to date with recent changes and to take part in valuable question and answer sessions with experts from VI.
- A publicity campaign to explain MOT computerisation to the motoring public will begin 3 to 4 months before the service goes live in the autumn. Explanatory leaflets will be included in the car tax reminders sent out by DVLA together with newsletters for MOT customers available at MOT testing stations. There will be a series of articles in the motoring press, which will also be circulated for publication in local newspapers.
- Publishing four issues of *Matters of Testing*, the newsletter for all MOT stations, during the year.



Keeping up to date at a VI seminar



Training courses cover many practical aspects of the test

Working on behalf of the scheme, VI training services also plan to revise a number of MOT courses in 2002–03 specifically to:

- extend the two-day Nominated Tester (NT) training course to three days when the service goes live to allow more time to be spent on the practical aspects of the MOT test and ensure that delegates get ample opportunity to practise using the computer systems before returning to their garages;
- extend the one-day NT training refresher course to two days from January 2003 to allow more time to be spent on practical aspects of the MOT test;
- redevelop the motorcycle NT training course to incorporate more practical assessment, and extend it from one to two days from May 2003;
- develop a one-day motorcycle NT refresher course; and
- create an interactive CD, to provide a distance-learning package to prepare mechanics to become NTs. This IT training package will enable staff to run through a virtual test, to learn procedures and prepare to carry out a test. It will also provide an easy reference source for current NTs.

MOT scheme strategy review

In 2002–03, VI will be looking at plans to extend the consumer consultation programme to include the MOT scheme and the views of the general public.

In addition, we will hold a strategic awayday, focusing on MOT testing. All stakeholders will be invited to help the MOT scheme to develop a long-term plan and vision for the future. Areas for discussion are likely to include the current re-test policy, fee structure, conditions of appointment, and overseas testing.

Maintaining standards

MOT quality measurement

In 2002–03, the data gathered from quality checks of recently tested vehicles will start to be analysed in detail enabling the scheme to build up a picture of testing standards across the country and highlight areas for improvement. When MOT computerisation is rolled out, it is anticipated that standards will improve with the system helping testers to identify correct standards and procedures through the use of electronic guides, manuals and vehicle specific information.

Special investigations

More resource will be put into special investigations in 2002–03, with staff using resource (effectively targeted by the use of PG) to take action against those who are deliberately non-compliant. Due to the increased work, the demand for informal hearings may also increase.

Informal disciplinary hearings

These hearings enable the AE or NT to talk to the VE involved in their case about any of the points raised, and vice versa. Currently, these hearings are offered in Bristol and Edinburgh, and we are looking to offer a further two locations.

Collisions, defects and recalls

This work is carried out by our Vehicle Safety Branch. In 2002–03, planned activities include:

- continued work to improve the quality of data in the accidents (collisions) database, linking collision information to help improve targeting and enforcement;
- working with the police and DTLR vehicle standards and engineering division to improve the way in which we collect and present evidence on collision inspections. This will include an investigation on possible new processes, equipment, and specialist training;
- a review of information to be added to the website to include all recalls (e.g. on vehicle types and parts);
- continued liaison activities with vehicle manufacturers, trade associations and the DVLA, to ensure that vehicles which enter UK other than through the official dealerships ('grey' imports) are more easily identified when subject to a recall; and
- offering advice to EU countries on the introduction of a recall system. At present, there is no European recall system. The EU is encouraging other member states to adopt the UK's model and codes of practice.

Vehicle Identity Checks

In April 2003, a scheme will be introduced to check the identity of vehicles that are returned to the road after being written off. The scheme involves significant collaboration between VI and DVLA. The Vehicle Identity Check (VIC) scheme will contribute to government targets to reduce car crime by helping to detect illegal practices such as 'ringing'.

This will be a major project for VI. This is reflected in a measure under key target 1 (see page 24). A grant is being provided by DTLR and the Home Office to fund the set-up costs of this scheme. Work to set up the scheme will include:

- constructing new buildings at around 40 existing VI sites;
- building a small number of dedicated new facilities;
- recruiting and training around 90 examiners to conduct the checks; and
- developing the necessary IT links between VI and DVLA.

LGV testing

VI undertakes a limited number of annual tests (approx 4,000) on this category of vehicle. The majority are tested at MOT testing stations.



Continued enforcement of LGV vehicles remains a high priority

LGV enforcement

Targeting to improve road safety

Last year, VI received increased funding from the department to deliver a programme of LGV enforcement checks. This is to continue, as a result of the high prohibition rates found in VI's last LGV fleet compliance check. With 2.1 million LGVs on the road in 1999, and the figure steadily rising in subsequent years, these vehicles pose an increasing risk to road safety. We will, as far as possible, target the non-compliant.

Local authority emissions checks

From 2002 onwards, VI will be training local authority staff to conduct emissions checks and then will offer support by monitoring, on behalf of DTLR, the standards of the checks they complete. This will ensure consistent standards, and offer an opportunity to share best practice. This is reflected in a measure under key target 2 (see page 24).

SVA and the Enhanced Scheme (ESVA)

It remains difficult to predict volumes accurately, as the vehicle import industry is very sensitive to factors such as exchange rates, new car prices in Europe and the UK economy. There is, therefore, still a risk of volumes (and hence income) being lower than predicted.

There are no major changes to the scheme planned for 2002–03, although there may be minor legislative changes which will have some effect on the way the scheme is run.

We will continue to operate systems to measure and improve the quality of tests conducted by VI staff. We will also continue to monitor the quality of tests conducted by other approval authorities, and will work with DTLR and those approval authorities to make improvements where necessary.

Additionally, we will be keeping under active review the equipment being used to conduct the test, seeking to ensure that the same standards are being used at all test locations.

Our support of the SVA testing programme in Cyprus will continue, becoming more productive in 2002–03. We will continue to staff the Cyprus SVA DP, working in partnership with Parisbond Ltd. We also have an SVA DP in the Republic of Ireland, located in Dublin docks. Throughputs here are regular and fairly high.

Motorcycle SVA

In June 2003, we expect to implement an SVA scheme for motorcycles (MSVA), to coincide with the introduction of EU motorcycle type approval. Like the current scheme for cars and LGVs, MSVA will require amateur-built vehicles, personal imports and non-type approved commercial imports ('grey' imports) to comply with essential safety and environmental standards.

We will work with DTLR and the trade to develop the detail of how the scheme will run. The project will require some additional staff recruitment, and training of new and existing staff to carry out the examination. We will modify existing sites to accommodate MSVA testing facilities, and in some cases incorporate these into new builds for the VIC scheme.



Plans are under way for the introduction of Motorcycle SVA from June 2003

Business objective: Offering modernised and customer-friendly services

Through this objective we aim to provide easier access to our services and information minimising the burden on law-abiding operators and motorists and encouraging increased compliance. This will be achieved through joint working across the Driver Vehicle Operator group, with other government bodies and customers.

DVO



A Blueprint for the future

Projects to further improve the services of the agencies and TAN within the DVO group have been shaped by the development of a DVO Blueprint. Produced by a team from across each of the agencies and TAN, the Blueprint was drawn up to not only create a vision and strategy for development and delivery of relevant 10 year Transport Plan targets, but also to “drive transformation in service delivery across the DVO group to meet customer needs.”

Customer focus

To improve our understanding of customer needs across the DVO group it has been agreed to form a small Customer Insight Unit. This unit will be looking at the potential for improving the delivery of integrated and new customer services across the group based on research of what will “help” our respective customers. The potential “help” could include: delivery of more easily accessible services (for example: electronic access choices or one stop shop opportunities); and, new services (for example: new educational products, vehicle inspection or information services). This work will build on the customer survey and focus group activities that the individual agencies and TAN have in place and will continue to develop. (Later paragraphs in this chapter detail planned VI led work in this field).

DVO portal

Part of the Blueprint activity included an in-depth analysis of the current service processes from the customers’ perspective with the objective of identifying where services offered by the DVO group were not focused on customers’ overall experience and were therefore more “agency centric” than “customer centric”. For example a customer experience to import a vehicle or an individual wanting to drive (driving licence/driving test need) require contact with more than one of the organisations in the group. While the results showed that specific services from the agencies /TAN were efficiently delivered, there were significant opportunities to improve our contact with the customer as a group so providing a more customer friendly, e-enabled management of customer services and relations.

A key project to emerge from this analysis is a “Better Customer Services” project which is involving staff from across the group in determining a potential specification for a Common Customer Interface. This will enable customers to conduct their DVO business at one location portal. Any necessary joining up between the organisations in the DVO group will take place in the background so providing a seamless service for the individual customer regardless of how many of the agencies/TAN are involved in the process.

Networked working

An agreed way forward for the DVO group is to be a networked organisation where we work more closely together on customer research, operational delivery of our services, shared knowledge and evidence-based input into future policy developments. The advantage for our customers in working in this way is the retention of focus on our specialist knowledge, skills and competencies with the additional advantage of improved service delivery and development.

Electronic service delivery

We are continuing development of electronic services to maximise our effectiveness and increase access to our products and services. A programme of work will be agreed and is reflected in a measure under key target 3 (see page 24). The progression of our contract to supply our IS systems (see page 19) is a key factor in the electronic services we can deliver in the future. The contract will be awarded to the new (ICT) partner by mid-summer 2002, after which we will be able to decide which projects to begin to develop in 2002–03.

VI has put forward a number of projects to be run as DVO-funded initiatives. However, the priority given to these projects is still to be finalised. DVO electronic service delivery projects will be funded from that source.

Joint working

Joint working is a continuing feature of our work both at DVO group level and with a range of other organisations. This seeks to ensure a consistent approach to delivery of our services and improved customer focus.



VEs rely on support from the police at the roadside

Links with the police

We continue to discuss support requirements with the police for future roadside checks. Only uniformed police have powers to stop moving vehicles, hence VI relies heavily on their support for roadside checks. As VI does not currently have the power to stop vehicles, it is vital that the partnership with the police is maintained. However, in light of recent changes in police priorities and the introduction of the Police Reform Bill, VI in association with ACPO are exploring alternatives to using police to support roadside checks. However, good partnership working would continue to be essential even if we did have powers to stop at some stage.

EU roadside directive (data sharing)

The directive requires us to document more information on the numbers and types of inspection that we carry out at the roadside. This information will be collated and sent to the EU. This will eventually lead to the international targeting of non-compliant operators.

Boundary review

VI will continue to keep this matter under review. At present the only definitive action programmed for this year involves the creation of an enforcement area for the whole of Wales.

Prosecution and Legal Services offices in Scotland

A new PLS office in Scotland opened in Spring 2002. The office can now move all casework in an electronic format. 2002–03 will be the first year that Scottish PLS data can be linked to other government systems in Scotland such as the Scottish Criminal Justice Information Systems (SCJIS), making the search for information easier and more effective. This will improve the accuracy of information and is reflected in a measure under key target 3 (see page 24). We are also investigating linking this office to the LIBRA database, a similar legal casework project being run in England and Wales.

VI overseas

Twinning partnerships with Hungary and Poland will continue over the coming year. Twinning provides a framework for administrations and semi-public organisations in EU candidate countries to work with their counterparts in member states. These projects have been set up and funded by the EU and enable VI to assist in training and development in specialist areas. VI has seconded a member of staff to Hungary who will give advice to trainers on digital tachographs. TEs will also be sent to Hungary and Poland to give advice on drivers' hours and dangerous goods.

Plans for other types of twinning partnerships continue.



CITA

CITA (Comité International de l'Inspection Technique Automobile) is recognised by the EC (European Commission) for its expertise in setting standards for mandatory inspections, and a number of CITA programmes are receiving EC funding. The outcomes are likely to be incorporated into future EC directives. VI's involvement enables specialist staff to update their technical competencies and to benchmark with international contacts.

VI's engineers play leading roles in specialist working groups e.g. developing standards for accessing vehicle on-board diagnostics for brake performance measurement; low-emission diesel and petrol vehicle emission testing; quality assurance of inspecting agencies; and for the testing of electronically controlled safety systems.

VI intends to contribute a number of papers to CITA's conference in May 2002.

Jill Dando Institute

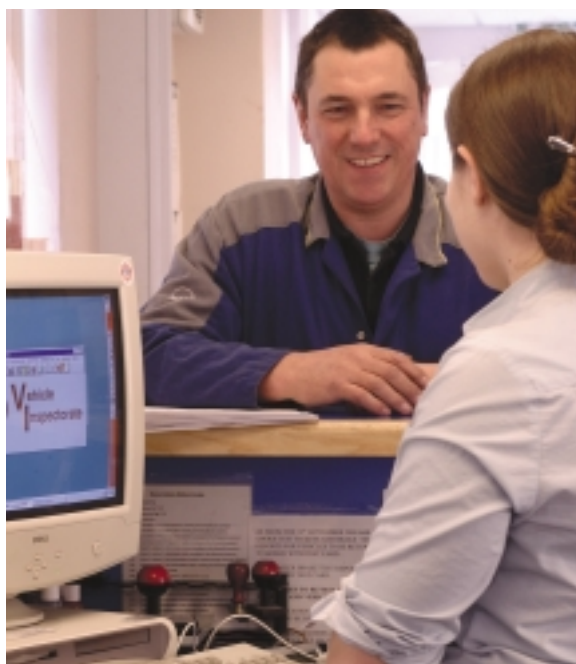
DTLR and agencies will be working with the Jill Dando Institute to identify projects and activities which will contribute to crime reduction. We will take this work forward within the work we deliver on enforcement and compliance across DVO.

Customer focus

Customer service measure

At a testing awayday held in October 2000, the trade expressed concern that the existing customer service standards (forward booking times, prohibition appointment time, test cycle time and test exemption issue), did not fully meet their needs as customers.

VI has now reviewed the measures, one of which is included within key target 1. The others will remain as internal indicators and be published in the operator newsletter.



A driver books in his vehicle for annual test

Forward booking time

The measure has been changed and will in 2002–03 show the number of VI testing stations which can offer a test within the target time of 18 working days (see measure under key target 1 on page 24). VI will publish the minimum and maximum forward booking time recorded and will also compare the Fail To Attend (FTA) figures. Improvements in the forward booking time will be supported by an internal action plan to address the root causes. Although the forward booking time is a good indicator of service level, it does not accurately measure whether customers are getting appointment times that meet their needs. We will look to develop this as a replacement measure for the future.

Other measures will monitor appointment times for prohibition clearance and look to improve customer liaison activity.

Consumer champion strategy

Customer focus groups

These groups will continue to run regionally, involving both central and local VI staff. In the coming year, we are hoping to involve other DVO agencies, such as VCA, DVLA and TAN. Focus groups provide an opportunity for agencies to work more closely with operators to discuss issues that affect them. We will also be running a focus group specifically aimed at vehicle manufacturers.



The consumer champion team discuss issues raised at focus groups

User panel

In 2002, VI will be creating a user panel of 1,000 independently selected operators. Feedback from the panel will aid consultation, supplementing the work that the trade associations currently do. In addition, the panel will be surveyed annually to determine customer satisfaction. From this, a satisfaction index will be produced. This is reflected in a measure under key target 3 (see page 24)

Drivers, fitters and presenters survey

This survey will be conducted during 2002 and will provide feedback on the service that operators are receiving locally, be it at test stations, DPs, or at the roadside. The results will be analysed and a report produced, which will be circulated to regional and area managers so they can react directly to any issues.

Enquiry unit

The enquiry unit will continue to extend the level of service it provides to customers by handling calls on recruitment, reports of smoky vehicles etc., and passing on information to VI's IOs. During 2002 VI plan to further extend this service by handling queries on tachograph and drivers' hours.

It is anticipated that the number of calls to the enquiry unit will increase when service commencement of MOT computerisation begins. To support this service, VI will significantly extend the enquiry unit's hours of service on a basis to be agreed in the financial year.

Business objective: Running an efficient, continually developing and valued business

The delivery of this objective ensures we maintain a balance across our activities. Investment in major projects; our staff, equipment and estate; and sound financial management are essential both to the efficient running of the organisation and continued delivery of the other business objectives.



IS2003

During 2002–03, we will be concluding the procurement phase in the IS2003 project. This will involve the letting of a major IT services partnering contract to one of two current bidders. The bidding process will be completed in July when a supplier will be selected. We will then work in partnership with them to:

- transfer from the current contracted IS services to new contract arrangements by January 2003, with plans and controls in place to avoid disruption to testing and enforcement activities; and
- agree milestones for the delivery of an integrated programme of service benefits and improvements.

This activity is reflected in a measure under key target 7 (see page 25). These improvements will focus on increased efficiency and/or effectiveness; providing services linked to the delivery of business objectives (particularly looking at improved targeting and education) and joint working across government, in particular within the DVO agencies.

The performance of the appointed supplier is key to the successful delivery of this project, and their performance will be monitored and delivered through a jointly resourced management team.

Human Resources

Our HR programme will continue, with a focus on recruitment, flexible working, training and Civil Service reform.

Recruitment

Staffing levels will continue to rise in 2002–03 with the introduction of new schemes such as VIC, which will require additional examiners and administration posts. VI's recruitment programme will include the following initiatives:

- subject to consultation with VI's trade unions, implementation of competence-based recruitment for examiners, following a successful pilot study;
- a graduate recruitment programme, to be advertised at all universities in the country that run engineering degree courses. Our plan is to recruit one graduate engineer per year to work within VI's policy directorate; and
- the implementation of improved recruitment and selection procedures following a review of qualification requirements and the use of new advertising methods.



New advertising methods designed to attract a higher number of applications

Flexible working

A working group will look at the feasibility of extending the opening times at MOT testing stations to meet the needs of our customers and better suit the work/life balance of our staff. This would meet government aspirations to ensure that public services are available when there is a demand.

Training and development

Work on VI's management development programme will continue with the introduction of segment training for newly promoted senior TEs and VEs. There will be a focus on developing the skills that are needed to manage people, financial resource and VI's operational activity.



Developing skills through training

Other training planned for delivery will support the introduction of new initiatives across VI's operations including advanced investigative interviewing; training on RIPA; accident investigations; VIC and Motorcycle SVA.

VI will also be working in conjunction with Siemens to develop and deliver MOT computerisation training for our staff.

Civil Service reform

We will continue to work towards delivery of our specific targets supporting the Civil Service reform action plan. This will include work on diversity awareness to ensure that VI attracts the best people to work for the organisation and that, once appointed, careers develop regardless of what section of the community employees are from.

Investor in People (IiP)

VI is well established as an IiP organisation and we are now in a position where we can use our own specially trained staff to carry out the bulk of the re-assessment process. We will continue with our ongoing improvement activities and we are well placed for the next two phases of the re-assessment during 2002–03. Targets for these two activities are set in measures under key target 6 (see page 25).



Sick absence

VI plans to introduce further measures and initiatives to reduce the levels of sickness absence of employees in the organisation. Our target for the coming year is a measure under key target 6 (see page 25). Specific activities to achieve this will include:

- continuation of VI's programme of sickness absence coaching for line managers and the development and delivery of supplementary management training to cover health and attendance issues;
- preparation of local action plans to improve attendance at workplaces where absence is particularly high;
- monitoring and analysis of sickness absence in the organisation to identify trends;
- review of occupational health services used by the organisation;
- increasing employee awareness of health and welfare issues and the identification of health promotional opportunities for the workforce; and
- development of a rehabilitation policy to help employees back to work from long-term illnesses and medical conditions.

VI's HR performance team, who oversee the management of sickness absence in the organisation, will continue to look at best practice in other organisations with a view to identifying further measures that will help VI to meet the Public Service Agreement (PSA) target notified by the Cabinet Office. This requires VI to reduce sickness absence by 30% by 2003 (6.4 days per employee). This target was set against the baseline absence figures for 1999.

Estates and facilities

Estates are developing a long-term strategy, which will reflect emerging DVO strategies and take on board future network requirements as well as a programme of major refurbishment. The facilities team is developing a joint strategy for replacing testing and enforcement equipment.



Refurbishment at our stations improves the working environment for customers and staff

Improving facilities for operations staff

The programme for 2002–03 is likely to include:

- relocation of our test station at Ammanford and new enforcement sites in Rosyth, Swindon and Aylesbury;
- a programme of pit refurbishment and fitting of wheelplay detectors at some additional 30 stations to enable them to test heavier vehicles more effectively whilst improving test quality and efficiency, and maintaining compliance with H&S requirements;
- new canopies and re-cladding to be added to current outdoor sections of the test stations (where stage A of the inspection takes place), where weather conditions frequently hinder working practice;
- under-vehicle lighting and audio systems, to improve communication during the inspection process; and
- a trial of a covered enforcement inspection area at Beattock enforcement site in Scotland, enabling staff to undertake specialist inspections and different checks. This will be funded through the RHF initiative.

Research and development

Projects to research new developments in road safety and environmental protection are an important investment for the future and in 2002–03 will include:

- **European On-Board Diagnostics (EOBD)** – to support long-term DTLR research into the use of a dashboard warning light in lieu of a tail pipe test for vehicles powered with spark ignition engines. It is thought that current systems, which meet EU requirements, do not accurately identify vehicles that need tuning or component replacement. If this proves to be the case, alterations will need to be identified and the implications of such changes for vehicle manufacturers, our test stations and emissions test equipment considered.
- **Low-emission diesel research** – research is continuing into how to test low-emission diesel engines to ensure they meet future air quality targets. The next phase may involve further investigation into the methodology and equipment to measure amounts of fine particulates and oxides of nitrogen. If agreed, VI will begin to write the specification, with the aim of implementing the new check by 2005.
- **Replacement brake test equipment project** – work will continue on our replacement roller brake tester programme, which we intend to let as a design build and monitor contract in partnership with a supplier.
- **Remote sensor equipment for emissions checks** – VI will be looking into purchasing a small amount of kit to remotely check emissions. This equipment can check any vehicle which passes its sensor, measure its emissions and then photograph non-compliant vehicles. Currently, the equipment is very expensive, and too complex for our needs. As a result, a simpler specification will be written with a view to purchasing kit late in 2002–03. This could be used to support high-profile campaigns, act as a deterrent to non-compliance and help local targeting activities.
- **Weight In Motion Sensors (WIMS)** – in 2002–03, VI will be continuing its trial of WIMS, funded by both the capital modernisation fund and the RHF initiative. This is an extension of an earlier trial of WIMS. Trials of the new equipment will take place mainly at ports and high-throughput sites, and will be useful in sifting the large numbers of vehicles present there.

- **Automatic Number Plate Reader (ANPR)** – Cameras equipped with ANPR software will also be trialled, working in conjunction with the WIMS. The WIMS can be used remotely round the clock and the inclusion of an ANPR would enable targeting of vehicles by recording their registration mark and passing the information to the IU or roadside check staff in the area.

Health and Safety (H&S) strategy

VI's H&S strategy ensures continued investment in equipment and work systems to improve employee and customer H&S. Specific projects will include:

- completing a programme of CCTV installation at Roller Brake Test (RBT) machines in all our test stations as a safety protection device under the Provision and Use of Work Equipment Regulations 1998;
- safer and more reliable equipment for under-vehicle examination and communication with drivers at roadside enforcement checks;
- new procedures and safety signs to ensure vehicle defect rectification work and load adjustment at enforcement check sites is carried out safely; and
- trialling lone worker personal safety alarms for enforcement field staff.

We will also be routinely reviewing our generic risk assessments of employee exposure to diesel engine exhaust emissions at a number of our test stations, to take account of recent building construction alterations (e.g. canopies over external inspection areas).

Financial performance

Trading account management

As a trading fund, the agency must break even year on year. Specifically, the costs incurred in undertaking all aspects of work involved with a particular scheme should be covered by the scheme's fee or payment. For example, the testing of HGVs should be matched by the total amount of income received from the fees charged for carrying out those tests.

Return on capital

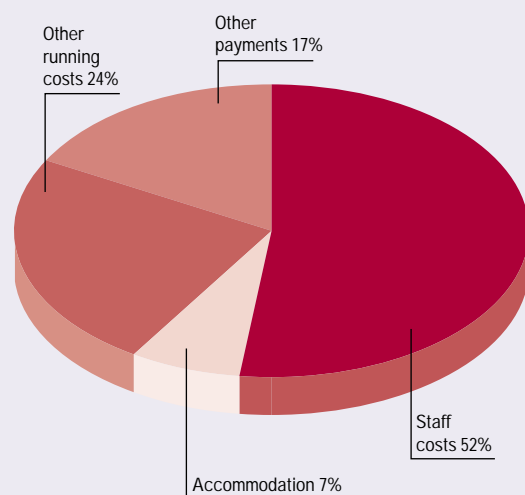
Another Treasury target the trading fund must meet is 'return on capital'. This measures the return on average resources consumed. Performance is monitored throughout the year through assessment of a forecast figure, and the final outturn forms part of our audited accounts. VI's financial target is outlined in key target 4 (see page 24). The indicative in-year target is +6%.

Forecast income

We plan to increase statutory PSV and specialist testing fees in April by an average of 3%. At the same time, we plan to increase the statutory HGV testing fees by 5% – the additional percentage relates to the inclusion within the test of speedlimiter and tachograph equipment checks. This year's fee increase will enable us to continue our ongoing programme of capital investment to maintain our estate and develop electronic services. The plan includes the continued funding provided by central government to enable us to undertake further work on enforcement and operator targeting. (See right.)

We are not planning any increases to MOT certificate charges this year.

Expenditure plans £98.8m

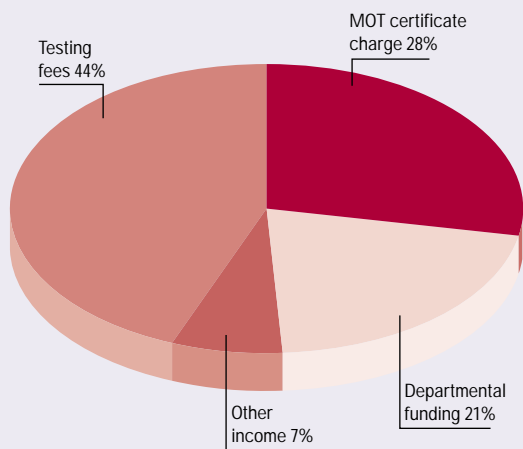


Capital investment

This year's planned investment includes:

- continued investment in the estate;
- a continued programme of replacing equipment for use at testing stations and at the roadside; and
- a rolling programme for replacing pool cars and vans for mobile enforcement (to transport IS weigh-pads and emissions equipment). (See right.)

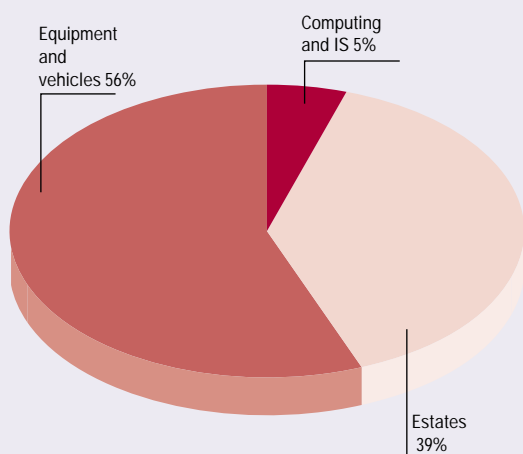
Forecast income £99.7m



Expenditure plans

Expenditure plans cover staff, accommodation, running costs such as travel and subsistence payments, equipment maintenance, computer systems payments etc. Other payments include: weighbridge capital costs on behalf of DTLR; MOT computerisation project costs; IS2003 project costs; R&D investment; interest payments on our loans and dividend payments to DTLR and HMT. (See left.)

Capital Expenditure £6.8m



Future fee strategy

In the coming year we will be carrying out a full review of our fee strategy to embrace the implications of customer service changes that are being developed. These changes will result from initiatives connected with the DVO, IS2003 and MOT Computerisation and Road Haulage Forum programmes. Customer consultation will feature as an integral part of this review.

Risk management

HM Treasury have introduced a requirement for a Statement of Internal Control (SIC) to be included in annual accounts produced by Departments and Agencies from April 2002. The Statement will explain the nature of the control systems, and any material changes in control, exercised through the whole of the accounting period. This will give all stakeholders and partners confidence in the Agency's management process.

VI has produced its initial corporate risk register and will use the 2002–2003 period to ensure the risk management process is fully embedded throughout the organisation. This will involve: developing a clear risk identification process; integrating risk assessments and management into the planning cycle and project programmes; and, increasing visibility of monitoring and review activities. The intention is to develop a common language of risk, which can be used to help planning, and decision making and enable the Audit & Risk Management Committee to oversee risks throughout the organisation. The Statement of Internal Control will become an integral part of the Annual Accounts.

Corporate Risk Register

The key risks likely to affect VI's ability to deliver its products and services have been identified and risk treatment plans developed to form a corporate risk register. They include:

- Loss, or significant reduction, of police support at roadside checks
- Failure of computer or other systems affecting front line Testing or Enforcement work.
- Negligent or inconsistent standards of inspection/examination carried out by VI staff.
- Overstretch of in house resource resulting from support for/championing of DVO initiatives

Performance improvement

VI uses Total Quality (TQ) to bring about improvements and share best practice across the organisation. On an organisational basis, Corrective Action Teams (CATs) focus on national issues while Continuous Improvement Teams (CITs) operate on a local basis to identify and deliver service improvements. Our internal audit team is also responsible for introducing improvements.

Key targets for 2002–03

We have seven key targets that are agreed annually with the secretary of state through DTLR. These are broad and strategic and are supported by 20 measures that we can use to evaluate business performance. It is these measures that focus in on the quality and effectiveness of the work we do.

The targets and supporting key measures are supported by a range of performance indicators and service standards, which look in more detail at aspects of customer service and delivery. These are published in separate leaflets and in memoranda of agreement. In addition, we are tasked by the department to

meet PSA targets, which are published in conjunction with the spending review.

Together, these give a more rounded picture of the health of the business than the key targets alone.

Key target 1

To deliver against an effectiveness and quality improvement programme.

Key measures:

- to ensure that all DPs meet the new conditions of appointment by March 2004, and that all existing DPs are visited within six months following the introduction of the new conditions in 2002;
- to demonstrate effective delivery of a programme of RHF-funded enforcement activity through the publication of quarterly reports to the department;
- to bring about an improvement in the number of test stations able to provide a test within 18 days; and
- to meet project milestones with our partners in DTLR and DVO to introduce the VIC by April 2003.

Key target 2

To deliver effective road safety and environmental standards activity as agreed with DTLR.

Key measures:

- to achieve at least 7.3 million outcome points;
- to continue to maintain the balance of our work by retaining the 2001–02 target for educational and advisory work, ensuring the generation of a minimum of 13% of PG values from these activities; and
- to carry out 82,230 emissions checks and an agreed amount of quality assurance (for DTLR) on local authority emissions checks.

Key target 3

To deliver initiatives across VI and DVO to provide a seamless service to customers.

Key measures:

- to appoint a VI users panel and use this, working with TAN and other DVO agencies, to measure customer satisfaction, identifying a baseline by 31 March 2003;
- to deliver against agreed milestones in the internal electronic services programme in order to achieve the PSA target of 100% electronic service capability by 2005;
- to manage a programme of projects involving DVO agencies, DVTA (Driving and Vehicle Testing Agency) Northern Ireland and the police to ensure that the UK is ready for the introduction of digital tachographs according to European legislative timescales; and
- to be fully compliant with the new SCJIS (Scottish Criminal Justice Information System) by 1 January 2003.

Key target 4

To break even year on year and achieve a 6% real rate of return on capital over the period 1 April 1998–31 March 2003.

Key measure:

- to achieve an in-year indicative measure of +6%.

Key target 5

To increase value for money.

Key measures:

- to deliver +2% PG in enforcement;
- to deliver +2% efficiency improvement in vehicle testing; and
- to work with departmental customers to develop a long-term financial strategy for VI.

Key target 6

To improve performance management across the business.

Key measures:

- to continue with the second and third stages of the ongoing IIP assessment process and achieve re-accreditation by January 2003;
- to contribute to Civil Service targets to increase the number of applications from ethnic minorities, and the number of women and ethnic minorities appointed on promotion to band 3 (level 4) or above by establishing baseline data and setting an annual improvement target by December 2003; and
- to achieve an improvement in sick absence of 1.9 days on average per employee, compared to 2001–02, through better management of sick absence.

Key target 7

To secure the long-term development of the organisation.

Key measures:

- to transfer from current contracted IS services to new contract arrangements in a planned and controlled manner, without disruption to testing and enforcement activities by January 2003; and
- to act as lead DVO agency in the joint delivery of improved cross-agency compliance and enforcement.

Performance monitoring

The agency provides the advisory board and departmental customers with performance monitoring information, which takes the form of regular reports and formal in-year statements that include comments on progress and performance against our key targets and PSA targets.

We also produce a monthly performance report which includes projected key target outturn and financial and scheme performance, in addition to the performance indicators and internally produced action plans and project milestones.

Public reporting of our performance will be through the published *Annual Report and Accounts* and our *Annual Effectiveness Report*.

Balanced Scorecard

We use the Balanced Scorecard to ensure all the issues in the business are addressed in an integrated way. Our objectives and key targets are spread across the four quadrants ensuring we maintain a balance across our work areas.

Excellent Service to Customers

Objectives A, B, C

Key Targets 1, 2, 3

Continuing Improvement of Internal Management

Objectives C, D

Key Targets 5, 6

Sound Financial Performance

Objective D

Key Targets 4, 5

Investment in the Future

Objectives C, D

Key Targets 7

Where to find out more

Customer enquiries

VI now offers a central number for all enquiries. Operators will be able help the caller with:

- MOT enquiries: for general MOT and appeals questions;
- vehicle importing information;
- information on test standards;
- bookings;
- publications;
- smoky vehicle hotline: where you can report any commercial vehicles with excessively smoky exhausts;
- passing of intelligence: do you know of someone who is forced to break the law? Operators will be able to pass your information on to your local IO; and
- general VI queries.

National number: 0845 600 5977 (calls charged at local rate)

You can also send this information electronically to:

General enquiries: enquiries@via.gov.uk

Website address: <http://www.via.gov.uk>

VI has two main centres, in Bristol and Swansea. If you have any specific queries, you can contact us at the following addresses.

Headquarters and Training Centre

Vehicle Inspectorate
Berkeley House
Croydon Street
Bristol BS5 0DA

Operations and Distribution Centre

Vehicle Inspectorate
Welcombe House
91–92 The Strand
Swansea SA1 2DH

Tel: 0117 954 3200 (Headquarters)

Tel: 0117 954 3291 (Training Centre)

Tel: 01792 458888 (Operations/Distribution)

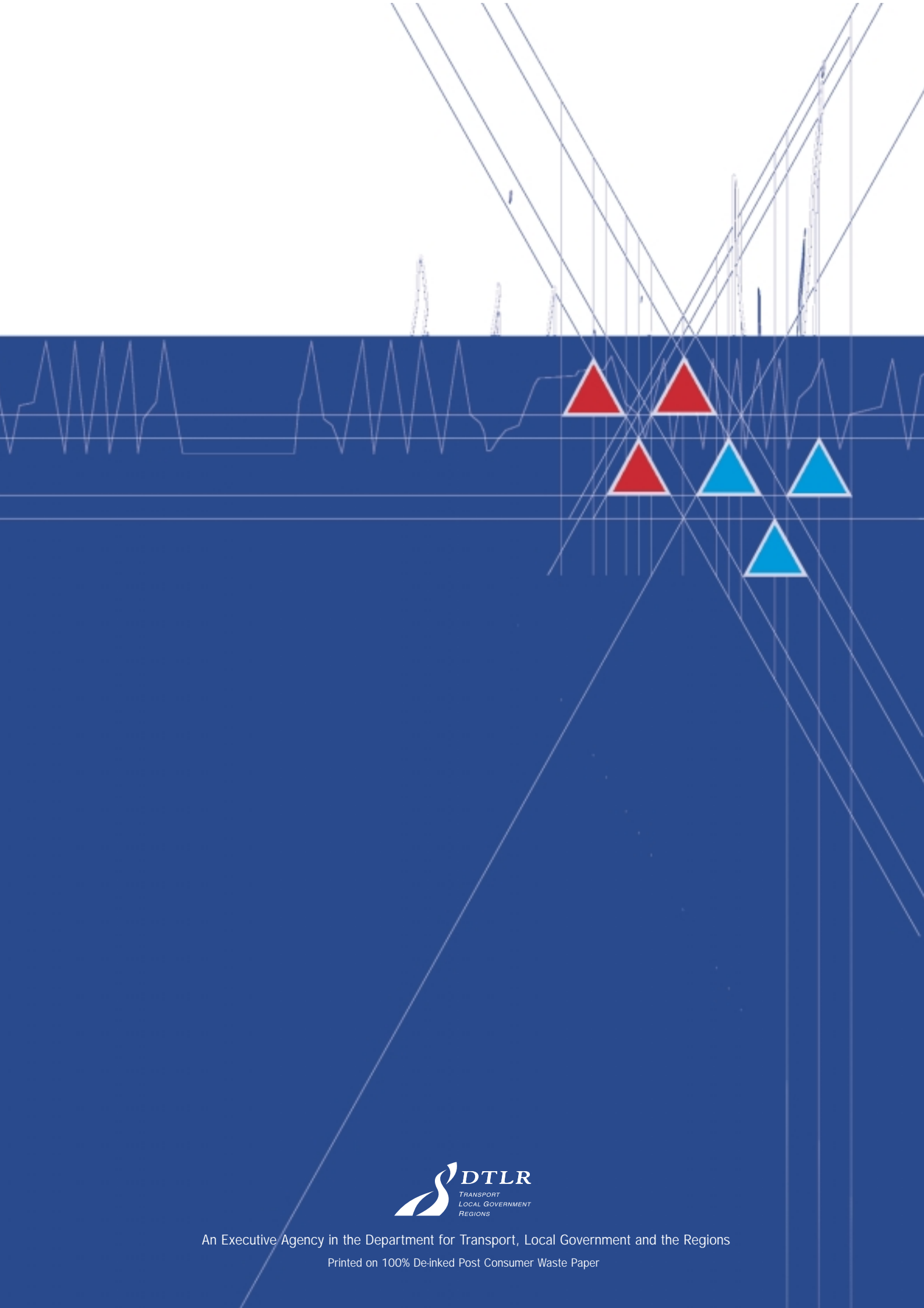


Abbreviations and definitions

Abbreviation	Definition	Abbreviation	Definition
ACPO	Association of Chief Police Officers	PG	Performance Gain
AE	Authorised Examiner – an individual, person in partnership or company meeting requirements (premises, equipment, personnel and good repute) to carry out MOT testing	PIKE	Police Intelligence Database
ANPR	Automated Number Plate Recognition	PSV	Public Service Vehicle – a vehicle licensed to carry (normally nine or more) fee-paying passengers
CITA	International Motor Vehicle Inspection Committee	RHF	Road Haulage Forum
DSA	Driving Standards Agency	RIPA	Regulation of Investigatory Powers Act
DTLR	Department for Transport, Local Government and the Regions	RTG	Regional Targeting Group
DVLA	Driver and Vehicle Licensing Agency	SCJIS	Scottish Criminal Justice Information System
DVTA	Driver and Vehicle Testing Agency (NI)	SVA	Single Vehicle Approval scheme
DVO	Driver, Vehicle and Operator group	TAN	Traffic Area Network
EGA	Exhaust Gas Analyser	TE	Traffic Examiner – VI employee responsible for front-line enforcement of safety and licensing provisions on HGVs and PSVs
EOBD	European On-Board Diagnostics	TRM	Trailer Registration Mark
ESVA	Enhanced Single Vehicle Approval scheme	VCA	Vehicle Certification Agency
H&S	Health and Safety	VCRAT	Vehicle Crime Reduction Action Team
HGV	Heavy Goods Vehicle	VE	Vehicle Examiner – VI employee responsible for front-line enforcement of roadworthiness of HGVs and PSVs, and standards control of MOT testing stations
IIP	Investors in People – accreditation of personnel and business management	VIC	Vehicle Identity Check
IO	Intelligence Officer	VI	Vehicle Inspectorate
IU	Intelligence Unit	VS	Vehicle Safety Branch
LGV	Light Goods Vehicle	WIMS	Weight in Motion Sensors
MOT	Annual statutory test for cars and motorcycles		
MRBT	Mobile Roller Brake Test		
NT	Nominated Tester – a qualified mechanic who has been nominated by an AE to carry out MOT tests		

Personal notes





An Executive Agency in the Department for Transport, Local Government and the Regions

Printed on 100% De-inked Post Consumer Waste Paper