2. Management Commentary

2.1 DVLA operations

This section of the report comments on transaction volume trends, agency workforce, our change portfolio, efficiency, income and expenditure and sustainability.

Transaction volumes

First applications for a driving licence have continued to remain stable at just over one million a year. Vehicle volumes have increased slightly with vehicle first registrations falling by 0.3 per cent when compared with 2010-11(almost 20 per cent below the levels prior to 2007).

	2010-11 Actual	2011-12 Actual	2012-13 Business Plan
Vehicle volumes	99,859,095	100,982,270	103,671,564
Driver volumes	15,393,658	15,609,638	16,890,684
Electronic take up target	49%	53%	54%
Electronic take up (actual)	51%	53.7%	n/a

In 2011-2, the Agency received 22,120,739 million customer enquiries to its contact centre, a drop of 1,369,555 (5.8 per cent) from the previous year. DVLA local offices dealt with 2,224,181 visits for its counter services. The average queuing time within the local office was 10 minutes 34 seconds, an increase of 40 seconds (6.46 per cent) compared to the previous year.

In addition to the high volume of routine calls and correspondence, the Agency has to reply promptly to Members of Parliament or to complaints from customers. During the year our performance was:

2011-12	Parliamentary Questions	MP Correspondence *	Official correspondence **	Freedom of Information	Replies to complaints
Target	85% within due date	85% within 7 working days	80% within 20 working days	93% within 20 working days	98% within 10 working days
Total received	139	1,597	820	501	2,894
Missed	1	7	16	6	10

* See Glossary of Terms

** DVLA target is to provide a response to DfT within 7 working days as part of the overall 20 working day target.

Public Sector information

As a holder of some of Government's largest databases – registers of vehicles and drivers - the Agency charge for the release of information in line with guidance from HM Treasury and the Office of Public Sector Information. In 2011-12 we carried out an annual review of our fees and charges. No changes were made, although a consultation exercise on the subject is anticipated in 2012-13.

During 2011-12 there were nine low level data breaches involving individual personal records. None of the breaches required the Information Commissioner's Office (ICO) to be informed, though we did so in line with best practice. There is no suggestion that any of these information breaches could have been used to facilitate financial fraud against customers or third parties.

Workforce

In 2011-12 the Agency continued to reduce the size of its workforce (92.3 FTE less than 2010-11), mainly as a result of productivity, process automation and channel shift. We achieved a reduction in staff numbers to 5,469 full time equivalents as at 31 March 2012 against the 2011-12 projection of 5,480.

2.2 DVLA Change portfolio

As DVLA approaches the end of its current IS/IT support contract in 2015, it is making decisions about the priority and sequencing of all work, to provide for a clean transition between existing and future support arrangements. The Government's efficiency and digital agendas continue to drive the direction and pace of Agency developments and are helping us to make the case that we must offer innovative and effective services which are convenient for our customers.

Performance against change 2011-12	Milestone dates	Performance 2011-12
1.Efficiency Programme		
Electronic Services and Intermediaries **Northern Ireland Vehicle Information System migration to Vehicle System Software (VSS)*** Migration of Northern Ireland (NI) Vehicle Systems to VSS. Incorporation of bar coding on all re-licensing for NI and preparation for migration on NI Vehicle records	Full migration complete April 2013	**June 2013**
Driver licence renewal online	April 2011	**Achieved**
Courts update for driver records online	March 2012	**Achieved**
Tachonet renewal over the telephone	August 2011	**Achieved**
Tachonet sent to home address (if meets certain criteria)	March 2012	**Achieved**
Extension of Post Office® Driver services for Ten Year Renewals	March 2012	**Achieved**
Enhancement of online Fleet services	March 2012	**November 2013**
Change of keeper and vehicle details online: feasibility and design	July 2013	**July 2013**
Process Re-engineering Change processes to allow for centralisation of functions	Ongoing	**Ongoing**
Wheelclamping	April 2012	**April 2013**
Internal process review	Ongoing	**Ongoing**
Review and re-appraisal of refunds processes and Direct Debits**	December 2012	**Ongoing** **Revised by HMT**
Smart Forms Intelligent forms for online usage	March 2011	**Ongoing**
Direct printing of forms at the Post Office®	April 2011	**March 2013**
Scanning improvements to extend automation	May 2011	**Not going forward following feasibility study**
Workforce Productivity HR – Next Generation HR restructuring and cross-DfT working	August 2011	**Achieved**
Management training to raise effectiveness	April 2012	**Achieved**

Centralise and automate management information (My Stats)	July 2011	**December 2012**
Review of workforce capacity and capability	November 2011	**Ongoing**
Income Generation Sale of previously issued registration numbers	June 2011	**To be agreed**
Driver Licence Check feasibility study for pilot roll-out	To be agreed	**To be agreed**
2. Mandatory Programme		
EU Third Drivers Directive – systems changes (excepting RESPER)	Fully live January 2013	**January 2013**
Continuous Insurance Enforcement	Full capacity December 2011	**Achieved**
Insurance Company enquiries to validate data for quotations	Fully live October 2013	**June 2014**
Accelerated roll-out of new V5C documents	October 2011	**Ongoing**
Implementation of Budget changes for 2011	April 2011	**Achieved**
Enquiry facilities for private enforcement of vehicles on private land	March 2012	**Achieved**
3. Infrastructure Programme		
Replacement of Current Photograph Store Replacement of current 'Natural Image' software to bring current software into Fujitsu support	December 2011	**December 2013**
Payment Card Data Security (PCDS) standards Joint project with DWP to ensure that the Agency's systems are compliant with the Payment Card Industry Data Security Standards (PCI-DSS) as mandated by the industry	December 2012	**Achieved**
DWP Link Link DVLA with the DWP customer database (CISx) to validate customer identity when establishing new driver records	June 2011	**Achieved**
Driver Medical: e-services Feasibility study on options to introduce online services for renewal of short period driver licences for medical reasons	March 2012	**Ongoing**
Weblogic Update Move from the current version of the Weblogic software (which underpins all DVLA e-transactions)	June 2011	**Achieved**
Desktop Update Completion of the move from Windows 2000 and Novell GroupWise to Windows Vista and MS Outlook. Rationalisation of desktop build	June 2011	**Ongoing**
Data Centre Consolidation Migration of remaining services to the new DVLA data centres	June 2012	**December 2012**

from Salford scheduled for demolition Migration from obsolete DVLA data facilities into new DVLA data centres in Swansea	May 2012	**October 2012**
Technical ICT Equipment Refresh Large scale refresh to update main vehicles systems equipment to remain within support contracts	Ongoing	**Ongoing**
Hardware and software update for internal casework systems	November 2011	**December 2012**
Security Updates and Improvements Identity and access management – implementation of access management systems to remedy weaknesses identified	September 2013	**Ongoing (restructured)**
Technical vulnerability reduction – restructuring of network and application architecture to improve security controls and compartmentalisation of systems	February 2011	**Achieved June 2011**
Security software updates, new security related installations and work to address specific security issues identified by review	Ongoing through year	**Ongoing**
4. ICT Contracts Procurement Programme		
Engage with DfT family to confirm the policy and subsequent strategy for initial programme structure and governance	April 2011	**Achieved**
Set up Core Team (circa 20 staff)	September 2011	**Achieved**
Procurement and engagement of specialist support	September 2011	**July 2012**
Legal review of contract and exit terms	December 2011	**Achieved**
Review and decision on future requisition and contract structure at high level	February 2012	**Achieved**
Definition of scope of data centre consolidation for DVLA	March 2012	**Achieved**
Cross-Agency development plans for data centre consolidation	March 2012	**June 2012**

*Project re-aligned from Infrastructure to Efficiency Programme
**After joint consideration with HM Treasury, Direct Debits was not taken forward in 2012 and will be subject to a HMT review following amendments in the April budget.

2.3 Procurement and contract management

In 2011-12 DVLA awarded or extended 78 contracts valued at around £325 million. The Agency also developed and increased its capability to manage key suppliers making the best use of their skills and capabilities, actively contributing to the management and mitigation of the Agency's commercial risks.

During the year we:

- Delivered projected savings of over £55 million from our contracts in year, around £10 million of which represents a recurring annual contribution towards our £100 million efficiency target.
- In line with the Cabinet Office measures for our commercial activity, ensured compliance with the Government's Transparency Agenda in advertising contracts and publishing contract award information.
- Proactively engaged with Cabinet Office Crown Representatives on commercial activities, including ICT, Mail, and SME contracting.
- Acted as procurement lead for high value pan-Government contracts for polycarbonate cards and for credit/debit card transaction services.
- Led the negotiations on behalf of the DfT for supply contracts in the areas of printing, postage and recruitment.
- Awarded a new contract for wheelclamping which has been operational since November 2011. The Contract includes provisions to enable action to be taken against uninsured vehicles, in addition to its core purpose of acting against unlicensed vehicles, if and when required by the Agency.
- Contributed to the Government's Small and Medium Enterprises (SME) agenda by publication of a DVLA SME strategy and by taking a proactive approach to engaging with small and medium sized businesses through various events.
- Prepared the ground of our major ICT and Front Office Counter Services contracts (the latter on a pan-Government basis), comprehensively consulting with the market and key stakeholders in government.

DVLA Estate

Following successful delivery of an Estates Transformation Programme, DVLA now has modern and flexible accommodation that has helped reduce its running costs by over £20 million over 10 years. The Agency has introduced initiatives that are considered best practice for space standards and utilisation well ahead of Government Property Unit targets. The introduction of non-territorial working across the Swansea campus sites has contributed to space standards now averaging at 8 square metres per workstation with utilisation as low as 6 square metres per FTE in some locations. Over 11,600 square metres of accommodation has been vacated and returned to landlords. This is equivalent to a 14 per cent reduction of the Swansea Headquarters accommodation.

During 2011-12:

- DVLA actively promoted sharing of vacant space at a number of its local offices including HM Revenue and Customs and the Crown Prosecution Service. As a result of this our running costs have been reduced, helping other departments vacate their existing premises which in turn, has reduced the overall size of the wider civil estate.

- Utilised our extensive meeting and conference facilities for other government departments.
- Consolidated our joint working with the UK Border Agency and Identity and Passport Service, who now operate a customer facing operation from our Swansea Estate.
- We have continued to improve the environmental performance on our estate, for more information see pages 34 to 35.

2.4 Finances and efficiency

Financial Performance

The Agency Accounts are made up of the Business Accounts and the Trust Statement.

The Trust Statement brings to account the revenue collected by the Agency that is due to the Consolidated Fund. It incorporates the Licence Fees and Taxes from Vehicle Excise Duty and Fines and Penalties from Enforcement.

DVLA's business is segmented (see Business Accounts - Note 2) between:

- Maintenance of our driver and vehicle databases and services which include the release of information from DVLA's registers under the reasonable cause provision and services to other public bodies (more widely across government). These are funded from fees and cost recovery charges.
- Collection and enforcement of vehicle excise duty (VED), which is covered by Supply Funding (parliamentary voted funds).
- Sale of personalised registrations, which represents commercial income directly from the public. We retain only sufficient funds to cover our costs with all excess income being paid over directly to HM Treasury.

The Agency is required to breakeven year on year. It is only the fee funded operations that can give rise to a true surplus, although the Agency has a duty to achieve breakeven over a period of time. In setting our annual budgets, we allow for a certain amount of unforeseen costs and unanticipated drops in customer demand (leading to decreases in income) so that we can get as near to breakeven as possible. Small percentages of change in either income, which is demand led, or of costs can lead to swings in the bottom line that are significant, due to the scale of its income and expenditure.

Business accounts

In our Business Plan 2011-12 we estimated a small surplus of £8.1 million and this compares to the actual outturn surplus of £2.9 million, (see Business Accounts - Note 2). The outturn surplus variance (of 0.8 per cent compared to income turnover for the year) is used by our Executive Board as one of the measures of the effectiveness of our financial budgeting and control mechanisms.

We successfully delivered a result that was close to the Business Plan 2011-12 through increasing our cost savings, even though we recognised £46.3 million for potential costs of transforming our services (see page 27) for future organisational changes that was only partly offset by a £11 million increase in income. These costs have been scored against the relevant expenditure categories (see also Business Accounts - Note 13).

Income

Compared to the Business Plan 2011-12, our fee income was up by £11.0 million. This net increase included:

- an increase in 'Other Income' of £17.6 million, mainly accounted for by a demand led increase in Cherished Transfer volumes over initially estimated amounts
- a small increase in Vehicle First Registration income of £4.4 million, due to a small additional recovery in new vehicle sales
- a decrease in Drivers related income of £11.0 million, the majority of which was due to lower volumes in First Applications, Exchanges and Renewals and the anticipated Vocational Fee changes that did not reach expectations.

Expenditure

The total direct expenditure for the year of £586.2 million included exceptional cost recognition for the organisational restructuring needed to transform DVLA services estimated at £46.3 million. The remaining business as usual outturn of operational expenditure at £539.9 million was £16.5 million less than our Business Plan 2011-12. This was mainly due to the re-prioritisation of our Strategic Agenda and our continued drive towards reducing costs which included major reductions in accommodation, printing and postage, and staff related costs.

Key points to note on spending during the year were:

- as part of the government's transparency agenda, all individual cost items over £500 are itemised on our website.
- performance against our prompt payment target for payment of suppliers within five days was 95.2 per cent exceeding the target of 80 per cent.

Transforming DVLA services

A consultation paper on transforming DVLA's services through centralisation of services, supported by the increased use of intermediaries and electronic channels was launched in December 2011 (see pages 17 to 18). Millions of motorists are set to benefit from greater choice and flexibility in how they deal with the DVLA under the proposals.

The Secretary of State will decide the way forward taking into account the many responses received, the benefits foreseen and the overall Government drive to decrease its costs whilst safeguarding the quality of services provided. If adopted, the proposals would change the shape of the Agency and provide efficiency savings of around £28 million a year. The potential transitional costs of £46.3 million have been provided for in the 2011-12 accounts (see Business Accounts Note 13).

Efficiency

The Agency's current efficiency aim is to achieve £100 million in operating costs savings by 2014-15 (as measured against the Business Plan 2010-11 baseline).This performance measure builds on efficiency objectives exceeded in previous years. Achievement of the latest target will continue to promote the Agency's reputation for delivering value for money, as it has delivered on every efficiency target it has been set since 2001.

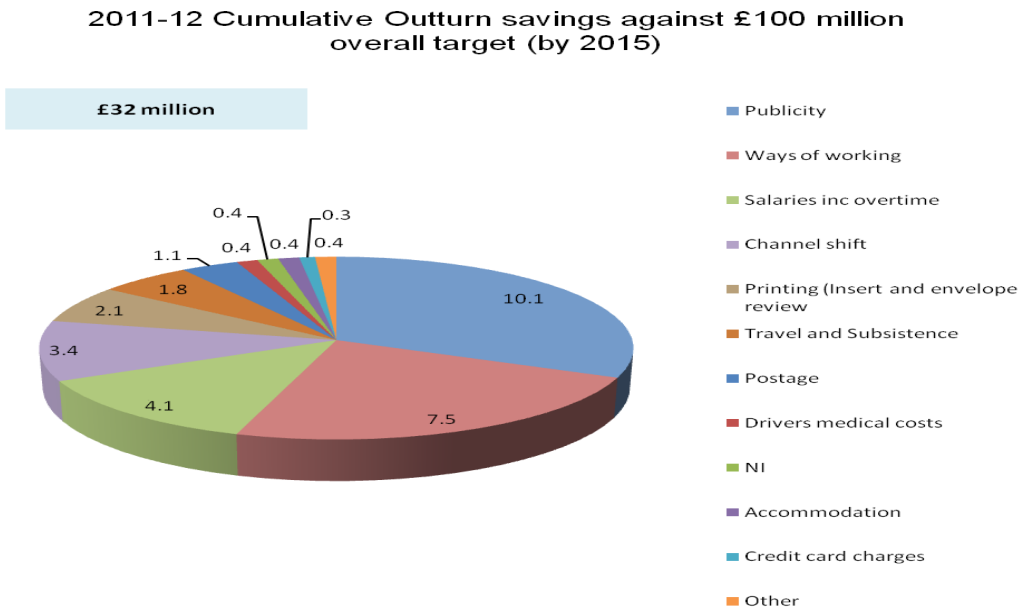
The efficiency measure in the Business Plan for 2011-12 was £20 million. The reported efficiency delivered as at the end of March 2012 is £32 million. This represents a sustainable annual saving against operational expenditure and significant progress in moving towards our strategic efficiency plans. The achievement of its service targets and in many cases improvement against previous year performance (see pages 9 to 11), suggests the Agency has achieved these savings without impacting on its quality of service.

A new programme structure was established during the year aimed at driving efficiency and greater technical resilience whilst still complying with mandated/legislative organisational change. The Agency also started to prepare the ground for its IS/ICT contract let, the outsource service contract that critically underpins its operations and comprises today of nearly one-third of its operational costs. This is an ambitious programme aimed at enabling the Agency to best manage its development in IS/ICT, meeting the Government ICT strategy and providing the necessary flexibility and value for money tools to drive efficiencies in the future.

The efficiencies delivered are focussed on productivity. As time progresses, the proportion of major transformational change based efficiencies will increase. The Agency strategy will enable further savings to be made, particularly in respect of the Agency's vision to move to a digital by default environment and realise channel shift efficiency has to be supported by a robust, rationalised IS/ICT infrastructure.

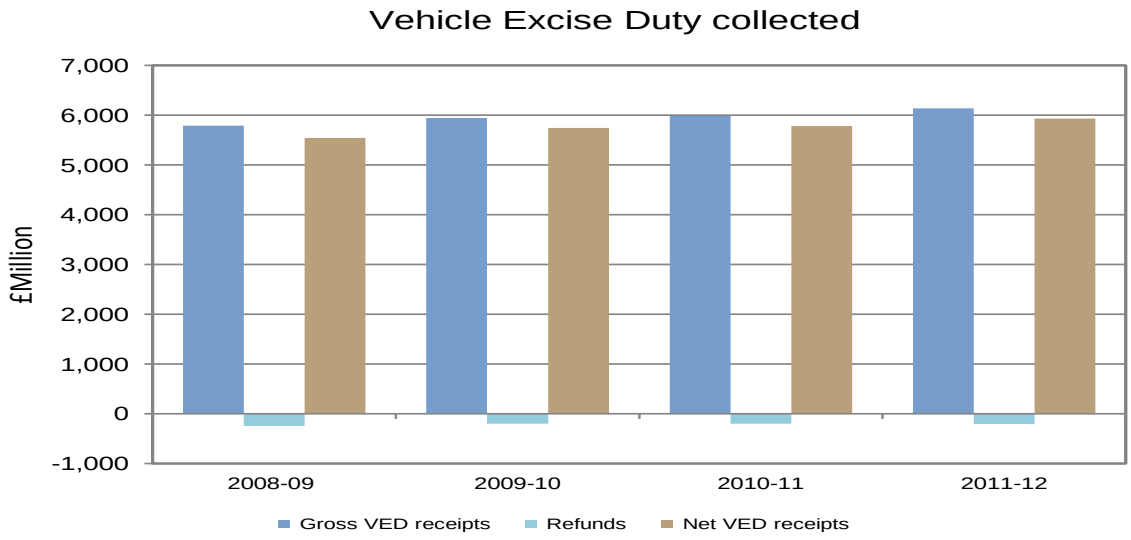
The efficiency achieved in 2011-12 was made by reducing the Agency's operational expenditure by:

- Reviewing internal business as usual processes.
- Channel shift from expensive, resource intensive manual routes to less expensive electronic methods. From the baseline position in 2010-11, £2.3 million of efficiencies have been generated through channel shift building on previous efficiency gains in this area.
- Driving efficiencies through re-negotiation and re-tendering our contracts, for example we have negotiated significant savings in our IS/ICT service provision (around £7.5 million that meet the criteria for the current target). In addition the Agency Merchant Acquirer agreement was re-let resulting in significant Agency and cross government price reductions (the full benefit of the changes will not be apparent until 2012-13).
- A more radical transformational change through our efficiency programme. For example a consultation exercise was initiated in 2011-12 aimed at reviewing the way in which we can transform our services (see page 16).
- A review of our policies and procedures, for example by changing the policy on marketing to low/no cost alternatives the Agency has generated savings (around £10 million) and by minimising travel further reductions in operational expenditure have been made.

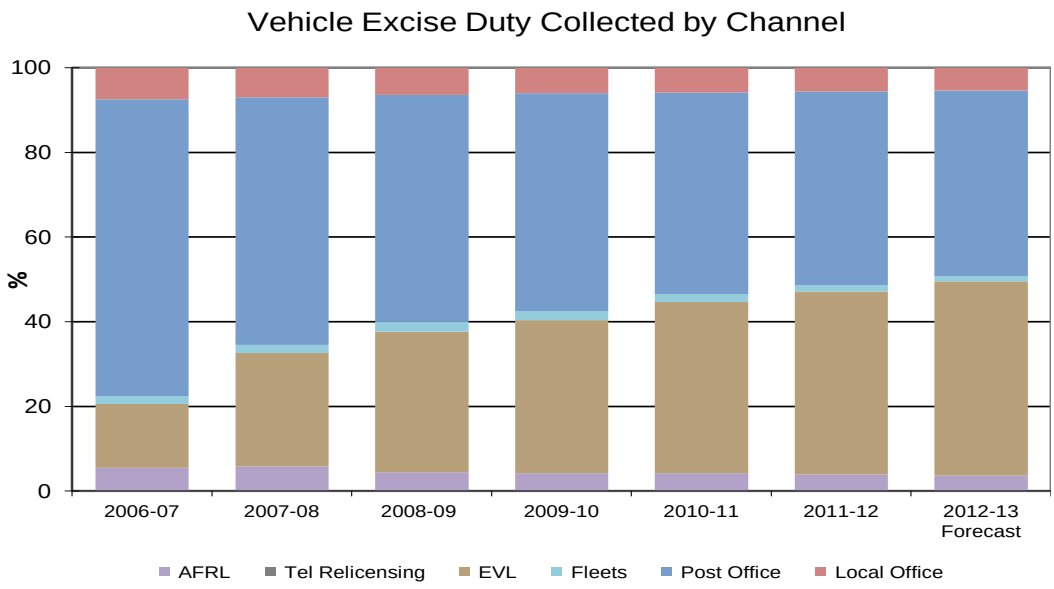


Vehicle Excise Duty (VED) collection and enforcement collection

Gross VED receipts in 2011-12 amounted to over £6 billion for the first time ever, with refunds amounting to £203 million. This is the largest net total ever collected by the Agency.

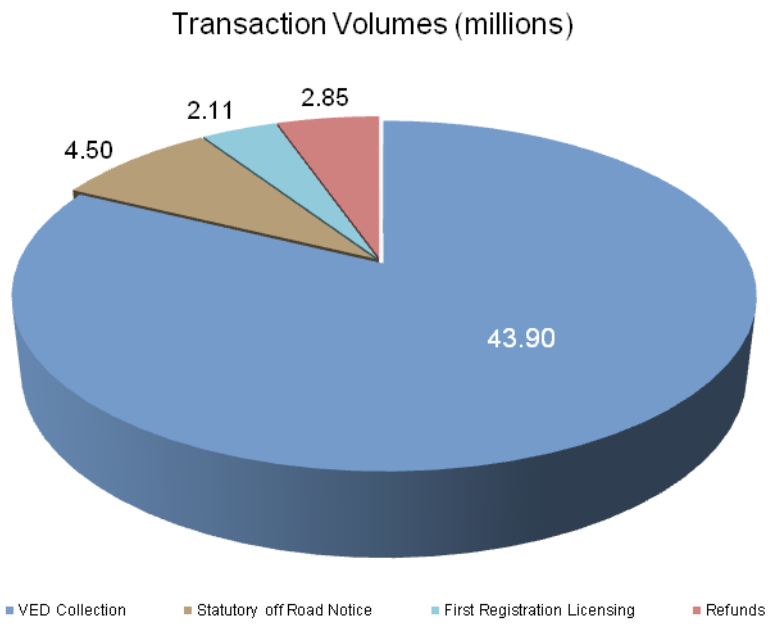


Electronic Vehicle Licensing (EVL) transactions have increased to 57 per cent of all VED transactions undertaken. Take up is based on the number of EVL transactions compared to the volume of reminders issued. The Automated First Registration and Licensing transaction continues to be undertaken (88.6 per cent of all new licensing) through our electronic channel.



Transaction volumes

The key transaction categories included in the VED Service Level Agreement accumulate to a total of 53.36 million transactions.

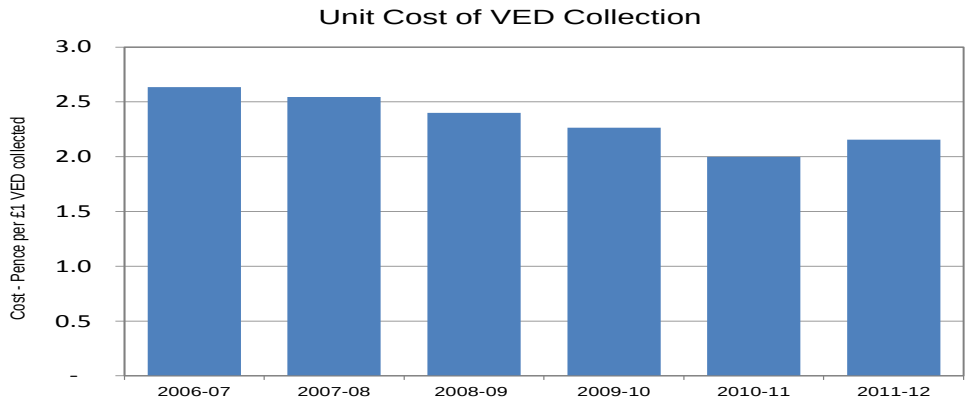


Cost of collection

In 2011-12, the costs of Vehicle Excise Duty (VED) collection was £127.8 million (against a budget of £128.6 million), comprising of a direct revenue expenditure of £124.4 million and capital expenditure of £3.4 million in respect of VED ICT system changes.

DVLA has continued to deliver significant cost reductions through channel migration for VED collection, especially when the public sector deflator is taken into account. This has been possible through channel shift to electronic services.

In terms of costs of collection (pence per £1 VED collected) bearing in mind that Statutory Off Road Notification and refund costs are also included, as are costs of issuing 'nil value' tax discs for exempted categories of vehicle keepers (mainly disabled keepers or cars initially registered before 1973, see accounts for details), the profile in cash terms without adjusting for inflation is shown in the Unit Cost of VED Collection table below.



Enforcement

National statistics following the 2011 roadside survey estimated that VED compliance increased slightly from 99.1 per cent in 2010-11 to 99.3 per cent in 2011-12, resulting in the second highest collection rate the Agency has achieved. Operational data since the survey results suggests this rate is continuing to improve and evasion continues to fall. It was estimated that only £40 million was lost through evasion in 2011-2012, compared with £46 million in 2010 –2011. A proportion of this initially uncollected revenue was subsequently recovered through DVLA enforcement activity. The survey continues to show a high level of compliance and we continue to review and revise our enforcement strategy to keep evasion low. DfT have decided to undertake the roadside survey every two years instead of annually, so the next survey will be carried out in 2013.

Automated Number Plate Readers

The Agency's static Automatic Number Plate Reader cameras encourage compliance and relicensing by issuing keepers of unlicensed vehicles a warning that their vehicle has been seen unlicensed on the road. To date, almost 59,000 letters have been issued to keepers identified as untaxed and of those 55 per cent have relicensed their vehicles. Work is progressing to gain Home Office Type Approval to enable prosecution activity to be undertaken.

DVLA has also been working closely with the Cabinet Office Behavioural Insight Team which is tackling cross government debt and efficiency opportunities. As part of that activity DVLA has trialled the use of images on specific Automated Number Plate Readers (ANPR) letters dispatched which has demonstrated a 33 per cent improvement on results. DVLA is also a member of the Cross Government Debt working group sponsored by the Cabinet Office.

Wheelclamping

In 2011-2012 there were 61,677 vehicles wheelclamped as a result of non payment of the vehicle excise duty (VED) by the registered keeper, in addition 16,773 enforced notices were placed on unlicensed vehicles, a reduction from the previous year. This reflects the reduction in evasion, transition to a new contractor and a change in policy, where vehicles are now clamped after two months of being unlicensed, as opposed to previously one month.

Debt collection

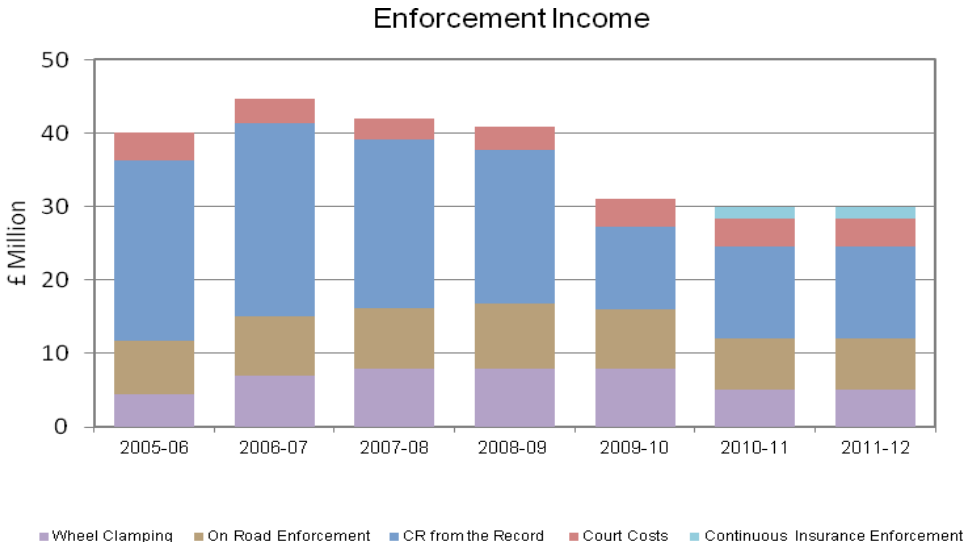
DVLA's debt collection agents have continued to exceed their contractual targets for 2011-2012, collecting £7.2 million gross in unpaid Continuous Registration (CR) penalties. Over 1.7 million unpaid CR cases have been passed to debt collectors since the contract started in 2008, raising £34.3 million.

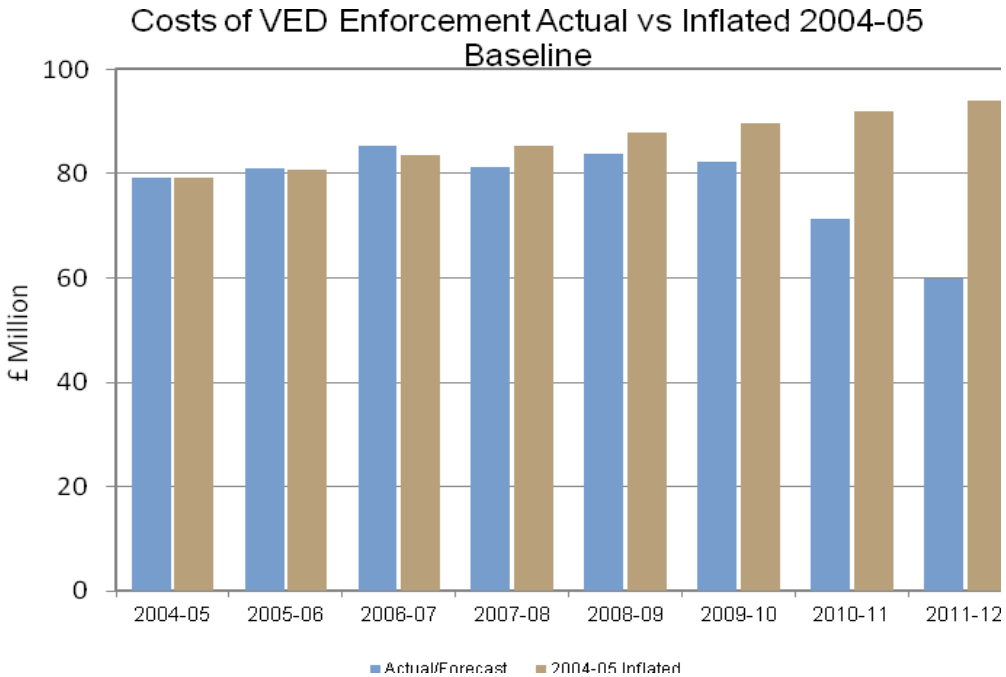
Continuous Insurance Enforcement

In 2011-12, over 330,000 Insurance Advisory letters were issued to registered keepers of vehicles who were identified as potentially not insured. On receipt, almost two-thirds (64 per cent) of registered keepers reacted immediately to make sure that their vehicles complied with the requirements of CIE. For those that did not, DVLA created over 120,000 enforcement cases, which collected over £1.6 million in revenue. For more information see page 18.

Cost of Enforcement

The costs of enforcement for 2011-12 were £59.9 million against the plan of £69.3 million. Changes in expenditure were due mainly to decrease in wheelclamping costs (investment costs and volume related). Additional staff costs relating to CIE were subsumed into current staffing levels and other general expenditure reductions. Compared to the deflation adjusted costs in 2004-05 the actual costs each year are analysed in the table below showing a 36 per cent real reduction over five years.





2.5 Sustainability Report

The Government has reduced its carbon emissions by 13.9 per cent, exceeding the 10 per cent target set by the Prime Minister in May 2010. DVLA achieved a 10.3 per cent reduction playing a big part in this by contributing to around 70 per cent of DfT's savings.

In 2011-12, our Business Plan set out a number of stretching objectives around sustainability.

During the year we:

- were placed in the top three of the UK Carbon Reduction Commitment performance league
- retained ISO14001 certification for the 11th year
- were awarded a Gold level certificate from South West Wales Integrated Transport Consortium for DVLA's Travel Plan
- exceeded six out of seven Greening Government Commitments (see Appendix C).

Socially driven

We set out in our Business Plan 2011-12 how we would continue our commitment to the well-being of staff and our commitment to work placements from the local area (see pages 16 to 17). During the year, the Agency has facilitated workshops on environmental management, including inviting local schools into DVLA to see how we work. We actively encourage key suppliers/providers to engage with the local community who play a fundamental role in assisting with links into the community.

In 2011-12, the Agency's waste management company held recycling campaigns to raise money for local charities.

Economically sound

Value for money is still a key driver to ensure our customers are getting the most out of public services. The Agency has worked closely with other government departments to share accommodation. This has reduced duplication of processes and the time taken for customers to interact with government departments (see pages 18 to 19).

DVLA considers its sustainability agenda to be an integral part of ensuring value for money. Linking environmental practice with economic practice often provides the best benefit, for example our initiative to make duplex printing (printing on both sides of paper) as the default setting on all of our printers has saved £68,000 a year and 31,000 reams of paper.

Environmentally responsible

DVLA's Environmental Management System is well established, ensuring that we are in control of our legislative compliance and continual improvements.

In response to the Greening Government Commitments, the Agency has developed plans in four key areas. The plans define how we will meet the reductions required by 2014-15 (from the 2009-10 baseline). Monitoring against these plans has already shown that we are doing well in most areas.

The four key areas are to:

- cut carbon from the estate and business related travel
- reduce the amount of waste generated
- reduce water consumption
- embed sustainable procurement

Carbon from the estate

In 2011-12 the Agency achieved a 5.3 per cent reduction in carbon from its estate. We are, however, behind on our target to reduce carbon by 10 per cent from the 2009-10 baseline.
We have produced firm plans for achieving the longer- term target of a 25 per cent reduction in tCO2e (tonnes of Carbon Dioxide equivalent) from our estate by 2014-15. These plans include:

- Optimising the way we utilise our self-generated electricity in our Swansea site. This revision of the way the excess heat is used from these generators will provide a reduction in the amount of tCO^2e and the total cost of energy we consume.
- We will reduce the total number of actual servers by using software which will allow one physical server to host many virtual servers.
- Replacing our mains transformers with modern more energy efficient units.
- If the result of transforming DVLA services consultation exercise (see page 16) is to proceed with the proposal, the rationalisation of the local office network will also provide a reduction in energy consumption.

Carbon from business related travel

In 2011-12, our Business Plan objectives were to:

- reduce emissions from road travel by five per cent
- reduce the number of hire cars we use and change our pool cars to low emission hybrid vehicles
- focus on improvements to the amount of air and rail travel undertaken.

We have achieved all targets resulting in a 43 per cent reduction (from the 2009-10 baseline), exceeding already the 2011-15 target of a 25 per cent reduction. Further work will be carried out over the next year to centralise travel management allowing greater control and scrutiny of travel.

Waste minimisation

In 2011-12, our Business Plan Objective was to:

- reduce five per cent a year annually to achieve a 25 per cent reduction of waste.

We have reduced our waste again this year and are now producing 13.7 per cent less waste than in 2009-10.

In 2011-12 our Business Plan objective was to:

- reduce paper consumption by 10 per cent relative to 2009-10 levels.

We achieved 47.4 per cent against the 10 per cent target.

Recycling

In 2011-12, we introduced a food composting scheme for our main site resulting in 6.72 tonnes of food waste. We are continuing to achieve an 80 per cent rate of recycling.

Water

The Government commitment was to reduce water consumption to meet the best practice guidelines. Our average for the whole estate is now at 4m3 per Full Time Equivalent (FTE). This is in line with the best practice guidelines. By the end of 2014-15, we aim to improve on this and achieve a consumption level of 3.32m3 per FTE.

Sustainable procurement

From a commercial perspective, DVLA has made considerable progress in delivering against and maintaining a programme of work that supports sustainability. This has seen the introduction of engagement with the market. All specifications are reviewed for their compliance with the sustainability agenda, prior to issue of tenders. This element of the procurement cycle is supplemented by the endorsement of the specification by our sustainability manager. The DVLA standard terms and conditions are issued as part of the tender documentation. The standards contain specific provision for suppliers to abide by the Government Sustainability Agenda. In addition, the evaluation process is explicit that the assessment of bids must include whole life costing, for example from implementation to disposal of a product.