



National Audit Office

**BRIEFING FOR THE  
HOUSE OF COMMONS  
TRANSPORT SELECT  
COMMITTEE  
OCTOBER 2011**

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# Overview of the Driver and Vehicle Licensing Agency for 2010-11

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The National Audit Office scrutinises public spending on behalf of Parliament. The Comptroller and Auditor General, Amyas Morse, is an Officer of the House of Commons. He is the head of the NAO, which employs some 880 staff. He and the NAO are totally independent of government. He certifies the accounts of all government departments and a wide range of other public sector bodies; and he has statutory authority to report to Parliament on the economy, efficiency and effectiveness with which departments and other bodies have used their resources. Our work led to savings and other efficiency gains worth more than £1 billion in 2010-11.

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# Introduction

This briefing has been prepared to provide an overview of the work and performance of the Driver and Vehicle Licensing Agency in the financial year 2010-11. The briefing takes as its basis the Agency's Annual Report and Accounts 2011, drawing in particular upon the work of the NAO and incorporating material from other published sources where relevant. The contents of the briefing have been shared with the Agency to ensure that the evidence presented is factually accurate, but the content of the briefing is the sole responsibility of the NAO.

# Part One

## About the Driver and Vehicle Licensing Agency (DVLA)

### Background

The Agency is an Executive Agency of the Department for Transport. Its vision is to be a modern, highly efficient organisation, which provides complete, accurate and up to date information and services that fully meet customer and stakeholder requirements. Its primary purpose is to establish and maintain an accurate record of all drivers together with a register of all vehicles entitled to travel on public roads<sup>1</sup>. The register allows the Agency, with the co-operation of delivery partners, to ensure that only entitled drivers and vehicles are on the road. The Agency also collected some £5.782 billion in Vehicle Excise Duty (VED) for HM Treasury.

The Agency is going through a period of significant change to meet the growing expectations of its customers and stakeholders, while aiming to deliver £100 million per annum of savings by the end of 2014-15. It provides electronic services to its customers, such as online car tax and driver licence application services. In 2010-11, 50 per cent of vehicle licensing transactions and 30 per cent of driver licensing applications were completed on-line.

The Agency plays a major role in crime prevention and reduction. It also supports moves to reduce vehicle emissions through its vehicle register and tax collection.

### Key Facts

The Agency:

- Collected £5.782 billion (net) in Vehicle Excise Duty in 2010-11.
- Generated a turnover exceeding £657 million in 2010-11.
- Maintains some of the largest databases in Europe. Currently there are 36 million registered vehicles and 42 million drivers on the DVLA registers.

<sup>1</sup> The Driver and Vehicle Agency (Northern Ireland) is responsible for managing driver licences, and on behalf of DVLA, collecting Vehicle Excise Duty in Northern Ireland.

## 6 Part One Overview of the Driver and Vehicle Licensing Agency for 2010-11

- Employs over 5,500 staff. Most are based in Swansea, while others work in 39 local offices across Great Britain.
- Handles over 200 million customer interactions each year.

In 2010-11 the Agency carried out an accuracy survey with customers which found that 97.8 per cent of vehicle keepers could be traced from details held on the vehicle record.

Vehicle Excise Duty from drivers in Northern Ireland is collected by the Northern Ireland Driver and Vehicle Agency, on behalf of the Agency. Vehicle Excise Duty from drivers in Northern Ireland accounts for £163.5 million (3 per cent) of the £5.9 billion collected in 2010-11.

### Agency Income

The Agency receives income from a number of sources:

- Fees and charges for vehicle registration and driver licensing.
- Proceeds of sale and transfer of DVLA personalised registrations.
- From the Department for Transport through Service Level Agreements (SLA) for collecting and enforcing Vehicle Excise Duty.
- From other public sector organisations for use of DVLA services and facilities.

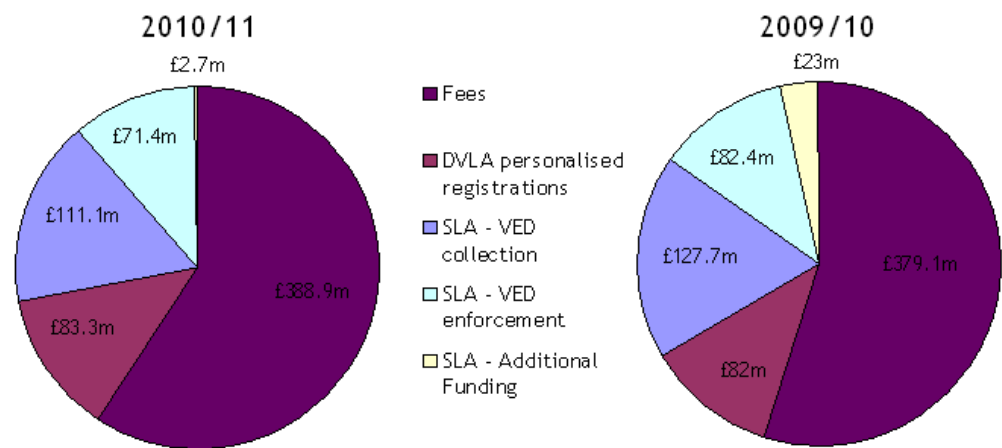
The total gross income for 2010-11 from operations was £657.4 million, some £36.8 million below that for 2009-10, as shown in **Figure 1**.

The biggest contribution to Agency income continued to be from its external activities, through fee income for provision of statutory services (£388.9 million in 2010-11) and from commercial activities, i.e. personalised registrations (£83.3 million in 2010-11).

The reduction in gross income from 2009-10 to 2010-11 was mainly due to a lower volume of vehicle registrations and the reduction in funding received directly from the Department for Transport.

**Figure 1**

**Analysis of 2010-11 Gross Income**



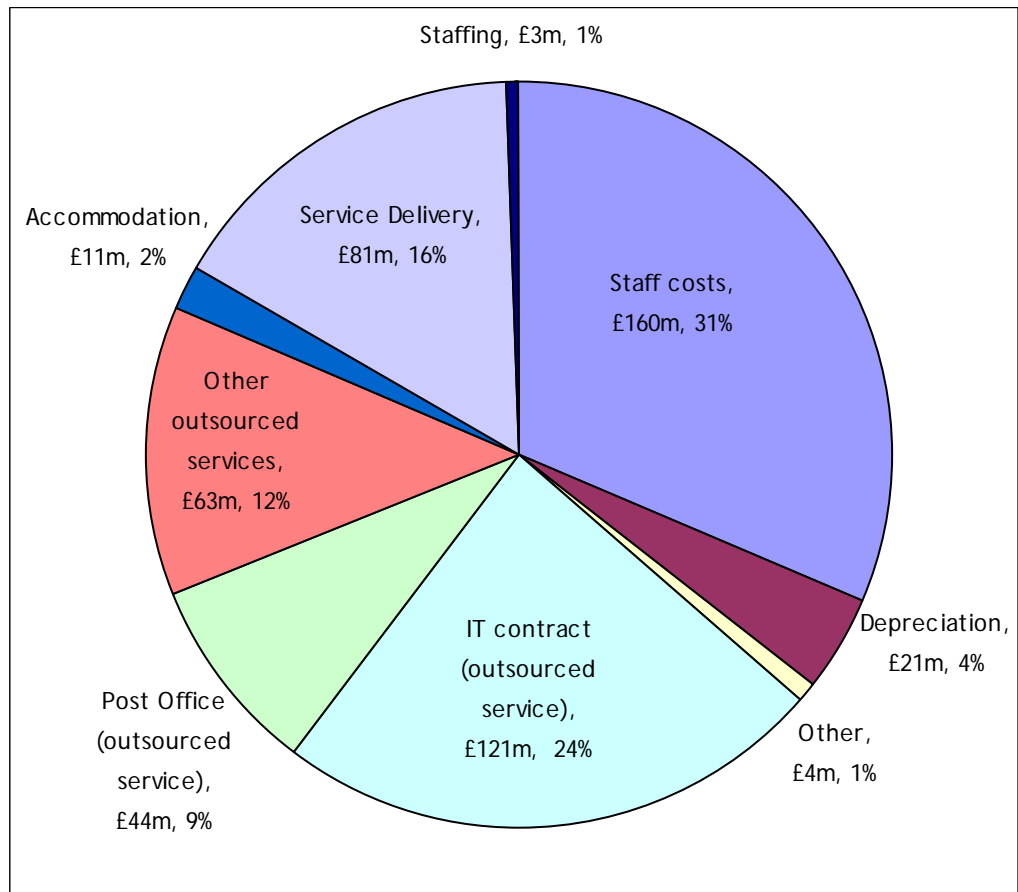
Source: DVLA Annual Report and Accounts 2010-11

**Where the Agency Spends its Money**

The Agency's total operating expenditure dropped from £542.1 million in 2009-10 to £508.5 million in 2010-11, a reduction of 6.2 per cent. Around 45 per cent of the Agency's expenditure was on outsourced services, which includes the IT service delivery contract of £121 million. Almost one-third of expenditure related to staff costs, as shown in **Figure 2** overleaf.

**Figure 2**

**Analysis of 2010-11 Gross Expenditure**



**Notes**

The IT contract is outsourced to IBM/Fujitsu.

The Post Office processes driver and vehicle applications and amendments.

Other outsourced services include Wheel clamping (£17.3m), PFI Estates charge (£17.7m), Northern Ireland – Driver Vehicle Agency (£12m), Medical practitioners (£11.4m) and DfT Shared Services (£4.6m).

Service Delivery includes postal related expenses, publicity and marketing, non-outsourced IT, stationery and printing, purchasing blank driving licence cards, credit card charges, maintenance of machinery and vehicles, consultancy, and professional services.

Source: DVLA Annual Report and Accounts 2010-11



## Vehicle Excise Duty Collection

Vehicle Excise Duty revenues, which are reported separately in the Agency's Trust Statement, amounted to £5.782 billion in 2010-11.<sup>2,3</sup>

### Collection Methods

The Agency collects Vehicle Excise Duty in a number of different ways. While there has been a steady increase in people paying online (Electronic Vehicle Licensing) over the last few years, as **Figure 3** below illustrates, paying via the Post Office is still the preferred choice.

**Figure 3**

### Analysis of Methods of Vehicle Excise Duty Payments, 2007-08 to 2010-11

	2007-08		2008-09		2009-10		2010-11	
	Volume (000)	Percentage	Volume (000)	Percentage	Volume (000)	Percentage	Volume (000)	Percentage
Fleets	1,113	2	1,281	3	1,239	3	1,150	2
Post Office®	28,538	62	26,076	57	23,230	51	22,476	49
Local Office	1,644	4	1,522	3	1,379	3	1,377	3
AFRL	2,576	6	2,075	4	2,211	5	2,129	5
Electronic Vehicle Licensing	12,120	26	15,114	33	17,613	38	18,891	41
<b>Total</b>	<b>45,991</b>	<b>100</b>	<b>46,068</b>	<b>100</b>	<b>45,672</b>	<b>100</b>	<b>46,023</b>	<b>100</b>
Net Outturn (£ billion)	5.2		5.5		5.7		5.7	
Forecast (£ billion)	5.6		5.6		5.6		5.7	

Note

AFRL refers to Automatic First Registration and Licensing undertaken by car dealerships

Source: DVLA Annual Report and Accounts 2010-11

<sup>2</sup> This is comprised of gross tax collected of £5,983 million less refunds of £201 million

<sup>3</sup> See page 93 of the DVLA Annual Report and Accounts 2010-11

## **Strategic Direction**

The Agency's strategic business objective, as set out in its Business Plan 2011-12, is to reduce running costs and drive process efficiency by using the most cost effective channels and intermediaries, while at the same time driving improvements in accuracy. The emphasis for the Agency is to:

- Move from paper to electronic transactions, where this is cost effective and to nudge the public in this direction by making the processes more customer-friendly.
- Move face to face contacts with customers into intermediaries, such as the Post Office, who can then send their data to DVLA electronically.
- Streamline its processes, removing duplication of effort for customers and stakeholders.
- Re-structure internally to support new ways of working more effectively, while ensuring that operations and environmental impacts of all these changes are delivered in a sustainable way.
- Reduce costs and increase efficiency significantly as a result.

## **Recent Developments**

### **Online Processing**

Over recent years the Agency has continued with a reform programme which moves away from a predominantly paper-based business to secure on-line services. In 2010-11, 50 per cent of vehicle licensing transactions and 30 per cent of driver licensing applications were completed on-line.

### **Sickness Absence**

The Agency has reduced sickness absence from a high of 14 days per person in 2005 to 7.12 days in 2011 resulting in some 200 more staff being at work each day, contributing to efficiency gains over this period. The Agency's current sickness absence rate compares favourably with other parts of the public sector (8.1 days), but less favourably with the private sector (5.9 days).<sup>4</sup>

### **Information Technology (IT) Outsourced Contract**

The Agency's contract for IT and transformation services with IBM/Fujitsu was extended to 2015 in November 2009. As part of the renegotiation some services are now provided at a lower cost. In 2009-10 savings were £17.3 million. Cabinet Office led discussions with key government suppliers have also achieved additional savings

<sup>4</sup> This is based on 2010 data.

for the Agency of £6.8 million and £5 million in 2010-11 respectively from IBM and Fujitsu.

### Post Office Ltd

Since 2010-11, 752 post offices began providing services of electronic image capture and detail changes for photocard driving licences, so that new customers requesting a driving licence for the first time do not have to submit a paper based photograph to the Agency.

### Trading Fund Status

The Agency was unique in government in being a Trading Fund that was classified by the Office of National Statistics (ONS) as a central government body in the national accounts. This ONS classification, defining the Agency as a central government body, implied that it should be brought within the Department for Transport's financial reporting boundary, under the HM Treasury's Alignment (Clear Line of Sight) Project. However, as a Trading Fund, the Agency operated outside of the Department for Transport's departmental boundary. To resolve this inconsistency - on the one hand, the ONS classification and on the other, the Agency's legal status - HM Treasury and the Department for Transport agreed to revoke the Agency's trading fund status on 1 April 2011. From that date, the Agency is an Executive Agency of the Department for Transport.

With effect from 1 April 2011, the Annual Accounts of the Agency will now be consolidated into the Annual Accounts of the Department. The Agency will continue to levy its fees and charges to cover the costs of its registration and licensing duties and will receive service level agreement funding to cover the full costs of collecting and enforcing Vehicle Excise Duty.

The Agency's Trust Statement, which reports on the Vehicle Excise Duty revenues collected, will continue to be reported separately in the Agency's Annual Report and Accounts document and will not be consolidated.

### Future Developments

*Data-Sharing* - The Agency aims to seek out cross-Government opportunities for sharing data where there are customer service benefits and in compliance with the Data Protection Act, including the Identity Assurance programme for increasing the security of electronic transactions and the Tell Us Once initiative for address change. This requires working with the Department for Work and Pensions and HM Revenue and Customs.

In 2011-12, the Agency plans to implement a new electronic link with the Department for Work and Pensions to provide identity checks as a new driver record is set up. This will allow more drivers to apply for their driving licence electronically and allow their identity to be proven electronically rather than physically producing

identity documents. This will be linked with cross-checking of photographs held by the Identity and Passport Service, a facility first introduced in 2006 which was cited by the Information Commissioner as an example of good practice.

The Agency has stated that since the identity checks went live in June 2011 the percentage of customers able to complete their transaction wholly on-line has risen from 70 per cent to 82 per cent; with the greatest increase in 'Single Stage' transactions been the applications for a Provisional Licence, up from 14 per cent to 47 per cent.

*Efficiency Programme* - The Comprehensive Spending Review 2007 required the Agency to make efficiency savings of £80.7 million between 2008 -2011. The Agency exceeded the three year efficiency target by delivering £98.2 million savings (£46 million in 2010-11, £32.7 million in 2009-10 and £19.5 million in 2008-09). The Agency must deliver £100 million per annum of cost savings against the 2010-11 baseline agreed with Ministers by the end of 2014-15.

*Mandatory Programme* - The Agency complies with mandatory and legislative changes. Three mandatory changes are the introduction of the European Third Directive for drivers on driver licensing; the implementation of Continuous Insurance Enforcement legislation enacted in the UK in 2006; and, the handling of additional vehicle queries for enforcement on private land when the ability to wheel clamp on private land has been removed.

*Infrastructure Programme* - The Agency plans to deliver changes necessary to maintain and develop its IT infrastructure. The Agency's IT service provision is to be replaced by September 2015, when the current contract extension with IBM/Fujitsu runs out.

*Online activity* - In 2011-12, the Agency plans to increase the range of transactions available online. By 31 March 2012 around a quarter of a million extra customers should be able to renew their photocard driving licences online.

*Litigation* - The Public and Commercial Services Union lodged an equal pay claim against the Agency in 2007 on behalf of DVLA Executive Officers using Driving/Senior Driving Examiners in Driving Standards Agency as the comparators. The Agency does not expect to incur a liability as it has a strong case and will provide a robust argument to rebut the union case. The Agency is unable to reliably estimate the financial impact because of the complexities involved. The outcome of this litigation may also have a significant impact across the civil service.

## Performance against the Agency's Indicators

The Agency either achieved or exceeded five of its six key performance indicators in 2010-11, as shown in Figure 4. Because of delays in the legislative processes, the Agency had to delay the first issue of insurance advisory letters from the planned date of March 2011. The first letters were issued in June 2011.

**Figure 4**

### Agency achievement of Key Performance Indicators

Key performance measures		2010-11	2009-10
<b>Better compliance to support improved road safety</b>			
<b>1</b>	<b>Accuracy (traceability)</b> Maintain the accuracy of the vehicle register so that a registered keeper can be traced from details held on record in 95% of cases	Exceeded 97.8% of cases	Exceeded 97.1%
	<b>Transforming customer service</b>		
<b>2</b>	<b>Customer satisfaction</b> Deliver the 8 DfT Customer Promises	Achieved all 8 DfT Customer Promises	Achieved all 8 DfT Customer Promises
	<b>Improved efficiency and capability</b>		
<b>3</b>	<b>Value for money</b> Complete achievement of the £80.7 million three year target of efficiency savings for 2008-2011 by saving £36.2 million in 2010-11	Exceeded £46 million	Exceeded £32.7 million
	<b>4</b>	<b>Finance</b> Deliver financial performance agreed with DfT to at least balance income against expenditure for the 2010-11 year end accounts	Exceeded £24 million surplus
<b>Contributing to wider government objectives</b>			
<b>5</b>	<b>Collecting tax for the Government</b> Collect over £5 billion of VED (net of refunds) and through enforcement action exceed £100 million in additional VED collected for the period 2008-11	Achieved £5.8 billion and through enforcement action collected £109.5 million	Exceeded £5.7 billion and through enforcement action collected over £45.5million
	<b>6</b>	<b>Improving insurance compliance</b> Introduce Continuous Insurance Enforcement (CIE) and have started to issue Insurance Advisory letters by 31 March 2011	Not Achieved Insurance Advisory letters will not now be issued until June 2011

**Note**

The Department for Transport (DfT) Customer Promises are as follows: (1) Provide a full response to enquiries quickly (2) Provide a full response to complaints quickly (3) Respond to telephone calls promptly and endeavour to resolve all enquiries at the first call (4) Use reliable and accurate methods to measure customer satisfaction on a regular basis (5) Provide our customers with information that is clear, accurate and complete (6) Ensure that our staff are polite and friendly to customers at all times and understand our customer needs (7) Make information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge (8) Make particular efforts to identify hard to reach and disadvantaged groups and individuals and have developed our services in response to their specific needs.

## Service Delivery

The table below shows that all the customer service measures for DVLA were met in 2010-11, **Figure 5**.

**Figure 5**

### Agency achievement of customer service measures

**Customer service measures**

	Target 2010-11	Result
<b>Driving Licences</b>		
To deliver a first driving licence within 8 working days	98%	✓
To deliver a vocational licence within 8 working days	98%	✓
To deliver an ordinary driving licence within 10 working days	97%	✓
To deliver a digital tachograph renewal in 14 working days	98%	✓
<b>Medical investigations</b>		
To conclude a simple case within 15 working days	88%	✓
To conclude a complex case (one that requires further medical investigation) within 90 working days	85%	✓
<b>Vehicle registration document</b>		
To deliver a first registration document, excluding cherished transfers, within 14 working days	95%	✓
To deliver a change on a registration certificate within 14 working days	95%	✓
To deliver a registration document from an application (notifying changes to the registration certificate) within 30 working days	95%	✓
<b>Vehicle Excise Duty refunds</b>		
To deliver a refund due within 30 working days	95%	✓
<b>Customer service</b>		
To answer call demand	95%	✓
To deliver quality of service in the Contact Centre	85%	✓
To answer an email within 3 working days	95%	✓
Keep average local office queuing time to no more than 15 minutes	15:00	✓
To deliver a Cherished Transfer within 7 working days	95%	✓
<b>Customer complaints</b>		
To acknowledge a complaint within 1 working day	100%	✓
To maintain or improve on last year's performance sending a substantive response within 10 working days	98%	✓
<b>MP correspondence</b>		
To acknowledge correspondence within 1 working day	98%	✓
To maintain or improve on last year's performance sending a substantive response within 7 working days	98%	✓
<b>Overall target</b>	<b>To achieve 17 of 19</b>	<b>Exceeded 19 of 19</b>

Source: DVLA Annual Report and Accounts 2010-11

The service measure “to deliver a digital tachograph renewal in 14 working days” was introduced in 2010-11. Also the measure “to deliver quality of service in the Contact Centre” replaced “answering 82 per cent of calls routed out of VOICE” in 2008-09. All other service measures have been the same since 2006-07, however targets relating to medical investigations and MP correspondence have changed slightly since 2006-07. The Agency has met all its customer service targets each year since 2008-09.

## Capability and Leadership

The Civil Service People Survey aims to provide consistent and robust metrics to help government understand how it can improve levels of engagement across the Civil Service. As part of this survey, civil servants across all participating organisations are asked a range of questions across nine themes which seek to measure their experiences at work. The Agency’s most recent results are shown in **Figure 6** and are broadly consistent with the civil service average.

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**Figure 6**

### 2010 Civil Service People Survey: DVLA

Staff satisfaction survey - average mark per category	DVLA 2010 (%)	Civil Service 2010 (%)
My work	60	71
Organisational objectives and purpose	81	81
My line manager	67	64
My team	76	77
Learning and development	38	43
Inclusion and fair treatment	72	73
Resources and workload	75	73
Pay and benefits	31	37
Leadership and managing change	38	37

Source: DVLA Civil Service People Survey – Autumn 2010, available from [www.dft.gov.uk](http://www.dft.gov.uk)

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## Part Two

### Financial Management

The ability of Agencies to control costs and drive out waste requires professional financial management and reporting. In particular, Agencies need to be better at linking costs to services and benchmarking performance to determine whether costs are justified and value for money can be improved. Organisations also need to move their risk management arrangements from a process-led approach to one which supports the efficient and effective delivery of services. Organisations have to publish Statements on Internal Control<sup>5</sup> with their Annual Financial Statements which describe their arrangements for risk management, internal control and governance.

#### Financial Outturn for 2010-11

The DVLA Business Plan for 2010-11 forecast an operating surplus of £95.3 million. However, while exceeding its income expectations by £5.2 million, the Agency instigated a number of cost reduction measures which contributed to the Agency's final operating surplus of £148.9 million, **Figure 7**.

#### Enforcement

For 2010 the Department for Transport estimated that Vehicle Excise Duty was evaded on 0.9 per cent of vehicles (2009: 0.7 per cent) with a loss of around £46 million (2009: £32 million). A proportion of the estimated evasion will be recovered through the Agency's enforcement activity or through the back-licensing of vehicles to cover the untaxed period.

The costs of enforcement for 2010-11 were £71.4 million as against the budget of £74.7 million. This reduction has included such items as marketing and publicity.

<sup>5</sup> From 2011-12 government entities will produce a Governance Statement rather than a Statement on Internal Control.



**Figure 7**

**Financial Outturn**

INCOME	Forecast (Business Plan) 2010-11 £ million	Outturn (Annual Accounts) 2010-11 £ million
Statutory fee income	365.7	388.9
Commercial fee income	77.8	83.3
Service Level Agreements with DfT and other Agencies	201.0	182.5
Other income	8.2	2.7
<b>Total income</b>	<b>652.7</b>	<b>657.4</b>
<b>EXPENDITURE</b>		
Staff costs	166.3	160.0
Agents' fees	83.9	90.1
IT charges	135.8	133.0
Accommodation	34.5	28.9
Consultancy and professional services	4.5	3.3
Postage and printing	44.3	37.6
Depreciation	24.2	20.3
Other costs	63.9	35.3
<b>Total Expenditure</b>	<b>557.4</b>	<b>508.5</b>
<b>Operating Surplus</b>	<b>95.3</b>	<b>148.9</b>

Source: DVLA Annual Report and Accounts 2010-11

### The NAO's Report on Vehicle Excise Duty Systems

The report examines whether the Agency has in place adequate regulations and procedures for Vehicle Excise Duty to secure an effective check on the assessment, collection and proper allocation of revenue, and that they are being duly carried out. Our key findings for 2010-11<sup>6</sup> were:

- That the systems for collecting Vehicle Excise Duty through a range of channels (including Post Office branches, Local Offices, Electronic Vehicle Licensing and Motor Dealers), were robust and operated effectively throughout the year.
- While no major control weaknesses were identified, we made several recommendations to strengthen the systems, particularly on IT access and delegated responsibilities. The Agency was aware of these issues, from its own financial risk review carried out in 2010-11. A project (known as the Identity and Access Management Systems) has commenced to address a number of the Agency's business needs including the issues identified.
- The Agency uses a number of measures to deter and detect Vehicle Excise Duty evasion, ranging from sending out reminder letters to issuing penalty notices. The percentage of penalty notices pursued by the Agency has increased from 14 per cent in 2007-08 to 67 per cent in 2010-11. However, the proportion of those pursued who do not pay has also increased from 10 per cent to 53 per cent over the same period, indicating that the Agency needs to do more to increase the amount it collects from the cases it pursues.
- In April 2010 the Agency introduced a late reminder letter to keepers of vehicles that had been unlicensed for two weeks. The letter is a final push to compliance before enforcement action commences. The reminder letters have contributed to a reduction in penalty notices issued from 813,000 in 2009-10 to 584,000 in 2010-11, a fall of 28 per cent, and therefore have been effective in tackling non-compliance.
- The 2007 Comprehensive Spending Review set the Agency a target for 2008-2011 to collect an additional £100 million of Vehicle Excise Duty, over the three year period, through direct enforcement action. As at 31 March 2011 the amount collected was £109.5 million

<sup>6</sup> See DVLA Annual Report and Accounts 2010-11 – Appendix 1 - for full report.

## **NAO Financial Audit Findings**

The Comptroller and Auditor General has given an unqualified audit certificate on the both the Agency's 2010-11 Business Accounts and the 2010-11 Trust Statement.

Our financial audit findings did not highlight any significant deficiencies in the control environment. However, we made a number of minor observations and recommendations designed to improve some internal processes.

## **Issues Raised in the Statement on Internal Control**

The Statement on Internal Control in the Agency's Annual Report and Accounts is where the Chief Executive and Accounting Officer comments on the controls that are in place to support the Agency's governance, risk management and stewardship of public funds and assets.

We have worked with the Agency to improve its published Statement on Internal Control. We aim to ensure that the process by which the Statement is produced is robust and that the Statement complies with Treasury guidance; and also that it reflects our knowledge of the Agency's operations that we acquire as part of our audit of the financial statements. From 2011-12, government entities will produce a Governance Statement rather than a Statement on Internal Control.

There were no significant system weaknesses identified by the Agency in the Statement on Internal Control reported in the 2010-11 Annual Report and Accounts. However, the Agency provided the following updates on matters reported in the 2009-10 Statement:

**Theft of Vehicle Registration Stationery (V5Cs)** - During 2006, DVLA rejected a batch of V5C forms due to incorrect colour printing, returning them to its suppliers as they believed they could overprint to the correct quality. This proved impossible and the supplier sent the forms, as specified in their contract, to a secure third party destruction facility. The forms were stolen during either transit or destruction, and some of the stolen forms were used to provide fraudulent documentation for criminals. DVLA have now commenced legal action to recover the costs of reissuing all V5C forms in a new format (an activity for 2011-12).

**Safeguards against supplier insolvency** - DVLA had one instance, early in 2010-11, of potential loss from supplier insolvency, reported in the Statement on Internal Control for 2009-10. The subsequent investigation indicated this to be an isolated case of non-compliance with procedures rather than a systemic weakness. The controls have now been significantly strengthened. Negotiation with administrators and new investors has so far mitigated the losses down from £3.1 million to £1.7 million.

# Appendix One

## Reports by the NAO where DVLA is mentioned since 2007

Publication Date	Report Title	HC Number	Parliamentary Session
30 June 2011	Vehicle Excise Duty - The Comptroller and Auditor General's Report to the House of Commons		DVLA Annual Report and Accounts 2010-11
22 July 2010	Vehicle Excise Duty - The Comptroller and Auditor General's Report to the House of Commons		DVLA Annual Report and Accounts 2009-10
16 July 2009	Vehicle Excise Duty - The Comptroller and Auditor General's Report to the House of Commons		DVLA Annual Report and Accounts 2008-09
21 July 2008	Vehicle Excise Duty - The Comptroller and Auditor General's Report to the House of Commons		DVLA Annual Report and Accounts 2007-08
23 May 2008	Shared services in the Department for Transport and its agencies	HC 481	2007-08
16 January 2008	Electronic service delivery in the Driver, Vehicle and Operator Agencies in Great Britain	HC 204	2007-08
19 July 2007	Vehicle Excise Duty - The Comptroller and Auditor General's Report to the House of Commons		DVLA Annual Report and Accounts 2006-07
08 June 2007	The management of staff sickness absence in the Department for Transport and its agencies	HC 527	2006-07

## Where to find out more

The National Audit Office website is

[www.nao.org.uk](http://www.nao.org.uk)

If you would like to know more about the NAO's work on the Driver and Vehicle Licensing Agency, please contact:

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