Vehicle Certification Agency

Vehicle Certification Agency Business Plan 2026 to 2027

For the period 1 April 2026 to 31 March 2027





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Introduction from Richard Judge

Non-executive Chair

I am pleased to introduce the Vehicle Certification Agency's 2026–27 Business Plan. It sets out our priorities and targets for the year ahead and explains how we will measure our performance against them.

The VCA supports the Government's priority of economic growth by enabling vehicles to be placed on the market efficiently and reliably, while maintaining public confidence in their safety, security and environmental performance.

Over the coming year, we will contribute to this priority by:

- Delivering certification to the highest standards, supporting an industry that makes a significant contribution to the UK economy.
- Maintaining the effective operation of the GB type approval scheme, ensuring approvals are issued in a timely manner and that the scheme continues to respond reliably to industry demand.
- Continuing to build the capacity and capability needed to support delivery of the Automated Vehicles Act (AVA) Implementation Programme, with preparation for and delivery of the
- pre-AVA pilots an immediate priority.
- Supporting the development of the future type approval framework for automated vehicles, working closely with colleagues in the Department for Transport to help unlock the growth potential of this sector and build public confidence in the technology.
- Alongside these priorities, the VCA Board will continue to strengthen the organisation and deliver our recently agreed strategy. Our focus will be on creating a modern, efficient and customer-focused service that supports growth across the automotive sector. To achieve this, we will:
- Deliver changes to the VCA's fees and take further action to ensure on-going alignment with the principles of Managing Public Money.
- Continue to review our overseas locations to ensure they align with strategic priorities, reflect our risk appetite and deliver value for money.
- Continue to strengthen core systems, processes and capabilities to support efficient and effective delivery.
- Build and maintain a skilled, diverse and flexible workforce, with a particular focus on the capabilities required for future technologies and effective succession planning.

Together with my non-executive colleagues, I look forward to supporting the agency in delivering these ambitions over the coming year.

Dr Richard Judge, CEng FIMechE | Non-executive Chair



Introduction from Pia Wilkes

Chief Executive Officer

Welcome to the Vehicle Certification Agency (VCA) Business Plan for 2026-27, which outlines an ambitious agenda for the coming year.

Over recent years we have worked incredibly hard to introduce a new Great Britain (GB) specific type approval scheme in collaboration with policy colleagues within the Department for Transport (DfT). We recently passed a very significant milestone, which saw manufacturers of cars, vans, and trucks migrate to the full scheme. The February 2026 deadline passed without event, which bears testament to the efforts of my team, Department colleagues, industry and industry trade bodies. This year we will focus on the next phase of implementation.

A critical factor in successful delivery is our ability to think strategically and plan. Nowhere has this been more evident than in our approach to changing technologies. The Automated Vehicles Act 2024 established a new legal framework for enabling the use of automated vehicles on the roads and in other public places in Great Britain. We have invested significantly to ensure that we have the right skills and capacity to be ready for the opportunities and challenges that this will bring. This has meant we have been able to inform the development of the legislative framework from a place of deep specialist knowledge. What it also means is that we are ready to play a pivotal role in supporting the delivery of the automated vehicles piloting scheme on our roads. This financial year may well see the first applications for such trials, so our preparatory work has set us up well.

Other priorities this year include the continued strengthening of our systems and processes that underpin a modern, delivery-focused organisation. Our ongoing change programme is at the heart of this initiative and will take further steps forward this year, both in terms of digital and process improvements.

This is an incredibly exciting time for the agency, and I feel privileged to lead it. I look forward to working with dedicated colleagues to deliver the aims set out in this business plan over the coming year.

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Pia Wilkes CBE | Chief Executive and Accounting Officer

> ***We have invested significantly to ensure that we have the right skills and capacity to be ready for the opportunities and challenges that this will bring. This has meant we have been able to inform the development of the legislative framework from a place of deep specialist knowledge.***

Who we are and what we do



Who we are and what we do

1.1 **Vehicle Certification Agency**

The Vehicle Certification Agency (VCA) is an Executive Agency of the Department for Transport (DfT) and receives its corporate sponsorship through the International Vehicle Standards (IVS) division.

The VCA performs the following core activities:

1.2 **Vehicle Type Approval**

The VCA is the designated UK Type Approval Authority (TAA) and is responsible for ensuring that new on and off-road vehicles, systems, and components have been designed and constructed to meet national and international standards for safety, security, and environmental protection. Type approval testing is carried out on production samples of a type of vehicle, system or component, rather than testing each product.

As well as being the UK Type Approval Authority, the VCA is also a designated Technical Service. This means that we can both test a product and issue the resulting certification.

Approval is a pre-requisite of first registrations and/or putting a product onto the market. As such this process is a critical enabler for trade, and growth, which is a key government objective. We play a critical role in ensuring that manufacturers can get their products to market, whilst ensuring that they meet the right standards.

The standards that underpin the type approval regime are constantly changing and as such we are evolving with them. Nowhere is the pace of change more evident than in the field of connected and automated vehicle technology. We have invested significantly in our skill base to ensure we are ready for the opportunities and challenges this presents. Our expertise in this area has also significantly supported the development of a regulatory framework to support deployment in a safe and trusted way.

1.3 **Conformity of Production (CoP)**

This is an integral and essential part of the certification process, and approval cannot be granted without suitable CoP arrangements being in place. CoP provides confidence to industry, government and consumers that vehicles or components covered by the regulations are manufactured in accordance with the approved specification and that measures are in place to ensure ongoing compliance.

The CoP process involves an initial evaluation of manufacturing quality processes to ensure that each product is built in accordance with the approved specification. Ongoing conformity is assessed throughout the manufacturing life of a product. This will involve manufacturing site visits and reviewing relevant records. Where evidence of non-compliance is discovered, this will be rigorously investigated, and the appropriate steps taken to ensure conformity is restored.

We recognise the importance of a robust regime which ensures that all new vehicles are safe, reliable and deliver the expected environmental performance. Where concerns of non-conformity are raised through non-CoP related activities such as “whistle blowing” we will take all reasonable actions to investigate the non-conformance and where necessary take action to bring the vehicle, system, or component back into conformity; and where appropriate work with other agencies to ensure a product remains in conformity. We are clear that only fully compliant vehicles or components should be offered for sale. Where non-conformance occurs, the manufacturer should rectify any issues at the earliest opportunity, in accordance with the relevant provisions of the type approval legislation. Where a manufacturer cannot or will not take the necessary steps to bring products back into conformity, the VCA may suspend the Conformity of Production status. This suspension would prevent vehicles being registered. Ultimately steps may be taken to withdraw an approval, in accordance with the relevant type approval legislation.We recognise the importance of a robust regime which ensures that all new vehicles are safe, reliable and deliver the expected environmental performance. Where concerns of non-conformity are raised through non-CoP related activities such as “whistle blowing” we will take all reasonable actions to investigate the non-conformance and where necessary take action to bring the vehicle, system, or component back into conformity; and where appropriate work with other agencies to ensure a product remains in conformity. We are clear that only fully compliant vehicles or components should be offered for sale. Where non-conformance occurs, the manufacturer should rectify any issues at the earliest opportunity, in accordance with the relevant provisions of the type approval legislation. Where a manufacturer cannot or will not take the necessary steps to bring products back into conformity, the VCA may suspend the Conformity of Production status. This suspension would prevent vehicles being registered. Ultimately steps may be taken to withdraw an approval, in accordance with the relevant type approval legislation.

1.4 **Market Surveillance**

The Government is committed to enforcing vehicle safety and environmental standards. A Market Surveillance Unit exists within the Driver and Vehicle Standards Agency (DVSA) to check that vehicles and components available on the UK market comply with the legislative requirements to which they were approved.

The VCA plays a critical role in providing expert engineering resources to support this work. This will continue in 2026-27, ensuring that the right skills are available to support constantly evolving standards and technology.

1.5 **Certification of Dangerous Goods Packaging**

The VCA also administers the operation of a scheme for the certification of packaging used for the carriage of dangerous goods in the UK. The dangerous goods team is also responsible for the appointment of suitably qualified test and inspection bodies to conduct inspections of tanks and pressure receptacles in accordance with the international agreement on the carriage of dangerous goods by road (“ADR”) and the UK carriage regulations. It also operates a telephone and email enquiry service on behalf of the DfT and undertakes several technical and advisory functions in connection the UN based dangerous goods transport regulations.

1.6 **Civil Traffic Enforcement**

The VCA undertakes several certification schemes for organisations carrying out civil traffic enforcement activities using camera-based systems. The largest of these is a statutory scheme undertaken on behalf of DfT covering local authorities enforcing bus lane, parking and specified moving contraventions in England. This, and the other certification schemes mentioned below, involves a compliance assessment of the applicant's system design against the relevant requirements. The aim of the assessment is to ensure that the system can provide images of sufficient quality and integrity to act as the primary evidence in settling any appeal. The other schemes that the VCA undertake are for the Welsh Government, Clean Air Zones in England, Low Emission Zones in Scotland and two free flow tolling schemes including the Dartford Crossing.

1.7 **Data Provision**

The VCA collects and publishes fuel consumption, CO2, noise and regulated pollutant data for new cars, underpinning the Vehicle Excise Duty and Company Car Tax schemes. Accessed through GOV.UK, the data tools continue to be popular with consumers, with hundreds of thousands of users over the last year alone. This supports Government's strategic drive to reduce exhaust emissions by providing consumers with the information they need to make informed choices.



Plans for 2026 to 2027



Plans for 2025 to 2026

The following sections outline our plans for this financial year, and these support the core pillars of our strategy:

- Being the best at what we do
- Being ready for the future
- Working effectively with external partners
- Sharing our expertise
- Managing public money and agency resources

The table at 2.3 highlights the main performance measures that we have agreed with the Department for 2026-27.

Our services

We have a critical role to play in ensuring that vehicles and their systems and components meet internationally agreed standards, providing confidence to consumers and regulators alike.

2.1 **Product Certification**

Demand for our core certification activity remains high and is expected to increase still further over this year because of remaining GB scheme applications. We are

working hard to meet this demand. As outlined above, our product certification area has benefited from the introduction of a digital portal to support the administration aspects of this process. We will provide further improvements to the portal

throughout this year, including responding to user feedback. Ultimately, this is helping us to manage workflow more efficiently.

2.1.1 **Technical Services**

Our Operations Department (Technical Service) is integral to the approval process, offering essential technical expertise to conduct testing in accordance with both national and international standards. For the current financial year, our primary objective is to sustain and expand our capabilities, ensuring that we have appropriately qualified and competent personnel available as needed.

The demand for our Technical Services is experiencing sustained growth, fuelled by heightened global interest in Electric Vehicles, especially across the US, European, and East Asian markets. We are well-positioned to deliver comprehensive support to manufacturers within these key regions.

Furthermore, we will actively enhance our capabilities as the technology landscape evolves. This approach will enable us to remain prepared for future developments and contribute effectively to policy formulation supporting essential advancements.

2.1.2 **Statutory Operations**

Our Statutory Operations department includes Type Approval Certification and Conformity of Production teams. Together these departments play a critical role in ensuring that the approvals issued by the VCA meet and maintain the expected quality standards and legislative requirements for GB, UK(NI) and UNECE schemes.

Statutory Operations has an ambitious programme to achieve excellence in service delivery, ensuring approvals are issued to the required quality standards and within timeframes that meet the needs of the automotive industry.

2.1.3 **Type Approval Certification**

The Certification department delivers the final type approval package to the automotive industry to enable registration or placing on the market of the product for which approval is sought. The Type Approval Certification team supports this through compliance checks, including the review of test evidence to confirm legislative requirements are met, prior to issuing the final approval.

Given the global nature of the automotive industry, type approvals will be delivered through three key locations: our offices in the UK (Bristol and Midlands Centre), Japan and the USA, as well as through our partnership with the Driver and Vehicle Licensing Agency (DVLA) in Swansea.

2.1.4 **Conformity of Production**

Conformity of Production (CoP) verifies the effectiveness of a manufacturer's ongoing assessments and the measures they have in place to ensure continued compliance of production with the type approvals that have been granted.

The CoP Department will identify further opportunities to improve efficiency and effectiveness, building on experience gained in delivering an accredited ISO 17021 CoP scheme.

2.1.5 **Technical Policy Development and Interpretations**

The Regulatory & Technology Group (RTG) leads on technical policy and regulatory affairs in support of our type approval activities. The group comprises sub-teams of technical specialists and regulatory experts, each focusing on specific technical areas.

The department also undertakes a number of operational activities such as the issuing of Vehicle Special Orders and End-of-Series Derogations for vehicles that cannot comply with type approval regulations. They are also responsible for the designation of Technical Services for type approval activities, and the management and maintenance of our regulatory information systems.

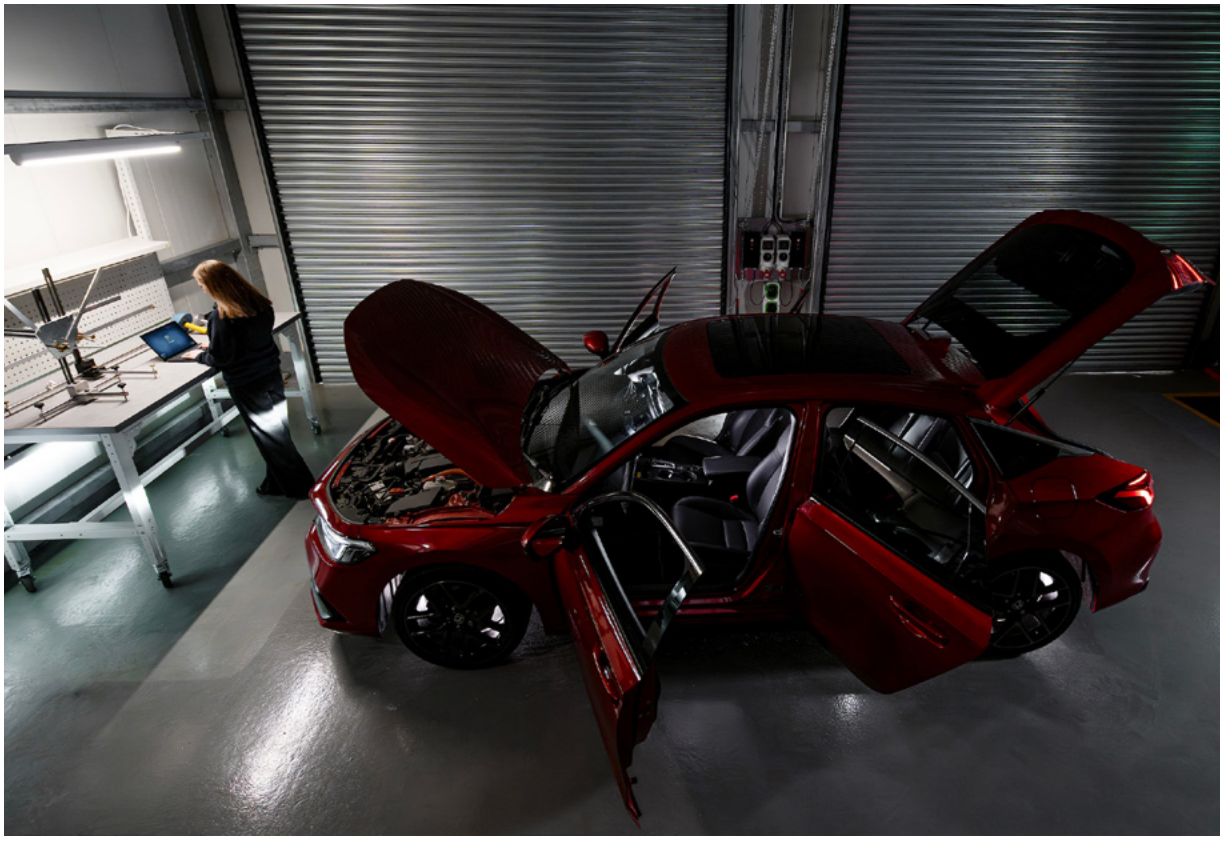
2.1.5.1. **Propulsion Technologies**

The Propulsion Technologies Group (PTG) leads on policy and skills development for propulsion technologies and other environmental subjects within the VCA. PTG is also responsible for the planning and delivery of the annual VCA in-service conformity (ISC) programme. In addition, PTG supports the Driver and Vehicle Standards Agency (DVSA) in the delivery of market surveillance activities and supports the Office for Zero Emission Vehicles (OZEV) in the delivery of zero emission vehicle grant scheme a

2.2. **Connected and Automated Vehicles**

The Automated Vehicles Act 2024 establishes a new legal framework to enable the use of automated vehicles on roads and in other public places in Great Britain. The VCA will play an active role in supporting the implementation of this framework. The Act places safety at the heart of the roll-out of self-driving vehicle technology and positions the UK as a world-leading market in this sector, which is projected to be worth £66 billion by 2040.

We have been supporting the Centre for Connected and Autonomous Vehicles (CCAV) in the development of policy through the Government's cross-department 'AV Act Implementation Programme', providing technical input across the relevant policy workstreams. A key deliverable for 2026-27 will be the operational delivery of pre-Automated Vehicle Act assessments for automated vehicle trials. We will operationally be responsible for the approval and authorisation elements of the process and will also support the in-service requirements through its knowledge and expertise of approved technology.



Category	VCA Measure	In 2026 to 2027	
1. Our Services	1.1 GB and UK(NI) Type Approval Certificates to be issued no later than 20 working days from technical clearance and/ormanufacturers submission of application for approval. This is true unless a longer period has been agreed to meet manufacturers' expectations. Certificate issue is predicatedon appropriate Conformity of Production (CoP) arrangements being in place.	Above Expectations	> 97%
		Target	92-96%
		Acceptable	86-91%
		Threshold	85%
	1.2 UNECE Type Approval Certificates to be issued no later than 10 working days from technical clearance and/ or manufacturers submission of application of approval. This is true unless a longer period has been agreed to meet manufacturer's expectations. Certificate issue is predicated on appropriate Conformity of Production (CoP) arrangements being in place.	Above Expectations	> 97%
		Target	92-96%
		Acceptable	86-91%
		Threshold	85%
	1.3(i) Certificates of Compliance to be issued no later than 10 working days following the completion of the Conformity of Production audit and the appropriate closure of all non-conformances raised.	Above Expectations	> 97%
		Target	92-96%
		Acceptable	86-91%
		Threshold	85%
	1.3(ii) Communicate the agreed Conformity of Production audit findings no later than 5 working days following the completion of the audit	Above Expectations	> 97%
		Target	92-96%
		Acceptable	86-91%
		Threshold	85%

Category	VCA Measure	In 2026 to 2027	
1. Our Services	1.4 UN packaging approval certificates to be issued within 21 days of receipt of a valid application.	Above Expectations	> 97%
		Target	92-96%
		Acceptable	86-91%
		Threshold	85%
	1.5 VCA customer satisfaction survey score to be 90% or higher.	Above Expectations	> 97%
		Target	92-96%
		Acceptable	86-91%
		Threshold	85%
	1.6 VCA's CAV team will be ready to support the delivery of the automated vehicles piloting scheme on GB roads.	By March 27	
2. Changing our agency	2.1 Deliver a replacement for our existing legislation library.	By March 27	
	2.2 Deliver a replacement for our existing Quality Management System.	By March 27	
	2.3 Deliver a system to collect and make available electronic Certificates of Conformity information for new cars, vans, trucks and trailers.	By January 27	

Category	VCA Measure	In 2026 to 2027
3. People	3.1 Apprenticeships - The VCA values apprenticeships and the benefit they provide to individuals and the Agency. We will enrol 11 apprentices during the 2026/2027 financial year.	By March 27
	3.2 Diversity and Inclusion - The VCA values the diversity of its staff and recognises the importance of having a diverse and inclusive workforce. We will monitor pay equity across the organisation and will continue to report on an annual basis on the distribution of Local Recognition Awards by grade, ethnicity, and gender, to enable us to identify any areas of concern and support fairness and equity in dispensation.	By March 27
4. Sustainability	4.1 Develop a strategy to articulate how we will support the drive to Net Zero, including a roadmap and timelines.	By March 27



3.1 **Finance**

Demand for our services remains at a high level and is expected to increase this year as a new vehicle category (trailers) comes into the scope of the full GB type approval scheme in February 2027.

Like other parts of government, the VCA has committed to ambitious budget and resource targets to meet the overall government objective to lower costs and create a more productive and agile state. We have already made good progress with this through efficiency savings, including activities such as modernising our internal processes and systems, and greater use of digital tools and automation. This work will continue over the life of this Business Plan and the years to come.

We are also operating in a context where the fees we charge for our services are no longer sufficient to cover costs, having not increased since 2006. This has meant that the investment required to prepare for and deliver new schemes has resulted in a financial deficit over recent years. Our core services have been protected as best as possible through efficiencies implemented to date and careful resource management, and customer feedback remains largely positive. However, the combination of capped fees and constrained resource has put, and continues to put, pressure on delivery.

As work on pilots of automated vehicles ramps up over the coming year, alongside continued higher volumes of work associated with the GB type approval scheme, effective prioritisation of our work and resource will therefore be needed alongside the ongoing efficiencies if the Agency is to continue to deliver its wide range of other statutory and business-critical functions. This can only be achieved with investment in systems and appropriately skilled staff, and without this we will inevitably need to prioritise core business activity and critical statutory functions.

During the 2026-27 financial year we will continue downward pressure on our financial deficit through a combination of additional income and efficiencies. We have also consulted on an increase to certain fees, some of which have not been subject to an increase for 20 years. A fee increase will support the managing down of our current deficit and help us return to full cost recovery, in line with HM Treasury guidance on Managing Public Money, which is rightly a priority.

3.2 **Blueprint for Moden Digital Government**

Over recent years we been engaged in a significant exercise to transform our services. We now have a digital portal to support applications for our services and allow customers to view the progress of their work. This digital service has played a significant enabling role in supporting our capacity to deliver the additional demand for our services because of GB scheme requirements.

Over the coming year we will continue our efforts, delivering 3 priority projects, including:

- A replacement for our aging legislation library
- Replacement of our existing Quality Management System
- A system to collect and make publicly available electronic Certificates of Conformity for new vehicles.

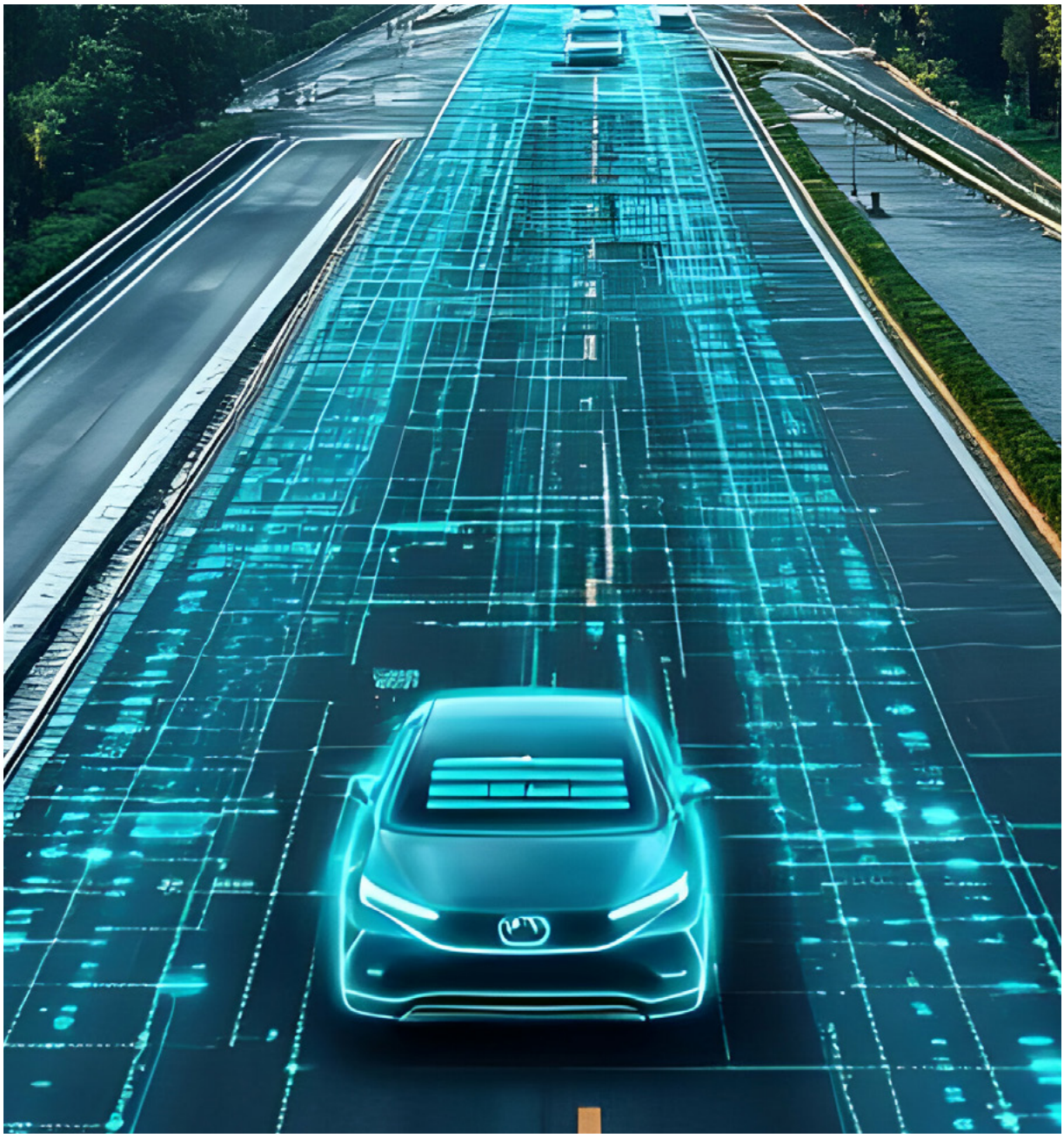
As well as digitising services, we are continually looking at processes to ensure that they are as streamlined and efficient as they can be.

4.1 **Quality**

Quality is rightly at the heart of everything we do. We expect the highest standards from those we work with but also expect them of ourselves. In support of this, we recognise the importance of accredited management systems, as a framework to measure ourselves against. This is also important to give our stakeholders trust and confidence in what we do.

We hold accreditation to ISO 17025 for our laboratory operations, ISO 17020 for our inspection activities and ISO17021 for our Conformity of Production activities. These valued accreditations will be maintained, and scope expanded to meet the changing legislative landscape as required. During the year we will also develop and agree a clear plan for our accreditations to ensure that we have the right coverage.

We will also continue to deliver our ongoing internal quality audit plan during the year and back this up with external audits from the Government Internal Audit Agency (GIAA).



Delivering the plan



Supporting delivery of the plan

5.1 **Human Resources**

During this year, we will build on our current people processes in alignment with the wider Government HR strategy and in support of the Civil Service core values.

As part of this we will maintain strong relationships with the Department and its agencies, sharing best practice and working collaboratively to provide a great place to work. This collaboration will be key to the way we shape the future HR landscape in terms of recruitment and onboarding and attracting the rights skills into the agency to deliver for our stakeholders.

A priority will be to initiate several training and development opportunities to empower our leaders, including the provision of line management training on key policies and procedures. We will also develop our teams, always improving and equipping our staff to provide the high-quality service expected of us. This includes relaunching the successful Operational Delivery Pathway and LEAP Leadership programme. We will draw on these initiatives but also unite them to provide a focused staff development agenda tailored to the agency's ever-changing needs.

We understand the great development opportunities that apprenticeships can offer our staff and the variety of ways that they could be used within the agency. We will renew our promotion of apprenticeship learning across the VCA via our dedicated apprenticeship intranet page.

We have worked to create and will continue to develop additional content for the intranet hub, and this gives us a great platform to provide our staff with much improved access to our HR news and guidance updates. We have developed comprehensive guidance on pensions, reasonable adjustments, reward and recognition, and many others. The intranet provides a live communication

stream for people news, initiatives, and success stories, allowing all our staff to be involved, no matter where they are.

We remain committed to our focus on health and wellbeing of our people. We have put in place various well-being initiatives including online well-being sessions, flu vaccinations, health checks and online sessions highlighting what support is available from our employee assistance provider. We have also improved our wellbeing intranet page, creating an employee wellness hub which highlights information relating to who our mental health first aiders are, tips on managing stress, support with financial wellbeing, staff networks, and improving health and wellbeing.

To maintain, and where necessary to grow our workforce, we have worked to improve our recruitment processes. We now have a corporate induction programme, ensuring new employees receive a well-structured induction when joining the agency.

We will also endeavour to refine and improve our recruitment processes to meet the needs of candidates and hiring managers.

This year we will begin partnership working with external organisations, developing a work experience programme which is tailored to young people and adults, drawing attention to the various career opportunities available with the agency. We will work with our Corporate Affairs team in developing our employee value proposition to further develop our ability to attract great people and build on our reputation as a great place to work. The HR intranet page will remain updated with guidance so that employees can access training material more effectively.

5.2 **Diversity**

Creating an inclusive culture is the most sustainable way of helping people to feel safe, happy, and more productive at work, making the organisation a great place to be for all. We remain committed to being a diverse and inclusive organisation, celebrating our individual differences. This will involve focusing on collecting and monitoring our data. We want to ensure that every line manager has the skills, knowledge, and behaviours they need to build inclusive teams that allow everyone to thrive.

We will work with DfT in moving towards a range of agency and department objectives that support the Civil Service Inclusion Strategy.

We will further develop partnerships with charities and stakeholders to understand how we can open career opportunities for a range of diverse groups. This year, we will gather socio-economic and diversity data for all our employees. This will enable us to address any areas of concern and work towards creating a workplace that is reflective of the society in which we live.

Menopause and neurodiversity support groups have been established within the organisation which continue to grow successfully and inform further support within the agency. The HR team will proactively work with support groups to develop any necessary guidance, information and support.



5.3 **Estates**

The Estates team covers several key areas of the Agency. These include the management of Health & Safety, Facilities Management (FM), Sustainability, Vehicle Fleet and Physical Security.

As a priority we will meet all statutory compliance obligations that are required by law in our areas of responsibility and strive to meet exemplary standards of 'Best Practice' wherever possible. For our daily operations, we aim to ensure that the running of our estate provides a safe and pleasant working environment that supports operational delivery in both a sustainable and efficient way. We also aim to provide the best facilities possible for anyone using our sites to ensure that their occupational health, wellbeing, and mental health needs are catered for. We compliment this by providing further specific information through staff engagement, trained support and the provision of specialist equipment where required.

In support of the Estates function, we attend appropriate DfT forums where key issues are discussed and best practice shared. We also work in partnership with the other DfT agencies to manage a DfT estate-wide Total Facilities Management Contract (TFM). The service will, with the direction of our Estates team, deliver a safe, cost-effective and timely management service of our FM requirements.

The environmental sustainability of the VCA estate and operations is a key focus for the Agency. Great progress continues to be made in reducing the VCA's emissions and associated environmental impacts in this area, building on our achievements. With our ongoing pledge to meet the latest Greening Government Commitment (GGC) we continue to move towards our ultimate goal of achieving net zero status. During the 2026-27 financial year we will develop our strategy to move to a net zero position. Over the 2026-27 reporting year and beyond we will focus on not only meeting the targets imposed upon us but aiming to surpass them by:

- Using modern sustainable materials when carrying out building repairs and refurbishments
- Introducing improved management systems and controls where benefit can be achieved
- The procurement of more efficient technology across the agency
- Researching and assessing potential green energy solutions from both known and innovative technologies for use on our sites

In addition to this we are on track to meet the Government Fleet Commitment to electrify all our fleet by late 2027 and have a clear plan as to how we achieve this.

5.4 **Digital, Data and Technology**

To support the VCA's strategic objectives, this year we will:

Continue to improve our user experience by:

- Supporting our business transformation with an integrated digital platform through the inclusion of time recording, expenses, and billing
- Supporting the delivery of a new digital service to replace ourexisting legislation and technical knowledge content platform, providing a modern and intuitive knowledge base for both internal use and our customers
- Further enhance the digital services support our core certification activities
- Further developing our use of Artificial Intelligence and automation by making more use of existing tools and applying Agentic AI where appropriate
- Delivering new collaboration and conference technology
- Continuing to build on our service management capability, extending the use of IT Service Management tools to cover problems, changes and asset management
- Improving our digital portal based on customer feedback and extending the service to our other business areas including a new legislation library for our subscribers

Increase the value of our data by:

- Advancing the skills and knowledge of our people to make use of our new reporting capabilities and reporting platform
- Improving the quality of our data via an assessment and a data quality improvement plan

Protect our staff and digital technology from cyber threats by:

- Continuing to build on user awareness
- Ensuring all services are secure by design in line with central government standards
- Comply and accredit against the GovAssure standard

Develop our Digital, Data and Technology (DDaT) skills across the VCA by:

- Changing our ways of working to fully utilize the new digital services being delivered
- Continuing to develop the skills framework for staff in Digital Services & Technology
- Increasing the digital dexterity of our people allowing us to be more collaborative, think analytically, and make creative use of technology



DfT / VCA target	2026 to 2027
Prompt payment - Payment of invoices within 5 working days.	90%
Freedom of Information – Provide a response within 20 working days.	90%
Parliamentary Questions – Provide a response by the due date.	100%
Ministerial Correspondence – Provide a response within agreed DfT timescales.	95%
Official Correspondence – Provide a response within 20 working days.	80%

