Agile Service Design and Management
MOT Case Study
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A little about DVSA

- 4,400 Employees
- 500 Sites
- £360 million
- 5 Admin Sites

Driver & Vehicle Standards Agency

Department for Transport

AN AGENCY WITHIN DfT
Interactions with DVSA

- 42 million MOT TESTS PER YEAR
- 1.9 million THEORY TESTS
- 1.6 million DRIVING TESTS
- 833,000 HGV/PSV MOT TESTS PER YEAR
- 77,000 HGV OPERATOR LICENCES
- 9,500 PSV OPERATOR LICENCES
The MOT Service

23,000 GARAGES

80,000 USERS

£65 million REVENUE

£6 billion CAR TAX COLLECTION

42 million TESTS PER YEAR

30 million PASSES PER YEAR

£35 AVERAGE MOT FEE

£1bn+ WORTH OF TRANSACTIONS
The changes we made

- Empowered the project executive
- Flattened and simplified the reporting structure
- Removed project from a complex programme delivery structure
- Scheduled weekly executive progress meetings
- Defined responsibilities and remit to make decisions
- Agreed additional funding requirements
- Briefed widely on progress, plans and risks
- Relentless focus on minimum viable product
- Set up a performance team to tune the application
- Included security team in the sprint teams
- Focused on the path to live
- Communication, communication, communication
- Staged transition with cloud provider migration
- Commitment to iterate the service post MVP
180 releases since September 2015

Run cost reduced by 50%

Reusable learnings for next service

“As reviewers, we conclude that this is one of the best agile projects we have seen in flight in government to-date, and can be seen as an exemplar of the benefits of working collaboratively in an agile way.”

GDS PEER REVIEW | May 2016
My journey

1960s
- MOT Paper-based system
- Decision to ‘computerise’

1999
- MOT 1 Computerised mainframe system

2005
- Decision to move to ‘multi-vendor’ model

23 September 2015
- MOT 2 In-sourced cloud system
- MOT SERVICE
Three core questions to answer

What is the service?

What will we measure to run & improve the service?

How do we run the service?
Receive service from the supplier

Understand service through Service Catalogue and process mapping

Operate and maintain service aligned to DVSA

Run and improve the service
Service Catalogue

PUBLIC SERVICE

- Provide MOT History – API and Web
- Support doing a cherished transfer
- Share data with DVLA Electronic Vehicle Licensing
- Respond to Police and Trading Standards
- Respond to Freedom of Information request

GARAGE SERVICE – CORE

- Support conducting of an MOT Test (IT, Contingency & Security)
- Respond to MOT Complaint or Appeal
- Sell and Return Slots
- Provide metrics to enable garage management (e.g. test performance)
- Administer Account (Tester/AE/AEDM)

GARAGE SERVICE – ENABLING

- Authorise people
- Authorise businesses and premises
- Rate risk of poor quality testing
- Provide support and enforcement interventions
- Make regulatory decisions and perform disciplinary action
- Maintain syllabus
- Create and maintain training availability
- Authorise training accreditation body
MVP

Basic model
£26,000

Desired model
£35,000
• Deliver excellent **digital by default services** that meet user needs and deliver Government and Agency transformation objectives

• Use Agile methodologies, governance and continuous delivery principles to **release benefits early and often**

• **Build sustainable capability** to support, operate and improve digital services at lower investment, without relying on outsourcing

• Create an empowered, can-do, **delivery-focused culture** invested in creating measurable benefit, value, and meeting researched user needs
Complex delivery portfolio

MOT  
Major DbD service (£2bn+) – underpins £6bn car tax revenue

OLCS  
Operator licensing for commercial vehicles

Commercial Vehicle Services  
Testing commercial vehicles

Driver and Rider Services  
Practical driving test and associated services
MOT Delivery Journey

- MOT Project Delivery and Retire Legacy MOT Service
- Beta to Live Phases
- Agile Governance
- Portfolio View: Multiple Backlogs
- Feature Delivery
- Matrix Capability
Agile Governance – ‘right things, right ways, right capability’

This underpins and de-risks:

- Digital Portfolio Delivery
- Service Transformation
- Agency Business Transformation
- Building Sustainable Capability
- Technology Modernisation
Agile governance

- Basics – processes to enable DVSA to do the **right things** in the **right ways** with the **right capabilities**
- Service Management (‘the business’) decides ‘**what**’ needs to be done
- Delivery (DS&T) decides ‘**how**’ it will be done, ‘**delivers**’, and manages the budget/plan/vendors
- We value meeting user needs & ‘delivery’. Delivery is working software – ‘Done’ stories delivered to Live, every sprint
- Consistent, proactive **Service Design** process helps avoid doing the ‘**wrong thing**’ – ‘wrong thing’ is expensive with T&M contracts
- We value ceremonies with substance – effective Agile ceremonies, proactively governed, everyone contributing, clear vision, and an empowered ‘deliver value’ culture
Service design

- ‘Right thing, right way’ process – critical and central part of Agile Governance
- Everything we do considers ‘value’ and is based on data insight and user needs
Service design

Insight
- Review data with service design and service team
- Generate actionable insights
- Present to service and delivery leads
- Align new actions with backlog

User Research
- Plan it in and align with backlog
- Support Epic Discovery
- Do point research to validate insights
- Prioritise field research where we can
- Speak to a mix of users across the digital inclusion scale

Data
- Combine Performance Analysis, Business Analysis and Service Design
- Interpret data from various sources
  - legacy – paper, Management Information, historic trends
  - live service analytics – from private beta onwards
  - call centre data – first and second line support trends
  - social media
  - surveys

Design
- Work from insights and research
- Review dependencies
- Do more research if needed
- Define solution - including information and technical architecture
- Size Epic and finalise stories

Build and Test
- Include:
  - Tech build (DevOps)
  - In-sprint assurance (functional and non-functional, security)
  - In-sprint acceptance testing (functional and non-functional)
  - Documentation
  - Final integration tests
- Plan release and inform stakeholders
- Change Advisory Board
- Communicate business change

Improve
- Take on learning from last cycle
- Start a new epic

Deploy
- Release to live
- Prove in live
- Monitor use
- Communicate business change
Feature delivery – new ‘currency’

- Service backlogs aligned to features
- Features are transactional journeys
- We research user needs and map transformation outcomes to features
Feature delivery – portfolio view

- Multiple backlogs, common priority, common service design principles (data and research)
- Matrix the capability (especially service design and ops)
- Move from monolithic project legacy approach
- Benefit aligned to Features – Discovery>Live
The next few years

• Deliver (at pace!) successful **business transformation** through an excellent **digital by default service** portfolio (MOT, OLCS, CVS, DRS…)

• **Innovation** – AG.2, feature delivery and aligned benefit, matrix our capability, continuous delivery, blue/green deployment. MVP strategic tech in-project. **MORE ‘firsts’**

• Use Agile methodologies, governance and continuous delivery principles to deliver and release benefit on a feature level

• **Build sustainable capability**, graduate recruitment and training, apprenticeships, more Agile/DevOps roles across the portfolio, proactive enablement by vendors

• Create a proactive, empowered, **delivery-focused culture** invested in meeting researched user needs
Thank you