



Driver & Vehicle
Standards
Agency

Agile Service Design and Management

MOT Case Study

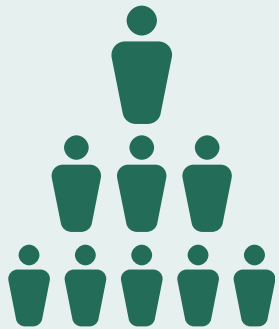
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A little about DVSA



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



833,000
HGV/PSV
MOT TESTS PER YEAR



1.9 million
THEORY TESTS



1.6 million
DRIVING TESTS



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

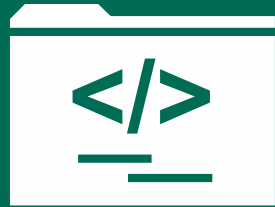
Communication, communication, communication

Staged transition with cloud provider migration

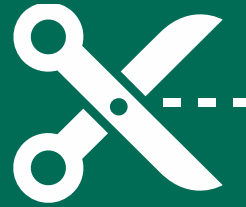
Commitment to iterate the service post MVP



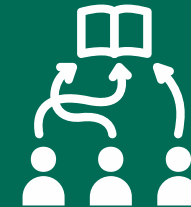
Outcomes achieved



180 releases since
September 2015



Run cost
reduced by 50%



Reusable learnings
for next service

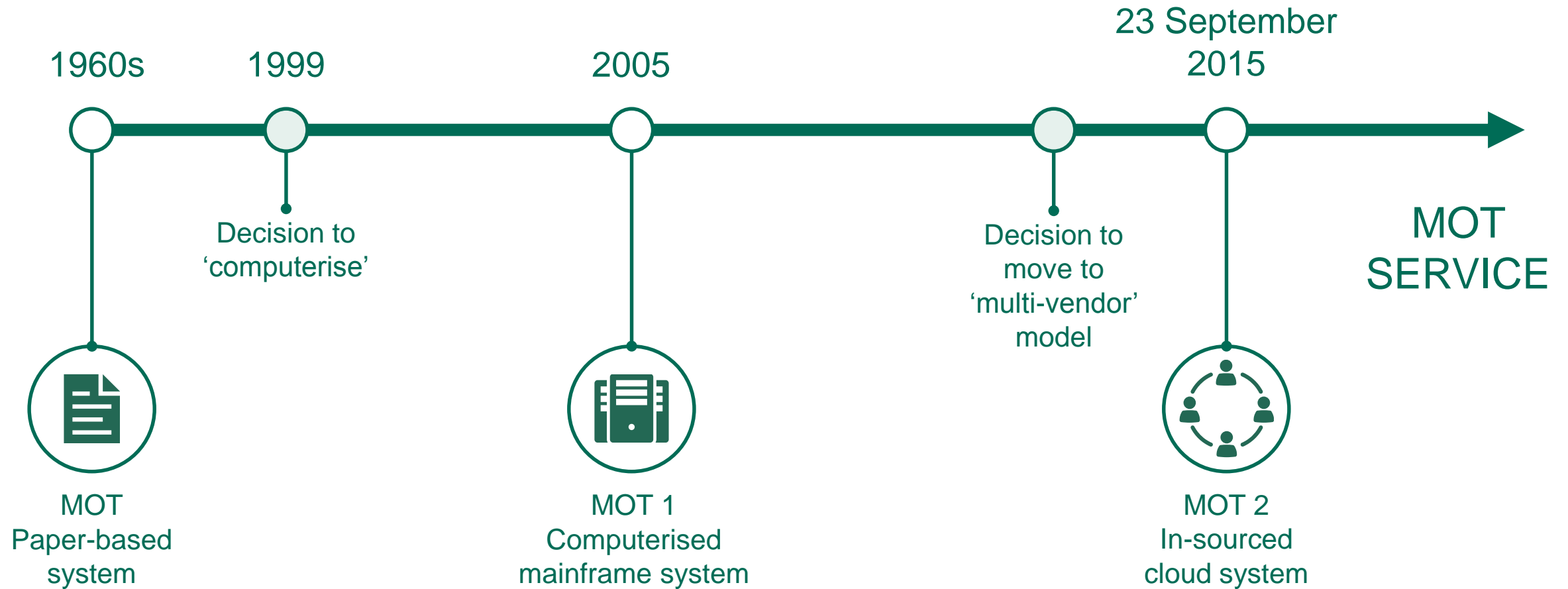
“

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.

”

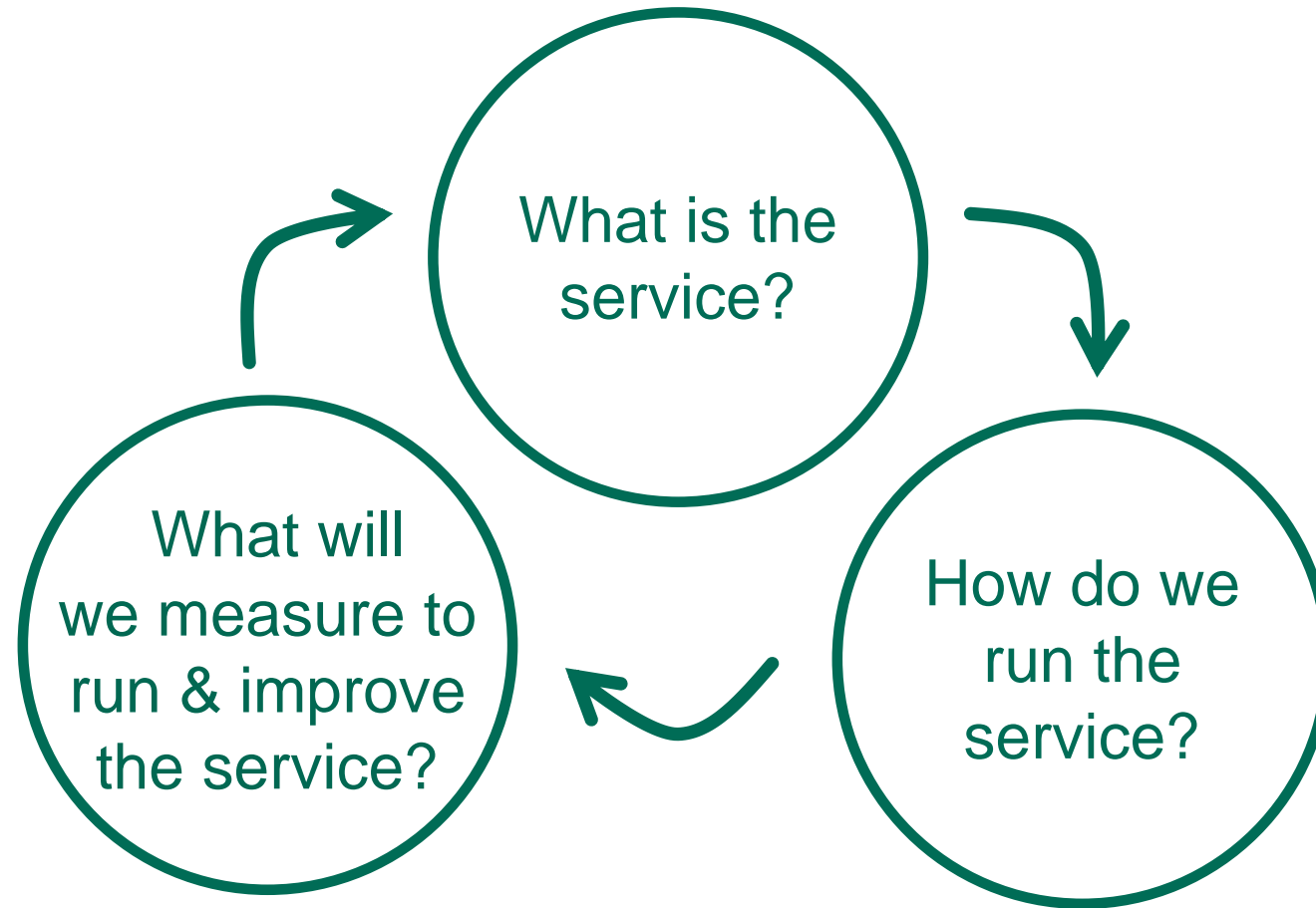


My journey





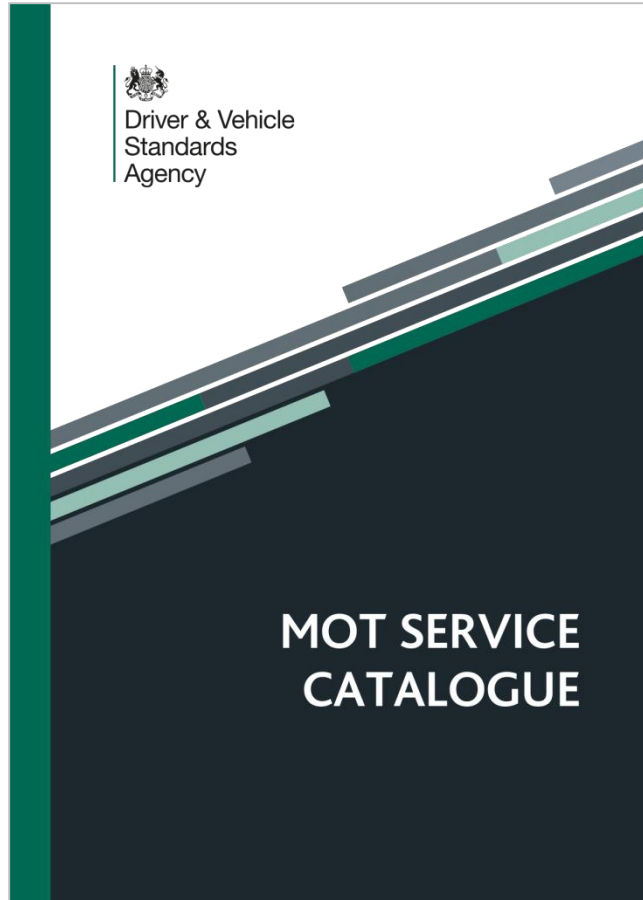
Three core questions to answer







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

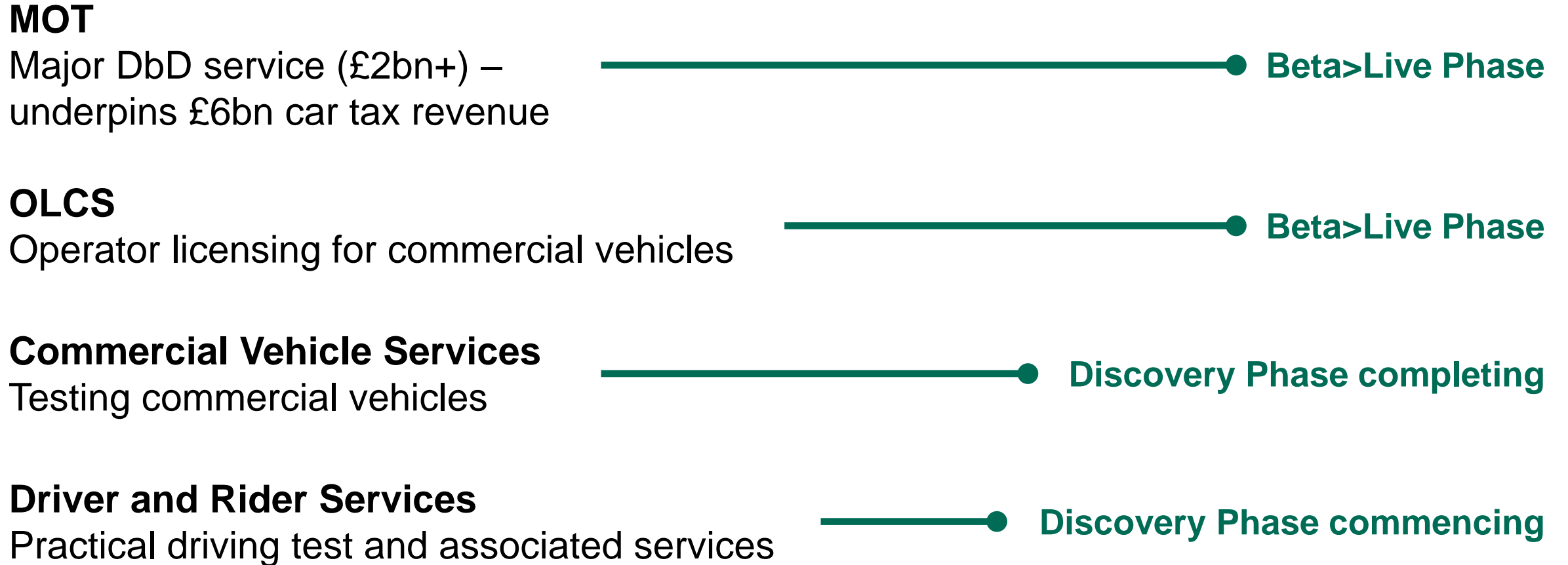


DVSA Digital – what we do

- 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

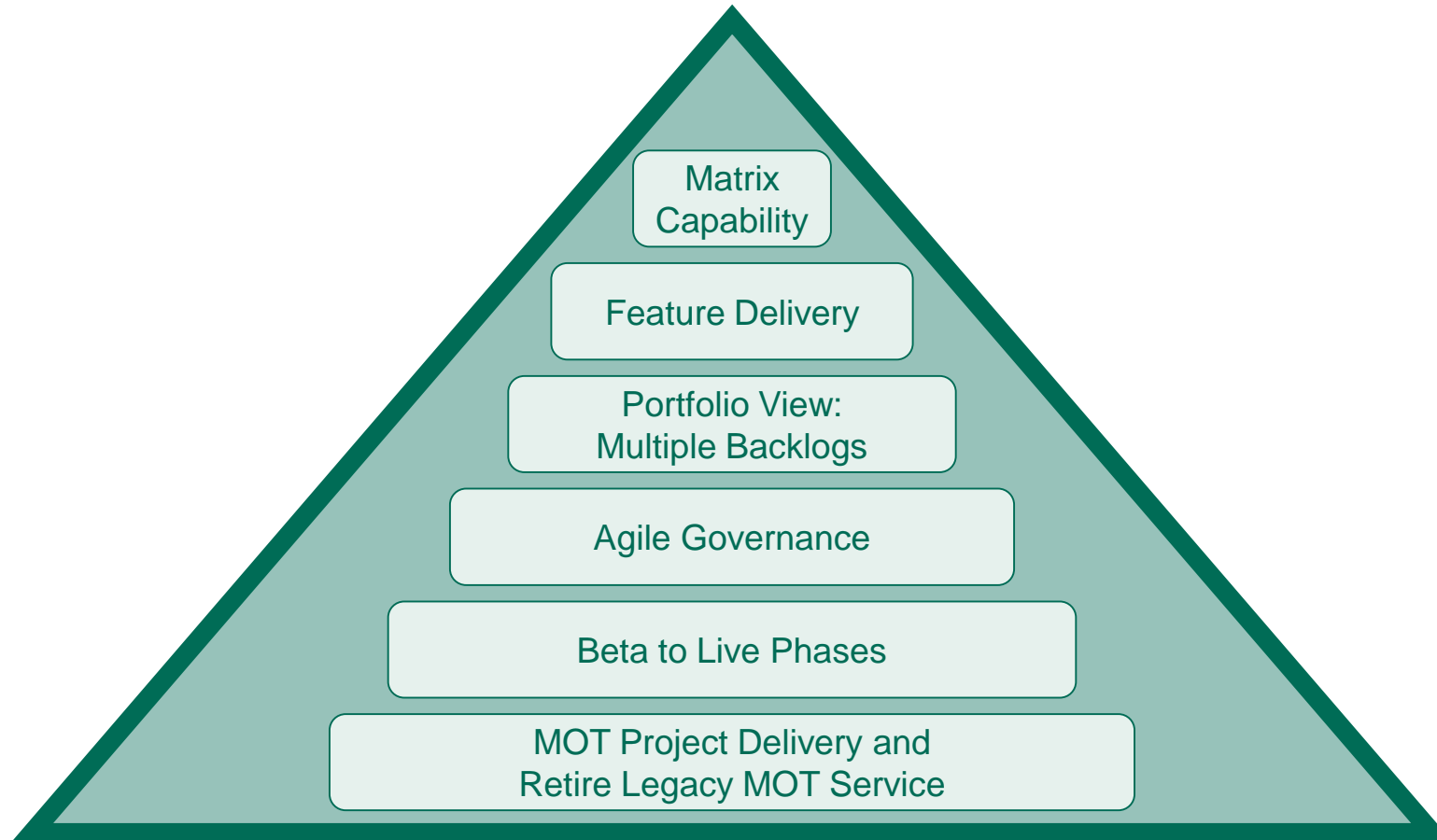


Complex delivery portfolio





MOT Delivery Journey





Agile Governance – 'right things, right ways, right capability'

This underpins and de-risks:

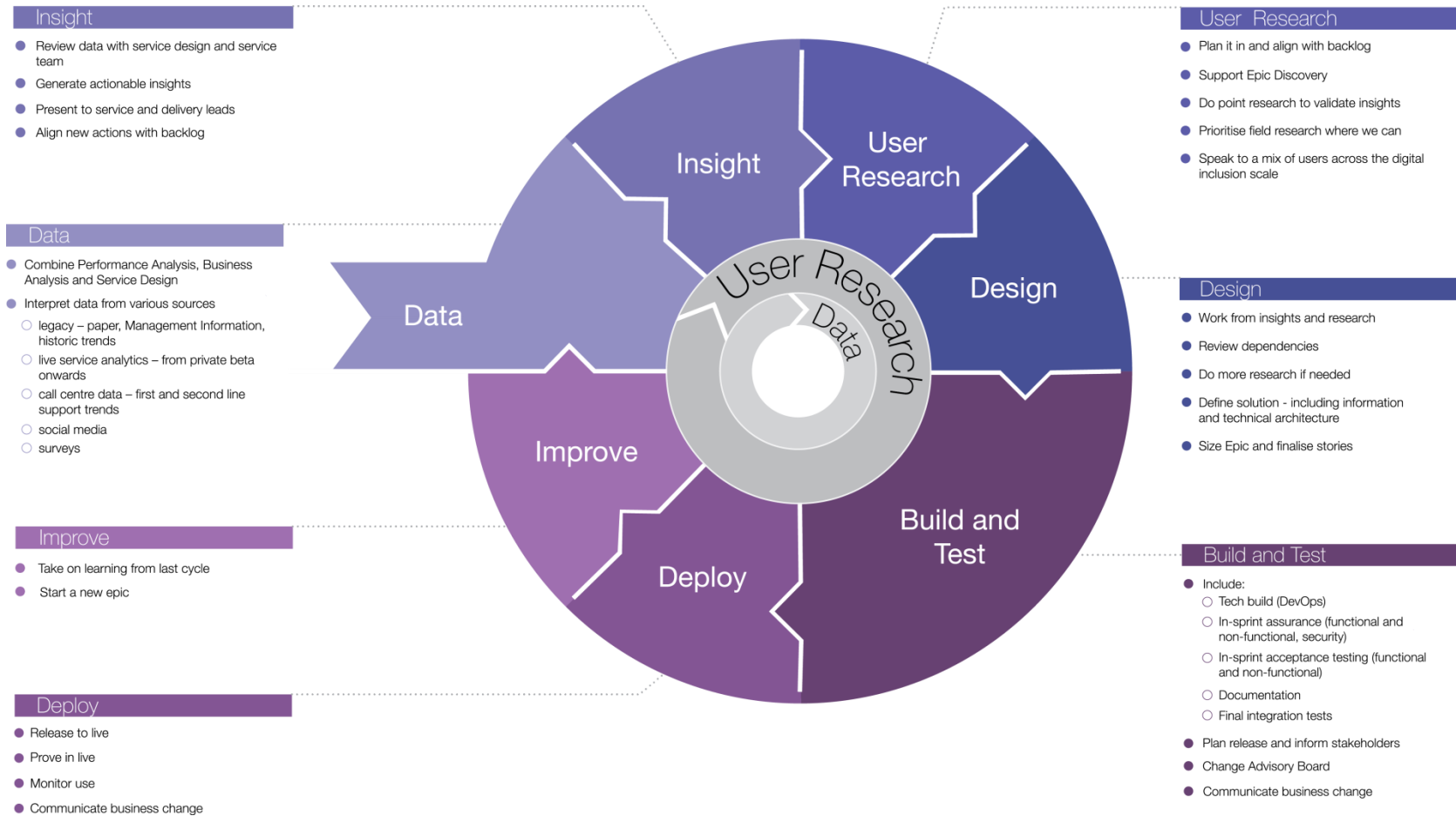
- Digital Portfolio Delivery
- Service Transformation
- Agency Business Transformation
- Building Sustainable Capability
- Technology Modernisation



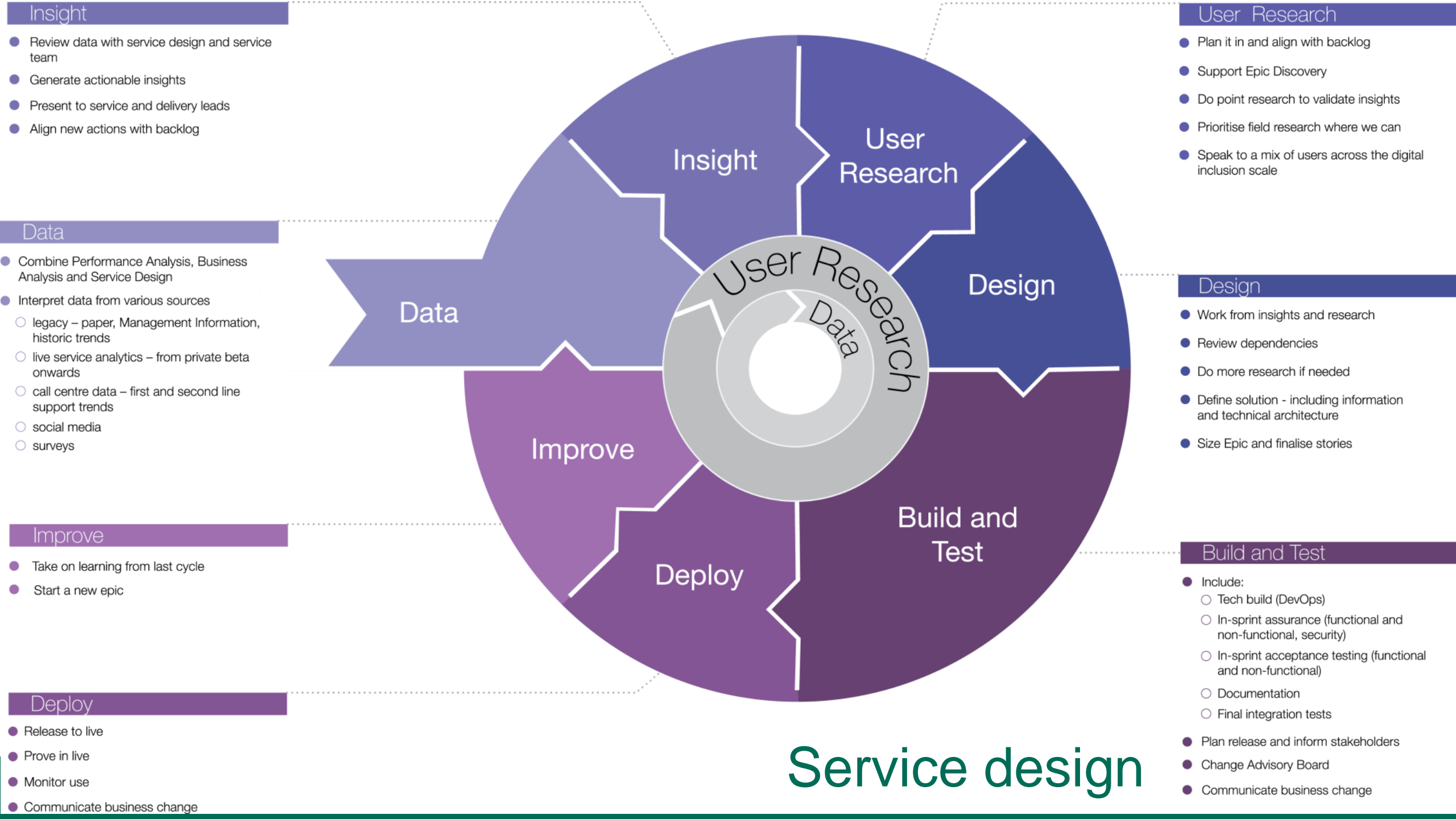
- Basics – processes to enable DVSA to do the **right things** in the **right ways** with the **right capabilities**
- Service Management ('the business') decides '**what**' needs to be done
- Delivery (DS&T) decides '**how**' it will be done, '**delivers**', and manages the budget/plan/vendors
- We 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

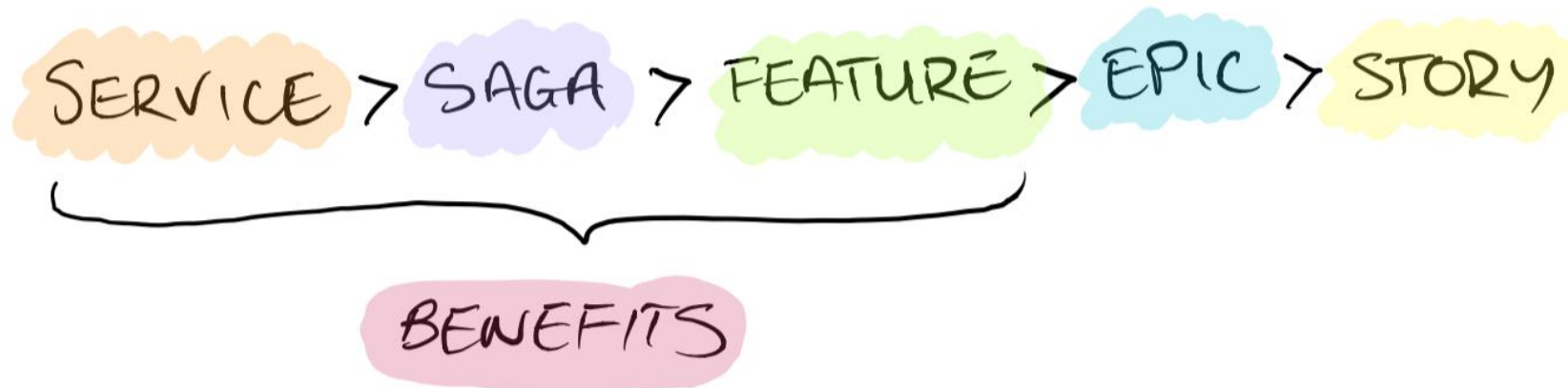


- ‘Right thing, right way’ process – critical and central part of Agile Governance
- Everything we do considers ‘value’ and is based on data insight and user needs





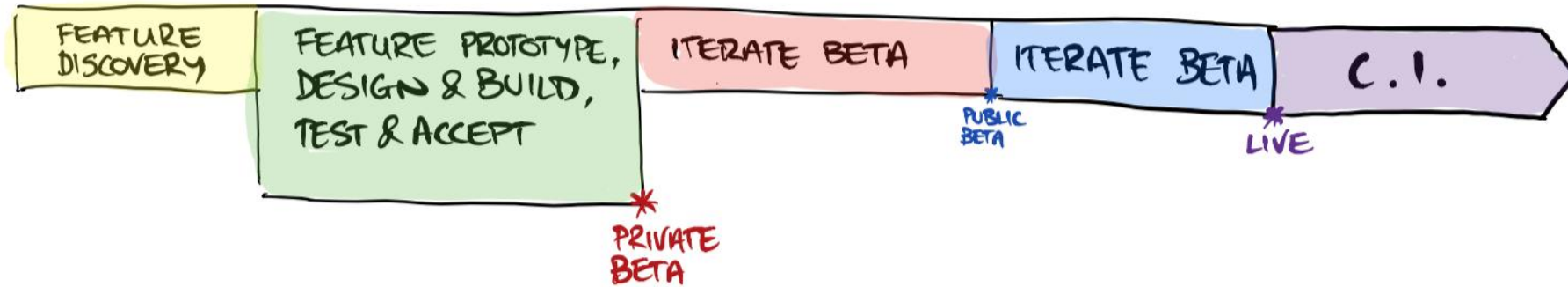
Feature delivery – new ‘currency’



- 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