

High level technology vision and capability mapping



The Driver and Vehicle Licensing Agency (DVLA), holds over 48 million driver records and over 40million vehicle records. They collect around £6 billion a year in vehicle excise duty (VED)

Background

The DVLA has rolled out new digital services and done away with paper artefacts, whilst passing on cost savings to customers. It continues to drive efficiency and explore new ways to put digital technology at the heart of service delivery. Importantly, DVLA has recently exited its long-

standing outsourced IT contract. The insourcing of people and the newfound freedom to choose digital direction are liberating for the agency – and herald an exciting new era. However, there is much to do.

The challenge

The DVLA must maintain business as usual as it becomes a truly digital organisation; it supplies critical services, underpinned by UK and EU law. Rapid progress in modernising its service delivery is expected by users, government, and the DVLA's leadership.

It needed to set out a realistic vision, which can be practically and immediately put into action (thus avoiding the need to continue to patch the legacy architecture). And the vision must convince other parts of government that DVLA is the logical choice as a modern and efficient multi-channel service provider.

DVLA engaged Methods to develop an enterprise-wide technology vision to include:

- Capability map (further developed from the Wardley Maps already in existence)
- Architectural principles and data standards
- Roadmap for delivery of new architecture
- Commentary and analysis on how the new digital vision will play across strategy, governance, people, organisational design and culture
- Risk management and indicative costing

Methods' approach

Mapping: 64 business services were described by the DVLA. Although these business services didn't map directly to user needs, DVLA architects identified a subset of these business services as candidates for a mapping exercise to gain some situational awareness about the technology the DVLA offer. The Wardley mapping technique required training sessions which were held with Simon Wardley:

- ▶ To understand the concepts behind Wardley mapping, and to begin to map DVLA services
- ▶ To learn how to interpret the maps, and understand strategic opportunities that they revealed

DVLA architects mapped nine services, facilitated by Methods, which helped support the DVLA IT strategy, and inform the technical architecture review.

Technical architecture: A technical architect was employed specifically to review the DVLA IT strategy and offer expertise on migration options. The architect used a number of sources to make his observations:

- ▶ Interviews with DVLA architects, Deloitte and security experts
- ▶ Examining available collateral (Wardley maps, other documentation provided by DVLA)
- ▶ Prior knowledge and understanding of the Governments Technology and Digital Strategy gained from working in GDS

Benefits



Skilled resource able to map the business using Wardley's technique, leading to a better situational awareness for DVLA



Identification of shared technical capabilities, leading longer-term to cost reduction as redundant capabilities are phased out



Challenge to elements of the digital strategy, proving a useful alternative view



Useful pointers and suggestions for technical improvements to be made