

DVLA drives major business transformation with IBM.

Overview

■ The Challenge

To transform the business from process-focused to citizen-focused while developing new business opportunities and improving operational effectiveness and efficiency

■ The Solution

The current work programme puts in place systems and structures which will facilitate moving to an on-demand model for delivering the IT services across the Agency. This change is supported by the development of a business culture which encourages innovation and team working

■ The Benefit

The programme will deliver the strategy, systems and culture the Agency needs to respond to changes in its environment, for example growing customer expectations for multi-channel access to Government services and growing employee expectations for more rewarding and stimulating work environments.

The Driver and Vehicle Licensing Agency (DVLA) is a key executive agency within the UK's Department for Transport. It contributes to safer, cleaner motoring, maintains accurate driver and vehicle licensing and registration records and provides supporting services to achieve reduced crime, improve road safety and create a better environment. This involves the collection of £4.6 billion in vehicle excise duty, and holding 39.5 million driver records and 31.9 million vehicle records. It also helps combat vehicle related crime.

The Agency is under pressure from numerous business imperatives – from the Government's modernisation agenda, rising customer expectations, European harmonisation and potential commercial competition. DVLA also has a business development agenda, aiming to pursue new opportunities linked to congestion charging and the possible support of identity cards, which will help it support the wider UK Government agenda. Clearly, good IT plus the right organisation, structure and culture is vital to support this.

Partnerships in Government

Recognising the importance of partnership working for stimulating change DVLA established Partnership Achieving Change Together (PACT) to deliver an agenda for facilitating its aims.

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– Clive Bennett, DVLA Chief Executive

The Agency's blueprint for the future, entitled Agency II, described the new culture needed to enable the agency to address the issues it faced and support its strategic ambitions. DVLA chose to work with the IBM team because it understood and could embrace DVLA's Executive Board's challenging objectives and the industry environment in which they will be achieved. These objectives describe a vision of the future in which integrated business and IT transformation create a new agency that combines world class IT service with an innovative customer focused culture.

The new vision will enable DVLA to achieve and move beyond e-Government targets, and address the more complex pressures of the on demand era. Thus DVLA will become still more responsive to changing policy, stakeholder and customer needs. It will deliver better value to the customers by focusing on its own strategic initiatives, working with private sector businesses to share the risk of developing new offerings and to leverage best practice. The new service is built on a commonly agreed business case that recognises the input from each PACT partner, and ensures effective use of public money while maximising delivery of the strategic objectives.

Integrated working

IBM Business Consulting Services is addressing DVLA's needs through a ten-year agreement, bringing IBM and DVLA employees together within a single team. In the first arrangement of its type in the UK the reporting system has public sector employees reporting to private sector IBM consultants, and IBM consultants reporting to civil servants.

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– Clive Bennett, DVLA Chief Executive

Early priorities were the strategic IT vision and architecture blueprint for DVLA, and at an operational level core process development, three year business planning and forecasting. “Although the partnership is new, DVLA and IBM personnel are already beginning to work together. We have successfully managed a highly complex IT transition from EDS to IBM, gained agreement for a series of business cases from Electronic Vehicle Licensing (EVL) to the new DVLA Innovation Centre, and are making positive progress in other areas”. said DVLA Chief Executive, Clive Bennett.

Culture change is central

Enabling processes are just as critical to the success of Agency II as strategy. “We are especially pleased with the work of the joint DVLA/IBM strategic change team. The work has been centering on creating a demonstrator to show exactly what a ‘reshaped’ Agency culture will look like and what behaviours and processes will support the achievement of the overall business strategy within the context of Agency II.” Clive Bennett continued.

The broad agenda for culture change has already been communicated to DVLA's top 400 managers. "It is important that improved leadership and team working are developed within the Agency to support the other change delivery programmes in which DVLA are engaged. We have made an important start but change demands a long term commitment and through the joint teams we can deliver this vision."

"Clearly there is much still to be done through PACT. However much valuable progress has been achieved already," Clive Bennett concluded

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