



Driver & Vehicle
Licensing
Agency

DVLA Stakeholder Strategy 2014-17



Simpler | Better | Safer

“To engage and work in partnership with our stakeholders to deliver simpler, better and safer motoring services”

Introduction

The government is committed to reforming the public sector to boost competitiveness, build a stronger economy and deliver greater social mobility. DVLA consistently aims to provide the most efficient, effective services to meet the needs of a diverse, but ever growing digitally aware customer base, whilst recognising the needs of the important minority through assisted digital services. We are redesigning our business and processes around stakeholder and customer needs to cater for the digital world that we all now live in and keep up with future technology changes. In doing so, we will redesign our services to provide exceptional support to our stakeholders and customers.

Our focus is on making it easier for stakeholders and customers to interact with us and reduce the cost of delivering our services. This strategy is aligned to our communication strategy 2014-17 and our maxim – Simpler. Better. Safer.

Our stakeholder strategy must reflect the fact that we are undergoing a significant business transformation. With this amount of change it is vital that we engage with our key stakeholders to:

- understand the impact on their business
- understand their requirements and integration of our services
- gauge stakeholder reaction to our change portfolio, services and strategies
- ensure stakeholders (and their customers) have consistent and timely communications.

This document sets out DVLA’s stakeholder strategy for 2014-2017. Communication and engagement with our customers (including commercial customers) will be aligned to our communication strategy 2014-17.

Where are we now?

In an organisation of DVLA’s size and structure, it is to be expected that external stakeholders will have many and varied interests in our business. This also applies in reverse – there are many DVLA business areas that will have vested interest in the same stakeholder. This strategy will address this and is intended to support DVLA’s delivery of its four strategic outcomes and help our stakeholders meet their aims and objectives.

What works well?

We have longstanding strategic relationships that have enabled the agency to engage with key stakeholders to provide timely and regular communications. A good example is the liaison meetings with a number of trade representative groups. These meetings are generally held quarterly/biannually on a face to face basis. Other relationships are managed at a working level with user groups being tried and tested channels for issuing re-active communications and a channel to gather valuable insight.

What could we do better?

It is easy to see the potential for mixed or inconsistent messages given the number of different areas within DVLA who talk to the same stakeholder. Perhaps more tellingly, currently there is no corporate view of our stakeholder relationship requirements. We don't readily know who is talking to whom, what they are saying and when. There is inconsistency amongst DVLA business areas as to what constitutes a stakeholder and the difference between a stakeholder, customer, supplier and contractor.

Current level of engagement:

- Corporate Ownership role (CEO/Executive Team)
- Strategic level (typically managed by Strategy and Policy directorate and Service Managers)
- Change level (Service and business change)
- Working level (BAU business, service and transactional issues).

We believe our stakeholders expect a DVLA representative to have knowledge about how our services impact their business. They would expect the relationship owner to know the appropriate subject matter expert from DVLA to discuss specific aspects (IT, legislation, communications, services etc). They also expect this information in a proactive and timely manner. With the level of change at DVLA and with its many complex relationships, this is unsustainable without rethinking our approach.



DVLA YouTube channel

Current channel approach

We currently use a variety of channels to engage with our stakeholders. These have evolved to incorporate a mix of digital channels. The channels currently available are:

- Face to face meetings, conferences or workshops
- Email/Telephone (individual or via circulation lists)
- Extranets
- Newsletters
- Digital Services Blog
- GOV.UK
- Social Media
- Channels owned by DfT, and other government departments.

Where we want to be

Our Aim

“To engage and work in partnership with our stakeholders to deliver simpler, better and safer motoring services”

Benefits/Deliverables

A new approach to how we engage with our stakeholders must give us:

- a single view of DVLA stakeholder engagement
- improved stakeholder reputational score
- consistent and accurate messages
- a detailed understanding of stakeholder relationship requirements
- a corporate view of stakeholder influence
- a single, complete list of stakeholders, customers and suppliers/contractors
- improved and timely stakeholder communications.

Principles

- Open and transparent approach
- Build stronger relationships
- Proactive not reactive communications/engagement approach
- Clear, consistent and timely engagement/communications
- Co-ordinated engagement approach.

Channel approach

We will develop our channel mix to incorporate further digital channels and use evaluation techniques and customer insight to develop new channels and close channels that are no longer meeting the needs of our stakeholders.

Future channels currently under consideration are:

- User alerts services
- Additional blogs
- Extranets.

Evaluation

All external communication and engagement channels will undergo regular evaluation to ensure they continue to meet the needs of DVLA, its stakeholders and its customers.

An evaluation approach to understand the impact of messaging and its part in supporting business objectives will be agreed at a strategic and tactical level as part of the overall agency communication campaign and engagement approach.

How we will get there

To build this new stakeholder approach there are process and behavioural changes that need to be adopted. These are:

1. Single strategic relationship owner

Each stakeholder will have a single strategic relationship owner at DVLA. This may change during the stakeholder engagement lifecycle. They will be supported by a team of subject matter experts across DVLA who can be called on to offer detailed advice and guidance on all aspects of DVLA business.

We recognise the importance of developing strong working relationships with our corporate service stakeholders and customers and the need to develop a good understanding of their specific needs in relation to our services. To help develop this relationship further a Corporate Service Manager role has been introduced which will focus specifically on the needs of our corporate customers.

The stakeholder relationship owner role and responsibilities will include:

- Ensuring messages to the stakeholder are consistent and accurate and where possible incorporate wider departmental issues
- Agree corporate level messages with DVLA's Corporate Communications team
- Work with the Corporate Communications team to ensure all aspects of stakeholder engagement is mapped so that a single view is available
- Work with the User Research team to gather insight on stakeholder requirements/interests
- Escalation point of contact for an external stakeholder.

2. Regular strategic communication meeting

Service Managers will meet regularly to ensure all business areas have a strategic view of communications and are able to identify and understand key milestone and pressure points on customers/stakeholders. Attendee list will be agreed with each Director to ensure appropriate cross agency representation.



3. Role of Corporate Communications team in stakeholder meetings

Where appropriate, a Corporate Communication team representative should attend external stakeholder group meetings (e.g. Industry Liaison Group, Courts Liaison Group, Police Liaison Group, First Registration User Group, Association of Car Fleet Operators etc) so that emerging trends and issues impacting future communications can be understood and managed.

4. Improved stakeholder mapping tool

We will put in place an improved, but simple stakeholder mapping tool. The mapping tool will be managed by the Corporate Communications team and will be the responsibility of every stakeholder relationship owner to keep up to date. The map will include:

- Stakeholder contact details
- Relationship to DVLA (e.g. stakeholder, customer, supplier, contractor etc)
- Level of relationship (working, change or strategic level)
- Stakeholder relationship owner
- Stakeholder relationship team (i.e. those who will have contact with the stakeholder on a regular basis at the different levels)
- List of events, meetings, conferences (e.g. stakeholder touch points)
- Link to corporate communications GRID
- Current status field
- Link to social media and news feeds
- Ability to issue alerts to all those who have an interest in updates to stakeholder status.

5. Stakeholder engagement survey

We will gather initial stakeholder requirements/insight and then conduct annual surveys to make sure we are meeting stakeholder needs.

6. Improved and timely stakeholder communications issued by DVLA by testing and implementing:

- Extranets
- blogs
- user alerts service (e.g. GovDelivery)
- other emerging channels.

Review

This strategy will be reviewed on an annual basis to ensure it continues to meet the needs of the agency and its stakeholders. It will also be reviewed to ensure that it aligns with the current work underway to develop a cross DfT stakeholder approach.

