



SDinGov Virtual

Beyond a blueprint:

How to visualise a complex
service landscape

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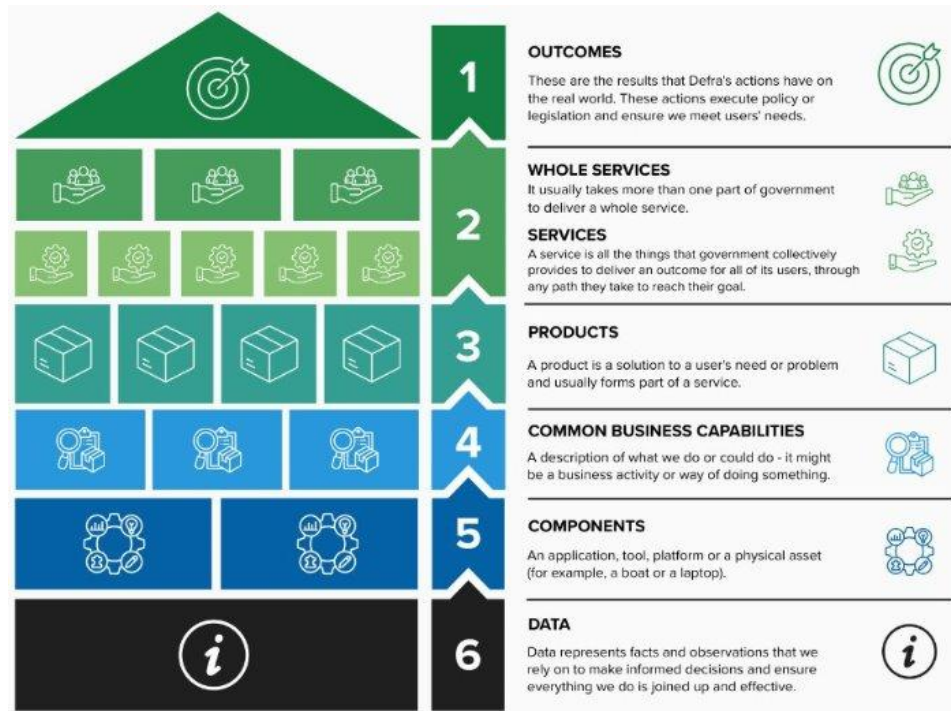
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What are whole services?

- To aid in our work transforming Defra's services we needed a common language around services.
- Our hypothesis is that if we understand the services we're trying to deliver and what our users need from them, we're more likely to create more efficient and effective services.
- We believe viewing this from a 'whole service' level is key to this.



Taking a visual approach to service mapping

- In 2023 Defra senior leaders agreed to an ambition to become a service-led organisation that delivers services that work for users and enable Defra group to achieve its outcomes
- Services need to be understood from the view of the user. They are where user goals and Defra group's outcomes must meet.
- To deliver this, Defra group needs a shared understanding of the service landscape
- We decided that a visual approach was needed to engage our target audience – senior leaders with a mixed understanding of 'services'
- We needed a visual to use as a engagement tool to aid discussion with senior leaders on long-term change

How we identified whole services

- What are Defra's services?
- Who delivers these services?
- Who uses these services?
- What do they need from these services?
- What outcomes do these services help Defra achieve?

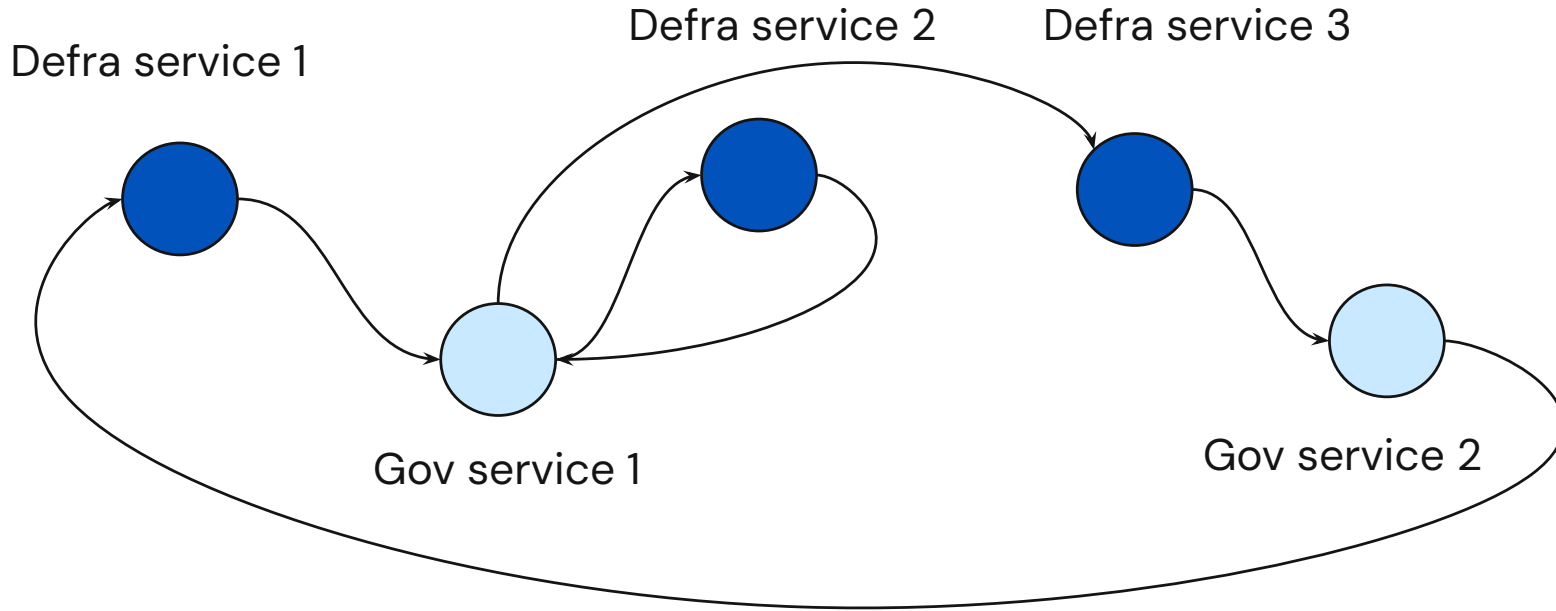
Sustainable development and planning

This whole service is used by:	Businesses, Farmers, Land managers, Members of the public
Their goal is to:	Get things built quickly and compliantly
They may use services like:	Find out about flood risk for planning Get a shoreline management plan Get a wildlife licence Register a biodiversity gain site
They may interact with:	Defra Environment Agency Marine Management Organisation Natural England <i>HM Land Registry</i> <i>Ministry of Housing, Communities & Local Government</i>
Defra's goal is to:	Enable nature-positive development

But it's not always clear cut...

Get a wildlife licence	
User need	Whole service
I need to convert farmland into housing	Sustainable development and planning
I need to prevent damage to my land from wildlife	Wildlife management

...and journeys aren't always linear



How we created the visual

Design principles

We created design principles to:

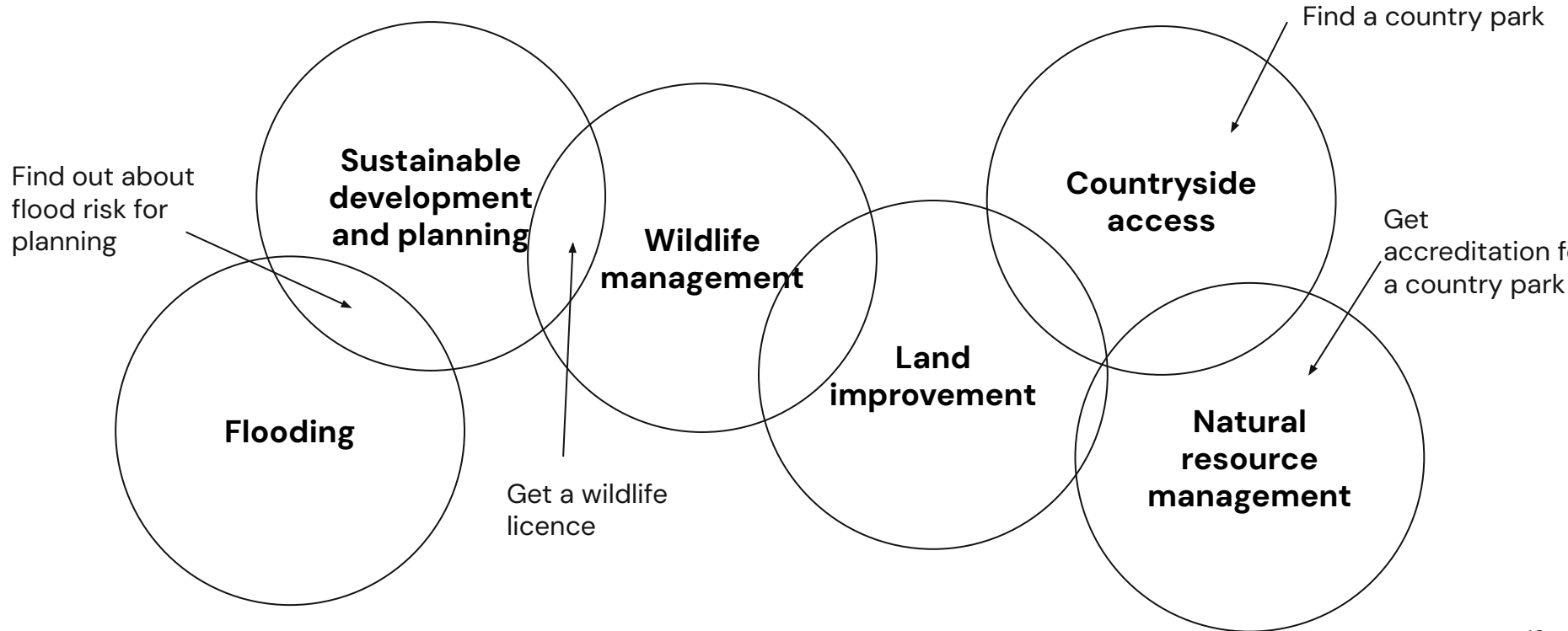
- Help make our **communication clear and effective**
- Make sure the most **important points stand out**
- Keep the message **focused, even when time is short**
- Avoid **confusion** or **misunderstandings**
- Help senior leaders **trust and believe** in what we're saying



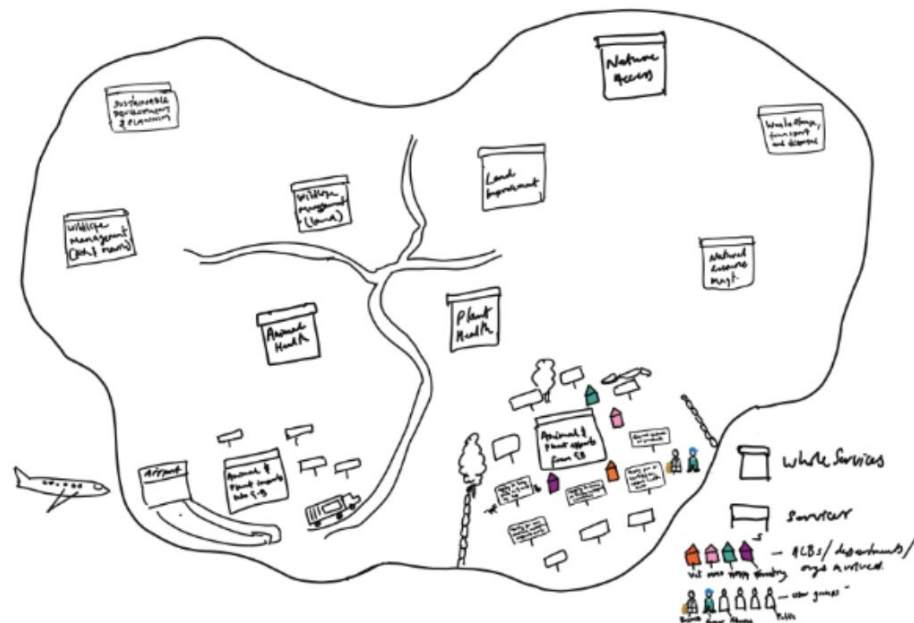
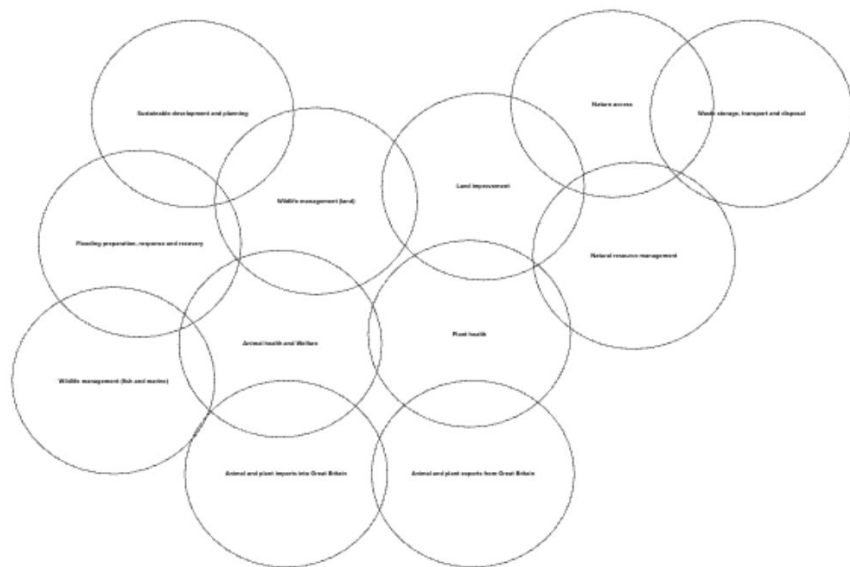
The vision



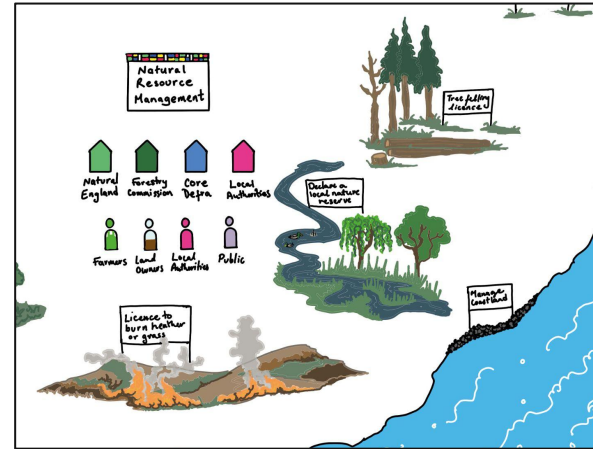
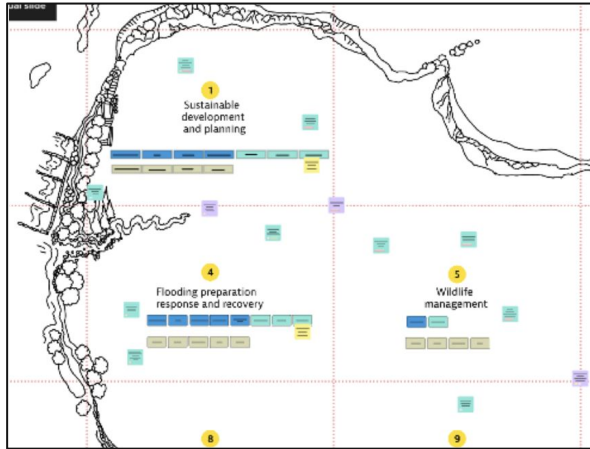
Solar systems to Venn diagrams



The island of Defra



Applying the principles



Accessibility

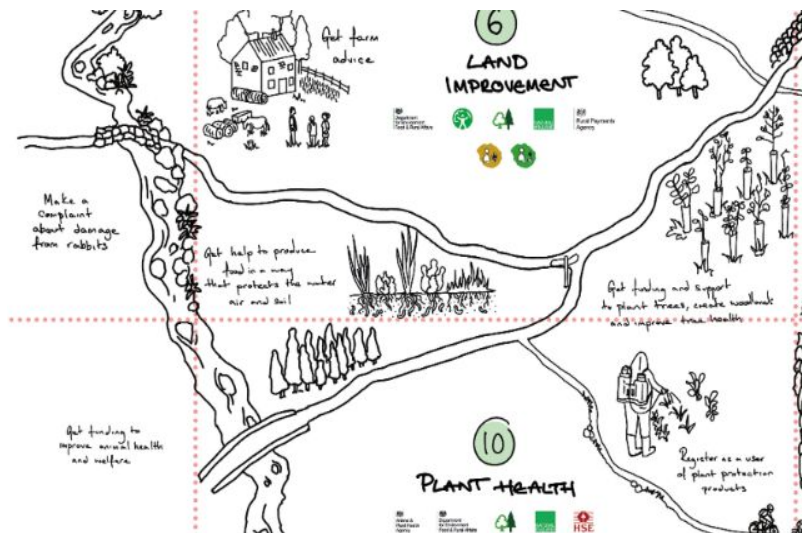
Challenges

- Provide users a starting point and a structured flow through the visual
- Balancing cognitive overload with complexity

What we were able to do:

- Simplifying the visual (Roads acted as connectors as well as boundaries)
- Convey as much useful information as possible in one place (sub services, logos, user icons key)
- Provided a print out of icons and logos for users with mobility issues
- Use a type-based handwritten font
- Written description for visually impaired people

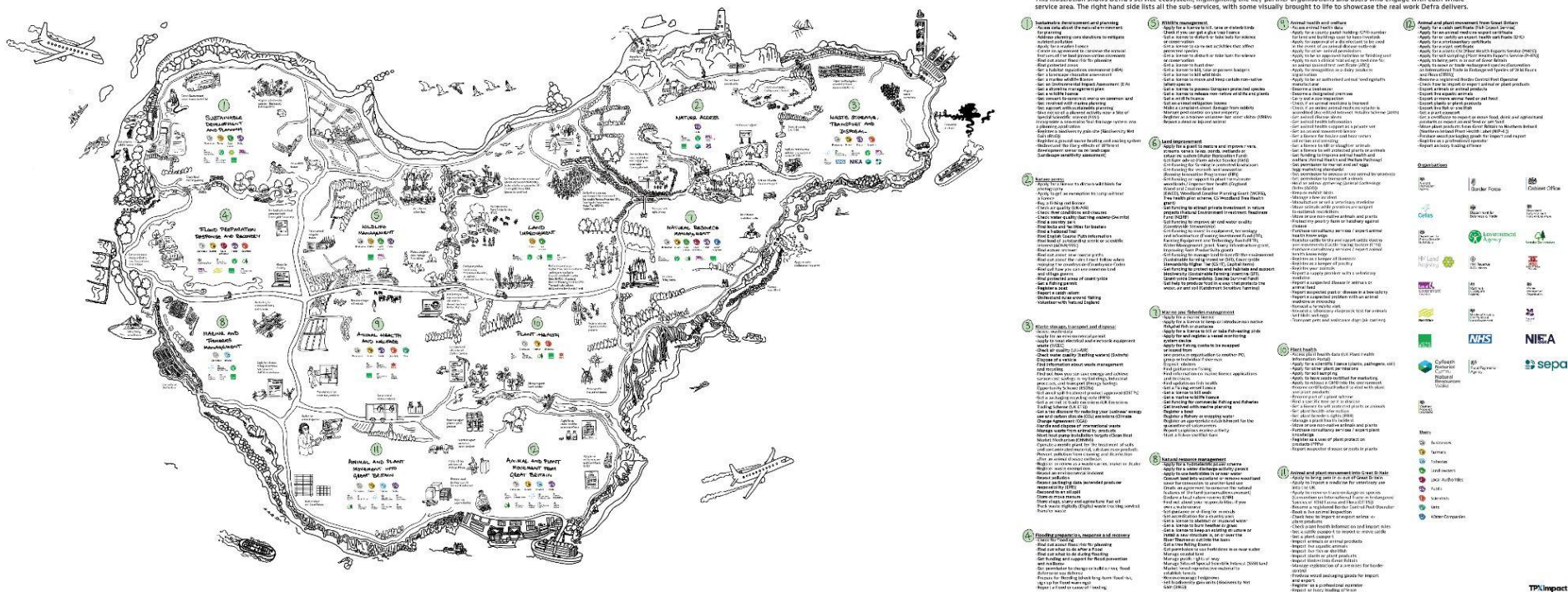
Accessibility



The final illustration

Defra whole services map

This illustration shows Defra's service ecosystem, highlighting the key partner organisations and users who engage with each whole service area. The right hand side lists all the sub-services, with some visually brought to life to showcase the real work Defra deliver



Zoom in to a whole service



Designing for adaptability

- Wallpaper vs Board game
- Plan for flexibility from the start
- Separated digital layers
- Reduce or increase information as required
- Can be broken down into modules as needed
- Designed for different formats (physical map / digital slides)

Supporting strategic conversations

- We've shared our work throughout via show and tells and targeted conversations with professions in Defra group.
- We've begun sharing with senior leaders including, Director Generals and the Permanent Secretary at Defra. So far we've had authentic interest in this approach, they've got the map up in their offices!
- The next step is to move towards testing this approach in their respective areas and discovering what barriers there are to moving to this new approach.
- There's real excitement at being able to visualise Defra in this way and it is having a real impact in understanding how we need to shift culture.

Next steps for whole services

- Continue to share our work and hypothesis with senior leaders to test whether this approach does help us be a more efficient and effective service-led organisation.
- Explore the feasibility of linking existing services and data to our outcome framework and performance reporting - to find out what opportunities or challenges this presents us with.
- Planning potential whole service experiments ('test and learn') and how we might test this approach alongside things like Senior Service Ownership and consistent decision-making based on credible service performance data and analysis.



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THANK YOU



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