Cabinet Office

James Stewart
Head of Technology
Government Digital Service
@jystewart

Cabinet Office

James Abley
Technical Architect
Government Digital Service
@jabley

We're from the Government Digital Service

We’re part of the Cabinet Office

Which sits at the centre of the UK's national government

We exist because of a letter...

14th October 2010

Dear Francis Maude,

DIRECTGOV 2010 AND BEYOND: REVOLUTION NOT EVOLUTION

You asked me to oversee a strategic review of Directgov and to report to you by the end of September. I have undertaken this review in the context of my wider remit as UK Digital Champion which includes offering advice on "how efficiencies can best be realised through the online delivery of public services." This means that I have not reviewed Directgov in isolation but as part of how

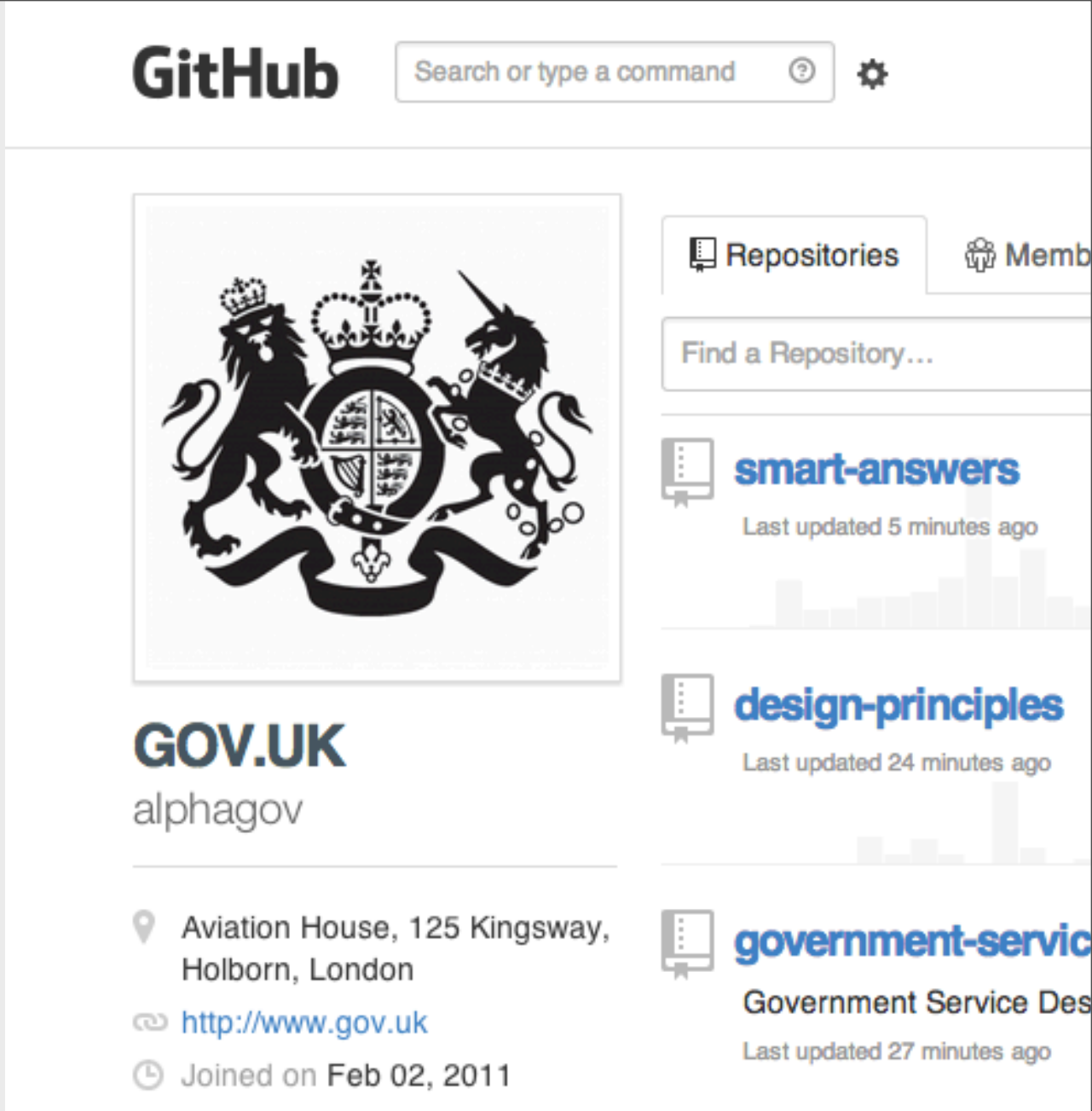
It gave us a plan...

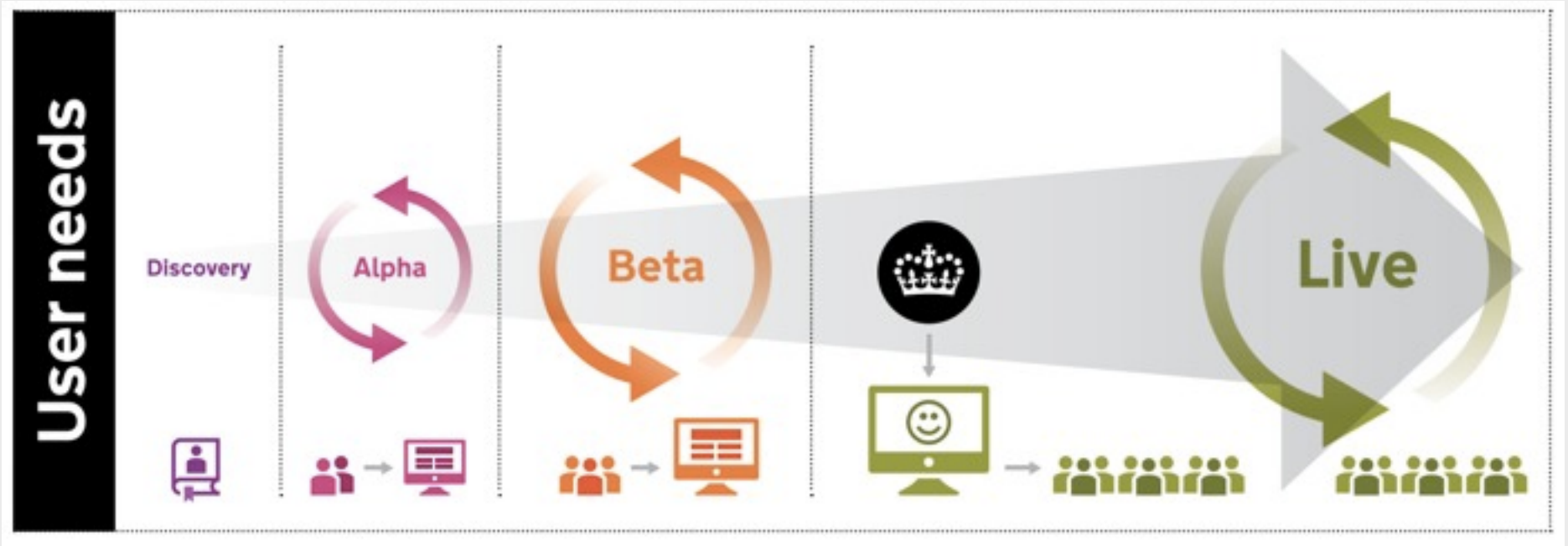
Create GDS
Fix publishing
Fix transactions
Go wholesale

GDS was formed in November 2011

(though really we'd been there for 5 months by then)

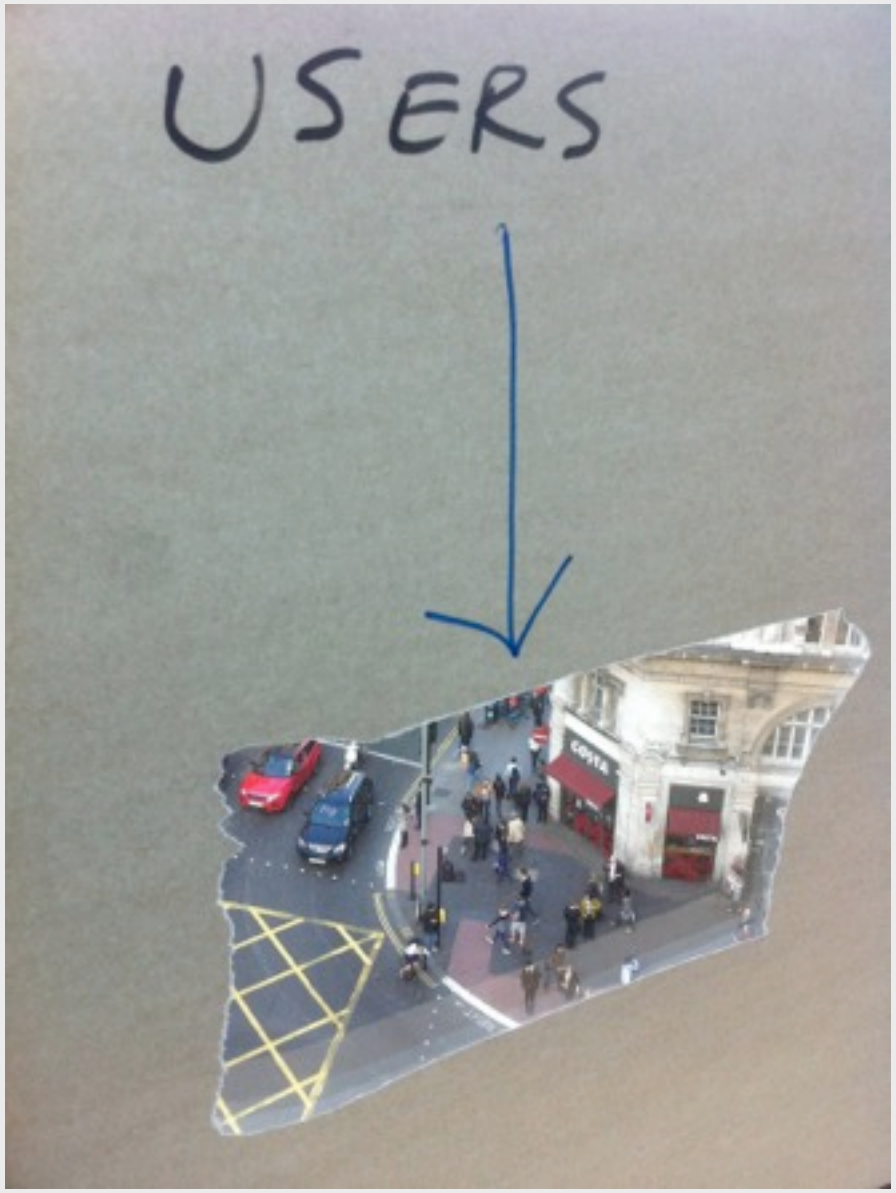
Open


GitHub
Search or type a command
Repositories
Memb
Find a Repository…
smart-answers
Last updated 5 minutes ago
design-principles
Last updated 24 minutes ago
government-servic
Government Service Des
Last updated 27 minutes ago
GOV.UK
alphagov
Aviation House, 125 Kingsway,
Holborn, London
http://www.gov.uk
Joined on Feb 02, 2011



Working in an agile way

Multi-disciplinary teams



Focused on user needs

Our aim is to make services so good, people prefer to use them over the alternatives

To deliver that we've taken on five big tasks...

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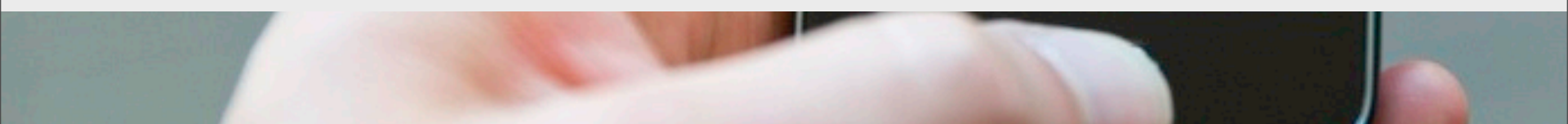
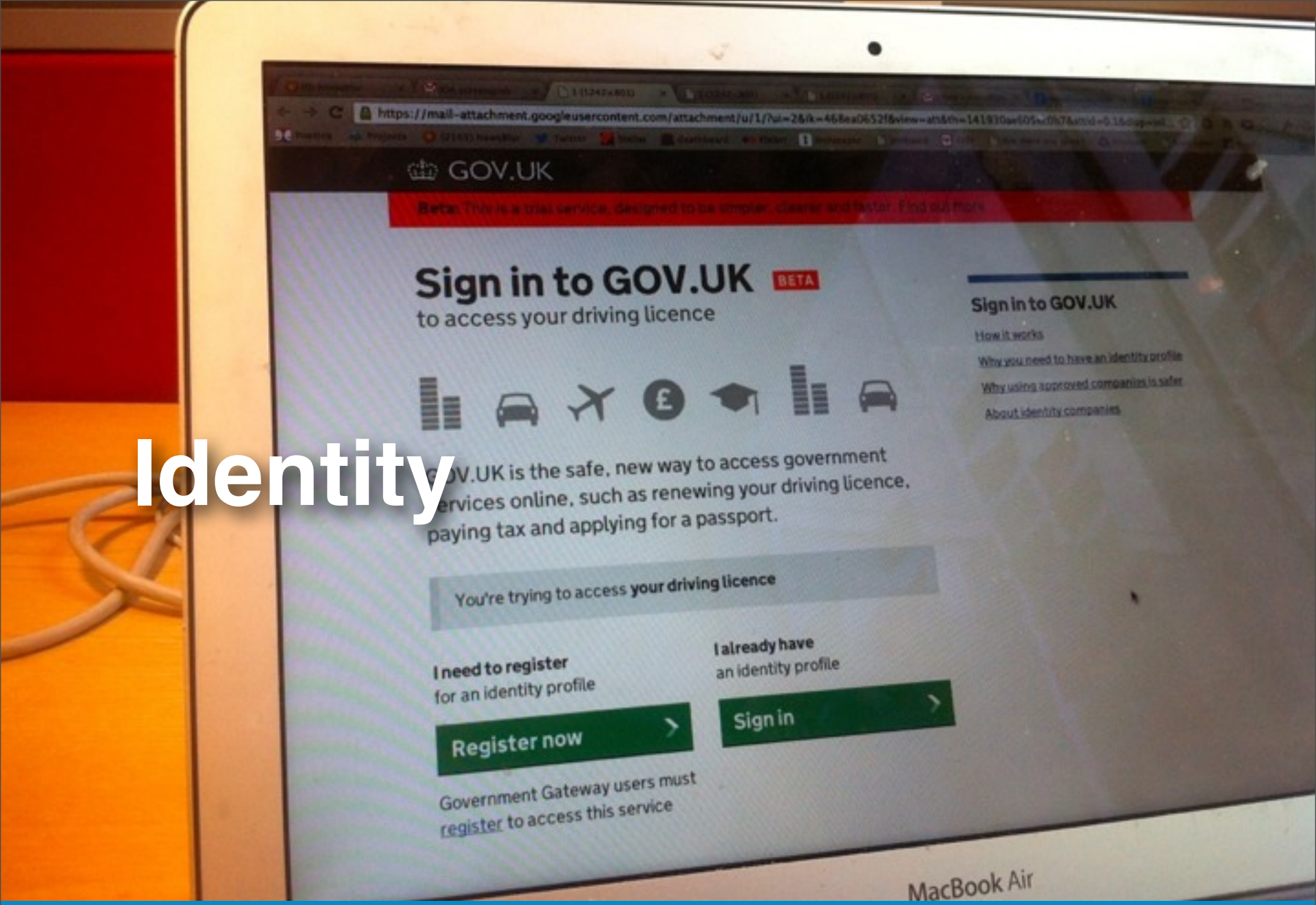
GDS

A single domain for government, the platform for everything

7m visitors a week, 600 publishers, with 5,000 more coming soon

2,500 code releases in our first year

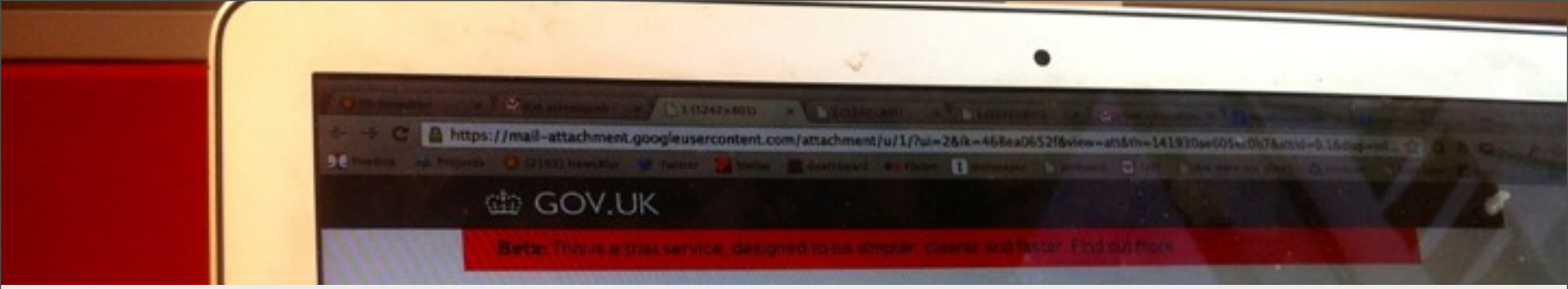




Identity

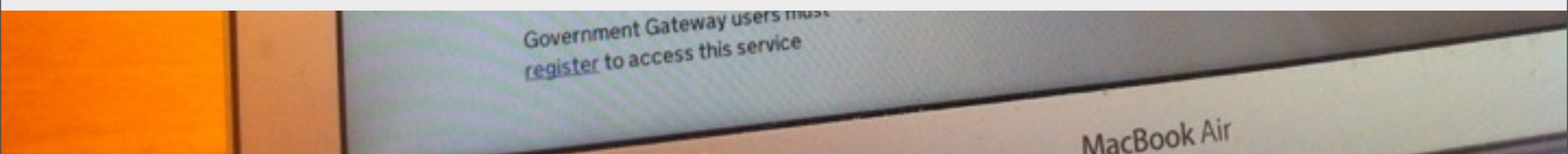
@jabley

GDS



World-leading federated identity service

Will provide proof of identity for 45 million users

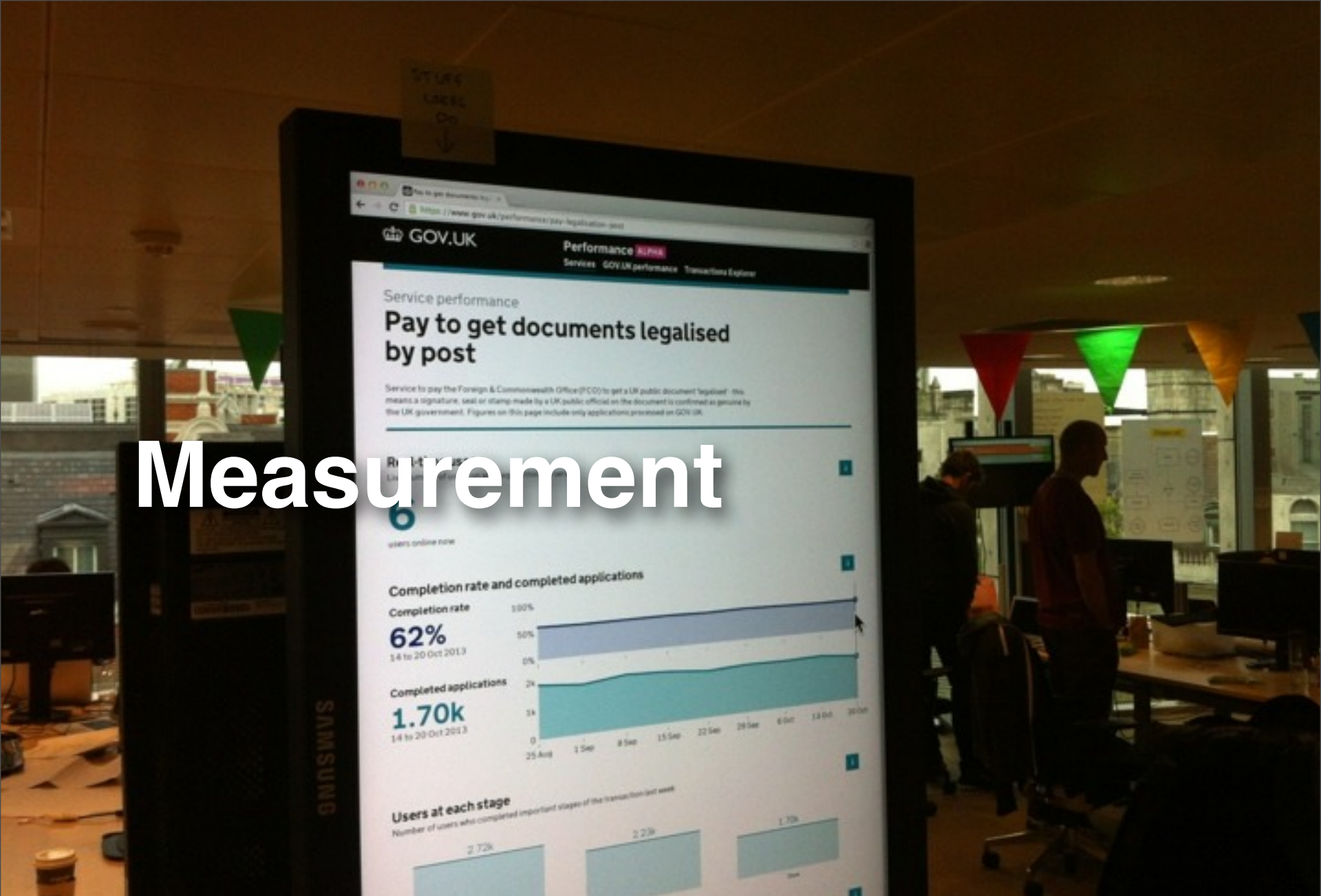


Technology
DIGITAL BY DEFAULT
GOV.UK
ITERATE WILDLY
GDS
OPEN SOURCE
Digital by Default Assessments
ALPHA
BETA
LIVE
ASSESSOR
TRANSFORMATION
25
GOVERNMENT SERVICE DESIGN MANUAL
SPRINT
ALPHA

Reforming £6.7b technology spend

412,000 staff

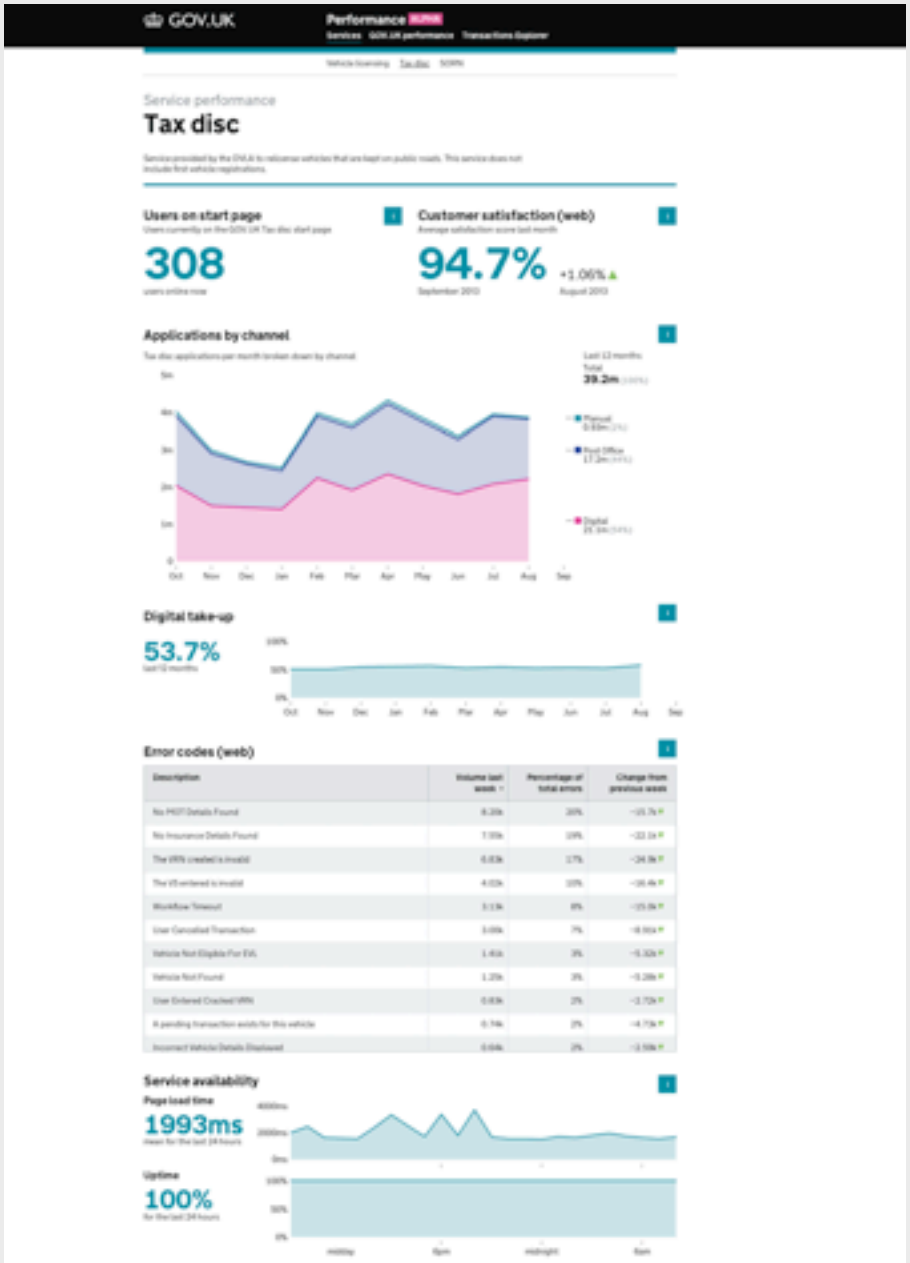
First year - £500m savings

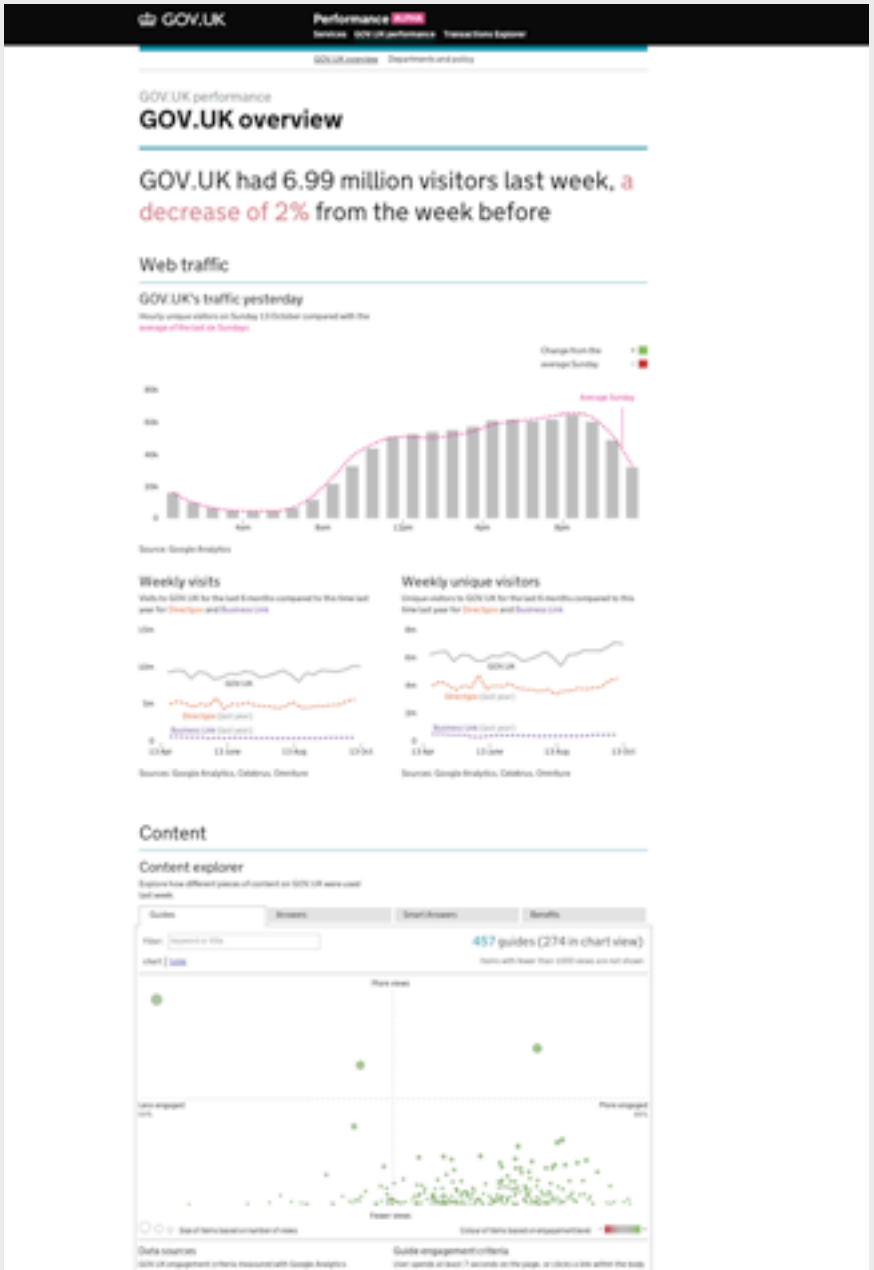


Measurement

@jabley

GDS


GOV.UK
Performance
Service performance
Tax disc
Users on start page
308
Customer satisfaction (web)
94.7%
+1.06%
Applications by channel
Digital take-up
53.7%
Error codes (web)
Service availability
Page load time
1993ms
Uptime
100%


GOV.UK
Performance
GOV.UK performance
GOV.UK overview
GOV.UK had 6.99 million visitors last week, a decrease of 2% from the week before
Web traffic
GOV.UK's traffic yesterday
Weekly visits
Weekly unique visitors
Content
Content explorer
457 guides (274 in chart view)

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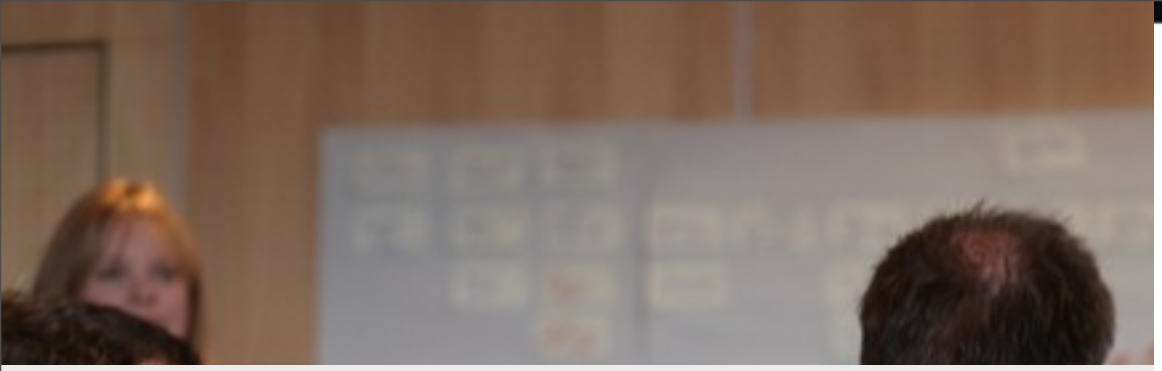
GDS



25 of the most important transactions in government

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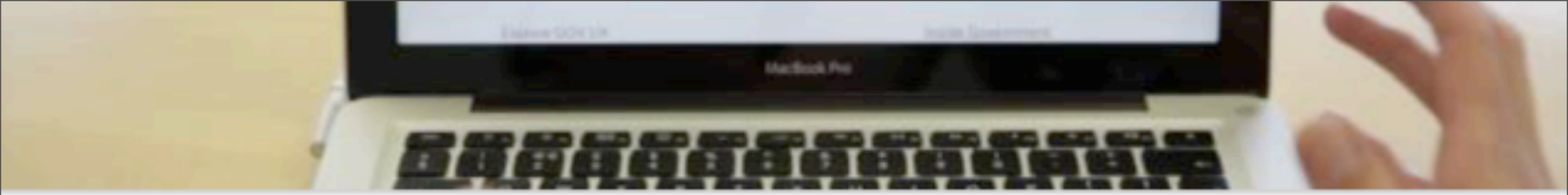
GDS



1 **Electoral registration** BETA

Rebuilding trust in our electoral system and making voter registration more convenient and secure

47m
Confirmed on the electoral register in first year

Cabinet Office

2 **Apprenticeship applications** DISCOVERY

If you want to advertise or apply for an apprenticeship you'll be able to do it quickly and easily online

1.2m
Applications a year

Department for Business Innovation & Skills

3 **Redundancy payments** DISCOVERY

If your company has recently become insolvent you will be able to apply for redundancy payment online

270k
Transactions a year

Department for Business Innovation & Skills

and easily online

5 **Property register** ALPHA

If you are interested in a property you can search an online map to find out more about it

598k Customer requests a year

Department for Business Innovation & Skills

6 **Student finance** LIVE

If you have, or are applying for, student loans and grants you will be able to manage them using an improved online service

1.3m Students supported

Department for Business Innovation & Skills

7 **Waste carrier registration** ALPHA

If you need to register to handle waste, we'll make it quick and easy online

40k Applications a year

Department for Environment Food & Rural Affair

8 **Rural support (Common Agricultural Policy)** ALPHA

You will be able to submit accurate and verifiable information online about how you use your land, so you can claim subsidies

105k Applications in first year

Department for Environment Food & Rural Affair

Universal Credit will roll 6 benefits and tax credits into 1 to simplify the system and ensure people are better off in work.

Adults supported

for Work & Pensions

15 [PAYE for employees](#) BETA

If you want to check or update your PAYE status you will be able to do so online, and see the impact on the tax you pay

2m
Employees a year

HM Revenue & Customs

16 [Digital self-assessment](#) BETA

If you are registered for self-assessment you will be able to manage your tax affairs through a fully digital service, without any more confusing paper correspondence

10m
Registered for self-assessment

HM Revenue & Customs

17 [Business tax dashboard](#) BETA

If you run a business you will be able to check how much tax you owe, learn about what you can and can't claim, and pay your tax - all in one place

2.5m
Registered for corporation tax

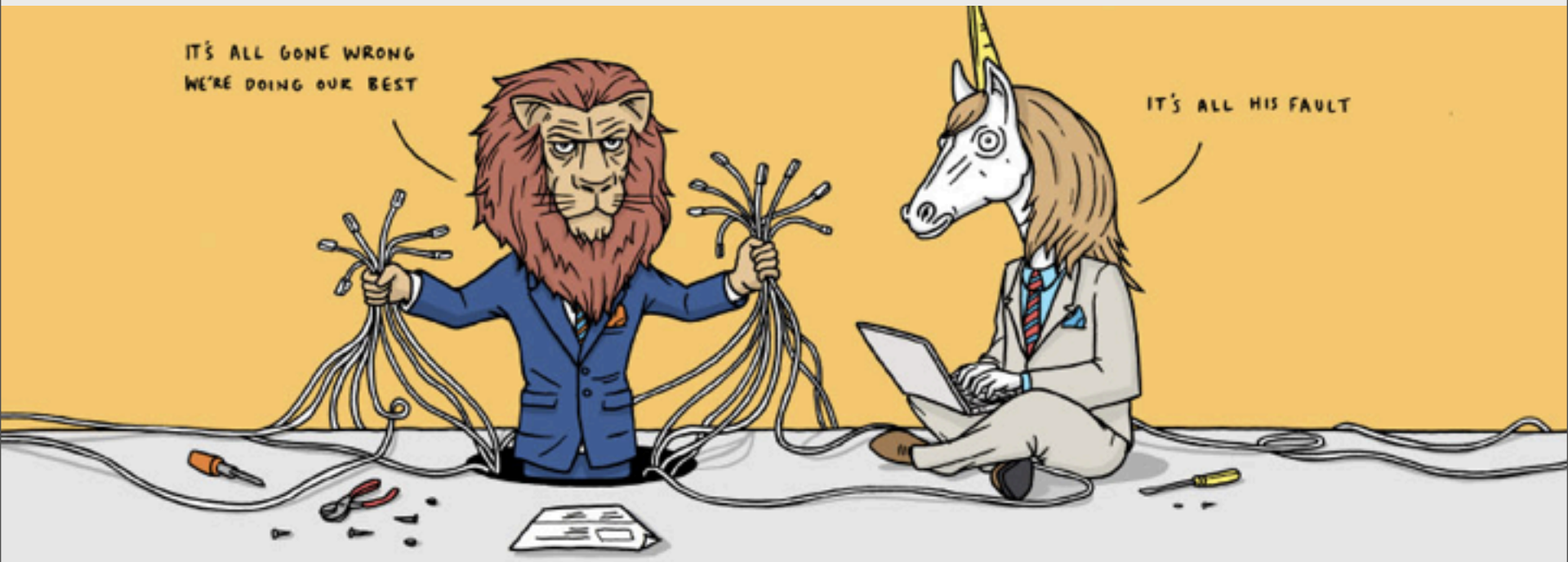
HM Revenue & Customs

18 [Agent online self-serve](#) BETA

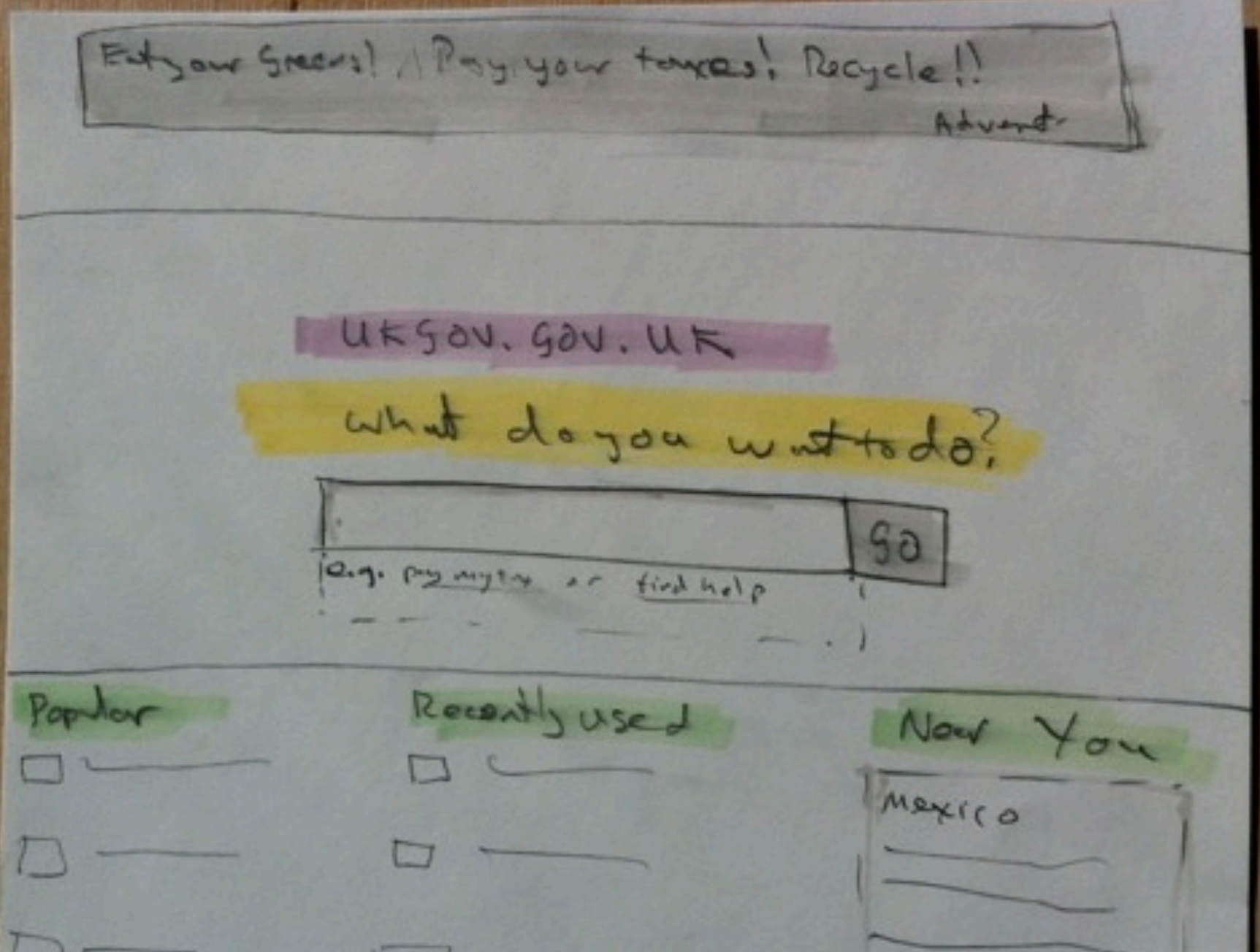
If you are the tax agent for another company or individual you will be able to do everything they can with the new digital tax services on their behalf (update details, file returns, etc)

120k
Tax agents

HM Revenue & Customs



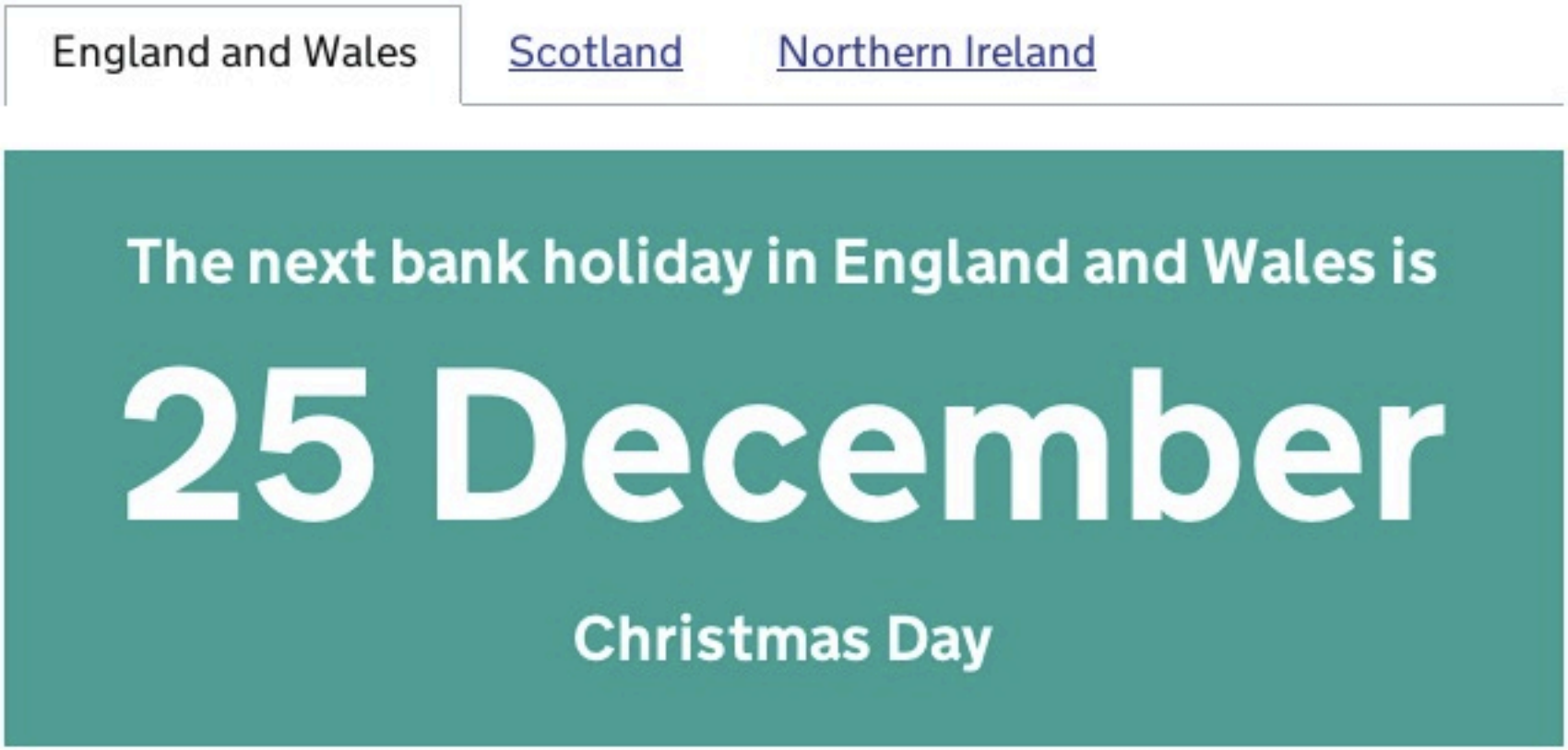
Where to start?


Pay your taxes!
Recycle!!
UKGOV.GOV.UK
what do you want to do?
GO
Popular
Recently used
Near You
Mexico

1. Start with needs*
* user needs not government needs

The design process must start with identifying and thinking about real user needs. We should design around those — not around the way the ‘official process’ is at the moment. We must understand those needs thoroughly — interrogating data, not just making assumptions — and we should remember that what users ask for is not always what they need

https://www.gov.uk/designprinciples#first


England and Wales
Scotland
Northern Ireland
The next bank holiday in England and Wales is
25 December
Christmas Day
31
Add bank holidays for England and Wales to your calendar (ICS, 10KB)

Meet the “Need-o-tron 5000”

Not just about getting data

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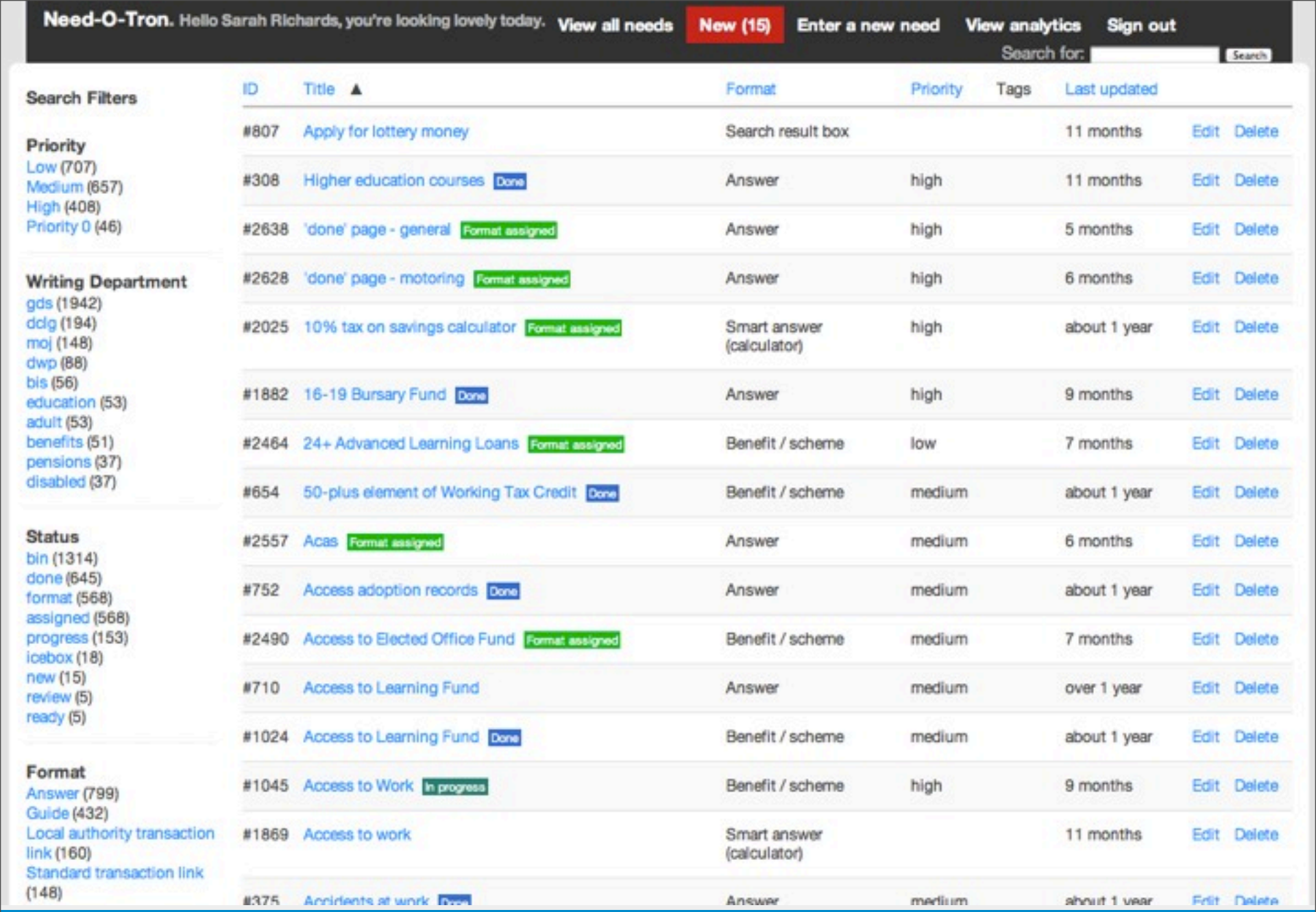
GDS

```
JUSTIFICATIONS = [
  "it's something only government does",
  "the government is legally obliged to provide it",
  "it's inherent to a person's or an organisation's rights and obligations",
  "it's something that people can do or it's something people need to know before they can do something
  "there is clear demand for it from users",
  "it's something the government provides/does/pays for",
  "it's straightforward advice that helps people to comply with their statutory obligations"
]
```

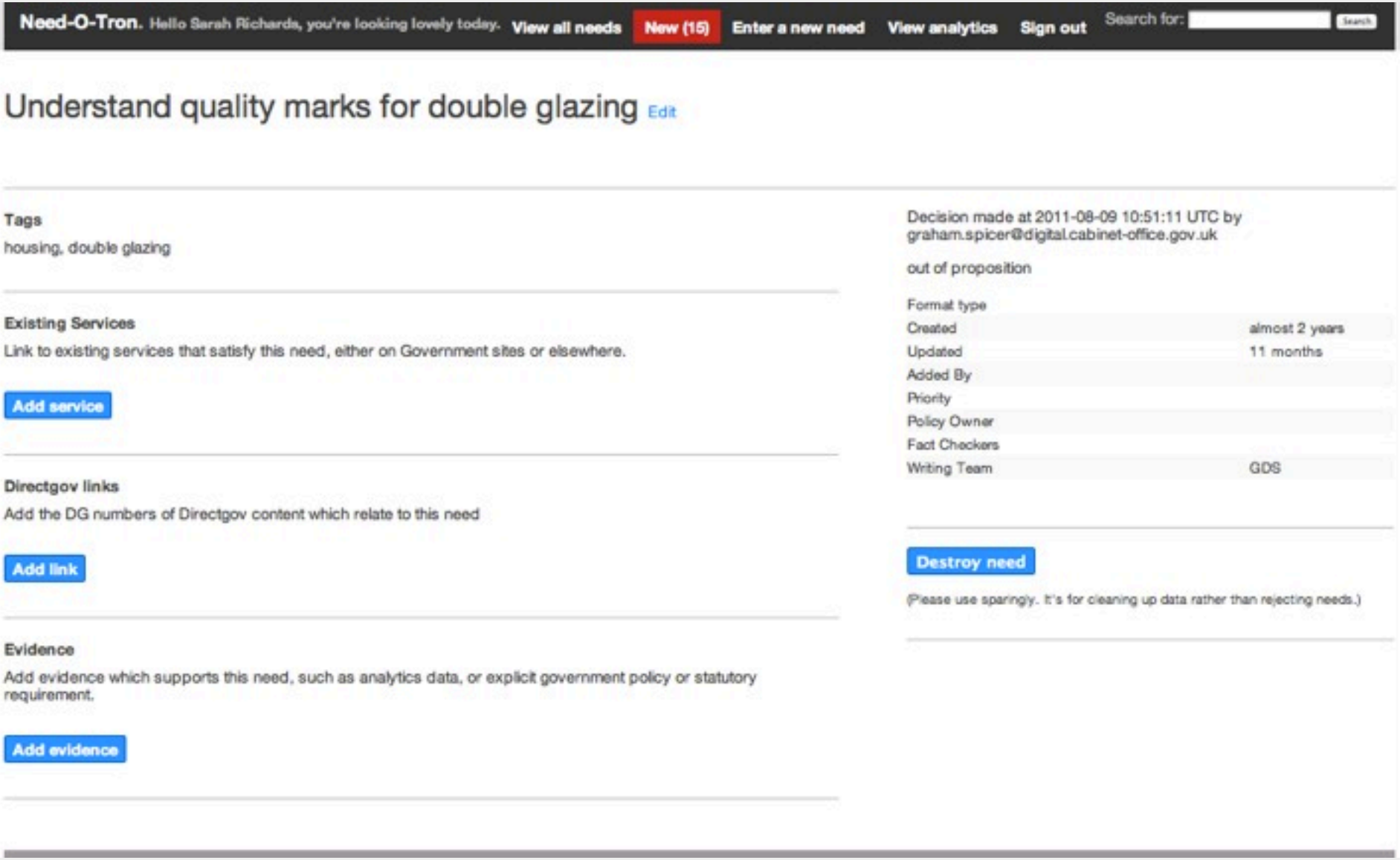
How do we think about it?

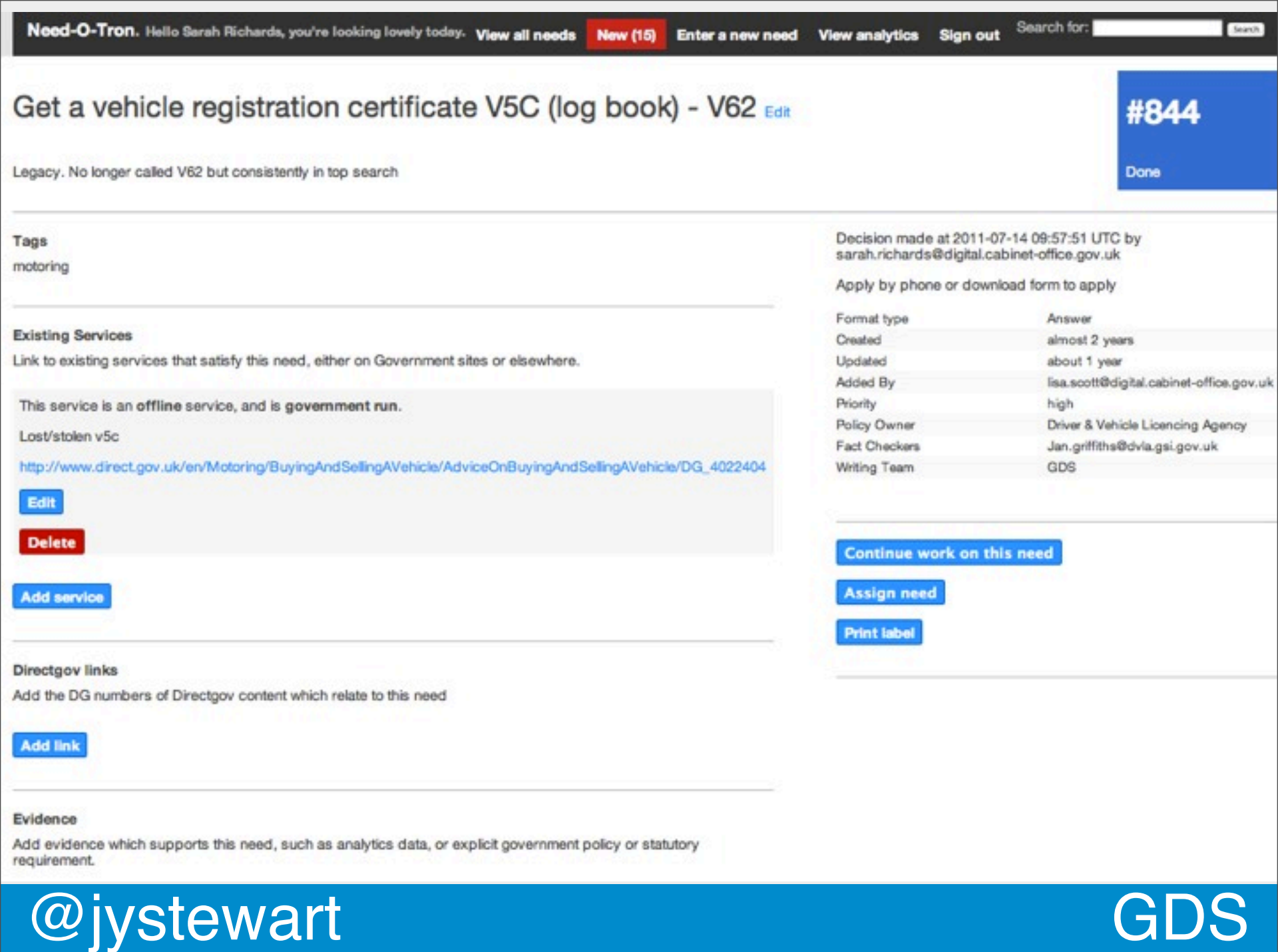
Tools embed processes

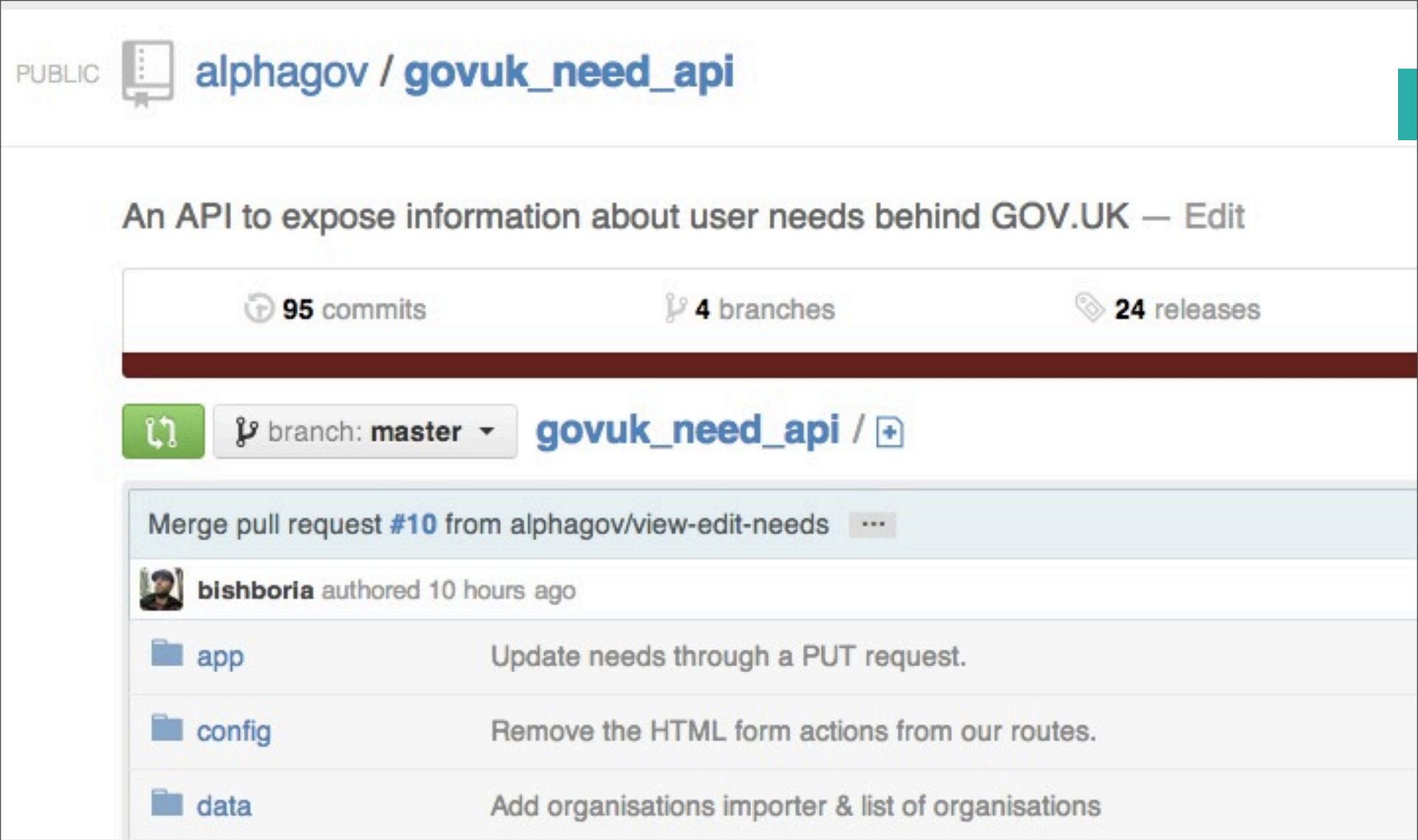
Need-o-tron: a tool for a process



@jystewart GDS


Need-O-Tron. Hello Sarah Richards, you're looking lovely today.
View all needs
New (15)
Enter a new need
View analytics
Sign out
Search for:
Search
Understand quality marks for double glazing
Edit
Tags
housing, double glazing
Existing Services
Link to existing services that satisfy this need, either on Government sites or elsewhere.
Add service
Directgov links
Add the DG numbers of Directgov content which relate to this need
Add link
Evidence
Add evidence which supports this need, such as analytics data, or explicit government policy or statutory requirement.
Add evidence
Decision made at 2011-08-09 10:51:11 UTC by graham.spicer@digital.cabinet-office.gov.uk
out of proposition
Format type
Created almost 2 years
Updated 11 months
Added By
Priority
Policy Owner
Fact Checkers
Writing Team GDS
Destroy need
(Please use sparingly. It's for cleaning up data rather than rejecting needs.)

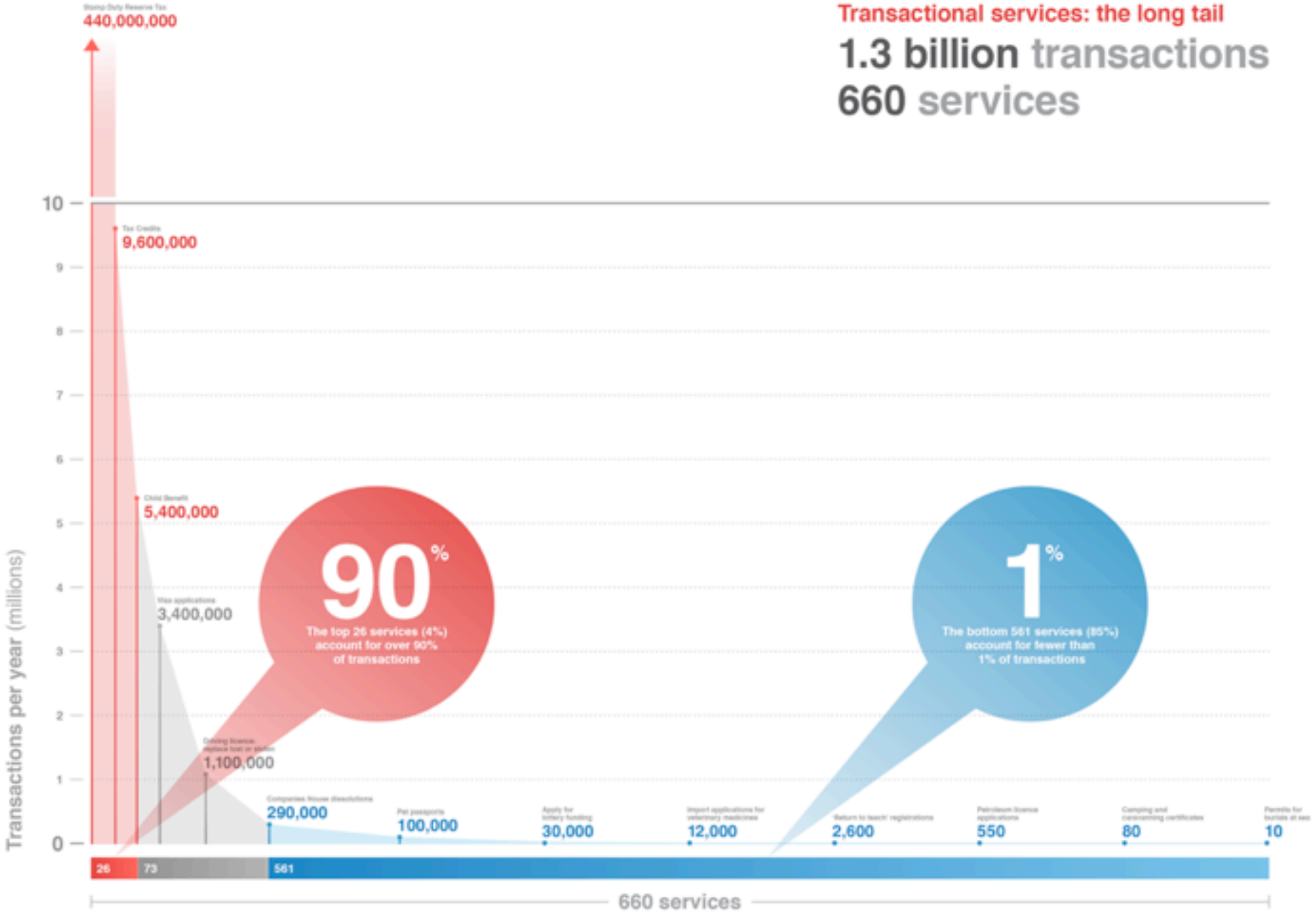

Need-O-Tron. Hello Sarah Richards, you're looking lovely today. View all needs New (15) Enter a new need View analytics Sign out Search for: Search
Get a vehicle registration certificate V5C (log book) - V62 Edit
#844
Done
Legacy. No longer called V62 but consistently in top search
Tags
motoring
Existing Services
Link to existing services that satisfy this need, either on Government sites or elsewhere.
This service is an offline service, and is government run.
Lost/stolen v5c
http://www.direct.gov.uk/en/Motoring/BuyingAndSellingAVehicle/AdviceOnBuyingAndSellingAVehicle/DG_4022404
Edit
Delete
Add service
Directgov links
Add the DG numbers of Directgov content which relate to this need
Add link
Evidence
Add evidence which supports this need, such as analytics data, or explicit government policy or statutory requirement.
Decision made at 2011-07-14 09:57:51 UTC by sarah.richards@digital.cabinet-office.gov.uk
Apply by phone or download form to apply
Format type Answer
Created almost 2 years
Updated about 1 year
Added By lisa.scott@digital.cabinet-office.gov.uk
Priority high
Policy Owner Driver & Vehicle Licencing Agency
Fact Checkers Jan.griffiths@dvla.gsi.gov.uk
Writing Team GDS
Continue work on this need
Assign need
Print label


PUBLIC
alphagov / govuk_need_api
An API to expose information about user needs behind GOV.UK — Edit
95 commits
4 branches
24 releases
branch: master
govuk_need_api /
Merge pull request #10 from alphagov/view-edit-needs
bishboria authored 10 hours ago
app
Update needs through a PUT request.
config
Remove the HTML form actions from our routes.
data
Add organisations importer & list of organisations

This data is infrastructure

Create GDS
Fix publishing
Fix transactions
Go wholesale

What transactions does the government have?


Transactional services: the long tail
1.3 billion transactions
660 services
Stamp Duty Reserve Tax
440,000,000
Tax Credits
9,600,000
Child Benefit
5,400,000
Visa applications
3,400,000
Driving licence: replace lost or stolen
1,100,000
Companies House dissolutions
290,000
Pet passports
100,000
Apply for lottery funding
30,000
Import applications for veterinary medicines
12,000
Return to teach' registrations
2,600
Petroleum licence applications
550
Camping and caravanning certificates
80
Permits for tourists at sea
10
90%
The top 26 services (4%) account for over 90% of transactions
1%
The bottom 561 services (85%) account for fewer than 1% of transactions
Transactions per year (millions)
10
9
8
7
6
5
4
3
2
1
0
26
73
561
660 services

Cost

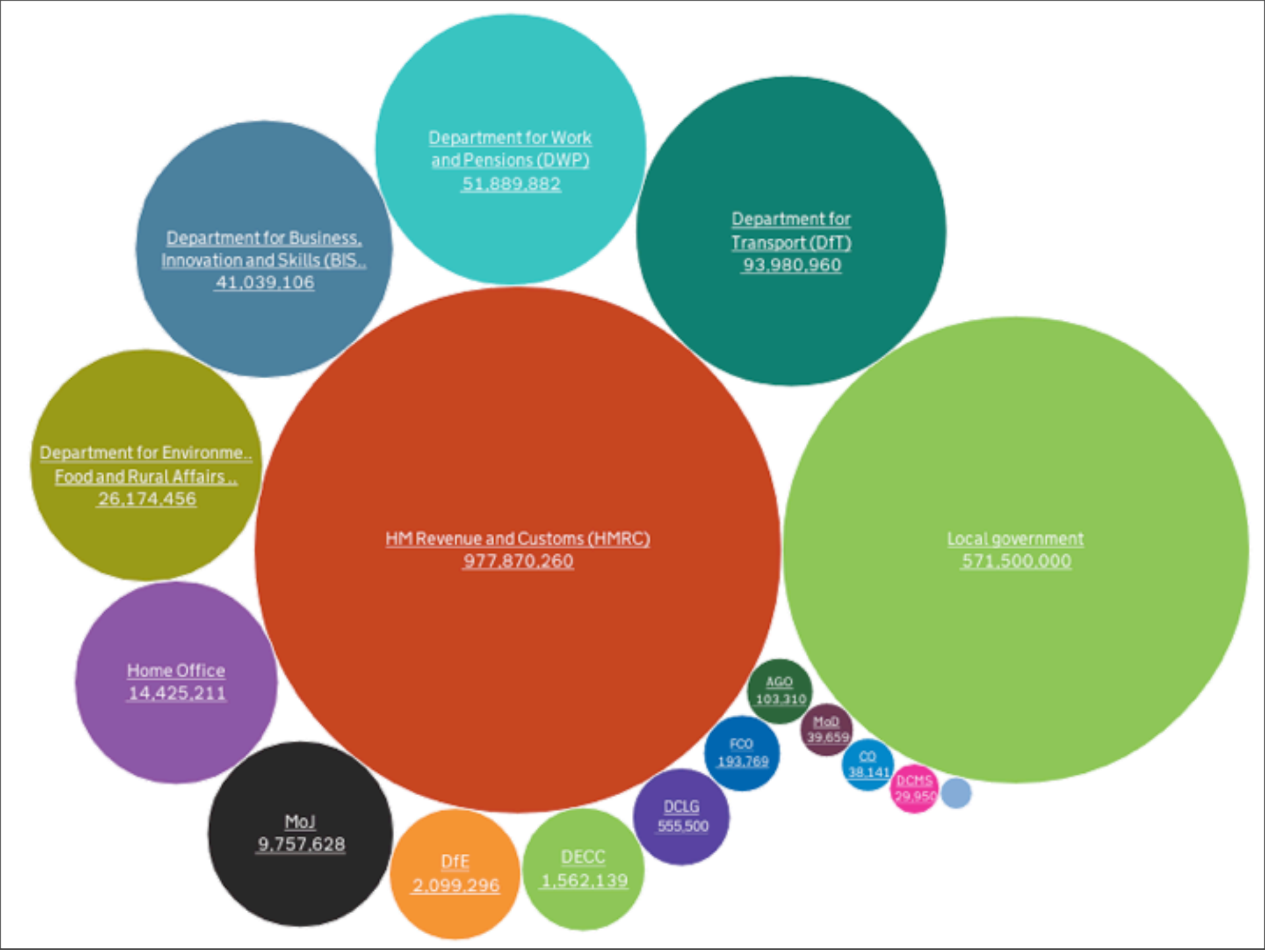
20 times lower than phone

30 times lower than postal

50 times lower than face-to-face

Cost is not the only motivation

How well are these transactions doing?


Department for Work and Pensions (DWP) 51,889,882
Department for Business, Innovation and Skills (BIS.. 41,039,106
Department for Transport (DfT) 93,980,960
Department for Environme.. Food and Rural Affairs .. 26,174,456
HM Revenue and Customs (HMRC) 977,870,260
Local government 571,500,000
Home Office 14,425,211
AGO 103,310
MoD 39,659
FCO 193,769
CO 38,141
DCMS 29,950
MoJ 9,757,628
DCLG 555,500
DfE 2,099,296
DECC 1,562,139

This gave us a baseline

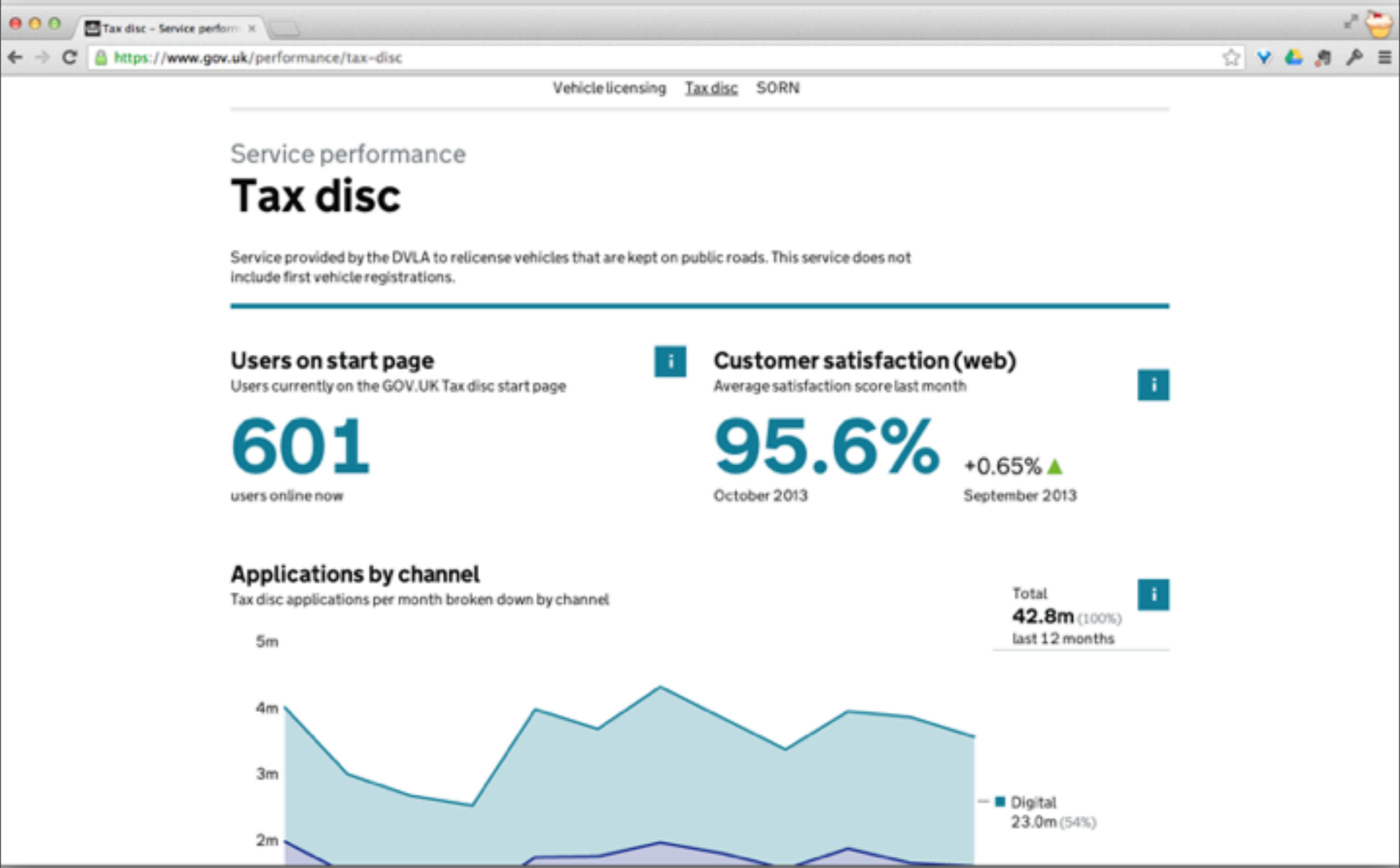
This made us happy

Baby steps

Iterate

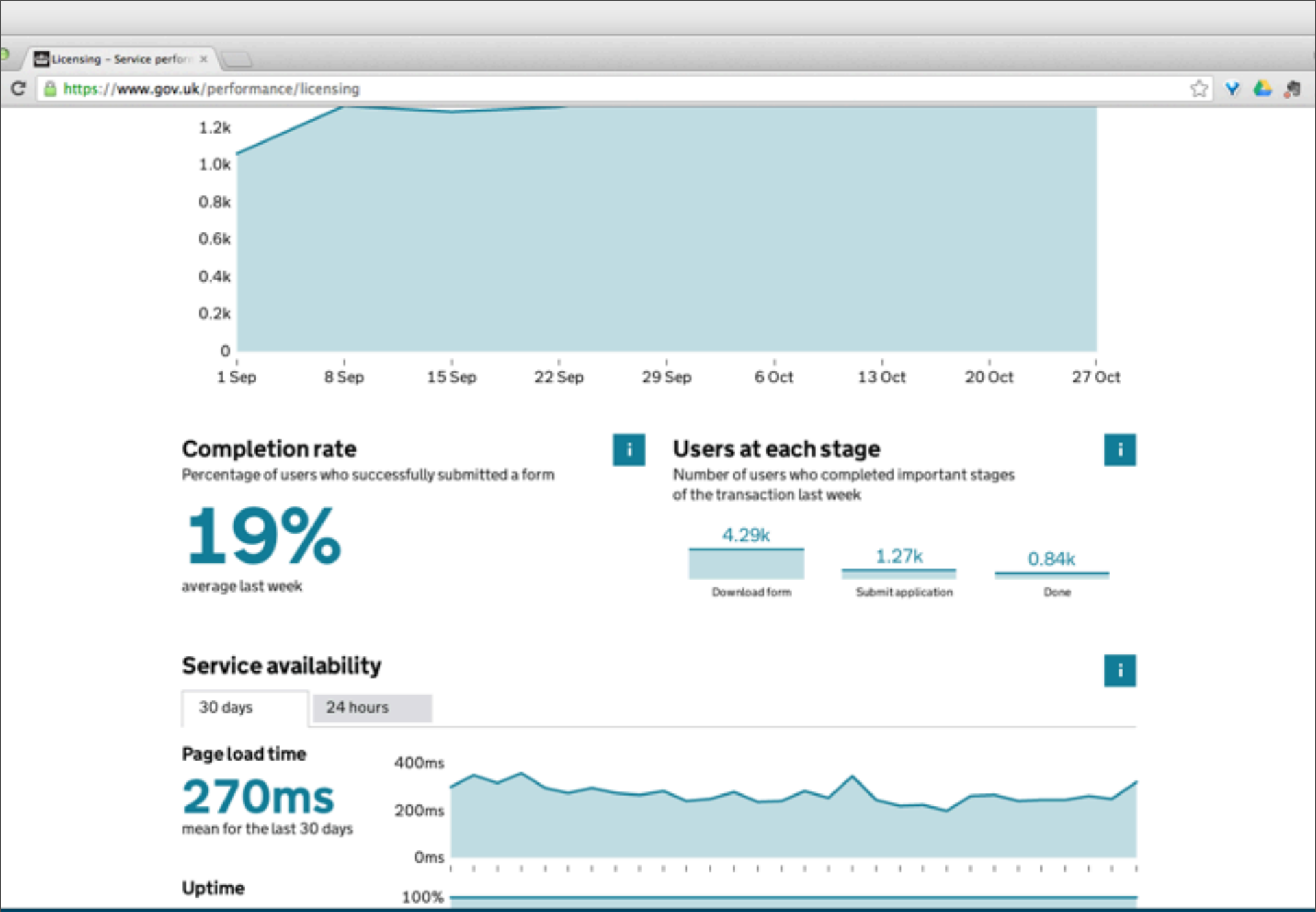
What is the user need for the Performance Platform?

Transparency


Tax disc – Service perform
https://www.gov.uk/performance/tax-disc
Vehicle licensing
Tax disc
SORN
Service performance
Tax disc
Service provided by the DVLA to relicense vehicles that are kept on public roads. This service does not include first vehicle registrations.
Users on start page
Users currently on the GOV.UK Tax disc start page
601
users online now
Customer satisfaction (web)
Average satisfaction score last month
95.6%
October 2013
+0.65%
September 2013
Applications by channel
Tax disc applications per month broken down by channel
Total
42.8m (100%)
last 12 months
5m
4m
3m
2m
Digital
23.0m (54%)

Share

Compare


Licensing - Service perfor
https://www.gov.uk/performance/licensing
1.2k
1.0k
0.8k
0.6k
0.4k
0.2k
0
1 Sep
8 Sep
15 Sep
22 Sep
29 Sep
6 Oct
13 Oct
20 Oct
27 Oct
Completion rate
Percentage of users who successfully submitted a form
19%
average last week
Users at each stage
Number of users who completed important stages of the transaction last week
4.29k
Download form
1.27k
Submit application
0.84k
Done
Service availability
30 days
24 hours
Page load time
270ms
mean for the last 30 days
400ms
200ms
0ms
Uptime
100%

Pay to legalise documents

https://www.gov.uk/performance/pay-legalisation-drop-off

Real-time usage

Live number of users on any page within the service

1

user online now

Completion rate and completed applications

Completion rate

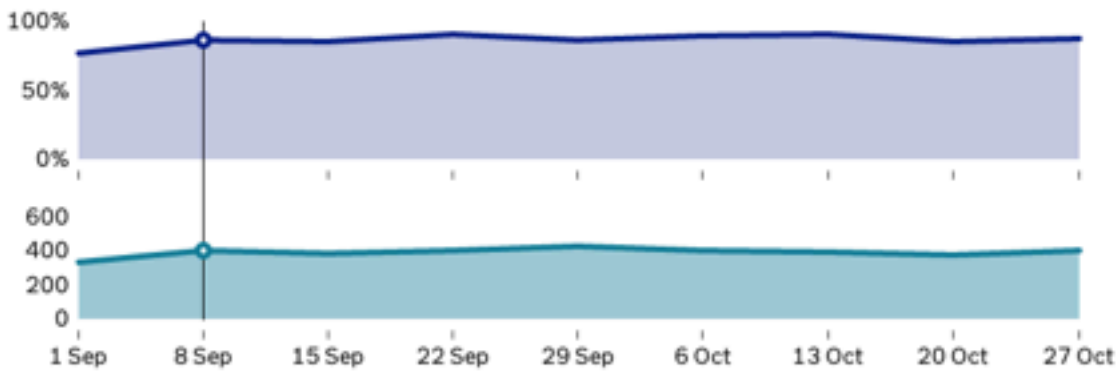
86%

2 to 8 Sep 2013

Completed applications

407

2 to 8 Sep 2013



Users at each stage

Number of users who completed important stages of the transaction last week

@jabley GDS

Provoke discussion

Lasting Power of Attorney

https://www.gov.uk/performance/lasting-power-of-attorney

GOV.UK

Performance ALPHA

Services GOV.UK performance Transactions Explorer

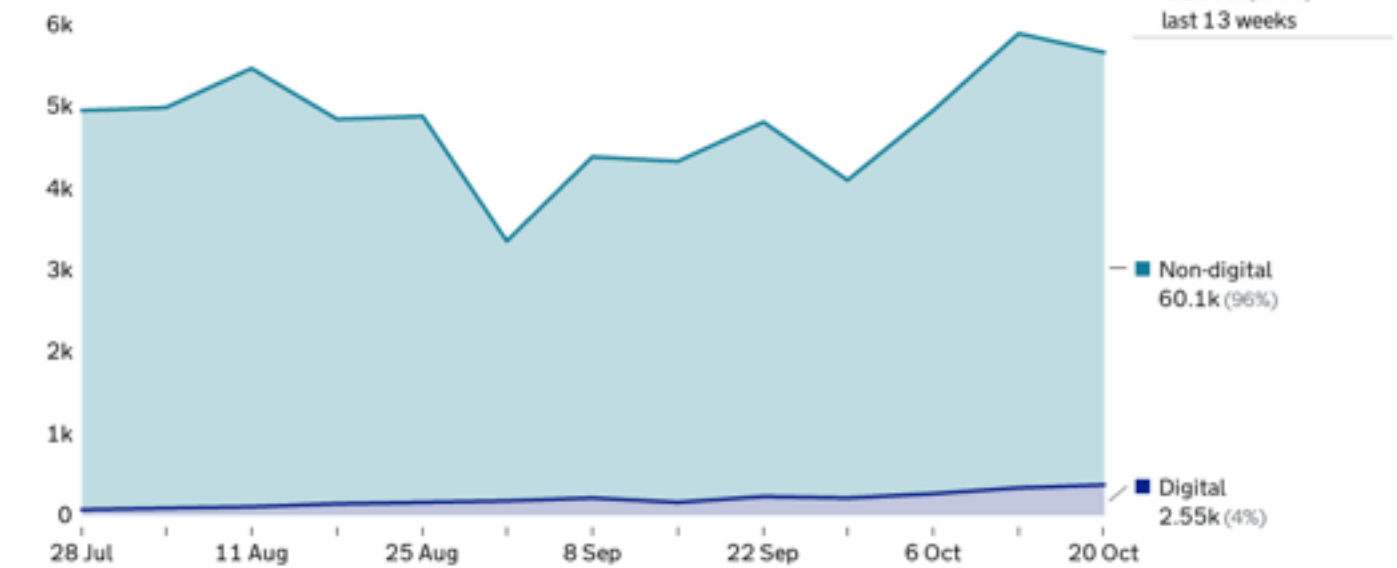
Service performance

Lasting Power of Attorney

A lasting power of attorney (LPA) is a legal document that lets you appoint someone (known as an 'attorney') to make decisions on your behalf. The service is offered in both digital and non-digital formats.

Completed Applications

Non-digital and digital applications over time



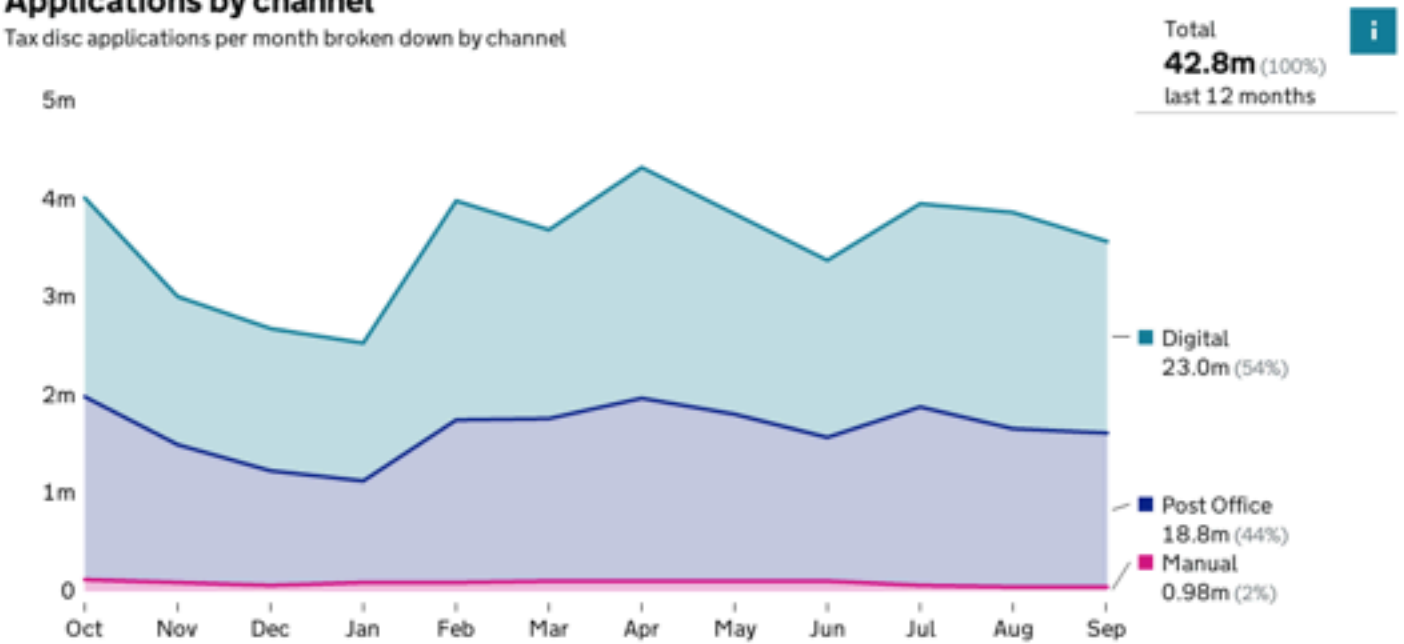
@jabley GDS

Tax disc – Service perform

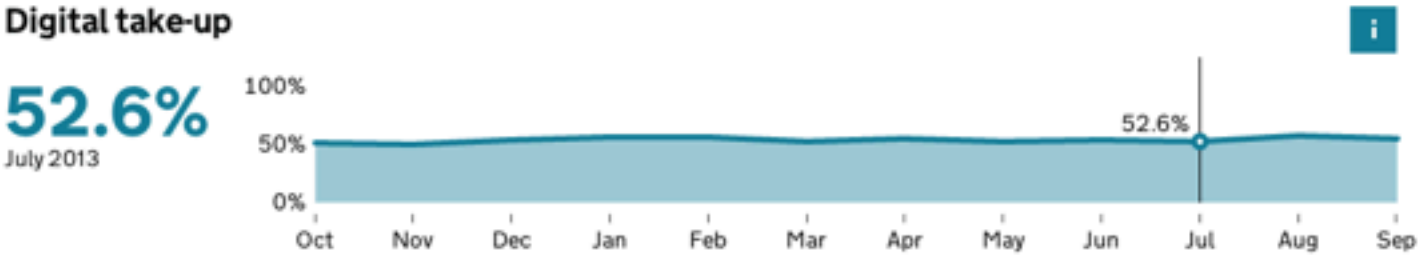
https://www.gov.uk/performance/tax-disc

Applications by channel

Tax disc applications per month broken down by channel



Digital take-up



Error codes (web)

@jabley GDS

Wednesday, 13 November 13

http://www.hankstruckpictures.com/pix/trucks/len_rogers/2007/01/daf-mail.jpg

@jabley GDS

Improve

Make decisions based on data

Aggregate the data

Enable others to play too

Be a tool-builder

Stories are important

GOV.UK
Make
things
open
it makes
things
better

Cabinet Office

James Stewart
James Abley
Government Digital Service
@jystewart / @jabley