



Cabinet Office

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Head of Technology
Government Digital Service
@jystewart



Cabinet Office

James Abley

Technical Architect

Government Digital Service

@jabley

We're from the Government Digital Service



@jystewart

GDS

We're part of the Cabinet Office



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GDS

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



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GDS

We exist because of a
letter...



Race
Online
2012

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

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GDS

Tuesday, 29 October 13



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It gave us a plan...



Create GDS
Fix publishing
Fix transactions
Go wholesale

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GDS

GDS was formed in
November 2011

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

Open

GitHub

Search or type a command



GOV.UK

alphagov

Aviation House, 125 Kingsway,
Holborn, London

<http://www.gov.uk>

Joined on Feb 02, 2011

Repositories



Members

Find a Repository...



smart-answers

Last updated 5 minutes ago



design-principles

Last updated 24 minutes ago



government-service

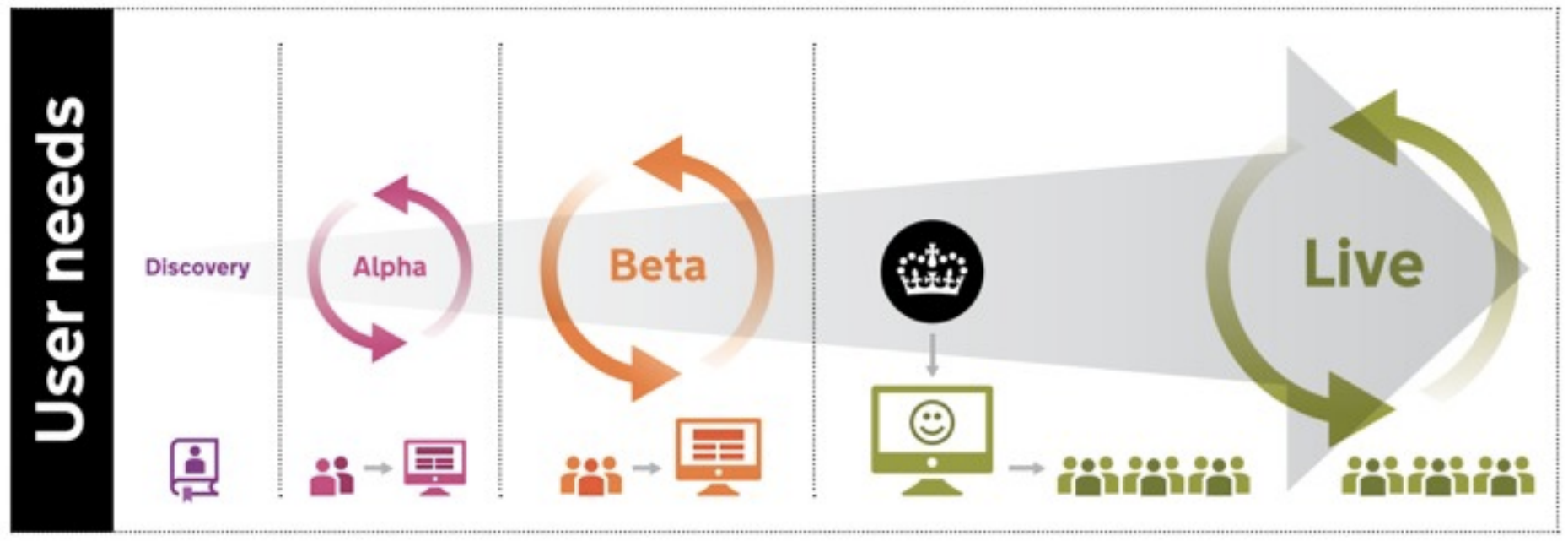
Government Service Des

Last updated 27 minutes ago

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Working in an agile way

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Multi-disciplinary teams

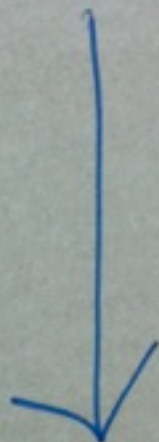


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USERS



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...

GOV.UK



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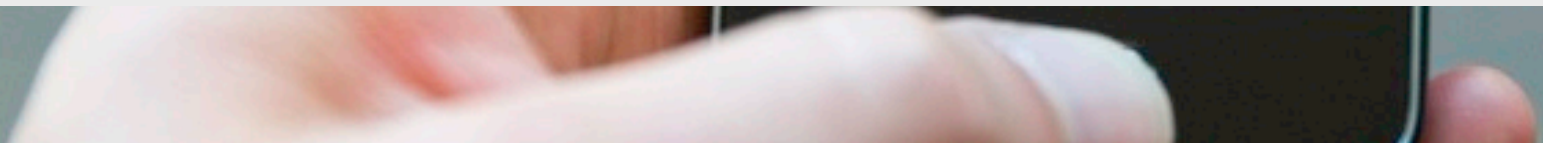
GDS



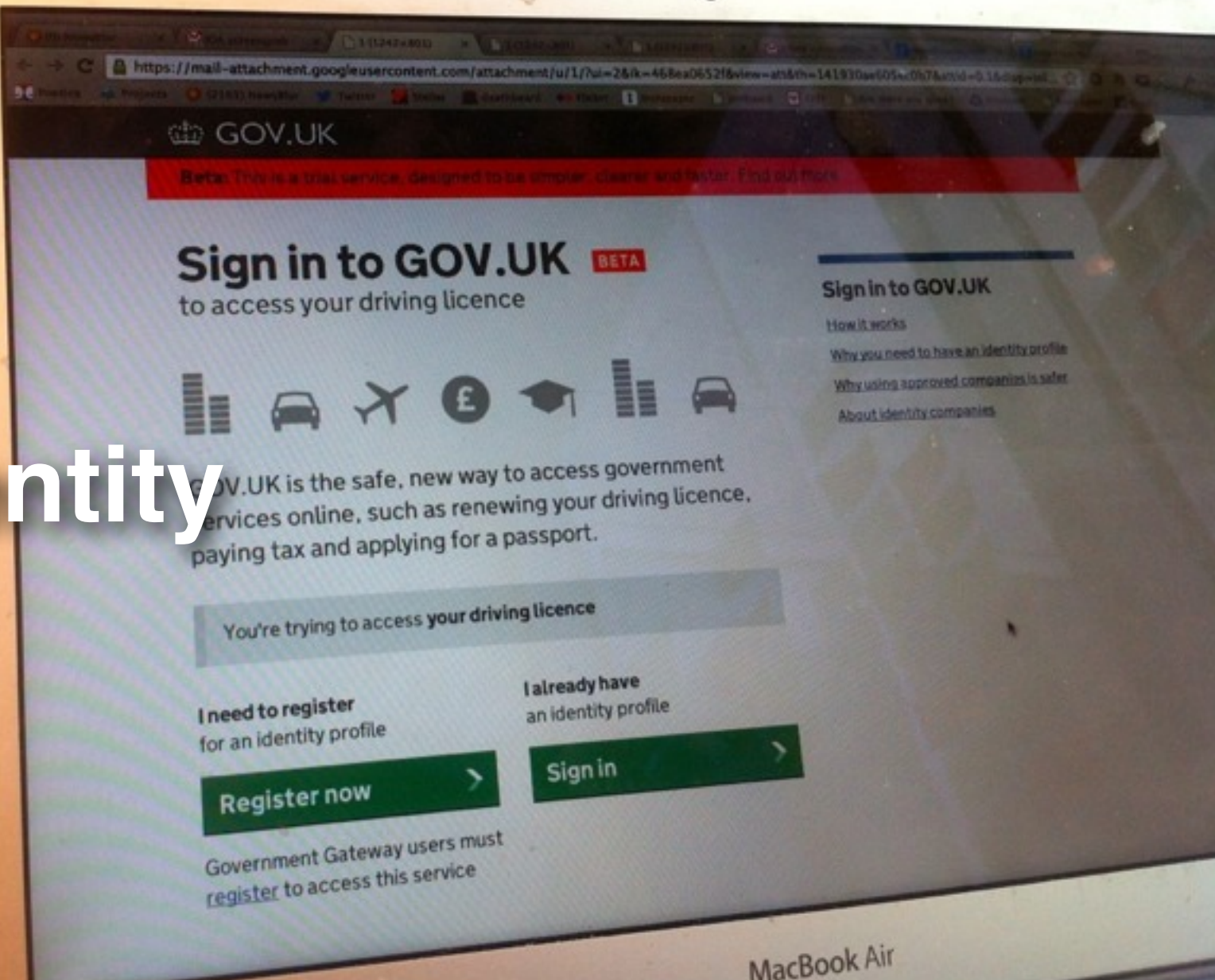
A single domain for government, the platform for everything

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

2,500 code releases in our first year



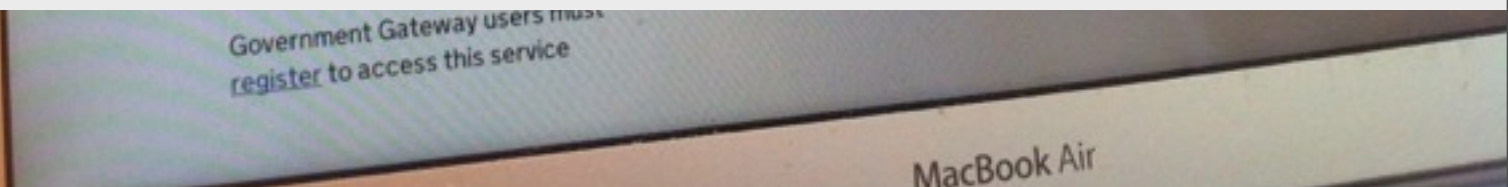
Identity





World-leading federated identity service

Will provide proof of identity for 45 million users



Technology



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Reforming £6.7b technology spend

412,000 staff

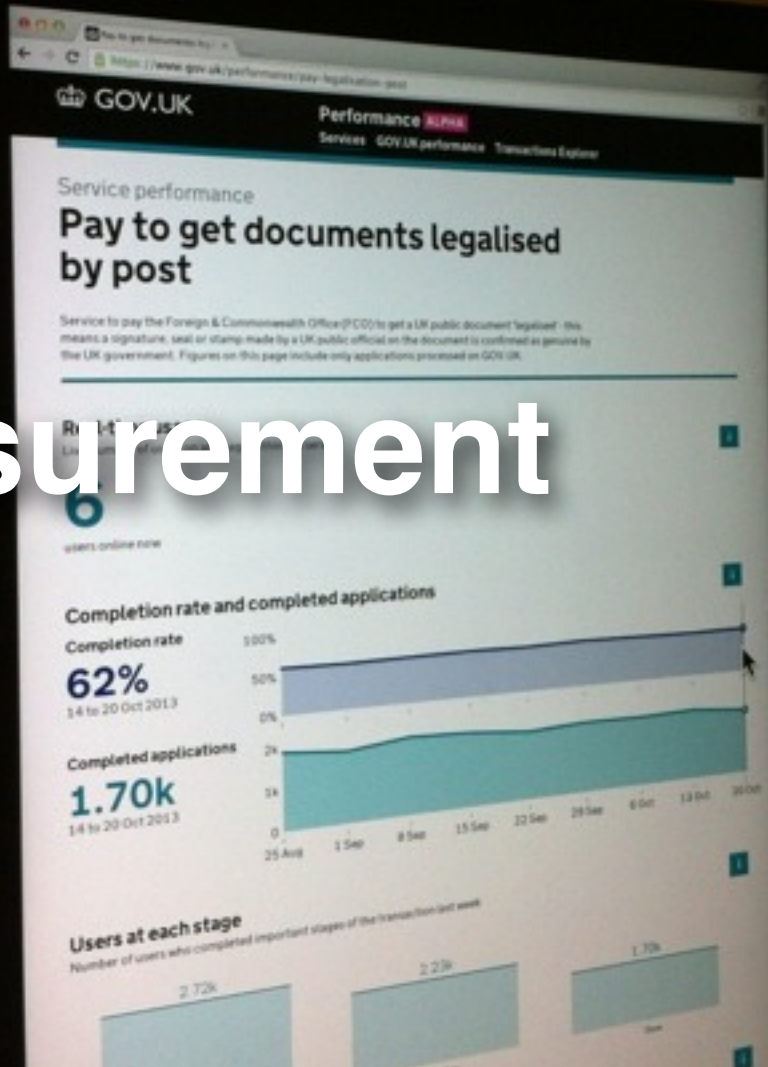
First year - £500m savings



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Measurement



Service performance

Tax disc

Services provided by the DVLA to release 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

308

users online now

Customer satisfaction (web)

Average satisfaction score last month

94.7%

September 2019

+1.00% ▲
August 2019

Applications by channel

Tax disc applications per month broken down by channel



Digital take-up

53.7%

last 12 months



Error codes (web)

Description	Volume last week *	Percentage of total errors	Change from previous week
No MOT Details Found	6,326	20%	-15.7%
No Insurance Details Found	1,355	10%	-22.2%
The VRS created is invalid	6,826	17%	-24.9%
The VRS returned is invalid	4,025	10%	-25.4%
Workflow Timeout	3,136	8%	-25.9%
User Cancelled Transaction	3,026	7%	-8.9%
Vehicle Not Eligible For VRS	1,424	3%	-5.3%
Vehicle Not Found	1,226	3%	-5.2%
User Entered Incorrect VRS	6,826	3%	-1.7%
A pending transaction exists for this vehicle	6,746	2%	-14.7%
Incorrect Vehicle Details Provided	6,646	2%	-1.9%

Service availability

Page load time

1993ms

Avg for the last 24 hours

Uptime

100%

for the last 24 hours



GOV.UK performance

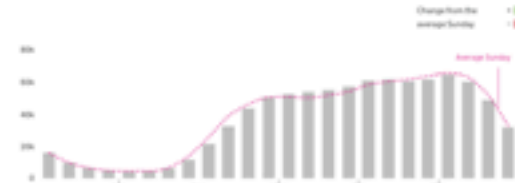
GOV.UK overview

GOV.UK had 6.99 million visitors last week, a decrease of 2% from the week before

Web traffic

GOV.UK's traffic yesterday

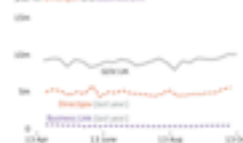
Nearly unique visitors on Sunday 13 October compared with the average of 7.6m on Sundays



Source: Google Analytics

Weekly visits

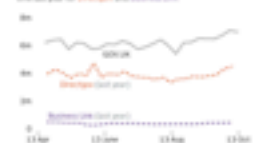
Visits to GOV.UK for the last 6 months compared to the same last year for [Google Ads and Business Link](#)



Source: Google Analytics, Callcentre, Openreach

Weekly unique visitors

Unique visitors to GOV.UK for the last 6 months compared to the same last year for [Google Ads and Business Link](#)



Source: Google Analytics, Callcentre, Openreach

Content

Content explorer

Explore how different pieces of content on GOV.UK were used last week



GOV.UK engagement criteria measured with Google Analytics. User spends at least 7 seconds on the page, or interacts with the body.



Transformation

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Tuesday, 29 October 13

25 of the most important transactions in government

GOV.UK

Digital Transformation

Digital services so good people prefer to use them

Discovery	Alpha	Beta	Live
7	6	11	1
Finding out what the users need, what to measure and what the constraints are Learn more about the Discovery phase	Building a prototype, testing it with users and learning from it Learn more about the Alpha phase	Scaling up and going public Learn more about the Beta phase	Learning how to continuously improve the service Learn more about the Live phase

25 Digital Transformation

The Government Digital Strategy¹ and Departmental Digital Strategies² commit us to the redesigning and rebuilding of 25 significant 'exemplar' services. We're going to make them simpler, cleaner and faster to use. All these are to meet the [Digital By Default Service Standard](#) by April 2014 and be completed by March 2015.

This dashboard shows you which transactions are in the programme, what progress is being made, the estimated scale of the digital service. Click each service name for more detail.

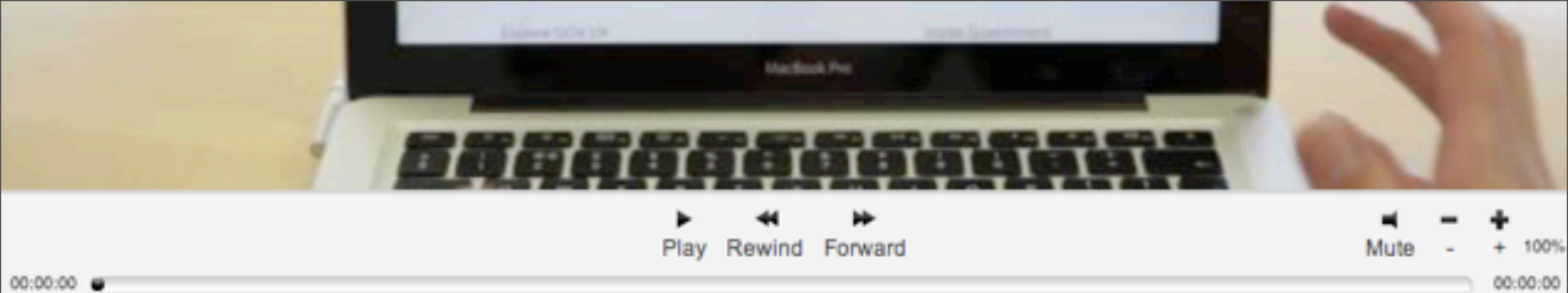
This demo, from our 'Sprint Alpha' event, will give you a quick look at some of the exemplars.



- Electoral registration** alpha
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
- 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
- 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
- Patent renewals** alpha
If you want to renew a patent you will be able to do it quickly and easily online
380k Renewals a year
Department for Business Innovation & Skills
- 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
- Student finance** beta
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
- Waste carrier registration** alpha
40k
Department

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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

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 Affairs

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 Affairs

Universal Credit, with roll-out 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

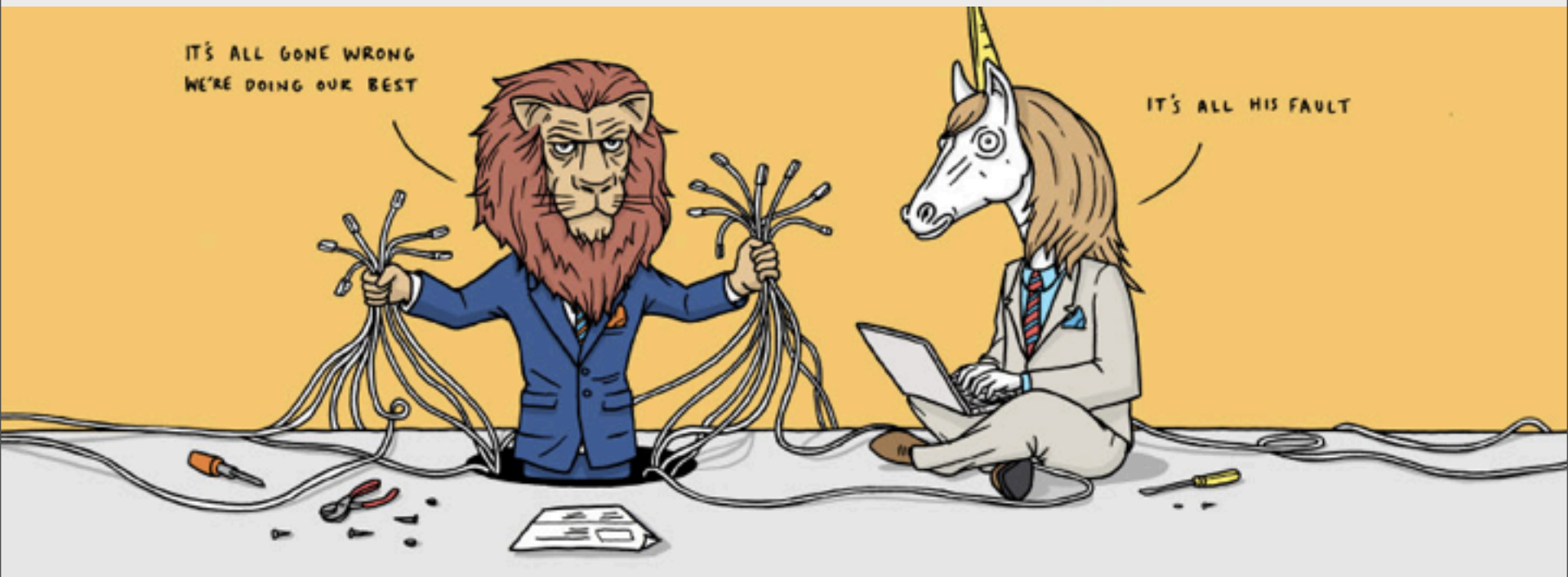

HM Revenue & Customs

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?

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Eat your Greens! / Pay your taxes! Recycle!!

Advent

UK GOV. GOV. UK

What do you want to do?

e.g. pay my tax or find help

Popular

Recently used

New 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 \(ICS, 10KB\)](#)

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Meet the “Need-o-tron 5000”

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Not just about
getting data

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```
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

Search Filters

Priority

[Low \(707\)](#)[Medium \(657\)](#)[High \(408\)](#)[Priority 0 \(46\)](#)

Writing Department

[gds \(1942\)](#)[dclg \(194\)](#)[moj \(148\)](#)[dwp \(88\)](#)[bis \(56\)](#)[education \(53\)](#)[adult \(53\)](#)[benefits \(51\)](#)[pensions \(37\)](#)[disabled \(37\)](#)

Status

[bin \(1314\)](#)[done \(645\)](#)[format \(568\)](#)[assigned \(568\)](#)[progress \(153\)](#)[icebox \(18\)](#)[new \(15\)](#)[review \(5\)](#)[ready \(5\)](#)

Format

[Answer \(799\)](#)[Guide \(432\)](#)[Local authority transaction link \(160\)](#)[Standard transaction link \(148\)](#)

ID	Title ▲	Format	Priority	Tags	Last updated	
#807	Apply for lottery money	Search result box			11 months	Edit Delete
#308	Higher education courses Done	Answer	high		11 months	Edit Delete
#2638	'done' page - general Format assigned	Answer	high		5 months	Edit Delete
#2628	'done' page - motoring Format assigned	Answer	high		6 months	Edit Delete
#2025	10% tax on savings calculator Format assigned	Smart answer (calculator)	high		about 1 year	Edit Delete
#1882	16-19 Bursary Fund Done	Answer	high		9 months	Edit Delete
#2464	24+ Advanced Learning Loans Format assigned	Benefit / scheme	low		7 months	Edit Delete
#654	50-plus element of Working Tax Credit Done	Benefit / scheme	medium		about 1 year	Edit Delete
#2557	Acas Format assigned	Answer	medium		6 months	Edit Delete
#752	Access adoption records Done	Answer	medium		about 1 year	Edit Delete
#2490	Access to Elected Office Fund Format assigned	Benefit / scheme	medium		7 months	Edit Delete
#710	Access to Learning Fund	Answer	medium		over 1 year	Edit Delete
#1024	Access to Learning Fund Done	Benefit / scheme	medium		about 1 year	Edit Delete
#1045	Access to Work In progress	Benefit / scheme	high		9 months	Edit Delete
#1869	Access to work	Smart answer (calculator)			11 months	Edit Delete
#375	Accidents at work Done	Answer	medium		about 1 year	Edit Delete

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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.)

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](#)

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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

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This data is
infrastructure

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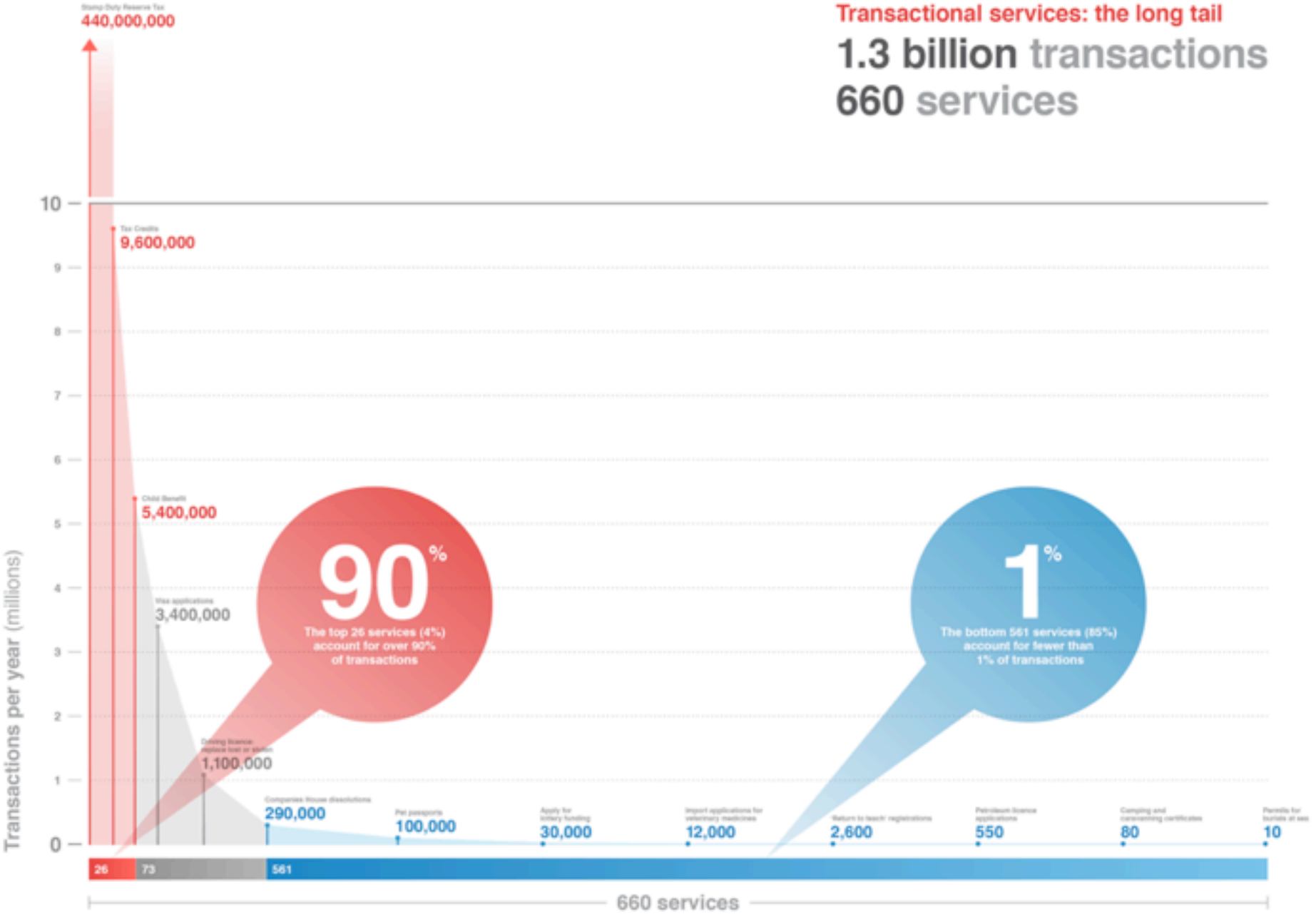
Create GDS
Fix publishing
Fix transactions
Go wholesale

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What transactions
does the
government
have?

Transactional services: the long tail
1.3 billion transactions
660 services



Cost

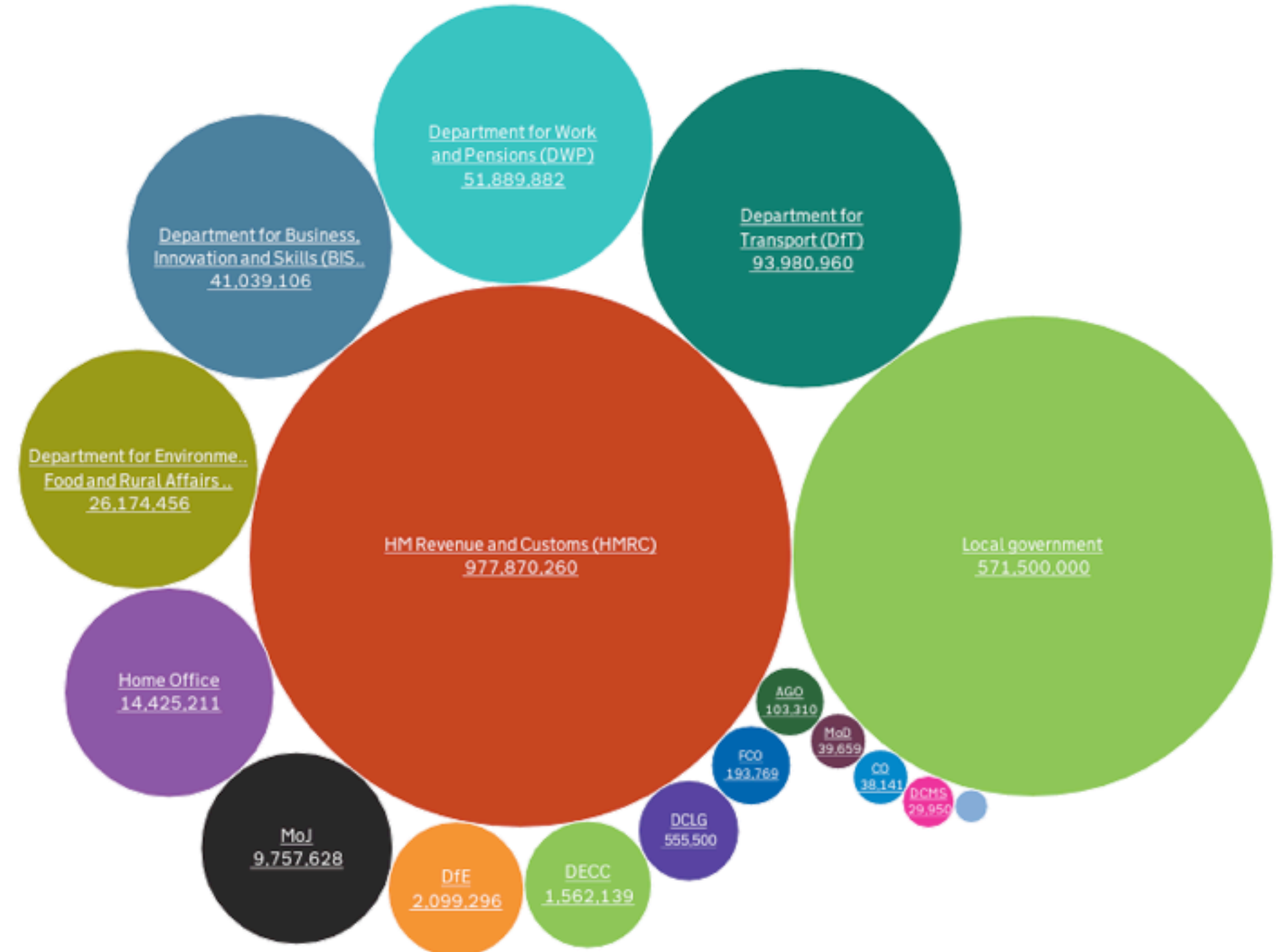
20 times
lower than
phone

30 times
lower than
postal

50 times
lower than
face-to-face

Cost is not
the only
motivation

How well are
these transactions
doing?



This gave us
a baseline

This made us
happy

Helped move
the needle

Iterate

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What is the user
need for the
Performance
Platform?

Transparency

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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

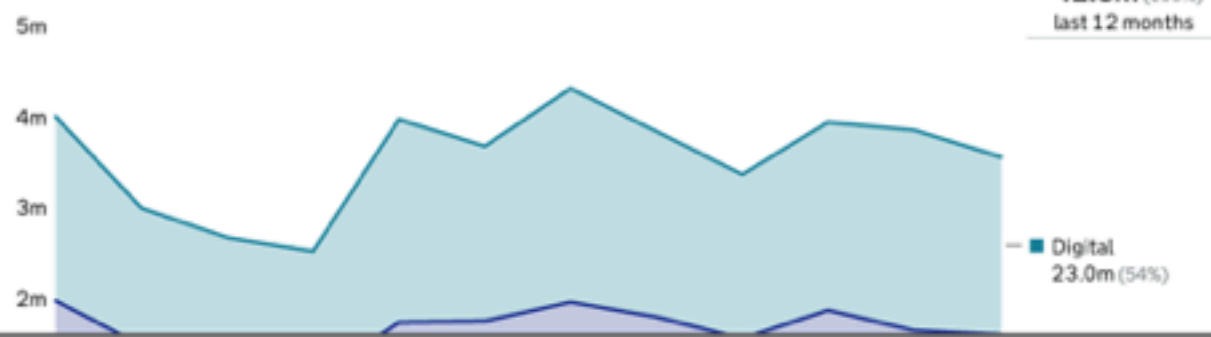
95.6%

October 2013

+0.65% ▲
September 2013

Applications by channel

Tax disc applications per month broken down by channel



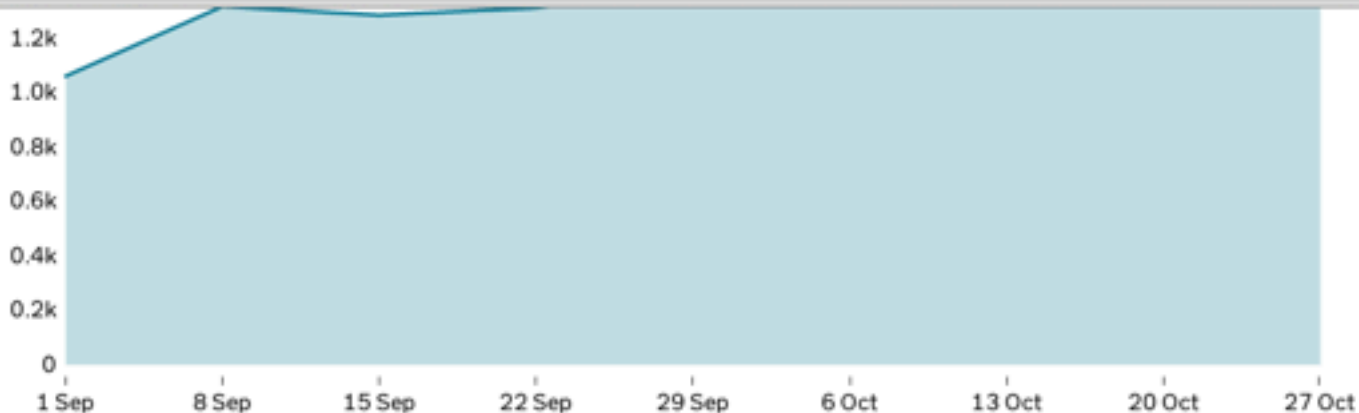
Share

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Compare



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



Service availability

30 days

24 hours

Page load time

270ms

mean for the last 30 days



Uptime

100%

Real-time usage

Live number of users on any page within the service



1

user online now

Completion rate and completed applications



Completion rate

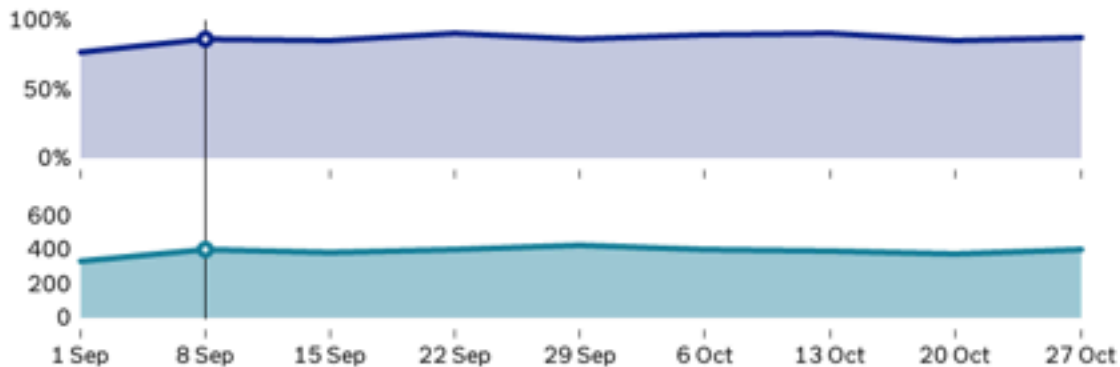
86%

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



Provoke discussion

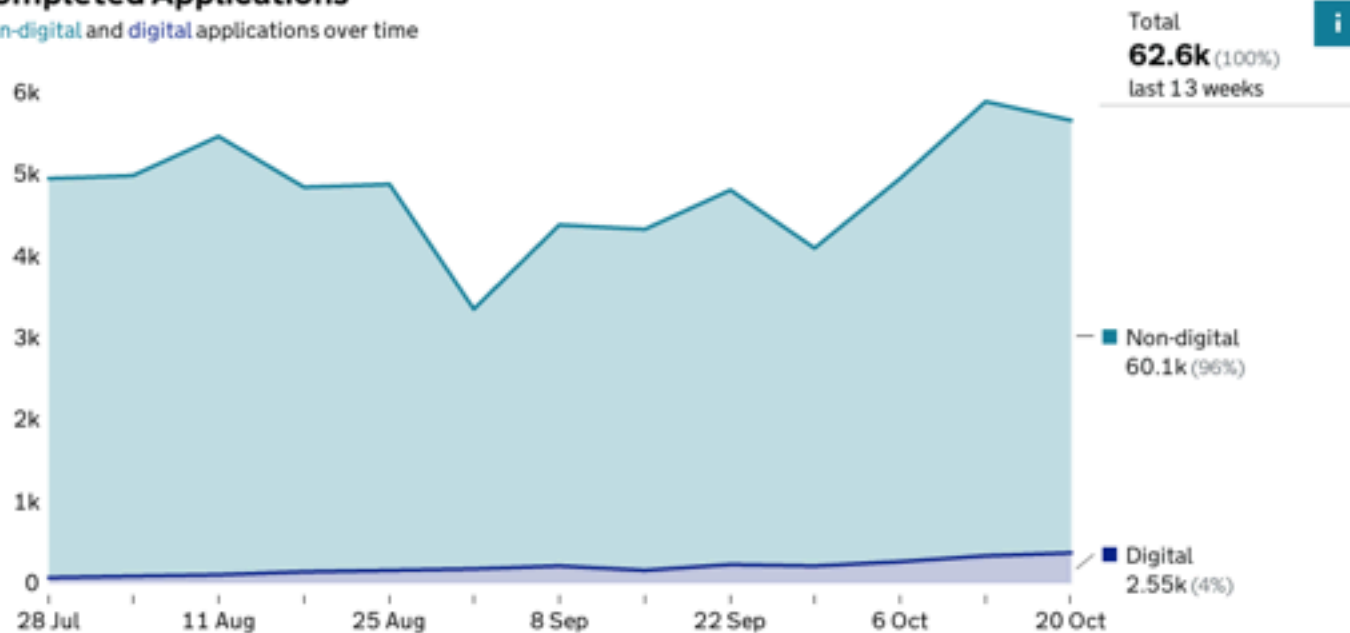
Service performance

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

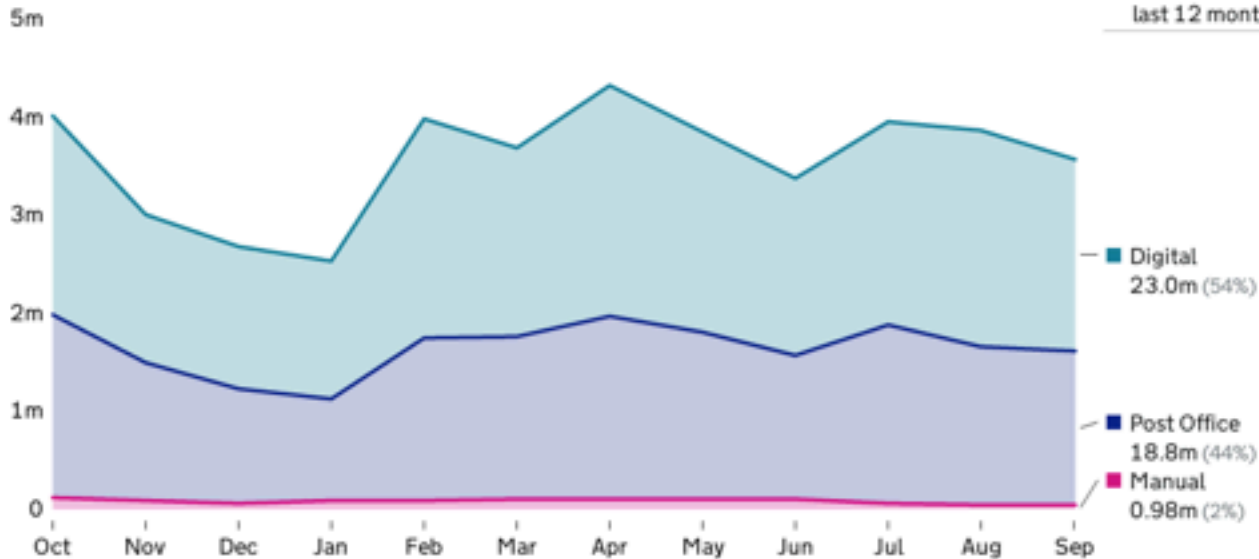
Non-digital and digital applications over time



Applications by channel

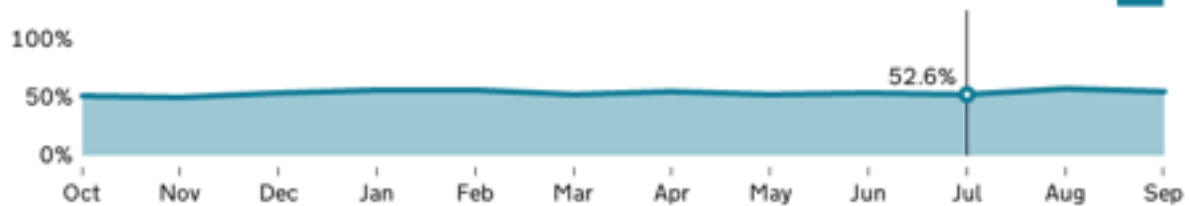
Tax disc applications per month broken down by channel

Total **42.8m** (100%)
last 12 months



Digital take-up

52.6%
July 2013



Error codes (web)



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

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Improve

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Make
decisions
based on data

Aggregate the data

Enable others
to play too

Be a tool-
builder

Make

things

open

it makes

things

better



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James Stewart

James Abley

Government Digital Service

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