Digital Service Standard assessment

Greater London Authority

Good Work Standard Discovery - 25/7/18

About the service

Introduction

The Mayor has made a number of manifesto promises related to making London the best place in the world to work. The GLA is proposing a compact with employers, called the Good Work Standard, which will promote a number of initiatives including:

- The Mayor's Good Work Standard
- Diversity in the workplace
- Fair pay - including the London Living Wage
- Excellent working conditions - including the Healthy Workplace Charter
- Improvement in skills and training
- Higher levels of employee engagement

A significant call for evidence has been undertaken with a broad spectrum of Londoners on how best to approach these objectives.

Following the conclusion of the call for evidence and the associated report a Mayoral Decision was made to allocate £550K funding to the overall Good Work Standards programme.

This is a voluntary scheme where businesses employing Londoners can assess their capability against the above list and other associated standards and then choose from a wide variety of methods of assistance in order to improve their situation.

The GLA has started to develop the programme over Summer 2018 with the full MVP, including an online self-assessment tool, to be ready for the main launch in Autumn/Winter.

The Good Word Standards team is working closely with a number of strategic partners including the following.

- The Chartered Institute of Personnel and Development (CIPD)
- The Advisory, Conciliation and Arbitration Service (ACAS)
- Employers / business representative orgs
- Trade Unions

The Economic Development team are currently recruiting an Economic Fairness Programme Director. Recruitment of other staff to develop and maintain the Good Work Standard including a possible accreditation scheme.

Targets will be set by end of 2018/19 financial year and will measure number of employers who sign up to the Mayor's Good Work Standard. The team is working with individual London boroughs to aid them in hitting their own internal programme targets. The Responsible Procurement team is also working to ensure the GLA Group supply chain is engaged in the programme.

Digital component

The digital component for this product has already been successfully reviewed by the GLA Digital Projects Review Group (DPRG).

Appropriate aggregate open data related to the programme will made available on the London Data Store.

Assessment summary

Standard	Met/Not met	Score (>0 = met)
1. Understand user needs	Met	1
2. Have a multidisciplinary team	Met	5
3. Use agile methods	Met	3
4. Iterate and improve regularly	Met	3
5. Evaluate appropriate tools and systems	Met	3
6. Evaluate user data and information	Met	5
7. Use open standards	Met	3
8. Test the end-to-end service	Met	3

9. Make a plan for being offline	Met	3
10. Make sure users succeed first time	Met	3
11. Build a consistent user experience	Met	5
12. Encourage everyone to use the digital service	Met	3
13. Identify performance indicators	Met	3
14. Do ongoing user research	Met	3
15. Test with senior manager	Met	1
Overall result	**MET**	**47**

Total score (Min met 15, max 75):	47 - Discovery phase
Main strengths:	The team have made a good start by putting together a multidisciplinary team and engaging in early collaboration and engagement with a range of stakeholders and users. This should help to ensure project success.
Main weaknesses:	Clarity over user needs to be regularly check to ensure that the service solves the actual problems that users have. The project structure and planned process should help to ensure this, however.

Visuals

No visuals at this review as it's at the end of the Discovery phase.

Assessment participants

- Lead assessor : Martin Chaney - Senior Manager - Digital Transformation, GLA
- Design assessor : N/A
- Technical assessor : N/A
- User research assessor : David Durant - Senior Business Analyst, GLA
- Good Work Standards Product Owner : Nathan Davies / Brendan Hogarth
- Good Work Standards Business Analyst : Oliver Cook

Detailed assessment

For the overall rating, 1 indicates the minimum level of compliance to the standard, and 5 the highest. Again, these are not terribly scientific scores, but the aim should be to identify where improvements can be made.

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1. Understand user needs
Research to develop deep knowledge of who the service users are and what that means for the design of the service - find out more
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What was good?
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- The team has had a focus on recording key user needs throughout the discovery period of the project
- Research insights were collected from similar previous and ongoing GLA projects (e.g. Rights and Entitlements)
- An initial call for evidence (12 questions) was sent to 300+ stakeholder groups including:
  - Examples of the organisations the project is looking to target
  - Existing exemplar organisations
  - Relevant central government organisations
  - Appropriate civil society groups including unions
- An initial workshop was undertaken with a representation subset of those groups to highlight top level requirements
- Two further workshops were undertaken to focus specifically on the needs of SMEs
  - Four hours each - SMEs, Heathrow, Digital Catapult, CIPD, etc -- orgs that advise SMEs
  - Empathy mapping, target journey, user story mapping - creation / validation
- Main feedback
  - At least two phases of development considered
    - Phase 1 - legal minimum, direct users to advice providers
    - Phase 2 - organisational account (to track improvements), self assessment tool, etc
  - Small organisations have limited structured HR function, time involved is a major issue
  - Potential participants must quickly understand the key benefits
  - It must be free of charge
  - Creating an account is a enough of a barrier to cause people not to bother
  - Brought up idea of a 5 questions "quick health check" before even starting the programme
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What could be improved?	• GIven the broad scope and user base it will be vital to regularly check that the service is actually meeting a specific need. • We would advise regular review of users needs as the service develops.				
Overall rating	**1**	2	3	4	5

2. Have a multidisciplinary team
Ensure a suitably skilled, sustainable multidisciplinary team, led by a senior service manager with decision making responsibility, can design, build and improve the service -
find out more

What was good?	• The team is already working in a multidisciplinary fashion including policy members from Economic & Business Enterprise, business analysis and content design from Digital and working with user research team Spotless • This is planned to be expanding to include a representative from Creative and appropriate members of the Technology Group if development work for the self-assessment tool remains in-house.				
What could be improved?					
Overall rating	1	2	3	4	**5**

3. Use agile methods
Create a service using the agile, iterative and user-centred methods set out in the Government Service Design Manual - find out more

What was good?	• The team is undertaking a standard discovery, alpha, beta, live iterative development approach • If an extended period of development is needed for the implementation of the self-assessment tool Agile sprints will be used
What could be improved?	• We suggest that the team consider using Agile as a standard way of working beyond thinking about it only as a way of delivering software.

Overall rating	1	2	**3**	4	5

4. Iterate and improve regularly
Build a service that can be iterated and improved in response to user need and make sure you have the capacity, resources and technical flexibility to do so - find out more

What was good?	● The team is planning to develop an MVP and then continue to iterate the service during alpha and beta ● Once it is fully available user feedback and site analytics will be used in conjunction with future policy requirements to continue to provide a prioritised backlog of improvements and new features to be implemented in future phases
What could be improved?	

Overall rating	1	2	**3**	4	5

5. Evaluate appropriate tools and systems
Evaluate what tools and systems will be used to build, host, operate and measure the service, and how to procure them, looking to reuse existing technologies where possible - find out more

What was good?	● The site and self-assessment tool will be part of London.gov ● The site will be instrumented with google analytics ● Appropriate open data will be provided via the London Data Store
What could be improved?	

Overall rating	1	2	**3**	4	5

6. Evaluate user data and information
Evaluate what user data and information the digital service will be providing or storing and address the security level, legal responsibilities, privacy issues and risks associated with the service - find out more

What was good?	● The only user data to be collected in the MVP is an optional email address to sign-up for newsletter ● Quick Health Check won't store any user data, but building on the MVP, the user can then create an account or sorts to track progress, which would mean storing some user data. ● For any future phases where further user data may be collected the team will ensure they remain GDPR compliant by working closely with the GLA's Information Management team ● The site will be instrumented with google analytics which will collect non-user-specific data				
What could be improved?					
Overall rating	1	2	3	4	**5**

7. Use open standards
Use open standards, existing authoritative data and registers, and where possible make source code and service data open and reusable under appropriate licenses - find out more

What was good?	● The project will be using standard business and employment taxonomy data from the ONS				
What could be improved?					
Overall rating	1	2	**3**	4	5

8. Test the end-to-end service
Be able to test the end-to-end service in an environment similar to that of the live version, including all common browsers and devices - find out more

What was good?	● The testing methodology for the self-assessment part of the service will be decided during the Alpha phase				
What could be improved?					
Overall rating	1	2	**3**	4	5

9. Make a plan for being offline
Make a plan for the event of the digital service being taken temporarily offline, and regularly test - find out more

What was good?	● This is a non-critical service. As part of London.gov the site will have a high level of resilience as standard.
What could be improved?	

Overall rating	1	2	**3**	4	5

10. Make sure users succeed first time
Make sure that the service is simple enough that users succeed first time unaided - find out more

What was good?	● The team plans to test the service throughout development with representatives of key user groups to ensure that they find the product easy to use ● This work may take place in conjunction with key strategic partners such as ACAS ● Peer to peer support will also be put in place via a "champions group" of organisations
What could be improved?	● The panel would be keen to see the outputs from any testing and also for these outputs to be shared with all stakeholders.

Overall rating	1	2	**3**	4	5

11. Build a consistent user experience
Build a service consistent with the user experience of government digital services, including using common government platforms and the Government Service Manual design patterns - find out more

What was good?	● The related digital content and self-assessment tool will be hosted on London.gov and will be designed and built to conform to that site's look and feel ● The service will be tested to ensure it works correctly on mobile devices
What could be improved?	

Overall rating	1	2	3	4	**5**

12. Encourage everyone to use the digital service
Encourage maximum usage of the digital service (with assisted digital support if required) - find out more

What was good?	- A launch in Autumn/Winter will encourage target groups to use the service - especially in the SME sector - the Economic Development and other GLA teams will engage businesses in their networks to encourage this to happen. - Mayor launch event, unions, big companies to bring along their supply chains, representatives from London boroughs, etc - The ER Marketing is also involved and preparatory work is underway to plan a wider campaign in early 2019. - A solution is being developed for non-online users in association with CIPD
What could be improved?	

Overall rating	1	2	**3**	4	5

13. Identify performance indicators
Identify performance indicators for the service, incorporating existing indicators and publishing to a performance platform, if appropriate - find out more

What was good?	- Targets will be set by end of 2018/19 financial year and will measure number of employers who sign up to the Mayor's Good Work Standard / the number of people in their workforces - Being able to show tracking progress of improvement for each signed-up organisation - Demonstrate usage of provided toolkits and masterclasses - The GLA Economics and Evaluation team are currently building a model of key organisational indicators, many of which will be impacted by this work (e.g. living wage, publishing gender pay gap, etc)
What could be improved?	- We encourage the team to have further discussions to define specific measurable KPIs agreed by their senior stakeholder - In particular we encourage the team to think about simple KPIs related to website analytics

Overall rating	1	2	**3**	4	5

14. Do ongoing user research
Put a process in place for ongoing user research, usability testing to continuously seek feedback from users, and collection of performance data to inform future improvement to the service - find out more

What was good?	- The team has undertaken user research workshops with representatives of key user groups during the discovery phase - There are plans to continue to undertake various kinds user research during the development of the product - Feedback form on London.gov pages - Private beta of tool to a closed group of participants - Test with "champions" group (30 people)
What could be improved?	

Overall rating	1	2	**3**	4	5

15. Test with senior manager
Test the service from beginning to end with appropriate council member or senior manager responsible for it - find out more

What was good?	The GLA is currently recruiting an Economic Fairness Programme Director. They will be responsible for direct delivery of the Good Work Standard and will be closely involved in testing the service from beginning to end.
What could be improved?	- The GLA is currently recruiting an Economic Fairness Programme Director. They will be responsible for direct delivery of the Good Work Standard and will be closely involved in testing the service from beginning to end. - The appointment of this post will enable the team to confirm their deliverables / KPIs for this project - The team needs to confirm the level of involvement of their senior stakeholder and how they would like to test / confirm progress of the service

Overall rating	**1**	2	3	4	5