

Manage my Tenancy

Service Standard assessment

Private beta
March 2018

1. Research to develop deep knowledge of who the service users are and what that means for the design of the service.	Partially met
--	---------------

The team creating the service should have a good understanding of user needs that has come from observing and engaging with end users, understand what users are trying to do when they engage with the current service (the user context, whether currently digital or not) and they understand the user needs – not just functional requirements – that the service will have to achieve in order to be successful.

Key findings

- Significant time has been invested in understanding the users of the service
- User goals seem aggregated rather than related to personas and user stories
- Not enough research has been done to understand the needs of Assisted Digital users

Recommendations

Before going Live, the team need to:

- Understand how the product works for users with accessibility needs
- State how the user stories were prioritised and have a clear backlog for ongoing improvement
- Give evidence of high-level feedback on alpha prototyping (e.g. user feedback to strategy to reduce checklists)
- Identify key tasks that users find frustrating and provide evidence of how these have been resolved

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

The team should be empowered to design a service that meets users' needs; should share best practice and ensure that all viewpoints are taken into consideration throughout the design, build, implementation and improvement of the service post go-live. The size and expertise of the team and the roles required during the development of the service should be flexible during each phase, but must always include the service manager who will run the service on a day to day basis.

Key findings

- There is a multidisciplinary team in place with a prominent product owner with decision making responsibilities
- Formalising the senior roles outside the project will provide more certainty to the team
- More design skills will help deliver a more usable product

Recommendations

Before the next phase of work, the team needs to:

- Clarify the responsibilities between the Delivery Manager, Programme Manager and Relationship Manager
- Provide a statement around external named roles to clarify how sustainable the team is
- Be clear about who is responsible for the user stories
- Identify a Front-End developer
- Assign Tech Lead (consulting with Technical Architects)

3. Use agile methods	Met
-----------------------------	-----

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

Key findings

- The team is working in an Agile, user-centred way
- The team hasn't identified and reported against risks clearly enough

Recommendations

At the next assessment, the team must:

- Provide evidence and examples of what they learnt from user research, rather than just 'we did it' statements
- Provide evidence of progress against goals / business metrics
- Show how the team considered assisted digital options

4. Iterate and improve regularly	Partially Met
---	---------------

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.

Key findings

- The team demonstrates a clear understanding of how this improves on the status quo
- However, there isn't enough clarity of how the product has been iterated in response to research findings

Recommendations

At the next assessment, the team must demonstrate:

- An understanding of the full technical architecture
- How features were iterated in response to user research
- Estimate and measure the story points and the speed of delivering these per sprint

5. Evaluate appropriate tools and systems	Met
--	-----

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.

Key findings

- The team has a clear understanding of the tools and systems being used and has re-used components where possible

Recommendation

At the next assessment, the team must:

- Explain how they have documented features to avoid vendor lock-in

6. Evaluate user data and information	Partially Met
--	---------------

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.

Key findings

- The team understands how this product represents an improvement on security and data capture processes compared to the status quo
- The team will need to conduct more rigorous security testing but the application currently meets expectations

Recommendations

At the next assessment, the team must:

- Demonstrate the results of security testing
- Provide a Privacy Impact Assessment

7. Use open standards	Partially Met
------------------------------	---------------

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

Key findings

- The approach supports Hackney's master data management
- The code is available for re-use on Github

Recommendations

At the next assessment, the team should:

- Clearly define how existing services have been used as part of the project (eg Citizen Index)
- Clearly state Hackney API standards and how they have been met
- Ensure the Github repository is complete and links to the documented user research

8. Test the end-to-end service	Not Met
---------------------------------------	---------

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.

Key findings

- The team has conducted rigorous user testing
- The team could use more automated testing tools to ensure it performs well in all environments
- Each user story needs to have clearly defined acceptance criteria to support the Product Owner signing it off

Recommendations

The team needs to demonstrate:

- The three identical different environments
- Different browsers tested

9. Make a plan for being offline	Not met
---	---------

Make a plan for the event of the digital service being taken temporarily offline, and regularly test.

Key findings

There is a clear current process for communication if an application is unavailable - but this needs to be applied to this product

Recommendations

During the next phase of work, the team will need to work with the product owner to ensure there is:

- A business continuity plan
- A communications protocol for if the service is unavailable
-

10. Make sure users succeed first time	Met
---	-----

Make sure that the service is simple enough that users succeed first time unaided.

Key findings

- The research and development of the product has reduced the typical training time for onboarding a new application because it's simple and intuitive

Rotating show & tells to different offices helped build the profile of the work

Recommendation

- The user uptake and satisfaction should be monitored as part of the private beta

11. Build a consistent user experience	Met
---	-----

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

Key findings

- The product is a clear improvement on the other mobile working tools that have been available in the past
- Constraints with the Outsystems platform limit the availability to replicate existing user experiences

Recommendations

- The team should share its findings about usability in Outsystems
- The learnings from the project should be shared to create reusable design patterns, where possible

12. Encourage everyone to use the digital service	Met
--	-----

Encourage maximum usage of the digital service (with assisted digital support if required).

Key findings

- The pilot team are engaged in the product and eager to use it
- A communications plan will be required to support its further rollout

Recommendation

- The team should perform regular user research to ensure that the tool is used consistently by officers

13. Identify performance indicators	Met
--	-----

Identify performance indicators for the service, incorporating existing indicators and publishing to a performance platform, if appropriate.

Key findings

- The product supports significantly more monitoring than the current process allows
- The performance indicators for the product haven't been defined clearly

Recommendation

- The team should perform regular user research to ensure that the tool is used consistently by officers
- The product owner should agree some targets for increased efficiency and improved customer service

14. Do ongoing user research	Met
-------------------------------------	-----

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.

Key findings

- The team will conduct a rolling programme of user research in the next phase of work
- The team has increased capacity to conduct user research

Recommendation

At the end of the next phase of work, the team should demonstrate that:

- There is a plan to conduct a rolling programme of user research in a live environment

15. Test with senior manager	Met
-------------------------------------	-----

Test the service from beginning to end with appropriate council member or senior manager responsible for it.

Key finding

The Head of Service has attended show & tells regularly

Recommendation

- Before the next phase of work, the team should agree with the Head of Service how best to involve the Cabinet Member