



My Rent Account

Service Standard Assessment

Project Phase: Alpha
December 2018



Contents:

Panel details	2
1. Research to develop deep knowledge of who the service users are and what that means for the design of the service.	3
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.	5
3. Use agile methods	7
4. Iterate and improve regularly	9
5. Evaluate appropriate tools and systems	11
6. Evaluate user data and information	13
7. Use open standards	15
8. Test the end-to-end service	17
9. Make a plan for being offline	19
10. Make sure users succeed first time	21
11. Build a consistent user experience	23
12. Encourage everyone to use the digital service	25
13. Identify performance indicators	27
14. Do ongoing user research	29
15. Test with senior manager	30

Panel details

Role	Name	Job title	Organisation
Lead assessor	Matthew Cain	Head of Digital	London Borough of Hackney
Delivery panelist (standards 2, 3, 4, 6, 13, 15)	Ian Ames	SCRUM Master	HM Land Registry
User Needs / UX Design panelist (standards 1, 10, 11, 12, 14,)	Richard Smith	Lead User Researcher	London Borough of Hackney
Technical panelist (standards 5, 7, 8, 9)	Cate McLaurin	Head of Delivery	London Borough of Hackney

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

**Background - input from team
(Describe the what, the why and the how)**

In order to gain a better understanding of who our service users are, we collated information using various methods including; surveys, call centre listening, face to face meetings with customers and behavioural data (Google Analytics, Council payment data). In addition, we spoke with our product owner; Ibrahim Ali who shared his knowledge on the service.

We created personas based on users we met. Personas are created to understand the motivations of users and see how different typical users have their own needs and how we can meet those needs.

We created customer journey maps; showing the experience of each user who used the service, their feelings towards each section they came across when using the service and any problems. The purpose of this is to gather feedback on how to make the site easier/better to use, this could be to improve the user interface or to improve any processes.

We documented user stories to capture features of our service from the user’s perspective showing us what they want and why they want it. This helped us shape our requirements.

Useful Links:

1. Summarised findings in [Sprint 2 Show & Tell](#) - Slides 6 to 9
2. Tenants payment behaviour and other [Customer Behaviour](#)
3. Devices and browsers being used by our users shown in [Google Analytics](#)
4. All the [User stories](#)

**Key findings - input from team
(Describe the learnings and findings that prompted iteration of product or process)**

From our user research, we were able to define a vision for the service as follows:

“My Rent Account will provide secure, up to date information to tenants about their rent account balance and transaction history. Tenants will feel empowered to make payments online when they have checked their balance and the online rent account will foster trust to encourage tenants to set up direct debits or standing orders.”

The key points we identified were:

- Payment process wasn’t up to a good standard according to the users
- Tenants payment behaviour shows rent payments go down in December (it was 32,500) and jump in January (to 47,000). During February and November the payments are very steady
- Current methods of payment show 56% of tenants use Paypoint and Post office, 23% use bank transfer, direct debit and standing order. The over 65 age group tend to use Post office/ Paypoint whereas under 35s prefer to pay online



- The 35-50 age group presents the most arrears (~ 2700 individuals in that age group are in arrears)
- Extra reminders such as texts/calls wanted by the users
- Majority of our users were using devices (66.8% of users use mobile devices) and the top two browsers used are Safari being 53.2% and Chrome with 30.5%
- Frequent requests were made to the rent team to provide statements and rent breakdowns
- Users don't understand the terms credit and debit clearly

Our product owner suggested signposting to other related services e.g. how to set up a direct debit etc. so we included useful links in the wireframes

Key actions:

As a result of our user research findings we did the following:

- Focussed on mobile device experience first
- Prioritised the 35-50 age group as they present the most arrears
- Prioritised improving the payment journey as much as possible
- Recognised the need for a different view if your account is in arrears to provide additional signposting to contact the rent team for assistance
- Allow users to view, download and print up to 12 months of rent statements
- Allow users to view and print rent breakdowns (important in the light of Universal Credit roll out)
- Rework wording on statements into plain, understandable English

Categorisation - input from assessors

(Describe the areas of work that have “met”, “partially met” or “not met” the standard)

The volume of research completed with users has been good.

Recommendations - input from assessors

(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)

- Review all copy on site prior to live
- Review the need for 2 call to actions for paying rent on hackney.gov.uk
- Think about how all projects can better understand the demographics of our tenants
- Think about how, if the user base expanded, the need may change
- Try to use analytic data whenever possible as need is based on a lot of qualitative research

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.	Met
<p><i>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.</i></p>	

Background - input from team
(Describe the what, the why and the how)

The roles covered in this project were the following:

- Emma Harley is the Delivery manager responsible for the overall progress of the project
- Andrew Lightfoot is a solutions architect whose role was to cover the technical aspects
- Jenny Slade is a Scrum master/project manager whose role is to ensure we're meeting our sprint goals, keeps our backlog organised, facilitates stands ups, retros and does data analysis
- Tracy Cox covers User experience and design whose role is to do user testing, prototyping and user research
- Fernanda Aguilera is a Digital Business Analyst who gathers all requirements as well as gathers data models
- Brett McKee is the Owner of Orange Maple who facilitates the Orange Maple team working on this project
- Lee Steele and Ibrahim Ali are the product owners

Although they have specific backgrounds, using Agile meant that all members contributed to areas of the project of which their background may not completely cover. In other words, each individual had to be versatile in order to meet the criterias of this project.

Useful links:

1. The team on working on this project can be found in [Sprint 1](#) - refer to slide 4

Key findings - input from team
(Describe the learnings and findings that prompted iteration of product or process)

The original product owner was Lee Steele but he left Hackney one sprint into the project; Ibrahim then took over. This was not an ideal situation but the team made it work by having a support plan in place for Ibrahim and ensuring key ceremonies happened when he could attend.

The Scrum master's availability changed (totally unpredictably) during the project but the team rallied around to cover the crucial elements of that role and Brett became more involved than originally intended in order to supplement.

Categorisation - input from assessors



(Describe the areas of work that have “met”, “partially met” or “not met” the standard)

The team has coped with losing two key members of the team well and still delivered.

Recommendations - input from assessors

(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)

- Include someone from application support
- Include someone from financial services

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

Background - input from team

(Describe the what, the why and the how)

Our team has run, and is running, the project according to the Hackney Agile Lifecycle which can be found on our website. Agile methods have been used as follows:

- Show and tells, a visual run through of the progression made so far (some recorded)
- Sprints which is a specific period of time dedicated towards the project, typically 2 weeks
- Sprint goals, if they're not met in the sprint they were designated to then they go to the next sprint
- Retros were used to cover the progression of each sprint, feedback gets given of how we could run the next sprint in a better manner
- Week notes created to keep the wider audience up to date
- Daily stand ups so the group gets informed of any progression made, a quick check in

Software used:

- Trello was used to help prioritise all tasks within each sprint and to set sprint goals as a means of guidance
- Slack helped communicate internal and external members on the same project all on one chat
- Outsystems is the application used by Hackney to create My rent account
- Google team drive to save data in one place where only the team can access it or others if given permission
- JIRA has been used for granular task tracking and behaviour driven development
- LocalGov Pipeline was also updated

At each stage of the project, focus and priority was given to user needs when designing and testing by ensuring we got out to talk to users as often as possible.

Useful links:

1. We ran our project according to the [Hackney Agile Life cycle](#)
2. This trello board containing [Sprint 1 goals](#), [Sprint 2 goals](#), [Sprint 3 goals](#), [Sprint 4 goals](#) and [Sprint 5 goals](#)
3. Show & tell slide decks and videos (where available)
 - a. [Sprint 1](#)
 - b. Sprint 2 [slide deck](#) and [lightning video](#)
 - c. Sprint 3 [slide deck](#) and [lightning video](#)
 - d. Sprint 4 [slide deck](#) and [lightning video](#)
 - e. Sprint 5 [slide deck](#) and [lightning video](#)
4. [LocalGov Pipeline](#) for the project week note links
5. [JIRA extract](#) (30/11/18)



Key findings - input from team**(Describe the learnings and findings that prompted iteration of product or process)**

Through retrospectives, we noticed that the mobile first focus was slipping and so were able to reiterate the priority of mobile at several stages (wire frame iterations and build).

Retrospectives also allowed us to alter and agree the focus of the project as user research indicated that the original priorities of the project (as bid for) were not technically possible and also not where users saw the value in the service. As such, we switched focus from making payments appear in real time to providing the rent account as much more of an empowerment service as that is what users said they wanted.

Categorisation - input from assessors**(Describe the areas of work that have “met”, “partially met” or “not met” the standard)**

The team have used agile ceremonies effectively and iterated work.

Recommendations - input from assessors**(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)**

- Video week note and show and tell learning should be showcased to the wider team

4. Iterate and improve regularly	Met
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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.

Background - input from team

(Describe the what, the why and the how)

Our key method of iteration was user testing and feedback. We tested with users face to face as well as having HotJar behaviour capture and survey facilities.

We tested predominantly using wireframes created throughout the project. The aim of wireframes is to show users basic sketches of the service, capture their opinions and constantly improve on the system.

In addition, we tested which colours were best from both accessibility and usability and also which language was best understood.

From a project team perspective, we held retrospectives for each sprint where ways of working, progress on the sprint goals and issues were discussed. These were held at the end of each sprint. Daily stand ups served as a way to iterate on a daily basis and discuss the best way to clear blockers or alter approach as necessary.

Useful links:

1. [1st iteration wireframes](#)
2. [Up to date desktop wireframes](#)
3. [Up to date mobile wireframes](#)
4. [Colour testing](#)
5. [Usability test plan](#)
6. [Survey responses](#)
7. [HotJar video of customer behaviour in Rent Account](#)
8. [User testing feedback](#)

Key findings - input from team

(Describe the learnings and findings that prompted iteration of product or process)

- Users didn't really understand credit/debit/arrears terminology so we researched other wording, collaborated with the arrears project and tested alternatives to get to a more plain English and understandable format
- Users didn't like the original wireframe information layout much, they felt it wasn't prioritising what they thought was important. We moved around the layout based on feedback and tested with much better results.
- Colours play a big part for users and the grey background highlight was not popular from either accessibility or usability. We also found bright reds to be difficult for colorblind users and so opted for a burgundy instead.

Categorisation - input from assessors

(Describe the areas of work that have "met", "partially met" or "not met" the standard)

The team have been clear about how each iteration has resulted in change to the service



and how they have coped well with that. The project showed improvement in rent account visitor numbers within 6 weeks and this was excellent.

Recommendations - input from assessors

(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)

- Think about how to best use research on language in other work
- Ensure that the project assets are in a state which can inform further improvements

5. Evaluate appropriate tools and systems	Partially met
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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.

Background - input from team
(Describe the what, the why and the how)

All platforms used in this project were evaluated throughout the MVP phase to ensure the right software was being implemented to suit the user needs and technical asks. Different factors were considered such as cost, training required to use the application, features available and associated risks.

An accessibility investigation was completed on the current service and found many errors across all sections of the service. Outsystems does not support much accessibility out of the box so ways to deliver an accessible service were investigated.

A finding from the original product was that reporting was very poor. Our discovery found the system is capable of delivering reporting but just needed to be configured. As a result, we requested a report to show the current volume of registered users and Ibrahim also requested a report which identifies users who have provided or updated their contact details.

We completed market analysis which enabled us to get ideas of what we should be offering as part of our service, and we compared the functions provided across other councils.

For authentication, we identified we needed a low barrier way to access Rent account and assessed the options to do so as being; Build our own, use OneAccount or use Citizen Single Sign On.

Useful Links:

1. [Benefits and drawbacks of using low code platform](#)- Slide 18
2. Competitor analysis
 - a. [Other service screenshots \(London Borough of Barking and Dagenham\)](#)
 - b. [Function comparison table](#)- Slide 5
3. [Current Rent Account web accessibility assessment](#)
4. [System interaction diagram](#)

Key findings - input from team
(Describe the learnings and findings that prompted iteration of product or process)

The applications currently used for My Rent Account;

- Outsystems (a low code platform)
 - We investigated the technical and commercial benefits and the drawbacks of using Outsystems and resolved that the best option was to develop our changes in Outsystems to prove the concept and then to review the technology again in 6 months
- Dynamics365
 - Dynamics365 had well documented and fairly modern APIs for access and was deemed entirely fit for purpose under the condition that we did not use direct APIs but rather used the Hackney API layer
- PARIS payment gateway.

- PARIS is the corporate debt solution for the Council as a whole. Moving away from it for a high volume service would be impractical for such a short project. As such, the team resolved to do as much as possible to improve the look and feel of the PARIS payment pages in the time available rather than wholesale replacement

Accessibility was an issue in v10 of OutSystems so an update to v11 (which claimed much better compliance to WCAG standards) was completed.

For authentication, integrating directly with OneAccount was riskier than with Citizen single sign on as OneAccount is highly regulated and provided by Capita. Additionally, there had been previous issues with other services (parking) using it for authentication. As such, we decided not to reinvent the wheel and to use the Citizen single sign on service for My Rent Account authentication as it provided the most benefit to users and the integration looked fairly simple and achievable.

Useful links:

1. [Citizen Single Sign On integration map](#)

Categorisation - input from assessors

(Describe the areas of work that have “met”, “partially met” or “not met” the standard)

Although the assessment of systems used has been thorough, there has been no assurance of failure handling.

Recommendations - input from assessors

(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)

- Consult with application support re: monitoring of API etc. performance

6. Evaluate user data and information	Met
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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.

Background - input from team
(Describe the what, the why and the how)

When completing transactions in the service, there are different risks associated with with regard to exposing personally identifiable information. We completed a risk assessment to define the impact if the risks were realised and to document mitigations for each transaction that has a risk.

Authentication research was completed showing the methods of authentication that similar comparable services use.

Useful Links:

1. [Risk Assessment](#) when completing transactions when using MRA
2. An explanation of what a PIA is and the following steps on a [Google plus blog post](#)
3. Authentication methods for different companies - [Authentication Research](#)
4. [PIA sign off](#)

Key findings - input from team
(Describe the learnings and findings that prompted iteration of product or process)

- The current level of authentication was not sufficient for the level of personal identifiable information available in the system and needed enhancing
 - We decided upon the most appropriate methods of authentication and progressed with their implementation under advice form the privacy team
- It was possible to surface the current account balance to users and take payment at the current authentication level but nothing else
- We were required to complete and pass a PIA prior to going live with the improved service
 - We carried out a privacy impact assessment. Essentially, this assessment states how we, as the council, manage the data of our residents during projects such as this one. The PIA was was completed on 12th November and confirmed that a long form is not required. The short form was approved on 4th December 2018.

Categorisation - input from assessors
(Describe the areas of work that have “met”, “partially met” or “not met” the standard)

Engagement with the privacy team throughout was a good approach to assuring the service is suitable.

Recommendations - input from assessors



(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)

- Hackney should invest in a paid for HotJar subscription
- Information governance team should advise on privacy impact of using HotJar

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

Background - input from team
(Describe the what, the why and the how)

Hackney has a preference to run services using Hackney APIs rather than provider APIs. This is to ensure greater flexibility of services as using provider APIs can be costly, limiting and lengthy.

The initial My Rent Account service used Dynamics 365 API but during the course of the improvement project, this will be migrated to use various pre-existing Hackney APIs and a new micro service My Rent Account API. The API's are documented on GitHub. Hackneys approach to API development and testing is also provided on GitHub and shared openly but they are hosted in the cloud in a Hackney environment. The APIs are only accessible internally, via an IP whitelist, or with API keys.

The Behaviour Driven Development approach has been developed using Jira. The user stories, development requirements, bugs, fixes and testing is all documented and available for future phases and development for reuse.

Useful links:

1. APIs used - [API Integration Document](#)

Key findings - input from team
(Describe the learnings and findings that prompted iteration of product or process)

The project was originally using the CRM Dynamics API but by using the other Hackney Tenancy API's we were able to reuse existing products and extend these which also reduced time.

As Outsystems is a lowcode platform, we do not have access to the source code however, we have shared all code we are able to on GitHub.

Categorisation - input from assessors
(Describe the areas of work that have “met”, “partially met” or “not met” the standard)

Wherever open standards could be conformed to, they were e.g. Hackney API standards, WCAG accessibility standards, GDS design standards, OAuth etc. However, the proprietary nature of Outsystems means this cannot be fully met.

Recommendations - input from assessors
(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)



- Identify available open standards early on in a project
- Reconsider the use of platforms who's code cannot be reused (i.e. Outsystems)

8. Test the end-to-end service	Met
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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.

**Background - input from team
(Describe the what, the why and the how)**

In Outsystems, we have a development environment and a test environment. As Outsystems is the technology delivering the service, it allows end to end testing of the front end and integrations to Hackney APIs and PARIS. All the integrations are to sandbox versions of those applications. By completing full tests on these environments, we greatly minimise the risk when moving to live.

The MVP is being rolled out in a private beta initially to limit risk and gain valuable feedback.

To ensure our service was accessible, we tested in the GDS empathy lab to ensure our service is appropriate for users with accessibility needs. We will also test against WCAG standards once coding is complete.

We built the product to adjust to the type of device. We know that over 50% of users now use a mobile device to access Hackney services. We tested on mobile, ipad and desktop so the service has been tested on the most used devices and browsers using the business driven development criteria as acceptance measures.

**Key findings - input from team
(Describe the learnings and findings that prompted iteration of product or process)**

Through the end to end testing we also found other issues such as the CSS file for the Paris Payments pages not working as expected on iOS leading to even worse experiences for the customers. We updated the CSS files and provided them to IT for later deployment. These pages don't just affect MRA but have broader benefits across other services and projects.

Usually adjusting the device is only done by being responsive but we found that transactional detail is difficult to read on a small device. As a result we built pages that provide richer data on bigger devices (e.g. ipads and desktops) but summary detail for smaller devices with an ability to get to additional detail.

**Categorisation - input from assessors
(Describe the areas of work that have "met", "partially met" or "not met" the standard)**

User and system testing has been completed to a good standard. As the service is currently running, there is an assumed level of performance.

**Recommendations - input from assessors
(Ensure recommendations are learning and future focussed and addresses any "partially met" or "not met" parts of the standard)**

- Load testing of Hackney managed APIs and related systems should be completed

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

**Background - input from team
(Describe the what, the why and the how)**

Although we're not live, we've considered the different lines of support that will be needed if faults occur when using MRA. We've documented the relevant contact points and we also considered example scenarios of which we could help tackle.

Showing error pages -

The data displayed in My Rent Account comes from different sources so it is unlikely that all sources will be unavailable at the same time. Ultimately the source for all the important data is Universal Housing, either directly or via the import into Dynamics 365 from the Universal Housing data warehouse, so it is important to ensure this synchronisation works seamlessly in an overnight process. We prevent corruption of this source data by not writing back to Universal Housing.

Useful links:

2. Document containing lines of support needed - [Support plan](#)
3. Sources of Data - [API Integration Document](#)

**Key findings - input from team
(Describe the learnings and findings that prompted iteration of product or process)**

There is not, currently, any error reporting or notification if the synchronisation from Universal Housing to data warehouse fails nor is there any reporting if the synchronisation between warehouse and Dynamics 365 fails. This is something that causes issues for users and needs resolving going forward to ensure consistency of service.

Ideally, data would be read directly from Universal Housing but there are numerous barrier to achieving this in this project, namely, time available and slow performance of the Universal Housing database.

We can handle errors generically using the same method as on the login page which shows a "Your session has expired" error message at the top,. This is the way GDS suggests error messages are shown. Further phases of the project should work to improve error handling as a generic approach is not a great user journey.

**Categorisation - input from assessors
(Describe the areas of work that have "met", "partially met" or "not met" the standard)**

Responsibilities and methods for contacting support are clear.



Recommendations - input from assessors

(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)

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

**Background - input from team
(Describe the what, the why and the how)**

A key insight of the project was that our users have very broad needs which can vary based on their day to day circumstances i.e. one day they may just want to check their balance or make a payment whereas on another day, they want a full rent statement for ID purposes. As such, we wanted to present a service which offered the ability to complete tasks quickly but with the appropriate level of security and access.

There was also a desire to be signposted to other, related, services.

We recognised that usability testing and a guided journey for users would be very important and so ensured we considered these.

From Google analytics, we gathered information about our users and the way they access our service. From this, we were able to define what devices we must make sure the service is available on.

We tested the prototype with face to face users in a workshop session of usability testing and prioritised their feedback.

Useful links:

1. [Usability test plan](#)
2. Usability test result [videos 1](#) & [2](#)
3. [Usability summary findings](#)

**Key findings - input from team
(Describe the learnings and findings that prompted iteration of product or process)**

From the Google analytics our findings were:

- 67% of users use mobile phones
- Over 50% use an iphone to access MRA
- Chrome is the most used browser

We worked with the product owner to ascertain which related services were most requested and so should be signposted in the service. This can vary depending on if your account is in credit or in arrears as our personas identified this as important.

We plan to track usage stats for the service to ensure users are completing more journeys successfully and will also have a 6 month review where feedback and stats over the 6 months since the improved service went live will be consolidated and reviewed to assess success in conjunction with a user survey.

We ended up with 2 level of 'authentication' for the service; the simplest retained the current access and allows users to view a balance and make a payment against their account. The full access gives users the ability to view rent statements, see rent breakdowns and update their contact details.

Finally, the FAQ and 'how to's' provided for the service will help guide users through the experience.

Useful links:

1. [Login flow for minimal and full access](#)

Categorisation - input from assessors

(Describe the areas of work that have “met”, “partially met” or “not met” the standard)

Testing to date has been of good quality but there are key flows which have yet to be tested.

Recommendations - input from assessors

(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)

- Test login and registration process with users
- Monitor logins on a weekly basis for the first month after launch

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

Background - input from team
(Describe the what, the why and the how)

We built user flows for the end to end journey of the service from Google search to complete payment. This identified a disjointed, difficult journey for users.

We also knew that if we wanted a link to the service form hackney.gov.uk that we would need to adhere to the communication teams requirements and so involved them early.

Useful links:

1. [Customer journey maps](#)

Key findings - input from team
(Describe the learnings and findings that prompted iteration of product or process)

In order to standardise the journey it was decided to use the design of GDS based Hackney patterns and to use Hackney branding for the service.

We updated the main pay rent page of Hackney.gov.uk site to better signpost to the service and give a better user experience. We split rents out from all the other services as it was confusing as there were different ways to pay and rules for other services.. Also, My Rent Account did not show up anywhere on Google. We added keywords to improve this so that people could find the service in the first place.

We also developed CSS for better mobile responsive payment screens but were, unfortunately, not able to implement it.

We worked with the comms team to ensure all changes we made were inline with their requirements. Unfortunately this meant we were not allowed the branding we wanted but made for a better experience for the customer when moving from hackney.gov.uk to My Rent Account -> Citizen Single Sign On -> PARIS payment screens and back to Rent account again.

Useful links:

1. Hackney.gov.uk [before](#) and [after](#)
2. [Changes made to Hackney.gov.uk results](#) - Slide 4
3. [Hackney Patterns](#)
4. [Rejected logo branding](#) - slide 14

Categorisation - input from assessors
(Describe the areas of work that have “met”, “partially met” or “not met” the standard)

Changes made to hackney.gov.uk have been of good quality. The team has done well with what it had to work with.

Recommendations - input from assessors



(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)

- The new service owner should be taken through the journey during onboarding so that they are aware of the breakpoints

12. Encourage everyone to use the digital service	Met
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Encourage maximum usage of the digital service (with assisted digital support if required).

Background - input from team
(Describe the what, the why and the how)

The demographics of who pays what, when and how were looked at to ensure we understood our user habits and opportunities to influence them.

Accessibility was identified as a key issue when encouraging everyone to use our service. If it wasn't accessible then we couldn't claim to be a good service.

We engaged with the Hackney Matters team (who recruit and communicate with Hackney residents to get their feedback on services) to source testers which allowed us a greater reach into Hackney service users. It also meant we got pre-existing users as well as new users for testing.

Useful links:

1. Discussion on upgrading to [Outsystems V11](#)
2. [Demographic and payment method data](#) - slide 8

Key findings - input from team
(Describe the learnings and findings that prompted iteration of product or process)

Demographics of users showed:

- Majority of people paying by Online Credit and Debit card are Under 35 and 35 – 50
- Over 65 prefer Post office/Paypoint
- In the 35-50 group maybe there is a bigger opportunity in mobile payment.

There were also some key engagement opportunities that the project should leverage to encourage use of the service:

- Publicise the service in the HSC and other community hubs on 1st month as users attending to pay rent could be channel shifted
- Over 55's at the winter warmer event could be channel shifted
- A 'How to' could be sent with monthly rent statements to channel shift people

The team attended the winter warmer and plan to complete the publicising in the coming months (with the assistance and support of the product owner and site managers)

We committed to provide a WCAG compliant but v10 of Outsystems (the version the Council was using) does not support this very well. As such, we arranged and executed an update of Outsystems environments to v11 in order to better support this.

Categorisation - input from assessors
(Describe the areas of work that have “met”, “partially met” or “not met” the standard)

The accessibility work and raising the visibility of this within the department was admirable.

Recommendations - input from assessors

(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)

- Comms plan for beta and live launch to be formalised

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

Background - input from team
(Describe the what, the why and the how)

Performance indicators are being tracked by google analytics and by the business information team.

We will revisit these indicators during beta.

Useful links:

Key findings - input from team
(Describe the learnings and findings that prompted iteration of product or process)

We have found that the following data is available:

- A reduction in volume of calls received into the call centre
- Seeing a reduction in payments by types including:
 - Auto Payment line
 - Paypoint
 - Post office
 - Self service centre
- An increase in people paying online
- An increase in the number of registered My Rent Account users
- Good take up of new features offered by the service e.g. rent breakdown page has good access rate and dwell time, rent statement page has good access rate and dwell time exit pages are to the FAQ resources etc.

This data will be baselined from prior to the project starting and reviewed once the new service is live.

We also introduced a new entity to Dynamics 365 to accurately track the number of registered users and also minimum authenticated users accessing the system.

We would recommend that campaigns are set up for Google Analytics to track in order to measure the effectiveness of various calls to actions.

Categorisation - input from assessors
(Describe the areas of work that have “met”, “partially met” or “not met” the standard)

There is no cost per transaction comparison for the service and the key metric of customer satisfaction is not covered. There is also a questions around where this data will be published once gathered

Recommendations - input from assessors
(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)



- Set up tag manager on Google Analytics to enable tracking of successful journeys
- Direct Debit payments are considered a 'success' and this is not specifically mentioned

14. Do ongoing user research	Met
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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.

**Background - input from team
(Describe the what, the why and the how)**

There is a need to review the service after an amount of time from both a performance (meeting user needs) and technical perspective.

We also have an option to have a hotjar feedback form on the service going forwards. Results from this could be sent to an inbox monitored by the product owner so that he can form a vision for the service going forwards.

Finally, analytics will continue to be monitored to ensure that we do not see a large drop in use and to monitor the use of new features.

**Key findings - input from team
(Describe the learnings and findings that prompted iteration of product or process)**

Google analytics could be better used particularly around campaigns being attached to links sent in text message campaigns but otherwise is fine.

The position with Outsystems is tenuous (due to the user limits in place). As such, a 6 month review is necessary from not only a user perspective but also a technical one. It is imperative that this review is met.

**Categorisation - input from assessors
(Describe the areas of work that have “met”, “partially met” or “not met” the standard)**

Pragmatic and sensible decision have been made under difficult circumstances with regard to research findings and this was appreciated

**Recommendations - input from assessors
(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)**

- Do user research as early after live as possible - ‘Early Life Research’
- Share user research on the User research library (with particular reference to Waltham Forest)

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

Background - input from team
(Describe the what, the why and the how)

We plan to test the prototype with Ibrahim Ali (the product owner) once all feedback is gathered from both usability and accessibility testing. We have also showed the alpha product to the Head of Tenancy and Leasehold services (Gilbert Stowe).

There is also a desire to show the product to Cllr McKenzie, the lead member for Housing, in order to get his buy in.

Useful links:

Key findings - input from team
(Describe the learnings and findings that prompted iteration of product or process)

Ibrahim has been very involved throughout the project and has contributed his wealth of knowledge to both the features the service should offer users and also to the journey users will go through. We are confident that testing will be a success. This is planned for mid to late December 2018.

Gilbert Stowe was complimentary about the service in general but mostly about our engagement with users. He saw the potential of the service and had good ideas about it's direction for the future and features we could be including.

Categorisation - input from assessors
(Describe the areas of work that have “met”, “partially met” or “not met” the standard)

Positive to hear about the engagement of other, related, departments (e.g. call centre manager, arrears project team etc.) in testing and feedback.

Recommendations - input from assessors
(Ensure recommendations are learning and future focussed and addresses any “partially met” or “not met” parts of the standard)

- Test with the lead councillor for Housing (Cllr McKenzie)