Pipeline
Service Standard Assessment

Alpha
November 2018

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User Needs / UX Design, service standards 1, 10, 11, 14, 12
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A guide to completing the report

Under each service standard there are four headings. The team completes the first two prior to the assessment. The assessors complete the last two during and after the assessment.

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

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

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

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

Background - input from team
(Describe the what, the why and the how)
Pipeline was originally built in 2014 by LocalGov Digital - a network for local gov users working in Digital. Pipeline is built on the Roadkill platform - an open source wiki platform.

Our mission was to gain a better understanding of the user needs as they had evolved to in 2018, and seek to meet those needs - using the 2014 product as a base, developed through a user-centered, dev-led Alpha.

Pipeline first originated from the ICT team, and their initial desire to explore how to collaborate with other local councils and other public sector organisations, through a light-weight, simple reporting tool.

Our approach to user research in Alpha started with a user workshop at Hackney. Attendees included senior team members, user researchers and designers, combined with our delivery partner - Rainmaker. The focus was to:

- Establish who the key stakeholders were
- Understand where they sat on the power / interest grid (see link below)
- Understand the pains of the key stakeholders in relation to the previous version of Pipeline
- Understand the needs of the key stakeholders in relation to the updated version of Pipeline

By the end of the workshop session, we had:
- Gathered 42 user stories for the backlog (see link below)
- Planned follow-on sessions which included the dates for show and tells, user testing

Throughout the project, we went back to these user stories, needs, and used them as the basis for development, testing and iteration of the product.

Useful links from this work
- Questions asked during workshop
- Workshop agenda
- User Stories from workshop
- Show and Tell - stakeholder grid (Slide 7)

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

Testing and feedback beyond the above workshop was focused on a recognised need to continuously iterate the product with users, for users.

After the initial development sprint, for example, we gave users access to the development environment to test the product and provide feedback. As part of this process, we interviewed and gathered feedback from a sample of users - both in Hackney and later across the LocalGov Digital community.

We facilitated testing and feedback, these were primarily completed through face to face 121 sessions.

The QA / Test Manager built a spreadsheet that had specific directions to allow the user to test the functions that were available on the site in a consistent way.

The facilitators also documented comments that were converted into user stories and added to the backlog.

During sprint prioritisation with the Product Owner, many of these stories were brought to life (through wireframes) before being created as features within Pipeline

These sessions generated findings that:

- Enabled us to understand and build additional user stories based on needs
- Highlighted the need to make changes to the layout and eventually the merging of several pages to improve workflow
- Prompted us to remove dated features and replace them with up to date features (e.g. search bar, variable tag sizes, improved login)
- Raised the possibility of creating an interface between Pipeline and the User Research Library

Alongside this, testing and feedback through the LocalGov Digital community was completed asynchronously through Slack and Google Sheets to allow people to explore the product in their own time. The results were fed back into backlog prioritisation and development.

Useful links from this work

- Feedback spreadsheet

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

Learnt: Very strong on input from the team. There was some involvement - particularly validation - from local authorities other than Hackney. 25 were involved in the original research and a couple of LAs joined workshops via hangouts. There was no central government input at this stage although identified as a potential user.
Difficult to set KPIs - ok at local level but challenge to set wider quantifiable KPIs.

Recommended: Need to have stronger definition of each of the users. During Alpha most of the feedback was internal to Hackney and from a small group of engaged partners. Need to define, understand user groups / target audiences more clearly during Beta (if want to widen its appeal) as this will affect what is built / prioritised.

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

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.

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

The multi-disciplinary, blended team was a combination of Hackney and Rainmaker, working collaboratively to ensure effective delivery that focused on building a product to fulfil user needs.

- Product Owner: Nic Teeman
- Delivery Manager: Lydia Riddle
- Developer: Nad Backus
- User Researcher: Nefy Alfa
- Service Designers: Rahma Mohammed and Will Bristow
- QA: Hidayat Deen, Usamah Tariq

We flexed the resources for the project based on the workload brought forward into the sprint - ramping people up and down accordingly.

The day to day running of the project was overseen by Lydia, in tandem with Nad and Rahma, who attended all stand-up sessions and sprint planning meetings.

All decisions around strategy and direction were handled by Nic, who also attended standups on an as needed basis, and was always involved in sprint planning and retrospectives. Nic now leads the service on a day to day basis.

Throughout we involved a wide range of viewpoints - from seniors and architects, to users from other organisations and developers.

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

As part of the work, we were able to exchange knowledge between parties on:

- Agile in practice eg. Scrum Ceremonies (especially with newer Hackney team members)
- The Hackney Agile Lifecycle (HAL)
- Getting the most from JIRA
- The Rainmaker approach to working out loud
- The testing spreadsheet that was used to gather feedback, served as inspiration to some of the Hackney team to take into other projects

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

- If possible having the team all available at the same time. In particular a Full time tester would help to make the project efficient and avoid overlapping roles.
- Observation: the HAL cycle was used in an earlier prototype but later removed as outsiders may not be familiar with HAL, it may be useful to have a look at the differences and perhaps realign these with GDS' outside of the project.

3. Use agile methods	Met

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)

Both Hackney and Rainmaker are used to using agile, iterative and user centered methods, so the team were able to “talk the same language” from day 1.

The use of Agile - Scrum initially, and in later stages Kanban - methodology enhanced the speed and quality of the development process, while ensuring that it was user led and iterative.

We implemented these ceremonies throughout the project to drive delivery:

- Stand-ups
- Sprint planning
- Retrospectives
- Show and tells
- In the latter stages of build-test-iterate, we moved to a Kanban approach to increase speed of delivery
- Continuous Integration and Deployment

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

We had clear channels of communication allowed for feedback through the following digital tools:

- Iterative testing and feedback sessions - 121 and in show and tells
- Slack - both Hackney IT and LocalGov Digital instances
- Trello and JIRA
- Sharing documentation in draft and working out loud on the evolution of it

We originally started delivering using Scrum, but found the approach less useful for later delivery phases where time was tight, so switched to Kanban.

We employed a number of different testing types with users - discussed in other sections of this assessment.

We iterated the product, using Continuous Integration and Continuous Deployment (CI/CD) to build, test, deploy and iterate at greater pace.

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

- Explain to the user tester what to expect in iterations and how their feedback is collated and backlogged. This would help manage expectations.

4. Iterate and improve regularly	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.

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

Iteration was at the core of delivery to deliver to the tight timescale and costs we'd set ourselves, broadly following this pattern:

Gather up-front user needs as a basis for starting the work > Design based on needs > Translate design into developed product > Test this with users > Take feedback and fold into backlog > Iterate

Constant and open communication, combined with working out loud, meant that the product evolved more quickly, and more accurately to deliver to the needs of users.

A product owner has been assigned, funded from Hackney IT.

A support contract has been put in place with Rainmaker to provide resources and technical capability and flexible capacity to enable further improvements to take place.

We are seeking central gov funding from MHCLG to improve the product in 2019.

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

The testing / feedback sessions were useful in providing details of features that required improvement. These included the following;

- Initially, breadcrumbs were not considered logical enough. We reorganised these to improve structure and logic, which users were then comfortable with
- UI changes were implemented to modernise the interface for users with patterns they are more familiar with - e.g replacing the floppy disk with pencil edit buttons
- The "Add a Project Page" was completely overhauled to reflect current and prioritised needs such as the value of the project, the stage of the project, the ability to allow collaboration, a larger preview section, and so on
- Different levels of access were created in the form of Admins, Watchers and Contributors
- UI improvements to shift from a two-column to linear approach - tested with users as their preference

In JIRA, we hold the backlog of work completed to date, and the workload of future improvements - the latter fuzzily prioritised based on user testing / feedback and our strategic direction for the product.

As the backlog evolves, it is sized and prioritised. High priority changes are then brought forward into kanban events (a day or so) or full sprints (a week or 2), utilising the support contract, capacity and capability from Rainmaker.

Useful links from this work

- Feedback spreadsheet

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

- Having a separate Product Owner from the Delivery Manager is better for decision making.
- An agreed budget would be beneficial for further development and differentiate it from ongoing support making it easier to manage.

5. Evaluate appropriate tools and systems	Partially 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.

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

The Pipeline product was built by forking a .Net based wiki called Roadkill .NET.

Roadkill .NET is a lightweight but powerful Wiki platform, this was an excellent choice in the early days as it allowed the software to be broad enough to be matured over time to meet the needs of the users and also allow the development to take place rapidly.

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

The current technology used has some drawbacks which will need resolving in future work:

- Uses LightSpeed ORM - a proprietary ORM which only allows a maximum of 8 entities. Meaning features that we might want to add would require a new database engine
- Uses SQLite - which is does not provide adequate features compared to full RDBMS
- Uses RoadKill Wiki - Uses a lot of functionality we don't need or use, it is designed to be used as a wiki, focusing on the users being able to edit all content
- Uses .Net 4.5 ASP.Net MVC - Old platform, based on 4.5 newer technologies are not as well supported.

The latest phase included various improvements on the existing system both visually and in the backend, but there was no change to the existing architecture due to time constraints.

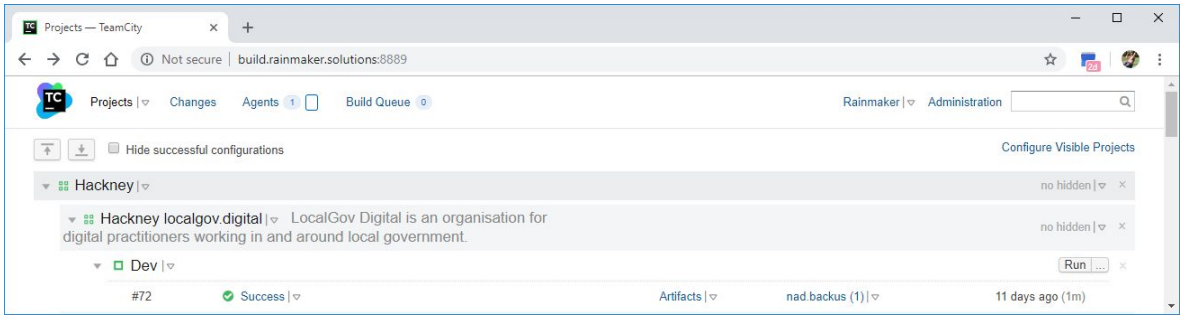
Due to the agile way in which the project was developed many enhancements remain in the backlog which we would like to address in a beta phase, these include:

- Rewrite of the backend to use a modern version of .Net (.Net core 2.1 MVC)
- Replacing the data layer with one that is not as limited, and is better understood
- Apply software design practices (design patterns) across the product
- Remove the underlying Roadkill component and replace with a streamlined fit for purpose implementation

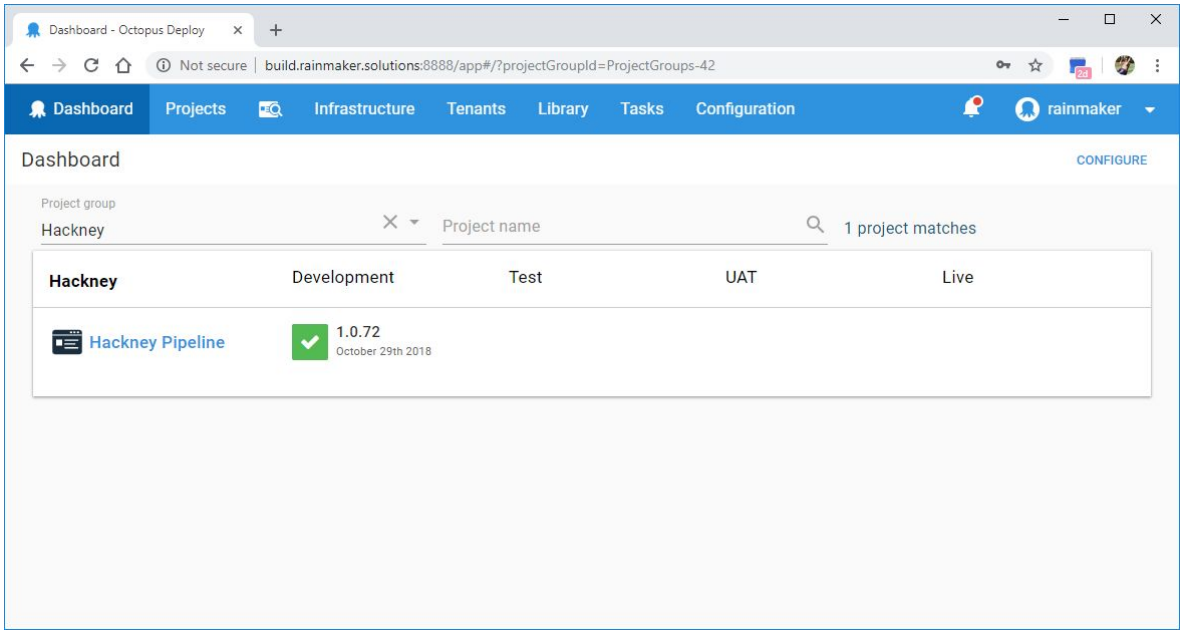
A definite enhancement in the delivery of the project was to utilise Continuous Integration and Continuous Deployment. This has been achieved by using Teamcity to build the code that is checked in, and then using Octopus Deploy to version and automatically deploy the solution to the development environment.

This allows user stories and work that has been developed during a sprint to be seen by all the stakeholders. This also ensures that the quality of the delivery is assured.

To improve this further we can add a test environment as well as configure the live environment to the deployment process to automate all the steps fully (yet to be completed due to the restrictive hosting on the current live environment, something which we intend to address in the future).



Teamcity showing the current state of our build.



Octopus versioning and deploying the website automatically

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

- Address the technical debt as a priority for beta

The team mitigated the technical debt risk really well. However, given the strategic decision to focus on features and not address any of the technical debt which would limit the extent to which features could be developed causes this area to be partially met.

The time constraints dictated that inheriting the technical debt from 2014 was the most appropriate. A full assessment of current stack was done and it was found to use modern software development techniques. The actual .NET MVC framework used is a robust platform. New work was built with portability in mind. The database is a proprietary software. The rest of the frameworks used were not proprietary but had ceased development some time earlier which made incremental updating of the software unfeasible. The focus was on visual improvements which could be made in light of those constraints. Re-platforming could then happen once the alpha proved usefulness.

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.

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

The data being stored is generic data about projects in the public sector. It was assessed during initial user workshops that Pipeline is not the forum for sensitive projects, thus it is unlikely that they would be added to the site.

At the beginning of the project, a number of discussions and decisions were made in regard to security levels, legal responsibilities, privacy issues / risks and GDPR considerations which have been implemented into the product.

For example, the original product gave access to all users, though the registration process required manual approval for an account to become live. This has been removed allowing users to 'lurk' around the site.

There are also now three levels of access to the site (previously there were none). These allow the tool to restrict the scope of changes that can be made to another organization's project without the right permissions.

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

The data exists on a hosted site based on the product from 2014. The site is currently hosted on TSOHost its shared-hosting https://www.tsohost.com/web-hosting/compare.

We are aware that this needs to be hosted in a robust environment so that we can address performance issues and we have plans to make this migration as part of further work.

Based on this:

- Users enter limited profile data and the assumption is that this is to be used for collaboration purposes.
- Editing rights are limited based on the three levels of access (Admin, Contribution and Watcher), based on user needs expressed in Alpha
- A profile page for users is in the backlog, this will give insight into a users activity to enable better collaboration

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

- Finalise the Privacy Impact Assessment before beginning the next phase, and link to it from Pipeline
- Update the Privacy Statement to reflect the changes made to Pipeline and to bring it in line with current legislation.

7. Use open standards	Met

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)

During the development of the Alpha the focus was on collaboration with interested parties, as such the GitHub repository is public and contributions can be made by way of pull request. We will continue to keep the product open and the code reusable in future phases.

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

At this stage of development we do not have an API - as this was not a prioritised user need. However an API is something that we believe will provide a great deal of benefit to the community, not only for accessing data, but also for allowing the product to integrate with other products (e.g. User Research Library) and enabling further user needs to be delivered (e.g. automatic status updates).

Further to this we intend to allow developers to easily access these resources by making use of Swagger to provide easy integrations with any number of platforms.

The system currently supports emailing of status updates, we would also like to explore open standards which allow for desktop notifications, which is now part of HTML5.

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

Work was kept open wherever possible and based work on existing service which is good practise. Given the constraints faced, this meets the standard.

Features were the focus so an API was not prioritised until features become more stable. As the path of the product was not clear, it was decided to leave this until later which seems like the most pragmatic decision to make.

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

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

Testing has been carried out on the product by a range of users - in the project team (including a dedicated test resource), in Hackney and across gov. This testing has been across individual features and across end to end journeys through the product. The issues or evolved understanding of user needs were raised in JIRA for prioritisation and development.

Pipeline uses Teamcity and Octopus Deploy, allowing users to test new features before they hit production. Testing has taken place on common browsers and devices.

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

Initially, the product had no development environment, and was developed on a standalone machine and then published to live when the users were happy. This had a drawback in that it was not possible for non-developers to adequately test the system.

During phase 2. we resolved this by implementing a CI/CD (Continuous integration / Continuous Deployment), which enabled changes to be tested across the end to end of the product.

We've not had the capacity as yet to test thoroughly for accessibility or for mobile, and we'd like to do this as part of future work.

Categorisation - input from assessors
(Describe the areas of work that have "met", "partially met" or "not met" the standard)
Developers tested as features were delivered. Test scripts were created and executed which was good to see and the broad consultation across the team was excellent. The team also used good practise for testing and reporting issues meaning issues were resolved fairly quickly.

This standard is partially met because the team need to carry out negative testing (i.e. try to break the service).

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

- Broaden testing to include negative tests and to include testing the result of actions e.g. post an update, confirm update is published as expected and can be clicked.

9. Make a plan for being offline	Met

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)

The Alpha is hosted with a 3rd party, and the platform inherited from 2014 does not offer us the flexibility required from a more complex web app that would enable offline working.

The hosting provider can notify the Product Owner if the service is taken offline due to system issues, and we share this information through email / Slack channels.

Our current backlog includes moving the product to a more robust platform, which will allow us greater scope to implement failover, and generate alerts when there is down time.

As part of the backlog we intend to:

- Improve logging so that issues can be detected proactively
- Notify users of any scheduled downtime.
- Investigate services such as pingdom.com or newrelic which can provide regular checks on whether the site is up or not, and notify the the team if there are any issues.

Recommendations - input from assessors
(Ensure recommendations are learning and future focussed and addresses any "partially met" or "not met" parts of the standard)
There is a basic plan for being offline, which is sufficient for this stage of development. The standard is met.

- Backlog items identified by the team form a clear plan on how to improve in this area, and should be completed as part of the next phase.

10. Make sure users succeed first time	Partially met

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)

We've sought to make a simple system for users, and testing has shown they have been able to use it first time unaided.

This includes using features such the "add a project" page, the new and improved search function and the profile pages.

Feedback has stated that the site is intuitive and easy to use, thus enabling users to succeed in using it unaided, from the first time they do so.

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

User testing between iteration 1 and the latest iteration has demonstrated that improvements made have allowed users to achieve their outcomes first time - and in a more expedient manner as the product has evolved.

We've been able to simplify the registration process by removing the need for manual authentication and a twenty-four hour waiting period. The process is now automated with a verification email that is sent to the in box of the email that you used to register with Pipeline.

Discussions have begun around ensuring that the Beta version is built to GDS standards and accessible for tablets/mobile devices. The focus will be to ensure responsiveness and accessibility for all users. As part of this we will be looking at an independent accessibility audit.

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

Learnt: The platform currently used has introduced limitations which means the site is not responsive. Budget constraints meant effectively working on a solution that was already defined and reviewing that.

Recommended:

- Continue work on responsive design (mobile in particular)
- Prioritise accessibility to ensure compliance with new legislation for public sector websites and that all users can access this service.

11. Build a consistent user experience	Partially 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.

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

We have looked at the GSM design patterns, colour and approaches to begin to iterate the user interface, within the constraints of time and budget that we had.

We've been able to implement elements of consistent design standards and experience across the product. We recognise the need to do more in this space.

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

When the building the Beta version of Pipeline, the team will focus on providing a consistent user experience throughout the use of Pipeline and not just around the registration process.

We will be looking at the opportunity to reuse common government platforms for the product.

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

Learnt: Plan to use GDS / Hackney's own design kit. Also building a user research library.

Recommended:

- "Achieved in the context of the limitations"
- Use GDS components and style guides in future iterations as this is recognisable for the users that have been identified
- Review user perception of symbols and icons for next stage. The existing platform has determined decisions in some cases. While it has allowed testing of concept as a prototype, this also means is not designed in way the team would ideally like - e.g. use of heart icon for contributor falls under this.

12. Encourage everyone to use the digital service	Met

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)

Pipeline has some readily apparent hurdles to overcome to secure its adoption - convincing people to join, avoid it being seen as an admin task, keep data relevant and up to date, encourage action as a result of the service.

Each of these we are addressing through proactive engagement and evangelism with users through conferences, through understanding their needs and the outcomes they want, and building the product around them.

We have also engaged seniors to drive adoption, and those in the 'early adopter' segment

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

With Nic evangelising the platform, we have seen the following:

- Renewed uptake in its use, with five organisations now using it for their projects consistently
- More interest from the LocalGov Slack
- Engagement with London's Chief Digital Officer - Theo Blackwell
- Conversations with MHCLG around funding
- Deliver Con resulted in a feedback and increased interest

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

Learnt:
Strong on this - have been successful in engaging GLA, LocalGov in the concept, communicating the potential and building interest.

Openness is likely to be an ongoing issue. May need access levels to manage this if extended to audiences to whom this is important.

Recommended:

- Think about how to communicate benefits / how this will provide added value to ensure wider interest and uptake.
- Plan for new users to find Pipeline on their own. Currently promoting via offline networks more - could switch to making it easier to find online

13. Identify performance indicators	Met

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)

In Alpha we had a “first go” at developing at tracking indicators for pipeline. These are:

- Number of users
- Number of organisations
- Frequency of updates

These indicators are generated from data stored in the product, and are available front and centre on the homepage.

We also have general analytical data collected using Google Analytics.

We will revisit these indicators during Beta, and review whether they are the best way of tracking the impact the platform has on meeting user needs.

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

Uptake is an important indicator, however, adoption of Pipeline by other councils is largely out of Hackney’s control (although we’ve had success at promoting pipeline at conferences and events). This is a reputational risk and could impact on credibility. Instead the focus could be on the outcomes from use of the tool, rather than more basic uptake data.

During beta we will focus on developing further quantitative and qualitative indicators, which will enable us to track pipeline’s success as a collaboration tool.

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

- Make use of the Google Analytics and share feedback

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.

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

Ongoing user research and usability testing has been carried out in the following ways:

- One to one testing done in one hour sessions with users
- Test environment was sent out on HackIT/LocalGov Slack and feedback was provided to the channel and to the Product Owner directly
- Live users who tried the service “in anger” as part of their first use
- Continuous testing, using expert testers and users

We have also secured a support contract with Rainmaker, which includes access to user research, development and design, to bolster our in-house capabilities.

We are seeking funding from MHCLG, with other boroughs to secure the financial backing to complete ongoing research, testing, and grow product use.

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

Results of testing pointed to the the need to improve the following, as part of the latest phase (though there is always more that can be done):

- Visual attractiveness and appearance, layouts and interface to bring it more closely in line with the expectations of users for a gov digital tool
- Page load times

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

Learnt:
Used diverse methods to carry out user research / get feedback throughout this phase. Have a feedback mechanism on the site and are planning in further research and testing. Have identified issues and continued to add to backlog.

Recommended:

- Make a plan for gaining feedback outside the current network of ‘close’ users. Is the feedback link enough? How do users know how to give feedback? How do we gain further engagement?
- Actively involve wider target groups - also those less engaged to ensure get the most honest and useful feedback to inform future decisions (less supportive local authorities may give very useful insights or ideas)

15. Test with senior manager	Met

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)

Pipeline has been tested with Cate McLaurin, Head of Delivery and Matthew Cain, Head of Digital and Data at Hackney. It has also been reviewed by senior team members across LocalGov Digital Slack.

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

Matthew is closely involved in the project and is contributing to the Beta phase and MHCLG funding application.

Priorities include making pipeline scalable and API integration with the digital marketplace and user research library. We plan to test the service with wider senior stakeholders at Hackney.

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

- **No recommendation**