LocalGovDigital

Digital Service Standard assessment
Greater London Authority

Team London (Discovery) - 29/10/18

Assessment participants

Martin Chaney - Lead Assessor
Cate McLaurin - Guest Assessor (Head of Delivery Hackney Borough)
Kristine Pitts - Experience Lab, Lead Researcher
Reid Aiton - Team London Product Owner
Will Richards - Head of UX, Zoocha
Luke Marshall-Waterfield - Head of Digital Comms for the Mayor's Office
David Durant - Team London Senior Business Analyst
Kinda Youssef - Team London GLA Delivery Manager
Andrew Bucknor - LGDSS Notes - GLA Delivery Manager

Introduction

This report documents the notes, outcomes and actions from an assessment of the conduct of the Discovery phase of the GLA Team London project.

The assessment was conducted using the Local Government Digital Service Standard (LGDSS) assessment process. Martin briefly summarised the purpose and objectives of the process and how this assessment would be run. The LGDSS standard suggests a 15-point common approach for local authorities to deliver good quality, user centered, value for money, digital services.

This report therefore contains an introduction to the 'Team London' service, background to the product being delivered, a summary of the assessment scores and the notes discussed for each of the detailed criteria.

About the service

Team London is Mayor Sadiq Khan's volunteering programme. It encourages all Londoners to become active citizens and to give their time to make the capital a better place.
At Team London, we believe volunteering is a great way to help Londoners reach their full potential. It can help them to build the new skills that employers are looking for. It is also a great

way to bring people from different backgrounds and communities together. As such, it's a great social leveller and is helping London to become a happier and more unified city.

We also work hard to be part of every community in the city. Alongside small local charities, we create even more opportunities for Londoners to volunteer and encourage businesses to support their staff to give back.

Team London maintains 3 separate websites to publicise volunteering opportunities and enable volunteers to sign-up to perform them. The sites allow organisations across London to register accounts, publish opportunities and manage applications by volunteers. It enables volunteers to have easy, online access to search for opportunities that meet their needs and to apply.

The new Team London project is underway to combine those 3 separate sites into a single, new and improved experience that we hope will increase volunteering numbers and reach a broader range of participants.

The services to be replaced are:
- volunteerteam.london.gov.uk
- london.go.uk/what-we-do/volunteering
- Speedvolunteer.london.gov.uk

Visuals

See attached materials for a copy of slides used and supporting info:

Appendix A - *'Overview of Previous Discovery'*
Appendix B - *'Experience UX Discovery Phase Research Summary'*
Appendix C - *'Team London Project Team - RACI Matrix'*

Team London Discovery Phase background

David (supported by the Product owner Reid) gave an overview presentation of the discovery process. This had started with an initial phase of 'Pre-Discovery' work carried out by David and Reid. This generated a set of insights and requirements which were used to create an opening set of user stories and insights. (For full details see Appendix A.)

- Started off by doing workshops with volunteers, charities etc.
- Whole raft of insights and recommendations came out of that
- Change of senior stakeholder to Debbie Weeks-Bernard
- Identified KPIs
- Summary of insights
- Identified major user journeys for both volunteers and providers

Kristine then set out where Experience Labs had picked up. They started with a review of the initial discovery work that had been done by David and Reid. They wanted to understand how they could add to the work that had been done. Kristine then presented a slide-deck

summarising the output from the second discovery phase that was performed by Experience Labs. Highlights are as follows: (Full details attached at Appendix B.)

1. Set out the timeline of activity: from 3rd Sept to now
1. Approach had 4 key activities:
    a. Background/desk research (review of existing work to prevent overlap, refine questions to use for research)
    a. Half-hour stakeholder interviews (understanding the volunteer user journeys and the roles performed by the various stakeholders.
    a. Card sorting Exercises (used an online tool called 'Optimal Workshop'. Used to identify cross-reference opportunity nomenclature and categorisation patterns. Wanted to validate the categories that the GLA will be using or suggest new)
    a. Co-design workshops (4 of them, to uncover motivations, needs and expectations and involve the user in creation of site features and interfaces)
    a. Visited two volunteer centres (Croydon and Enfield) and spoke to 22 diverse volunteers
1. The research confirmed that there was a need for the site, people wanted something that had some pedigree (which TL does through its origins from the Olympics) and an element of trust via its association with the Mayor of London. E.g. through the London Volunteer Ambassadors.

Martin asked Reid what he had found out from the research that they hadn't known before:
- Youth. That the focus remained on older person volunteering and yet that wasn't just what this mayoralty was about and that the focus needed to shift to include younger people
- That the Legacy aspect of the attraction for volunteering (from the Olympics) was still strong and something that could continue to be a part of the site.

Original focus had originally been on gaining design insights but shifted to be broader.

Is there a visible cohort profile for TL? The kinds of people that we might be attracting from now would be different to those who came in during the Olympics as games makers. **Kristine - not really.** A key theme seems to be the concept of 'bragging rights', being able to accumulate the number of hours they had worked and perhaps accrue badges and reflect how much they had achieved.

Kristine used a set of 'what if' cards with research participants. One of them said 'what could you be rewarded with if you volunteer?' - feedback included: 'league' tables, prestige, show their achievements and status
Some wanted to hear other people's stories (about what their experience had been when they volunteered)
Motivators drive the whole journey.

Assessment summary

Standard	Met/Not met	Score (>0 = met)
1. Understand user needs	Met	4
2. Have a multidisciplinary team	Met	5
3. Use agile methods	Met	5
5. Evaluate appropriate tools and systems	Met	3
6. Evaluate user data and information	Met	5
7. Use open standards	Met	5
8. Test the end-to-end service	Met	3
9. Make a plan for being offline	Met	4
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	4
14. Do ongoing user research	Met	1
15. Test with senior manager	Met	1
Overall result	**Met/Not-met**	**51**

Total score (Min met 15, max 75):	51
Main strengths:	Comprehensive discovery phase with a strong focus on user research. Technical risks are low due to re-use of existing assets and good to see this being developed in Drupal 8.

A comprehensive team is in place following best practice processes. |

Main weaknesses:	Need to firm up plans for user testing and ongoing user research as well as the involvement of the senior sponsor.

Detailed assessment

[Completion Notes: 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.]

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

What was good?	● Two discovery exercises were carried out to explore user needs in detail (a pre-discovery and separate full discovery). ● Comprehensive profiling of user groups and user journeys was undertaken in full alignment with agile principles ● Fully developed current live sites were a useful reference point to understand existing issues and deficiencies in order to accurately identify detailed improvements to enhance user needs ● A mixture of background desk research, face-to-face stakeholder interviews, card-sorting exercises for requirements validation and Co-design workshops were a comprehensive approach to identification of user needs ● Coverage of interviews with the Team London administrator and with volunteers was good.
What could be improved?	● Commendable focus on main user group (volunteers) but an improvement would have been to talk to the other user group (volunteering provider) e.g. how much can they offer, what their motivators are, how could they support changes and enhancements that might be made to Team London).
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 London' project team was/is extensive and comprises of specialists in all required roles, with all agile posts filled and significant additional resources - The pre-discovery and discovery phases, as well as the ongoing project are being led by a GLA Product Owner, supported by a Senior Business Analyst and a Delivery Manager with a full project team - The User research and discovery phase benefitted from bringing in a specialist UX organisation (Experience Labs) which brought specialist knowledge to the research and user needs mapping work - A full RACI matrix was developed and reviewed with the entire multidisciplinary project team to establish how the team would communicate and implement robust agile processes and ceremonies. This ensured that the extended team worked well together for the discovery phase and set it up to continue to work well throughout the rest of the project. See attached RACI matrix for reference at Appendix C.
What could be improved?	Bringing in the marketing team earlier could have helped shape the product. **Action:** Ensure that the marketing team is added to the discovery phase for future projects that will need marketing support from deployment onwards.

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?	● Zoocha (including its partner Experience Labs) was commissioned following a procurement in August. ● A series of inductions with GLA teams were run so that Zoocha could understand our brand, technical standards and integration requirements as well as to become familiar with our agile working methods ● Various meetings were held to review the architectural approach to take ahead of Discovery. ● A RACI matrix was produced and a project team assembled. ● A full agile development approach was planned, starting with the Discovery sessions referred to above. ● Discovery outputs were used to create user profiles and user stories in line with the approach set out in the GDS manual. ● These stories are now ready to be developed and progressed in Jira, with agile development ceremonies commencing next week, starting with Sprint 0 planning ● During the discovery phase, we had a weekly meeting, because the full team wasn't yet in place. ● Have used Jira to plan and manage the work involved ● Have used Confluence for documentation ● Slack for communications. ● The next phase will include full agile ceremonies, daily stand-ups, sprint planning to review the prioritised backlog before we start, sprint retros to review what went well and what could be done better. ● The plan includes carrying out user testing and show-and-tell's by milestones (these to take place on completion of Epics, so that there are sufficiently complete user journeys to demo).
What could be improved?	N/A

Overall rating	1	2	3	4	5
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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?	- A standard part of the approach used for Team London (and across the GLA) is to build a product backlog. Part of the discovery work included classifying what needs to be addressed now and what could be addressed in future. There is an emerging backlog of items that can be considered for ongoing enhancement. - Further assessment of the need for user research and iteration will depend on whether the product will go onwards and be an ongoing product that will need change and continuous update. - A certain amount of iteration can be picked up on an on-going basis through planned maintenance sprints. Further consideration will be given to ongoing maintenance when post-deployment budgets are reviewed.
What could be improved?	**Action:** Need to consider what we do once we get to volume testing **Action:** Need to learn the lessons from the Talk London experience. Went with an entirely different approach.
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?	- Architecturally, the new Team London site will be integrated with the london.gov estate. Therefore, the chosen technology was to use Drupal 8. We already have 'Composer' which allows the use of estate features across the london.gov estate and TL was going to use all of those composer units and was therefore a good example of a site to start with D8. - This choice allows the TL solution to use tools that enable it to integrate seamlessly with other sister site components as well as facilitating ongoing maintenance and enhancement. - For management of the development the discovery has used established products such as Jira, Confluence and Slack. All of which support agile development in line with GDS/LGDSS standards. - All the tools chosen enable both internal GLA project team members and the external partners working with us to collaborate fully together.
What could be improved?	N/A
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 pre-discovery work included definition of all anticipated data types down to a full data field level. Given that an existing site is already live, there is a well-established understanding of the data that will be stored and managed, along with the security requirements for protecting that data. ● Data are stored for Provider organisations, provider representatives and opportunities, with limited details only (name and email address) for volunteers. ● The discovery phase has therefore clearly identified the data for which security measures will need to be developed during the development phases of the project. ● As the project progresses, all london.gov sites undergo UAT and performance testing, with penetration testing being performed by a specialist external supplier.
What could be improved?	N/A
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?	● For the discovery phase, this standard is less relevant since it mainly applies to code development. For subsequent phases, the solution will be developed using the Opensource Drupal content management system and hosted on AWS servers with almost exclusively open standard components such as Apache web servers and SOLR search indices. ● All code developed will immediately become owned by the GLA and will be reusable. Some use will already be made of 'Estate features' - sitewide components that use repeatable snippets of code. ● Regarding the approach to volunteering, there do not appear to be any standards in place for volunteering solutions like this.

What could be improved?	N/A				
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?	- For the discovery phase, there were two separate discovery exercises. A pre-discovery stage and a subsequent discovery stage by Experience Labs. Uniquely, this allowed the outputs and insights captured by the first discovery phase to be 'tested' and iterated through a further round of discovery work. - The principal reason for this standard however, is to ensure the emerging product is tested. For this, multiple test methods are planned: - All application code developed by Zoocha will undergo technical QA before it is passed across to the GLA - GLA will conduct functional UAT testing of released code on a GLA test environment - The candidate release will then undergo regression testing on a staging environment - It is also planned to develop a set of automated tests to enable greater test coverage and volume (being done by Zoocha) as well as easier regression testing - Will be releasing a BETA site and conducting a period of user testing on that.
What could be improved?	N/A

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?	- The whole of the london.gov estate is considered an 'always-on' solution, with the objective of zero downtime for public access to read information. However, site editing for content and data entry is permitted during site maintenance windows. Service outages may also occur. - There is a standard process (to account for both planned and unplanned outages) for the main london.gov site and every microsite that is deployed. - Any full site outage for the Team London microsite would result in a maintenance page for being displayed during any outages or planned downtime - Service availability will be planned for and managed via a Service Level Agreement (SLA) with the site host provider and our support partner. - Participating volunteer organisations will sign-up to Terms and Conditions of the site that clearly state the consequences of any risks regarding the unavailability of the site
What could be improved?	It is thought that there are no practical paper-based processes or manual alternatives
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?	- There are planned usability tests as part of the research - Using research labs in Southwark street and inviting stakeholders in. - Will use a product called InVision which enables people to interact with a prototype site - Will also hold user-testing on site before the first go-live. - Plus full functional testing.

What could be improved?	N/A				
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 Team London site will benefit extensively from using the same styling, branding and navigation as the main london.gov estate. - The site will develop and use estate feature components that are generic across london.gov and its microsites. - A common set of brand assets and design standards will be applied to ensure it is consistent with the london.gov estate. - Working through other aspects of the site - Content of what goes on the website - Content of what we give to the adverts and advertising that will appeal to volunteers and organisations - Strong on quality control of what gets onto the website. That is the workflow. The TL team will continue to form an important part of the process in assuring the quality, consistency and appropriateness of the content of the site - The discovery phase has identified a clear set of user personas to help assure this.					
What could be improved?	**Action:** Part of the design challenge will be to ensure the system is built in such a way as to enable enhancement and further integration with other london.gov components.					
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?	This standard is less relevant to the Discovery phase being assessed.
	The marketing dept were involved in the discovery process but as the project progresses, plans will be developed for advertising and promotion of the new site to both Team London stakeholders and to volunteers.
What could be improved?	N/A

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?	The discovery phase has helped to clarify the policy objectives from conducting the new Team London project. These are as follows:

- Increase the number of repeat volunteers
- Increase the amount of volunteering in specific London areas
- Increase the amount of volunteering in specific demographics
- Increase the amount of volunteering encompassing a spread of demographics (e.g. related to social cohesion)
- Gain the ability to fully track conversions (e.g. evidence of volunteering taking place)

What could be improved?	N/A

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?	Plans are in place for user research during the project development stages. For post-deployment, plans are under discussion but not in place yet. During Development: Some of the user stories are now reviewed and agreed. A meeting is due soon to agree the MVP. From there, there will be a 2-week design sprint, at the end of that we will conduct the first of 3 tests of the user journeys, starting with volunteers. The second test will focus on provider journeys and opportunity creation. Depending on the progress of the first two tests, the third may then involve user testing with the main Team London administrator Deb Mahs and the wider team Post-deployment We have proposed timelines in the contract for up to the public beta launch. Essentially, we plan to talk about it, but no formal plans are in place yet. This will depend on the availability of budget. As long as there is appropriate tagging then we can pull out all the web analytics.
What could be improved?	Plans for ongoing user research post deployment.

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?	This standard was less relevant for the Discovery phase that is being assessed. Plans to test the emerging solution will be developed.
What could be improved?	Plans for testing with senior manager and incorporation of any feedback or issues.

Overall rating	1	2	3	4	5