User-centred approaches to service delivery
What is user-centred design?
Why be user-centred?
How to be user-centred
User needs
What do we mean when we talk about services?
User journey mapping
What is user-centred design?
User-centred design is design that puts the needs of the user at the heart of the process.
What other things could you use to drive your design process?
Saving money
Making money
New technology
Fraud and security
Politics
Persuasion and changing behaviour
Creativity
Delight
Innovation
Novelty
Ego
User-centred design says that none of these things are as important as meeting the needs of the user.
It’s a method for designing services and products...
UCD Process

We involve end users throughout the design and development of business systems. This ensures our systems are fully usable and provide an engaging and enjoyable user experience.

User-Centered Design

- The objective is to create a design process that would increase the usability of the product.
- Three principles:
  - Finding the user's context of use
  - Iterative process including ongoing tests and reviews
  - Participation Design - Users become members of the design team

What is User-Centered design process?

Plan
Research
Analyse
Specify
Design
Implementation
Testing
Validation

Typical UCD Process
Why be user-centred?
Unlike the private sector, people **have** to use our services - they have no choice
Either there is no alternative to choose from or they are legally obliged to use the service.
Because of this, we have an obligation to make those services work for the people who have to use them.
There’s a strong business case for user-centred design too
User-centred services are more efficient and more effective
Bad service design is one of the biggest costs to government
20% of UK GDP is spent on public services
60% of the cost of those services is spent on calls and casework.
What are the main causes of calls and casework?
“I don’t understand what to do”
“When will I get a response?”
“My situation doesn’t fit your form”
“You made a mistake”
These are all forms of **failure demand**
Failure demand

Demand on a service caused by a failure to do something or do something right for the user
Failure demand is expensive

Most of this failure demand could be avoided with better service design
Well-designed public services can improve people’s lives and save taxpayers money.
Examples
Apply for a UK Visa
Passport
Photo
Employer's letter
Letter of invitation
Bank deposit certificate
Bank statement
Property certificate
Marriage certificate
Retirement certificate

Family book (Hukou)
Business registration certificate
Car insurance
Certificate of relationship to parents
Utilities bills
P60 council tax bill
Passport
Photo
Employer's letter
Letter of invitation
Bank deposit certificate
Bank statement
Property certificate
Marriage certificate
Retirement certificate

Family book (Hukou)
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Passport
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Letter of invitation
Bank deposit certificate
Bank statement
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Marriage certificate
Retirement certificate

Family book (Hukou)
Business registration certificate
Car insurance
Certificate of relationship to parents
Utilities bills
P60 council tax bill
The team reduced the amount of paper documents sent in by 25%
Less effort and stress for users
Less administration for staff
Better response times
A more efficient service
User-centred design is the best way to make efficient services that improve people’s lives
Lasting Power of Attorney - property and financial affairs - creation and registration pack (LARGE FILE) (ZIP 3.57MB)

This pack includes:

- LPA117: Lasting Power of Attorney property and financial affairs form (the instrument)
- LPA118: Lasting Power of Attorney property and financial affairs continuation sheets
- LPA112: Guidance for people who want to make a Lasting Power of Attorney for property and financial affairs
- LPA113: General Information Sheet
- LPA120: EPA and LPA fee, exemption and remission guidance
- LPA110: How to register your Lasting Power of Attorney
- LPA001: Notice of intention to apply for registration of a Lasting Power of Attorney
- LPA002: Application to register a Lasting Power of Attorney (either personal welfare or property and affairs)
- LPA002 notes: Guidance notes for completing the application to register form LPA002

Lasting Power of Attorney - health and welfare - creation and registration pack (LARGE FILE) (ZIP 3.52MB)

This pack includes:

- LPA114: Lasting Power of Attorney health and welfare form (the instrument)
- LPA115: Lasting Power of Attorney health and welfare continuation sheets
- LPA111: Guidance for people who want to make a Lasting Power of Attorney for health and welfare
- LPA113: General Information Sheet
User-centred design (UCD) is a methodology for designing services around the needs of their users.

In UCD you repeatedly improve your service based on user research.

User-centred services save users and service teams time, money and effort.
How to be user-centred
You need a multidisciplinary team to do user-centred design
Designers
User researchers +
Developers
Analysts
Product owners
Delivery managers
<table>
<thead>
<tr>
<th>Back-end</th>
<th>Front-end</th>
<th>Making</th>
<th>Interaction</th>
<th>Journey</th>
<th>Process</th>
<th>Purpose</th>
<th>Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building interfaces into actual working systems</td>
<td>Creating production ready user interfaces</td>
<td>Prototyping in code</td>
<td>Using and creating new interaction patterns, sketching</td>
<td>Deciding what the flow of events should be in a service</td>
<td>Interrogate, improve and creating new backend systems, organisations and processes</td>
<td>Discover and design organisation objectives</td>
<td>Simply and effectively communicate concepts in a number of different ways understanding the context the output will be used in.</td>
</tr>
</tbody>
</table>

**Specialisms**

- Interaction designer
- Graphic designer
- Front-end developer
- Service designer
- Content designer
- User researcher

*most of our designers have additional skills outside of their specialism, but this is what the specialisms mean*
The user experience is everyone’s responsibility.
When you design as a team you’re more likely to find the right solution.
Choose the right tool for the job

You can’t solve a service design problem with content design
Digital, data and technology job roles in government

Information about the skills required for digital, data and technology professionals working in government.

This is a beta version of the career frameworks, which means we're still testing and improving them. Send feedback to ddstprofession-info@digital.cabinet-office.gov.uk to help make this better.

The career frameworks for digital, data and technology roles are a way of building skills and capability in the digital data and technology profession.

We're creating a common set of roles, skills and career paths, that every government department can use.

The framework helps departments attract, recruit and retain the people and skills they need. It also allows professionals to develop their career and move across departments.
You need data about users to do user-centred design
Question

What are good sources of user data?
User research
Web analytics
Web search data
Departmental data
Call centres
User satisfaction
Average of scores rating satisfaction from 100% (very satisfied) to 0% (very dissatisfied)

Completion rate
What percentage of users completed the transaction

How users access the content
Which devices and browsers users are accessing the content from
2 hours every 6 weeks
User research is a team sport.
There are other ways to do design, but we believe this is the best way to design services in the public sector.
User needs
The UK government's design principles and examples of how they've been used.

1. Start with user needs

Service design starts with identifying user needs. If you don’t know what the user needs are, you won’t build the right thing. Do research, analyse data, talk to users. Don’t make assumptions. Have empathy for users, and remember that what they ask for isn’t always what they need.

- What we mean when we say ‘service transformation’, by Mike Bracken
- Most of government is mostly service design most of the time, by Matt Edgar
- Vertical campfires: our user research walls, by Kate Towsey
1 Start with user needs

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Digital Service Standard

The Digital Service Standard is a set of 18 criteria to help government create and run good digital services.

All public facing transactional services must meet the standard. It’s used by departments and the Government Digital Service to check whether a service is good enough for public use.

1. **Understand user needs**

   Understand user needs. Research to develop a deep knowledge of who the service users are and what that means for the design of the service.

   [Read more about point 1](#)

2. **Do ongoing user research**

   Put a plan in place for ongoing user research and usability testing to continually seek feedback from users to improve the service.
Types of user need
Stated needs
Intrinsic needs
Societal needs
Stated needs

What the user says they need to do

“I need to learn to drive”
Intrinsic or unstated needs

What users assume we’re doing for them, without saying it out loud

“I want my information to be kept safe and secure”
Societal needs

Broad needs that everyone in society has

“I want to be safe”
Government needs?
Governments have goals, policy intent and desired outcomes, but not needs
You ≠ the user
Other people who are not the user:

Your colleague
Your boss
Managers of people who are users
People who represent your users
As a ...

I need to ...

So that ...
User needs should:
Be written in the user’s language
Help you organise and prioritise work
Describe the problem, not the solution
Are these good user needs?
As a customer,

I need to give details about myself, so that the details can be accurately recorded on my claim.
As someone who has been made redundant,

I need to know how much redundancy money I’m entitled to, so I can plan my finances
As a product owner,

I need to be able to demonstrate the history function to the board
As a carer,

I need a benefits calculator, so I can find out if I can get Carer's Allowance
As a visitor to the UK,

I need to know straight away if I can get a visa, so I don’t waste time applying for one
User needs are at the heart of user-centred design

A good user need describes a problem not the solution and helps you prioritise work

It’s written from the user's perspective and is not dependent on a specific technology
What do we mean when we talk about services?
Why are we asking this question?
There are many ways to define a service
Online transaction

- Step
- Step
- Complete

Offline transaction

- Step
- Step
- Complete
Series of transactions to achieve a goal
User journey

Awareness / Research

Choose

Online Transaction

Step

Step

Complete

Checks

Contact user

Operations

Goal Complete

Non-digital service
What does a service include?
The transactional service (across all relevant channels)
Service related content (digital)
Tools that support the service (APIs, calculators)
Informational websites and microsites (nudging people to do a thing but is not part of the service)
Offline materials and content (eg letter and call centre transcripts)
People providing and supporting a service
Internal services and processes
Outcomes
Policy intent
For any one team, it’s about understanding the context that they are working in
And that’s where we get to user journey maps
Why do we do user journey mapping?
User journeys give context:

They contextualise everything from the user’s perspective

A way of seeing how everything strings together to create the user’s experience
the journey is bigger than the service
the service contains component parts
What is it and how do we do it?
There are lots of different takes on user journeys
A diagram that maps out a user’s journey over time
The user experience
How the service works
The horizontal axis (end-to-end) has phases, activities, steps from the user’s perspective.
The vertical axis (front-to-back) has whatever layers you need to include to understand how the service works.
There are 2 types of user journeys:

1. As-is/existing
2. To-be/future
As-is journey mapping helps you understand how things are now:

hypothetical journey map, pre-research based journey map
Future journey mapping helps you to design the future:
working document up on a white board communication tool
Questions?
Your turn...

“I need to come to Paris for the OECD conference”
1. Pick someone in your group to be the user
2. Ask them about the steps they took to get here today - from finding out they needed to come, to arriving at the conference
3. Map out the broad phases first, then work down the map filling in the detail (but not opportunities or questions yet)
Summary
User centred design requires a multidisciplinary team of designers, researchers, developers and more

You’ll need a combination of service, interaction, graphic and content design

The user experience is everyone’s responsibility
Any questions?
Thanks!

@gdsteam
@LouiseDowne
@Steph_Marsh81
@kateiw