



MICTA Positioning Paper Isle of Man Government Digital Strategy

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Overview

The Isle of Man Government is currently in the process of reviewing and refreshing it Digital Strategy and, as such, the local ICT community can act as an informed stakeholder in this process from three perspectives: as potential suppliers into Government, as normal operating businesses and employers and as citizens. Our perspective, however, is fully aligned with that of Government in that any services need to be compelling to use rather than compulsory to use and that there should be a fully inclusive strategy that includes all possible channels to create hybrid models of use. We do see this as an opportunity, given the current point of maturity of these type of systems and the ability to learn from our peers but innovate past them, that we have an opportunity to present the Isle of Man in a very positive and progressive light. As a sector we believe that the Isle of Man can lead the way with innovative, inclusive and socially aware developments that ultimately will become exportable, both in terms of knowledge, but also in systems and services.

With this in mind, there are a number of items that we would like to offer an opinion on as part of this review:

- 1. **The Issue of Identity** A core part of any digital strategy will be that of identity. This runs much deeper than simply access to Government services, but also relates to more generic identity management that can be applied to regulated activities which require customer due diligence (CDD). Identity management, both digital and physical, have the opportunity to coincide to create a digital key of choice that may be used to unlock a range of efficient and coordinated activities bit inside and outside of Government.
- 2. **Regulation and Legislation** Particularly in the handling of data and the associated locking and unlocking mechanism within Government with associated irrefutable audit trail, we believe that some changes in legislation will be required. Whilst specific data sharing may be limited (without consent) this may mean that a single Government entity is not fully required, but there is an opportunity to legislate here in a manner that would become the model for customer driven transparency that would stand up under international scrutiny and be adopted as a model of best practise. There is a possibility that the "blockchain" and in particular its distributed validation and audit model, may suit the purpose of not all trust being put in one place, whereas the data might be.
- 3. **Local ICT Sector Economic Drivers** The ICT Sector (and hence MICTA) has a vested interest in participating in the development of the ecosystem on which this is built. Firstly because of the economic multipliers that derive from local spend, and secondly because the ability to use the jurisdiction as a measured test-bed for new services is unprecedented. If we get things right and polished here with our small scale being an advantage whilst in this mode, then a scaling up and export potential becomes very viable.
- 4. **Digital Diversity and Inclusion** We need to join up services and coordinate channels in a way that jurisdictions with much larger scale cannot. Similarly, we have to look very carefully at digital inclusion (the increase in access to technology and knowledge) and also non-digital inclusion. One of the effects of removing cost through back-office efficiencies should not be immediate savings, but rather the ability to divert resources to front-end activities, including those with serve a longer term aim towards digital



- inclusion. However, everything that Government has and does, should have a fully digital channel attached to it by default.
- 5. Range and Coordination of Services Services should be smart but still inclusive. Given our small size then we should look at every process from an efficiency point of view and we should innovate. As well as looking at what other jurisdictions for best practise, we should be looking at innovation that goes beyond the current to a future horizon of 5-10 years in advance. We also have to be nimble and embed a culture of positive change. We cannot define one policy and then leave it for five years. Given the pace of change, the policy needs to have an annual review and the Government needs to be similarly structured to implement change rather than be the subject experts. As we are asking education to produce adaptive learning students because no one is entirely sure what will happen tomorrow, we need technology civil servants to act in the same manner, as champions and managers of change. An example on how the UK are setting out the internal requirements to enable digital change can be seen here www.gov.uk/service-manual

"The pace of change is ever increasing and there are now great gains for both Government and the Citizen for to be made by measured adoption. However, it is very clear that this is a very complex set of interconnected solutions and so a strategy needs to carry with it the weight of political will and staying power."

A. Detail

As a small place with a small population a core part of the MICTA proposition to grown the ICT sector is the use of the jurisdiction as a "test-bed" for innovation, technology and regulatory and legislative flexibility. We would consider ourselves to be a perfect microcosm of the UK (and many other EU states) that allows the testing of a proposition in the Isle of Man to be scaled up to be usable elsewhere. With the Government here being such a large part of the employment and supplier chain, we see the revision of the Digital Strategy to be an opportunity to prove that this is the case, by essentially "putting our money where our mouth is..." and showing at the same time that we can create our own innovations and put them in practice. If the local ICT community is allowed to contribute, then this also shows the depth in this sector of the community and creates export opportunities. We genuinely see this within MICTA as an opportunity to spark an even more rapid development of the sector in "pure" as opposed to regulated or tax based ICT and take a leadership position in the provision of digital public services.

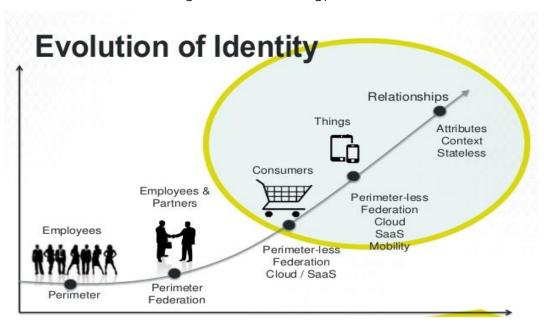
However, to make this truly transportable, it is not only the problems that exist at a technical level that need to be solved. The package that defines success is just as dependent on the integration into society, considering such items as trust, transparency, digital inclusion and service channel of choice – retaining every manner in which an interaction with Government may happen but making the most convenient route the digital one.

"The Isle of Man has the opportunity, ambition and capability to show the world how to become a modern digital society." Mark Foden, February 2015



The Issue of Identity

A central core to all successful digital strategies deployed across the world is that of a central "core" record which contains the base information to represent an identity within Government (and then potentially beyond) in both digital and physical format. The unencumbered formulation of a coordinated Digital and Physical Identity, taking into account all the future potential applications, is **the essential** building block to this strategy.



This could be construed as a form of "Identity Card" which could be controversial in some quarters, but without this being overcome, the benefits of joined up processes would be severely curtailed and any Digital Strategy unnecessarily diluted. There are a number of items which we believe are necessary to properly frame this element and make it work to best effect whilst also remaining publically and politically acceptable:

- 1) The core record should have a completely arbitrary id number (preferably two groups if four numbers s you can remember it) and not be derived from any existing Government reference number
- 2) Everyone resident on the island would be issued one of these ID numbers either at birth or point of taking up residency.
- 3) The details held with this core record would be placed in a pure database form (i.e. without any application wrapped around it like a CRM) with relatively small number of data elements. One such data construct is contained in Appendix One
- 4) This ID number would be connected to a number of physical and logical forms. A physical card would be one form and would contain all the items a through to k above. It would also have an identity chip and proximity loop (so it can be used for both chip and pin validation and also be linked in the future to a wallet to make payments). However, pure digital forms (a type of digital certificate) and also a SIM/App combination should also be used (particularly as we have the advantage of having only two mobile providers, both with local presence. If the physical form were very carefully considered it may also act as



- the card form of driving license (but this is subject to it conforming to EU format so may not be preferable)
- 5) There would be no compulsion to carry (or indeed use) any card or identification. Whilst the ID number itself might be required to tie transactions together, the digital form would work alongside more traditional forms (a bit like chip and PIN being usable alongside the signature on a manual slip validated against the signature on the reverse strip) however, it would clearly be easier to use the pure digital form.
- 6) There would be an easy capability to open or close the gates. By default they would all be closed if we are to take a cautious approach to the building of trust, however, greater progress would be make if they were all open. What you have to consider here is that this is the opening of specific parts of your data from the core.
- 7) In the UK Identity management has been placed with a number of parties in the private sector, as a means of defining a boundary of non-repudiation. The UK Post Office is one of the parties that is involved in this (and the Post Office here could perform a similar role). However, this does require strict standards to be adopted and it would make sense for this to have an conformity to UK and EU standards being developed (EU eIDAS and GOV.UK Verify as frameworks with underlying OAuth 2.0, OpenID in addition to SAML 2.0)
- 8) Access to Government services would be through this mechanism or online using various levels of access. Guest (either browse or simply add email address for notification purposes) Simple registration (email address as username and self defined password, for visitors) Validated Registration (adds a second factor identifier using mobile phone registration and passcode)

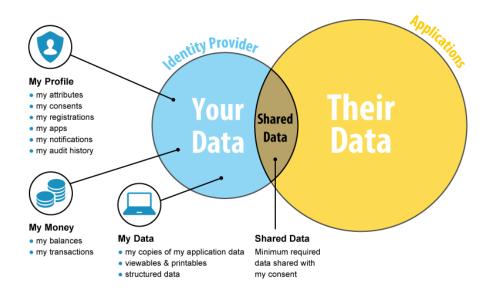




ID's generated in this manner would then be used as the core identifier for anything that you might like to connect to it. This could be used as an optional identifier by all Government bodies and also regulated entities (banks, advocates etc) removing the need for two items of ID and address and also meaning that a notary would no longer be required. There would be a future opportunity to link a digital wallet to this that can be funded by Government (benefit payments) topped up by transfers from other financial institutions (as with mobile top-ups) or even adopt a "top-up as you go" where defined top-ups are done automatically using direct debits. This would create a virtual currency "card" that could be used to fund a variety of local transactions, from school meals and buses, parking and fine payment, right the way through to local shopping (at outlets supporting local point of sale terminals. All of this would both lead to increased adoption as a single card (because of convenience) but also the efficiencies of digital payment collection plus some of the local multipliers associated with local currency (particularly true of benefit payments). There is also the possibility of closed group ATM capabilities being provided (probably via the Post Office Network) This unification of "Government" issued identify and stored monetary value could become a unique digital implementation which could also help manage things like money management and lead into any form of national savings or credit union locally established.

"The unencumbered formulation of a coordinated Digital and Physical Identity, taking into account all the future potential applications, is the essential building block to this strategy"

However, the initial steps would be simply to try and unify all current cards, permits and payments thorough one route and mechanism as soon as is practical. The early adoption of a single gateway for payments across Government departments would be beneficial so that your Government "Account" could show all debits, credits and balances. When combined with a single way to top-up existing cards and payments that can currently only be done using cash (such as paying for school dinners in primary schools) would show an immediate and positive benefit to both Government and Citizen.





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Regulation & Legislation

Key issues that would need to be considered, in our opinion, are those of data protection (especially as the Government is setup as separate legal entities) and compulsion. We believe that these are totally addressed by the following measures:

- The references between different pockets of data are established (the map indicates the route) but the gates to this data are closed by default, only to be opened by the citizen themselves.
- With regard to compulsion, whilst the idea that the new number will be useful (as are current references such as NI Number) the use of associated identity items, such as a card, will not be compulsory, however they will be compelling.

Other legislation that will need to be factored in are (in no particular order):

- Legality of a digital postbox in terms of equivalence with a physical postbox
- The positioning of an e-wallet in terms of e-money legislation and the local sanctions checking process
- The ability for third parties to have access to Government data and verification processes
- The legal status of a digital signature on Government application forms

"Legislation needs to be adaptive and pragmatic and its change has to reflect the speed of change in the environment around us – legislation and regulation are the primary areas where simple inertia can become a brick wall. We have to think through everything from the beginning to actively seek out what is still relevant and abandon that which is not."

ICT Sector Economic Drivers

MICTA is a sector representative body for ICT and, therefore, requires that due consideration is given to defining a strategy that supports Government expenditure favoring the use of local resources. This positive discrimination requires a number of elements to be put in place

Firstly, a division of systems and supplier service provision into smaller segments such that they correspond to the scale of a greater number of local suppliers (the so called "Gubbins" model). This would require much simplified procurement processes which allow for some key principles:

1. That a company can be preferred based on past experience and industry benchmarking of cost should not have a requirement to re-tender after a given period of time



- 2. That supplier contracts are largely accepted rather than being re-written unless they are particularly unusual
- 3. That the principle of being the cheapest should be replaced by best value for money and that value would also be determined by the multiplier effect of local spend. Generally, a local supplier would have a perceived discount of the multiplier figure (supplied by Treasury) as long as they could demonstrate that the work was being performed in majority by loM people and not sub-contracted outside.

Particularly in relation to item 3 above, it does seem very unfair that, with respect to Work Permits, companies are forced to accept that a local candidate must be favored over a better qualified (or cheaper) non-local candidate as long as the local candidate fulfils the requirements laid out in the job specification (or could be reasonably be expected to meet these in a short period of time). However, for purchasing no such restriction applies. This is a one way relationship.

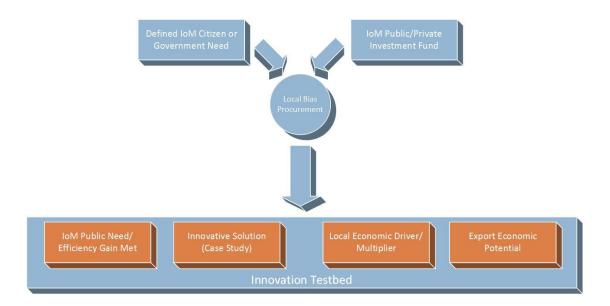
From a different perspective, we do not see the value in adopting the old fashioned model of a lead partner, who then may sub-contract. The Government technology services should re-skill its personnel to be very adept at supplier management, project management and strategic thinking to act as both the glue and the arbiters going forward. However, should there need to be an organisational (as opposed to a responsibility) wrapper around a number of small companies or individuals, then MICTA is able to step into that role. Alternatively, if companies are to be used who are not local, then consideration should be given to compelling companies over a certain scale to create local capabilities (including jobs) as part of their selling proposition.

In addition to the direct financial benefits of local spending, MICTA also sees that this is also an R&D investment which is very similar to the research budgets given across the UK and EU. The R&D in this case would be supported by case studies and lead to specifically exportable expertise. Whilst this is difficult to quantify and hence could not be factored into a procurement process.

We should also not lose sight of the fact that we have started to build our economy around our e-business sector, and as such it demands that we evolve quickly into a digital economy that matches this. Whilst our heritage is a very important factor of our makeup, the sentiment of old fashioned processes must be put in the context of a modern economy. In particular, we have to be mindful of our traditional competitors (in particular the Channel Islands) as well as the newer competitors for ICT innovations (UK, Ireland, Malta and Estonia). We have to not only keep pace, but add in our own innovation and test our proposition of being "fleet of foot". It is the Government interactions that will not only reinforce the message of a place for Innovation to flourish, but also create exportable commodities, both in terms of developed and proven product, but also of ideas and principles, backed by legislation that stands up to global scrutiny. This is our opportunity to show that we can practice what we preach.



Procurement Strategic Drivers



Therefore, MICTA considers a new Isle of Man centric slimline version of procurement is a necessity and that this should be specific and clear in the written strategy. Elements of this should include:

- Relaxation of financial constraints for small procurements (<£50k)
- Removal of the requirement to retender after 5 years (allowing for simple renewal)
- Acceptance of suppliers T&C's in the main if the product/company has a visible track record
- A methodology for the development of clear but flexible requirements specifications and the skills base to do this within Government
- A bias toward external development and SaaS but within the local environment
- An ability to prototype projects on a fasttrack without defined economic benefits being pre-defined
- Removal of FSC involvement in procurement when simply on the basis of potential reputational risk
- Establishment of an online standards driven procurement process equivalent to G-Cloud but with a defined but less formal set of requirements for local companies and total transparency (the key to breaking down the suspicion of collusion is to make every aspect of contract publically visible this is a prerequisite of participation)
- A easy ability for companies to cluster a proposition (possibly under a MICTA banner)
- A positive discrimination policy to local supply of products and services
- A recognition that the complexity of procurement should not create a cost in its own right, either directly in terms of time, or indirectly as companies build defensive margins.

"Procurement needs to be made relevant and accessible to an increasingly smaller and local supplier set. This does not need to follow the precedents set in much



larger jurisdictions, but be relevant to our size and the high proportion of selfinvestment in the economy that Government spending can produce."

Digital Diversity & Inclusion

MICTA feels that diversity (in this sense keeping all the existing channels and choices) available is assertion to an opt-in by choice rather than opting out a later stage. It is this choice that will drive adoption. One manifestation of this that we believe should be a priority is the default delivery of all notifications, reminders and notices being digital (using a secure mailbox) but for every person allocated a digital mailbox to be initially given the option (by paper) of their delivery method being changed back to the original paper form. Also for the switching between each delivery method to be possible at any time in the future – the system adapts to your stated preference immediately. However, true inclusion means also being able to make the choice using any channel of communication.

However, we would also like to see a distinct increase in the availability of the Free Public Wi-Fi network to include all public spaces across central and local government as well as continuing to develop the communications sector keep high adoption and coverage of high speed broadband for residential homes and a "Super connected Island" approach for businesses which adopts some of the PR elements of the "Super connected cities" initiative in the UK. We should certainly recategorise high speed broadband to mean services in the 25mbps to 100mbps range. However, unlike Jersey, we should not strive for a single technology in the Gigabit to Homes initiative. We need to have a smart Hybrid system which is a combination for fibre, unlicensed wireless and licensed wireless (4G LTE and 5G) that ensures very high quality, very high density coverage.

"We should be seeking near 100% coverage for high speed broadband connectivity (greater than 25mbps) across the island, including free high speed access in public spaces. Social policy should be tuned to ensure that Digital Inclusion is part of its considerations."

Range & Coordination of Services

MICTA ardently believes that there is no point simply looking at best practice in the world and then replicating this. This transition point should be used to go beyond the current and project the Isle of Man into the future. There should not only be a coordination of Government information sites into a single format, but there should also be a consolidation of local authority information and actions. In a similar manner to the public not needing to know the distinctions between government departments to interact with Government, they should not need to know the distinction between central government and local government. Initially this will allow some of the idiosyncrasies to be masked whist they are being worked on. The candidate areas services should include the following general principles:

Every form to be available on paper, as a downloadable PDF and as an online form in one
place. This mirrors the capability that already exists in places like Guernsey. If paper of any
type is incoming to the Government it should be scannable and OCR ready and



- converted into a scanned form and the data equivalent as soon as possible in the process, even at remote entry points such as Post Offices.
- As already mentioned as an example above, all deliveries and notifications should be
 delivered to a supplied digital mailbox but within a hybrid distribution system in parallel
 with any paper notifications which can then be switched of at user preference. The
 intended consequence of this should be that transiting paper should be reduced to the
 absolute minimum
- There should be an aim to ultimately have no paper based licenses or permits relating to people. All of these should simply be linked to the single form of identification and can be looked up and verified when access is given through this ID
- All historical documents should be scanned and online and available through an easy to
 use indexing mechanism. Particular attention should be given to land records and
 company documentation and overlaid on top of digital mapping information
- All registries should be completely automated and allow for a complete online application process which then becomes subject to review but any associated documents should also be uploadable. Again there should never be a requirement to send in paper.
- All returns to Government should be capable of being made online
- The digital ID should be an acceptable form of proof for all local license holders of identity, address and other Government relationships (such as NI and Tax Number)
- There should be development towards the concept of a Government Wallet or stored value associated with the ID and any government payment can made using this. This should then be extended to allow local shopkeepers to participate by having POS terminals and also tis to be accessed via mobiles to do things like pay for parking. In the shorter term, all government payments and receipts should go through one gateway that gives you an audit trail of all credits and debits and balances (if applicable) and this gateway should be capable of linking to your mobile phone accounts to make micropayments (such as car parking)
- Vehicle licensing should go completely paperless and be unified with parking permits but with a round (possibly metal foil) disc in the original holder with the vehicle identification on and bar code, QR code and even NFC tag so a variety of things can read it (as opposed to using expensive number plate recognition) to allow for public policing by scanning a code. If NFC were in use it would also remove the need for parking discs.
- A much wider use of mobile apps needs to be made from information serving through to payment capability and ID assurance
- At all points of physical communication with the Government, the option should be there
 to identify by card (or other means) and unlock gates to other data at the choice of the
 customer.
- The methods that are being used for identification should be capable of being loaded with other connections such that there is an option to unify all Government cards into one should you choose to do that
- Anonymised data about as many aspect of Government as possible should be made open and available for third parties to use. The exception to anonymisation should be that related to politicians.
- That everything should have an irrevocable audit trail that is visible to the person to which
 it pertains. (Note that this is quite distinct from a freedom of information issue as every
 person should, by default have access to any data held about them, but not to that about
 other people)



- Gaining of opinion, including consultations and voting at all levels should be made available online.
- There should be an Isle of Man equivalent of the UK "G-Cloud" within a revised procurement process that is vastly simplified and more proagmatic.
- Where possible, systems and services should be provided by local parties at increasingly smaller levels

Overall the theme is that paper should be minimised, transactions should be easy and coordinated through the channels and that Government interaction and information should be highly coordinated

B. Conclusion

MICTA is willing and ready to fully support a bold and wide ranging evolution of services that steps beyond what is done elsewhere to use the community aspects and small size of the Isle of Man to be innovative. This change could not only provide community benefit, but would also be a showcase of capability. This is why we consider the interconnection between this Government activity and the local ICT community to be so important and why we want to participate. But, from a MICTA perspective we would like to see this cooperation finally enshrined in a public private sector joint strategy. This would also require the Government not only to open up data in the more traditional sense, but also to open up to the concept that data and processing can reside and be manipulated by third parties coordinated and overseen by Government custodians.

There are two elements to moving this forward. Firstly, creating the current environment to let enable this to progress and continue to evolve. This means capturing the political will and appetite now and enshrining this in the strategy so continuity and momentum can maintained. Following this there needs to be a number of strategic issues that need to be addressed:

- Government technical frameworks in particular those related to identity, business processing and opening up of data
- Government Skillsets Government needs to become a competent guardian of strategic direction with the ability to manage projects and services delivered by diverse people for diverse people
- Procurement there needs to be a fundamental shift in procurement to actively involve
 the small innovators that can make the real difference to productivity and usability. This
 needs to be scaled to the Isle of Man and have local company bias built in
- Openness Not only does the data and audit trail have to become more open, but the minds of civil servants have to change to be empowered to question the status quo

Secondly, there has to be elements of every change that can be positively seen by the populace and the speed of improvement needs to be externally visible. Therefore there should be lots of "quick wins" even if those are superseded by more innovations in what would previously have been deemed as short return on investment cycles. If we develop faster, then the net effect should be that these developments become cheaper and the traditional return ratio is changed for the good.



Priority Achievable Developments

We would look at the following options within the first phase of this development, targeted as developments for the next 2 years:

- Creation of a "bare" database core record with a unique numeric identifier issued to all residents
- 2) Consideration given to the outsourcing of ID verification (along with the development work to achieve and maintain this)
- 3) Development of multiple types of physical form of this ID, but with no compulsion to carry or use that have all of the connection characteristics of a debit/credit card
- 4) Digital Gate mechanism controlled by the owner to an extensive cross reference system
- 5) Very strong, irrefutable audit trail (possibly verified by external parties through blockchain)
- 6) Data protection issues dealt with by customer choice (both by ever increasing unification of cards and the state of the gates)
- 7) Website unified into a single style for information with distinct "doing" sub-sites focus on what you want to do and not where you are and this layer to be in a unified CMS that takes into account mobile channels and apps. The first stage of this would be the collation of all forms and payments into one place and the definition of a single Government Payment gateway
- 8) Ensure that there is no payment process that can only be made by cash or cheque and that mobile payments mechanisms are supported, especially for ad-hoc payments such as parking.
- 9) Paperless (NFC) Vehicle Licensing, Parking Permits and ad-hoc parking (as well as mobile integration for the latter)
- 10) The definition and publication of a security layer that can help define the gaps between distinct elements of data connecting the silos and the outside world
- 11) A data movement and transformation layer that evolves the current integration of Business Process Management (BPM) to build business processing models and transaction flows between systems
- 12) Definition of the API and business data models that allow for interaction into and out of the Government data to allow for third party integration and to support open data. Deliver GIS data out as a pilot in KML format with no licensing fees to see what this produces in the private sector
- 13) Legal Status of digital mailboxes clarified and mailbox given to every resident (and possibly a state email address as well as is done in Estonia and South Africa)
- 14) Legal status of company mailboxes clarified and every company given a digital mailbox
- 15) Hybrid Delivery mechanisms created for all correspondence so that digital versions are sent out and the paper versions can be turned off at any point by the recipients themselves
- 16) Physical forms capable of being scanned at point of completion and scanned with OCR into the system, piloted with the Post Offices
- 17) Creation of a local virtual currency via a wallet mechanism and stored value linked to ID (piloted with the existing MiCard structure and social benefits payments)
- 18) Ability to consolidate multiple cards and systems into a single card by customer choice, piloted with MiCard and bus and or school cards.
- 19) Government interactions defined by customer journey rather than government process or structure



- 20) Payment gateways accept all methods of payment (including mobile payments, bitcoin etc) and (if external to the ID based wallet) assume that no one will pay someone else's bill so that all that is required is the relevant transaction reference.
- 21) "Local first" specifically defined strategy for supply of systems/services within a newly defined procurement framework.

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kurt@micta.im

4 +44 (0) 7624 319654

J +44 (0) 1624 640655

www.micta.im

The Forum | 17-18 Mount Havelock | Douglas | Isle of Man | IM1 2QG.



Appendix One: ID Core Record Format

- a. ID Number
- b. First Name
- c. Middle Name
- d. Last Name
- e. Gender
- f. Date of Birth
- g. Date of First Residency
- h. Nationality
- i. Marital Status
- j. Residential Address
- k. Photo
- I. Set of cross-references to other aspects of Government collective records (ID only, no further details) so NI Number, Tax Number etc.
- m. Set of assignments of licenses (driving, gun, fishing etc.) assuming that the only detail required here would be the licenses that you had, their expiry dates and any specific class or subcategories
- n. Set of cross-references to other people (wife, children etc.)
- o. Set of cross references to relationships with other entities (i.e. company of employment, directorships, beneficial ownership
- p. Set of access keys (permission to share data across a cross reference boundaries in Government) these could be termed as "Digital Gates"
- q. External Access key (can the ID number be used to do a simple external identity check by a third party)



Appendix Two: UK Government Guiding Principles

- Understand user needs. Research to develop a deep knowledge of who the service users are and what that means for digital and assisted digital service design.
- Put in place a sustainable multidisciplinary team that can design, build and operate the service, led by a suitably skilled and senior service manager with decision-making responsibility.
- Evaluate what user data and information the service will be providing or storing, and address the security level, legal responsibilities, and risks associated with the service (consulting with experts where appropriate).
- Evaluate the privacy risks to make sure that personal data collection requirements are appropriate.
- Evaluate what tools and systems will be used to build, host, operate and measure the service, and how to procure them.
- Build the service using the agile, iterative and user-centred methods set out in the manual.
- Establish performance benchmarks, in consultation with GDS, using the 4 key performance indicators (KPIs) defined in the manual, against which the service will be measured.
- Analyse the prototype service's success, and translate user feedback into features and tasks for the next phase of development.
- Create a service that is simple and intuitive enough that users succeed first time, unaided.
- Put appropriate assisted digital support in place that's aimed towards those who genuinely need it.
- Plan (with GDS) for the phasing out of any existing alternative channels, where appropriate.
- Integrate the service with any non-digital sections required for legal reasons.
- Build a service consistent with the user experience of the rest of GOV.UK by using the design patterns and the style guide.
- Make sure that you have the capacity and technical flexibility to update and improve the service on a very frequent basis.
- Make all new source code open and reusable, and publish it under appropriate licences (or give a convincing explanation as to why this can't be done for specific subsets of the source code).
- Use open standards and common government platforms (eg GOV.UK Verify) where available.
- Be able to test the end-to-end service in an environment identical to that of the live version on all common browsers and devices. Use dummy accounts and a representative sample of users.
- Use analytics tools that collect performance data.
- Build a service that can be iterated on a frequent basis and make sure resources are in place to do so.
- Put a plan in place for ongoing user research and usability testing to continuously seek feedback from users.
- Establish a benchmark for user satisfaction across the digital and assisted digital service. Report performance data on the Performance Platform.
- Establish a benchmark for completion rates across the digital and assisted digital service. Report performance data on the Performance Platform.
- Make a plan (with supporting evidence) to achieve a low cost per transaction across the digital and assisted digital service. Report performance data on the Performance Platform.



- Make a plan (with supporting evidence) to achieve a high digital take-up and assisted digital support for users who really need it. Report performance data on the Performance Platform.
- Make a plan for the event of the service being taken temporarily offline.
- Test the service from beginning to end with the minister responsible for it.