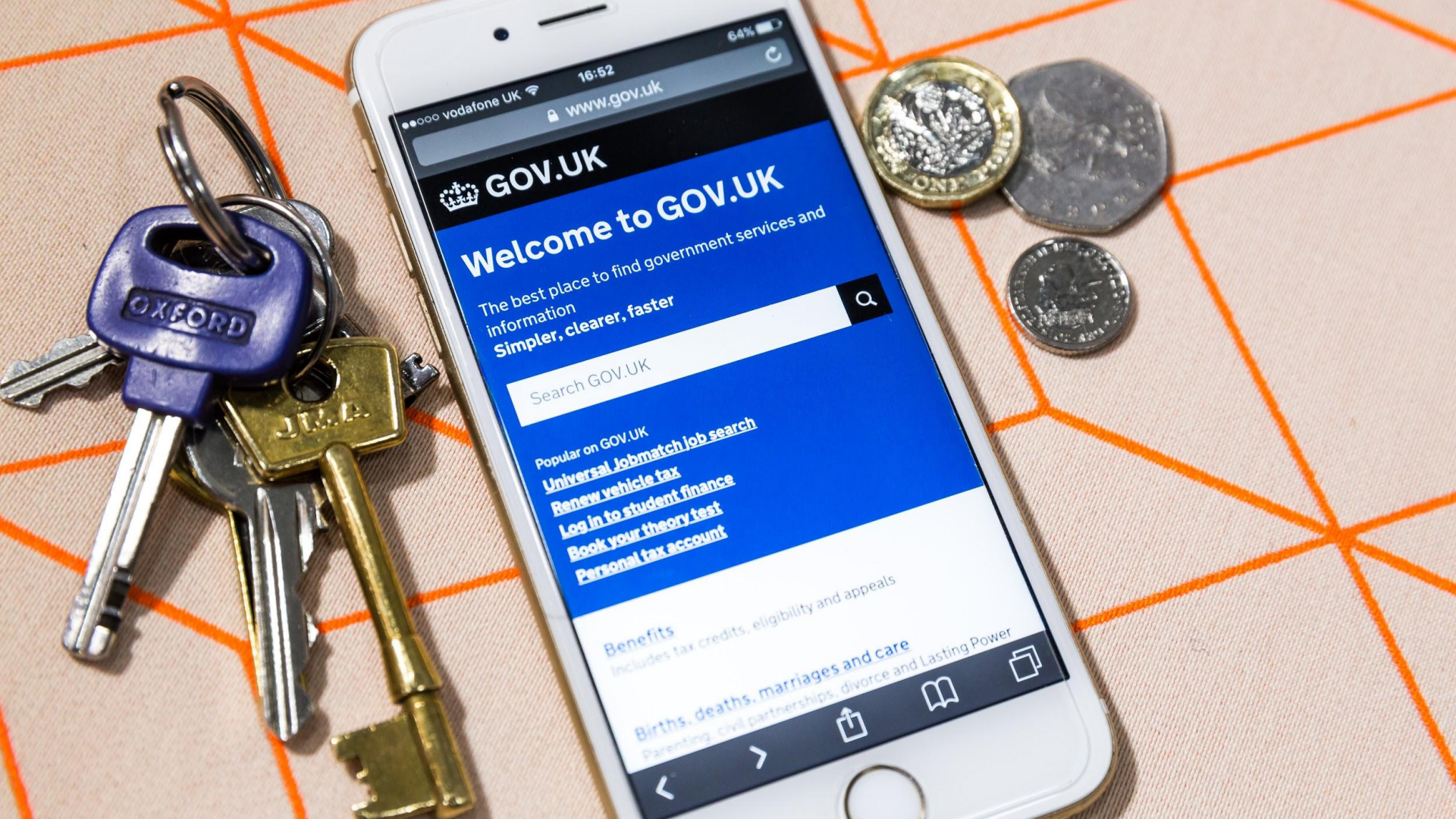


**Hello!**

~~**Director of design for the UK Gov**~~

**Director of transformation for  
planning and land for UK gov**



GOV.UK

# Welcome to GOV.UK

The best place to find government services and information  
**Simpler, clearer, faster**

Search GOV.UK

Popular on GOV.UK

[Universal Jobmatch job search](#)

[Renew vehicle tax](#)

[Log in to student finance](#)

[Book your theory test](#)

[Personal tax account](#)

[Benefits](#)

Includes tax credits, eligibility and appeals

[Births, deaths, marriages and care](#)

Parenting, civil partnerships, divorce and Lasting Power

**2015 - 115 designers**

**2018 - 950 designers**

**BETA**This is a new service – your [feedback](#) will help us to improve it.[About](#)[Styles](#)[Components](#)[Patterns](#)

# Design your service using GOV.UK styles, components and patterns

Use this design system to make your service consistent with GOV.UK.  
Learn from the research and experience of other service teams and  
avoid repeating work that's already been done.

## Styles

Make your service look like GOV.UK with guides for applying layout, typography, colour and images.

## Components

Save time with reusable, accessible components for forms, navigation, panels, tables and more.

## Patterns

Help users complete common tasks like entering names and addresses, filling in forms and creating accounts.



## Send emails and text messages to your users

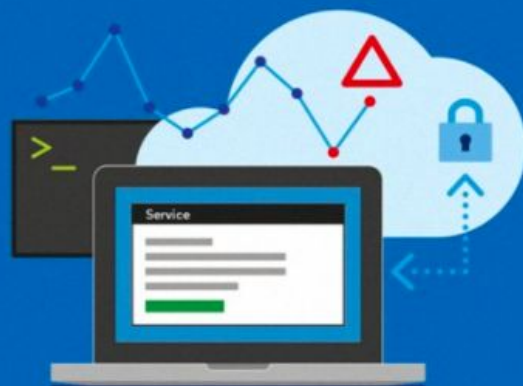
using GOV.UK Notify



For more information visit  
[www.gov.uk/service-toolkit](http://www.gov.uk/service-toolkit)

## Deploy and run government applications

using GOV.UK Platform as a Service



For more information visit  
[www.gov.uk/service-toolkit](http://www.gov.uk/service-toolkit)



BETA

Complete our quick 5-question survey to [help us improve our content](#).[Service manual](#) > Service Standard

# Service Standard

The Service Standard helps people to create and run good public services.

## 1. Understand users and their needs

Develop a deep understanding of users and the problem you're trying to solve for them. Look at the full context to understand what the user is trying to achieve, not just the part where they have to interact with government.


[Read more about point 1](#)

## 2. Solve a whole problem for users

Work towards creating a service that solves one whole problem for users, collaborating across organisational boundaries where necessary.

[Read more about point 2](#)

### Get notifications

When any points in the Service Standard are updated  [email](#)





**I've learned a lot  
about how to make  
organisations user  
centered**

# How to scale service design

# **First, some ground rules**

**1. There is no formula for being 'user centered'**

2. Everyone's trying to do a good job

3. Breaking out of the cycle of inertia is really hard

4. It is possible

- 1. There is no formula for being 'user centered'**
- 2. Everyone's trying to do a good job**
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- 1. There is no formula for being 'user centered'**
- 2. Everyone's trying to do a good job**
- 3. Breaking out of the cycle of inertia is really hard**
- 4. It is possible**

**Spoiler!**

**The hardest part is  
getting your organisation  
to see itself as a service  
provider**

**Government is the  
oldest and largest  
service provider in  
the UK**







**267 years before America  
was a 'America'**

**10k services**

**10k services**

**25 departments**

**10k services**

**25 departments**

**418,343 people**

Reporting of Injuries, Diseases and Dangerous Occurrences  
Regulations 1995 (RIDDOR)  
Registrations for Knowledge Transfer Network (KTN)/connect access  
(MEMBERS)  
Request for a further search under section 17(6) or payment for a  
supplementary certificate under section 17(8)/Request for search  
(F9/F9A)  
Employer Ownership Pilot (EOP)  
Well Operations Notification System (WONS): consents and  
notifications  
Charity Letter Forwarding Service



**Our services were  
not designed for the  
internet**



THORNEY POST OFFICE



POST OFFICE

POST OFFICE

STATIONERY. THORNEY POST OFFICE.

POST OFFICE



TAYLOR



PURVEYOR



**Google is the home  
page to your service**

# #GOOGLEFAIL

**Good services are verbs**

**Bad services are nouns**

**Learn to drive**

**Become a childminder**

**Get a pension**

**not**

**SORN**

**Charity Letter Forwarding Service**

**Employer Onership Pilot**



**Our government  
wasn't designed for  
the internet**

**Services in the  
internet age do not  
obey boundaries**

**How do you scale  
service design?**

**1000s of services,  
provided by multiple  
organisations  
in several locations?**

**We need to fundamentally  
rethink how we think  
about 'the future'**





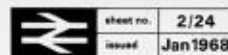
Printed Publicity  
Use of Symbol  
with other identifications



The two symbols may be used in any of the colour combinations shown here.



Literature relating to this service will generally be printed with a standard yellow background.  
Yellow U.S. 0-902.



Rail/Road/Air Link



Rail/Road/Air Link

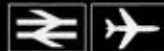


Rail/Road/Air Link



Rail/Air Link

In certain cases it may be necessary to delete one of the words from the title.



Rail/Road/Air Link




Rail/Road/Air Link





Uniforms  
**Ticket Office Clerk**

	sheet no.	9/22
	issued	Mar1969

**Ticket Office Clerk**

Ticket Office Clerks are issued with a lightweight jacket in pale grey 'Terylene' linen. The only embellishment is a gold symbol in the left lapel.





# **‘The reconditioning and re-designing public utility services’**

**Design Research Unit**





Press to close ...  
don't forget! press bottom  
button to lock after door  
has closed



Press to unlock ...  
& to open



When door is closed  
press button to lock



Close ↓



Open ↓



Lock ↓



A close-up photograph of a person's hand with red nail polish pressing a circular button on a white toilet stall door. The button is illuminated with a red ring of light. Above it is another circular button with a green ring of light, which has a double arrow icon. To the left of these buttons is a yellow rectangular slot for a coin or token. Further left is a blue sign with the text 'Sharps Disposal' and a syringe icon. A vertical blue sign with the text 'Open/Close' and a double arrow icon is positioned between the buttons. Below the 'Open/Close' sign is the word 'Lock' with a small arrow pointing to the red button. The background shows the interior of the toilet stall, including a white urinal and a yellow seat.

**Press the 'lock' button  
to secure the toilet door**



**Transformation isn't about  
the ability of one team to  
design and deliver a  
service**



**Transformation is the ability  
of an organisation to  
deliver and maintain a  
service over time**

# **5 lessons in how to scale service design**

**Focus on delivery,  
not definitions**





FIRE DOOR  
KEEP SHUT  
85°F / 30°C  
DO NOT OPEN

OBJECT - PERSONAL DATA

July

Aug

Sept

Oct





居民户口簿  
Household Register

中华人民共和国公安部制  
Under Supervision of The Ministry of Public Security of P.R.C.

- 1. Passport**
- 2. Photo**
- 3. Employers letter**
- 4. Letter of invitation**
- 5. Bank deposit certificate**
- 6. Bank statement**
- 7. Property certificate**
- 8. Marriage certificate**
- 9. Retirement certificate**
- 10. Family book (Hukou)**
- 11. Business registration certificate**
- 12. Car insurance**
- 13. Certificate of relationship to parents**
- 14. Utilities bills, P60 council tax bill**

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13. Certificate of relationship to parents
14. Utilities bills, P60 council tax bill



**Paper applications were  
reduced by 25%**

**= approval to hire a design team**

**Service design is not:**

**A process**

**A set of tools**

**An ideology**

**Co-design**

**A new word for UX (WFF people?!)**

**An obsession with anyone poor/ill/elderly or ‘unengaged’**

**Immune from capitalism**

**Something anyone can do, instantly**

**Difficult to describe to your friends and family**

**Service design  
is the design of services**

**Good design teams  
don't happen by  
accident**

**2015 - 115 designers**

**2018 - 950 designers**

People overwhelmed and  
struggling to find answers

GDS

One of the other things that  
people were overwhelmed par  
because  
accessibility is a broad thin  
do you start? And when you s  
on the Internet you get load  
back and don't know what to tr





10k  
people trained  
every year

A woman with curly hair, wearing a dark top and a lanyard, stands at a light-colored wooden podium on a stage. She is gesturing with her hands while speaking. In front of her, an audience of people is seated in rows of dark chairs, facing the stage. The room has a modern design with dark wood-paneled walls. A wooden door with a green exit sign above it is visible in the background. The text "30 community events every year" is overlaid in large white font across the center of the image.

**30 community  
events every year**



**Design your design  
operations as well as  
you'd design any other  
service**

**The most important part  
of a design team is how  
it works, not how big it is**

**Everyone in your  
organisation owns the  
user experience**

**Make**

**things**

**open,**

**it makes**

**things**

**better**

**Don't try to design  
the future, design  
something that the  
future can design**







BETA

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About

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Components

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**Design systems only  
work as well as the  
designers contributing  
to it**

Mail

COMPOSE

Inbox (184)

Starred

Sent Mail

[Gmail]Drafts

1. TO ACTION (1)

2. FOR INFO

3. Archive (1)

Sign in

Signing in will sign you in to Hangouts across Google  
[Learn more](#)



digital-service-

Add to circles

digital-service-designers@d...

Hang out with digital-serv... Start a video call with digital...

<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	Richard .. Marian (6)	3. Archive	[digital-service-designers] E-Signatures - thanks for the collateral and the interesting thoughts about e-signatures! I've created a uk-g	6 Mar
<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	Richard Payne	3. Archive	[digital-service-designers] Design patterns for pre-populating answers/data using APIs - Morning all, I was wondering whether we hav	6 Mar
<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	Laura, Keith (3)	3. Archive	[digital-service-designers] HMRC terms of collaboration pattern help - Hi Keith, Thanks for your reply and advice. I guess I was intere	3 Mar
<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	Kieron Kirkland	3. Archive	[digital-service-designers] new member - hello, could you please add ariana.mihoc@digital.cabinet-office.gov.uk to this list. big thank	3 Mar
<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	Kara Kane	Inbox	[digital-service-designers] ConCon5: content conference tickets - Hi all, The cross-government content conference is coming up soon! Cc	3 Mar
<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	paul.matson, Jason (2)	3. Archive	[digital-service-designers] Apply for a waste permit - supporting docs - No worries Paul. Regarding Save and Return, it's very much a	28 Feb
<input type="checkbox"/>	<input type="star"/>	<input checked="" type="checkbox"/>	Richard .. emilenecove. (3)	Inbox 3. Archive	[digital-service-designers] The /info/ page on GOV.UK - Fantastic! Thank you On Tuesday, February 28, 2017 at 11:24:13 AM	28 Feb
<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	Holliday .. Ed, Trevor (13)	3. Archive	[digital-service-designers] Re: How many dependent children do you have? - digital-service-designers@digital.cabinet-office.gov.uk "	27 Feb
<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	Chris Harding	3. Archive	[digital-service-designers] New Designer - Hi, Could you please add Chris Walker (christopher.walker@digital.hmrc.gov.uk) to the em	23 Feb
<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	Helen, Jason, Stephen (6)	3. Archive	[digital-service-designers] Explaining means tested benefits regulations - digital-service-designers@digital.cabinet-office.gov.uk Subje	22 Feb
<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	Rachel .. John, Stephen (10)	3. Archive	[digital-service-designers] Email content to direct user to a page - Hi, That's the HMRC security settings - usually works if you view it	17 Feb
<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	Alex .. Stephen, Andy, Ed (5)	3. Archive	[digital-service-designers] Service unavailable screens - Attaching some screenshots of various 'non-journey' pages from passports a	17 Feb
<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	Jason .. Jeremy, ty (5)	Inbox 3. Archive	[digital-service-designers] People and Permissions - Thanks Stephen, Thats really useful to look at. There's a lack of support	13 Feb
<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	Jeni, Laura, Asli, Raj (5)	3. Archive	[digital-service-designers] Looking for the GDS font - Boom! Alright? -----	9 Feb
<input type="checkbox"/>	<input type="star"/>	<input type="checkbox"/>	Richard, John (3)		[digital-service-designers] Asking only for required information - Thanks John, I will pass on the details from your response (it is internal, not an e)	9 Feb

**Collaboration is  
a privilege**

**(don't expect it to  
happen on its own)**

**65% of UK government services  
stretch across more than one  
department**



UK Border

RANGE ROVER

P777RTH

W338 UNM

The three biggest barriers to collaboration are **money**, **time** and **access to data**



**Enabling collaboration  
means giving the privilege  
you have to others**

**Sharing money, time, and  
permission to work together**

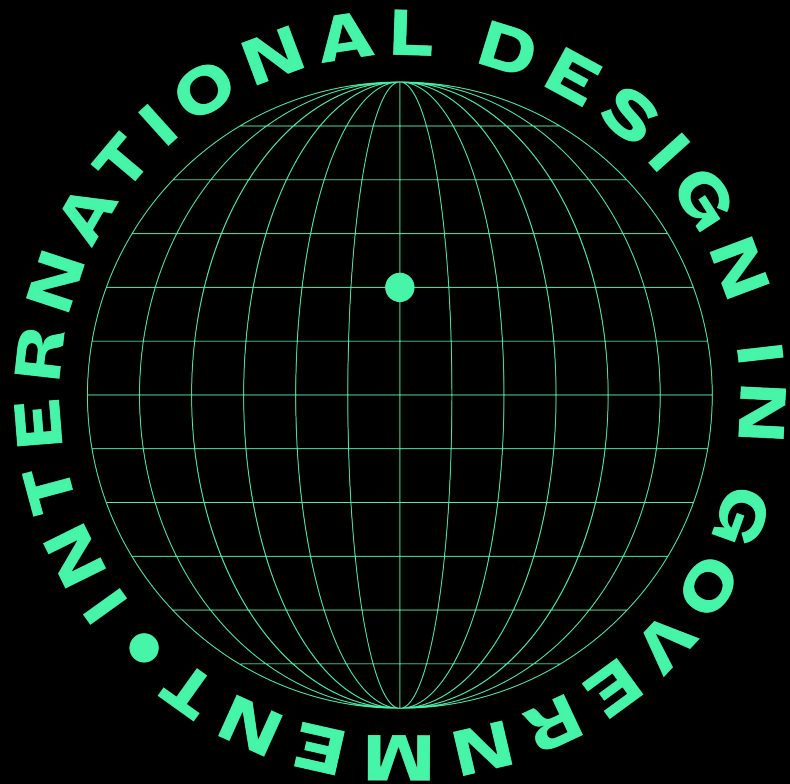
**Aka. Creating a new operating  
structure for government.**

**No biggie**

**This is bigger than  
just the UK**

**Most countries share a core  
set of services**

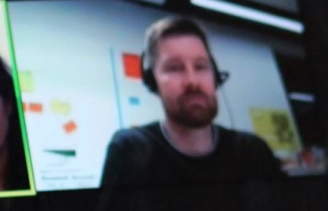
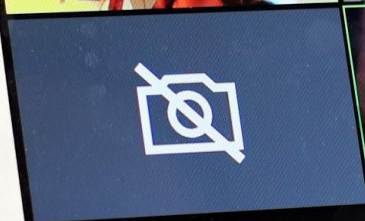
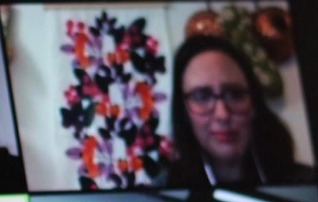
**Aging**  
**Immigration**  
**Pollution and waste**  
**Accessibility**  
**Licensing**



**2000 members**  
**87 countries**



Recording...



Noelle CS (ODS)

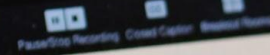
Debra MAESD Onta...

Patrick L

Katherine Benjamin

Kika (Lighting Beetl...

From Debra MAESD Ontario to Br...  
We co-designed our principles in...



MacBook Air







CODE *for*  
AMERICA



Scottish Government  
Rèignidh na h-Alba  
gov.scot



GEBRUIKER CENTRAAL

**Create a shared  
understanding of  
what a 'good service'  
is**

# **The headless chicken of delivery**



**Technology = what can be done**

Design = what should be done

**Technology = what can be done**

**Design = what should be done**



**We need an answer when  
we're asked what a  
'good service' is**

# **Good Services**

**Lou Downe**

# **Out in November!**

Find out more about Good Services and sign up to the mailing list:

**[bit.ly/goodservicesbook](https://bit.ly/goodservicesbook)**

Slides are available here

# Thanks!

**@LouiseDowne**

**[Www.louisedowne.com](http://www.louisedowne.com)**