Digital First Service Standard

Beta Stage Assessment Prompts and Evidence

Service to be assessed:

Date/Time/Location:

Assessor name:

Assessor role:

Introduction

This prompts and evidence document has been designed to aid assessors and service teams through a Digital First Service Standard assessment. It will provide you with a detailed understanding of what is required to meet each of the Digital First Service Standard criteria.

For the purposes of the assessment the service standard has been re-ordered. This running order clusters the criteria around the themes of user, technology and business capability so as to provide an easier flow throughout the assessment.

Should you have any further questions, please contact the Digital First Team at [OCIOAssurance@gov.scot](mailto:OCIOAssurance@gov.scot).

General

High-level questions to get you thinking about your service as a whole and your plans for it. These are the types of questions which assessors will use to gain an initial picture of your service.

* What is your service?
* What is the purpose of your service?
* What is the existing service landscape?
* What is your estimated timeline for getting the service to Live?
* What is the impact of not creating the service?
* What are the potential savings available from this service?
* What is the certainty of these savings and will they change over time?
* How are you building Digital First into your sprint planning?
* Which are the riskiest aspects of creating the service

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| Point 1 | User Centred - 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. | |
| Additional Guidance | In the beta phase, the main purpose is to establish that the team has continued to build the service in a way that meets user needs, and this has been done in a way that makes the service easy for all users. We are particularly looking to see that findings from the user research are reflected in the design of the service as it progresses through this phase. Responses should cover both digital and assisted digital support. When doing user research for assisted digital, ensure that research is done specifically with (potential) users of this particular service who have the lowest level of digital skills. Recruitment and research with this audience will need to be done using offline methods. | |
| Prompts | * Who are the users? Including how many you have tested with and how they were recruited. * How have you received active consent and maintained data protection for users? * How have you sought the received permission for ethical research if you have included vulnerable participants within your user groups? * What have you done to understand your users’ needs? * Tell us about what users are trying to do when they encounter your service? * What are the needs that they have when they use this service? * How do they meet those needs now? What are the pain points? How has that informed iteration and testing? * Give us some examples of user stories, personas or profiles for the service. (including for assisted digital users)? * Which users have the most challenging needs? How have you been learning more about these challenging user needs? * What are the particular design challenges for this service with this audience? * What parts of the service do users find particularly difficult? How have you changed the service to make these parts of the task easier for users? * Have you identified any changes to user needs as a result of researching with users? * Tell us about what you’ve learned about the particular needs of people who are less confident online or not online? * What problems have you found that you'll have to overcome when designing the service? * How has the design of the service changed over time because of what was found in user research? | |
| Evidence | Service Manager should be able to -  - talk about the beta, including how many users the team tested with, how they were recruited, how analytics were used in the research, and what the team learned that it didn’t find in alpha  - explain who the users are and what has been done to understand their needs, including users who need assisted digital support  - explain any changes to user needs which have been identified as a result of researching with users  - discuss the users of the service whose needs are most difficult to meet, and how the team have been learning about those needs  - talk about the design challenges the users’ needs pose for the service  - talk about the research done in beta, i.e. who the research was with, where and when - this should include research with users who need assisted digital support  - give examples of user stories, personas or profiles for the service - i.e. identify people who need to use the service and what they use it for, including users who need assisted digital support  - show research that identifies parts of the task which users find difficult - explaining how the service has been changed to make these parts of the task easier for users and how they tested and researched to confirm this  - discuss any problems found in research which will have to be overcome to design the service  - explain the research done to understand whether the support model meets user needs and how that research informed iteration and testing  - show how the design of the service has changed over time because of what was found in user research.  - discuss how they received active consent and maintained data protection for users  - show how the have sought and received permission for ethical research if they have included vulnerable participants within their user groups | |
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| Point 2 | Usable and accessible - Create a service that is simple and intuitive enough that users succeed first time. | |
| Prompts | What is the service? What does it do?   * Are the majority of users of the service succeeding the first time they try to use it? * What evidence can you provide that users are, in the majority of cases, succeeding first time? * How have you used research, testing and analytics to make substantial iterations to the service, including the assisted digital support model? * Explain all end-to-end user journeys, including assisted digital journeys, demonstrate that they work and how they were tested. * What design options are you considering for assisted digital support? * How has the assisted digital support model been designed to meet user needs and how it is being provided? If it's not by telephone, face-to-face, talk through and on-behalf-of - why not? * How will assisted digital support will be sustainably funded and free to users?   Accessibility and Usability Testing   * How is your service accessible? * How have you done usability testing? Including with users with lowest level of digital skills? * What have you learnt from testing your assisted digital support model? * How have you made design and content decisions based on user research, usability testing and analytics? * How many rounds of usability testing have you done? Describe the users you included, tests you set and materials you gave them to complete the task. * How have you changed the interface design in response to usability testing? Describe your built, measure and learn cycles, hypotheses you tested, what happened and how you reacted. * Demonstrate how people can get through the service end-to end without assistance. * How have you tested your assisted digital support model? (i.e. way you plan to help people who lack the skills, confidence or internet access to complete the service on their own) * Did your usability testing include supporting content and the start page? * Does your name make sense to users? How have you tested this? * How have you used analytics and user research to reduce dropout rates for your digital service? | |
| Evidence | Service Manager able to:  - explain the service and what it will provide in a simple and accessible manner  - explain how they tested whether the name of the service makes sense to users  - show the service is accessible and that majority of users of the service are succeeding the first time they try to use it  - explain how the team have used research, testing and analytics to make substantial iterations to the service, including the assisted digital support model  - discuss how many rounds of usability testing have been done, the users included, the tasks set, and the materials given to them to complete the task  - discuss whether usability testing included the supporting content and proposed start page for the service  - explain all end-to-end user journeys, including assisted digital journeys, demonstrate that they work and how they were tested  - explain the design options that are being considered for assisted digital support  - explain how the assisted digital support model has been designed to meet user needs and how it is being provided - if it's not by telephone, face-to-face, talk through and on-behalf-of, explain why  - explain how assisted digital support will be sustainably funded and free to users  - explain what was learned by testing assisted digital support model  - explain how they've used analytics and user research to reduce dropout rates for the digital service | |
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| Point 3 | Channel shift - Identify and, wherever possible, remove impediments that prevent citizens from using the digital service, clearly establishing it as the primary channel. Plan to provide appropriate assisted digital support if necessary. | |
| Prompts | * What is your plan for increasing digital take up during beta? * How have you used analytics and user research to reduce dropout rates for your digital service? * Tell us about your evidence base to support these plans? * How are you able to assess if users are shifting away from your non-digital channels to your digital one? * How have you tested the effectiveness of your messaging with real users? * What is your plan for engaging with other delivery channels (for your service) to promote digital take-up? * What is your plan for phasing out non-digital channels? * What is your plan for increasing digital take up when live? * How have you complied with data protection for identifiable personal information? | |
| Evidence | Service Manager able to:  - explain how they plan to increase digital take up during beta.  - explain the evidence base behind their plans for increasing digital take up.  - demonstrate (at least) weekly analytics/metrics for usage volumes across channels.  - demonstrate how the way you communicate with users has improved based on user insight  - explain engagement across all delivery channels and planning for promoting digital take-up.  - discuss analytics data that shows how your new ways of communicating have performed  - explain plans to promote digital take-up  - how they have complied with data protection on identifiable personal information | |
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| Point 4 | Consistent user experience - Build a service consistent with the user experience of the rest of mygov.scot or GDS Service Design Manual, including using the design patterns and style guide. | |
| Prompts | * Has a product designer and content designer been involved during the development so far? * Is there a product designer and content designer in the team or available to the team during beta? * Have you used the mygov.scot design patterns and front-end tool kit during alpha and are you doing so during beta? * Do you have a front-end developer in place for beta development? Have you used the style guide during alpha and are you doing so during beta? * Is the service responsive? * Can you show us it works on mobile? * Do the headers and footers match the mygov.scot style? * If you are not hosting your service on mygov.scot or using its design and style guide, are you using the GDS Service Design Manual | |
| Evidence | Service Manager able to:  - explain how the service has used the mygov.scot design patterns, front-end tool kit and style guide.  - explain what design, content design and front-end developer support are available to the team during beta.  - show the service is responsive and works on mobile.  - show that the headers and footers match the mygov.scot style.  - If you are not hosting your service on mygov.scot or using its design and style guide, show that the GDS Service Design Manual is being used. | |
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| Point 5 | Continuous feedback - Put a plan in place for on-going user research and usability testing to continuously seek feedback and input from users to improve the service. | |
| Additional Guidance | The main objective is to ensure that you have someone on the team who is dedicated to doing the user research, that there are plans to continue doing user research, and that there is evidence that outcomes from the user research will be fed into the on-going development/design of the service. Responses should cover both digital and assisted digital support. When doing user research for assisted digital, ensure that research is done specifically with (potential) users of this particular service who have the lowest level of digital skills. Recruitment and research with this audience will need to be done using offline methods. Accessibility testing with people who have particular access needs should be done throughout the service design process and not outsourced as a separate activity at the end of the design process. | |
| Prompts | * Are the resources in place to do regular user research and usability testing? * Who in the team is doing user research and usability testing? * How often are you doing user research and usability testing? * Are you testing with a full range of end users, including those with low or no ability to use the digital service? * Are you doing regular usability testing with people who have particular access needs (accessibility testing)? * How is the analytics data feeding into the research plan for the service? * How do the results feed into the design of the service? * What is the user research plan for the next stage (and for live) and are there resources in place for user research and usability testing? | |
| Evidence | User Researcher and/or Service manager able to show:  - the team can pay for user research and usability tests throughout the design of the service and after it’s built  - how often research and usability tests will be carried out and how the results will affect the design of the service  - a user research plan for the service at the next phase and a plan for carrying out user research on the live service  - how user research has been done with people who have accessibility needs from the beginning of the service design  - how tests have been carried out with users who need assisted digital support  - how analytics data is being used in your user research plan for the service  - any problems found through testing and how these have been solved  - any problems that the team haven’t been able to solve in beta and how these will be handled in live | |
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| Point 6 | Data driven - Use tools for analysis that collect performance data. Use this data to analyse the success of the service and to translate this into features and tasks for the next phase of development. | |
| Prompts | * How have you decided what data you need to capture? Where will capture it from? How will you capture it? * What is the on-going roadmap for performance analysis, including assisted digital support? * Who in the team is responsible for identifying actionable data insights, including assisted digital support? * How have you chosen data analysis tools? * How have you addressed information security and privacy issues? * Have you mapped user journeys, and are you able to track progression through your service so you can identify completions and areas of poor performance? * How are you measuring assisted digital support? * What is the next performance analysis user story? * Have you discussed a start and end page with mygov.scot? * How are you collecting feedback from users, during and after their user journey? * Summarise your Privacy Impact Assessment and the controls that you have put in place to ensure you are compliant with the Data Protection Act. | |
| Evidence | Service Manager able to:  - explain how they decided the data they needed to capture, where it needs to be captured from and how they will capture it based on the projected size and shape of the service.  - show they have an on-going roadmap for performance analysis and someone in the team responsible for identifying actionable data insights during alpha, including assisted digital support.  - show they've used qualitative and quantitative data to help improve their understanding of user needs and identify areas for improvement.  - explain how suitable data analysis tools were chosen.  - show how information security and privacy issues have been addressed appropriately.  - explain how they have mapped user journeys through the service and tracked them to identify completions and areas of poor performance.  - show how assisted digital support is being measured.  - explain the next performance analysis user story.  - show they have discussed a start page and an end page with mygov.scot.  - show how feedback from users will be collected, during and after their user journey.  - show their Privacy Impact Assessment and the controls that have been put in place to comply with the Data Protection Act. | |
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| Point 7 | Cross-functional team. 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. | |
| Prompts | * Can you talk us through the team that was in place during alpha and beta and what the team will look like in live? * How was the service manager empowered to make decisions during alpha and beta and will this continue to be the case in live? * Can you give us an example? * Is the service manager the single responsible person with the power and knowledge to make decisions to improve the service day-to-day during beta? * Were there any gaps in the team during alpha and how are you addressing these in beta? * Are you using contractors and if so, what is your plan to ensure there is transfer of knowledge and skills to permanent staff? * Do you have plans to sustain the team after the service goes live? * Is there a separation of key roles? * Who in the team is responsible for user research and how often are they working each week? * What are your plans to ensure you'll have a team that can keep improving the service after it goes live and which will fully understand the service? | |
| Evidence | Service Manager able to:  - clearly explain the structure of the team during alpha and beta (the following should be either in the team or available to the team depending on the scale of the service: service manager, product manager, delivery manager, tech architect and lead, assisted digital lead, designer, user researcher, developers, content designer, web ops, product analyst).  - explain what the team will look like during live  - show how they (as Service Manager) have the knowledge and power to make day-to-day decisions to improve the service, how this was done in alpha and will continue to be done in beta and live  - show that there's a person on your team who's responsible for user research and usability tests.  - show there is at least one user researcher working at least 3 days per week.  - show there are no gaps in the team or explain how they are addressing any gaps in beta.  - explain plan to transfer knowledge and skills from contractors to permanent staff.  - show that there is a separation of key roles (i.e. the same person is not performing multiple roles within the service).  - show you'll have a team that can keep improving the service after it goes live and which will fully understand the service. | |
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| Point 8 | Sustainability - Build a service that can be iterated and improved on a frequent basis and make sure that you have the capacity, resources and technical flexibility to do so. | |
| Prompts | * What have you built and why? * Describe the lifecycle of a user story from research to production. * How are you building your service to meet user needs? * What is your process for identifying and prioritising insights from user research? * What technology have you chosen and how are you minimising the risk of it? * How are you analysing user research and using it to improve your service? * How are you solving technical problems? * How long do you expect to be in beta and why? * How are you deploying software frequently with minimal impact on users? * How are you practising zero downtime deployments in a way that doesn't stop users using the service? * What are your plans for staffing in live? How do you plan to have enough staff to keep improving the service? | |
| Evidence | Service Manager able to:  - explain what they have built in beta and why.  - describe the lifecycle of a user story from research to production.  - show they understand how the service is being built to meet user needs.  - explain process for identifying and prioritising insights from user research.  - show they can move user stories quickly and smoothly between user research and production.  - show how you are assessing the technology you have chosen, minimising risk  - show analysis of user research and that this is being used to improve the service.  - show how the team are solving any technical problems.  - explain how long they plan to be in beta and why.  - explain how the team is deploying software frequently with minimum impact on users.  - explain how the team is practising zero downtime deployments in a way that doesn’t stop users using the service. | |
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| Point 9 | Continuous improvement - Build the service incrementally, releasing early and often, using the iterative and user-centred methods set out in the GDS service manual. | |
| Prompts | * Talk us through how you worked in alpha and and beta and how you plan to work in live. * What tools and techniques are you using to enable this way of working? * How have you reviewed and iterated your processes during alpha and beta? * How are you communicating within the team? * Can you give an example of how you have responded to user research and usability testing? * How are you governing the service? * What design options for beta did you explore and why did you discard some options? * How has the design of the service changed in beta due to what was found in user research? * What design options have you considered for assisted digital support? * What problems have you found in research and how are you planning to solve them? | |
| Evidence | Service Manager able to:  - clearly explain how the service is working - either in agile, waterfall or a hybrid of both and what tools and techniques are being used.  - explain how the team has reviewed and iterated the ways it works to fix problems.  - explain what tools and techniques the team are using to communicate.  - give an example of how the service has responded to user research and usability testing.  - show that governance is: proportional, not imposed, is based on clear and measurable goals, “go and see” rather than “wait and hear”, a clear focus on managing change and risk in real time rather than at arbitrary points, human centred not process centred.  - discuss the design options which were explored for beta and the reasons some were discarded.  - show how the design of the service has changed over time because of what was found in user research.  - explain the design options being considered for assisted digital support.  - describe any problems that were found in research which will have to be solved in the design of the service and how the team plans to solve them. | |
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| Point 10 | Business continuity - Define, document and regularly test a plan to handle disasters and other incidents that may cause the digital service to be taken temporarily offline. | |
| Prompts | * Explain the impact upon the users of the beta service being unavailable for any length of time. * How are you selecting technology and platforms that meet your availability requirements? * What is your data recovery strategy and have you tested it? * Explain what things are most likely to take you offline and how you plan to stop them from happening. * What is your strategy for dealing with outages and recovering from them? * Who is responsible and what decisions can they make? | |
| Evidence | Service Manager able to:  - explain the impact upon users of the beta service being unavailable for any length of time.  - explain how they are selecting technology and platforms that meet their availability requirements.  - explain their data recovery strategy and how they have tested it.  - explain what things are most likely to take the service offline and their plan to stop them from happening.  - explain the strategy for dealing with outages including who's responsible and the decisions they can make. | |
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| Point 11 | Technology appraisal - Evaluate what technology, tools and systems will be used to build, host, operate and measure the service, and how to procure them. | |
| Prompts | * How are you managing the constraints that the selection of technology stack places on you? * Describe what tech stack changes you've made during beta and why. * How are you managing the constraints that the selected development toolchain places on you? * Describe what development toolchain changes you've made during beta and why. * What have you bought and how have you ensured you are getting value for money? * How will you monitor the status of the service? * What support arrangements have you got in place during beta (normal and out of hours)? * What support arrangements have you got in place for live * What decision making have you outsourced and why? | |
| Evidence | Service Manager able to:  - explain how they are managing the constraints that the selection of technology stack places on the service.  - describe what tech stack changes they’ve made during beta and why.  - explain how they are managing the constraints that the selected development toolchain places on the service.  - describe what development toolchain changes they’ve made during beta and why.  - explain what they have bought and how they are ensuring they are getting value for money.  - explain or demonstrate how they will monitor the status of the service.  - explain the support arrangements they have in place during beta.  - explain the support arrangements they plan to have in place for live  - explain what decision making they have outsourced and why. | |
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| Point 12 | Information governance - 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 (consulting with experts where appropriate). | |
| Prompts | * Describe your teams approach to security and risk management. * Describe the security and privacy threats to your service. * Describe how your understanding of the threats has evolved during beta * What fraud vectors exist and what controls are you putting in place? * Describe your interactions with the business and information risk teams, e.g. SIRO (Senior Information Risk Owner), IAO (Information Asset Owner), Data Guardians and how you're working to meet any security regulations (without risking delivery)? * Describe any outstanding legal concerns e.g. data protection or data sharing. * Describe your cookie and privacy policy. How did you arrive at it? | |
| Evidence | Service Manager able to:  - describe their team’s approach to security and risk management.  - describe the security and privacy threats to their service.  - describe how their understanding of the security threats faced by the service has evolved during beta  - explain what fraud vectors exist and what controls they are putting in place.  - describe their interactions with the business and information risk teams e.g. SIRO (Senior Information Risk Owner), IAO (Information Asset Owner), Data Guardians and how they're working to meet security regulations (without risking delivery)  - describe any outstanding legal concerns e.g. data protection or data sharing.  - present their cookie and privacy policy and explain how they arrived at it. | |
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| Point 13 | Open data - Make all non-personal, non-commercially sensitive data from the service available for re-use by others under an appropriate licence. | |
| Prompts | * How will you make public data open and available to others for re-use? * How have you built in the opening up of data for re-use into your business process? * How will you make data users aware of any limitations within it? * How and when will you release data? * What contribution can your data make to improved governance? * How do you plan to encourage and empower others to make use of your data? * What data will the service store and process? * Does the service hold “master data” that is consumed by other services? * Does the service consume data from other systems, registers or through third party sources, if so what are the licensing terms for data sourced this way? * What license are you planning to use to publish data? * Where will the data be stored so that it is readily available? * Are open standards being used for the data that is published and are these formats at least “3 star” open data formats? * Will the data depend on third party vocabularies / taxonomies? If so what are the implications of this? * If any data is not to be published, why not? * Will second order data such as MI or reporting data also be published? | |
| Evidence | Service Manager able to:  - explain how data is made open and available for re-use.  - demonstrate how the opening up of data for re-use has been built into business processes.  - explain how data users will be made aware of data limitations and what metadata will be provided.  - confirm the first release of open data will be completed within 3 months of go live for the service.  - explain timetable and plan for release of data.  - explain the format for release of data and licence data will be released under.  - confirm data will be made available for free unless within defined exceptions.  - explain how data can support delivery of better public services and improved governance.  - explain plans to encourage and empower others to make use of data for various purpose (including commercial, non-commercial and education). | |
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| Point 14 | Identify how your service aligns with Scotland’s digital ecosystem. | |
| Prompts | * What is your understanding of Scotland's digital ecosystem and how this links with your service? * What is your service pattern? * Have you considered how you can consume from or contribute to the ecosystem approach? * What common capabilities could link in with your service provision? * Who have you approached as possible future partners with which to share common capabilities and learning around service patterns? * Have you done value chain mapping? * Have you spoken with the Digital Ecosystem Unit? | |
| Evidence | Service Manager able to:  - show awareness of the principles of Scotland’s digital ecosystem approach.  - demonstrate and explain the service pattern.  - demonstrate understanding of where common capabilities could fit with service provision.  - demonstrate understanding of how the service could contribute to/consume from development of the ecosystem and shared learning across organisations.  - discuss organisations which have been approached as possible future partners from which they can learn about the service pattern/learn from an existing service pattern.  - discuss organisations which have been approached as possible future partners from which they can share common capabilities.  - explain value chain mapping undertaken for the service.  - describe discussions with Digital Ecosystem Unit on how the service can contribute to or consume from the ecosystem. | |
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| Point 5 | Open source - Make all new source code open and reusable, and publish it under appropriate licences (or provide a convincing explanation as to why this cannot be done for specific subsets of the source code). | |
| Prompts | * Describe how you are making new source code open and reusable. * Describe how you accept contributions and comments on the code. * How are you handling updates and bug fixes to the code? * What licences are you using to release code during beta? * Do you own the intellectual property? * What code have you not made open and why? * What code from other teams/services are you using? * Where will the code be published? * Is there anything that can’t be published? Why? * Have team members been given suitable training? * Has Senior Management Team been made aware? * Is appropriate governance / procedure in place? | |
| Evidence | Service Manager able to:  - explain how they are making new source code open and reusable.  - explain how they accept contributions and comments on the code.  - explain what code they have not opened and why  - show their code in an open internet source code repository.  - explain what licences they are using to release code during beta.  - confirm that they own the intellectual property.  - explain how others can reuse their code.  - explain what code from other teams/service they are using. | |
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| Point 16 | Open standards - Use open standards and common government platforms where available. | |
| Prompts | * Are you locking yourself into any proprietary solutions where an open standard is available? * What does the system output to the users and in what format? * Describe your use of common government platforms. * Describe the integration mechanisms with any external or legacy systems. * What common user needs does your service meet and what are you reusing from across government to help meet that user need? | |
| Evidence | Service Manager able to:  - explain how they are avoiding locking themselves into any proprietary solutions by using open standards and common platforms.  - describe situations where no open standard was available and how this was addressed.  - explain what the system outputs to users and in what format.  - describe their use of common government platforms.  - describe the integration mechanisms with any external or legacy systems.  - explain any common user needs their service meets and what they are reusing from across government to help meet that user need. | |
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| Point 17 | Green ICT - Deliver a digital service whose impact on the environment, over its whole lifecycle, is understood. Plan to reduce the environmental impact of the service over time. | |
| Prompts | * How will your infrastructure be deployed in an energy efficient manner? * Have you considered opportunities to work with other organisations to aggregate demand or re-use existing services? * Have you completed a baseline maturity assessment against the Scottish Government’s Green ICT maturity model? * What is your plan to increase your service’s Green ICT maturity level? * (Where procurement undertaken to deliver service) What improvements have you considered making in conducting the procurement process in terms of Green ICT and environmental well-being?   + Have you considered procuring services not assets?   + What weight have you given green credentials in awarding contracts?   + Have you compared repairing, refurbishing and recycling any existing systems against replacement? * How can you increase efficiency and reduce consumption in the operation of your online service? * How have you planned for the disposal of any equipment which you’ve acquired? * What training have you put in place for staff to ensure they consider environmental implications in day-to-day work? | |
| Evidence | Service Manager able to:-  - demonstrate that plans to deliver service and infrastructure in energy efficient manner have been executed  - demonstrate relationships with other organisations to aggregate demand for services/re-use existing services  - demonstrate that clear improvement has been over the baseline Green ICT maturity determined during alpha  - demonstrate improvements they have made in conducting the procurement process in terms of Green ICT and environmental well-being e.g.  - procurement of services not assets;  - high weight green credentials in awarding of contracts; and  - compare repair, refurbishment and recycling of existing systems against replacement of a system.  - show they have reviewed the operation of online services to increase efficiency/reduce consumption  - explain plans to dispose of equipment before it is acquired including:  - reviewing the WEEE regulations and Scotland’s Zero Waste Plan;  - considering opportunities to sell or donate equipment; and  - having a re-use and recycling policy in place.  - demonstrate appropriate training has been provided to ensure that staff consider environmental implications in their day-to-day work. | |
| Met / Not Met / N/A |  |  |
|  | Beta | |
| Point 18 | Data hosting and data centres - Adopt cloud computing or virtualisation as the preferred approaches to the delivery of data hosting for the service. | |
| Prompts | * explain plans to measure and improve on data centre’s power usage effectiveness. * demonstration consideration of co-location in existing data centres where cloud options not considered appropriate * where cloud or co-location options not taken, explain reasoning for any building of new data centres | |
| Evidence | Service Manager able to  - explain current ICT data centre and hosting arrangements  - confirm that total cost of running data centres and hosting is known  - demonstrate that clear progress has been made against the ambition set out in the data hosting strategy  - explain reasoning for shift to/not shifting to cloud  - where cloud or co-location options not taken, explain reasoning for any building of new data centres  - explain plans to measure and improve on data centre’s power usage effectiveness  - Describe activity that has been completed during beta to realise the new hosting solution  - Describe how the team’s understanding has been improved / specific risks or challenges related to the new hosting solution have been addressed during beta | |
| Met / Not Met / N/A |  |  |

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|  | Beta | |
| Point 19 | Performance management - Identify performance indicators for the service, including the 4 mandatory key performance indicators (KPIs) defined in the GDS service manual. Establish a benchmark for each metric and make a plan to enable improvements. | |
| Prompts | * How have you set a performance baseline for the old service (if there was one)? * What is your plan to lower cost per transaction (or equivalent\*)? * What is your plan to improve user satisfaction? * What is your plan to increase completion rate (or equivalent\*)? * What is your plan to increase digital take-up and reduce reliance on assisted digital? * How have you assessed the potential for channel shift and the level of assisted digital the service needs? * What other metrics will you measure and when? How will these be used to improve the service? * Where are you getting your data for metrics from? * How have you set up your analytics package to collect user journey data? * How have you made sure all stakeholder are involved in promoting or supporting digital delivery of the new service? * How will you track people moving from using the offline service to the online one?   \* for non-transactional user journeys | |
| Evidence | Service Manager able to:  - demonstrate how they have set a performance baseline for the old service, if there was one.  - demonstrate that the plan for performance management formulated during discovery continues to be executed, with relevant changes based on learning and feedback.  - explain any challenges in regards to performance management that have been identified during beta and explain how they will be resolved once the service is live.  - show how they have assessed the potential for channel shift and the level of assisted digital the service needs.  - explain other metrics are being measured, and how they'll be used to improve the service.  - explain where data for metrics is coming from.  - explain how the analytics package to collect user journey data has been set up.  - explain how they have made sure all stakeholders are actively involved in promoting or supporting digital delivery of the new service.  - explain how will track people moving from offline service to the online one.  \* for non-transactional user journeys | |
| Met / Not Met / N/A |  |  |
|  | Beta | |
| Point 20 | Transparent - Report performance data on the Performance Platform. | |
| Prompts | * Show us the beta dashboard with baseline data. * Who is your audience for beta? * How have you been using the dashboard during beta? * What metrics are you uploading to the Performance Platform? Is this manual or automatic? * Show us your published performance dashboard. | |
| Evidence | Service Manager able to show:  - the beta dashboard with baseline data, explain your audience for beta and describe how you've been using the dashboard during beta.  - the metrics that are uploading to the Performance Platform and whether they're being uploaded manually or automatically.  - the published performance dashboard, including metrics for the 4 KPIs, and other metrics.  - explain what your other key metrics are and why they have been chosen. | |
| Met / Not Met / N/A |  |  |

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|  | Beta | |
| Point 21 | Operational acceptance - Regularly test the end-to-end service in an environment identical to that of the live version, including on all common browsers and devices, and using dummy accounts and a representative sample of users. | |
| Prompts | * What is your deployment environment? * Can you create new environments quickly and easily? How? * What data exists in your pre-production environments? * Explain how you are designing and testing the service to work with the devices and browsers their your users use * Explain how you are testing the service in an environment that’s as similar to live as possible * How will the service keep working when the number of expected users try to use it, including for users who need assisted digital support? * What systems and testing environments do you need for non-digital parts of the service? * How often are you testing the service? Why that often? Is the testing automated? * How long does it take to create a test environment from scratch? * How are you managing test data for test environments? * What system quality attributes were be tested during beta, were requirements met? * What system quality attributes will be tested during continuous improvement of the live service and do you have quantifiable requirements for each attribute? | |
| Evidence | Service Manager able to:  - demonstrate that the test plan, described at the discovery assessment, is being executed;  - demonstrate that the test regimen considers both the functional and non-functional elements of the service and that it is effective in highlighting bugs, etc.  - show they have an effective deployment environment with separate test environments  - show they can create new environments quickly and easily  - explain the data that exists in their pre-production environments  - show they are designing and testing the service to work with the devices and browsers their users use  - show they are testing the service in an environment that’s as similar to live as possible  - explain how the service can keep working when the number of expected users try to use it, including for users who need assisted digital support  - explain the systems needed and the testing environments for non-digital parts of the service  - explain how they are testing the service frequently and how they decided how often to test | |
| Met / Not Met / N/A |  |  |

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|  | Beta | |
| Point 22 | Sponsor acceptance - Test the service from beginning to end with the minister responsible for it. | |
| Prompts | * How are you planning to test the service with the Minister and Senior Sponsor responsible for it before the service moves into live? | |
| Evidence | Service Manager able to:  - explain how the Minister and Senior Sponsor responsible for the service will test it before the service moves into live. | |
| Met / Not Met / N/A |  |  |