



HM Revenue  
& Customs

# My first year as a Service Designer

@MarcOConnor21

# Hello

# **My service design origins story**

I was a user  
researcher for 3 years



As a user researcher I was  
the voice of the user

Mr Charlie Perkins  
1 Test Street  
Funky Town  
Funky City  
P05T C0D5



## Changes to your energy tariff

Your customer number:  
09783435893

Statement date:  
29 March 2017

There has been a change to your direct debit to take into account the increase in kWh your household is estimated to use. The change to the tariff will change your monthly direct debit

What's my new tariff?

489 kWh

Energy Tariff: Standard

More information on your electricity use can be found on the next page:

### Improving our billing systems

By making automatic adjustments to your energy tariff, any changes in energy consumption will be reflected in your direct debit, as soon as we find out about the adjustment. More customers should therefore end the year having paid the right amount for their energy tariff.

Most people don't need to respond to this letter. If you do need to contact us:

Online:	<a href="http://www.npower/myenergytariff">www.npower/myenergytariff</a>
Telephone:	0800 123 123
Email:	<a href="mailto:myenergy@npower.com">myenergy@npower.com</a>

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HM Revenue  
& Customs

12345678910

Jayne Perkins  
88 Testing Road  
Testtown  
TESTSHIRE  
PO57 C0D3

13 December 2016

Dear Ms Jayne Perkins  
National Insurance number Q\*\*\*\*\*56A

## Your tax code notice



### This is to tell you your tax code(s) for 6 April 2017 to 5 April 2018

Your tax code is used by your employer(s) and/or pension provider(s) to work out how much Income Tax to collect from your pay or pension. We send them a separate tax code notice.

This tax code should match those shown on any future payslip(s)/pension advice slip(s) received after 6 April 2017.

Please check the information below. If it's right, **you don't need to do anything.**

If you think your tax code is wrong, you can check and let us know of any changes online, go to [www.gov.uk/personal-tax-account](http://www.gov.uk/personal-tax-account)

### This is how we worked out your tax code(s)

Your tax-free amount		For help
Personal allowance	£11500	Go to note 1
Total	£11500	
Less previous year adjustment	£1000	Go to note 2
Less current year adjustment	£5000	Go to note 3
Total tax-free amount	£5500	

Your total tax-free amount is used as follows		Tax code	For help
Dave's Garden Centre	£5500 of this income is tax-free	550L X	Go to note 4
This totals your tax-free amount	£5500		Go to note 5
Previous year adjustment	£1000		Go to note 2
Current year adjustment	£5000		Go to note 3

### Improving our PAYE system

We're making tax easier. We're improving our Pay As You Earn (PAYE) system to make automatic adjustments to both your tax code and the amount of tax you pay. This will mean that any changes to your income or taxable pay will be reflected in your tax as they happen and you should pay the right amount of tax on your income as you receive it rather than at the end of the year.

**Oh \$#!\* I'm a service  
designer!**



# User Research vs Service Design

Meetings...  
lots of meetings!



Meetings...  
more meetings!



# Service Designer



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**The tweet that changed  
it all!**

# **I'm a Service Designer 2: The Sequel**

**After all the meetings, I  
did have a better  
understanding of the  
whole service**



# Service problems:

- no voice of the user
- no service alignment
- no trust



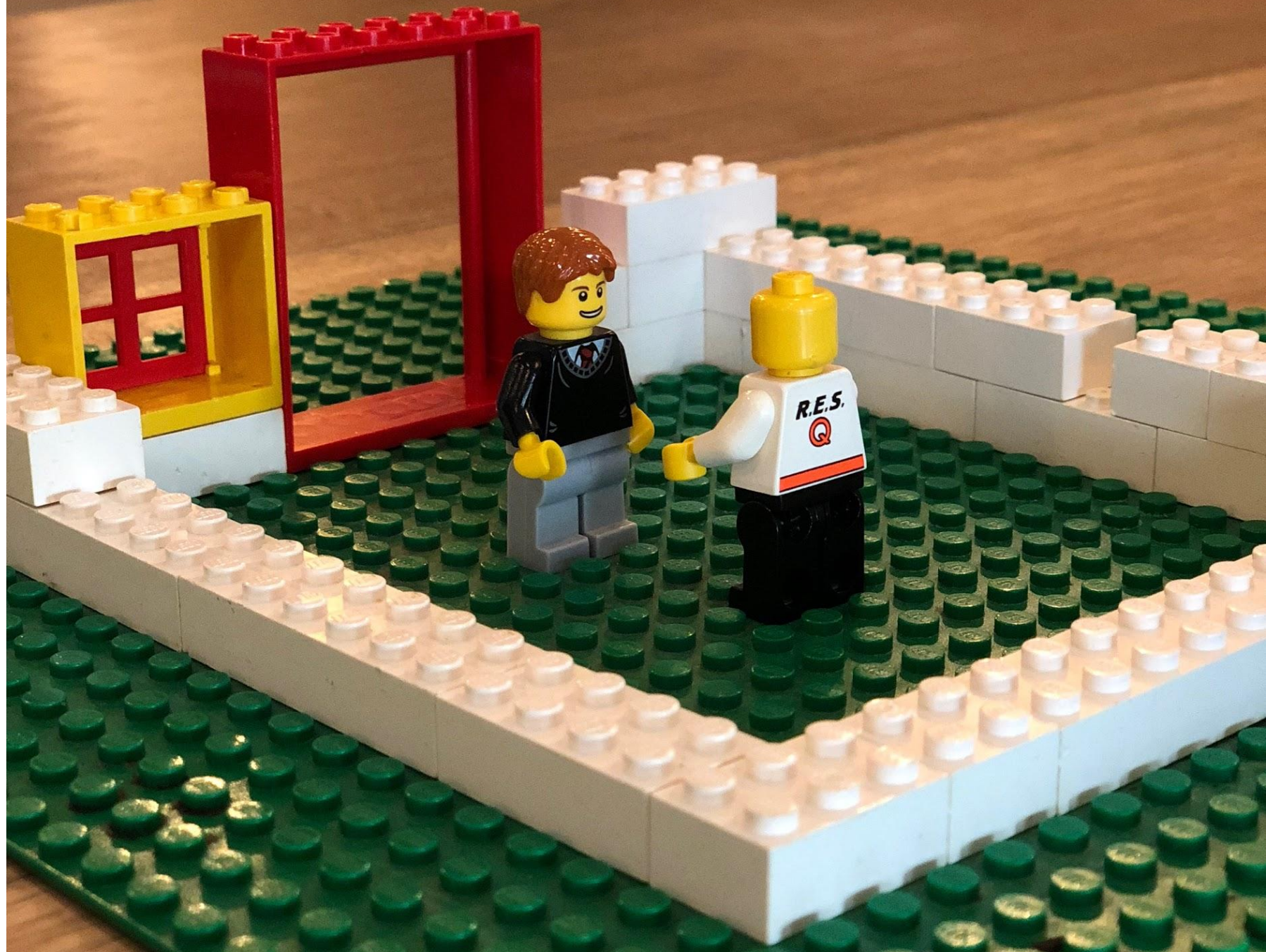


# Understanding the voice of the user for the whole service

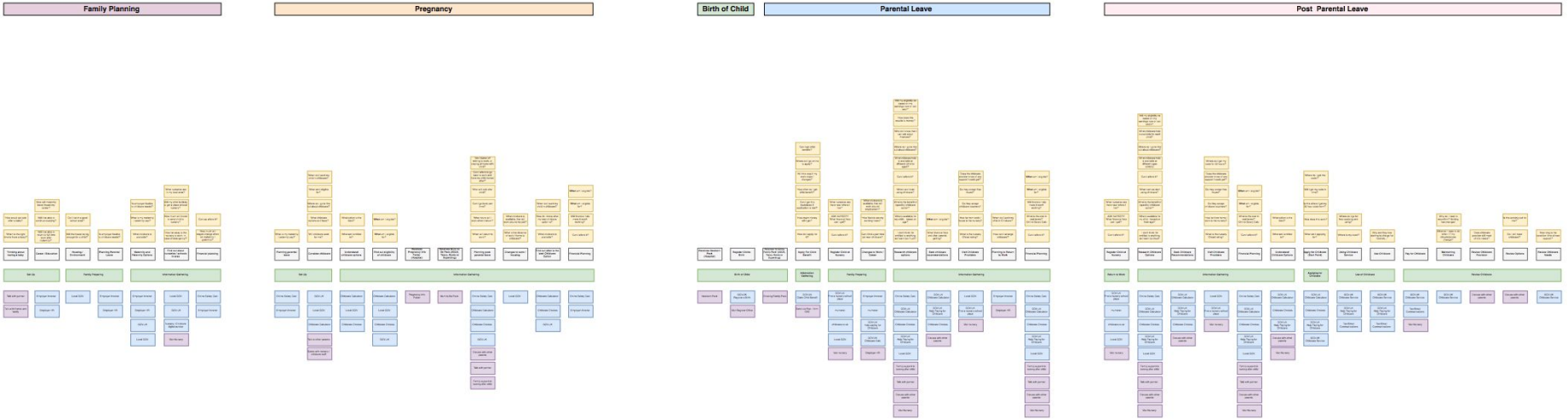


**‘Never forget the humans  
behind the data’**

-Kit Collingwood, OneTeamGov

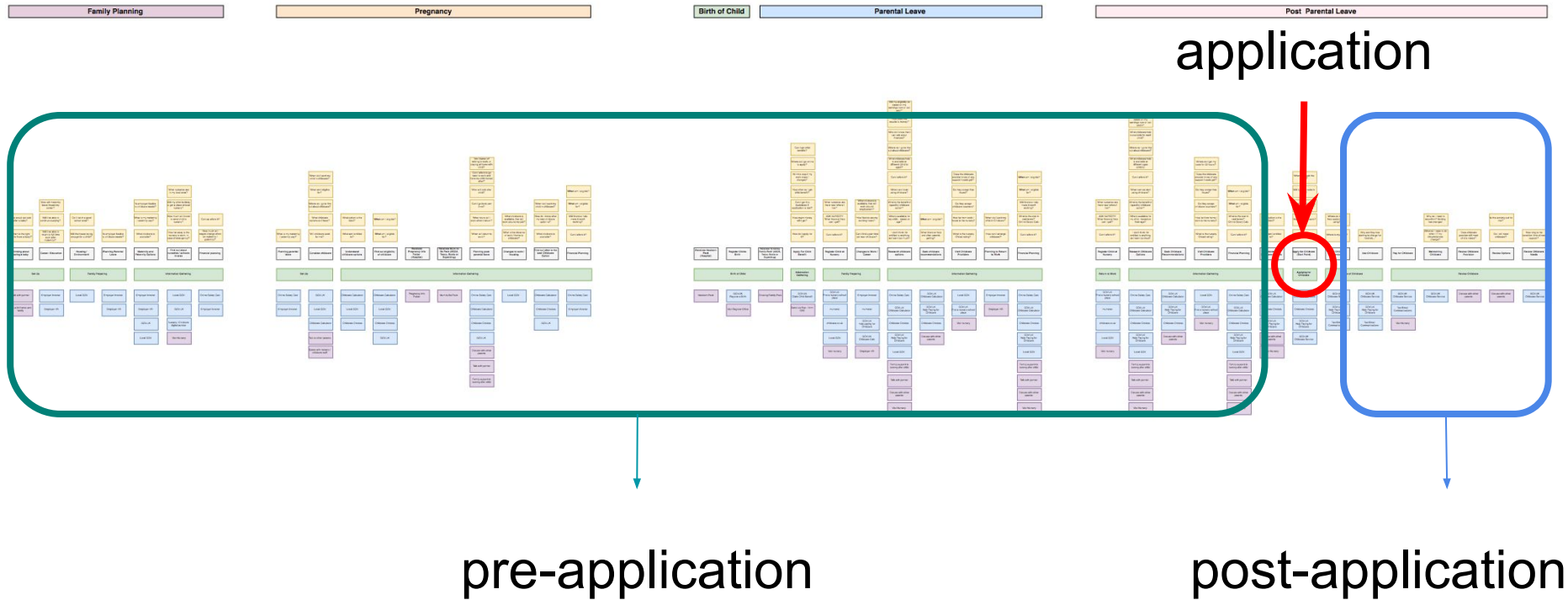


# Mental model





# Mental model



## Single task approach



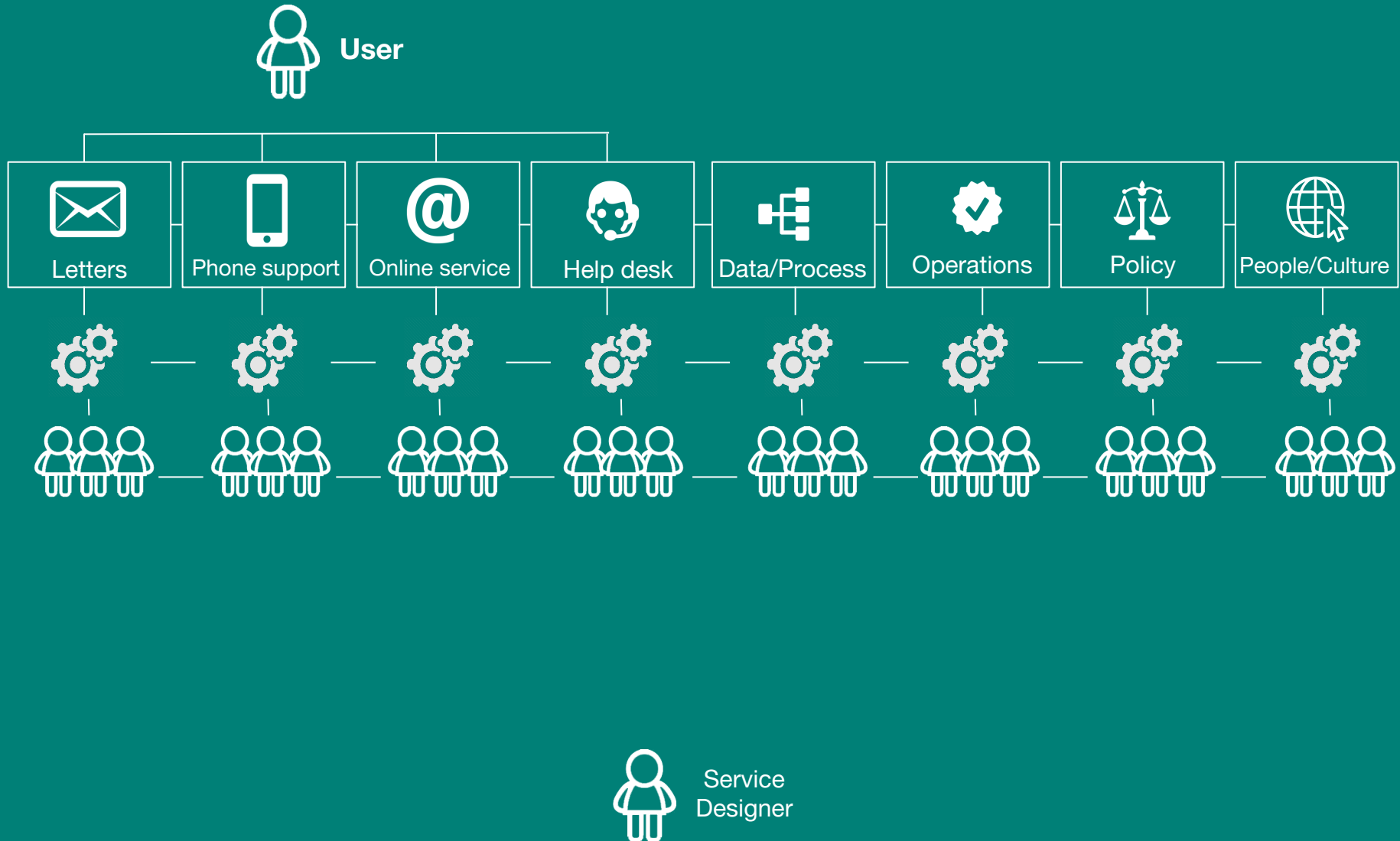
## End-to-end journey approach



# Understanding how we can align the service team



# The service ecology





As a user researcher I was  
the voice of the user.

As a service designer I am  
the voice of the service.

**Service =**  
user  
policy  
comms  
data/process  
operations  
digital  
telephony  
paper outputs

...





**The service team were  
aligned behind a  
problem statement**

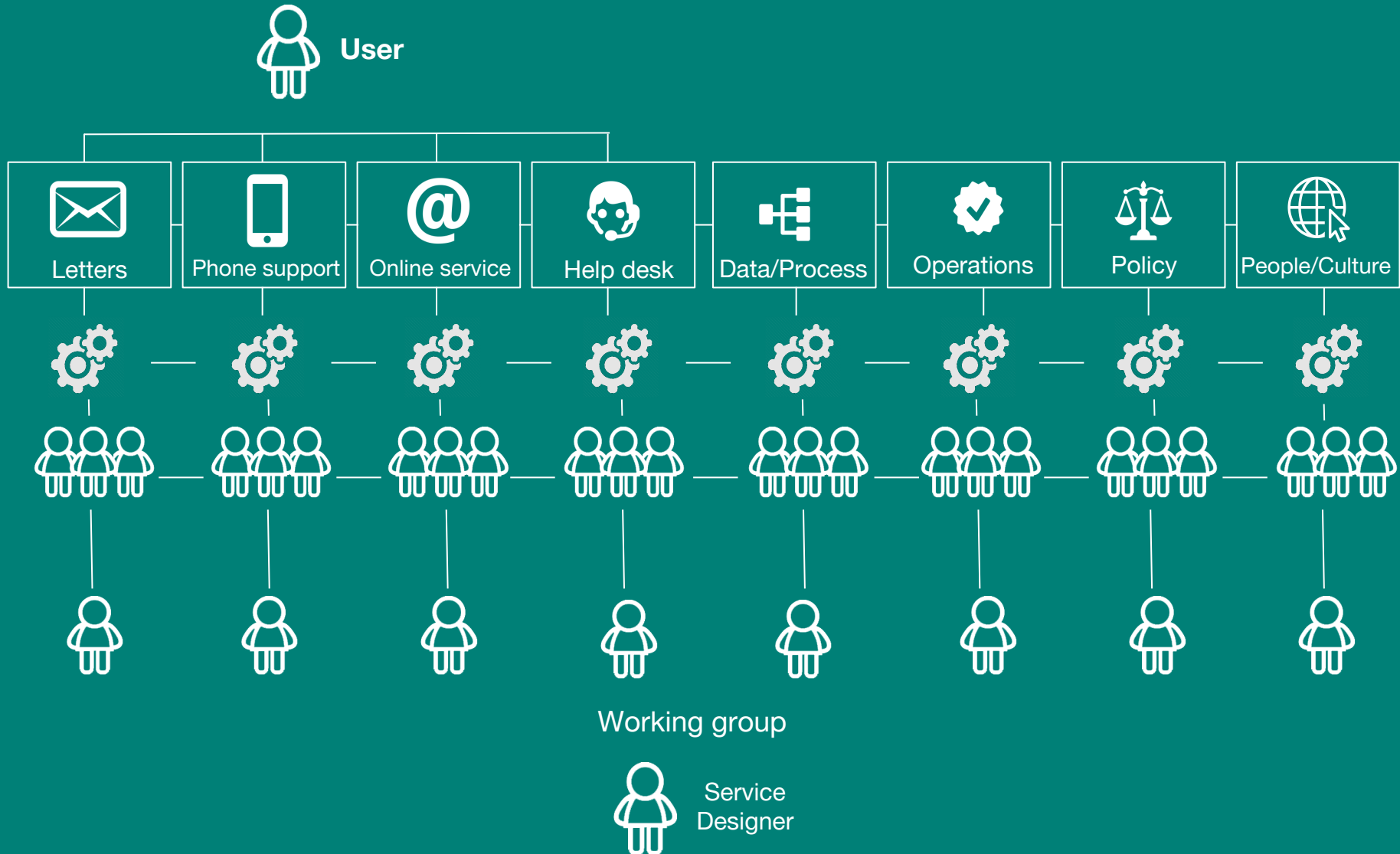


**How do we, as a service team, work together collaboratively?**



# Working group

# The service ecology



- **experts from all areas of the service**
- **unified by a problem definition and service design approach**
- **grade neutral**
- **transparent communications**
- **understand problems**
- **ownership of solutions**





# Us vs Them

**... the working group**

# Calling working group experts by their name;

- removed us vs them
- built stronger network
- improved productivity and collaboration
- helped to build trust



# Trust

# **Understanding how to improve the trust across the whole service**



# **‘We move at the speed of trust’**

-Chris Govias, CoD CDS



pre-application



application



post -application

**Give users the  
information they need  
when they need it**





# Content strategy makes sure content is relevant and delivered:

- in the right place
- at the right time
- to the right user
- distributed across the right channels
- using consistent language



# Before

Dear AERON

## **Childcare service reminder - confirm your details are up to date**

To continue getting Tax-Free Childcare or 30 hours free childcare, you must confirm your details are up to date with us by 28 September 2018.

You can do this in your childcare account. To sign in, go to [www.gov.uk/childcareaccount](https://www.gov.uk/childcareaccount). Then select 'Reconfirmation' and follow the instructions. It's easy to do and will only take a few minutes.

## **If you don't confirm your details are up to date**

**Tax-Free Childcare** - you can still use your childcare account to pay your childcare provider but you won't get any further government payments into it.

**30 hours free childcare** - if your child has started a 30 hours place, you can continue to access it for a limited time, known as a grace period. You'll need to check with your childcare provider when your grace period is due to end.

## **For more information on Tax Free Childcare or 30 hours free childcare**

Go to [www.gov.uk/help-with-childcare-costs](https://www.gov.uk/help-with-childcare-costs) or call our helpline on **0300 123 4097**.

Yours sincerely

Childcare service team

# After

Dear AERON,

To continue getting Tax-Free Childcare or 30 hours free childcare, you need to confirm your details are up to date.

## What you need to do now

Confirm your details are up to date in your childcare account.

1. Go to [www.gov.uk/sign-in-childcare-account](https://www.gov.uk/sign-in-childcare-account)
2. Click 'Sign in' and enter your details.
3. Select 'reconfirm your details'.
4. Follow the instructions to confirm your details are up to date.

Yours sincerely,  
Childcare Service Team

Working group improving  
the service for the user

- **consistent content**
- **content at the right time**
- **content in the right place**
- **clear purpose**
- **clear user action**



# Trello board

Reconfirmation

in list [Content Analysis - Key Terms](#)

MEMBERS

+

Description

Edit

**Suggested Content - 7th August 2018**  
**When signposting:**  
reconfirm  
**Explanation of reconfirmation:**  
To continue getting <insert scheme>, you need to confirm your details are up to date in your childcare account every 3 months.  
**Email reminder:**  
We will send you a reminder by email nearer the time.

ADD TO CARD

Members

Labels

Checklist

Due Date

Attachment

POWER-UPS

Google Drive

ACTIONS

Move

Copy

Watch

Archive

Share and more...

☒

**Key Term: Agreed in principle**

[Hide completed items](#) [Delete...](#)

100%

☒

~~Service Designer~~

☒

~~Tax-Free Childcare Customer Team~~

☒

~~Content Designer~~

☒

~~ior Content Designer HMRC [GOV.UK](#) Team~~

☒

~~Guidance Content Lead for TFC/30 Hours~~

☒

~~rs - Parent Engagement - 30 Hours Free Childcare~~

☒

~~ad - Guidance Team TFC~~

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# Trello board;

- accessible
- transparent
- contains related insights in one place
- record of agreement



Created a platform for the  
working group

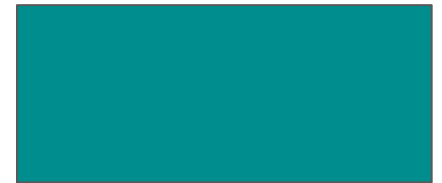




pre-application



application



post -application

**I need to know what I  
can get so that I can get  
access to childcare to  
help support my family**



**I need to know what I  
can get so that I can get  
access to government  
policy/scheme to help  
support me/my family**



**The front door was  
government-policy  
centric**



[Home](#) > [Childcare and parenting](#) > [Childcare](#)

# Help paying for childcare

## Contents

- Childcare you can get help with
- [15 and 30 hours free childcare for 3 and 4-year-olds](#)
- [Free education and childcare for 2-year-olds](#)
- [Tax-Free Childcare](#)
- [Tax credits](#)
- [Universal Credit](#)
- [Childcare vouchers and other employer schemes](#)
- [Help while you study](#)

**Improve the front door  
to help the user solve  
their whole problem**



# The working group @ GDS



[Home](#) > [Childcare and parenting](#) > [Childcare](#)

## Get childcare: step by step

How to find childcare, get help paying for it and what to do if your circumstances change.

[Show all](#)

1

**Find out if you can get help with childcare costs**

[Show](#)

and

**Find where you can get childcare**

[Show](#)

2

**Get help paying for childcare**

[Show](#)

3

**Check what to do if your circumstances change**

[Show](#)

4

**Check what to do when your child reaches school age**

[Show](#)



# Reflections on my first birthday

# **Trust within a service team is very important**



**An aligned service team  
provides a more  
consistent service**



**Focusing on the users  
whole journey and  
needs provides a better  
user experience**



**A service team,  
empowered to collaborate  
on improvements, can  
result in a positive  
behaviour change**



**Service design can often seem like common sense but implementing it is difficult.**



# Celebrate the small wins!



**Sharing stories of  
service design is  
important!**







**Benjy Stanton**

@benjystanton

Following



Service designers! How do you cope with the stress of feeling out of control/your depth, when you are constantly trying to breakdown the boundaries between team, departments and organisations?

7:10 AM - 14 Feb 2019



HM Revenue  
& Customs

**I'd like to take a page  
out of Benjy's book**





What's the one thing you'd tell your younger service design self?

#SDinGov #ServiceDesign #My1stYearInServiceDesign



**Tweet**



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& Customs

# Thank you

[marc.oconnor@digital.hmrc.gov.uk](mailto:marc.oconnor@digital.hmrc.gov.uk)



**@MarcOConnor21**

[\*\*https://www.youtube.com/watch?v=DeCBDqi82Pk\*\*](https://www.youtube.com/watch?v=DeCBDqi82Pk)