



Cabinet Office

**Martin Jordan**

Head of Service Design

Government Digital Service

@martin\_jordan

**Designing  
government  
services that meet  
user needs**



I work at the  
Government  
Digital Service

We help departments create  
and deliver better services

~18,000 people working in digital





GOV.UK

# Welcome to GOV.UK

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

- 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





14:34 59% www.gov.uk

GOV.UK

Home > Benefits > Tax credits

## Find out if you qualify for tax credits

It takes about 5 minutes to complete. If it looks like you qualify, you can order a tax credits claim form.

You'll need a rough idea of [your income](#) (before tax and National Insurance is taken off) for the tax years 2014 to 2015 and 2015 to 2016.

Use the more detailed [tax credits calculator](#) instead if.







**Service  
Maker**

**Service  
Maker**

**Service  
Team**

**I deliver  
services**

**Deliver  
whole  
services**  
for users

**Deliver  
whole  
services**  
for users

**Deliver**

**I deli  
ser**

**Start a  
business**

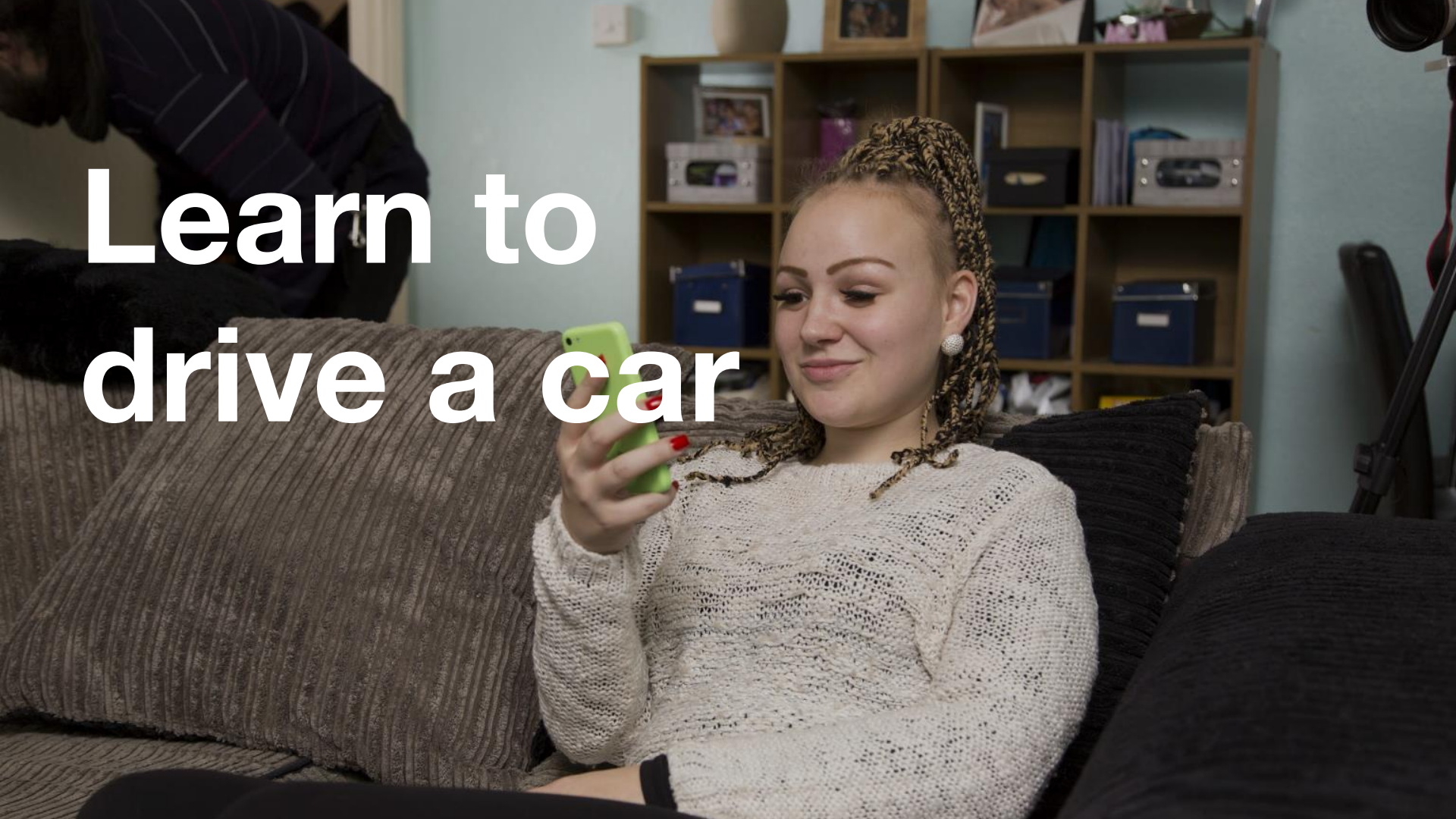


# Buy a house





**Learn to  
drive a car**





**Government isn't  
meeting the needs  
of users**

You need to interact with up to 12 different parts of the UK government if you want to start a business.



**HM Revenue and  
Customs**

**Department for  
Work and  
Pensions**

**DCLG**

**Home Office**

**BEIS**

**Ministry of Justice**

**DfE**

**DEF**

**Foreign and  
Commonwealth  
Office**

**Department of  
Health and  
Social Care**

**DfT**



**Policy**

**Evidence**

**Strategy**

**Operations**

**Digital**

**Data**

**Technology**

## **Problems we often see:**

Isolated transactions

Decade-old paper logic

Duplicated transactions

# Approach



**End-to-end**



**Front-to-back**



**Cross-channel**





Users First

Users First

Users First

Users First

Users First

Users First

Users First

Users First

Users First

Users First



[Home](#) > [Driving and transport](#) > [Driving in the UK and abroad](#)

## Drive abroad: step by step

Get permission to drive in another country if you're taking your own vehicle abroad or hiring one.

[Show all](#)

1

### Check where you can use your licence

[Show](#)

2

### Apply for an international driving permit (IDP)

[Show](#)

3

### Get insurance

[Show](#)

4

### Prepare the documents you need to take with you

[Show](#)

[Home](#) > [Driving and transport](#) > [Driving in the UK and abroad](#)

## Drive abroad: step by step

Get permission to drive in another country if you're taking your own vehicle abroad or hiring one.

[Show all](#)

1

### Check where you can use your licence

[Hide](#)

[Check the rules for using your driving licence abroad](#)

You may need an international driving permit (IDP) if you're going to drive outside the EU.

[Check if you need an IDP.](#)

2

### Apply for an international driving permit (IDP)

[Show](#)

3

### Get insurance

Part of

[Drive abroad: step by step](#)

# Driving abroad

Contents

- [Driving abroad on holiday](#)
- Check if you need an international driving permit (IDP)
- [Get an international driving permit \(IDP\)](#)
- [Driving if you move abroad](#)

## Check if you need an international driving permit (IDP)

You can use your Great Britain (GB) or Northern Ireland driving licence in all [EU or European Economic Area \(EEA\) countries](#), and Switzerland.

If you're caught breaking the law, for example by a speed camera, the authorities can get the vehicle's registered keeper's details from DVLA.

You may need an international driving permit (IDP) to drive outside the EU or EEA.

Part of

[Drive abroad: step by step](#)

[Show all](#)

### 1 Check where you can use your licence

[Hide](#)

[Check the rules for using your driving licence abroad](#)

You may need an international driving permit (IDP) if you're going to drive outside the EU



Taking a user-centred approach de-risks  
the things we are working on

Guidance

# Government design principles

The UK government's design principles and examples of how they've been used.

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Published 3 April 2012

From: [Government Digital Service](#)

## Contents

- [1. Start with user needs](#)
- [2. Do less](#)
- [3. Design with data](#)
- [4. Do the hard work to make it simple](#)
- [5. Iterate. Then iterate again](#)
- [6. This is for everyone](#)
- [7. Understand context](#)
- [8. Build digital services, not websites](#)
- [9. Be consistent, not uniform](#)
- [10. Make things open: it makes things better](#)

**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.

# Standards



# Service Standard

## Meeting users' needs

- 1 Understand users and their needs
- 2 Solve a whole problem for users
- 3 Provide a joined up experience across all channels
- 4 Make the service simple to use
- 5 Make sure everyone can use the service

---

## Providing a good service

- 6 Have a multidisciplinary team
- 7 Use agile ways of working
- 8 Iterate and improve frequently
- 9 Create a secure service which protects users' privacy
- 10 Define what success looks like and publish performance data

---

## Using the right technology

- 11 Choose the right tools and technology
- 12 Make new source code open
- 13 Use and contribute to common standards, components and patterns
- 14 Operate a reliable service

**Control**

**Support**

**Assurance  
process**



**Guidance  
content**



**Training and  
community  
exchange**



**Service Standard**



# Assurance



# Training

Pitfalls and challenges of service design

## 5. Being limited to the scope of the design

not end to end, front to back or cross channel

Clear about boundaries

Start

### Pitfalls and challenges of service design

1. Delivering something of value
2. Doing user research (and using good insights)
3. Getting organisational change building design capability as part of the business
4. Doing incremental change
5. Being limited to the scope of front to back or cross channel
6. Working well with people - this respect, understanding each other, having empathy
7. Making informed decisions and getting buy-in for the right decisions in a constrained set of options
8. The optics of service design getting in the name, resistance to the terminology, the process
9. Lack of diversity of people both in the team & in the process
10. Asking the difficult questions - not asking if feared awkward or not getting acted on because people don't answer



# Service Manual

# Service Manual

Helping teams to create and run great public services that meet the [Service Standard](#).

[Contact the Service Manual team](#) with any comments or questions.



## [Accessibility and assisted digital](#)

Help and encourage people to use your service: accessibility, assisted digital, user support.

## [Measuring success](#)

How to use data to improve your service: measuring, reporting, analytics tools and techniques.

## [The team](#)

Managing a service team: recruiting the people you need, training and working with contractors.

## [Agile delivery](#)

How to work in an agile way: principles, tools and governance.

## [Service assessments and applying the Service Standard](#)

How to apply the new Service Standard, check if you need a service assessment and how to get your service on GOV.UK.

## [User research](#)

Understand user needs: plan research, prepare for sessions, share and analyse findings.

## [Design](#)

Naming, structuring and scoping your service, prototyping, using design patterns.

## [Technology](#)

Choosing technology, development, integration, hosting, testing, security and maintenance.



**BETA** Complete our quick 5-question survey to [help us improve our content](#).

[Service manual](#) > [Design](#) > Designing good government services: an introduction

Design

[Give feedback about this page](#)

# Designing good government services: an introduction

Published by: [Design community](#)

Last updated: 6 months ago

## Page contents:

- [The characteristics of a good government service](#)
- [A user can do what they need to do, from start to finish](#)
- [A user has to do as few things as possible](#)
- [There are no dead ends](#)
- [It's straightforward to get human assistance](#)
- [Internal structures are not shown to users](#)
- [The service is easy to find](#)
- [What the service is for and what it](#)

To a user, a service is simple. It's something that helps them to do something – like learn to drive, start a business or become a childminder.

## The characteristics of a good government service

[Good services reflect what a user wants to do](#) and don't need a working knowledge of the inside of government.

Before you can build a new service or improve an existing one, you need to understand how it works. This means thinking about your service:

- from beginning to end – think about every single thing a user needs to do,

**BETA**Complete our quick 5-question survey to [help us improve our content](#).[Service manual](#) > [Design](#) > Working across organisational boundaries

Design

[Give feedback about this page](#)

# Working across organisational boundaries

Published by: [Design community](#)

Last updated: 9 days ago

**Page contents:**

- [Using service communities for better collaboration](#)
- [How to set up a cross-government service community](#)
- [Tell us about your experiences](#)
- [Further reading](#)

You'll sometimes need to work with other teams from inside and outside of your organisation, especially if the thing you're working on is part of a wider journey that cuts across organisational boundaries.

Working together is difficult. It requires you to balance different priorities, ways of working and funding cycles - and can add extra layers of bureaucracy.

It'll also usually involve working remotely from different locations. 18F (the US government's digital agency) offers [tips on effective remote working](#).

## Using service communities for better collaboration

**How this works  
in practice**

**Your National Insurance record**

HM Revenue & Customs

Personal details  
 Name: [REDACTED]  
 National Insurance number: [REDACTED]  
 Date of birth: [REDACTED]  
 Date of issue: 28 February 2018

Personal details  
 Name: [REDACTED]  
 National Insurance number: [REDACTED]  
 Date of birth: [REDACTED]  
 Date of issue: 28 February 2018

**Your National Insurance record**

For the year ending 5 April 2018, you have 28 qualifying years for State Pension purposes. This means you are on track to qualify for State Pension when you reach State Pension age.

**Qualifying years**

For each year from 2002 onwards, there are 28 qualifying years for State Pension purposes. This means you are on track to qualify for State Pension when you reach State Pension age.

**Changes to the State Pension**

From 2016, the State Pension is based on your total number of qualifying years. This means you can qualify for State Pension if you have 10 qualifying years.

**Adults over 65**

Adults over 65 can claim the State Pension if they have 10 qualifying years. This means you can qualify for State Pension if you have 10 qualifying years.

Page 1 of 2

**Your State Pension Statement**

HM Revenue & Customs

28 February 2018

**Your State Pension Statement**

Based on your National Insurance contribution record

For the year ending 5 April 2018, you have 28 qualifying years for State Pension purposes. This means you are on track to qualify for State Pension when you reach State Pension age.

**Your State Pension estimate - State Pension to start at age 65**

Based on your National Insurance contribution record, your estimated State Pension is £169.50 per week. This is based on the assumption that you will have 35 qualifying years for State Pension purposes when you reach State Pension age.

**State Pension to start at age 65**

Based on your National Insurance contribution record, your estimated State Pension is £169.50 per week. This is based on the assumption that you will have 35 qualifying years for State Pension purposes when you reach State Pension age.

Page 1 of 2

**Your State Pension explained**

HM Revenue & Customs

28 February 2018

**Section 2 - The new State Pension**

The new State Pension is based on your total number of qualifying years. This means you can qualify for State Pension if you have 10 qualifying years.

**Section 3 - Working for the State Pension**

Working for the State Pension means you are contributing to the State Pension scheme. This means you can qualify for State Pension if you have 10 qualifying years.

**Section 4 - Working for the State Pension**

Working for the State Pension means you are contributing to the State Pension scheme. This means you can qualify for State Pension if you have 10 qualifying years.

**Section 5 - What you need to know**

What you need to know about the State Pension. This includes information about how to claim the State Pension and how to check your National Insurance record.

All people want to know:  
How much state pension can I expect?

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

Oliver Jones, you last signed in 11:49am, Saturday 5 October 2014

## Your State Pension

### Your personal details

National Insurance number:  
AA600199D

### Your State Pension Age

You'll reach your State Pension age on 16 May 2025.

Elsewhere on GOV.UK: [The State Pension age](#) *if*

The earliest you can get your State Pension is

**66**

years of age per

### Your State Pension Estimate

This estimate is based on your National Insurance contributions to Tax Year ending April 2014.

This shows you have 21 Qualifying Years. You need 14 more Qualifying Years to get the full State Pension amount.

See below for your last six years National Insurance contributions.

Tax Year Ending	Qualifying	Non-Qualifying
2014	✓	
2013	✓	
2012		£30.32
2011	✓	
2010	✓	
2009	✓	

[See more](#)

The estimated value of your State Pension is

**£89.04**

per week per month per year

### You have missing National Insurance contributions

You may want to check if this changes the amount of State Pension you will get.

[Check your National Insurance record](#)

Elsewhere on GOV.UK: [How it's calculated](#) *if*

### Your National Insurance Record

Tax Year Ending	Qualifying	Non-Qualifying
2014	✓	
2013	✓	
2012		£30.32
2011	✓	
2010	✓	
2009	✓	
2008	✓	
2007	✓	
2006	✓	
2005	✓	
2004	✓	
2003	✓	
2002		£42.45
2001	✓	
2000	✓	
1999	✓	
1998	✓	
1997	✓	
1996	✓	
1995	✓	
1994	✓	
1993	✓	
1992	✓	

Elsewhere on GOV.UK: [National Insurance](#) *if*

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

Tyronne, you last signed in 10:42am, 12 October 2014

## Your State Pension

Based on the current law, the earliest you may claim your State Pension is 1 March 2036, when you'll be 67.

### Your details

National Insurance number:  
AA\*\*\*\*\*

Today, the amount of your State Pension is

**£136.76**

a week

This is equal to:

- £592.62 a month
- £7,111.52 a year



The amount shown is not a guarantee and is based on your National Insurance record up to 5 April 2014.

### How to improve your State Pension

The amount of your pension may improve as:

- you continue to add years to your record up to 5 April 2035, which is the final relevant tax year before you reach State Pension age
- you have 5 years on your record that don't count towards your pension.

Once you have a complete record or have reached the full rate, you can't improve your pension any further, unless you put off claiming it. You'll still need to pay contributions as these fund other state benefits and the NHS.

When you reach State Pension age, 1 March 2036, you no longer have to pay National Insurance contributions.

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

## Your State Pension

### Summary

You can get your State Pension on 1 December 2025 when you'll be 66, your estimate is

**£155.65 a week**

£655 a month, £7,865 a year

Your estimate

- is not a guarantee and is based on the current law
- does not include any increase due to inflation

### Breakdown

Estimate based on your National Insurance record up to 5 April 2015

**£130 a week**

Estimate if you contribute another 5 years before 2025

**£155.65 a week**

### £155.65 is the most you can get

When you reach the most you can get, you still need to pay National Insurance until 2025 as it funds other state benefits and the NHS.

[View your National Insurance record](#)



Your estimate is based on the current law. The amount shown is not a guarantee and is based on your National Insurance record using the latest complete tax year available, 5 April 2015. The forecast assumes National Insurance contributions are added to your record for future years until you cannot increase your State Pension any further. It does not include any increase due to inflation.

### Breakdown

Amount based on your latest National Insurance record (5 April 2015)



which is £476 a month, £5,720 a year

Amount you may get to if you continue to contribute



which is £567 a month, £6,812 a year

Your forecast

- is not a guarantee and is based on the current law
- does not include any increase due to inflation

### Breakdown

Estimate based on your National Insurance record up to 5 April 2015



Forecast if you contribute another 5 years before 5 April 2025



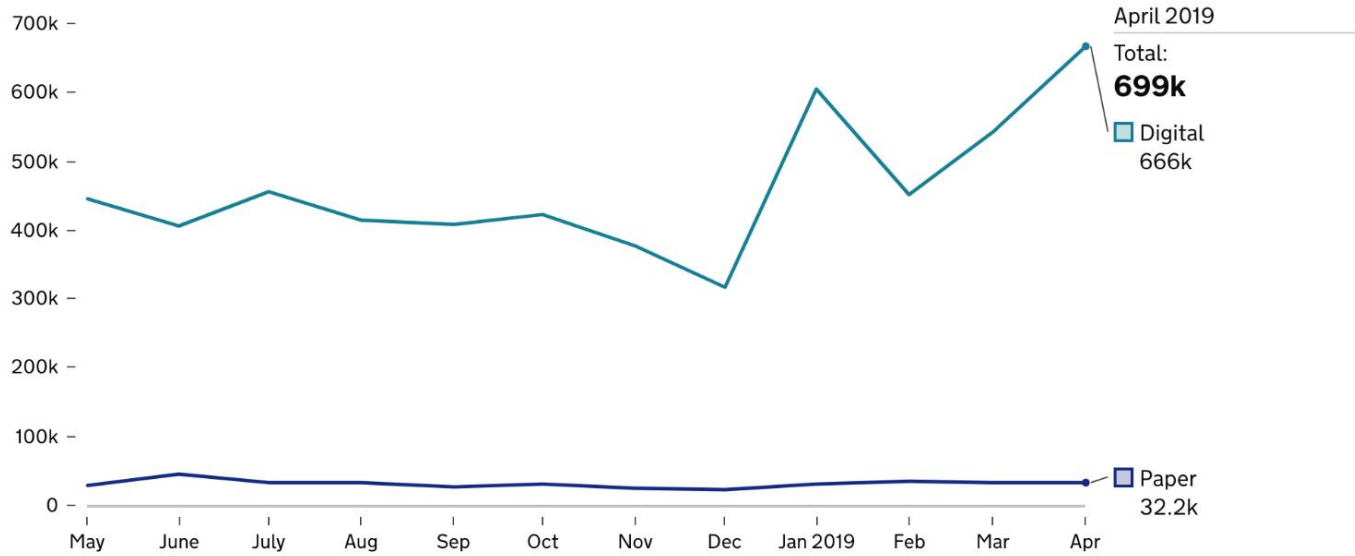
### £155.65 is the most you can get

When you reach £155.65, you still need to pay National Insurance until 2025 as it funds other state benefits and the NHS.

[View your National Insurance record](#)

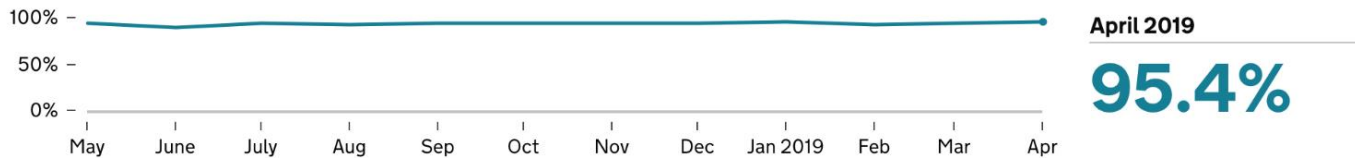
## Transactions by channel

Volume of transactions broken down by digital and paper channels.



## Digital take-up

The percentage of pension forecasts viewed through a digital channel versus non-digital channels





Department  
for Work &  
Pensions

<Title><Initials><Surname>  
<Address>

Newcastle Pension Centre  
(Futures Group)  
The Pension Service 9  
Mail Handling Site A  
Wolverhampton  
WV98 1LU

[www.gov.uk](http://www.gov.uk)

XX November 2015

## Your State Pension Statement

### Based on your National Insurance contribution record

Dear <Title><Surname>

You asked for an estimate of your State Pension based on the rules of the new State Pension system that starts on 6 April 2016.

#### Your State Pension estimate [State Pension is paid by the Government]

We estimate that when you reach your State Pension age on [insert date – xx/xx/xxxx] your State Pension will be £[xxx.xx] a week. This is based on your current National Insurance (NI) contribution record which shows you have [insert number] qualifying years up to the tax year [insert tax year xxxx/xxxx]. Your actual State Pension may be higher if contributions or credits are added to your current NI contribution record in the future. There is more information about this in the leaflet we have enclosed with this statement.

The amount shown above is also an estimate of what your starting amount for the new State Pension may be.

#### Because you were contracted out

In the past you have been part of a contracted out private pension scheme(s), such as a workplace or personal pension scheme(s). When you were contracted out, you and your employer(s) paid lower rate National Insurance (NI) contributions or some of your NI contributions were paid into your private pension scheme(s) instead.

We call the amount of additional State Pension you would have been paid if you had not been contracted out the Contracted Out Pension Equivalent (COPE).

#### Contracted Out Pension Equivalent (COPE)

In most cases an amount equivalent to the COPE will be paid as part of your workplace or personal pension(s). The actual pension amount paid by your workplace or personal pension scheme(s) will depend on the characteristics of your scheme(s) and any investment choices you may make.

We estimate that your COPE amount is £[xxx.xx] a week.

If you add your State Pension and COPE amount together the total is £[xxx.xx] a week. The COPE amount is paid as part of your private pension(s), not by the Government.

If you call or write to us, please use this reference:  
CYSP3 and your National Insurance number

Mrs J Burns  
10 West Avenue  
Birkenhead  
Wirral  
CH99 1XX



Department  
for Work &  
Pensions

Newcastle Pension Centre  
The Pension Service 9  
Mail Handling Site A  
Wolverhampton  
WV98 1LU

Telephone: 0345 300 0168  
Textphone: 0345 300 0169

10 July 2017

## Your State Pension forecast

Dear Mrs Burns

**You can get your State Pension on 2 December 2030**  
**Your forecast is**

**£159.55 a week**

£691.38 a month, £8,296.60 a year

Your forecast

- is not a guarantee
- is based on the current law
- does not include any increase due to inflation

**You need to continue to contribute National Insurance to reach your forecast**

Estimate based on your National Insurance record up to 5 April 2016

£110.15 a week

Forecast if you contribute another 11 years before 5 April 2030

£159.55 a week

**£159.55 a week is the most you can get**

When you reach £159.55, you may still need to pay National Insurance contributions until 2 December 2030 if you're working. They fund other state benefits and the NHS.

Your forecast may be different if there are any changes to your National Insurance information. There is more about this in the enclosed leaflet.

To check your State Pension or National Insurance record at any time go to:

[www.gov.uk/check-state-pension](http://www.gov.uk/check-state-pension)

[◀ Back](#)

# QQ123456C

Overview

Filling gaps

National Insurance summary

## Shortfalls in record

4 years can be filled

2017-18 This year is not available yet

2016-17 £733.20 shortfall

Pre 2016

2015-16 £733.20 shortfall

2014-15 £722.80 shortfall

## Full years and shortfalls

29 qualifying years

8 years to contribute before 05 April 2025

4 years with a shortfall

A woman with long, wavy white hair is shown in profile, looking at a tablet computer. She is wearing a pink top with a scalloped edge. The scene is set at a yellow table in a home environment, with a white teapot and a glass of water visible. The background is softly blurred, showing a kitchen area with a red chair.

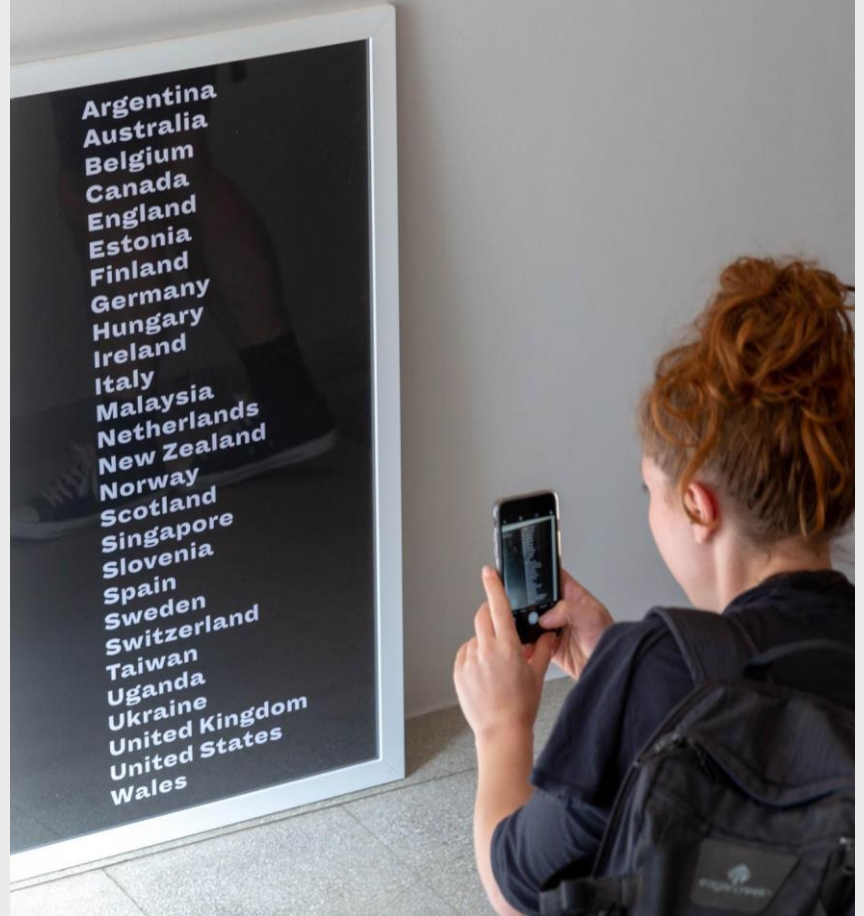
**Services will shape  
government, not the  
other way around**







Join us!





CODE *for*  
AMERICA



Scottish Government  
Riaghaidas na h-Alba  
gov.scot



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Cabinet Office

**Thanks!**

Martin Jordan

@martin\_jordan