



Policy Lab UK

Driving innovation from the centre

The University of Tokyo

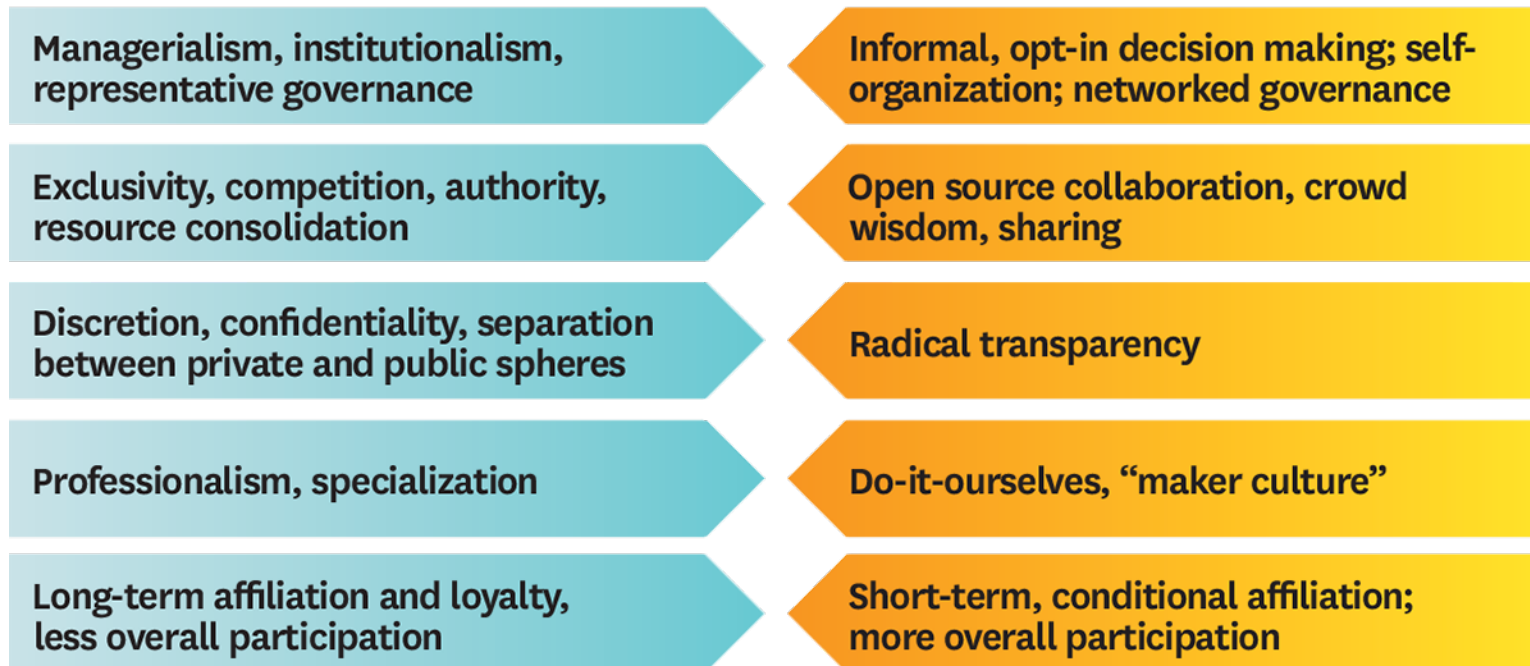
7 December 2016

Rapidly changing world



OLD POWER VALUES

NEW POWER VALUES



SOURCE JEREMY HEIMANS AND HENRY TIMMS

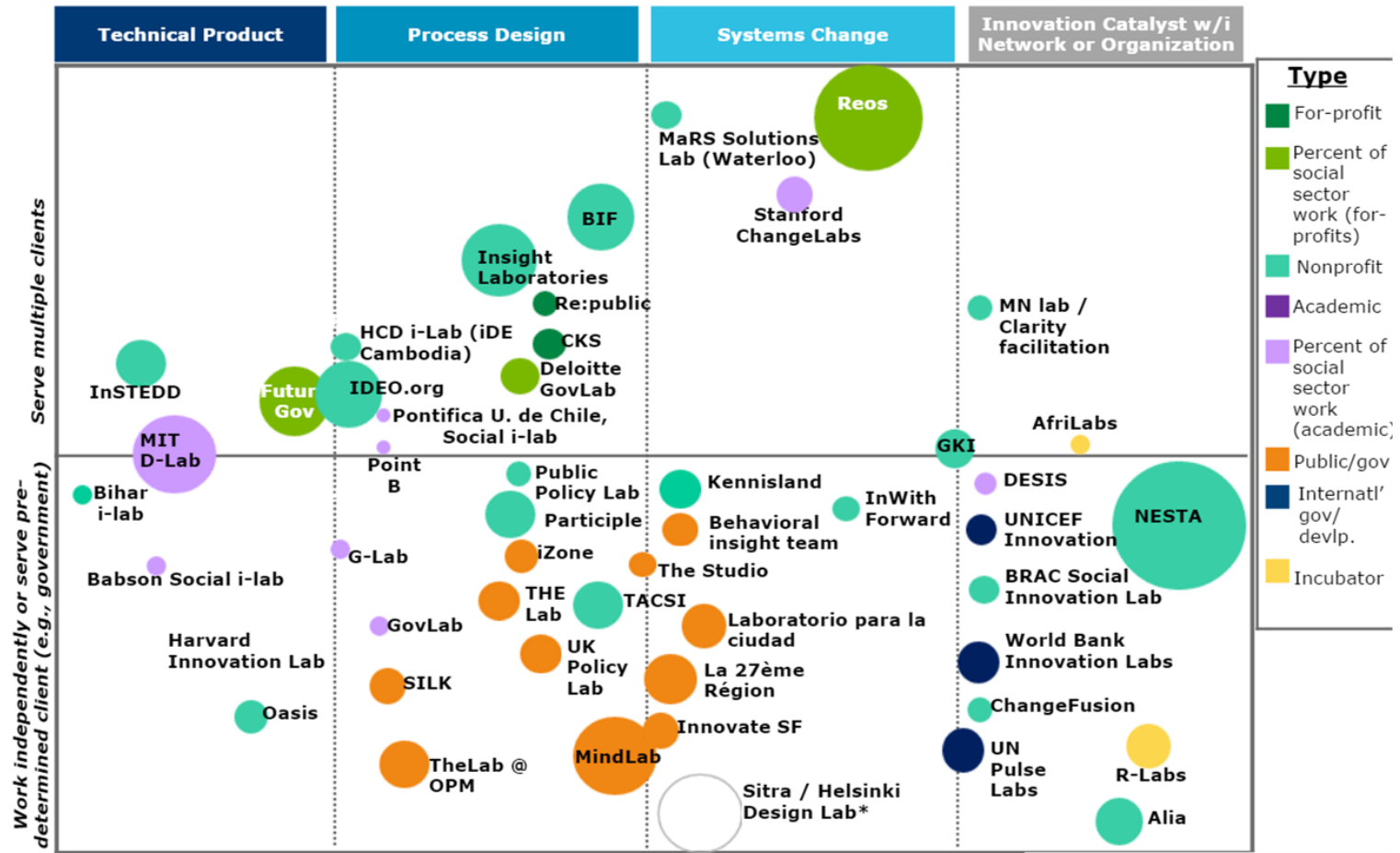
HBR.ORG

Harvard Business Review
#newpower

Open Gov

= Gov^x

Global Labs



*Helsinki Design Lab is currently closed

Government context



“Civil servants need to be aware we don’t have the monopoly on wisdom”

Sir Jeremy Heywood

Cabinet Secretary

Head of the Civil Service

 HM Government

The Civil Service Reform Plan

June 2012

Government transformation



GDS

Data.gov.uk



THE
BEHAVIOURAL
INSIGHTS TEAM ◆

Agile & user-centred



GOV.UK





About Policy Lab

Who are we?

Creative space for policy teams

Develop policy in a more open, data-driven, digital and user-centred way.

Test and trial new tools on complex policy challenges

Upskill civil servants in people-centred approaches to policy-making



A small team

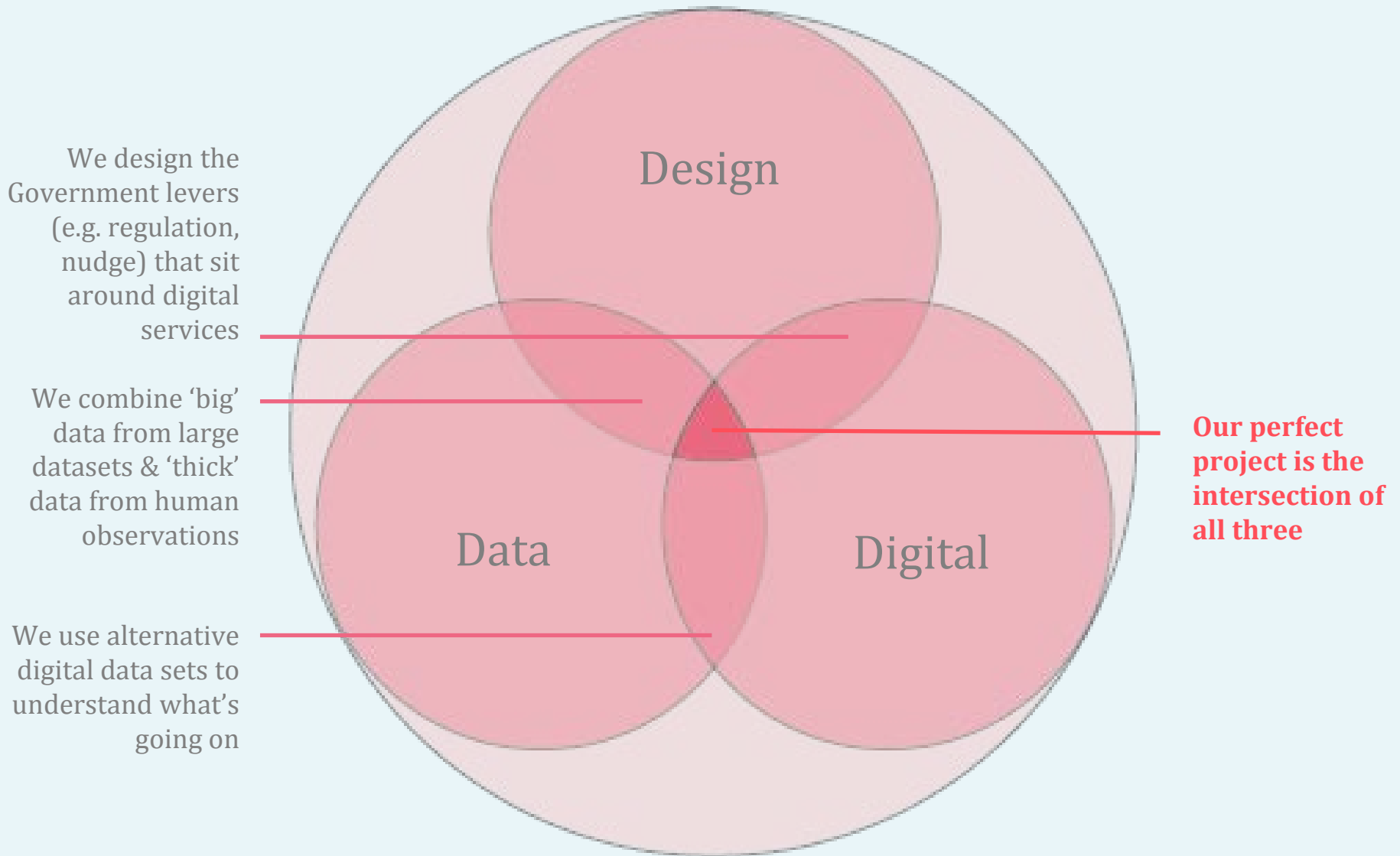


POLICY
LAB





3Ds in policymaking



Why design?

Design can:

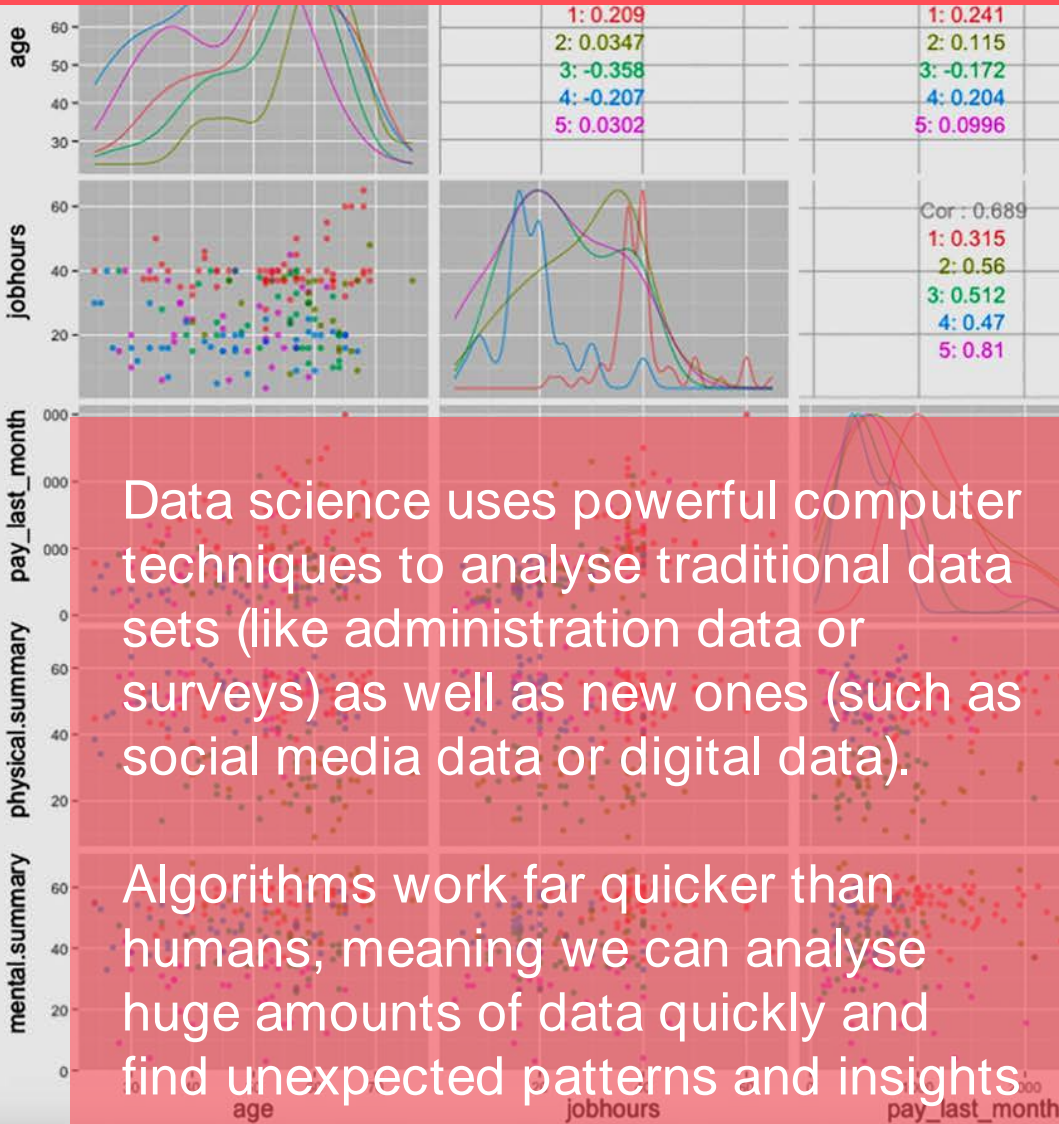
- Save money.
- Generate transformative ideas
- Create people-centred services.
Tackle complex problems.

Eco Archive

PAK

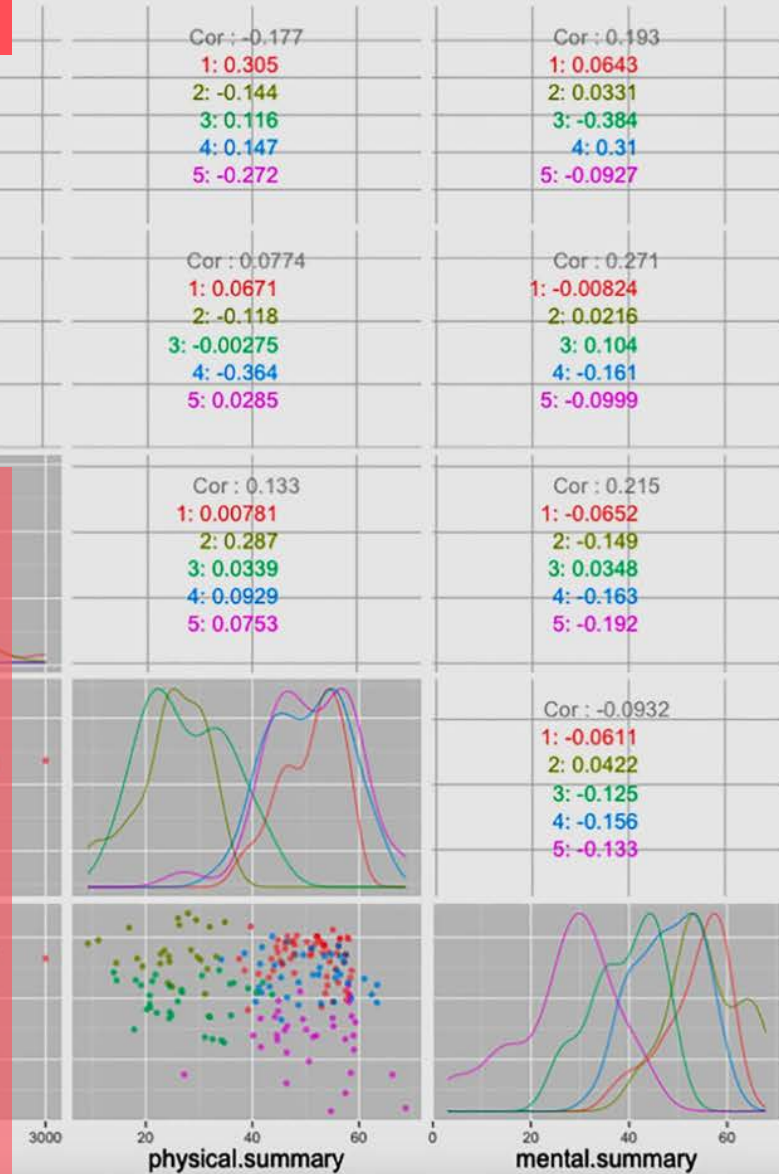


Why data?

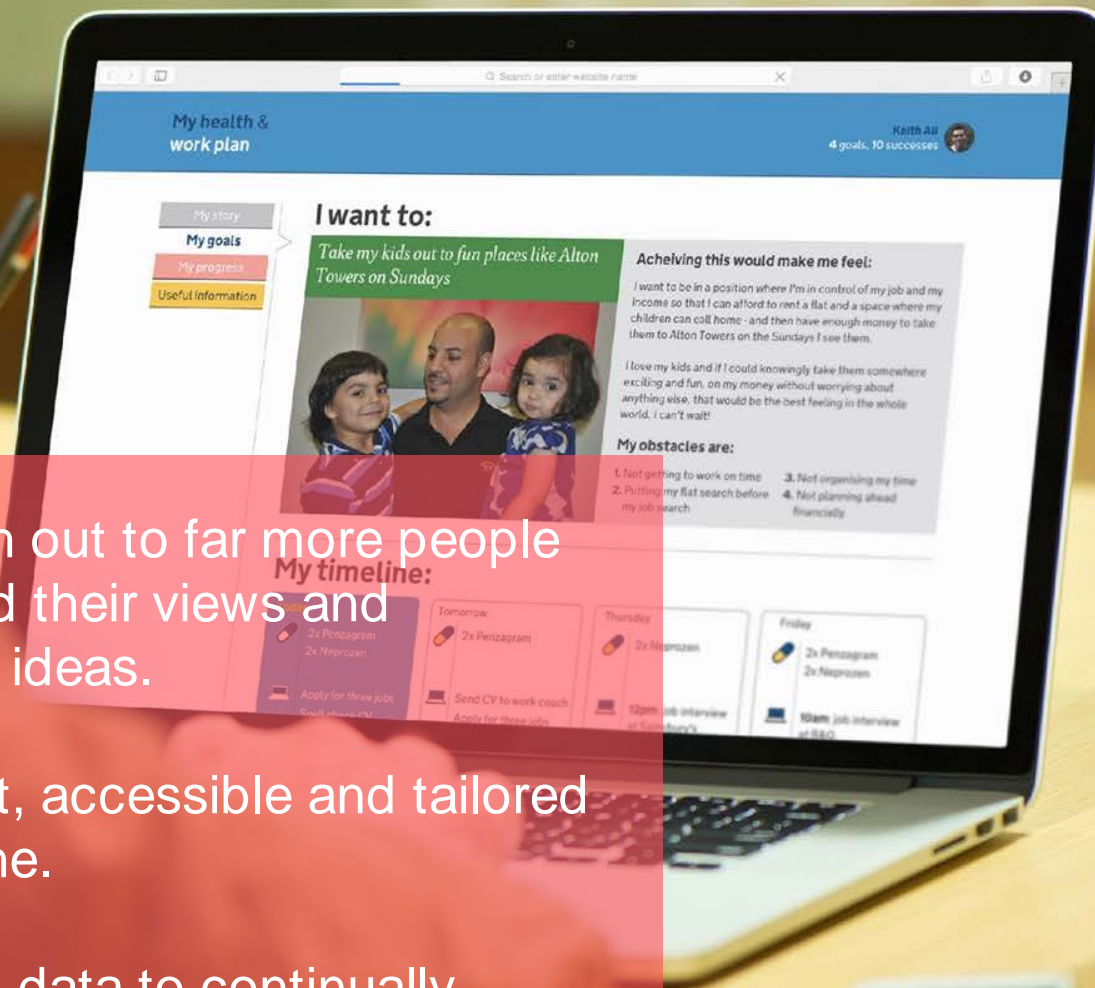


Data science uses powerful computer techniques to analyse traditional data sets (like administration data or surveys) as well as new ones (such as social media data or digital data).

Algorithms work far quicker than humans, meaning we can analyse huge amounts of data quickly and find unexpected patterns and insights.



Why digital?



Help us reach out to far more people to understand their views and crowdsource ideas.

More efficient, accessible and tailored services online.

Create digital data to continually improve services

How do we work?

Diagnose

Establish scope
& reframe
questions

Discover

Generate insight
through big data
and user insight

Develop

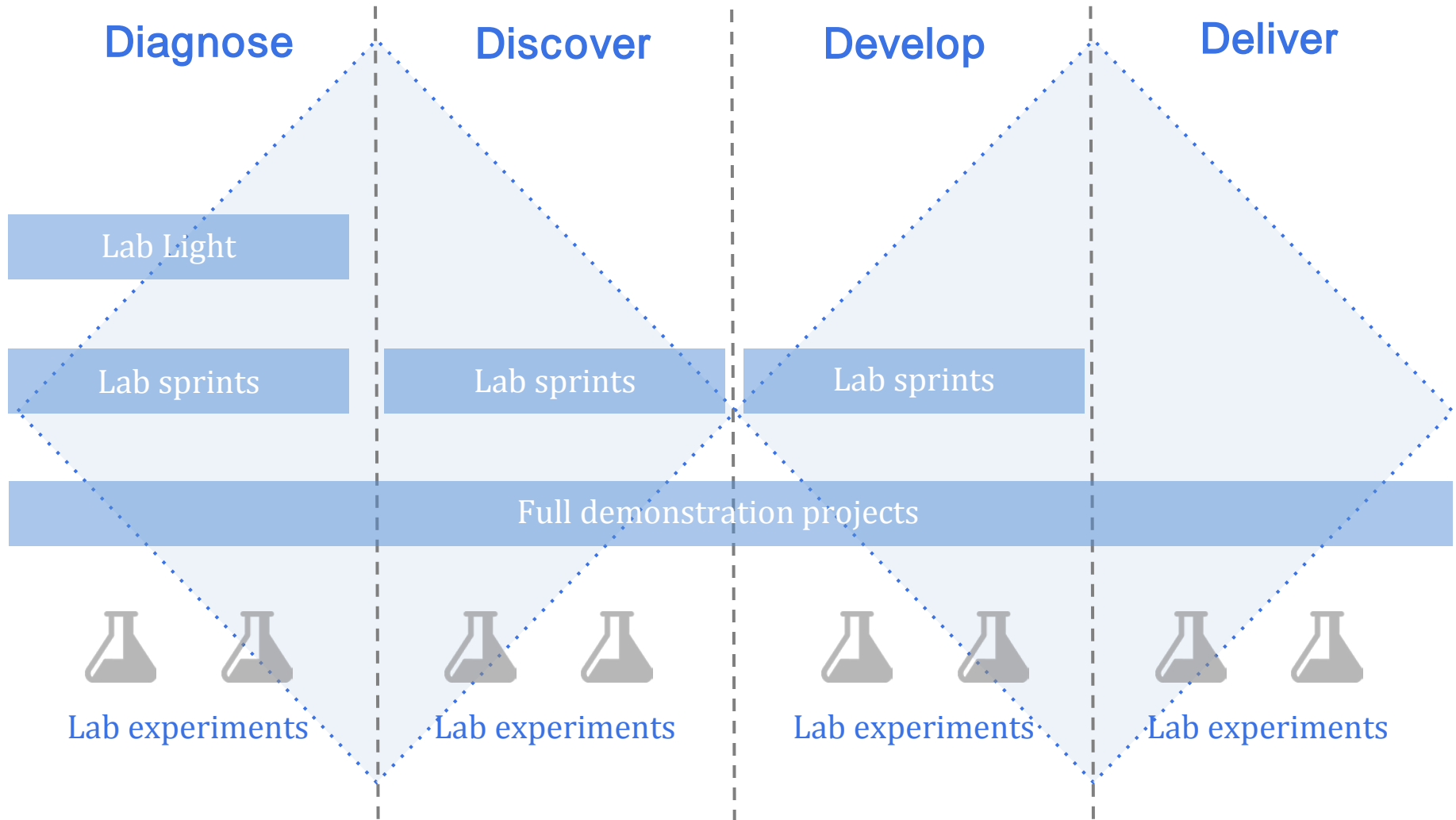
Generate fresh
ideas

Deliver

Test and
refine shared ideas
and proposals

Be open and collaborative

How do we work?



Some of our projects

How can we support people to manage their health conditions & stay in work?

How can we create a vision for the future of rail with passengers at its heart?

How can we prevent and help people exit homelessness?

How can we encourage young people to value their National Insurance Nos?

How can we create a vision for the future of rail with passengers at its heart?

How can we support victims of crime in a digital world?

How can we achieve £1trillion exports by 2018?

How can we persuade people to use mediation services when they separate?

How can we encourage businesses to provide better childcare solutions?

How can we meet the challenges of an ageing society?

How can we increase the take-up of free childcare for 2 year olds?

How can we prevent absenteeism in schools?

Creating space for innovation

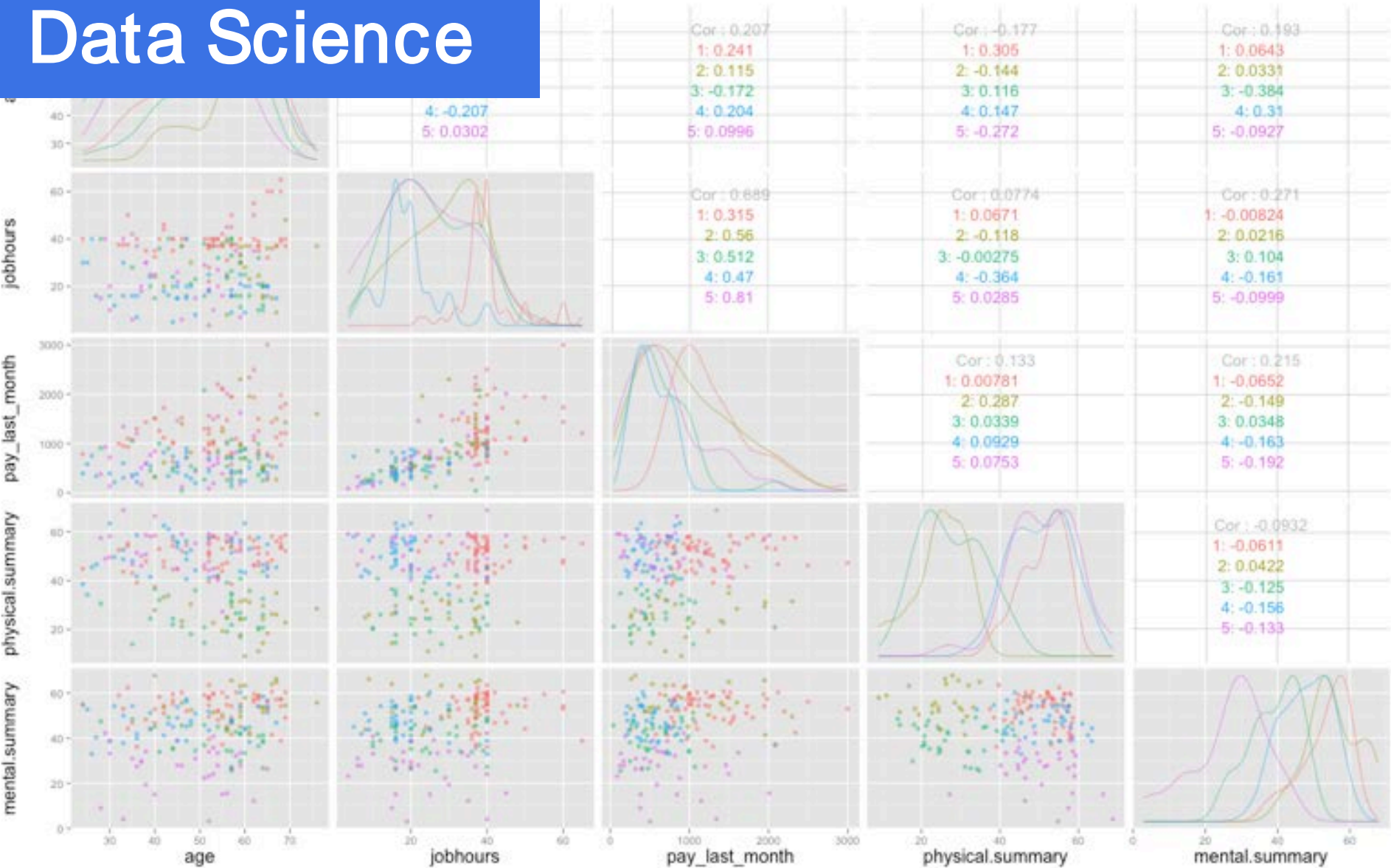


In unexpected places...



Understanding the 'what'

Data Science



Understanding the 'why':

Ethnography



Developing solutions together: Co-design



Trying it out:

Prototyping & testing at every stage



Speech

Home Secretary at the International Crime & Policing Conference

From: Home Office and The Rt Hon Theresa May MP
Delivered on: 28 January 2015 (Transcript of the speech, exactly as it was delivered)
Location: The King's Fund, London
First published: 28 January 2015
Part of: [Helping the police fight crime more effectively](#) and [Crime and policing](#)

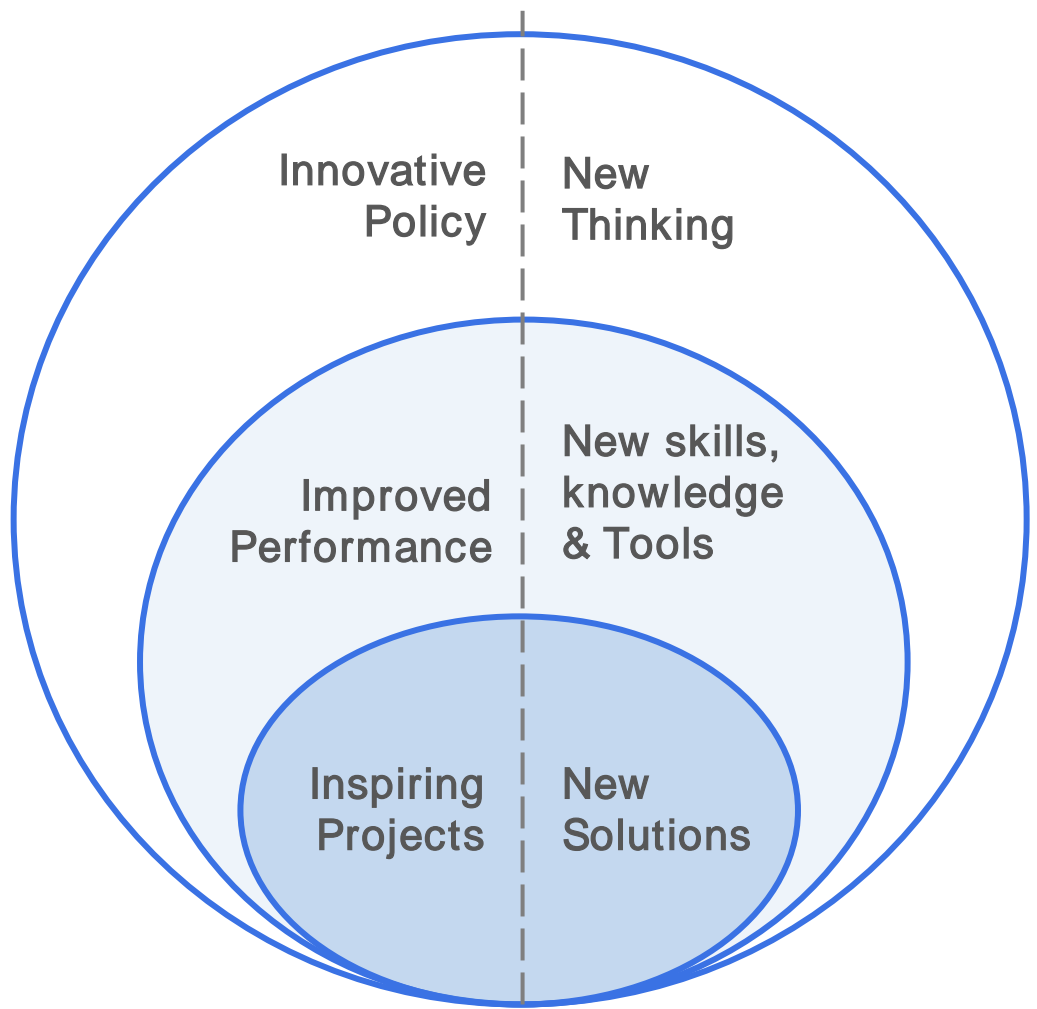
Theresa May announces new £10m Police Knowledge Fund

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Working with Surrey and Sussex police forces, the Home Office will develop a **prototype** for people to report non emergency crime online. The growth in the internet has transformed other services – from shopping to banking, and it is right to give victims and witnesses greater choice over how they report issues to the police.

It also has the potential to substantially reduce costs to the police. Early estimates suggest online reporting could save forces an estimated 180,000 officer hours a year, and around £3.7 million.

Three levels of impact



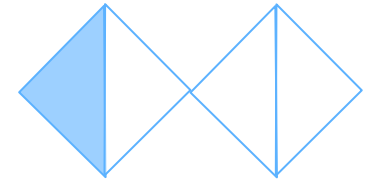
Level 1 impact

Projects



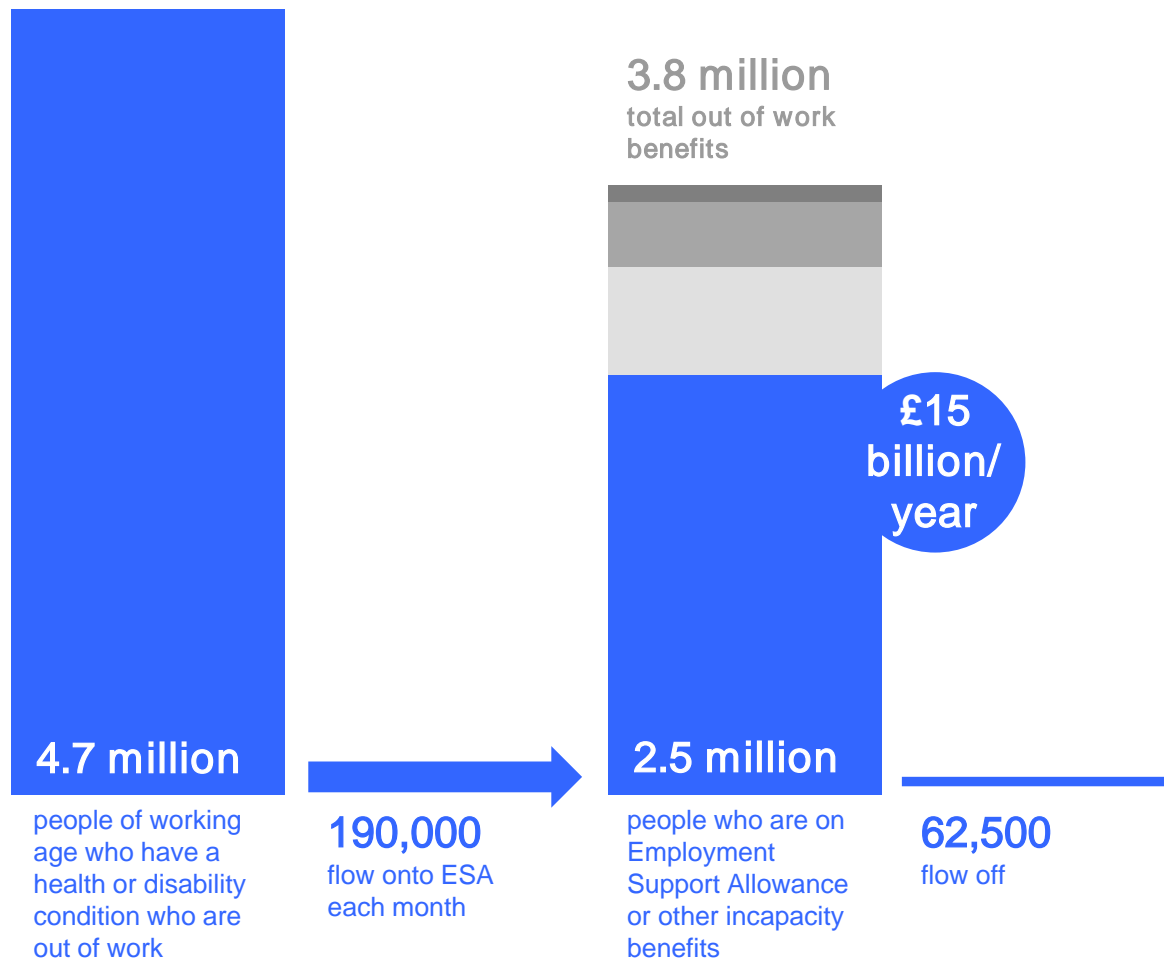
Health & Work project



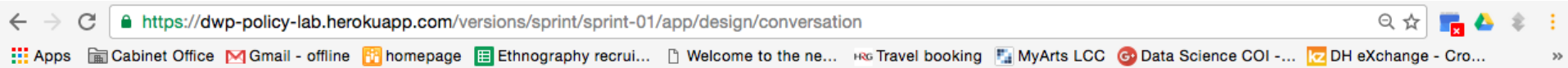


“How can we support people to manage their health conditions and stay in or return to work?”

The problem



Where we've got to



Well in Work

Chat with an adviser

Adviser
Hello, how are you today?
13:50pm, 3rd May

You
Hi, I'm not feeling great to be honest, I'm feeling quite anxious about my work.
13:50pm, 3rd May

Adviser
What is it about your work that is making you anxious?
13:50pm, 3rd May

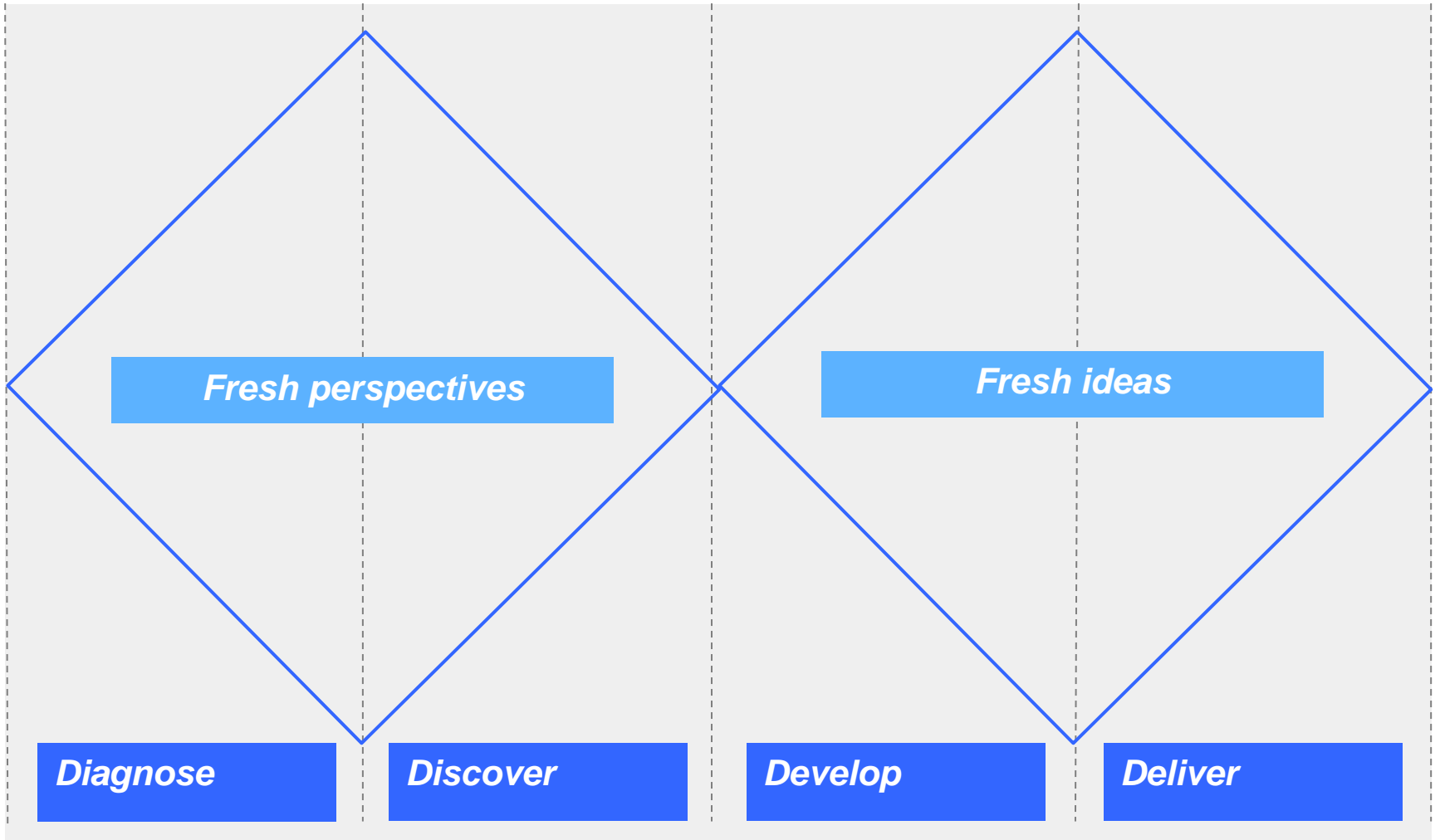
You can allow your adviser to see things that will help them understand your situation.

Share a fitnote

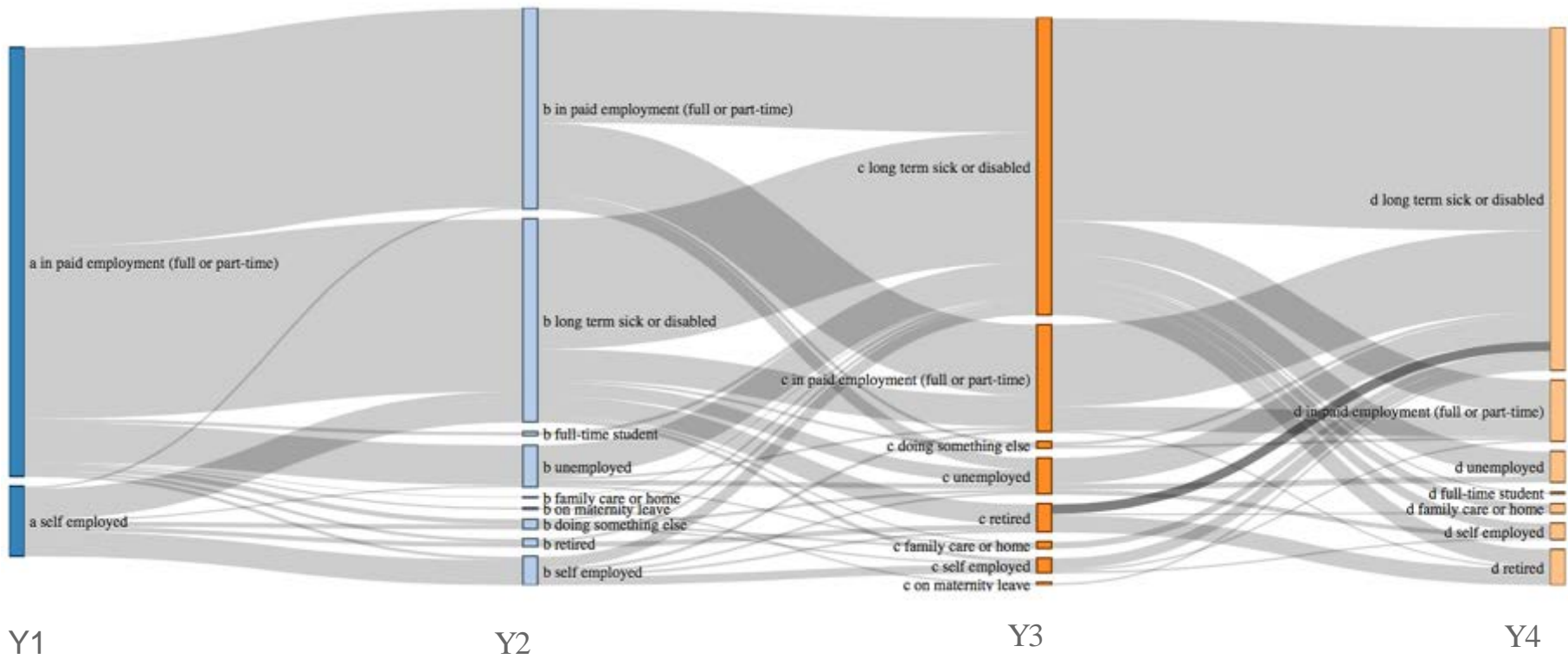
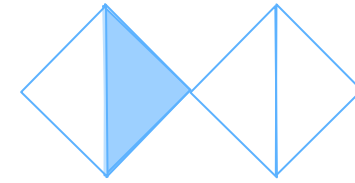
Share your medical note

Upload a document

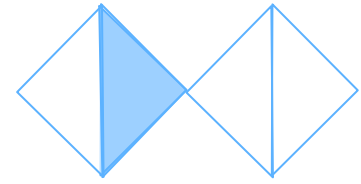
The approach



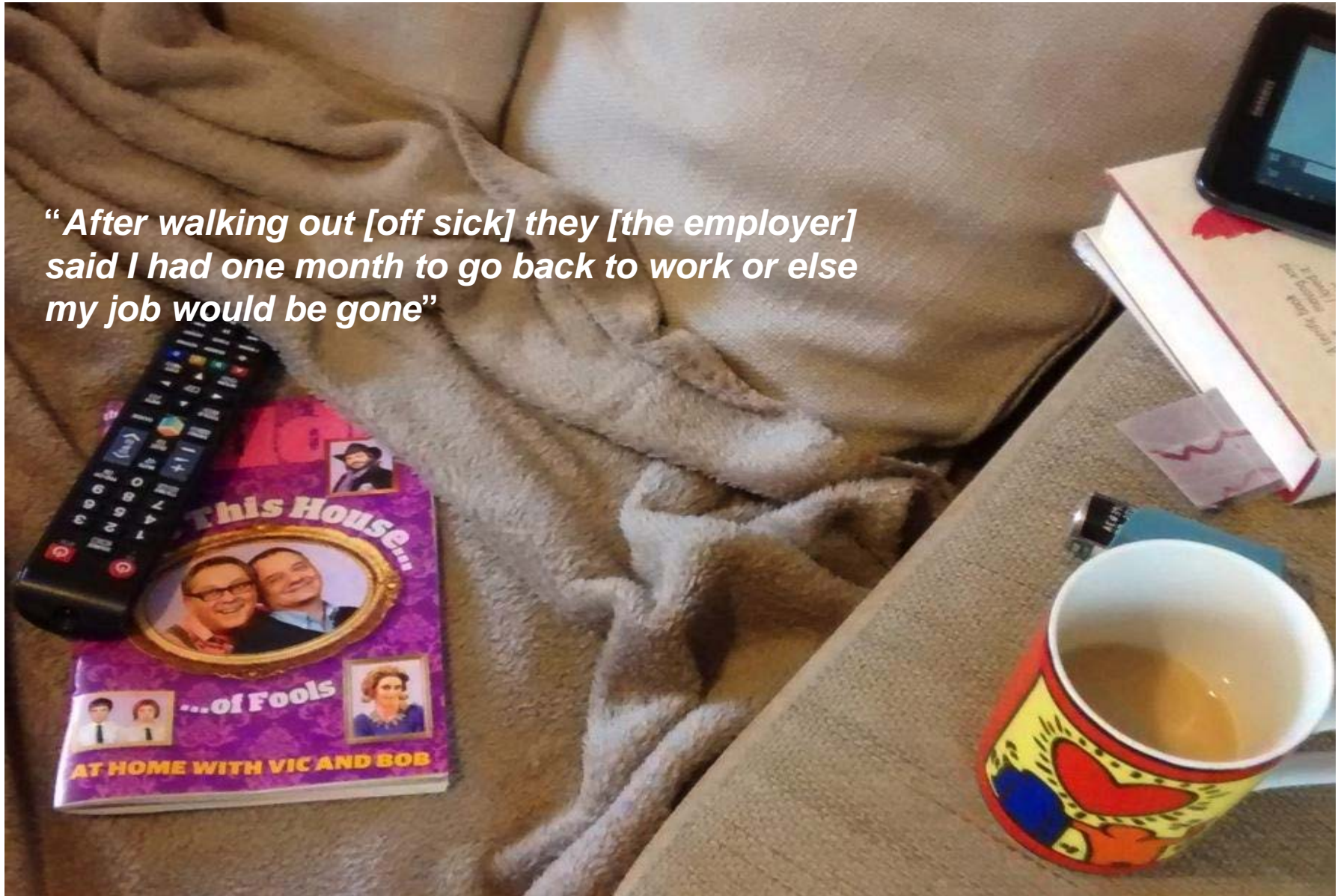
Data science insights



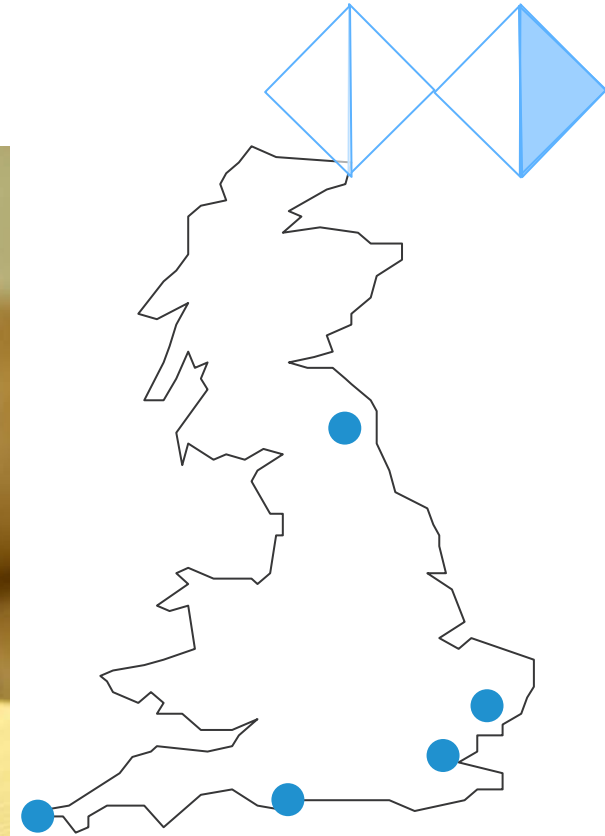
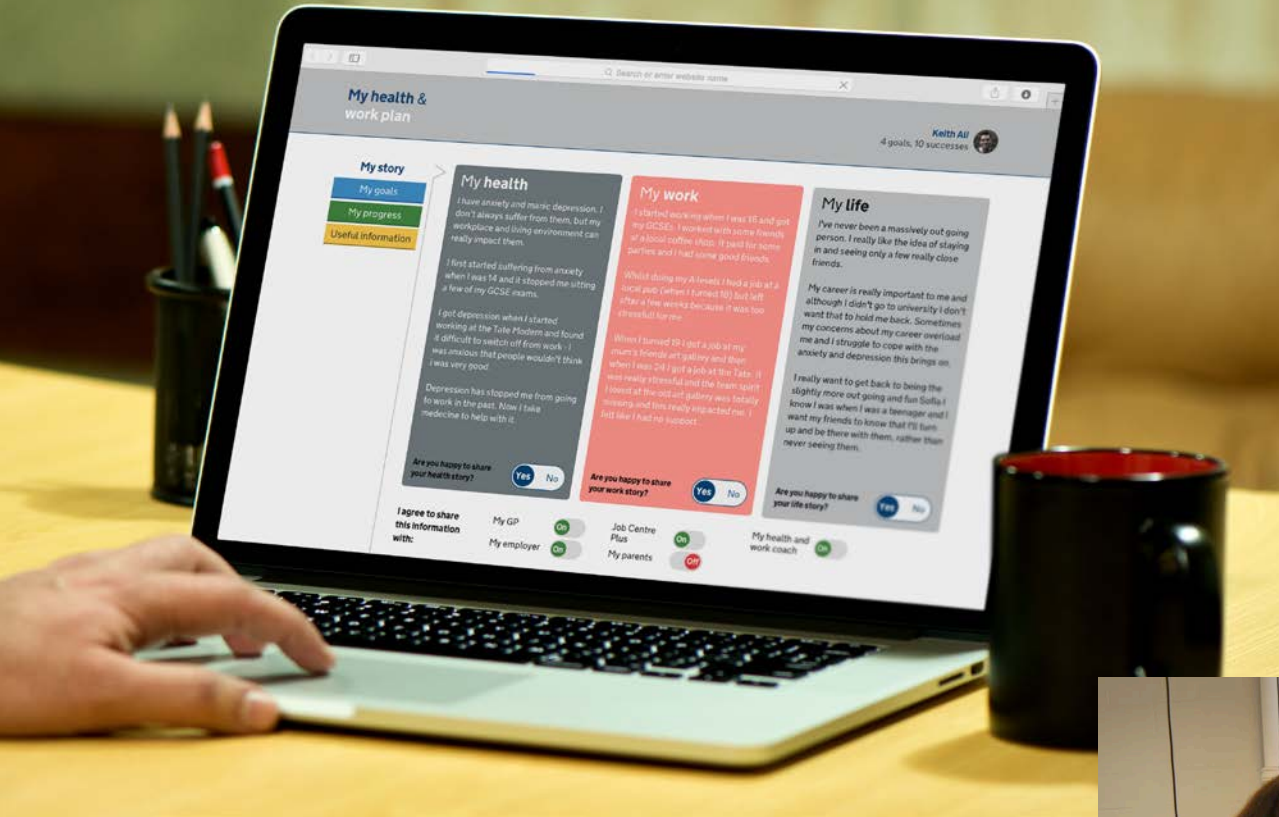
Ethnographic insights



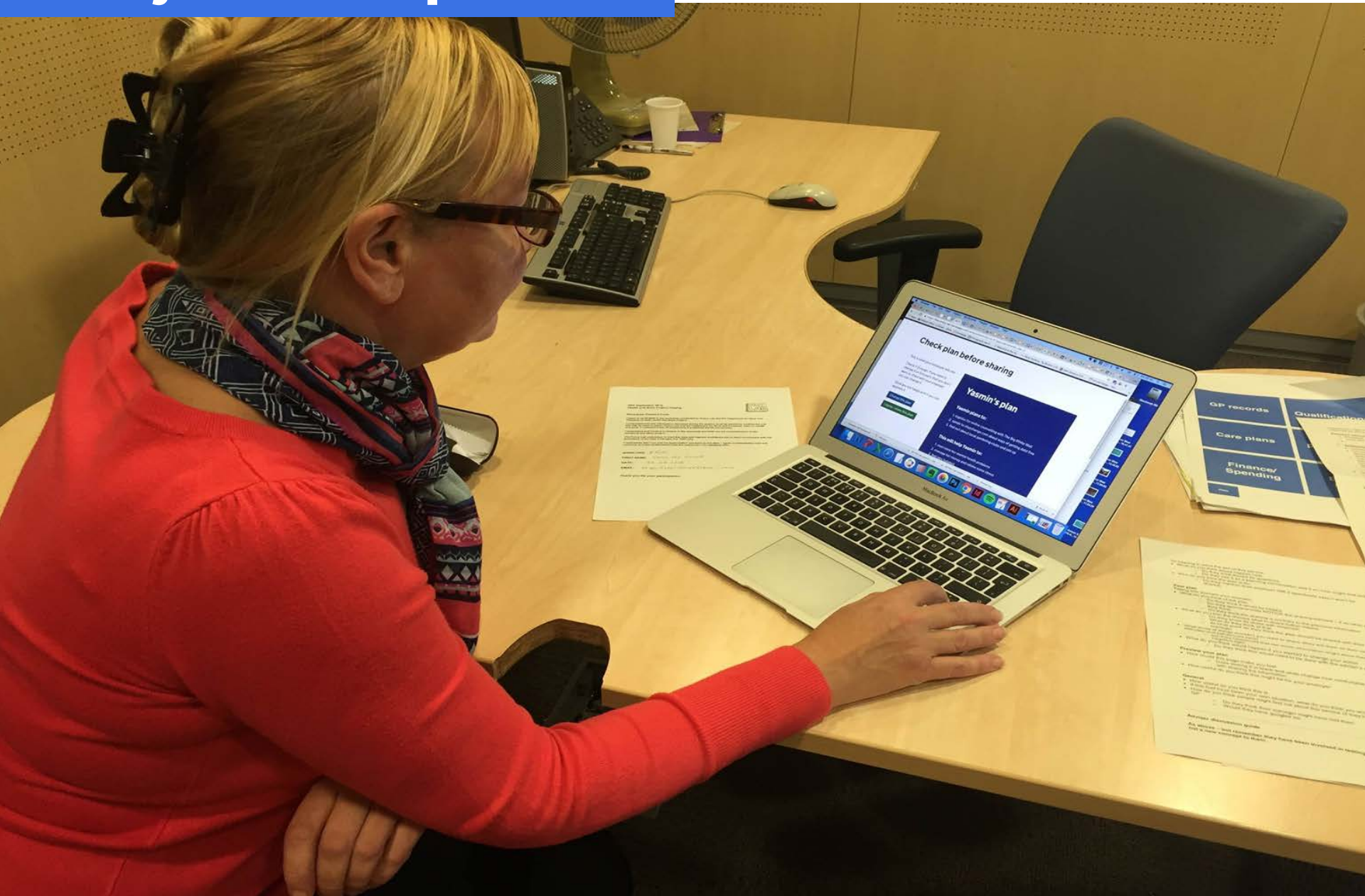
“After walking out [off sick] they [the employer] said I had one month to go back to work or else my job would be gone”

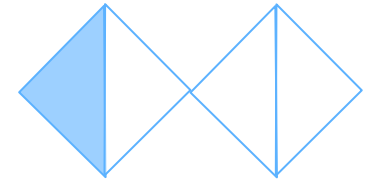


Prototyping ideas



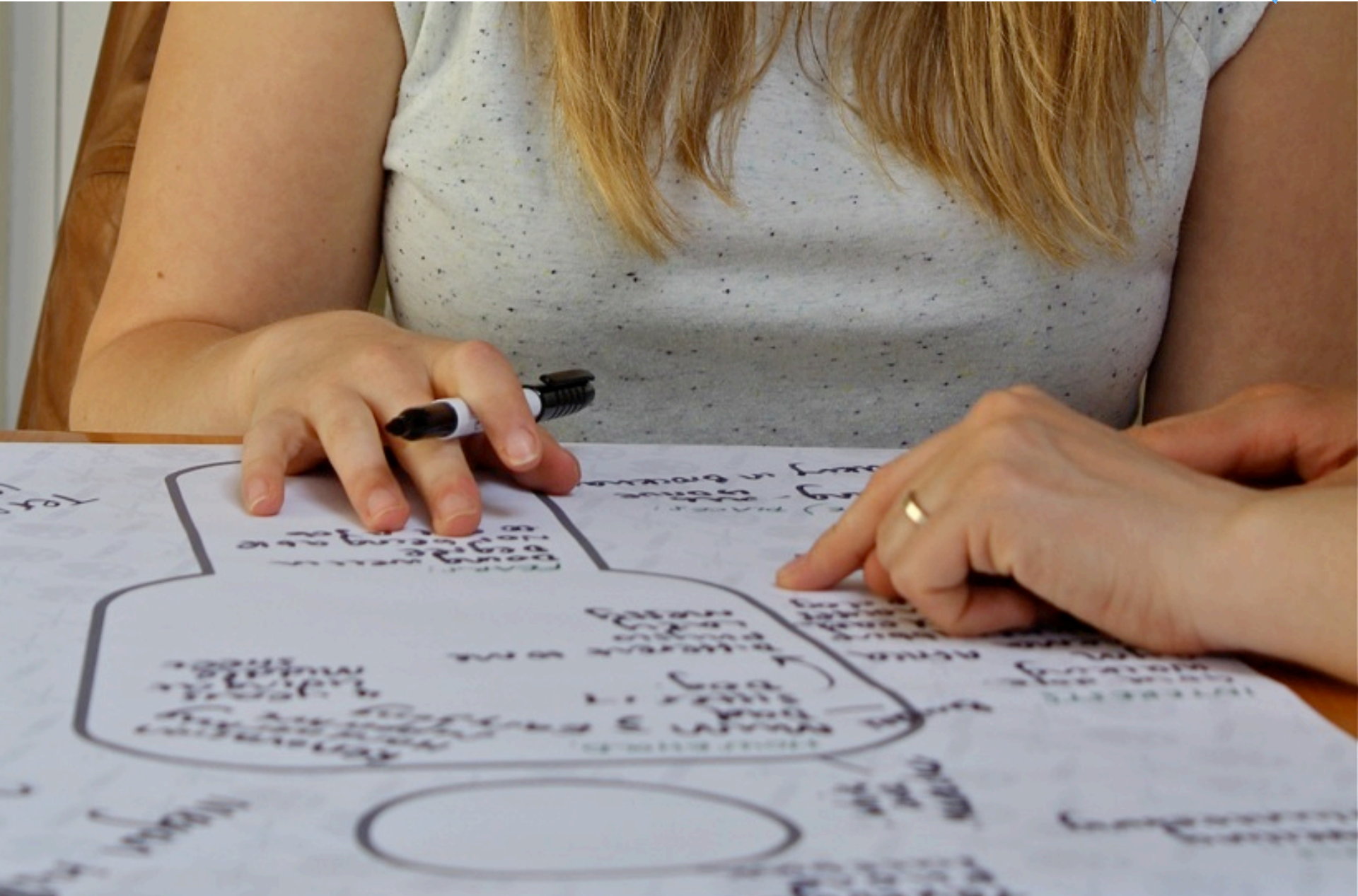
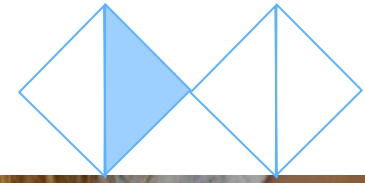
Project impact



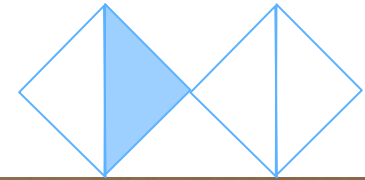


“How can we improve police support for victims of crime in a digital age?”

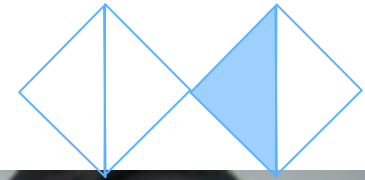
Digital policing



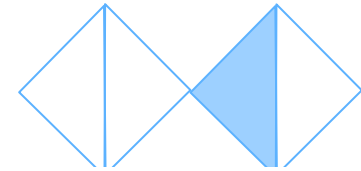
Digital policing



Digital policing



Digital policing



PHONE



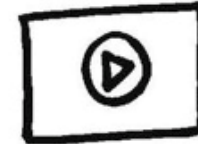
COMPUTER



TELEPHONE



TAKE PICTURE



CAPTURE VIDEO



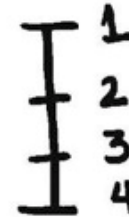
UPDATE NOTIFICATIONS



VOICE RECORD YOUR STATEMENT



ANONYMOUS OPTION



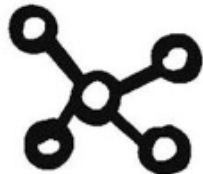
URGENCY FILTER



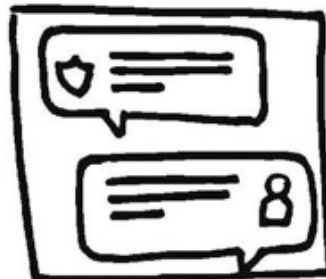
I'LL BE A WITNESS



SHARE YOUR STORY



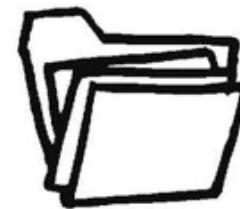
LINKS TO OTHER SERVICES



ONLINE CHAT

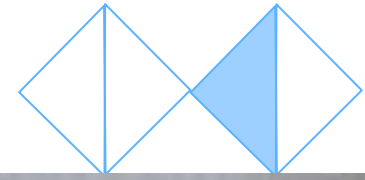


ALERTS

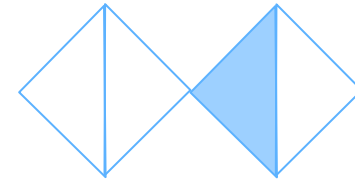


ACCESS EVIDENCE

Digital policing



Digital policing



ONLINE CRIME REPORTING



Report a Crime

Contextualizing

Detailing

Finishing

Is this a crime in progress?

Yes

No

Is there a suspect at the scene?

Yes

No

What are you reporting?

Theft

Was the use of physical force involved in the crime?

Yes

No

Did a similar crime happen to you in the last month?

Yes

No

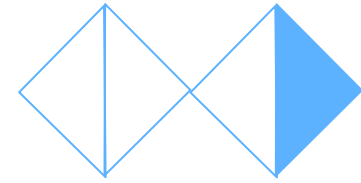
Continue



"Today, when I was coming back from the library a guy shoved me and stole my bike.

I am quite shocked and I don't feel like going to the police now. Luckily, my flatmate Laura is here and she is taking care of me.

She told me I should report the crime in Online Reporting. I did register my bike when I bought it, so I hope they can help me to find it."



Speech

Home Secretary at the International Crime & Policing Conference

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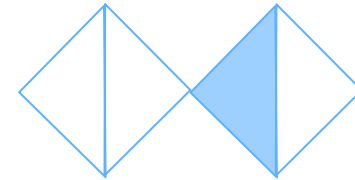
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Digital policing



Browser navigation bar showing the URL <https://report.police.uk> and several open tabs: Apps, cabinetoffice.gov.uk, Gmail - offline, homepage, Ethnography recruit, Welcome to the new, Travel booking, and MyArts LCC.

POLICE.UK | [Report a crime](#)

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

Report a crime

! Call 999 if you or someone else is in immediate danger, or if the crime is happening right now

Text phone: 18000

Report online

This is a new service. We are gathering feedback and making regular improvements.

- If the crime happened in Surrey or Sussex you can report it using our new online service.
- All reports are reviewed by the police and, if necessary, we'll respond by email or phone within 24 hours.
- You will need to provide an email address or phone number.

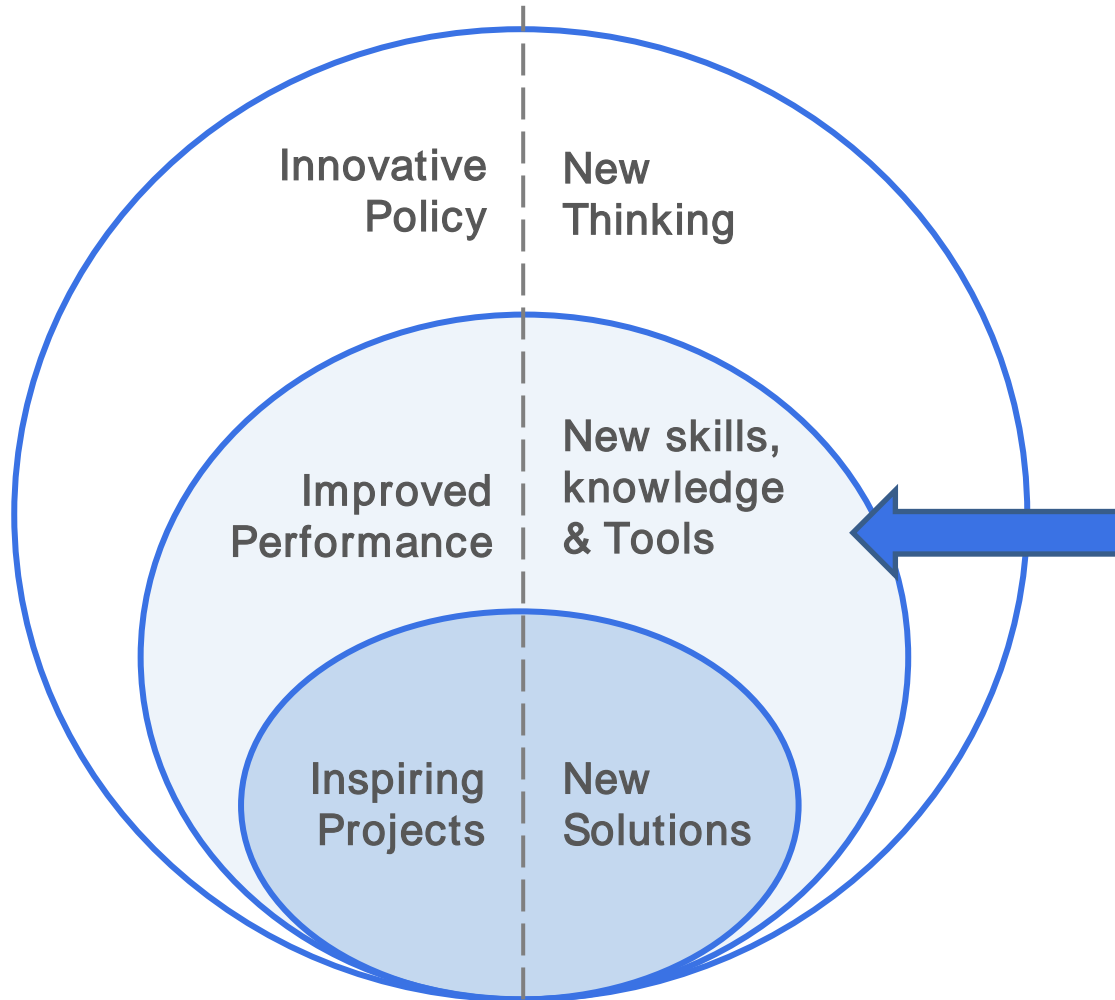
In which town or city did the crime happen?

Please provide either a postcode or the name of the nearest town, village or city.

Report a crime >

Level 2 impact:


New skills & knowledge



Formal training

https://civilservicelearning.civilservice.gov.uk

Cabinet Office | Image result for busin | Gmail - Inbox-offline | OpenPolicyUK - Goog | intro - beatrice.andrev | homepage | Online Survey | Unlimi | Renaissance Home Co

 Civil Service Learning

Civil Service Learning

High quality learning and development that supports you to provide excellent public services

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 New learning from CSL  Civil Service Learning

Policy schools & away days



Lab Lights

Thank you for participating in the PPSU Lab Light workshop 2nd December 2014!

We appreciate your enthusiasm and hope that the tools and techniques you tried out were useful. We hope the personas and learning journeys gave you some insight into how people learn and what their different needs might be. We also hope that you now have a better idea about when and how it might be appropriate to assess policy professionals. If you're interested, the day has been summarised and written up in a presentation below so please feel free to download a copy.

[Download Presentation](#)



Get a set of the Policy Lab tools



Keep the conversation going

Policy Lab Session:

1. Do you agree with the following statements? *

	1 (Disagree)	2	3	4	5 (Agree)
The session run by the Policy Lab was useful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident to use these tools on my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will encourage my colleagues to use these tools.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The exercises helped me to better understand the problem we are trying to solve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am looking forward to seeing how the ideas will be used and developed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be interested in being involved in	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Open Policy Toolkit



Open Policy Making toolkit

[Give feedback about this page](#)

From: [Cabinet Office](#)

Updated: 1 November 2016, [see all updates](#)

Search this manual



Contents

This manual includes information about Open Policy Making as well as the tools and techniques policy makers can use to create more open and user led policy.

Departmental reach



Home Office (HO)

Communities and Local Government (CLG)

Department for Education (DfE)

Department for Business (BEIS)

Department for Work and Pensions (DWP)

Ministry of Justice (MOJ)

Foreign and Commonwealth Office (FCO)

Cabinet Office 70W

Department for Transport (DfT)

Department for Environment and Rural Affairs (DEFRA)

HM Revenue and Customs (HMRC)

Department of Culture Media and Sport (DCMS)

HM Treasury (HMT)

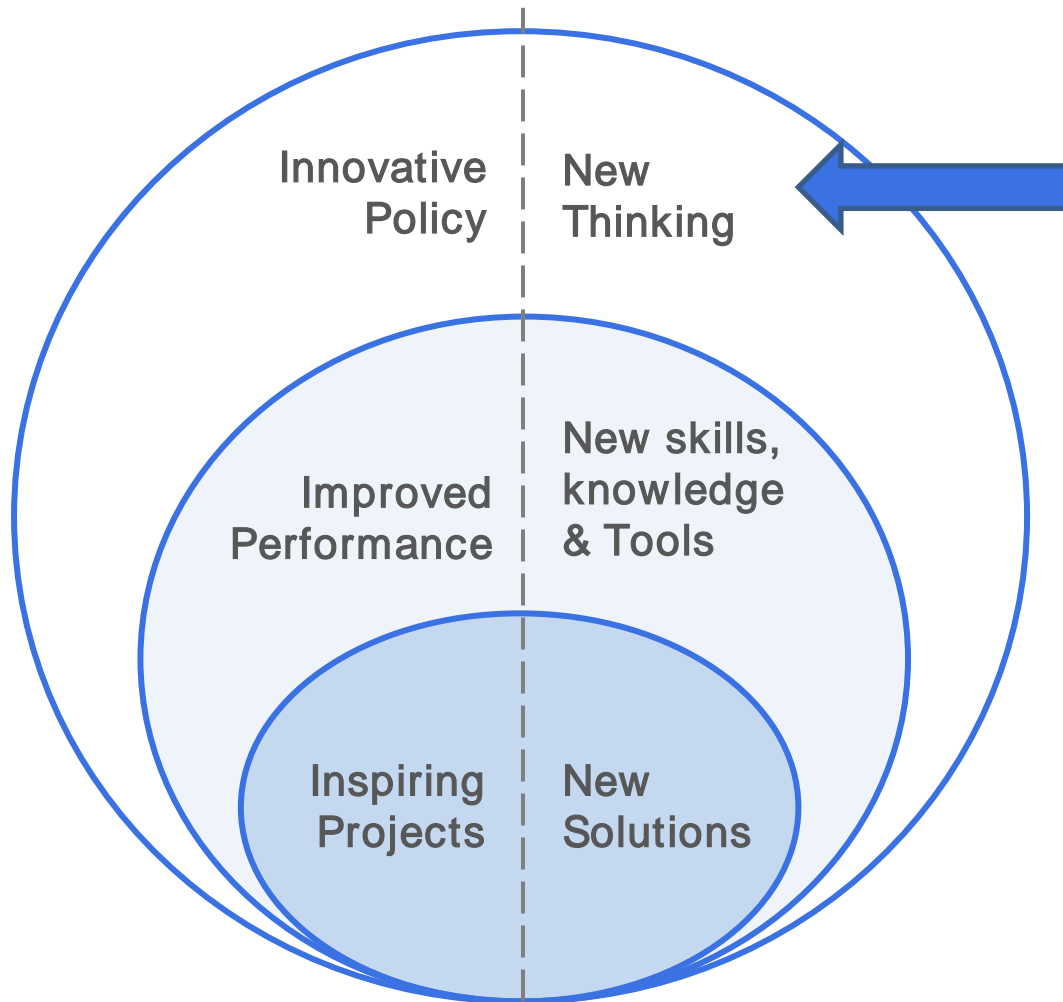
Department of Health (DH)

Ministry of Defence (MOD)

Department for International Development (DFID)

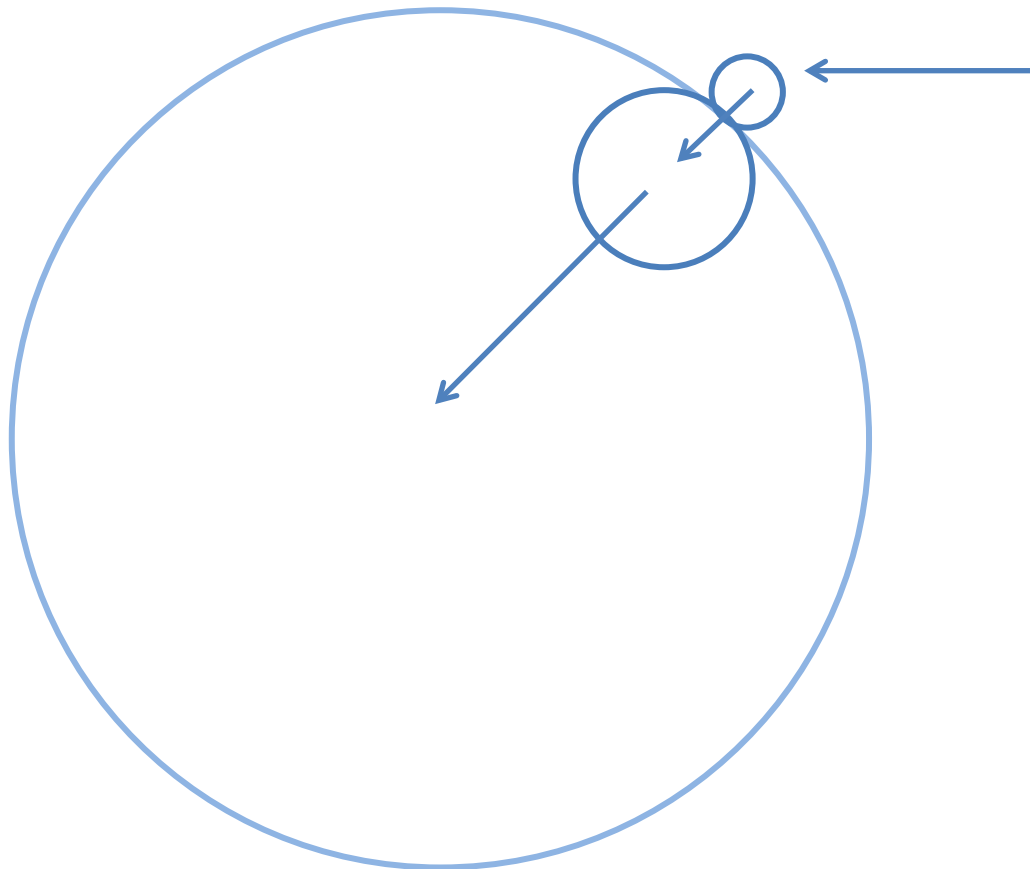
Policy Lab

Level 3 impact: New thinking



Inspiring **new thinking** and innovations in policy through our experiments and writing.

Lab Experiments



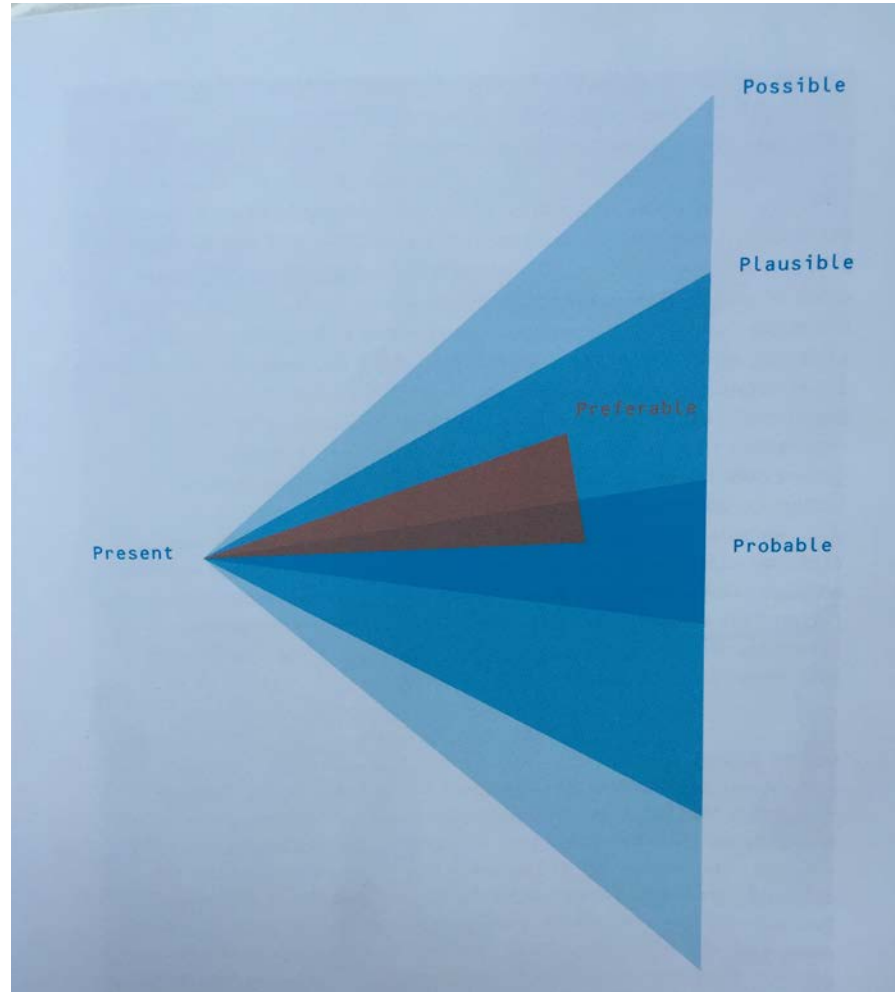
We experiment here. If the experiments work we bring them into government and then try to increase their use in departments...

On the edge

Experiments: Speculative design



Speculative Design



Probably, plausible, possible, preferable

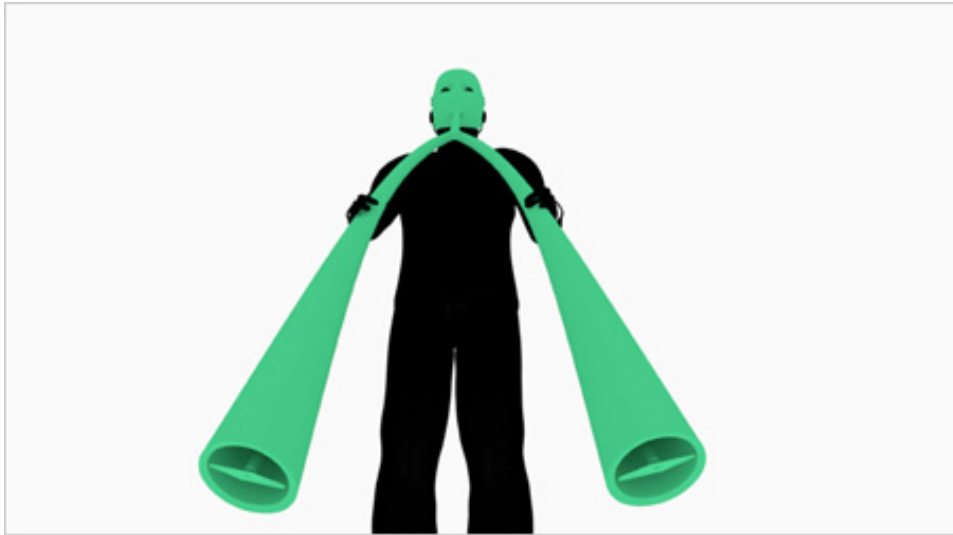
Uninvited guests

Superflux



Design for an overpopulated planet

Dunne & Raby



Example 3

When we all live to 150, Jaemin Paik



Policy Lab

Organisations: [Civil Service](#)

Preventing homelessness

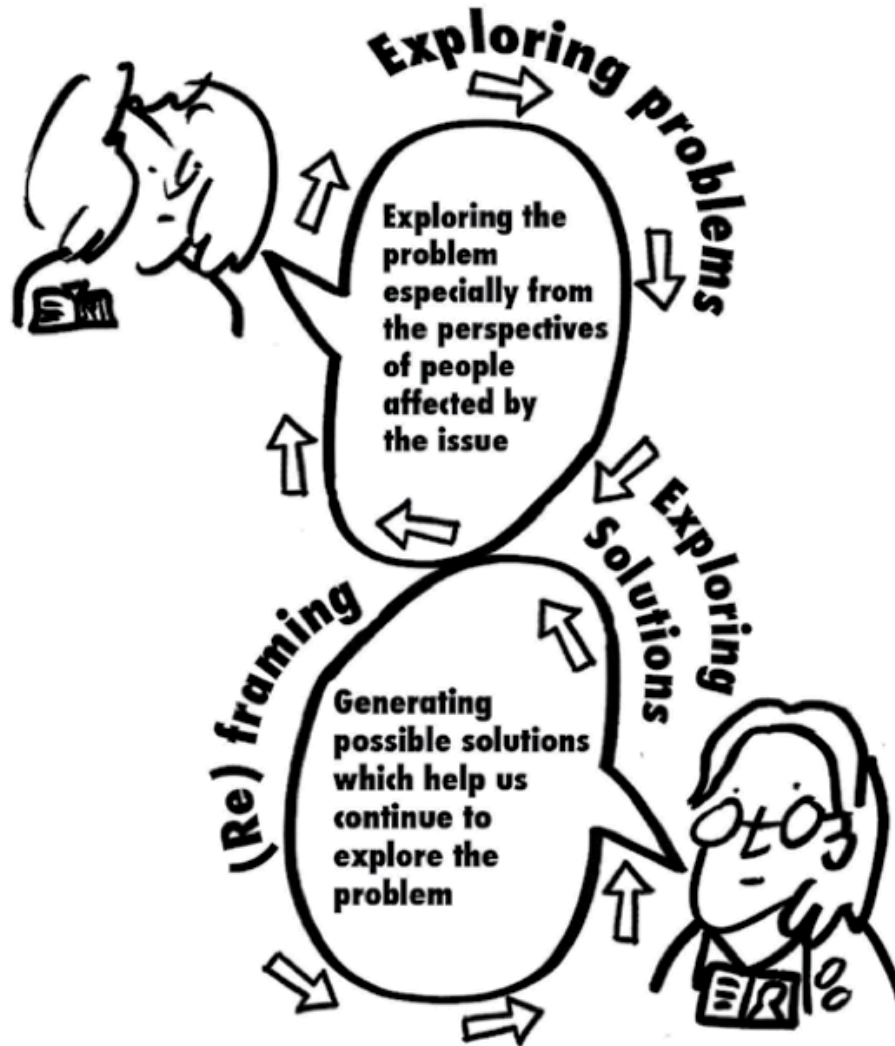
Last Monday, the Prime Minister announced £20 million funding for local areas to test new approaches to preventing homelessness. These will draw on the insight and ideas that Policy Lab have generated with DCLG, local authorities and charities over the ...



The Lab and GDS



The Lab and GDS



Overall impact

Empathy and understanding for people affected by policies

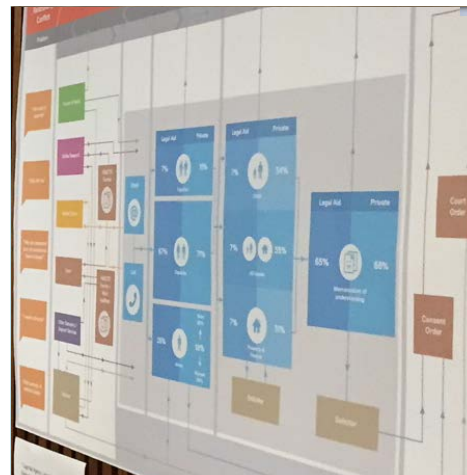
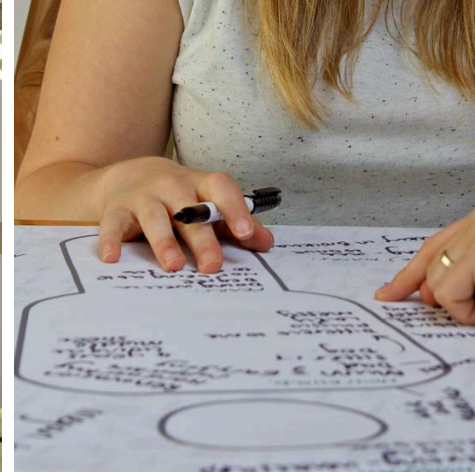
Empowered and more **confident policy makers** with better networks

Space for **constructive, non-hierarchical** conversations

Ideas direct from the people most affected

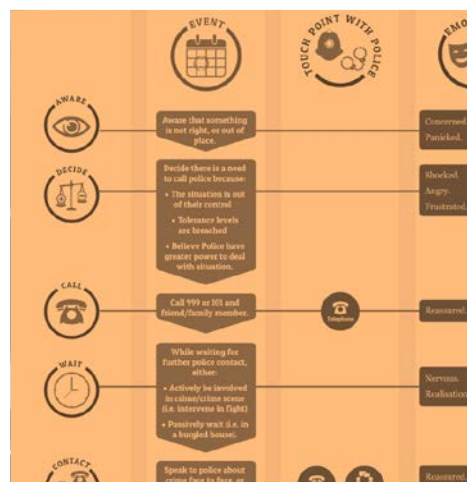
Shared language between policy & (often digital) delivery





How can we...
 * Create a sustainable future for the UK (as a state, environmentally, economic)

tackle cyber bullying young peopl





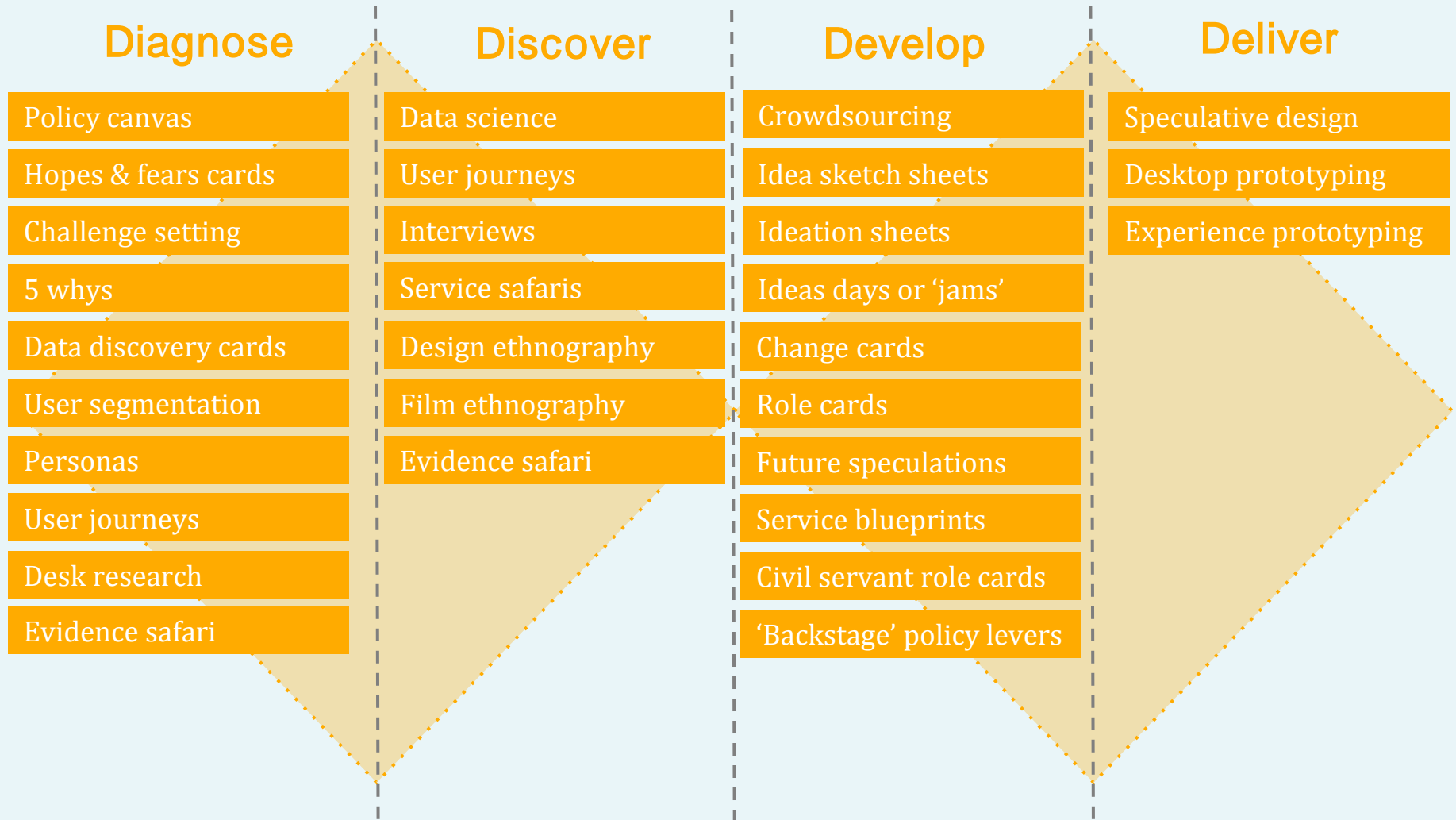
[@PolicyLabUK](https://twitter.com/PolicyLabUK)

[Openpolicy.blog.gov.uk](https://openpolicy.blog.gov.uk)



Our methods

Our tools & techniques



Our tools & techniques

	Basic <i>(or Lab in a day!)</i>	Intermediate	Specialist
Diagnosis	Ask 'why?' five times to get to the root cause Challenge setting	Hopes & fears cards Policy canvas Metric sheet	Evidence safari
User-insight	Personas User journeys	Service safaris Photo-based interviews	Design ethnography Film ethnography
Digital	Reading twitter/online fora Posing questions on online fora	Online questionnaires e.g. Survey monkey Online crowdsourcing platforms	Online engagement tools A/B testing
Data	Data discovery cards Google trends visual.ons.gov.uk	Online data visualisation tools, e.g. RAW, Dataseed	Machine learning, predictive modeling, clustering/segmentation
Idea generation	Change cards Brainstorming Idea sketch sheets	Policy Jams or ideas days What if... Policy blueprints Policy intervention cards	Speculative design

Hopes & fears cards

A photograph of a wooden table during a workshop. On the table are several photographs of various subjects, including people, nature, and abstract patterns. There is also a water bottle, a pink sticky note, and some papers. A person's hand is visible on the right side of the table, interacting with the items.

We use images at the beginning of a project to get people using a different side of their brain, and to pick ones that visually represent a hope they have for the project or a fear. It's a good way to understand the motivations of different people in the room right from the start.

Challenge setting



How can we?

~~Reduce~~
put methods
to reduce

Policy Lab

Challenge setting is our way of finding the right question to answer. It takes many iterations!! By asking why five times, we can get to the root causes of the issue. And by asking 'how can we?' (as opposed to 'how can I?') we open up possibilities to a wider set of ideas which require more than one department.

Evidence safari



Ability to work flexibility at home with support ✓

Best Brain in the World

Promote financial resilience

Laura

Laura is 60 (DC novel) and has been caring for her two granddaughters (2 and 3 years) for mother. Her mother has early-onset dementia which she has to care for. Laura is a nurse and works in a hospital. She is a carer and works in a hospital. She is a carer and works in a hospital. She is a carer and works in a hospital.

Laura has spent a long time looking after her mother in the same neighbourhood as her mother's home. She has been with her mother for 10 years. She has been with her mother for 10 years. She has been with her mother for 10 years.

She has been with her mother for 10 years. She has been with her mother for 10 years. She has been with her mother for 10 years.

She has been with her mother for 10 years. She has been with her mother for 10 years. She has been with her mother for 10 years.

The increase in the average age of the UK workforce in many occupational sectors will raise questions for the availability of skills and intergenerational working

- 31%
- 29%
- 34%

Employment rates for the first 50s are currently lower than for most other age groups.

Workers aged 50+ are less likely to be considered for training

400,000

The impact of living longer is likely to be significant

There has been a 140% increase

Year	2015	2020	2025	2030	2035
65-74	100	110	120	130	140
75-84	200	210	220	230	240
85-94	300	310	320	330	340
95-104	400	410	420	430	440

The population is expected to continue to change dramatically in the future, with the proportions in younger age groups continuing to decline and those in later-life age groups increasing.

There have been specific gains in life expectancy at 65 and 80 also expected to continue.

Older workers are 58% more likely to be considered for training

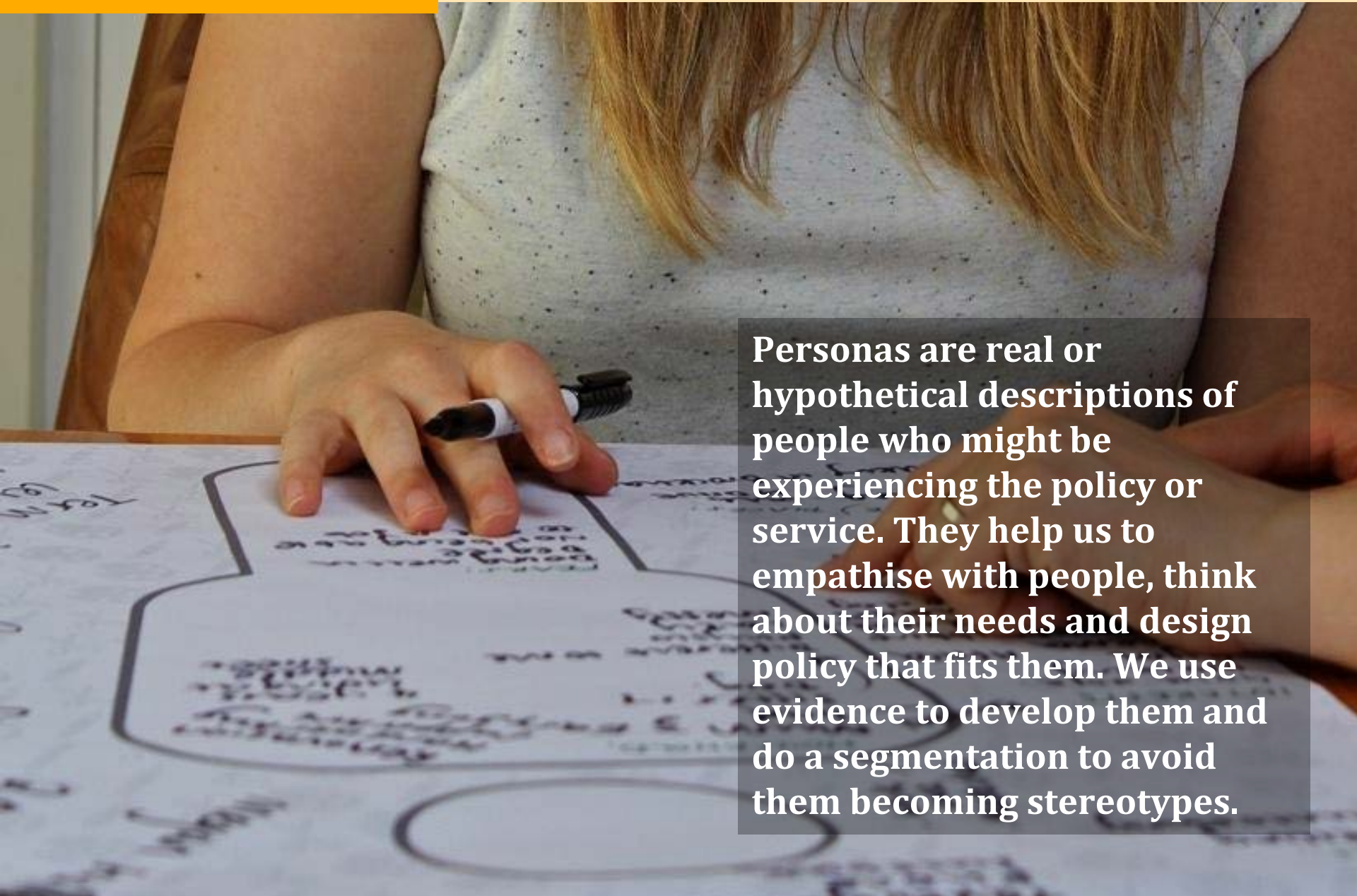
Advanced economies are likely to experience rising numbers of workers with age-related disability

Once out of work, a high proportion of older job seekers are likely to remain unemployed

There is a growing number of people with age-related disability

An evidence safari is a technique we use to get groups of people to explore large amounts of data quickly, spot gaps and build insight from which to generate ideas. Here, we are using evidence in the form of charts and graphs, but also humanised into persona stories that people can relate to.

Personas

A person with long blonde hair, wearing a grey t-shirt, is sitting at a table and drawing a persona on a whiteboard. They are holding a black marker in their right hand and are in the process of drawing a large, irregular shape on the whiteboard. The whiteboard has several other hand-drawn shapes and text, including a large circle and some illegible text. The background is a plain wall.

Personas are real or hypothetical descriptions of people who might be experiencing the policy or service. They help us to empathise with people, think about their needs and design policy that fits them. We use evidence to develop them and do a segmentation to avoid them becoming stereotypes.

Personas



Elderly without cars

Quick facts

This group is the oldest of all the others; some have mobility issues and therefore rely on a lot of lifts from family and friends.

They don't have that many travel needs.

Account for about 6% of the population



“I don't really use transport at all really. I don't like walking too far because it can be tiring. If I need to go somewhere I'll get my daughter to take me. I know about climate change but I don't think I'm doing much to hurt it...”



More information

This is the oldest group, with most members 70+. Many have mobility issues related to a disability or longstanding health problem. A high proportion are retired (and using a state pension). Most feel they are coping or living comfortably financially. Most live in towns and cities outside London.

This group are reliant on cars to get around (receiving lifts from friends and relatives) but few have a driving licence or are keen to own their own car. Those who are able to like to travel by bus a lot. Long distance travel is uncommon though; few use trains and almost none fly. Given their age cycling and walking are not forms of transport that are easy to adopt.

This group feel their lifestyles has a low impact on the environment.

They are also the least well educated of all nine segments (73% had no qualifications) and are among the least knowledgeable and least concerned about climate change. They tend not to feel a personal responsibility for climate change and most say they were are interested in finding out more about what they could do personally to tackle climate change.



Less affluent urban young families

Quick facts

This group have lower travel needs and don't rely on the car as much as some other groups. 1/4 are young people living at home.

They're less well educated and less environmentally conscious.

Account for about 21% of the population



Personas are real or hypothetical descriptions of people who might be experiencing the policy or service. They help us to

empathise with people, think about their needs and design policy that fits them. We use evidence to develop them and do a segmentation to avoid them becoming stereotypes.

“All my mates live nearby so if I'm going to see them I'll walk or cycle. Sometimes I'll take the bus. I've got a licence so sometimes drive my mum's car if it's going to be a bit further. I don't walk home alone.”



Most of this group are under 40, from lower socio-economic groups in the city in local authority areas. They're the least affluent or car owners and often have children living at home. 1/4 are young people (18-24) who are still living with their parents. Many started work without going to university and aren't concerned about climate change.

Everyone had a car - most just one. Around a half of them say they're the 'main driver' of the car and mainly use it for short distance trips. Their cars are usually older and second-hand, with smaller engines. Some have traded down to a car

with a smaller and/or more fuel efficient engine to save fuel costs and financial pressures. They would like to do a short course in the future though as a sign of success and identity. To a lot of them, safety crime or health behaviour and feelings of vulnerability stopped them walking, cycling and using buses and trains as a mode of transport. Their young age and short commute (on average 7 minutes) means they are not in the 'at risk' of walking to work or school, or in the 'at risk' of low wages.



Journey mapping



'User Journeys' are a step by step map showing how people interact with services. They can identify the highs and lows and therefore what aspects new ideas can build on or improve.

Idea sketch sheets



We use creative methods to help people come up with new ideas. Sketching can help share germs of ideas during co-design sessions with stakeholders.

Open ideas days



Policy Jams and open ideas days help engage wider stakeholders with policy areas and co-develop ideas. They often start by exploring evidence or asking stakeholders to share their experiences, and then generate ideas as a result.

Speculative design

A photograph showing a person from behind, looking at a large, illuminated digital display. The display shows a futuristic cityscape with various text and images. The person is wearing a dark jacket. The background is a blurred indoor setting, possibly a museum or gallery.

Speculative design imagines possible (rather than probably or predictable) futures and then creates an object or image from them. This tangible 'thing' allows to engage the public in a debate about whether we not we want that type of future, and what we would need to do to get there (or avoid it). Research before situations exist.

Service blueprints



WELL IN WORK [®] SERVICE					
WHO THIS IS FOR	1 BECOME AWARE OF SERVICE	2 REGISTER FOR SERVICE	3 MEET YOUR COACH	4 RECEIVE PERSONALISED SUPPORT	5 TRANSITION
IN WORK Alan <ul style="list-style-type: none"> Due to an accident, Alan has long term chronic neck and back pain Stress at work makes the pain worse His condition is a big factor in his life and he needs regular physical exercise and rest to manage He also regularly needs time off work to attend appointments Alan finds the process of going back and forth between health services and his employer very frustrating. 	Awareness campaigns to introduce the WIW service: <ol style="list-style-type: none"> Employer facing campaign (website, briefing pack, collateral, PRI) to signpost employees who are finding it hard to manage GP and health service facing campaign (briefing pack, collateral) to refer patients to the service Voluntary sector facing campaign (briefing pack, collateral, PRI) to signpost their clients to the service JCP facing campaign (briefing pack, collateral) to refer jobseekers to the service Integrated into Investors in People and other employer networks to promote among businesses 	15 minute triage questionnaire: <ol style="list-style-type: none"> Call centre Takes user through the questionnaire to signpost them to the most relevant coach Open early until late (8am-8pm) Branded free phone booth Access in JCP/GP/CAB Web link to online questionnaire Available on GOV.UK Drop in hub At JCP/GP/CAB 	1 hour assessment of needs and challenges: <ul style="list-style-type: none"> Review work and health history Create a WIW action plan Receive a WIW book and add record of history and action plan Signposted to most relevant support services to start actioning WIW plan (see 4: SUPPORT) <ol style="list-style-type: none"> Call centre Or Skype Branded free phone booth: Access in JCP/GP/CAB Web chat with coach: via GOV.UK Drop in hub At JCP/GP/CAB 	Personalised support: <ul style="list-style-type: none"> Simultaneously interact with three touchpoints throughout the action plan implementation phase <ol style="list-style-type: none"> Monthly catch up with WIW coach: <ul style="list-style-type: none"> Call centre Phone booth Web chat Drop in hub WIW book to document health and work journey: <ul style="list-style-type: none"> Coaches add notes and updates together by coach and individual Specialist support as recommended or referred by your coach: <ul style="list-style-type: none"> GP (Fit Note) DH (company occupational health) FFW (access to occupational health) JCP (help to find the right job) Local authority (benefits and case studies to facilitate conversations and adjustments) Local authority (flexible working) CAB (legal and financial advice) VSA (volunteering opportunities and support) Local authorities (access to social services and housing) 	Continuous service: <ul style="list-style-type: none"> There are two pathways in transitioning out of WIW service Once out of the service it is easy to transition back in the case of relapse or change of circumstance <ol style="list-style-type: none"> In work and managing health condition confidently User can return to work for a period of time Requires recovery period May receive ESA support temporarily Voluntary work to maintain mental wellbeing and regularly update WIW action plan
ON SICK LEAVE Yasmin <ul style="list-style-type: none"> Has been experiencing anxiety and depression for over a year She was then diagnosed with cancer, took long term sick leave for chemo Wants to get better but worries about transitioning back to work Feels like the stress at work has aggravated her physical condition Her line manager makes her feel that root of stress is not workload but her lack of management 	Aims: <ul style="list-style-type: none"> Ensure that all employees are aware of the support available to them, early on, at their most vulnerable point, irrespective of the service touchpoints they choose to use 	Aims: <ul style="list-style-type: none"> Quick, accessible process to register interest in the service through channels and touchpoints that are user centered Offer the service a simple three question triage process to assess the users suitability 	Aims: <ul style="list-style-type: none"> Understand the history of the users journey across health and work Support the user to develop a realistic action plan Provide a tool that can be used for both evidence and progress-tracking 	Aims: <ul style="list-style-type: none"> Help users to understand their own health and work history Help user and system stay focused on getting back to work 	Aims: <ul style="list-style-type: none"> Ensure that users have the support to do so and that ESA is granted to those who need it
OUT OF WORK Robert <ul style="list-style-type: none"> Works in a construction company Has asthma and has developed Crohn's disease, as a result he is occasionally not able to go to work The financial implications of this have added to his anxiety and depression His employer was not understanding and the culture at work was not supportive of flexible working Eventually he was laid off On ESA but looking for the "right" employer and type of job for his condition 	Alan Alan becomes aware of the WIW service through his employer who recommends they set up a WIW action plan together.	Alan Alan registers for the service by calling the WIW call centre and answering some quick questions, and arranges a Skype call for the following week.	Alan He meets his coach and together they create a WIW action plan which he then completes with his employer.	Alan's coach refers him to FFW who give his employer advice on making adjustments at work. He also signposts him to a pain management course he can try.	Alan Alan is in work and managing his condition, with support from his employer for flexible working. Conversations about health with his employer.
	Yasmin Yasmin is referred to the WIW service by her doctor, as he knows she is struggling with negotiating sick leave with her employer.	Yasmin Yasmin visits the link her doctor gave her and completed the quick questionnaire to register. She then receives an email invitation to visit the drop-in hub.	Yasmin Yasmin visits the drop in hub at her local health centre and is assigned a coach. Her coach talks to her to understand her complex health and work history.	Yasmin's coach supports her by linking her with a union, gives her advice on employment law, and helps her to negotiate adjustments with her employer.	Yasmin Yasmin has returned to work on a part time basis. She has been able to increase her hours.
	Robert Robert becomes aware of WIW service through his advisor at JCP.	Robert He signs up for the WIW service while at JCP using the free phone booth. He is given an appointment for the following week.	Robert Robert meets with his WIW coach through the drop in service within JCP. Together with his advisor they create his WIW action plans.	Robert's coach supports her by linking her with training services at CAD to increase his computer literacy and qualify for more jobs. He also links him up with JCP's Access to Work plan to negotiate adjustments with his employer.	Robert Robert has been doing training which his coach referred him to. He has also been for several reviews and received feedback on his condition.
KEY EVIDENCE	<ul style="list-style-type: none"> GPs need to know about non-health related services they can refer patients to Employers need information on how to better support employees with health conditions 	<ul style="list-style-type: none"> GPs feel that advising patients on what they can and can't do at work is out of their remit JCP need an understanding of the jobseeker's work history to offer more personalised advice People in work need out of hours services 	<ul style="list-style-type: none"> People need a seamless system to navigate People need advice from a consistent person they can trust, who has a realistic understanding of their history People need evidence of condition for employer 	<ul style="list-style-type: none"> People need personalised information on services they can access for support People need support to find the right type of job/training for their health condition People need support to negotiate adjustments with their employer People need support to understand their own situation into consideration when helping them get back to work 	<ul style="list-style-type: none"> People need voluntary work as a recovery space before transitioning back to work People need confidence and belief in their own abilities to get back into work

'Service blueprints' and Value maps can help show the relationship between different parts of the system now and in the future. We have adapted these for Government so they map out how a user experiences a policy, as well as the specifically Government functions (legislation, regulation, funding) make this happen.

Service blueprints



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