

IF GOVERNMENT CAN DO IT...

Gareth Rushgrove (@garethr) Government Digital Service

SOFTWARE DEVELOPMENT

gotocon.com

f Government Can co t Technical change in large organisations



Who is this person?)





Gareth Rushgrove Technical Architect Government Digital Service @garethr



@garethr

Gareth Rushgrove

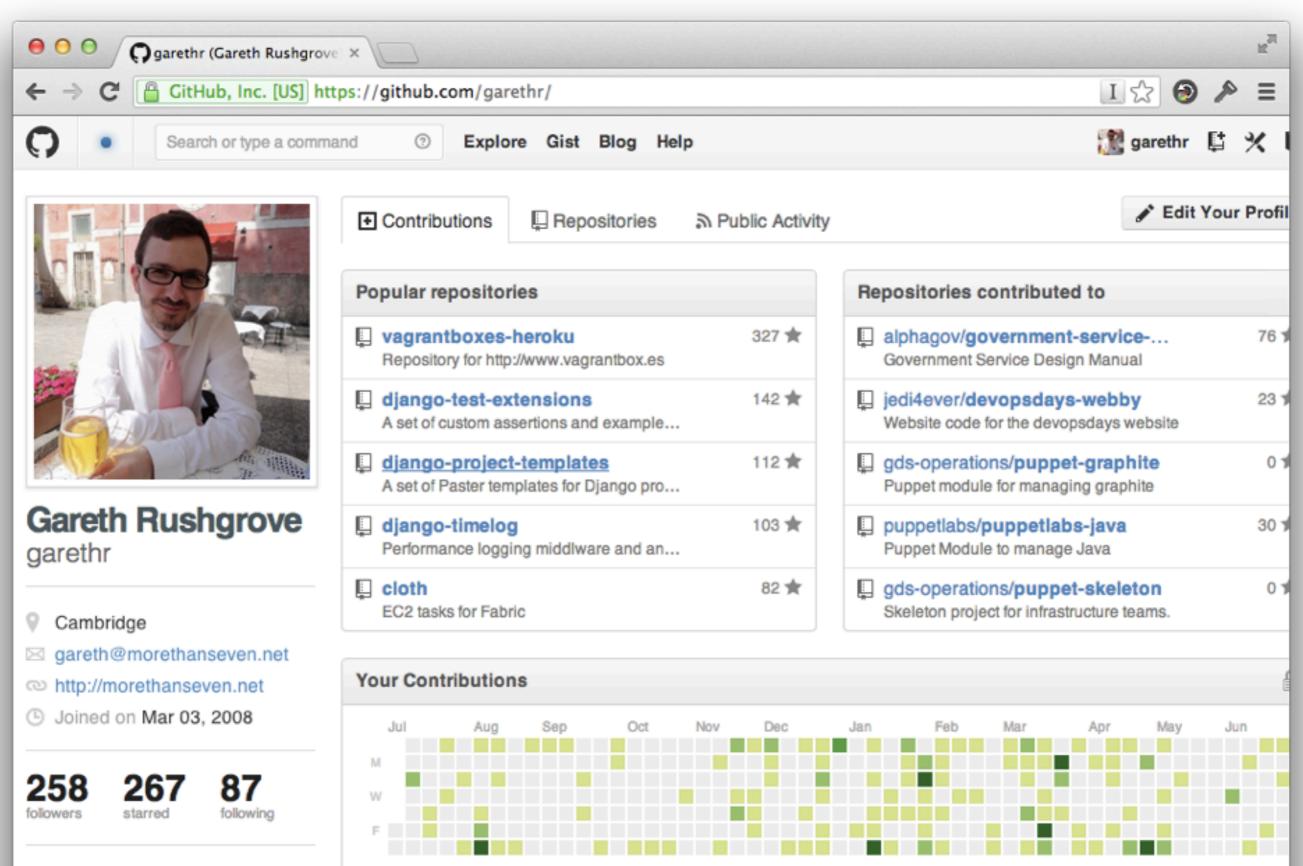
231



CIVIL SERVICE -CLUB-MEMBERSHIP AVAILABLE TO ALL WORKING RETIRED CIVIL SERVANTS SEE INSIDE FOR DETAILS

Gareth Rushgrove

GDS



Summary of Pull Requests, issues opened and commits. Learn more.

9 days

663 Total

Less

0 days

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Organizations

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Gareth Rushgrove

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🖬 tmp	needs the tmp folder to be present to r								
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Gemfile	initial working example								
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Procfile	initial working example	6 days ago							





GDS

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Fort The on CitHub

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Vagrantbox.es

Vagrant is an amazing tool for managing virtual machines via a simple to use command line interface. With a simple vagrant up you can be working in a clean environment based on a standard template.

These standard templates are called base boxes, and this website is simply a list of boxes people have been nice enough to make publicly available.

Suggest a Box

Do you know of another base box? Send a pull request and we'll add it to the list below.

Available Boxes

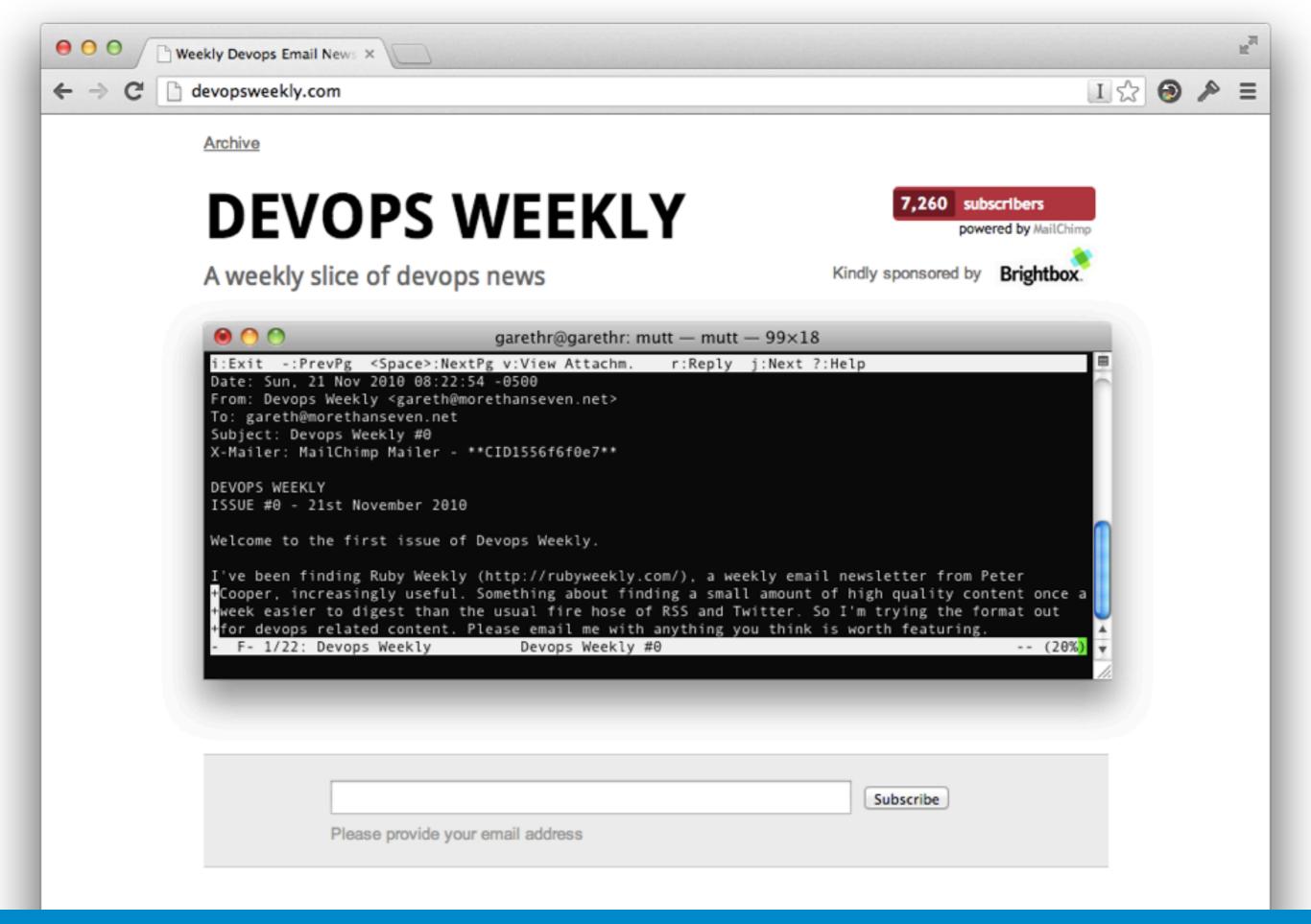
To use the available boxes just replace {title} and {url} with the information in the table below.

```
$ vagrant box add {title} {url}
$ vagrant init {title}
$ vagrant up
```

The list of boxes was last updated on May 18, 2013.

Name	URL	
Aegir-up Aegir (Debian Stable 64-bit)	Copy http://ergonlogic.com/files/boxes/aegir-current.box	

```
GDS
```

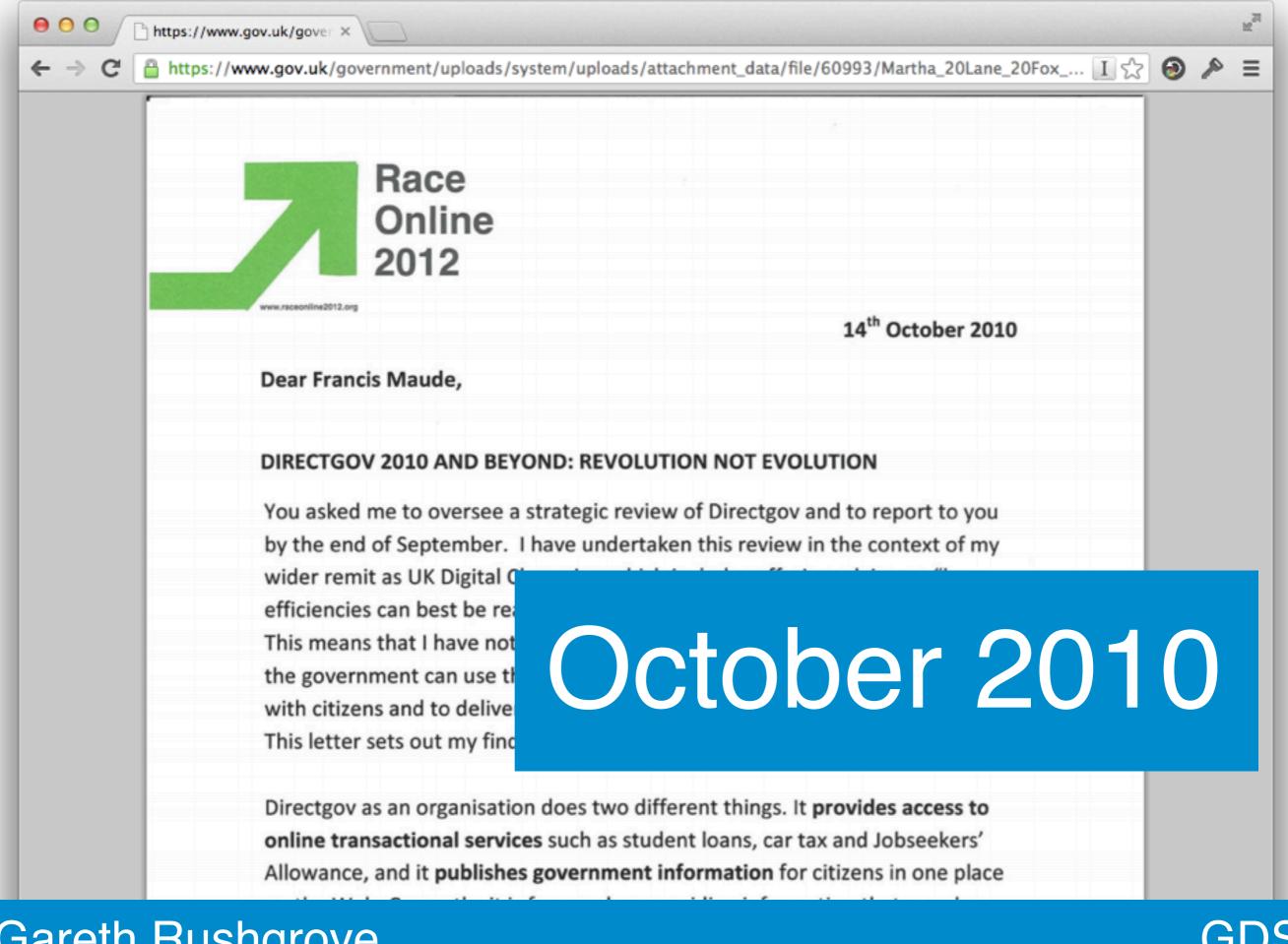


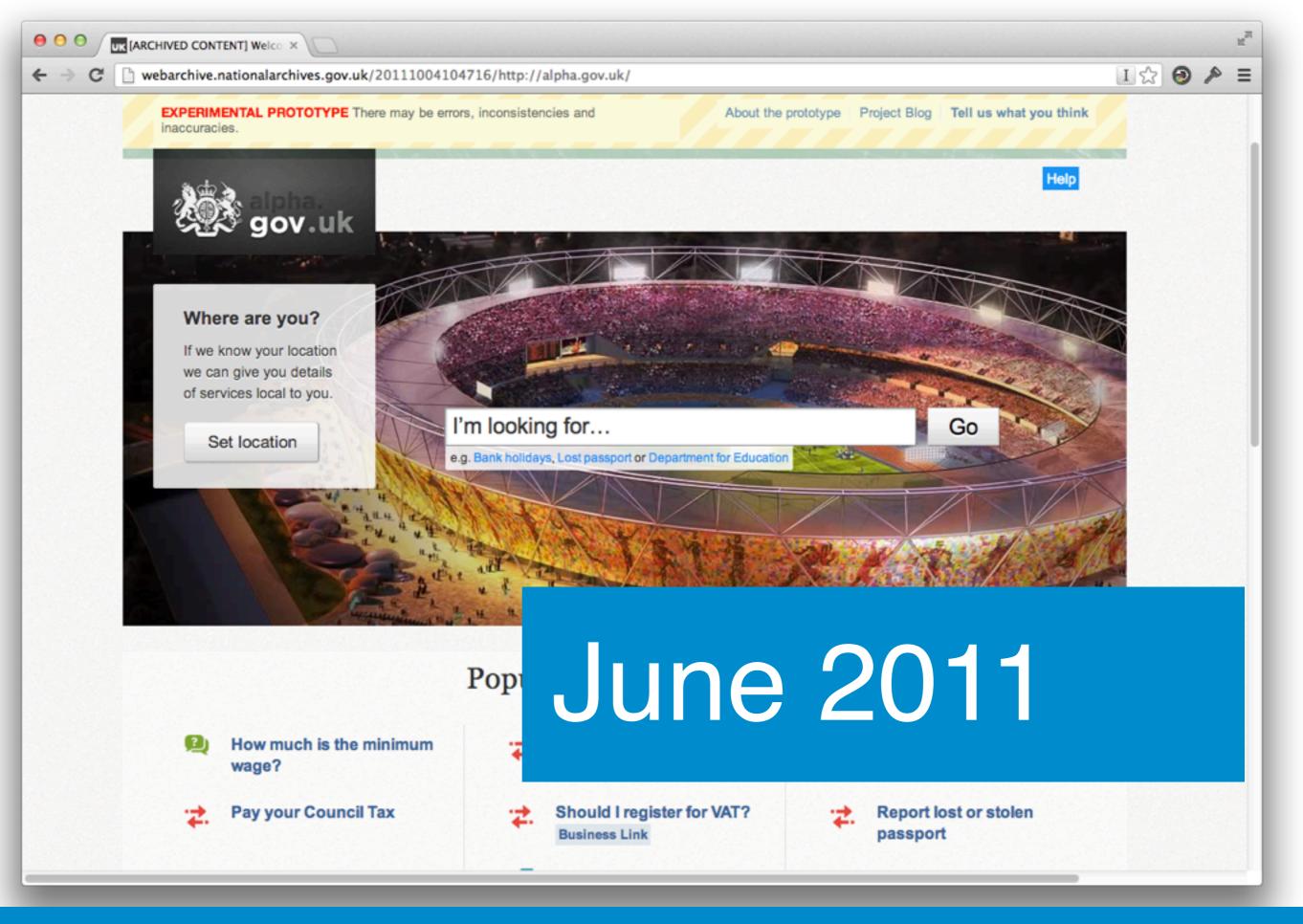
Background (A startup in Government)











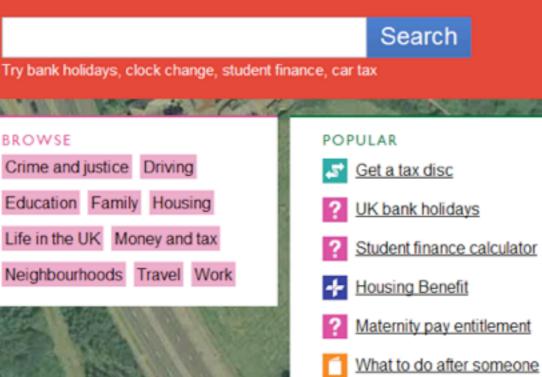
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I joined. Team of about 10 people

August 2011



Welcome to GOV.UK, the best way to get to government services and information



dies

This is an aerial photograph of The Angel of the North.

This is a test website, so may be inaccurate or misleading. The official webs

Help Cookies Search Take the tour

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Built by the Government Digital Service

January 2012



Crown Copyright

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(Government Digital Service)







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https://www.gov.uk C

Welcome to

The best place to find government

BUSINESS

COV.UK

GOV.UK

services and information

Simpler, clearer, faster

This website replaces

Directgov

Driving and transport

Includes car tax, MOT and driving licences

Businesses and self-employed Tools and guidance for businesses

Passports, travel and living abroad

Includes renewing passports and travel advice by country

Working, jobs and pensions Includes holidays and finding a job

Legalp Births. Parent

Crime.

Lastin

Inside Government

Government departments, policies and announcements

Citizenship and living in the UK

Voting, how government works, moving to the UK

Benefits

October 2012

Search

Includes tax credits, eligibility and appeals

Employing people Includes pay, contracts and hiring

Education and learning Includes student loans and admissions

Housing and local services

Owning or renting and council services

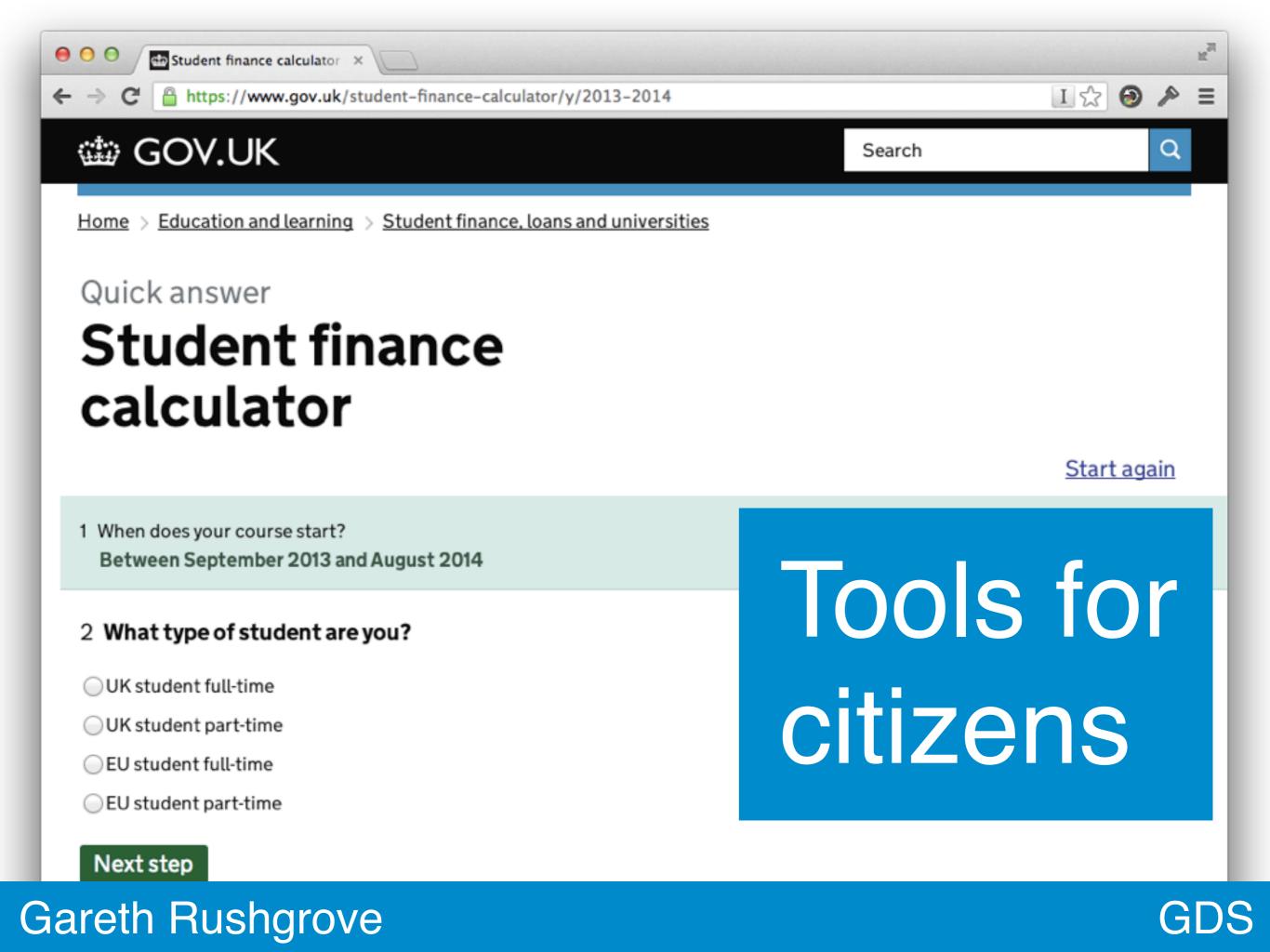
Gareth Rushgrove

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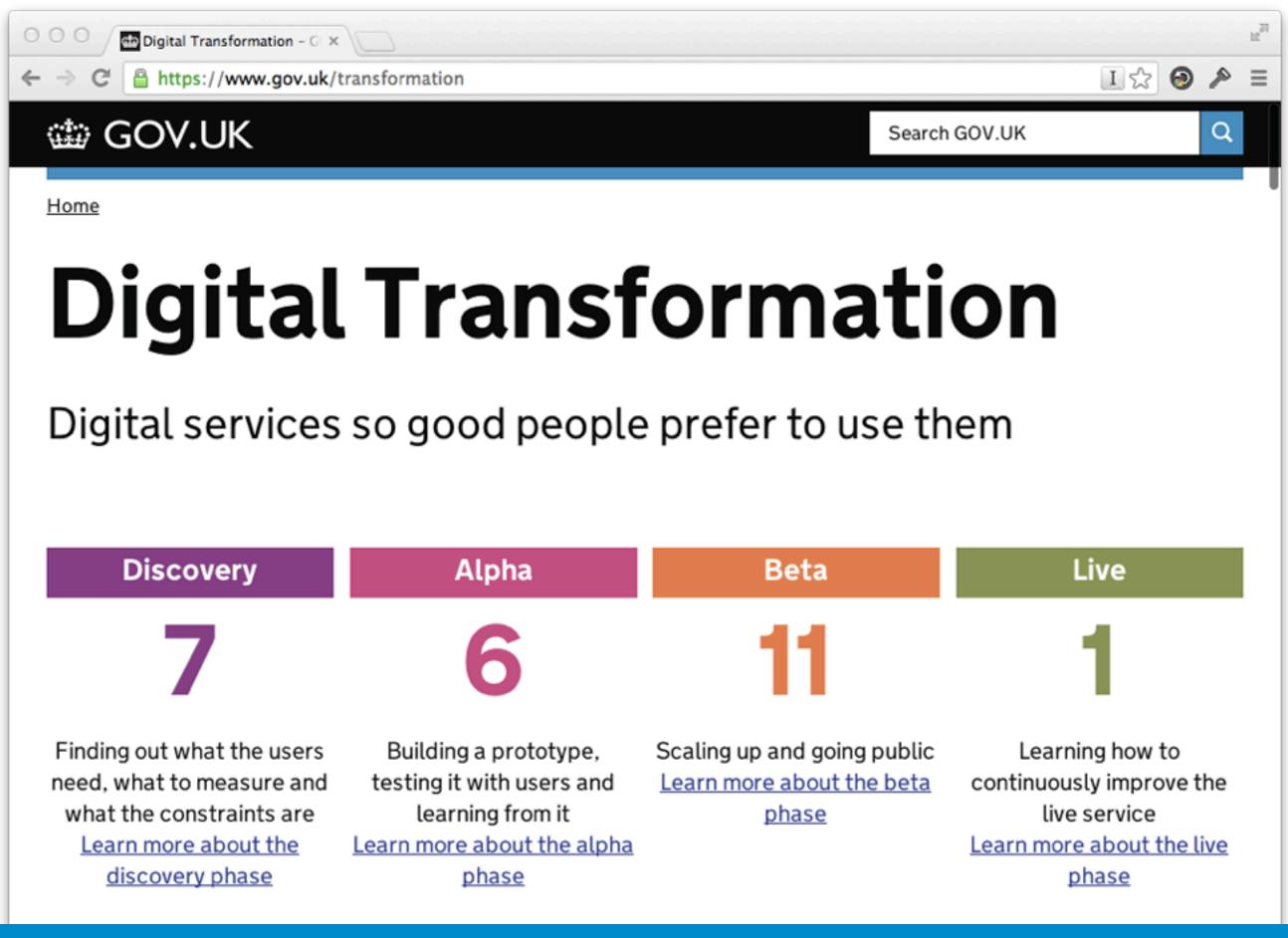




Organisation of about 250 people

October 2013





GDS

What is this talk about again?)





Adopting agile in a large organisation





The importance of rapid releases







Why auditors love infrastructure as code







How being open makes everything better



If government can Mork in an agie manner (Scaling agile)





Government Digital Service Design Principles

Listed below are our design principles and examples of how we've used them so far. These build on, and add to, our original <u>7 digital principles</u>.

- 1 Start with needs*
- 2 Doless
- 3 Design with data
- 4 Do the hard work to make it simple
- 5 Iterate. Then iterate again.
- 6 Build for inclusion
- 7 Understand context
- 8 Build digital services, not websites
- 9 Be consistent, not uniform
- 10 Make things open: it makes things better



Start with the needs*

*user needs, not government needs



Do the hard work to make it simple

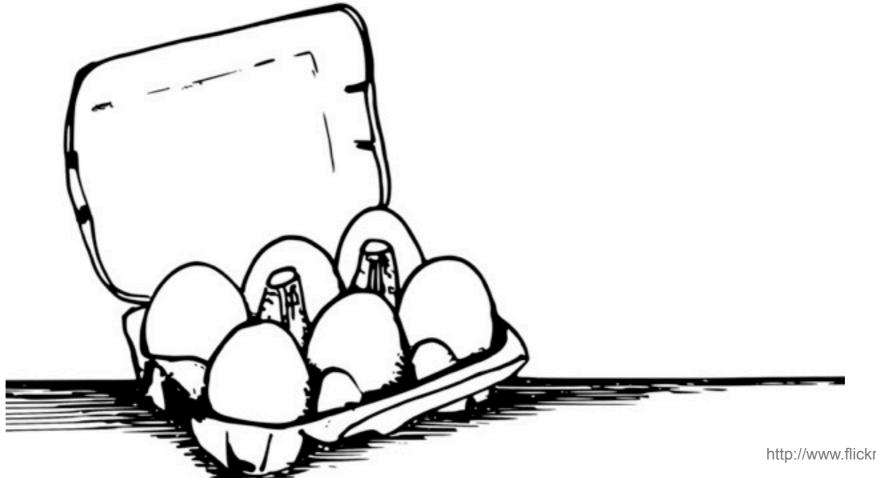


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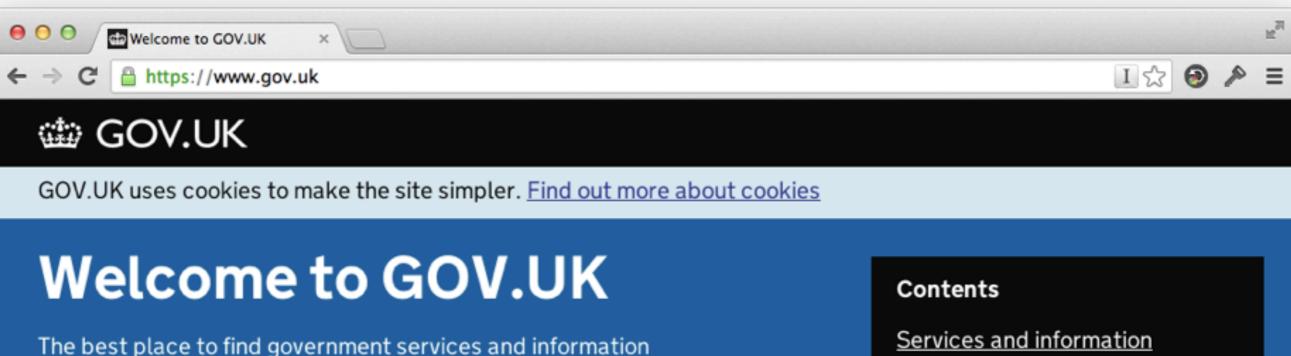
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http://www.flickr.com/photos/psd/9109319242





Simpler, clearer, faster

Search GOV.UK

Services and information

Driving and transport Includes car tax, MOT and driving licences

Employing people Includes pay, contracts and hiring

Working, jobs and pensions Includes holidays and finding a job

Money and tax

Gareth Rushgrove

Benefits Includes tax cr

Passports, t Includes renew advice by coun

Housing and

Owning or renting and council services

Legal processes, courts and the police

Departments and policy

More on GOV.UK

q

project

Births deaths marriages and care

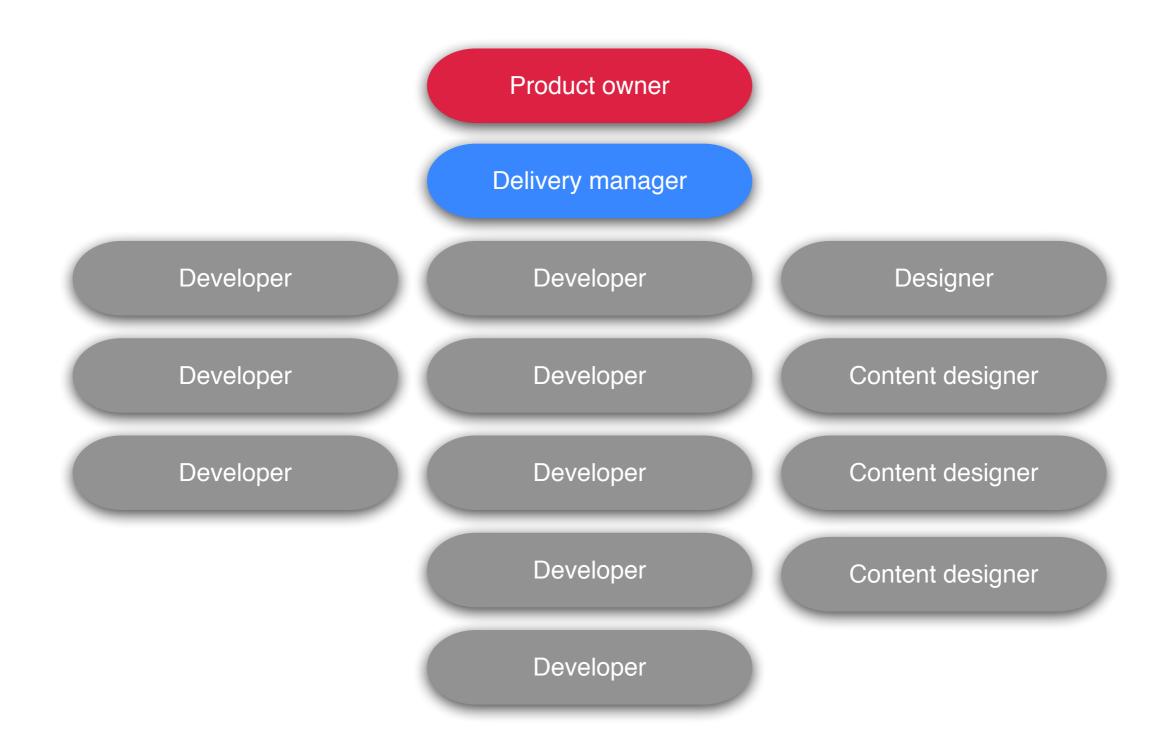
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An example

GDS

From one team of about 14



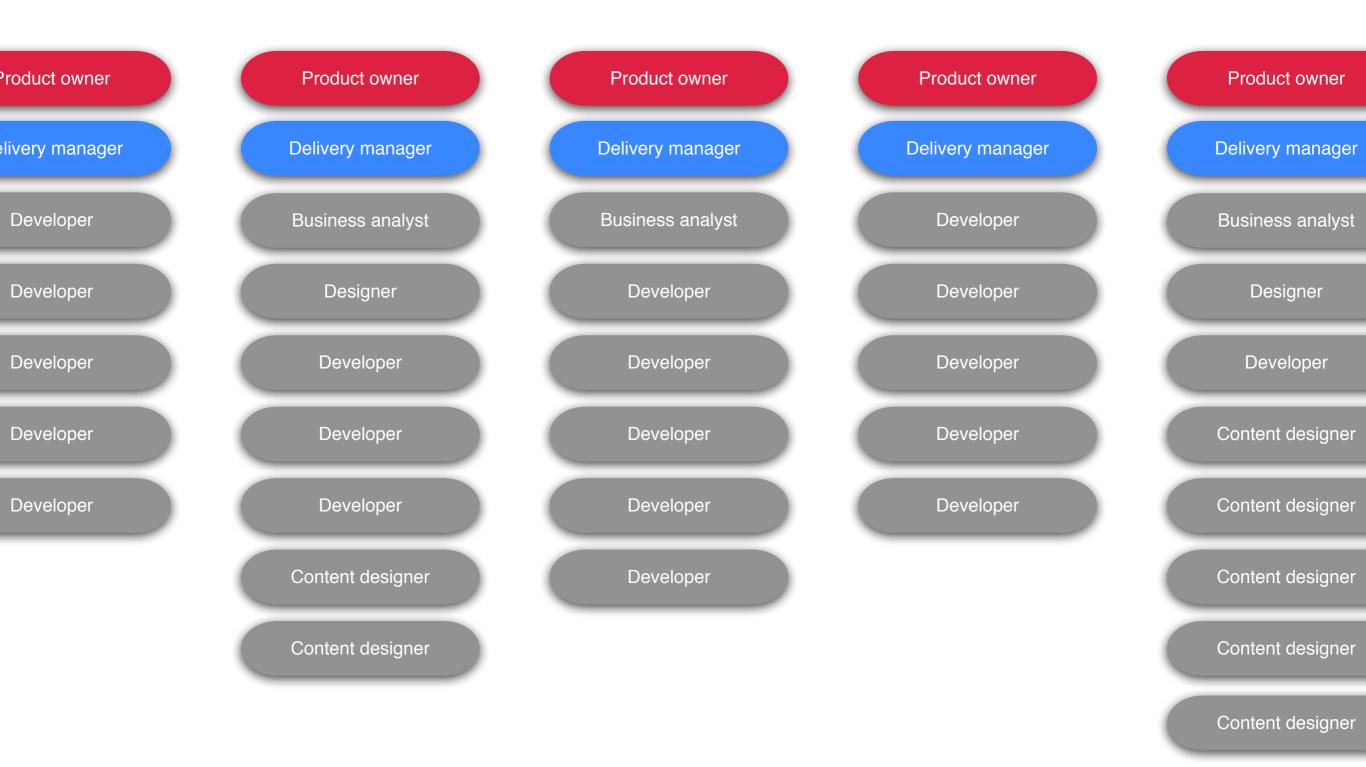






To 140 people in 14 teams







All in about a year



Web operations team just another product team







With web operations people in other teams when required



		Web operations
	Web operations	



And with developers also working on operations tasks



Someone in charge



	Programme owner	

Content designer

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Information assurance, legal, procurement, programme support





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Governance





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To an organisation of 250 people, multiple programmes and a portfolio management team

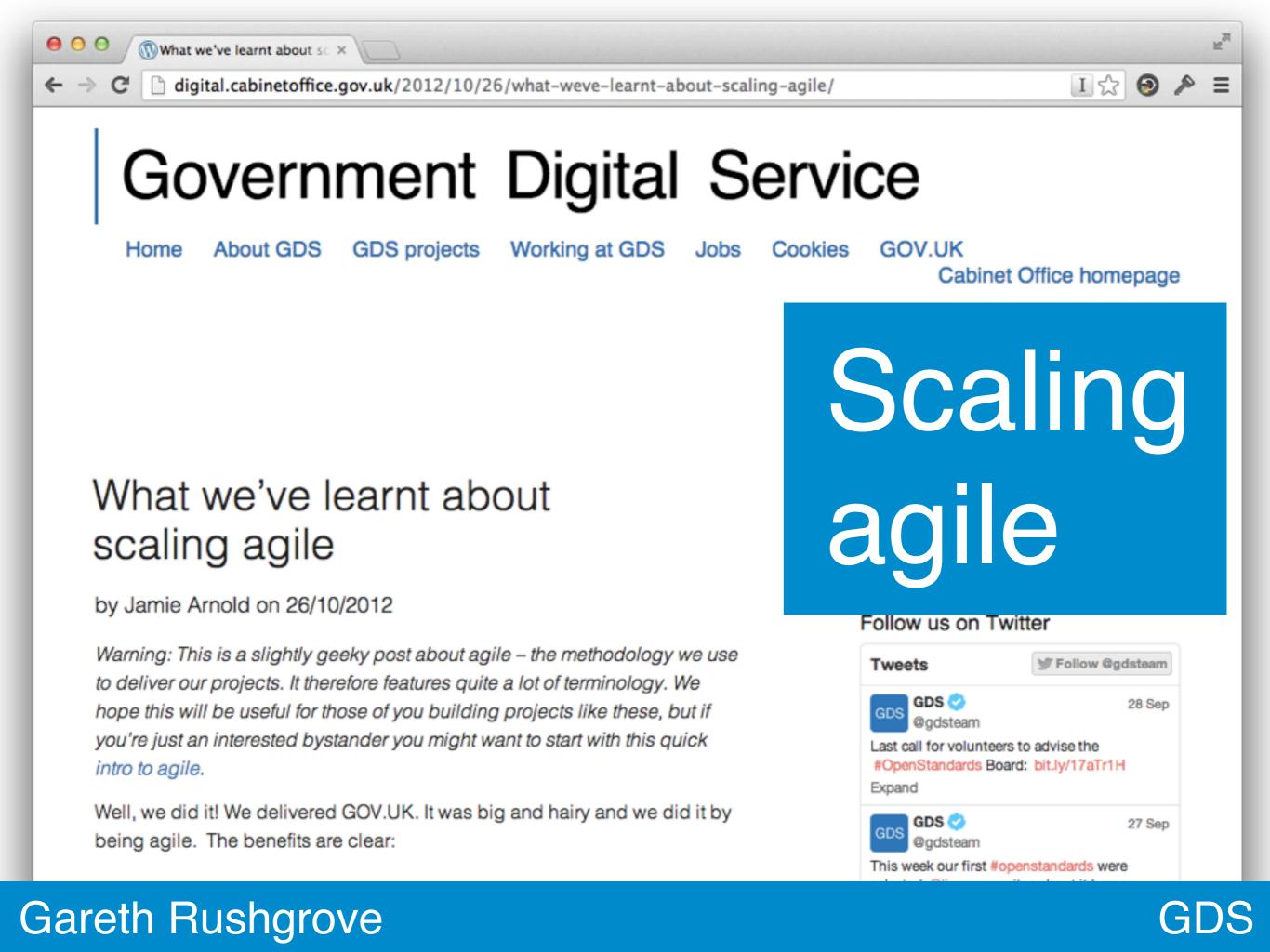




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Now working out how to scale that across multiple organisations





Things that worked



Avoiding dependencies



Understand interfaces



People AND software



Multi-disciplinary teams



Many small services



Ability to throw things away



Trust



If government can

Release quickly (Change control is fun)

(al

Iterate. Then iterate again.

http://www.flickr.com/photos/psd/9099796942









So much good engineering, thought and responsiveness behind GDS being able to release 88 updates in 8 days.



Gareth Rushgrove



6:10 PM - 24 Oct 12 · Embed this Tweet



Average about 6 releases a day over first 6 months



We changed less software on the day of launch than probably any day before or since



One click deploy



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GDS

Zero click deploy for early parts of pipeline



One click deploy with suitable processes and access controls

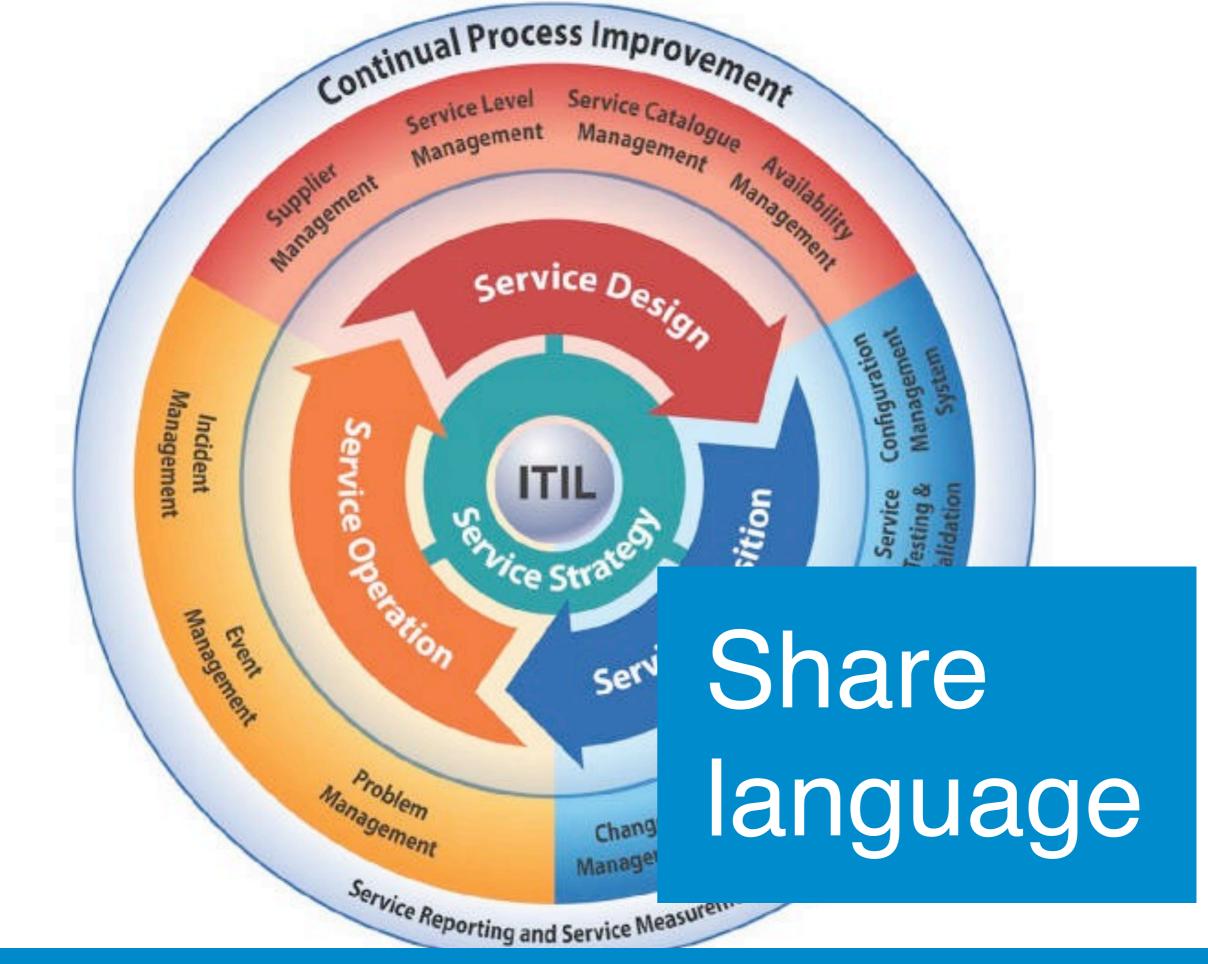
GDS

Talk about operations



- 1. Transition planning and support
- 2. Change management
- 3. Asset and configuration management
- 4. Release and deployment management
- 5. Service validation and testing
- 6. Change evaluation
- 7. Knowledge management





Talk about risk







digital.cabinetoffice.gov.uk/2012/11/02/regular-releases-reduce-risk/

Government Digital Service

Home About GDS GDS projects

Regular Releases Rec

by Gareth Rushgrove on 02/11/2012

GOV.UK came out of beta just over two weeks ago. In that time we've released over 100 updates. I want to talk a little about how we do that, but mainly to focus on why this approach makes for more stability and less risk for the service.

Before we begin I just want to say thank you to one of our Cabinet Office colleagues whose tweet last week spurred me to write this blog post.



Richard Stirling @Rchards Sellow

Regular

releases

reduce risk

Gareth Rushgrove

's "This week at GDS" video: bit.ly/15kfBxp 1 day ago

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What users in the civil service tell us they want from tech governance digital.cabinetoffice.gov.uk/2013 /07/04/exp... Blog post by

Because everyone understands practice



If government can Treat everything as code (The importance of process)



Configuration management



EAnsibleWorks SALT**STACK puppet** cfEngine[®] Chef

GDS

```
package { 'apache2':
    ensure => latest,
}
```

```
service { 'apache2':
    ensure => running.
    provider => upsta
    require => Packa
}
```



class govuk::apps::calendars(\$port = 3011) { govuk::app { 'calendars': = 'rack', app type \Rightarrow \$port, port health check path => '/bank-holidavs'. Higher level abstractions



Infrastructure not just configuration





"role": "platform": "class": "zone": "vm_name": "ip":

"client",
"production",
"backend",
"backend",
"backend-1",
"xx.x

Virtual machines



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nat do snat	<pre>:interface => "Client Data" :original => { :ip => "10.0 :translated => { :ip => "xx :desc => "Outbound internet</pre>	.0.0/xx" }, .xx.xx.xx" },
dnat	<pre>:interface => "Client Data" :original => { :ip => "xx.x :translated => { :ip => "10</pre>	, x.xx.xx", :port => 22 },
dnat	<pre>:desc => "jumpbox-1 SSH" :interface => "Client Data' :original => { :ip => "xx.></pre>	Virtual
	<pre>:translated => { :ip => "1(:desc => "jenkins, logging</pre>	networks

```
require 'rubygems'
require 'firewall'

firewall do
    # internal rules
    rule "ssh access to jumpbox1" do
        source :ip => "Any"
        destination :ip => "xx.xx.xx", :port => 22
    end
```

rule "http to backend applications source :ip => "Any" destination :ip => "xx.xx.xx end

rule "https to backend application

Virtual firewalls



@normal Generation Content of the set o

Smoke tests and monitoring



@high Scenario: check quick answers load When I visit "/vat-rates" Then I should see "VAT rates"

Change who responds to issue

Reuse audited processes



Code review, pairing, source control, release pipeline, access controls



Avoiding spreadsheets as a source of truth



Developers want visibility of deploys





Organisations want auditability of deploys







← → C 🔒

GOV.UK Release

Applications

Signed in as Gareth Rushgrove Services -

Frontend (frontend)

https://github.com/alphagov/frontend



Commit Log

Deployed to	Tags	Commit	
	release_1287	Cleanup spelling suggestion tests	4623a50ecc885a421d9813d10fee3ac87575f46b
	release_1286 release_1285	Merge pull request #386 from alphagov/correctly_disable	e_cache_in_dev 7a9cd2c5561581f18a7934984b6bfc6fadd4cb49
		Correctly disable the cache in development	c36e7bf9f9736bd3055b9a15209d4a714fc31cd8
	release_1284	Merge pull requ	
	release_1283	Merge pull requ	nowing
		changed destina	
		remove workpla	
		Vpdate homepa	/S
staging at 2:12pm - 4 Jul production at 2:36pm - 4 Jul	release_1282 release_1281	Merge remote b	

Gareth Rushgrove

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Puppeteoard

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PUPPETBOARD OVERVIEW

FACTS REPORTS QUERY

Details

Hostname	puppetdb.nedap.local
Catalog compiled at	Tuesday, August 6 2013 3:00 PM
Facts retrieved at	Tuesday, August 6 2013 3:00 PM
Report uploaded at	Tuesday, August 6 2013 3:00 PM

Facts

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NODES

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local

Reports

Only showing the last ten reports.

Start time	Run time	Full report
Tuesday, August 6 2013 3:00 PM	0:00:01	d7334a



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Live from PuppetDB.

Gareth Rushgrove

If government can Work in the open (The benefits of openness)



Make things open, it makes them better

http://www.flickr.com/photos/psd/9122642253





the Deputy PM's office, all 24 of the UK's central government departments and its embassies around the world are now sharing a single, joined-up presence...

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Jul 5

This week at GDS



Gareth Rushgrove

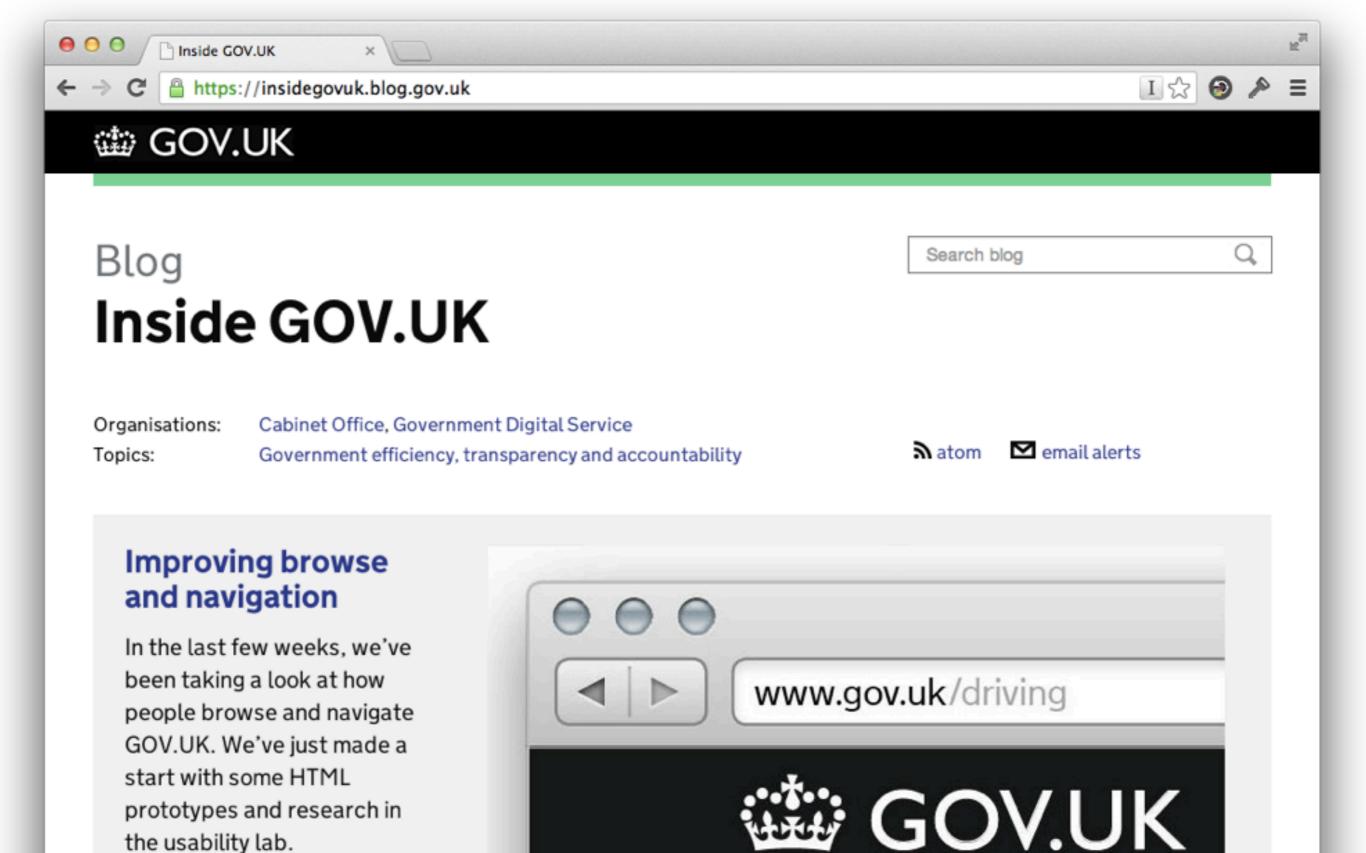
@GDSTeam on Twitter

It's Friday afternoon, which means it's time for @MTBracken 's "This week at GDS" video: bit.ly/15kfBxp 1 day ago

What users in the civil service tell us they want from tech governance digital.cabinetoffice.gov.uk/2013 /07/04/exp... Blog post by @ad_greenway 1 day ago

On our blog read how claimant

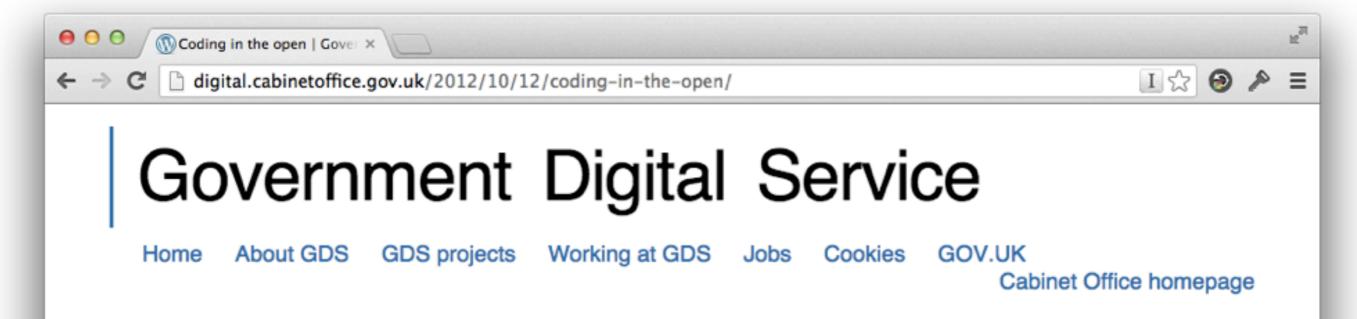
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the usability lab.

prototypes and research in

Read more



Coding in the open

by James Stewart on 12/10/2012

We talk a lot about Open Source at GDS. GOV.UK is built on open s software and, to a degree, built as open source software. It's a topic passionately about because it helps us maintain our focus on user helping us to quickly test and iterate software and systems.

The software world has a rich and growing range of tools to build y software on. From operating systems such as GNU/Linux, web serv as Apache or nginx, databases like MySQL, Postgres or MongoDB are there so we don't have to do it all ourselves.

The challenge is often in knowing which of those tools are right for the job you're focussed on.

Gareth Rushgrove

Search the GDS blog

Coding in the open

@gdsteam

This week our first #openstandards were selected, @liammax writes about it here :

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🕻 🎾 branch: master 👻	whitehall /	I Pull Requests 1
	m alphagov/remove-validation-tokenizer	•
tekin authored a day ago	Remove tokenizer used when validating	
Config		
i db	Correct Belarusian language name Fix Somalian embassy slug correctly	
docs	Rename /doc/ to /docs/ and ignore yarde	
features		
iii lib	Add screenshot helper for cucumber @j Merge pull request #627 from alphagov/-	
in log	Quite literally the initial commit.	
public	Restore default error page templates 4 months a	Subversion, and other methods.
script	Revert "Revert "Merge pull request #571 from alphagov/rails-upgrade"" 16 days a	Clone in Desktop



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shared	Things managed by librarian-puppet		
vendor	Bump puppet-ruby for performance re		Subversion, and other methods.
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Gemfile	Test against mutliple Ruby/F	utilities	
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README.md	Pretty up version support se		Subversion, and other methods.
Rakefile	Set default rake task to 'spec'	a month ago	Clone in Desktop

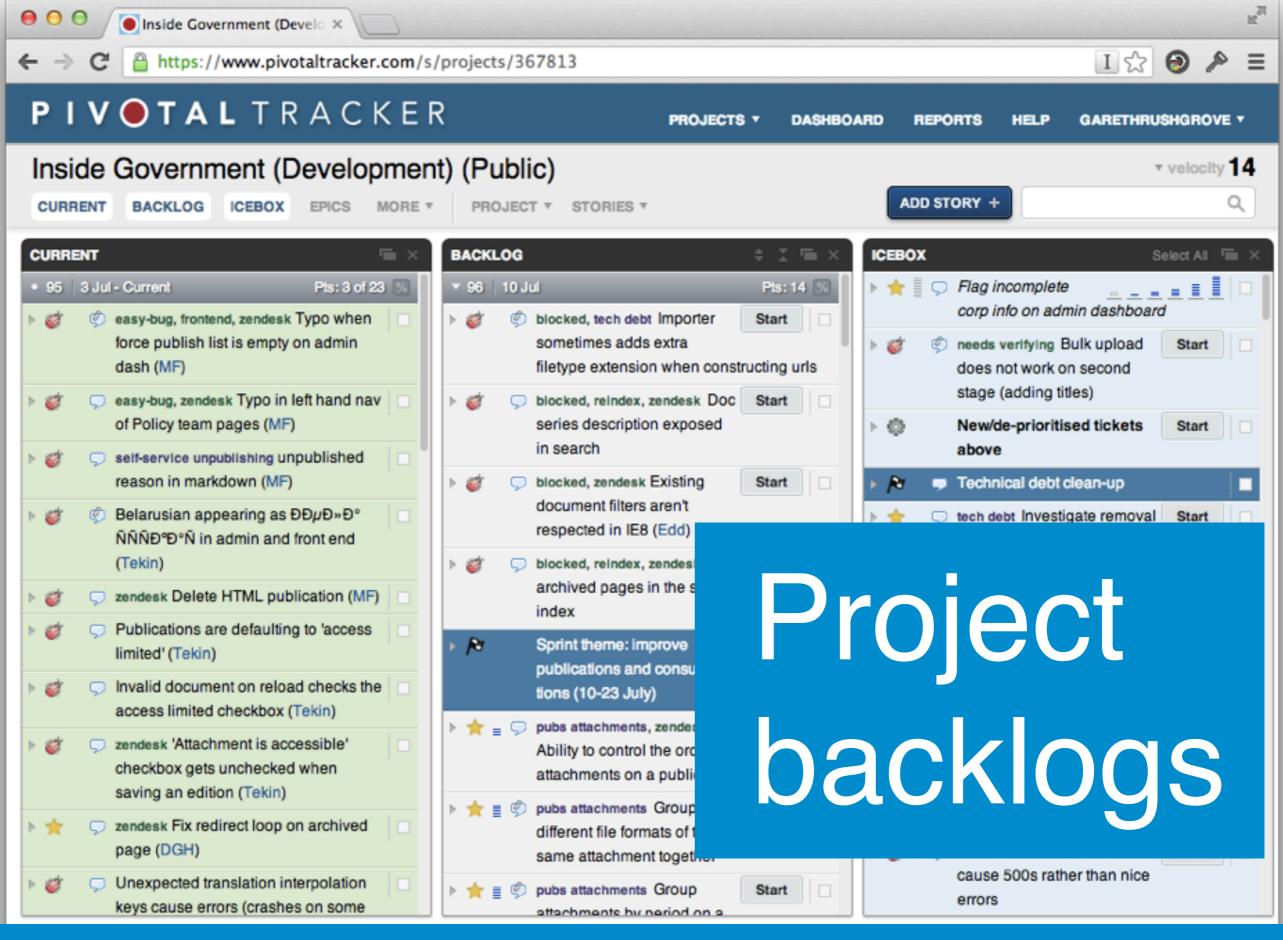


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Government Service Design Manual https://www	.gov.uk/service-manual — E	dit	
③ 2,583 commits ② 41 branche	s S 58 releases	74 contributors	<> Code
			() Issues 12
P branch: master - government-serv	ice-design-manual / 관		1 Pull Requests 7
Merge pull request #216 from alphagov/architecture			EE Wiki
jabley authored a day ago		latest commit 120738b049 🔂	
includes Re-add toolkit as subm	nodule	O monthe end	Pulse
Add the main tag to al	pages		
Les the first paragraph	as search summary	Publis	had I
service-manual dashes			
.gitignore Removed .psd files from	m print-forms and modified .g		
.gitmodules Re-add toolkit as subm	nodule	oontoi	\mathbf{A}
CONTRIBUTING.md Remove full stop from	end of bullet point	conter	
Gemfile Revert to original version			
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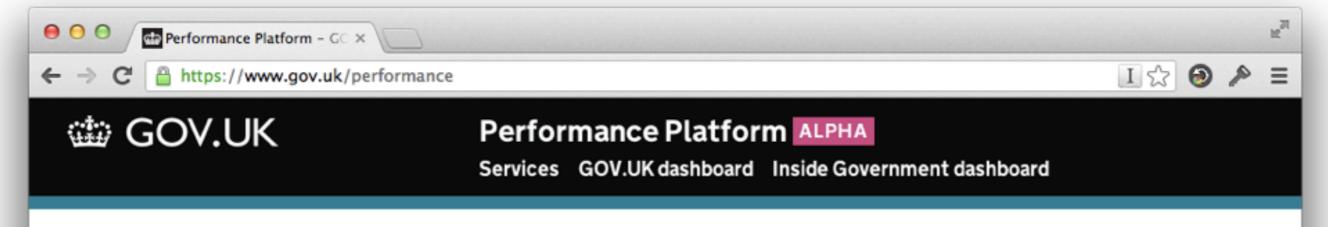


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Travis Home Blog	Status Help Travis CI for Private Repositories 👬 Gareth Rushgrove
Search all repositories ,O	alphagov/frontend Image: Comparison of the standard stan
My Repositories Recent	
 alphagov/design-prin 274 9 min 29 sec, about 22 hours ago 	Current Build History Pull Requests Branch Summary Build • 455 Commit a517c9a (master)
alphagov/backdrop 464 ⊙ 10 min 58 sec, about 23 hours	State Passed Compare cb843af60d00a517c9a4cec4 Finished 2 days ago Author Alex Tomlins Duration 4 min 8 sec Committer Alex Tomlins
 alphagov/limelight 1148 3 min 22 sec, about 23 hours ago 	Message Bump slimmer to fix text issues. Also add govuk_template js
 alphagov/pp-puppet 6 min 26 sec, a day ago 	Reviewed by @mnowster 1 Using worker: worker-linux-2-
 o alphagov/support O 7 min 43 sec, a day ago 	3 \$ export GOVUK_APP_DOMAIN=tes 4 \$ export RUBYOPT="-rpsych"
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● alphagov/frontend 455 ⊙ 4 min 8 sec, 2 days ago	16 Searching for binary rubies, 17 Installing requirements for ubuntu, might require sudo password. 18 ruby-1.9.3-p392 - #configure 19 ruby-1.9.3-p392 - #download

GDS







Welcome to the Performance Platform

Government handles over one and a half billion transactions every year, allowing the exchange of information, money, permission, goods and services. We're using data to improve them.

Performance data

The Inside Government dashboard measures usage of the <u>Inside Government</u> section of <u>GOV.UK</u> which helps users to find out how government works, what the government is doing, and how you can get involved.



← → C 💾 https://www.gov.uk/performance/dashboard

GOV.UK had 6.34 million visitors last week, an increase of 4% from the week before

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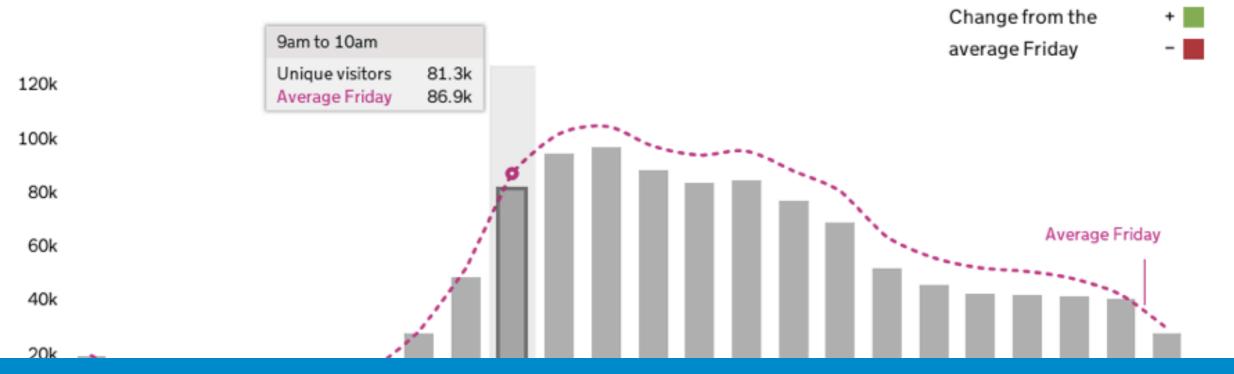
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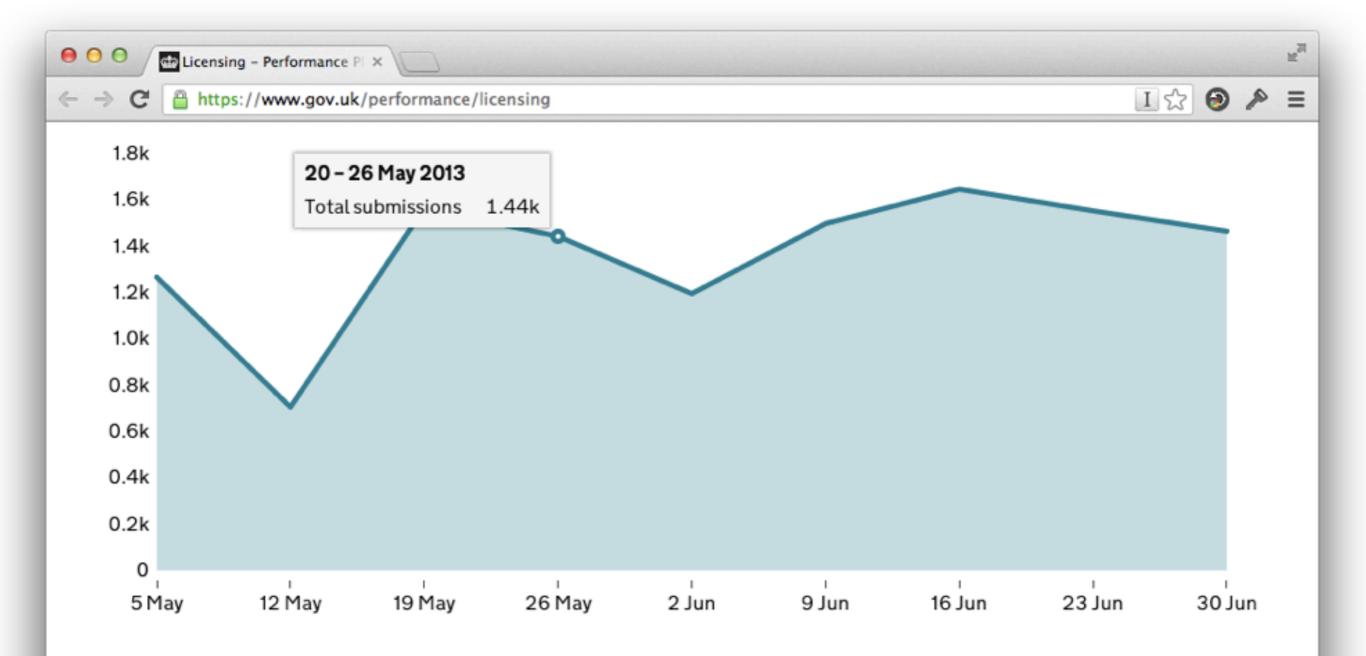
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Web traffic

GOV.UK's traffic yesterday

Hourly unique visitors on Friday 5 July compared with the average of the last six Fridays





Completion rate

Completion rate for all submissions for last week



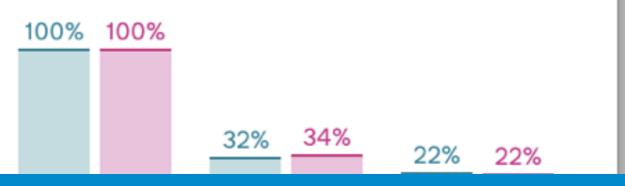
Average completion rate

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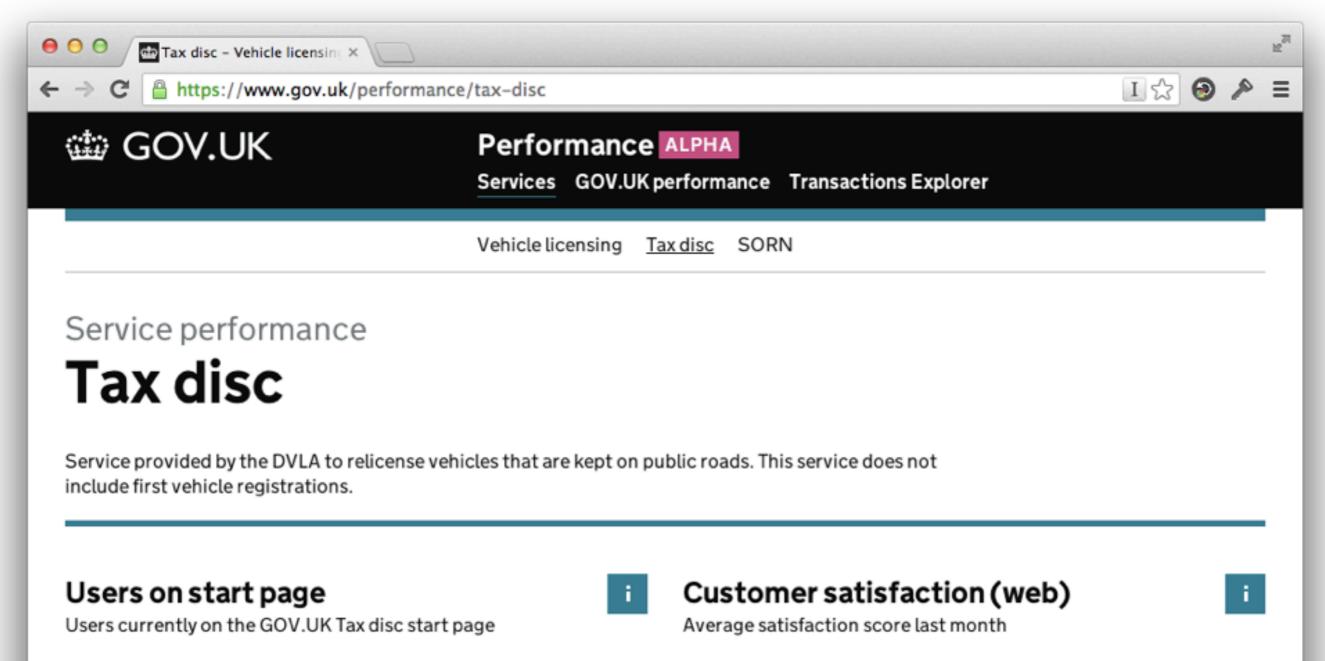
Submission drop-offs

Percentages of unique visitors at common stages of licensing submissions two weeks ago compared with last week



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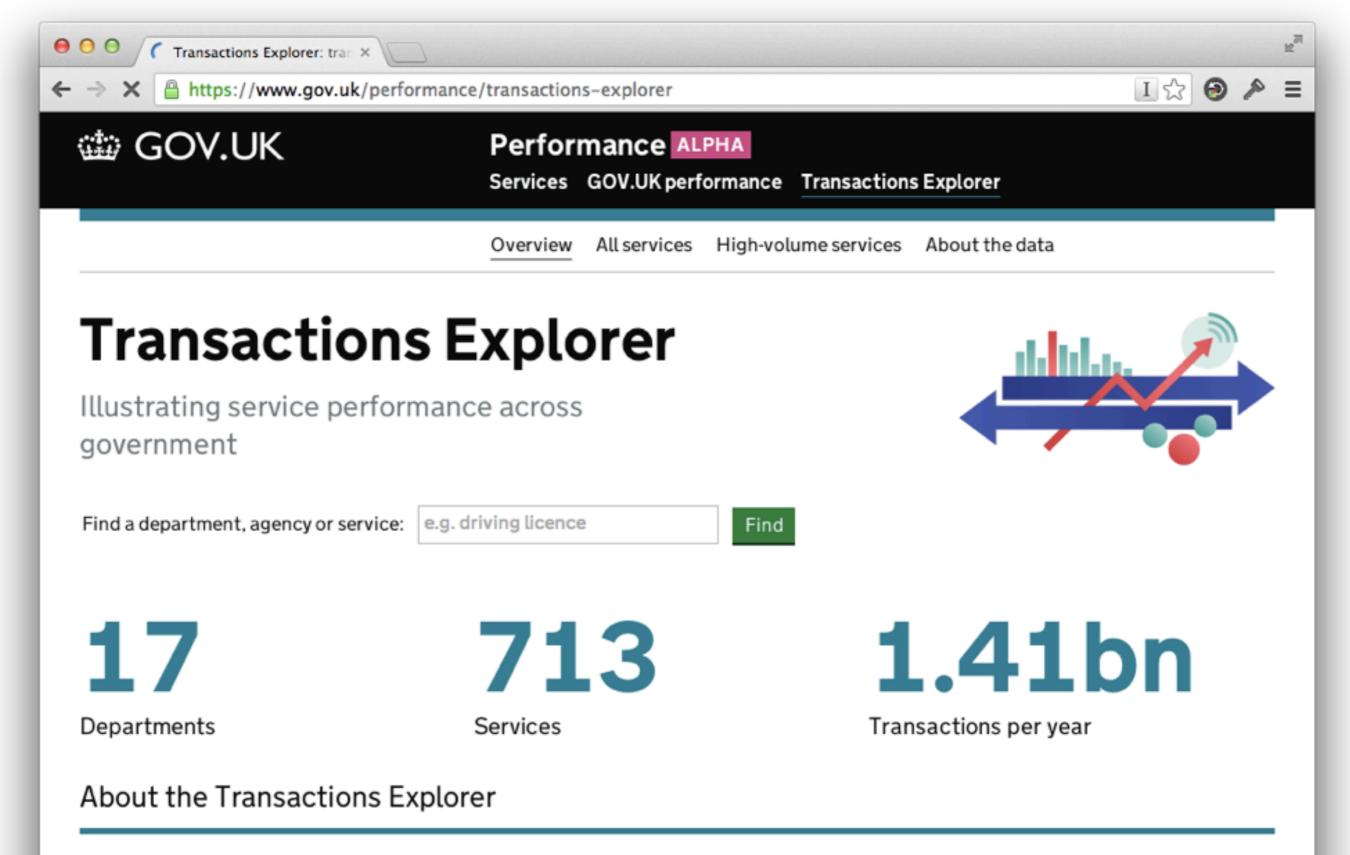


Applications by channel

Tax disc applications per month broken down by channel

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Last 12 months Total н



This is an alpha release of data about the government's transactional services.

The data reveals the breadth of services that departments, agencies and other public bodies provide, and shows the Connecting...

Openness inside your organisation



ersal

GDS

Lots of information on day care at h dashboards Widows retir Current active users: 602

What did we get from being open?





Good will



Validation



Contributions



Hiring



In Summary (Just remember this)



Devops is about the organisation



The processes in an organisation are based on what is possible



What is possible is changing all the time





Find out more (Lots of reading for everyone)





From April 2014, digital services from the government must meet the new Digital by Default Service Standard. Read the standard »



Digital by Default Service Standard

Government Service Design Manual

Build services so good that people prefer to use them

Think differently about digital delivery

Discover what it means to be part of an agile, userfocused and multidisciplinary team, delivering digital services in government.

Start building digital by default services

Making a service

Learn about the different phases of service design and get guidance for the phase you're in now.



Discovery



Devops

Bringing development and operations together

Contents

Culture

Automation

Measurement

Sharing

Why we do this

Good habits

Warning signs

Many large organisa development, quali many cases the ove incentives of the dif mountain of interco units may be geogra organisations or uno structures.

Devops is a cultura

out of these frustrations. It is not a methodology or framework, rather some high minded principles and a willingness to break down

Even contains a definition of devops

Gareth Rushgrove

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Questions? (and thanks for listening)





Gareth Rushgrove Technical Architect Government Digital Service @garethr

