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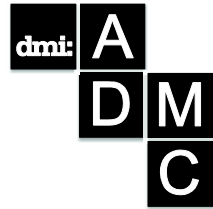
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Co-design for Not-for-profit Organization

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Co-design has potential to help community-based organizations deliver better services to their beneficiaries, since it encourages users to get involved in designing services that will be delivered to them. Good use of co-design could bring several benefits, e.g. ensuring that services match users' needs.

However, the extent of co-design knowledge among community-based organizations is currently unknown. Hence, this study aimed at investigating their current state of co-design knowledge in order to develop guidance to help them effectively co-design services with their beneficiaries.

This project employed a mix-method approach including a survey, interviews, case studies, and a creative workshop. This paper will discuss results of case studies conducted with five organizations, which involved observations and interviews with key staff and users.

The results revealed that the level of understanding of co-design among community-based organizations varied greatly. While most organizations have the right mindset for adopting co-design, since they are keen to listen to users' ideas, only the minority actually involves users in designing services. The lack of awareness may be the main reason of the slow adoption of co-design. Thus, it is important to help them understand the value of co-design and how it can be used to suit their needs.

Keywords: *Co-design, Service Development, Community-based organizations*

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Introduction

This paper discusses the results of the research project titled “*securing the value of co-design for community-based organizations*” funded by the Arts and Humanities Research Council under the Connected Community scheme. This project is a collaboration of Brunel University, Sheffield Hallam University and the National Council for Voluntary Organisations (NCVO). In this case, community-based organizations are defined as small locally-based not-for-profit organizations providing support to disadvantage people in their areas, such as local charities and volunteering groups.

Increasingly, the UK government is keen to get charities and voluntary organizations more involved in delivering public services, e.g. community healthcare and social care, since they excel at connecting with certain hard-to-reach groups, which are often defined as people who do not engage with the community (HM Treasury, 2002). However, the study carried out by Charity Commission (2007) revealed that small charities and voluntary organizations hardly engaged in public service delivery due to several barriers that are caused by their size, such as a limited staff and resources. Apparently, there is a need to help community-based organizations that are interested in delivering public services to overcome existing barriers and deliver high-quality services to disadvantage people that they are committed to support.

Although most community-based organizations operate within poor/disadvantaged communities, they are not always organizations of the poor and disadvantaged. Leaders and members of community-based organizations recognize problems and needs in communities, but do not necessarily have first-hand experience. Hence, effective collaborations between community-based organizations and their beneficiaries could lead to better services and more effective means of delivery, e.g. reducing unnecessary costs and maximizing value. Moreover, Charity Commission (2010) suggested that small not-for-profit organizations need to make a better use of collaborations, since they heavily rely on small numbers of committed staff and/or volunteers and thus are vulnerable if they leave.

Background Research

In this case, **co-design** was considered as a suitable approach to address key challenges that community-based organizations currently face. *Co-design*, which is short for collaborative or cooperative design, is a distinctive approach to design that promotes collective creativity of designers and

people who are not trained in design (such as frontline staff and service users) throughout the whole design process (Sanders and Stappers, 2008). Co-design reflects a shift from user-centered design (user-as-subject) to participatory design (user-as-partner), which matches the ‘*bottom-up*’ and ‘*pro-people*’ ethos of the community-based organizations.

Boyle and Harris (2009) noted that good use of the co-creation approach brings several benefits. Firstly, turning beneficiaries (service users) into taskforce could help small charities and volunteering groups overcome problems caused by the lack of staff. Secondly, collaborating with users could ensure that services match their requirements and lead to better outcomes. Thirdly, active user engagement encourages self-help and positive behavior changes, which in turn could prevent potential problems in the future. Being involved in a creative process could help people gain confidence to solve problems themselves rather than asking for help from others (Bontoft, 2006). Besides, the participatory approach could enhance stakeholder engagement, which leads to higher productivity, higher creativity, and lower costs and risks (Ramaswamy and Gouillart, 2010).

Charity Commission (2010) reported that most not-for-profit organizations are interested in collaboration for idea/information sharing, which fits well with co-design principles. It is important to stress that co-design goes beyond conventional consultations and qualitative user research. To achieve full benefits of co-creation, users must be actively involved in designing and delivering services (Buur and Larsen, 2010).

As a result, the project aimed to 1) find out values/contributions that the co-design approach could bring to the service development process in the context of community-based organizations, and 2) answer the key question: *how best should community-based organizations use co-design with their beneficiaries to design better services and more effective means of delivery?*

Research Methodology

This project employed a mix-method approach which included an online survey, semi-structured interviews, case studies, and a creative workshop. This paper will discuss results of case studies conducted with five community-based organizations. The main purposes of the case studies were to develop in-depth understanding of community-based organizations’ state of knowledge of co-design and their current practices in order to understand values that co-design brought to their service development

process. These insights will help the researchers develop guidance to help community-based organizations effectively co-design with their users.

To ensure representative and balanced results, the purposive sampling strategy was employed. Two organizations (MERU and the Blackwood Foundation) were selected due to their design-led approaches. They were considered to be at the forefront in terms of co-design knowledge and design practices. The rest (DASH, Age UK Hillingdon and Destiny Support) were chosen, as they were considered to be the representatives of the majority of community-based organizations. Most community-based organizations in the UK have a very small number of full-time staff, heavily rely on volunteers to provide services and rarely work with designers. The detailed profiles of all participating organizations are shown below:

- **MERU** is a regional charity supporting people living in Southeast England (see: <http://meru.org.uk>). Its mission is to “*help disabled children and young people achieve their aspirations*” by giving advice on appropriate assistive equipment and providing a custom-made solution if the suitable device does not exist. The charity has in-house design engineers, design studios and workshops for producing prototypes and manufacturing custom-made devices.
- **The Blackwood Foundation** is a charity established in 2009 by Blackwood, an organization that specializes in providing housing and care services for people with a disability or support needs based in Scotland (www.mbha.org.uk). Its mission is to promote independent living and provides support for people with a disability or support needs. The work is mainly focused on design and technology. It has only two members of staff. However, the charity has access to various experts in Blackwood, e.g. human factor specialists.
- **Disablement Association Hillingdon (DASH)** is a charity, which aims to provide “*advice, support and information that will enable disabled people to make choices about how they live their lives*” (<http://dash.org.uk>). The charity perceives itself as user-led, since many of the trustees are disabled people. It originally offers advice and information (e.g. Direct Payment) on a one-to-one basis. Recently, the services have been expanded to include many activities designed to support disabled people, e.g. art & craft.
- **Age UK Hillingdon** is a local charity, which is part of a larger not-for-profit organization, Age UK (www.ageuk.org.uk/hillingdon). The goal is to “*improve the quality of life and promote a positive view of all older people in the London Borough of Hillingdon.*” As a result, the

organization offers a variety of support for older people. Its services can be grouped into four categories: 1) advice, 2) social contact services, 3) homes and hospital services, and 4) voluntary services.

- **Destiny Support** is a community interest company (CIC) that promotes independent living (www.destinysupport.org). The organization supports people of all ages and ethnicity, especially those that are hard to reach. Destiny Support perceives itself as user-centered. It provides one-to-one support and advice for a variety of everyday needs – ranging from helping people filling in benefit forms to providing emotional support for senior citizens. It also acts as a coordinator that helps connect people with available resources and coordinate services to match their needs.

All case studies involved site visits, semi-structured interviews with senior managers and frontline staff, and observations. In some cases, interviews with users and other key stakeholders (e.g. carers) were also carried out. To ensure the consistency, the same set of questions was used for all interviews. The questions can be categorized into six groups: 1) service development process, 2) service quality, 3) associated costs, 4) user involvement in designing services, 5) designer involvement in designing services, and 6) state of knowledge of co-design and current practices.

All interviews were recorded with permission and transcribed. Results were compared and analyzed using Thematic Analysis in order to extract all key issues in a form of the main lessons learned. The rationale was that all good practices gathered through case studies can be used to form a basis of the guidance designed to help community-based organizations use co-design with their beneficiaries more effectively in order to achieve better services and more effective means of delivery. The observation notes and pictures taken during the site visits were used to support the analysis.

Principal Findings from Case Studies

This section presents the main findings of five case studies conducted in the project. The outcomes were compared to identify similarities and differences in terms of current knowledge of co-design and existing service design processes, especially how much users and designers are currently involved, as well as how the involvement affecting service quality and costs.

Case Study 1: MERU

Main Focus: This case study focused on MERU's custom-made services. The charity designs and manufactures a variety of custom-made assistive products for disabled children and young people ranging from a computer control device right through to floor exercise equipment.

Current Understanding of Co-design: The interviews with the CEO and three design engineers revealed that the top management and frontline staff have a good understanding of co-design and already applied its principles to co-create custom-made devices with service users and other stakeholders (e.g. parents, carers and social service officers).

Service Design Process: For all custom-made products, the process begins with a request from beneficiaries, such as users, parents or healthcare professionals. All requests will be thoroughly assessed by the project referral committees (including an occupational therapist, a physiotherapist, an engineer and a project administrator) to establish that there is no other suitable device available in the market.

The process consists of three stages: 1) co-creating the brief, 2) co-designing the concepts and 3) co-evaluating the outcomes. Firstly, the co-creation of the design brief will be carried out by a design engineer who is assigned as a project leader and the end user. The current design brief template is a subject of many years of refinement. Unnecessary questions have been removed and new items have been added to capture users' detailed requirements and emotional needs, e.g. aspirations. The co-creation of the design brief is crucial to the quality of the service. Unrealistic requirements must be identified and eliminated at the early stage.

During the second stage, all stakeholders are treated as co-decision makers. However, healthcare practitioners often make the final design decisions. This was because many custom-made products are considered medical devices. Thus, they are regulated by the Medicines and Healthcare Products Regulatory Agency under the Medical Device Directive.

In the last stage, a handover meeting will be held to make sure that the user is satisfied with the outcome. To ensure the quality of the outcome, the product will also be thoroughly assessed by another design engineer whether it fulfils all the requirements in the design specs.

User Involvement: If users do not have any severe cognitive impairments, they will be involved in all stages in the co-design process, namely defining problems, creating the brief, developing design concepts, selecting concepts, finalizing details and testing the product. Nevertheless, it was observed that some disadvantaged children and young people may lack

confidence to co-create and/or make decisions. Hence, it is important to help them express themselves and their ideas. Nonetheless, it is not practical to expect service users and other beneficiaries to be physically present at all stages of the design process, since many of them have mobility impairments. Thus, most communications are carried out via phones/emails.

The Main Challenges: Getting all stakeholders involved in the design process is very challenging, especially in a case where several professionals are involved and cannot agree on what is ‘best’ for a child. The high level of user engagement has significant impacts on the time, human resources and costs. Currently, each project takes at least two months to complete. Some requests which are considered low priority (e.g. an adapted Xbox controller) may have to wait for a few years. Due to limited staff, the charity can handle around 10 – 12 projects at one time. Although the total cost varies from one project to another, on average, each costs approximately £1,000.

Main Lessons Learned: By breaking down the co-design process into three key stages, MERU has achieved an effective way of working with users and ensured that all key stakeholders are involved throughout the process.



Figure 1 from left to right – MERU’s design studio and workshop facilities.

Case Study 2: The Blackwood Foundation

Main Focus: This case study will discuss how the foundation applied the co-design principles to develop its services. Currently, the foundation offers two main services. Firstly, it helps connect people with a disability or support needs with designers and the design process. Secondly, it helps connect people with an interest in independent living together so that they can share problems, ideas and recommendations freely.

Current Understanding of Co-design: The interview with the director suggested that the charity has a good understanding of co-design and

already applied its principles to develop two main services. In 2010, the foundation conducted 11 consultation and engagement workshops with approximately 100 people Scotland-wide as a means to capture what people with a disability or support needs really want. The key findings are:

- Firstly, many workshop participants have strong potential to play co-creating roles. Using Sanders and Stappers (2008) framework for classifying users based on level of expertise, passion and creativity, many participants are considered '*creators*'. They know what they want and already designed/modified products and/or built environments to suit their physical and emotional needs.
- Nevertheless, there are limited opportunities for these '*creators*' to engage in the design process. There is need to utilize their knowledge and creative skills by giving them more opportunities to co-create new designs and technologies with trained designers.
- Most people do not know about existing products/services to support their independent living. There is a need for a platform that allows people to exchange knowledge more effectively.

Service Design Process: The principal findings from the co-design workshops were used to inform the service development, which can be divided into two main stages. The first stage is the development of **bespoken** (www.bespoken.me), a social media site that bring together anyone with an interest in independent living. The site offers a forum that allows people to exchange ideas, tips, problems and recommendations more effectively. It also showcases good designs so that members are aware of existing solutions in the marketplace as well as recent developments.

The second stage is connecting users with designers through a university engagement scheme. The Blackwood Foundation conducted the pilot work with School of Engineering and Design, Brunel University. The charity set a design challenge for a final-year design student by asking forum members to come up with problems and/or new design opportunities for the chosen student to work on. The idea was to encourage a trained designer to co-design a product with bespoken members. At the end of the project, a meeting was carried out with the student to discuss the overall experience and identify potential problems that should be taken into consideration before launching a larger scale of design challenge in the future.

User Involvement: The charity has made a good use of an online digital platform to help people with a disability and plays an active role in the co-

design process. By encouraging online collaborations, certain limitations imposed by disabilities can be overcome.

Main Challenges: Although an online platform has helped overcome some problems, an effective way to collaborate still needs to be established. The reflective interview conducted with the designer at the end of the pilot project revealed that the designer did not know how to utilize users' knowledge and creative capabilities effectively. The interview results show that the designer perceived the user as an adviser rather than a co-creator.

Main Lessons Learned: It is important to encourage trained designers to fully utilize users' insight and creative skills. Sanders and Stappers (2008) observed that, in order to successfully embrace co-design practices, one must believe that *"all people are creative."* This is not a commonly accepted belief. That is why some designers or persons in charge might find it difficult to let go of control and let users make key design decisions.



Figure 2 from left to right – Consultation and engagement workshops, and the online collaboration between a designer and bespoken members.

Case Study 3: Disablement Association Hillingdon (DASH)

Main Focus: This case study mainly focused on the recreation services designed to support disabled people in Hillingdon.

Current Understanding of Co-design: The semi-structured interviews conducted with the Chief Officer and Activity Leader revealed that DASH has very limited experience with trained designers. The charity has never involved a designer in any service development project. Thus, they have never come across the term co-design. However, they found the principles of co-design well aligned with their ethos, since DASH is committed to deliver user-led services to its beneficiaries. Most service developments in the recreation area are truly user-led, since ideas are often initiated by users. In many cases, users take the ownership of the activities – see the actual quote from the Chief Officer below:

Boccia is the newest activity, only starting a couple of weeks ago, as a result of one of service users telling us that the nearest place he can play boccia is Hemel Hempstead. Obviously, transport for disabled people is much more difficult. To travel to Hemel Hempstead just to play for a couple of hours is not very feasible. That's why we set it up for him. Now he actually runs the group himself (see Figure 3).



Figure 3 Discussions with users and carers carried out during the Boccia session

Service Design Process: Although users are seen as a main source for new service ideas, there was no formal process of developing service with users. Most ideas for new services were captured through casual conversations. The organization occasionally sends out a questionnaire as a means to identify users' requirements. This kind of questionnaire is part of an on-going review to ensure that users are satisfied with the services offered. Nevertheless, there is no specific timetable for this kind of survey.

DASH sometimes uses creative techniques, e.g. brainstorming, to generate new ideas with users. Nevertheless, in most cases, they rely on close relationships, good communication skills and intuition. They have practical techniques for teasing out ideas from different groups of users. While open questions work well with people with physical disabilities, a lot of probing questions are needed for people with learning disabilities.

Currently, there is no evidence of a formal process for the new service development. Once a new service idea is picked up by a staff or a volunteer, they will share the idea with their colleagues and line managers. If the team agrees that this service idea is interesting, they will explore how to deliver it, e.g. contacting suitable funders. After the funding is secured, the team will start investigating practical aspects, such as finding suitable venues.

User Involvement: According to discussions with several users and carers, DASH is perceived as approachable, open-minded and responsive to users' ideas. If the service does not require a large amount of setup costs, the charity is willing to put the new idea in practice without delay. Most

users and carers felt that their opinions were listened to and valued. Thus, they are willing to share ideas, because they have seen that their suggestions have been implemented. All service users took part in the interviews, especially those with physical disabilities, are keen to be more involved in service development (e.g. leading the activity that he/she suggested). In general, the charity encourages users to lead an activity that they suggested, since it is perceived as a way to help service users develop important life skills, e.g. planning, organization and management.

Main Challenges: The biggest expenditure is staff. Although the charity always seeks ways to reduce costs, user satisfaction is more important than cost effectiveness. This is because the level of user satisfaction and rate of attendance are main criteria where external funders judge the service quality.

Main Lessons Learned: By treating user involvement as part of skill development schemes, this could get more users interested in working with charities and voluntary organizations on service developments.

Case Study 4: Age UK Hillingdon

Main Focus: This case study focused on social contact services provided under the 'Active Ageing Group' scheme which aims to promote active lifestyles and social interaction through numerous recreational activities, e.g. social outings and group exercises. The data was collected via a combination of an observation and semi-structured interviews with staff and volunteers, as well as service users (see Figure 4).



Figure 4 Observation and interviews carried out at Wallis House, Ruislip, UK

Current Understanding of Co-design: The charity has no experience of working with designers – not even well-established disciplines, such as

graphic design. Thus, they have never come across the term co-design. Nevertheless, the charity is interested in learning more about co-design.

Service Design Process: The charity currently does not have a formal process for developing a new service or improving existing ones. New ideas are often emerged from users' feedback. The organization employed both formal and informal processes to evaluate user satisfaction and identify new opportunities, e.g. questionnaire surveys. This ongoing evaluation helps ensure that the services are continually improved and evolved.

According to the interviews, service users are welcome to be involved in all stages of service developments ranging from identifying problems right through to planning service details (e.g. choosing types of exercise that they would like to do). In general, when a user suggests a new idea, the charity will try to accommodate it and test it with other users. If the new service idea receives positive feedback, it will be introduced to wider audiences. If not, the idea will be removed. Several ideas (e.g. t'ai chi and Nordic Walking) were suggested, tested and removed due to unsuccessful results.

User Involvement: The staff observed that when users first joined the group, they can be quite shy. However, as they become more familiar with staff and other users, they will be more 'vocal' and confident to express their thoughts and opinions. Since not all users are interested in creative activities, e.g. designing services, it is important to make the tasks relevant. Since many users have hearing impairment, the ability to frame questions in a short, sharp and simple sentence makes a significant difference.

The informal discussions with several users confirmed that users' opinions and suggestions were valued and taken seriously by the charity. Most users found staff and volunteers to be open-minded and patient. This makes them feel comfortable to give feedback and suggest new ideas.

Most users said that they are willing to spend their time planning service details with the charity, e.g. designing the itinerary of a day trip. Only a few users are interested in leading the service development project while others feel rather shy and do not wish to take the lead. They would rather give suggestions and let the staff develop the ideas further themselves.

Many users are willing to help the charity test and refine their new service ideas. Since the services are user-centered, users can choose what services they want. If they do not like the activities, they will not take part. In this way, users' attendance can also give a clear indication about the service quality. The users pointed out that, at the beginning, there were only three people attending the group activities. Now there are approximately 20 people attending. This was because the charity listened to users.

Main Challenges: The biggest costs of services are transport and staffing, especially services designed for wheelchair users, since the charity must have enough staff to support each user. Hence, it may not be practical to get users physically present in all service design activities due to mobility problems. Even a short distance, some users need assistance.

Main Lessons Learned: Some users may have relatively low confidence to begin with. It is necessary to create an environment that makes them feel comfortable and enhance their confidence so that they can openly express their concerns and creative ideas. Thus, staff's attitudes and behaviors are crucial to the success of co-creation. Besides, sensory impairments must be taken into consideration when planning creative activities for older people.

Destiny Support

Main Focus: This case study will focus on the practical support that the organization provides for its beneficiaries. This group of services aims to enable independent living and personal development, e.g. applying for council housing and giving lessons on basic IT skills.

Current Understanding of Co-design: The organization has never worked with any designers – not even tradition disciplines, such as graphic design. Thus, it is not familiar with the term co-design or co-creation.

Service Design Process: Although Destiny Support does not have a formal process for designing a new service, they were truly user-centered – see the quote from the Head of Operations below:

We decided that we are a supporting organization - just come through the door, tell us what you want us to support you with, even if we don't have resources or specialists in house, we will try and look for the help you need if it is out there.

User Involvement: Although all service ideas were identified based on users' needs, service users are involved mainly at the front-end of the service development process. They are not involved in the planning and delivering of services. Most user engagements were carried out in an ad hoc manner (e.g. informal conversations with users), since there is no formal process – see the quote from the Head of Operations below:

We don't choose what services we are going to deliver. We identify. When people talk to us, we listen and think: 'what can we do?' We very much react to the needs rather than set up something because we think that might be what people want. We want the problem to

be solved in the long term. We don't want this person to keep coming back to us or be dependent on the services. What normally happens with other organizations is that a user would resolve one issue. Like that, you have not empowered that person. The rest of the problems are still there. For us, we listen to them and list down their problems. If you identify the real problem, the rest will fall into places.

Moreover, there is no formal process for evaluating service ideas before the launch. The current service planning mainly concentrates on identifying resources needed to deliver the service (e.g. expertise, materials, equipment), because the organization has to apply for external funding.

Main Challenges: The main barrier preventing the organization from increasing the level of user involvement is not staff time or money, but characteristics of service users. Most of which have many serious problems, e.g. losing their council houses or benefits, having financial difficulties and being taken to court. They are not in the right frame of mind to engage with creative activities, such as service design and development.

Interestingly, many users have become volunteers of the organization. While it would be difficult to get users involved in planning and delivering services, there is a strong possibility to engage volunteers in designing services for people who experience similar problems and challenges that they previously encountered. According to the interviewee, volunteers are perceived as another group of service users which the organization also wants to empower. The organization provides support to volunteers by giving them an opportunity to further their education. As a social enterprise, it is in a good position to help volunteers get access to free training courses.

Main Lessons Learned: Co-design might not suit all types of users. People in stressful situations are unlikely to be interested in co-designing services. The mundane process of applying for external funding and lengthy paperwork may be the main reasons that make a number of not-for-profit organizations decide not to involve users in service planning.

Discussions

This section summarizes all key issues, as well as the similarities and differences in terms of current state of co-design knowledge, existing service development processes, the level of user involvement and designers' inputs.

Firstly, the practices employed by organizations that make good use of co-design (MERU and The Blackwood Foundation) are compared with those

of ‘*typical*’ community-based organizations in order to identify values contributed by the co-design approach (see Table 1). Next, the key issues emerged from the case studies are discussed.

Table 1 Summary of main differences of all case studies

	Design-led Organizations	Typical Community-based Organizations
Current State of Knowledge	Good understanding	Unfamiliar with the term, but demonstrated interest in learning more about co-design
Service Development process	Systematic approach; exploring practical and emotional needs	No formal process; focusing on planning practical aspects, e.g. finding suitable venues
Roles of Users	Users as <i>co-creators</i> – users were involved in all design activities	Users as <i>advisors</i> – users provided feedback and ideas, and tested new services
Roles of Designers	Lead the co-creation	Designers were not involved
User Satisfaction	High level of user satisfaction	High level of user satisfaction
Values Added Through Co-design	Empowered people by encouraging them to develop solutions with designers and make key decisions by themselves	Limited use of collaboration means only a few active users gained full benefits of being involved in a creative process, e.g. developing new skills

The key issues captured from the five case studies are:

- The level of understanding of co-design among community-based organizations varied greatly. While some organizations have successfully applied this approach to develop and/or improve services, others have never heard of the term co-design.
- The size of the organization and resources do not appear to impose significant barriers for adopting co-design. For example, The Blackwood Foundation, which has only two staff, showed good understanding of co-design and already made good use of it.
- While most organizations have the right mindset for adopting co-design, since they are keen to listen to users’ ideas, only the minority actually involves users in the service development processes. Most participating organizations tend to involve users in the early stages of service development only, e.g. identifying

- problems and generating ideas. Users are not involved in the later stage of service development, e.g. planning service touchpoints.
- The staff and volunteers of participating organizations have developed exceptional communication skills which allow them to build good relationships with service users and help them capture useful ideas and feedback. Several participating organizations heavily rely on personal relationships between their staff and users. This makes them vulnerable if their staff/volunteers leave.
 - It was observed that both organizations that make good use of co-design have a systematic process for developing services and access to trained designers. Having a systematic process for co-designing with users and inputs from designers allow them to explore all issues thoroughly before creating the briefs and the solutions.
 - The organizations without a systematic process or inputs from designers appeared to focus on planning practical issues only and did not demonstrate a thorough investigation upfront. Hence, emotional issues, e.g. aspirations, might not be properly addressed.
 - The slow adoption of co-design might not be because of perceived benefits and risks, since most participants considered user involvement to be beneficial and did not display serious concerns apart from resource implications. The lack of awareness may be the main reason, since most organizations rarely work with designers and, thus, have limited understanding of design contributions.
 - In some cases, beneficiaries of these organizations present serious challenges. For example, it is not practical to expect disabled children and/or elderly people to be physically present at all stages of the co-design process. Moreover, some disadvantaged people may lack confidence to co-create/make decisions. It is important to make them feel comfortable and enhance their confidence so that they can honestly express their thoughts and opinions.
 - Good use of co-design was considered valuable, as it allows community-based organizations to help disadvantage people beyond providing them with good services. Involving people in the design process could encourage them to think creatively and make decisions by themselves, as well as help them develop new skills.

The key issues extracted from the case studies suggested that there is a need to help community-based organizations understand design contributions and help them start adopting co-design and its practices.

Conclusion

The case studies helped the researchers develop better understanding of current state of co-design knowledge of community-based organizations and their existing service development processes. The studies suggested that community-based organizations have the right mindset for adopting the co-design principles. The most important thing is to help them understand how design, especially co-design, could contribute to their organizations, their services and their beneficiaries. As a result, a series of short educational videos were created in order to help community-based organizations see how other organizations in the not-for-profit sector use co-design to help them develop better services with users (see Figure 5). These videos are the results of the co-creation between researchers and community-based organizations that took part in this study.

By getting community-based organizations to share their real-life examples of how co-design has helped them developed better services, the team can ensure that the materials are relevant to the target audiences. Moreover, academic languages (which, in many cases, are considered *off-putting*) can be avoided. Since all examples are in the not-for-profit context, it could help inspire other organizations to learn more about design and co-design. The case studies' results were later combined with those from the other primary research to form the co-design guidance for this sector.

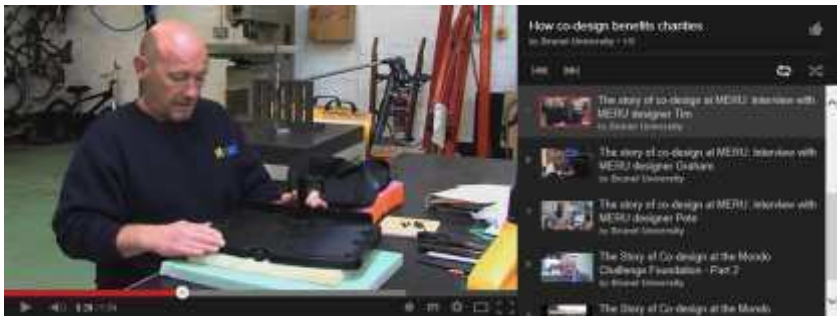


Figure 5 A series of videos sharing real-life examples of how co-design helped community based organizations developed and delivered better services with users (<http://www.youtube.com/watch?v=rglBqDtOTUs&index=6&list=PL0EdKd9GP9-jq9M3CC3pMCYk5oQ6pF8aY>)

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