SERVICE DESIGN IMPACT REPORT

PUBLIC SECTOR

SDN∞
SERVICE DESIGN NETWORK

Netherlands Enterprise Agency

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FOREWORD

How to make better use of our knowledge and experience in implementing policy in actual policy making, combined with how to achieve optimum societal impact with relatively limited public resources, are key challenges we face today.

Although the government is responsible for public services, a public service is not necessarily provided by the government alone. In many services, government is a player, partner and not necessarily the principal provider. Policy implementation is continually changing and becoming more complex due to the fact that more and more players are involved. While governments have to make markets thrive, entrepreneurs make them come alive. The challenge of implementing policy then becomes the opportunity to partner with commercial enterprises, academics and non-profit organisations in such a way that private profits and public good reinforce each other in a virtuous cycle.

In attempting to resolve these complex challenges we see a potential for cooperation between the government and the service design sector. In developing public services efficiency, effectiveness, legality and transparency are of utmost importance. It is hereby necessary to be able to put oneself in the position of other disciplines and to be able to understand each other's language and methods. Increasing understanding and acceptance of public services is key as well as designing those services which have the most impact and highest level of public trust.

It is very encouraging to see civil servants think like designers and designers think like civil servants. Often because they are one of the same. As the Netherlands Enterprise Agency (RVO.nl) we feel that we should set the example and invest in innovation. We believe that by encouraging experimentation, prototyping and testing that we will in turn contribute to improving public
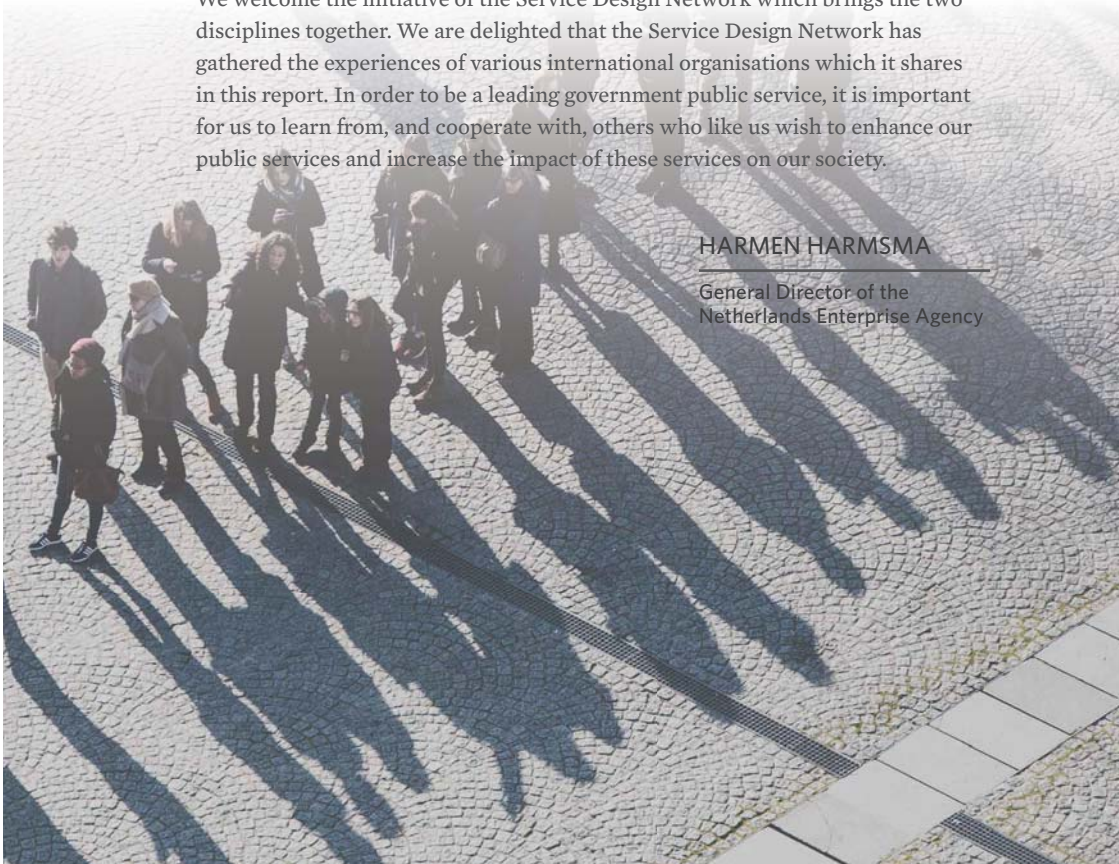
services. We carry out innovation together with society to achieve and resolve more together and at the same time do less but then with a greater impact. At RVO.nl we see and explore opportunities for combining and connecting our knowledge on implementing policy with the knowledge of service design and not only that, but we also continue investing in exploring new mutual dynamics.

RVO.nl has for the past few years been embracing possibilities of applying thinking in services with the service design approach in several areas in the organisation in a learning by doing approach. For example, RVO's X Lab is exploring and experimenting with new public services in a structured, systematic way, combining knowledge on implementing policies and state of the art knowledge in service design in a participative and interactive way.

We welcome the initiative of the Service Design Network which brings the two disciplines together. We are delighted that the Service Design Network has gathered the experiences of various international organisations which it shares in this report. In order to be a leading government public service, it is important for us to learn from, and cooperate with, others who like us wish to enhance our public services and increase the impact of these services on our society.

HARMEN HARMSMA

General Director of the
Netherlands Enterprise Agency

INNOVATING PUBLIC SERVICES

BIRGIT MAGER

Public Services serve vast numbers of people and they are the largest employers worldwide. The pace of change they are facing today is remarkable. New kinds of services fuelled by the revolution in technology are imagined and realised every day. Public services are challenged to incorporate these changes into their systems.

Expectations of citizens are rapidly changing. The influence of new technologies and the ubiquity of services providers such as Airbnb, Uber and Amazon have created a new era of value creation. Liquid experiences on different channels are available and can easily be merged and crossed. Transparency, speed, choice, customisation – these experiences will become expectations also for the service provision in the public sector. Last but not least, the economic pressure on public services is high worldwide and growing demands lead to need for more delivery without scaling the resources.

The challenges are huge: how to provide more, better, faster for less? How to cope with the changing and growing demands and pressure for economic efficiency? These are all wicked problems!

Throughout the last few centuries, the role of design has been continually changing. Today, design plays a major role in solving wicked problems. Organisations trying to use the capabilities of design to move beyond the given and to infuse a different way of working and thinking into systems. Often referred to as 'design thinking' or 'service design', commercial organisations all over the world hire design agencies, build in-house capacities and merge with and buy design agencies. They create innovation labs and change the physical working environment to foster and symbolise a new way of thinking and working.

Is this also true for the public sector? Yes, it definitely is. This Impact Report will give an overview of how service design is contributing to the innovation of public services. The Service Design Network is the leading organisation for service design with approximately 30,000 affiliated members and followers. As the authority in this field, we will constantly monitor the development of service design in the public sector and the contributions and impact associated with it. This first Impact Report is based on a worldwide survey with public servants and service designers and on 17 interviews with thought leaders in the field. Sixteen authors share their insights on the infusion of service design into the public sector.

By synthesising the information we gathered from our survey, alongside interviews and discussions within the editorial board, we were able to identify

five key areas where service design is contributing in order to help innovation in the public sector, including: policy making, cultural and organisational change, training and capacity building and citizen engagement. Finally, it is digitalisation that is one of the most important means for the public sector to innovate their services: as it becomes one of the core interfaces between public service providers and citizens.

THIS FIRST IMPACT REPORT IS BASED ON A WORLDWIDE SURVEY WITH PUBLIC SERVANTS AND SERVICE DESIGNERS AND ON 17 INTERVIEWS WITH THOUGHT LEADERS IN THE FIELD.

"Driving a system to do more is not enough if something different is needed," says Charles Leadbeater from Systemic Innovation at Nesta. So pushing on productivity, on standardisation, on control, on paternalisation and siloed expertise, as well as on quantitative measures, is 'more of the same' and it lacks the 'spark' that really makes a difference. Something different is needed, not more of the same, and it needs clear vision, strategies and policies to make change happen. It is not only about the content of policies that can set a clear

signal for change, it is also about the way these policies are being created. In the past, it may have been a leadership task to hold the flag and demonstrate direction but now it's a collaborative process between all stakeholders within complex systems. Majid Iqbal, Stephan Jenniskens and Dounia Ouchene from the policy implementing agency for the Ministry of Economic affairs, the Netherlands Enterprise Agency (RVO. nl), reflect on the value public services create and how governments need to change their perspective on the relationship to citizens, not only on the interface, but also on the policy-level.

Public-Private Partnership (PPP) has become an asset to approaching societal challenges. Companies, universities and government join forces in service design projects to come up with solutions that really make a difference. Marshall Sitten, Service Designer at Citi shares a project that shows how service design can be the glue between different partners and how impactful this can be. In his contribution, "'Using Service Design to Build More Inclusive Cities'", he says that "far too often, policies and services are developed within functional and hierarchical silos rather than through collaboration across agencies on programs that target the co-determinants of poverty in a more holistic and integrated way." Sitten outlines how, with the service design approach, a truly valuable service has been created for the vulnerable poor in New York.

Nicolas Rebolledo, lecturer at the Royal College of Art in London (RCA) shows

how "design –as an integrative discipline of understanding, communicating and acting–" is playing a relevant role in the policy-making process. By the way, the Royal College of Art has now set up a course in policy design within the Master of Service Design program, and it will be a crucial component of future service design capabilities.

Policies are only as good as their implementation and, in order to successfully implement innovative approaches within the public sector, it is often cultural and organisational change that needs to be the starting point. Jesper Christiansen, Senior Programme Manager at Nesta, Aviv Katz and Matt Gott, Innovation Unit London take different perspectives on the way service design contributes to cultural and organisational change.

"THE SIGNIFICANT PROBLEMS WE HAVE CAN NOT BE SOLVED AT THE SAME LEVEL OF THINKING WITH WHICH WE CREATED THEM"

The above quote by Albert Einstein is most certainly, one of the most frequently quoted sentences when it comes to design and innovation.

In order to innovate the system of public services there is a need to step outside the box, get deep insights into the system from different perspectives, to radically reframe the problem, expand the system, ideate with relevant stakeholders and to develop prototypes that can be tested and refined: there is a proven need for service design. And these new ways of approaching challenges using the processes and methods of service design have to be brought inside the organisation, so training and capacity building are crucial to enable public sector organisations to re-invent themselves and their relationship to their citizens. Dr Joyce S. R. Yee, Programme Leader for BA Interactive Media Design and social designer Joanna Choukeir give insight into different models of training and capacity building and share examples on how to approach this challenge.

The relationship between public service and citizens has massively changed throughout the last decades. Services are co-created, in the sense that different stakeholders and, critically, citizens are involved in innovating services. Working together, understanding the way people perceive services, how they use them and how we would love to use them as a driver for change. Of course, citizens are co-creating the service in the very act of

consumption. The way they understand how things should be done, how much they accept it and how easy it is to use - these are crucial success factors. No matter how well planned services are, the benefit is in their delivery and operation. And, if the co-creation in consumption doesn't work, it causes major problems and dissatisfaction, not only for the user but also for the provider. These two components have to be taken in consideration and they play a crucial role in the design process for innovation. Cat Drew, senior policy designer at the Policy Lab UK, reflects on the relevance of citizen engagement and on how designing with and for citizens impacts the efficiency and the quality of services. She suggests that citizens engagement is "how the fabric of policy is made and how services are run day-to-day." The quantifiable impact of their work is amazing.

Moving the interaction to the digital channels is one of the main strategies when it comes to improving efficiency of governmental service. But designing for digital channels is about much more than efficiency. It often is the door-opener for a radical reframing of the way government interacts with citizens and a great opportunity to create better services for users that also increase efficiency. "We need to completely redesign government services, and government that delivers

TODAY THE PUBLIC SECTOR IS ALREADY THE LARGEST CLIENT FOR SERVICE DESIGN, AND THE DEMAND IS GROWING

Public sector services

Telecommunications

Financial services

Other services

Business services

IT and software services

Retails and distribution

Don't know

Hotels and catering

Energy services

Source: 98 responses

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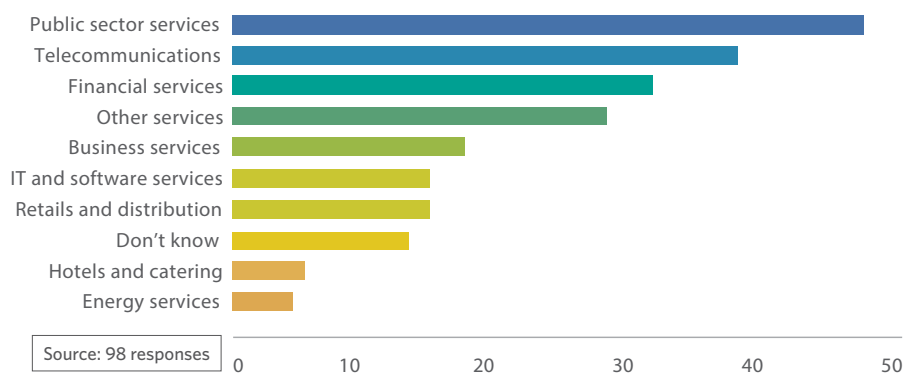
Service design client sectors, Scoping Study on Service Design: Arts & Humanities Research Council (question 07), Design Council, ESRC, Final Report 2012
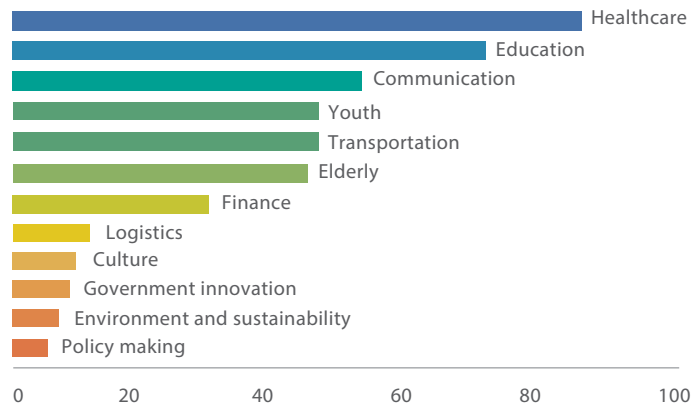
Source: 189 responses

Results from online survey conducted by Service Design Network (SDN) from July to August, 2016.
Question: "In which areas have you developed projects for the Public Sector?"

them . From front to back and from end to end. So that they work for users," says Louise Downe, head of design for the UK government. And she backs the investments in service design with amazing numbers regarding the impact. Interesting how the focus on the digital necessarily leads to a cross-channel cross-silo service design with growing maturity of design-driven change.

Governmental innovation labs have been created in many countries all over the world. The Service Design Network sees the need for expanding and developing the in-depth knowledge about service design in the public sector. Managers should know about the opportunities in policy design, cultural and organisational change, training and capacity building, citizens engagement and of course the design of digital interfaces with citizens. Service designers should deepen and

broaden their knowledge about the public sector in preparation for the specific opportunities and challenges in this domain. The public sector special interest group within the Service Design Network is focused on building awareness within the public sector for the opportunities service design brings for improvements and innovation and on deepening the service design capabilities for working with the public sector. This publication is part of our efforts to nourish the field and to contribute to a better quality of life through human-centred design of our public services.

To stay connected and to share your thoughts and feedback join the conversation on Facebook https://www.facebook.com/servicedesignpublicsector and LinkedIn https://www.linkedin.com/groups/8174251 and of course, join the Service Design Network!

CO-CREATING A GLOBAL OVERVIEW

When we started the endeavor to explore the impact of service design in the public sector we were very fortunate to bring on board some of the best thinkers and practitioners in this field to be part of our Editorial Board. At the same time, we built a Facebook group for all those people interested and active in the field, and used it to foster intense discussions. That became the basis for the first survey of its kind. In addition, the work of the Board, as well as Chapters of the Service Design Network in 20 countries, and the social media community, allowed us to involve almost 200 participants in the survey. Based on recommendations from the Board, we conducted 17 qualitative interviews with experts from all over the world. These interviews in themselves were so interesting that their transcripts would already have made a publication

GLOBAL COMMUNITY

● interview ● online survey
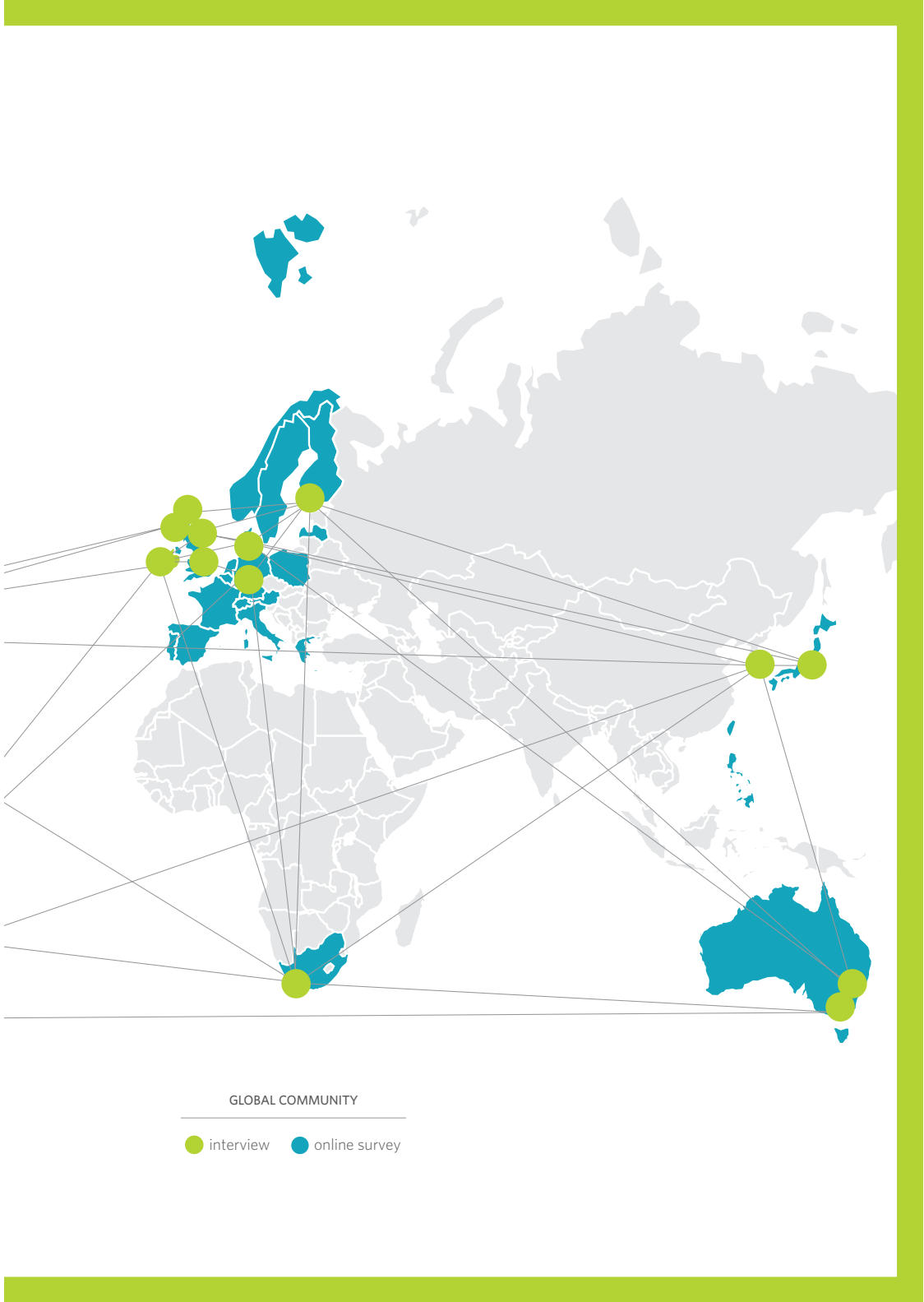
ONLINE SURVEY CONTRIBUTIONS

UNITED KINGDOM

UNITED STATES

FINLAND

BRAZIL

GERMANY   ITALY   AUSTRIA

PHILIPPINES   TAIWAN   FRANCE

SOUTH KOREA   PORTUGAL   IRELAND

SWEDEN   DENMARK   LATVIA

NETHERLANDS   AUSTRALIA   CANADA   NORWAY
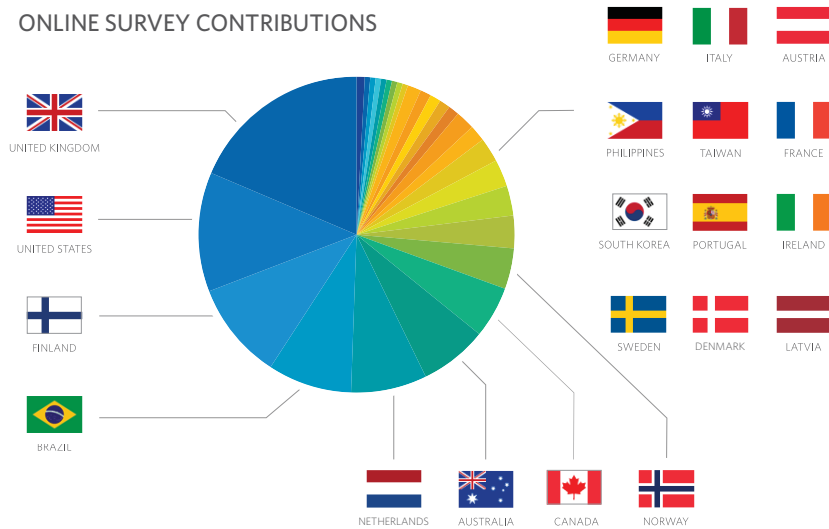
in itself - so a big thanks to all those that contributed! And - while being quite diverse - the interviews helped us to identify the core areas where service design is playing a role in innovation in the public sector. Based on the five areas we had defined, we invited experts to contribute their experience. The qualitative and quantitative data from the survey, the interviews, the articles and the conversations with the Board and the community all formed the input to allow us to produce a first global overview on service design and the impact it is having in the public sector. It is very rich material - and still we regard it as the starting point for a more in-depth research on the way service design is infused and integrated in public services and a deeper understanding of the qualitative and quantitative impact it has.

PARTICIPANTS PROFILE

- Practicing SD for the PS, not a government employee
- Practicing SD for the PS, a government employee
- Academic, active in the field of SD
- Public servant
- Practicing SD, not experienced in SD projects
- Academic, active in the field of SD Government representative
- Government representative
- Policy maker
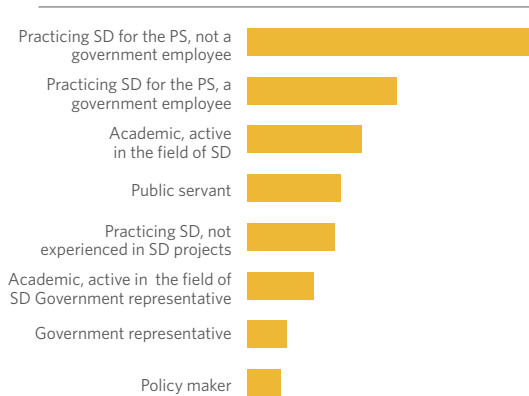
WHAT ARE THE MOST IMPORTANT SUCCESS FACTORS OF SERVICE DESIGN IN THE PUBLIC SECTOR?

- Cultural change
- Citizen satisfaction
- Simplify operations
- Citizen participation
- Service improvement
- Digitize components
- other
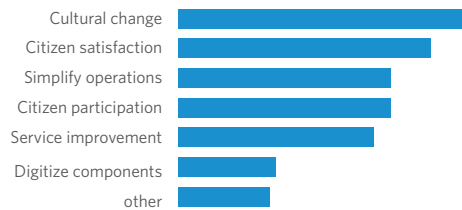
SERVICE
DESIGN
+
PUBLIC
SECTOR

PUTTING THE BACK STAGE ON THE FRONT STAGE:
THE PUBLIC SECTOR CHALLENGE OF DELIVERING FAR MORE FOR FAR LESS

MAJID IQBAL, STEPHAN JENNISKENS & DOUNIA OUCHENE

As the implementing agency for the Ministry of Economic affairs, the Netherlands Enterprise Agency (RVO.nl) measures policy impact and advises policymakers on how best to design for futures and transitions in various sectors of the economy. As authors of this essay, much of our thinking is from the perspective of the system-level impact of policy and strategy. It is from this perspective that we frame the value of service design in the public sector. Part of our job is framing challenges and opportunities in new and interesting ways.

PROFIT IN THE FORM OF PUBLIC TRUST

With every election, millions of people give the government their authority and trust and agree to a large package of public services to be paid for with their taxes. Government, of course, is a not-for-profit organisation. Earnings are measured in the form of public trust. The government reports annual profit when it is trusted even more to faithfully execute the will and mandate of the public. If customers aren't happy with the services, they don't change the service provider. Only the management.

Policymakers must therefore design for both short-term and long-term impact while dealing with changes in legislative agendas, spending priorities, budgetary constraints, economic conditions and public sentiment. Failures are in the public eye and often with immediate political fallout.

WHAT DO PUBLIC SERVICES LOOK LIKE?

Everything from providing public infrastructure in use every single day, periodically collecting taxes, maintaining law and order, social welfare, preventing the adverse affects of climate change and unintended consequences of a humane attitude towards immigration, fall within the government's portfolio of services. Civil servants issue passports and consular advice, patrol seas and skies, build dams and dikes to protect low-lying lands from flooding, help protect wildlife reserves and maintain level playing fields in all sorts of markets to promote competition, without necessarily flattening anything. Indeed, a cross-section of a government's portfolio of services looks like that of the entire services economy. It's an economy within. Therefore, almost every challenge in service design that one can imagine, a government faces it.

WHAT DO THEY FEEL LIKE?

The impact of any service is felt through the set of outcomes and experiences that materialise at a particular place and time. Good design ensures they will materialise as promised. Great design surprises everyone, including the service provider, in terms of superior sets of outcomes and experiences, at much lower costs. Far more for far less.

How public services are paid for is relatively simple compared to the many different ways their impact is actually felt. The impact may not be felt immediately, felt the same by everyone or even be felt at all by many. And yet, through taxes, practically everybody pays for them, directly or indirectly, whether they actually use them or not. In any electorate there is a diversity of ideas, opinions and expectations, this has a key implication for service design.

In designing a service, outcomes need to be accounted for separately from experiences. There are many services in which outcomes are enjoyed by some, while others go through the actual experience. For example, we all pay for a police force, but don't necessarily want to experience the service either by committing or being a victim of crime.

Prisons and penitentiaries are where prisoners do their time, but not by choice, similar to the many healthcare services we will pay for but would rather not use. And, yet, we would not think of going to a private prison to serve our sentence and pay our debt to society and expect justice to be served fairly and not for profit.

"Short-term thinking is the problem, it's the biggest challenge at the moment. With all the cuts that are being made in the public sector it is prompting people to make very short-term decisions."

Carrie Bishop, Director of FutureGov (UK) *on the biggest challenges that service designers faced in the public sector*

But, together, we enjoy the outcomes of crime prevention, law enforcement and justice. Clean water, clear skies and safe food, are examples of outcomes we enjoy without directly experiencing the services that produce them. Since the value of many government services is largely hidden, the concept of service evidence is particularly important in the design of government services where the payment is overt and consumption is covert.

"In the business world, service design has a clear distinction between the user and the non-user. As a provider you're selling to acustomer, but in public services there is less of that distinction. Especially where services are co-produced, you find that everyone is a potential learner, at the same time as they are potential teachers..."

Aviv Katz, Innovation Unit (UK)

WHY WE FEEL LIKE PAYING, FOR EACH OTHER

In a way, we agree to pay for each other to get services we ourselves may not want to use or receive in the usual sense. And, for that purpose, we pay tax authorities to impose taxes and collect them on a fair and timely basis, not just from us, but more importantly, from everybody else. Thus, giving whole new angle to the meaning of 'going Dutch'.

It all works out reasonably well, since we pre-pay for each other in a massive Groupon-like collective bargain for the privilege of making use of an entire package of services we call government.

The system of payment poses a design challenge: how do you ensure the delivery of outcomes and experiences so that taxpayers at large feel they are getting their money's worth? And before that, how do you ensure everybody has access to the same quality of outcomes and experiences regardless of their ability to pay?

AT ANY PRICE, NO COMPROMISE

Quite often, customers are presented with a choice of a premium quality of service for a higher price. Commercial service providers may use a combination of demand-shaping tactics such as pricing mechanisms, promotions and rebates to reduce costly variations in demand or to altogether avoid certain market segments in favour of others.

A simple example is flying an airline first class, to get ten times the comfort of economy class. This is why low-fare airlines offer the alternative: one-tenth the fare for ten times the pain, figuratively speaking. Those choosing a low-fare option rationalise with 'It gets me from point A to point B'.

Government can neither practice price discrimination nor give preferential treatment to those who are willing to pay more. By the very nature of their purpose, government agencies are severely restricted, if not outright forbidden, in

the use of other tactics, and rightly so. Add to that other design constraints such as rules, regulations and commitments to fairness, transparency and trust.

The design challenge here is to optimise the design of outcomes with the design of experiences, without false choices or compromises. This broadens the notion of service design and truly makes designers out of policymakers who must make sure that the attainment of the greater good, in terms of outcomes, is not in conflict with the promise to deliver satisfying experiences at the ground level or front stage.

FAR MORE FOR FAR LESS

Paraphrasing Charles Eames, "We should never be forced to accept compromises but should willingly accept constraints." One way to avoid compromise is to substantially reduce the cost of delivering a service by applying the full force of the discipline of service design

"The hurdles of bureaucracy are some of the most challenging aspects of working within government. You need to have patience for it. The actual design work is the easiest part. It's also very helpful to have an entrepreneurial spirit since you have to be creative with your workarounds. I think one of the things the power of design can do is to influence policy that makes the bureaucracy overhead less burdensome."

Sarah Brooks, Chief Design Officer, Veterans Affairs (US)

by systematically applying constraints. Where services are funded by taxes, being able to deliver far more for far less is a beautiful thing.

In service design, the front-stage is where outcomes and experiences materialise through various touch points and interfaces, so we design for behaviours and interactions so it all plays out well, just as promised. But things do fail, and when they do it is not good if users are subject to with all sorts of inconveniences and additional burdens which are the monetary equivalent of penalties and surcharges. Outcomes become what they pay for, and experience becomes what they pay with.

Therefore, service design should allow for public services to be more 'attractively priced' in terms of not having to pay for costs hidden in the form of a lousy experience. For instance, it should be easy to get licenses, permits, or other forms or authorisation, without undue burden in terms of filling out forms, furnishing all the proof or waiting too long for decisions.

THE FRONT STAGE IN THE BACK STAGE

Some public services are delivered upon request, for example the issuance of a building permit for a wind farm. Many others are always on, running in the background and delivering their impact that is not immediately apparent. That's because some services deliver outcomes, such as trade agreements, air defence and safety

inspections, that are not experienced directly by citizens as consumers. Others are inter-agency services, provided by one part of government to another. There are services where users are themselves agents.

For example, the Rijkspas is a service that converts the identity of a Dutch civil servant into privileges and permissions to use office buildings, printers and vehicles for government use. There are about 160 such services or Rijksdiensten across the Dutch government provided by agencies like RVO, or the Rijksdienst voor Ondernemend Nederland, the agency the three of us work for. Implementing policy is a service RVO provides.

The back stage of services that engage citizens and taxpayers are the front stage of inter-agency services. Therefore from a systems perspective, delivering far more for far less to citizens and taxpayers requires assuring the same with services that bring together ministries, departments, and agencies.

THE SHARING ECONOMY WITHIN

Each agency has data and insight from years of delivering particular kinds of services. Sharing of data is particularly useful for government agencies to be more sensitive, responsive, and effective in delivering more personalised experiences without charging more.

A common digital infrastructure would help deliver that quality of experience across channels, platforms, and services while meeting the goals of affordable and

universal access for all. As our national commissioner for digital government suggests: "It is the government's responsibility to properly serve all groups within society – from the self-reliant to those who are more dependent." (Digicommissaris.nl).

Open data initiatives across the Dutch government are making it possible for one agency to more readily leverage the assets of another. At RVO, we had fun developing the idea of an open market for open data that mimics how a stock market works. By listing their data sets on the market as data stocks, agencies can make it effortless, inexpensive and low risk for others to incorporate it their service design. The design portfolio of each agency has a stock portfolio.

"We implemented an MVP (minimum viable product) of this health care unit, the mayor's office and Health's Secretary noticed it and decided to do scale it. It was a great learning process for us to develop methods to transfer knowledge and scale frameworks. Now the government is equipped already developing the third unit of the service."

Cleber Sant'anna, Service Design Director at Tellus Agency Public Services design (Brazil)

Henry David Thoreau said, "If you have built castles in the air, your work need not be lost; that is where they should be. Now put the foundations under them." Decades after the 40-foot shipping container transformed intermodal transport, ports and hinterlands, platforms such as Docker and the CoreOS are transforming the way we build and run apps across devices, platforms and channels. With containers, API (connectors) and microservices, it is much easier to think bigger, better, cheaper, faster and more, without having to worry about underlying digital infrastructures.

Design teams within government should be able to take for granted a safe, reliable and secure digital infrastructure upon which services they design will run, much like their peers at Apple, Amazon, Facebook, Google and Microsoft already do. The vision of the National Commissioner for Digital Government (Digicommissaris.nl), for the Generic Digital Infrastructure (GDI) therefore holds great promise for service designers across the Dutch government. They can build castles in the cloud.

Wouldn't it be amazing if such bold and imaginative design portfolios could also be shared in an open format?

"The designers have the responsibility to show how the principles of the sharing economy, for example, could be used well and for good. In this world of budget cuts and no money going in, communities have to rely on each other more. How does the sharing economy play in there? What are the rules of engagement? It doesn't feel like design is really thinking about that in a systemic level."

Carrie Bishop, Director of FutureGov (UK)

OPEN DESIGN FOR OPEN GOVERNMENT

Open source policies help unleash innovation on smaller budgets and shorter time frames. Simplification, standardisation, and reuse can transform entire industries. Componentization, modularity and integration have made it possible to build amazingly compact and powerful devices we carry around these days in our pockets.

Services and their underlying designs should be interchangeable, replaceable and reusable, like electronic components and software code. Such a library of components would be a public asset for use not only by government agencies but also by private enterprises.

As new challenges emerge, civil servants can design solutions by drawing analogies between problems ('This is like that!') and make use of design that's already

"There needs to be a venue where government service design projects can show their accomplishments. Showing evidence that service design projects create better services, more quickly and affordably should be very compelling to those not yet embracing it."

Kevin Conn, Service Designer at Ministry of Justice British Columbia / Court Services Branch (Canada)

been proven to work. New possibilities from new combinations. The long-term benefit of sharing knowledge codified in the form of design would be to help make public services deliver far more for far less, without compromise. Design in an open format would truly transform the discipline of service design, the way open source code has for software development.

BLUEPRINT AND BEYOND

We believe we can help design better policies if we already imagine their impact through the design of services provided government and commercial enterprises. Therefore, the impact of service design in public sector can be much greater than we presently see.

Tools and methods for service design can aid and abet our imagination. The state-of-the-art in service design should advance to the point where our imagination is our only limit. There are plenty of practical principles, tools and methods for design at the micro level of user experiences and interactions. There is a perceivable gap at the macro level of service design.

It is at this level that we help formulate policy and strategy, analyse systemic costs and risks and identify long-term investments. It is also at this level that agencies can better integrate efforts across the sharing economy within government. It is here where we see the untapped potential of service design and its tremendous capacity for impact.

WHAT IS THE ROLE OF SERVICE DESIGN IN THE PUBLIC SECTOR?

"The role of service designers within the public sector is to help people think differently about the challenges they face, help people move away from starting with a solution, and support them to truly understand what the issue is they are trying to solve. Positively disrupting the status quo and opening up possibilities for new types of service models is essential."

Simon Penny, Founder of the Shropshire Council iLab (UK)

"By showing it's impact. Service design for the sake of design doesn't convince anybody. Service design is a vehicle to reduce inequalities in the public sector, to work across organisational silos, to enable a culture of collaboration and to enable participation of citizens. But again, what does collaboration, participation and human-centeredness allow us to do? Does it enable well-being, equity, transparency and democracy? I think those are the values embedded in a service design approach that rarely get talked about."

Manuela Aguirre, PhD Fellow at The Oslo School of Architecture and Design (Norway)

"Adapting the terminology and methods for people already working within government. Trainings, capacity building in the real sense of the word, really helping people already working within the sector to understand that there may be more adaptive and agile ways for them to do their work."

Emily Herrick, Service Designer at Reboot (US)

"For some – it's am empowerment tool, for others it might be a source of stress if they are reluctant to any change."

Liene Kupca, Founder of Riga Colloco (Latvia)

"It's a mix of both extremes - it's an explicit capability applied by specialists who are rolling out the principles to a much wider group of public servants to use strategically."

Anna MacLean, Head of Communications at Loch Lomond & The Trossachs National Park Authority (UK)

Answers from online survey conducted by Service Design Network (SDN) from July to August, 2016 with 198 respondents.

THE SERVICE DESIGN ECOSYSTEM

The design-led public innovation scenario is evolving and different entities across the public sector structure are contributing to the change process, to educational activities and project management. We see both in-house and external contributors, and if we zoom in we can easily identify different types of in-house contributors, often spread in different departments of government. In response to the combination of new challenges and the increasing interest and value of service design approaches, this entanglement of design-led entities around the public sector will be in constant evolution and new positions and roles will be created.

Each of these roles offers a different contribution to the change process:
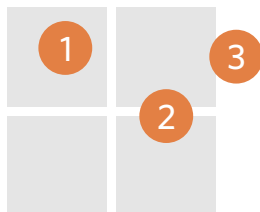
Based on the graph from 'Restarting Britain 2' Design Commission, 2013, p.31

1 Embedded designer A full-time strategic-level employee responsible for developing organisational design capacity, as well as for specific service redesign programmes.

"One of the things that is the most successful about the work being done internally is that we have the most context for the work, so we're seen as partners inside the city, as fellow public servants, and that sets up a different tone in the relationship."
Ariel Kennan, Director of design and product, Center for Economic Opportunity New York City Mayor's Office of Operations (US)

2 Internal agency A service design unit (normally multi-disciplinary) works with other parts of the organisation on a project-by-project basis.

"MindLab is constantly trying to find the 'sweet spot' in regards to the proximity to our partner organisations. Being close provides legitimacy and relevance. Being separate, on the other hand, increases maneuverability and the level of innovation. As time progresses, so does the sweet spot. I believe that this pursuit should be considered an ongoing process for any innovation lab."
Lars Elmgreen, Senior design strategist at MindLab (Denmark)

3 External agency: Consultancy from an independent design practice on a project-by-project basis.

"We also need people inside working in government that understand what we are doing, that support us in our work. But for us it's much better to be outside so we can be more challenging as well, pushing our clients to be more innovative and more ambitious. When you're inside the organisation you have to play the inside politics. You can do great things in one organisation, but it's not providing real impact for the public sector as a whole. We believed that being outside of the public sector we could achieve much more impact in the whole sector than we would if we were in one isolated location.

In addition, we have been given grant money from NESTA to carry out testing, iteration, user research and so on. We had to scope that out because no council was willing to put forward the money and take the risk of trying something new. Being outside of the government allowed us to have a better network and connections to other organisations."
Carrie Bishop, Director of FutureGov (UK)

DESIGN
DRIVEN
INNOVATION

USING SERVICE DESIGN TO BUILD MORE INCLUSIVE CITIES

MARSHALL SITTEN & EDUARDO STASZOWSKI

Roughly eight-and-a-half million people live and work throughout the five boroughs of New York City. More than three million people have crossed international borders and waters to call New York their home, more than any other city in the world. That global diversity has made the city a rich and complex confluence of industries, communities and economies and an icon of innovation and opportunity.

But when a city's residents speak more than 800 languages and represent at least as many different cultures, the design and delivery of public services is among its greatest challenges, particularly services that meet the needs of financially vulnerable households.

According to recent data, one in every five[1] New Yorkers is living below the poverty line. Nearly half[2] of all NYC households lack sufficient savings to sustain three months at the poverty level in the event of a disruption to income, such as an unexpected medical expense or the lack of a job. And forty-seven percent[3] of NYC households with a mortgage spent at least a quarter of their annual income on housing costs in 2014.

But these statistics do not tell the whole story for New York policymakers. They do not uncover the harder-to-quantify gaps in the data that reveal the true complexity and diversity that make up the daily lives of residents. And, far too often, policy and services are developed within functional and hierarchical silos rather than through collaboration across agencies on programs that target the co-determinants of poverty in a more holistic and integrated way.

To further complicate matters, some of the basic structural differences between public and commercial services can present challenges for government agencies seeking to make improvements. For example, public services like the Department of Motor Vehicles operate outside of normal market forces: as sole service providers, they have a special and fundamental role to serve the entire public, and are, therefore, not under the same kinds of competitive pressures to evolve as their private-sector counterparts. And, as in the case of banking services and the US Postal Service[4], some kinds of innovation are off-limits due to regulatory or budgetary restrictions.

Few, if any, of these challenges are visible to the public, however. As users of public services, all we know is what we tend to experience: the *clichéd travails* of long waits and lengthy forms, outdated systems and confusing procedures, limited locations and inconvenient hours. But, for vulnerable New Yorkers who need access to food assistance, affordable housing or other vital social services, these are more than annoying inconveniences. They can be costly and even damaging obstacles to achieving financial stability.

That environment is changing rapidly. City governments across the country are taking a leading role in policy and program innovation, and, in New York under the de Blasio administration, a new wave of civil servants at the NYC Center for Economic Opportunity and other agencies is exploring service design's

"This initiative has given us a powerful new approach for understanding and expanding financial inclusion – one that we hope to apply to other challenges and in other cities."

Bob Annibale, Global Director of the Citi Community Development and Citi Inclusive Finance (US)

potential for addressing the complex and interrelated origins of financial vulnerability: the common threads that connect issues such as health, housing, employment, food security and other obstacles to economic opportunity.

In late 2014, Citi Community Development approached the NYC Department of Consumer Affairs to explore how service design can be used to make NYC's financial empowerment services more effective and accessible. That collaboration sparked the creation of Designing for Financial Empowerment[5] (DFE), a landmark initiative that assembled an interdisciplinary team of experts from the Parsons Design for Social Innovation and Sustainability (DESIS) Lab, the NYC Center for Economic Opportunity (CEO), the NYC Department of

Consumer Affairs Office of Financial Empowerment (OFE), the Mayor's Fund for New York City and Food Bank For New York City. Together, this team would use service design to directly involve New Yorkers who are living on low incomes in improving the services they themselves use.

Designing for Financial Empowerment's first effort focused on a service that is one of the most effective tools for fighting poverty: enabling more New Yorkers to file their taxes for free.

THE CHALLENGE

The Earned Income Tax Credit (EITC) is regarded as one of the nation's most successful poverty-reduction programs, providing low-income working families with a refund that averages about $2,400, but could reach as high as[6] $6,269 in 2016. Often the largest lump-sum payment that low-income families receive all year, this refund is a significant boost to income and can be used to pay off debts, purchase needed household goods or to start saving for the future. But, according to the Internal Revenue Service, one out of five eligible workers do not claim their EITC refund.

In addition, all of the nearly one million New Yorkers who received the EITC in 2013 were eligible to file their taxes for free thanks to the Volunteer Income Tax Assistance (VITA) program, a network of non-profit organisations and volunteers that provide high-quality, IRS-certified tax preparation services at locations throughout New York City. However,

just 3% of eligible New Yorkers took advantage of this service. Approximately 77% of filers used for-profit tax preparers instead, spending an average of $250 in fees for the service.

Since nearly half[7] of all families claiming the EITC earn less than $15,000 a year, that extra $250 can make a huge difference. Filers who use paid preparers are also potentially missing out on a host of other financial empowerment services, including one-on-one financial counselling and screening for food assistance and other benefits, which are also provided at VITA sites. And those who use paid tax preparers can fall victim[8] to predatory products, hidden fees and even tax audits due to inaccuracies in their returns.

These factors led the DFE team to the central question of the project: 'Why are so many financially vulnerable New Yorkers paying for a service they can get for free?'

NEW TOOLS, NEW INSIGHTS

The DFE initiative was conceived as a true public-private partnership: Parsons served as the service design lead, executing the bulk of the work and documenting the project's outputs; Citi was the convener of the project and provided the funding support and additional service design expertise; the NYC Office of Financial Empowerment and NYC Center for Economic Opportunity acted as both clients and facilitators, providing guidance, connections to key stakeholders and valuable subject-matter knowledge and the Food Bank For New York City, as

the area's largest VITA provider, offered first-hand insights on how the VITA service works. Since the field of service design was new to many of those involved, the Parsons team also played the role of fostering active learning , instructing the project partners on the key concepts, tools and terminology throughout the process.

From the very first day of the discovery phase, the project directly engaged people whom, in most cases, had never before been asked to share their experiences about the service they used or delivered. For the first time, employees of OFE and the Food Bank were taking part in ethnographic field research intended to uncover exactly how the VITA service works – from the front lines to the back office – and to explore viable, sustainable avenues for improvement. And residents who were receiving free tax preparation and the EITC were not just being asked what they thought about the service: they were invited to participate in every phase of the design process.

During the discovery phase, the project team interviewed community and agency stakeholders, embedded in low- and moderate-income communities to understand how households learn about and take advantage of VITA sites and the EITC (or don't) and shadowed the staff of agencies and social service organisations in order to gain first-hand experience of managing free tax-preparation services. The findings produced a trove of valuable insights into why usage of the service was so low: they included pain points such as long wait times and inconvenient hours; low public awareness due to a

"At the New York Department of Consumer Affairs, under the vision of Mayor de Blasio, we strive to create sustainable communities. By collaborating with the New Yorkers we serve, we are creating programming that is truly impactful."

Lorelei Salas, Commissioner of New York City Department of Consumer Affairs (US)

lack of quality marketing and confusion around the term 'VITA' and barriers to trust, such as the perception that a free public service is of lower quality.

The findings were synthesised into a deck of '**Challenge Cards**', with each card representing an area of tension or moment of opportunity for each of the stakeholder groups. These cards were then used during the co-design phase to explore potential ideas for new or improved services in a series of facilitated group sessions.

During the co-design workshops, participants (comprising NYC residents, tax preparers, VITA site managers and government employees) were divided into groups and, using cards from the

Challenge Deck, asked to imagine and illustrate a response that might be feasible based on their own experiences. These proposals were then developed into a 'Kit of Ideas' that could be arranged into different combinations of services.

For many of the participants who were new to service design, the co-design phase was transformative. It encouraged participants to think expansively about the service in a way that was simultaneously both free-form and structured, reconfiguring their perspectives from 'what is' to 'what if', a considerable departure from the more traditionally linear approaches they were accustomed to. And, since the different types of stakeholders of the service often

had non-overlapping needs, motivations and challenges, the co-design process produced multiple – and often conflicting – perspectives on how the VITA service might be improved. Facilitating and navigating that process was as much of a learning experience for the project team as it was for the participants.

In the prototyping phase, the potential solutions proposed during co-design were fleshed out and thoroughly tested in a realistic staging environment (in this case, the Food Bank for NYC, which does extensive VITA work every year). This phase was crucial, since no amount of scenario planning or blueprinting could fully anticipate how a prototype for a co-created service like tax preparation, which brings the expertise of the preparer together with the unique needs of the filer, will function in the real world. This live staging not only provided the opportunity for rehearsal and continuous feedback from stakeholders, it also tested our assumptions, introduced new challenges and forced us to adapt the concepts to meet the demands of realities we had overlooked.

The City of New York implemented two prototypes from the kit of ideas for the 2016 tax season: in place of the confusing 'VITA' acronym and array of non-profit provider logos, they developed a clear, recognisable 'NYC Free Tax Prep' brand identity that offers a more unified, professional look and feel. The City also introduced 'NYC Free Tax Prep at Work',

a pilot program that enabled workers at eight large employers in NYC to file for free at work by using a convenient, drop-off service that takes just 20 minutes, both saving employees from having to take time off from work (which they may not be able to do) and relieving some of the strain from the VITA sites.

In 2017, the NYC Office of Financial Empowerment will be launching an online registration portal that will allow New Yorkers to check their eligibility for VITA and the Earned Income Tax Credit, register for alerts and reminders, view the wait times at the closest VITA sites and more.

BEYOND OUTCOMES

The mission of Designing for Financial Empowerment is to build better public services for financially vulnerable New Yorkers. Yet the first project in this initiative has already delivered more than just a set of new service prototypes. This experience produced valuable – and, at times, unexpected – insights throughout the process and has empowered everyone involved with new tools, vocabulary and mind-sets for more effectively engaging with public services and the people who depend on them.

For example, even though not all of the information gathered during discovery was used to develop the final prototypes, some of the insights into the practices of the paid and volunteer tax preparation

industries are being used to inform policy and procurement changes that will protect and support New Yorkers. The highly participatory nature of the project has had a lasting cultural effect as well, setting a new tone for policy making that has found its way into other city agencies and led to the launch of two more Designing for Financial Empowerment projects.

This is not to offer service design as a panacea for urban society's woes, nor to suggest that it is an approach without risk, flaw or cost. Indeed, service designers in the public sector are often constrained by political, bureaucratic and even regulatory factors that can limit the scope of exploration and the viability of potential solutions. Instead, we must acknowledge that government is primarily a service provider and that service design offers a complement to data- and technology-driven solutions and is a valuable framework for unravelling many of the complex challenges facing low-income households.

Designing for Financial Empowerment represents a major step toward the

"Service design methods like those used by the New York Center for Economic Opportunity honor the actual experiences of residents – helping the City understand how programmes really work, not just how we intend them to work."

Matthew Klein, Executive Director, New York City Center for Economic Opportunity (US)

goal of more inclusive cities, cities in which services for meeting the needs of financially vulnerable households are designed to be holistic, accessible and, above all, effective. Service design offers municipal governments an approach to civic engagement that treats residents like partners and invites them to take part in reshaping the services they depend on to build a more secure financial future for themselves and their families.

1 www.nyc.gov/html/ceo/downloads/pdf/CEOPovertyMeasure2016-ExecSummary.pdf
2 localdata.assetsandopportunity.org/place/3651000
3 furmancenter.org/homeownershipopportunityNYC
4 https://www.washingtonpost.com/news/federal-eye/wp/2015/10/29/should-the-post-office-also-be-a-bank/
5 www.dfe.nyc
6 https://www.irs.gov/credits-deductions/individuals/earned-income-tax-credit/eitc-income-limits-maximum-credit-amounts-next-year
7 https://www.fas.org/sgp/crs/misc/R43805.pdf

PRIVATE SECTOR x PUBLIC SECTOR

"There are a couple of ways to help us think differently when working within the public sector. First, speed and pace action: often times commercial organisations can operate in high speed. Public sector organisation on the whole works on a slightly slower pace and other actors have to adjust.

Secondly, public sector organisations require a lot more internal and stakeholder engagement. We deliberately look at projects in two almost parallel paths: designing the content and designing engagement. That's absolutely critical for success in the commercial sector, but even more in the public sector because typically there are more stakeholders involved.

I would say that the public sector have become much smarter and much more commercial focused in the last 5 years, generally speaking. Working more in a business way than they ever have, simply because of the financial challenges they are facing. They have to work smartly, so in many ways they behave as commercial organisations."

Alex Nisbett, Head of Design at Livework (UK)

"In the private sector, profit provides a pretty clear measure of what value is being traded. In the public sector, money still counts but you're often trading other currencies like reputation, influence or social good."

Damon O'Sullivan, Founder & Director of Thick (Australia)

"I think in the public sector organisations are just inherently more collaborative. You can't direct and mandate things just within your own organisation because the problems you are addressing are often cross-organisational. That's the other complexity; we have to understand systems and the places in which the problem is owned. The more complicated it is, the more likely it touches lots of different parts of organisations or quite often multiple organisations and you have to engage a lot of people in different professional hats, different organisations, to make it happen."

Jo Blundell, Director of Future Public (UK)

"What's very helpful in the private sector, is a real hunger and willingness to look always for new helpful methodologies and cross pollinations between different kinds of people. These Teams of highly-skilled multi-disciplinary design and research professionals are not very common in public sector environments, but the infusion of these different professional capacities in government allow policymakers to think in new ways and create new kinds of outcomes."

Chelsea Mauldin, Executive Director of Public Policy Lab (US)

Answers from online survey conducted by Service Design Network (SDN) from July to August, 2016 with 198 respondents.

THE WORK & HEALTH PROJECT

CAT DREW

In the UK, there are 2.5 million people on health-related benefits, which costs £15 billion per year. We worked with the Department for Work & Pensions, the Department of Health, service design agency Uscreates and data scientists Mastodon C on a project to support people to manage their health condition and to stay in work.

We created fresh insight by combining data science and ethnography. The data (the 4-year Understanding Society survey) validated existing insight that, once people move onto long-term sickness benefits, they tend to stay on them and that people on health-related benefits also have non-health related needs. The clustering technique also uncovered fresh insight. It showed two groups of people on health-related benefits who reported comparatively good health, meaning non-health related interventions must be more important for them, and these two groups were distinct (one high previous salary, the other low), therefore requiring a personalised response. The ethnography (with 30 users and people who supported them) revealed that people were telling their stories multiple times, with no service having a complete picture about someone's needs and highlighted the fact that individual line managers and confidence are big factors in whether people stay in or get back to work.

These insights led to ideas for a health-and-work coach who could signpost people to different non-health services and liaise with their employer to make adjustments to stay in or get back to work. We tested our early ideas by prototyping the service – creating a Work & Health book that would support future services in four areas (Penzance, Southend, Bournemouth and East London) – which crystallised the importance of confidence building and planning.

We are now taking the ideas to scale, and the project has prompted wider systems change. The Work & Health book will be tested as a supporting tool for a more positive and holistic conversation for new applicants for Employment Support Allowance (ESA) and we are creating a digital version for people who are still in work. The project has also influenced the creation of a joint Work & Health unit as well as a £40 million Work & Health Innovation Fund, which is embedding a user-centred approach into the initiatives it funds.

DESIGN
FOR
POLICY

SERVICE DESIGN IN THE POLICY MAKING AGENDA
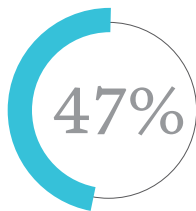
47% OF THE RESPONDENTS BELIEVE DESIGN IS IN THE POLICY MAKING AGENDA OF THEIR COUNTRY
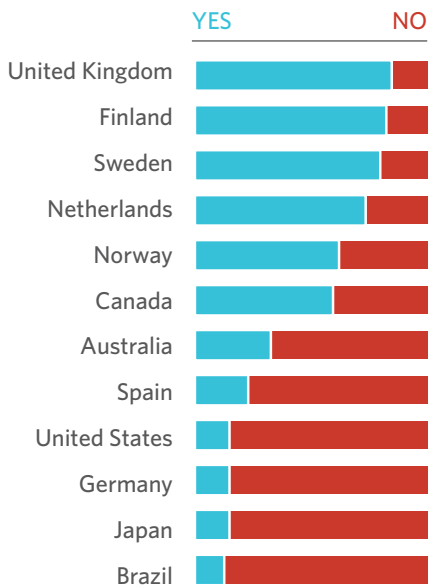
YES   NO

United Kingdom
Finland
Sweden
Netherlands
Norway
Canada
Australia
Spain
United States
Germany
Japan
Brazil

Results from online survey conducted by Service Design Network (SDN) from July to August, 2016. Question: "Is service design in the policy making agenda of the country?"

UNITED STATES
"A lot of policy that Veterans Affairs needs to adhere to is created by congress – and they do not take a human-centered design approach. The intentions are very good. The specific solutions articulated in the policy are often problematic and don't clearly map to what Veterans want. We hope that through the lens of design research with Veterans, their families and also employees, we can gain a nuanced perspective of what is important to them. From there, we work to design implementation of policy that can at least get closer to meeting people's needs. That's a leverage point for us to create better service delivery, and also support culture change."

Sarah Brooks, Chief Design Officer, Veterans Affairs

CANADA
"Early examples including government labs using design methods and design being taught and applied at some levels. Very few examples with plenty of room to grow."

Chris Ferguson, Service and Experience Design Strategist, Bridgeable and University of Toronto

NORWAY

"There are large programmes publicly funded to increase the ability of public agencies to use service design as a tool for innovation."

Kaja Misvær Kistorp, Manager of the DOT initiative at the Oslo School of Architecture and Design

BELGIUM

"The flemish government structurally supports the use of Service Design to improve government services."

David Morgan, Lead Designer at Knight Moves

IRELAND

"There is some commissioning of design but is not on the 'policy making agenda'. Through a process of public sector reform the government are talking about services being user centred but not a broad range of actions have come from that."

Heather Madden, Business Analyst at Cork Institute of Technology

AUSTRALIA

"We are at the beginning of the journey of incorporating design into all aspects of policy development."

Lynne Goodyer, Service Designer at the Department of Industry, Innovation and Science

FINLAND

"The value of design is high in the municipality of Helsinki. Service designers have recently been employed by the municipality, along with an opening for a Chief Design Officer for the city."

Andreas Pattichis, Service Designer for the public sector

JAPAN

Japanese government has some design policies. Our members are participating in the goverment working group.

Hiroko Yasu, Practicing service designer for the Public Sector, government employee

SWEDEN

A new delegation, appointed by the national government, 'Trust in Steering' (Tillit i styrning), is assigned to establish steering models within the public sector that embrace trust in co-creation, citizen-involvement and local creativity. The experiences from 'Radical change' are described in the assignment.

Johan Dovelius, Service Designer for the public sector

UNITED KINGDOM

Design as in process, ie. design thinking/methodology/citizen centred/ iterative processes are currently applied in policy making and there's a movement of cultural shift in policy making.

Amy Lee, Service Designer at the Ministry of Justice

GERMANY

The government has not yet realized how important service design is for the public sector. There are no good examples service designers can show to stakeholders in politics to convince them to start service design processes.

Juliane Amlaher, Service Designer for the Green Party and the Heinrich Böll Foundation

THE VALUE OF SERVICE DESIGN IN POLICY MAKING

NICOLAS REBOLLEDO

During the last decades, service design have successfully expanded into a diverse set of domains. Initially applied in the private sector as a tool for business strategy development and service innovation, it has been recognised as a core capability for driving competitiveness and value creation. This emergence of service design in the private sector has led to its expansion to other set of domains, among which, public sector innovation has become one of the most important areas due to its large scale and impact potential.

Public sector represents near half of the economy in developed nations –with government expenditures representing on average 41.9% of GDP across OECD countries in 2013[1]. The opportunity for service-design however, goes beyond the scale of this 'emerging market for design'. It is mainly about the impact that innovating in this sector may have for society. The scale and influence of the public sector implies that the way in which governments develop policies, allocate resources, and deliver services influences how our societies and markets develop and behave. Hence, improvements (or deterioration) in any of these processes of public value creation will have a direct impact on people and the public sphere.

The aim of this piece is to give an overview on: why governments need to innovate and how service design can be an effective approach to public sector innovation helping public institutions to transform the process of policy-making and public service design.

WHY GOVERNMENTS NEED TO INNOVATE?

Governments around the world –at national, regional and local level– are confronted with an unprecedented pace of technological, demographic, and social changes. These external forces, combined with the increasing complexity of policy challenges, is making public sector innovation a growing topic inside government's agendas.

The OECD and others are talking about an 'innovation imperative' for the public sector, which means that in order to keep pace with the changing environment, governments need to take immediate and bold action to catalyse the critical elements that support public sector innovation[2]. In simple terms this is about how governments can support

processes to create and implement new ways of doing things –or "new ideas that work at creating public value"–[3], covering new or better policies and services for citizens and society (external focus) and new or improved processes within government to change the way public policies and services are conceived and delivered (internal focus[4]).

There are at least three key drivers for this innovation imperative for governments:

TO DO MORE WITH LESS: INCREASE THE QUALITY OF SERVICES TO MEET WITH THE INCREASING DEMAND AND EXPECTATIONS OF CITIZENS IN TIME OF SCARCE RESOURCES.

Hyper-connected citizens who are more educated, better informed and empowered, demand better and differentiated public services that are on par with the ones provided by the private sector. However, after the economic crisis of 2008, governments have been challenged to make cuts on public spending, risking the quality and range of coverage of public services. In this context –and together with the demand for quality–, citizens are demanding for a rise in public welfare, asking for better and more sophisticated services that are also affordable.

This double-sided problem leads to a double innovation imperative: in the external dimension, it is about redefining the relationship between people and government for bridging the gap between what governments do and what people need and expect; and in the internal, it is about improving productivity and effectiveness in the processes of policy and service design and delivery. This imperative demands a more integrative approach for the development of policies and services.

TO REGAIN TRUST IN PUBLIC INSTITUTIONS: OPENING GOVERNMENT.

To build a new relationship between citizens and public institutions is not just a matter of fit between supply and demand, it is also a problem of building public legitimacy. Together with the failure on delivering public services that can meet the changing demands for quality, there is a big problem of trust in public institutions that has led in many countries to a complex political crisis.

The perception of inadequate levels of managing corruption, the need for transparency, accountability and public participation might be at the core of the low trust in public institutions. This seems to be a global phenomenon for democratic countries. In Europe, trust was low after the economic crisis but has declined even more in the years after. On average, in 2008, the trust in National Governments was 37% decreasing in 2013 to 29%. Research on the area indicates that economic performance alone does not explain the perceptible decline in trust, but reduced trust reflects what Europeans

in many member states perceive as both a decline in the quality of governance and the failure of current policies to address it[5].

In this context, governments must take action to go beyond transactional effectiveness and foster new and more direct interactions between public institutions and citizens, opening with transparency, giving access to public information, developing more inclusive governance models and decision-making processes, and more participatory processes and operations for allowing governments to build new relationships with the public.

TO DEAL WITH THE COMPLEXITY OF PUBLIC PROBLEMS: CHANGE THE TRADITIONAL POLICY APPROACHES AND EMBRACE SYSTEMS VIEW

Both contemporary social policy challenges –such as healthcare, or pensions for a long living population– and economic policy challenges –such as fostering re-industrialisation and at the same time stopping global warming– are challenges that are impossible to manage using traditional policy approaches. According to Muir & Parker, "such problems consume a growing proportion of public expenditure and they have multiple, non-linear and interconnected causes that feed off one another in unpredictable ways, and are precisely the problems that the governments of all the advanced economies struggle to address effectively"[6] . They argue that this is due to the rigid form of traditional policy approaches used in government where public service reform has relied mainly on the use of bureaucratic and market-based tools, ill-equipped to deal with complex problems. This means that a more systemic, holistic and relational approach
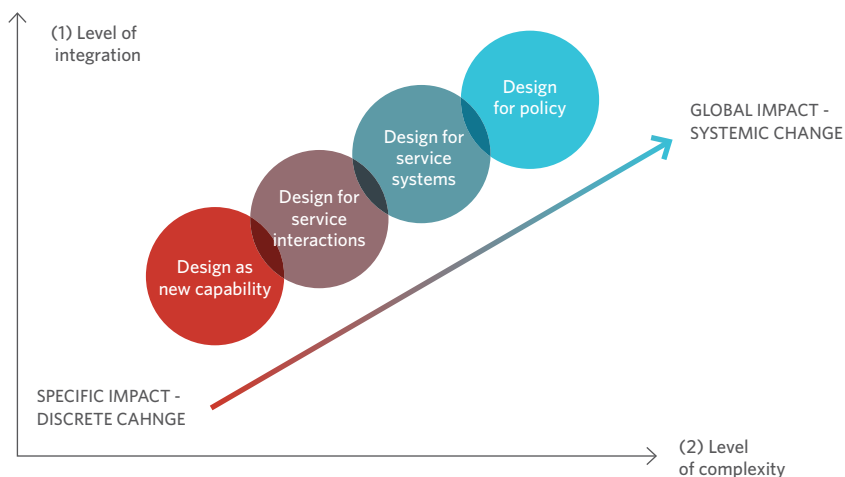
is needed to develop and deliver policies and services able to tackle the complexity of contemporary public problems.

All of these elements configure a multidimensional innovation imperative for public institutions. In particular, they challenge the way in which governments are thinking, 'making' and implementing public policies, mainly because traditional linear models of policy-making cannot cope either with the 'wicked problems' of a complex world nor with the increasing demand and expectations of citizens. This means that governments need to do things differently by looking for alternative approaches beyond the boundaries of traditional theories and practices of governmental action[7]. This shift is what is giving space for service design to become one of the most important features in a new way of 'designing' public policies.

THE VALUE OF SERVICE DESIGN IN POLICY MAKING

Although the systematic research about the use of design in public sector innovation is a relatively new field and there is a small but consistent set of literature, most of the advancement in the area has been led by an expanded set of practical experiences that –through different levels and scope– has shown that service design can be a more holistic and effective approach to tackle some of these innovation imperatives[8]. It can not only help to identify and resolve systemic problems in the public sector, but can go much further: it can help to change the way in which we think about public

problems, formulate public policies, and deliver public services, offering an alternative approach for the whole policy process from idea to implementation.

Christian Bason, former director of MindLab, suggests that design may offer a fundamental reinvention of the art and craft of policy-making for the twenty-first century. He considers that "from challenging current problem spaces to driving the creative quest for new solutions and shaping the physical and virtual artefacts of policy implementation, design holds a significant yet largely unexplored potential"[9].

For understanding this potential, according to Sabine Junginger, expert on design for policy at a policy school[10], we must acknowledge the idea that policies are design outcomes and as such, policy-making and policy implementation are, in their essence, design activities. However, she argues that in the field of policy-making, policies are not yet fully acknowledged as such, and design is treated "almost exclusively as an isolated, in-itself-closed activity, part of problem-solving that begins after a policy problem has been recognized as such and defined", used merely as a tool for developing products and services at the implementation stage, leaving behind the action of policy-making.

In spite of this apparent disconnection, she argues that by looking at the work that is being done by a set of innovation units or 'labs' inside public institutions for developing innovative social policies,

there is an increasing integration of the activities of policy-making with the activities of policy implementation, "involving changes in design approaches, methods, practices and concepts" along the whole policy process[11], leading to a new integrative approach of policy design for public sector innovation

Is in this emergent approach to policy design, where design –as an integrative discipline of understanding, communicating and acting[12]– is playing a relevant role. In combination with a diverse set of emergent science-based approaches, such as behavioural economics and data science, the contribution of service design to this reinvention of policy design can be unpacked in three keys elements:

CHANGE OF ORIENTATION: PEOPLE AT THE CENTRE OF PUBLIC PROBLEMS AND POLICY SOLUTIONS.

The main argument for the value of design in this field is that it can change the focus of public policies and services from a supply oriented logic into a demand oriented and people's centred perspective, making them become a problem of citizens and not just of ministers. From there, design can change the way services are designed and implemented to meet people's needs and reconnect governments with citizens (external focus), but also can change the way policies are developed and delivered by the organisation (internal focus).

In the internal focus, service design methods can help policy-makers to put people and their communities at the heart of the analysis of needs and the design and implementation of policies and services. In spite that the world of policy making is based on data, predictive models and scepticism towards creative approaches, service design –as an integrative discipline of problem solving– can bring together the application of data science with ethnographic and design research tools, being able to combine strategic mandates and scientific insights with the minutia and nuances of human behaviour, motivation and needs. This approach is highly collaborative and involves co-creating with users and stakeholders, being able to produce organised interactive environments where to develop cross-sector collaboration.

Together with better connecting supply with demand –through human centeredness, interdisciplinary and collaboration–, design can go beyond problem solving when creating a service. It can make public services more desirable, compelling and delightful, creating new experiences for citizens with the potential of impacting perceptions, behaviour and choice, all three key elements of the role of policies as inductors of social change.

This change in orientation complements the traditional top-down approach of policy with a bottom-up perspective, considering citizens as the main agents of social change, giving them the opportunity to become co-creators and co-producers of services and policies.

THE PRACTICAL APPROACH FOR POLICY DESIGN: EXPERIMENTATION FOR DECISION MAKING.

Both policy-making and design have the aim of producing intentional change in existing situations. While traditional public policy-making does this through establishing boundaries for the action of others and expecting preferred outcomes, design takes a practical approach by shaping ideas into concrete propositions for users with the power of changing specific situations for better. The difference is that while traditional policy making is done from a normative standpoint and based on robust facts of the present, design uses a practical, imaginative and experimental approach – based on a holistic analysis of discrete qualitative facts, engagement with people, creativity and prototyping– to propose possible futures.

These two approaches can benefit from each other. Matthew Taylor, Chief Executive of the RSA and policy expert, argues that central governments function as big publishing houses, more focused on producing laws, reports and documents rather than implementing solutions[13]. The problem, he argues, is that laws by themselves don't solve public problems so a practical approach is highly needed for effective governmental action. Design can help because as we've said, it puts practice at the centre of the policy process. Through prototyping, testing and learning, policy makers can speed up the learning loop between what is theorised at a policy level and what actually happens on the ground. This experimental loop improves political decision making, letting political leaders kill off bad ideas before they become political problems, or letting policy-makers refine the good ones so they can have a greater impact when implemented.

This is particularly valuable in a context where uncertainty rules and there is a need to create practical evidence for risk management and decision making.

AN ALTERNATIVE LANGUAGE FOR COMMUNICATION.

The concrete and visual nature of design brings a new set of communication tools to the table that can be used for design inside policy teams or as means of persuasion when communicating
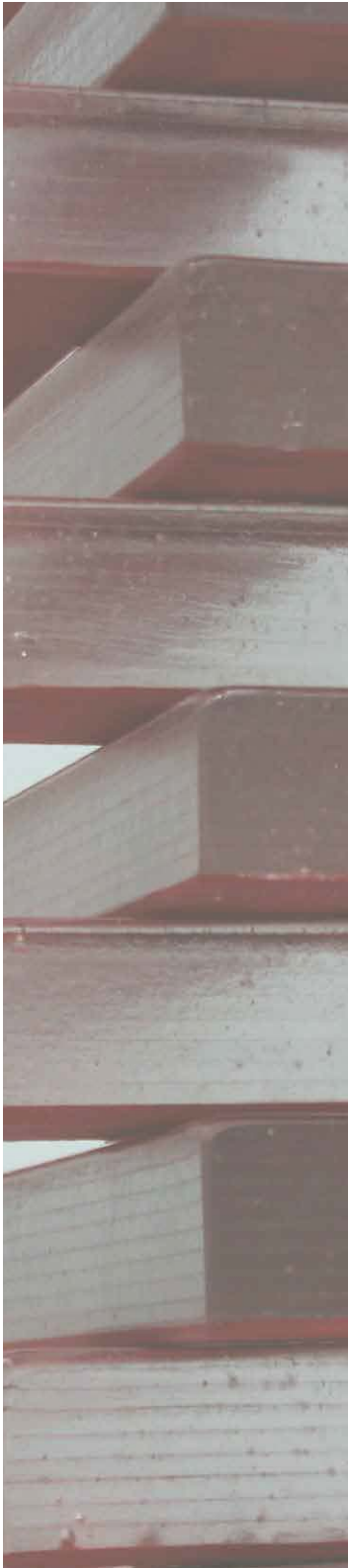
with others. Combining rapid visualisation techniques with a systemic view, it can help visualise complex problems, scenarios and experiences, letting policy teams identify opportunities and flaws, and then communicate them better to non-expert users. It also enables the communication of needs and the specification of solution requirements to third party service providers who can respond with solutions that more effectively align with both the needs of users and the policy objectives of government.

As means of persuasion, traditional public policy-making works with words and facts, where design works with stories and images, helping to build narratives based on people's experiences and contexts that can help policy teams understand and communicate insights, ideas and propositions in a more engaging and interactive way.

It is important to be aware that these three key contributions that service design is giving to the reinvention of policy design for public sector innovation, are complementary to both the traditional policy disciplines that are embedded in public institutions and others coming from a diverse set of disciplines. Hence, the potential of service design in this field, can only be harnessed if it is considered as a supporting feature of public action and not as a replacement.

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CULTURAL AND ORGANISATIONAL CHANGE

EMBEDDING DESIGN:
TOWARDS CULTURAL CHANGE IN GOVERNMENT

JESPER CHRISTIANSEN

As environments for government change, so do the required approaches, tools and skills needed to be an effective public leader or official. In recent years, there has been an increased recognition of the complexity of public problems. At the same time, we have been observing under-performing and risk-averse institutions, under-developed public service offerings and a structural under-valuing of citizens' perspective. Whether you look at the use of knowledge, procurement, financing or planning, the inability for governments to take effective action, has led many to question their legitimacy. The instruments of governments, public organisations, public servants and politicians have simply not evolved with the environments that wherein they are to be applied.

This is a significant part of why the imperative for government innovation is consistent and increasing and, with this, a constant emphasis on the need for a new culture of problem-solving and decision-making in public organisations. The innovation agenda is introducing a range of methods and approaches – including design – that expand on the tools and approaches currently used by government when it comes to creating public impact.

Design approaches are at the heart of this emerging landscape of innovative approaches, often functioning as the enabling factor in driving cultural change in government. This is, not least, because design changes the perspective and mindset of public development practice. Four central characteristics are:

FOCUS ON OUTCOMES – SYSTEMATIC FOCUS ON THE PRACTICAL OUTCOMES OF PUBLIC INTERVENTIONS FOR THE PEOPLE THAT PUBLIC SERVICE SYSTEMS EXIST FOR.

CITIZEN ENGAGEMENT – CLOSING THE GAP BETWEEN GOVERNMENT AND CITIZENS AND ENABLING A DEEPER UNDERSTANDING AND APPRECIATION OF THE EVERYDAY LIVES OF PEOPLE.

SYSTEMS THINKING – ABILITIES TO CREATE INTERVENTIONS WITH HOLISTIC AWARENESS OF THE INTERCONNECTIONS AND COMPLEXITY OF PUBLIC PROBLEMS.

PROTOTYPING – ABILITIES TO TEST, PILOT AND IMPROVE PROMISING IDEAS RAPIDLY IN ORDER TO EXPLORE AND LEARN ABOUT WHAT KIND OF INITIATIVES WILL SERVE US BEST.

In this respect, the role of design ultimately becomes about how governments operate to deal with public problems and create public legitimacy. Design approaches enabling user-centred and creative exploration of new possibilities and learning-oriented experimentation and operationalisation of new practices seem to be much better suited for dealing with public problems in the current social environments and policy-making contexts. In particular, it can be seen to advance five interconnected aspects of problem-solving. It changes how we:

UNDERSTAND

Capturing everyday experiences and sense-making of citizens, unpacking the causes and consequences of public problems and analysing their dimensions and implications.

IMAGINE

Expanding the scope and options for creatively identifying or generating new ideas (through new forms of user-involvement, creative facilitation, collaboration, etc.).

SYNTHESISE

Making sense of ideas by drawing upon the right experiences and expertise and shaping the initiative and its development process accordingly.

EXPERIMENT

Prototyping and testing how the initiative will work in practice and enable iterative learning and adjustment in light of unexpected consequences and potentialities.

OPERATIONALISE

Turning the initiative to a new, consistent practice by creating an effective and appropriate dynamic between intervention, implementation and learning/feedback.

Crucially, this not only involves organisational, administrative and developmental capacities, but also how change is better enabled and mandated through a more productive dynamic between political envisioning, deeper societal insight, better collaboration and technical appropriation.

CULTURAL CHANGE IN PRACTICE: REDESIGNING THE TASKS AND PROCESSES OF GOVERNMENT

In my seven years working at the Danish government design unit MindLab, most of my everyday work was about enabling cultural change to happen in practice. For example, I spent a lot of time reframing tasks, such as reframing citizen engagement as something going way beyond consultation and emphasising the need for spending time

in the everyday contexts of people's lives or co-designing new ideas with citizens and frontline professionals. Or such as reframing implementation as an experimental process: remaking policy-making as a craft of testing hypotheses in order to explore what works in practice in order to learn, adapt and refine potential interventions.

This activity was supported by the set-up of MindLab. It functions as a platform for cross-governmental collaboration both horizontally across key ministries and vertically between the state and local level. The intent is to collaborate closely with senior managers and staff within the owners' organisations to support policy development and policy implementation. Working as an internal cross-governmental design lab, MindLab offers a dedicated explorative process or space using design methods – such as user-research, creative facilitation and prototyping – for discovering new ways of addressing problems and designing the appropriate processes to develop new ideas into practical outcomes.

One example of a deeper cultural change effort is a project that dates back a few years (it is actually still unfolding in its fourth or fifth iteration currently). Starting in 2013, MindLab and the Danish Ministry of Employment refocused the implementation of a reform focused on fundamentally changing employment initiatives for citizens at risk with the goal of reducing (in particular) the number of young people outside of the labour market.

The reform required employment services to drive to a more holistic and multidisciplinary approach, shifting their focus on activity to a focus on the outcomes for citizens. It was no longer about the number of cases closed or maintaining a uniform process for citizens. Instead, it was time to invest in creating positive change in the citizens' situation, through interdisciplinary collaboration and greater professional freedom in case processing and public sector initiatives.

It demanded a significant professional, managerial and administrative adaptation and was a paradigm shift in employment initiatives. The success of the reform depended not just on a fundamental break with the current compartmentalised organisational framework, budget allocations and administrative procedures, but also the adaptation of new professional practices and a new way of relating to and involving the citizen. In short, it posed a huge implementation challenge.

How do you even begin such an effort? Our answer was to introduce a new (simple) notion in the project: the aim of the project was not to find out whether the reform worked or not, but to focus on how it really worked for citizens, in job centres and in the everyday practice of frontline staff. Therefore, partnerships were created with various municipalities, whereby ethnographic methods were used to engage citizens, case workers, middle managers and job centre managers. We explored questions such as: how were citizens actually

experiencing new public sector initiatives? To what degree are municipalities geared towards managing the objectives of the reform?

With this vantage point, the project illustrated the numerous practical implementation challenges for municipalities and made them subject to human-centred processes, resulting in reframing these challenges and practically exploring how to deal with them in new ways. It also helped to balance expectations of the implementation process by illustrating the challenges, conditions, extent and implications of the changes. This enabled national decision-makers and local practitioners to co-analyse insights, co-create new ideas and co-design a number of supporting activities and areas of focus to deal productively with the implementation process of the reform.

Some of the initiatives concerned specific changes to legislation to ensure that the policy objective was followed, while others focused on creating a fruitful interaction between existing operational practices and the new initiatives. The longer-term goals of these were to ensure the rehearsal of new case-working practices in the employment system, allowing for and supporting an outcomes-focused and professional investment in the citizen's desires and resources needed towards a better everyday life.

In a strategic lens, these activities were also about creating joint ownership across central and local government and doing away with the trend of implementation tasks becoming a matter of 'us' and 'them'. Instead of the state blaming municipalities for their failure to implement policy or municipalities blaming the state for being out of touch with the reality of actual practice, this project encouraged teamwork between the two entities.

A wide combination of elements were critical in getting to this point: their failure to implement policy, or municipalities blaming the state for being out of touch with the reality of actual practice, this project encouraged teamwork between the two entities.

A wide combination of elements were critical in getting to this point:

AN AMBITIOUS CITIZEN-CENTRED REFORM AGENDA;

SIGNIFICANT INVESTMENT IN BOTH USER-RESEARCH AND EXPERT KNOWLEDGE, COMBINING DEEP KNOWLEDGE ABOUT PEOPLE WITH IMPORTANT INSIGHTS ON DESIGNING FOR POLICY IMPLEMENTATION;

STARTING WITH A SMALLER PROJECT TO ILLUSTRATE THE POTENTIAL EARLY ON AND BUILDING THE AWARENESS AND BUY-IN OF KEY PEOPLE IN THE MINISTRY TO WORK AS AMBASSADORS FOR THE CHANGE NEEDED IN THE WAY THAT WORKED;

CONTINUOUSLY LOOKING BEYOND THE PROJECT TO SEE HOW IT COULD CONTRIBUTE AS AN INVESTMENT IN WIDER CAPACITY-BUILDING PROCESSES.

A series of new projects are now taking place to create an entirely new approach to public policy in the Ministry of Employment. A range of change initiatives were launched to work with the wider organisational capacity of the Ministry to embed design-led approaches in every phase of the policy cycle. A key element was reframing implementation as an experimental process in which the systematic involvement of citizens and practitioners was imperative to increase the likelihood that policy initiatives create the intended outcomes. This was crucial, in particular with a reform aimed at changing governance models, system logics and relationships of accountability.

This activity was central to the cultural change contribution of the project. Typically, reforms are designed and developed by a small number of people who then play no active role in their implementation. Therefore, the practical challenges and dilemmas of the implementation process are seldom part of policy decision-making processes or administrative implementation. The project enabled a fundamental cultural change in this approach:

DESIGNING FOR PUBLIC POLICY

It allowed for, and created a better dynamic between, policy and practice and a shared ownership between national and local government. This enables planning of reforms and service design through a better understanding of the experience of end-users and frontline professionals and a better process of dealing with the causes of problems and the practical consequences that the new initiatives bring with them.

CREATING INSTITUTIONAL RESILIENCE

It enabled a new platform for building the design and change-management capabilities of government and reshapes the governance and management systems to increase the ability to learn and adapt from every policy going forward – rethinking and redesigning decision-making practices and knowledge management processes.

To achieve the ultimate goal for MindLab (contributing to positive outcomes for people), these kinds of cultural change activities are crucial in order to go from isolated projects to a more sustained change effort. Both by influencing behaviours, priorities and practices of the public servants through close collaboration, but also by experimenting with and transforming the procedural, administrative and developmental processes and practices of public organisations.

A GLOBAL CULTURAL CHANGE MOVEMENT?

While dedicated resources such as innovation teams, labs or units are receiving much attention currently, they should only be seen as a means to an end. Their sustained value depends on the ability to become embedded in and to transform the wider institutional capacity of governments. They are the actual innovation leaders and labs should only work as catalysts for reframing, reshaping and remaking the tasks of government. At the same time, they provide a unique opportunity to explore, learn about and to codify what should the 'next practice' of public policy, procurement and governance.

The frequent underestimation of what it takes to enable a useful uptake of innovation approaches and methods – including design – is concerning. When public organisations have been given a mandate to do something new, they often emphasised cognitive learning about methods rather than immersive and experiential learning in the craft of solving problems, navigating and developing capabilities in using a range of different innovation approaches as well as managing the decision-making and governance environments in which the methods have to be embedded. The consequence of this has not only often left design-led innovation projects as small islands in the larger landscape of government development practice, but also made innovation agents in government lonely in their endeavours.

With that said, there are encouraging developments that attempts to deal with this challenge. Governments around the world are developing a new change capacity resulting in new governance models, innovative ways of developing and implementing policies and a better intelligence for public decision-making, many of which has design thinking and/or design approaches or methods at their core. It is possible to see these efforts within three overall approaches (some of the examples mentioned below cut across the overall categories).

STRATEGIC AGENDA SETTING

More and more governments are launching strategic (branded) innovation agendas that initiate a large range of activities under an overall heading. These are examples of attempting to embed innovation capacity from the top down.

In Seoul, under headings of 'Sharing City', 'Listening' and 'Citizen Engagement', the government is leading a large portfolio of initiatives to enable citizens to share their experiences and views with the government. These include a government user-design team, online and offline communication channels, physical space design, citizen-mayor roles, crowd-sensing and a special team of citizen officials to oversee decision-making. Of about 4000 policy ideas gained through citizen engagement, about 70 percent has influenced policy development directly. In the digital realm, Estonia probably got one of the world's most ambitious digital design strategies: 'E-Estonia'. This strategy has enabled a large project portfolio focused both on the easy access and application of online services, but also creating digital systems in health, education, public safety and business growth to make it easier for frontline workers and citizens to maximise their value creation.

Several countries are developing their change capacity under the heading of 'experimental government', highlighting the need for exploring different hypotheses and assumptions to avoid policies getting stuck on the wrong path in terms of creating impact. The Finnish government's experimental government initiative has created different policy and

democratic innovations enabling better trials of new ideas, increased public participation and people-driven legislation. The Chinese government has, for a long time, used experimental zones to test out ideas inspired from other countries at a small-scale, especially to develop new economic models for creating growth. Similarly, Denmark has created 'free municipalities' to explore new solutions in education, employment and social services with traditional bureaucratic constraints. In the UK, the combination of an experimental policy program and 'what works' centres promises significant savings in spending. And the Mexican social assistance programme Progresa (and later Oportunidades) is illustrating how experimentation can be done with ambitious national policy, reducing poverty at scale.

LEADING BY EXAMPLE

Much of the previous and current practice embedding design and other innovation approaches in government is done through units, labs, or project collaborations. They are leading by example: building government capacity by creating change narratives that showcase how things could be done differently.

Some examples are The Australian Centre for Social Innovation's 'Family by Family' initiative, a peer-to-peer program in South Australia and New South Wales reducing the number of families needing crisis services and keeping children out of the child protection system. Public Policy Lab in NYC is redesigning service systems in various US cities in areas such as education, transport and justice systems. In collaboration with various Canadian cities and regional governments, InWithForward radically redesigns service systems from the bottom up in complex areas such as mental disabilities and homelessness achieving real cross-sector collaboration and delivery. La 27 Region in France is creating impressive outcomes from new service design in the health sector. Mexico City's Lab de la Ciudad is pioneering how to mediate conflicts and opposing views to enable positive outcomes in complex urban environments.

In the UK, the Policy Lab in the Cabinet Office is leading multiple projects to showcase how design can create a more iterative approach to policy-making across the UK government. Outside explicit design approaches, the Behavioural Insights Team has been pioneering how to use behavioural science to achieve public savings and more efficient service delivery in areas such as tax, employment, social policy and health. The Government Digital Service is similarly combining service design with behavioural science to create practical insight into everyday user behaviour. Among many examples, GDS has enabled over 350,000 people to register as organ donors through online experiments focusing on people's motivation. And FutureGov is redesigning public service systems in local councils in the UK and around the world.

DEVELOPING SKILLS AND PROFESSIONAL EXPERTISE

An increasing range of initiatives are specifically targeting the expertise, roles, skills and behaviours of public servants. These initiatives have an explicit focus on training and learning as part of carrying selected tasks and projects. Initiatives like ChangeSA in South Australia is an ambitious attempt to create a culture that speeds up the decision-making process, celebrates innovation and creativity. This is enabled through a staff-led movement and challenge-focused approach allowing for pursuing ideas and initiatives for the existing workforce combined with the support of training in new skills and methods.

Similarly, in Singapore, PS21 was initiated and driven by the head of the Singaporean Civil Service with the core aim of preparing Singaporean public services for the 21st century by tapping into and rewarding the knowledge and creative potential in public officers. Another, slightly different, centralised initiative is taking place in Chile where government innovation lab LabGob is facilitating a government-wide capacity-building process to embed new innovation capabilities in the development work of public servants. This is similar to how the UAE government is trying to build innovation capacity by running a range of initiatives focused on creating a more innovative and experimental culture. A similar focus and intent can be seen in more

networked approaches like SALAR in Sweden and Transfo in France where capacity building is being orchestrated through distributed support and peer-to-peer learning.

An interesting and unique approach is being applied in British Columbia, Canada. With the support of inWithForward, social service organisations are developing a 'fifth space' to free up the time for public staff to do cross-organisational collaboration and capacity-building focused on innovation and R&D. This is basically an attempt to change the job description and attitude of frontline workers and public managers to be focused much more continuous development, an approach similar to Seoul's emphasis on the need for cultural transformation in terms of changing the mindset and attitude of civil servants to be more open to the voices of citizens.

While these initiatives have a much-needed emphasis on embedding new skills and attitudes among public servants to systematically understand the implications of new approaches for the current professional practice, what we really need to see is the systematic combination of all three approaches: 1) strategic government innovation agendas; 2) the ongoing support of dedicated units leading by example and 3) a systematic focus on skills development and capacity-building. Not least because the impact of design in government is dependent on learning on innovation craft: how to apply, embed and extend design approaches in government; not merely learning about the methods themselves.

CULTURAL CHANGE: A QUESTION OF PROFESSIONAL IDENTITY

This effort first and foremost involves a change in mindset and identification. Dealing with increased complexity, uncertainty and rapidity of decision-making environments further actualises the point made by Geoff Mulgan in the 'Art of Public Strategy': public organisations cannot merely adopt a strategy of survival by adapting to their environment – as a public servant, your purpose is to actually shape the environment.

Consequently, public servants are (and should professionally identify as) 'change agents' (not solely analysts) responsible for enabling and processing political intentions and ideas that draw upon the best possible ways to enable creative problem-solving. What we are seeing across the world at the moment is that design approaches, methodologies and attitudes are supporting this shift among public officials in national and local government, potentially making them more effective 'shapers' of the environment.

Embedding design is very much about a 'design attitude' (much talked about in the design community) and the way that this influences the culture of planning, decision-making and management of public servants. Design can leverage a new kind of knowledge management with an effective combination of a productive outcomes-focus in processes of citizen-centred and iterative development. It reframes and reshapes how governments research, imagine, synthesise, experiment with, refine, rehearse and operationalise new concepts, ideas and/or intentions.

Importantly, if we are talking about how public problems are dealt with and how decisions are being made, we should not only be focusing on organisational, administrative and developmental capacities, but also the relationship between administration and politics. Consequently, this emerging cultural change ultimately should also be transforming how mandates for change are created, legitimised and maintained. Much can be done to ensure that design plays a vital role in this process. Here are five things to consider going forward:

Avoid viewing design (and other innovation approaches) in isolation: we need to view the innovation space in its whole and explore how different approaches reinforce each other in terms of contributing to better public outcomes.

Creating customisable innovation learning formats: there is a need for investing more resources in inventing learning formats that support a more customisable and challenge-focused approach to innovation learning. This is about simultaneously enabling better navigation of existing tools, supporting more appropriate and timely application and use, and increasing focus on immersive learning in practice rather than learning about practice.

Authorising new kinds of professional expertise: while much effort is going into training public servants in new methods, little attention is given to the HR aspect of embedding design in government. How do we ensure that our hiring practices, incentive structures and HR systems actually recalibrate to support and legitimise new public servant roles and practices?

Supporting communities of practice: innovation champions often are left to their own devices and are looking for people and knowledge to provide inspiration for and validation of their internal innovation work. There is much potential to strengthen emerging communities of practice by orchestrating better support network and knowledge sharing.

Enabling practice-based knowledge production: in order to ensure the quality, coherence and impact of design in government, there is a need to learn from and within practice (to a lesser degree from outside-in academic theory). Accelerated learning and better impact will come through practice-based, collaborative production of knowledge and better ecosystems of peer-to-peer exchange.

USING DESIGN TO TRANSFORM MENTAL HEALTH SERVICES IN LAMBETH

AVIV KATZ & MATT GOTT

The London borough of Lambeth needed to radically change its model of care for people suffering mental health problems to one that was financially sustainable and that provided better outcomes for its population. Lambeth has more than double the average rate of prevalence of mental health issues in England, with the local hospital (South London and Maudsley NHS Foundation Trust) providing the widest range of mental health services in the UK to 45,000 patients each year. In May 2012, a review conducted by Innovation Unit and local health commissioners found that 80% of people formally admitted to hospital were already known to mental health services, while bed occupancy stretched beyond 100%. At the same time, pressures to cut budgets by more than 20% crystallised the case for change towards a more preventative, community-oriented model of care.

The vision had been set, but the route towards it was still unclear. A top-down, finance-led transformation programme risked unravelling the delicate weave of collaborations and informal support that people valued so highly. There needed to be a substantial shift in the participation of people who use services and of the organisations that deliver that care.

People, who were typically seen as 'customers', or 'suppliers' in the system needed to be empowered to drive the vision and carry out the difficult changes. These included changes to the ways in which general practitioners refer to specialist care, changes to the ways in which community mental health practitioners support people in times of crisis and opening new community hubs that focus on social prescribing.

The transformation was carried out over several years, in distinct phases. Initially, the biggest challenges were cultural. Traditional health commissioning processes privileged competition over collaboration: deep-rooted behaviours and attitudes to mental health service provision were resistant to changes that challenged the idea of who is an expert, and how patients' health could be co-produced. Design played a key role in liberating the imagination of practitioners and service users, prototyping how care planning could be done differently, how service users could be more engaged in research and development of new services and how the very principles of commissioning could be challenged to achieve parity of responsibility between community and traditional services.

With so many features of the mental health system requiring change, the new commissioning model needed to recognise the state of ambiguity and constant 'goal-post shifting' and facilitate a culture of learning. A service design approach, which allows for incremental development through prototyping, generated a more responsive and efficient commissioning process.

The long-term involvement of designers at the heart of the process supported real culture change, embedding methods of user research, empathic narratives, prototyping and co-design. Lambeth incorporated the use of service design throughout its mental health system, by designing new services, such as Connect&Do[1], employing in-house service designers and currently prototyping new services through a multi agency hub for community-based wellbein[2]. These have all contributed to making Lambeth an award-winning pioneer in participation and innovative, collaborative commissioning.

CASE STUDY
USING DESIGN TO CHALLENGE THE WAY BRENT COUNCIL SUPPORTS ITS MOST VULNERABLE COMMUNITIES

AVIV KATZ & MATT GOTT

The leadership of Brent Council (a local authority in North West London) sought the support of a design partner to support reviews of three significant and complex areas: employment support and welfare reform, housing vulnerable people and regeneration. North West London faces challenges, such as a lack of affordable housing and persistent poverty in some neighbourhoods. This council also wanted to build their internal capacity through the development of an innovation hub and training of a cohort of managers and officers in service design methods.

The three reviews, which ordinarily would have been conducted in isolation from each other by their respective departments, were done in parallel by a multidisciplinary team of designers, researchers and managers. The three teams carried out extensive research, including ethnographic interviews, observations, focus groups, pop-up community events, expert interviews, data analysis and visualisation. At key points, the teams came together to share insights and critique each other's work as they progressed from research into idea-generation and prototyping.

Alongside the reviews was a focus on internal development and learning.This included the development of an innovation hub that builds staff capability in a sustained way, convenes idea-generation events and provides the authorising environment for rule-breaking experimentation. More importantly, it also included leadership development for innovation through specialist guidance of the senior management team, to ensure that they understand the difference between leading tame or complicated projects and leading complex, open-ended innovation projects.

In this project, service design was was applied as the methodology for the reviews, but it was also the approach Brent council wanted to embed more broadly. While the methodology was put into practice in each of the three strategic reviews, the approach was modelled and embedded through the various elements of the programme:

Professional guidance to the lead strategic director: each review was supported by an innovation coach with extensive experience of delivering innovation processes in the public sector

Support to develop and implement a design-led approach: as well as the innovation coach, each OBR team was supported by an Innovation Unit team of designers and researchers, guiding them through the innovation journey

Examples of innovative practice which had the potential to be applied in Brent: in all of our work, we support our partners to generate new ideas, drawing upon innovations from across the world (across multiple contexts and sectors)

Design and facilitation of visioning and stakeholder events: we facilitated participatory workshops to equip the OBR teams with the skills and tools they needed to facilitate the workshops themselves

Support for the project team in developing new skill sets and helping grow capacity within the Council: we built the hub together, to facilitate a series of capability building workshops and learning sessions to reflect on each phase of the OBR process to capture, codify and disseminate key learning for the wider benefit of the Council.

SERVICE DESIGN AS A COMPLEMENTARY TOOL FOR COMPLEX ORGANISATIONAL CHANGE

AVIV KATZ & MATT GOTT

This chapter deals with service design as a unique set of skills, methods and mindsets that support complex organisational change. Drawing on our experience of working with leaders of public services, we wish to draw attention to the growing demand for design-led approaches to organisational change, and to make a case for it.

Service design encompasses a core methodology, which includes methods for user research, service and experience mapping, design and prototyping, as well as a wider approach to problem solving, which is collaborative, user-centred, data-driven, emergent/iterative, sensorial and multi-dimensional. While the core methodology is often applied in a linear fashion to design briefs with a narrowly defined set of objectives and constraints, we would like to draw attention to how the wider service design approach is applied to organisational and systemic challenges that are complex and nonlinear.

Public sector challenges range in scale and complexity, with the biggest ones having the biggest impact on the lives of people, and often drawing disproportionately on the scarce resources available. While design has an obvious role to play in solving many of the transactional challenges, such as making online government services more user-friendly or making hospitals more accessible and 'human', it also has a unique contribution in creating the conditions for necessary changes to take place. By using a generative, human-centred approach, it can deal with the messy, complex, structures, relationships and cultures that can inhibit or enable change to take place.

In our work with leaders across public services, in areas such as health, education and local government, we have seen growing acceptance and desire for design as a central practice for system change that tackles all of the above.

THE CHALLENGES OF CHANGE AND TRANSFORMATION INITIATIVES IN COMPLEX, PUBLIC SECTOR ENVIRONMENTS

Many of the challenges facing public sector leaders today can be classed as wicked or complex: they are also system challenges, rather than problems that can be managed, based on known practice, within organisations. All too often, the interventions that are planned to meet these challenges derive from the metaphor of a machine – re-design, re-engineering, leverage – a metaphor that has its roots in the early 20th Century Taylorist views of effecting change, which remain deeply ingrained in our language and approach today. According to one study, 70% of change efforts fail because most are built upon the shaky foundation of five flawed assumptions: that change can be managed; that human beings are objective; that there are 'X' steps to change; that we have a neutral starting point for change and that change, itself, is the goal[3].

What might this mean if our projects seek to address issues such as the growth of long-term health conditions, homelessness or poverty? We must adopt two key perspectives: our

Some problems are so complex that you have to be highly intelligent and well informed just to be undecided about them."
Laurence J. Peter

first perspective is complexity and, importantly, the differentiation of complicated and complex problems. In a complicated context, at least one right answer exists, whereas in a complex context, right answers are undiscoverable. This is an important distinction when considering how to intervene.

COMPLEX	COMPLICATED
Enabling constraints	Governing constraints
Loosely couple	Tightly coupled
probe-sense-respond	sense-analyze-respond
Emergent practice	Good practice
CHAOTIC	OBVIOUS
Lacking constraints	Tightly constrained
De-coupled	No degrees of freedom
act-sense-respond	sense-categorize-respond
Novel practice	Best practice

Dave Snowden's Cynefin framework[4] offers a window into this analysis, going further to begin to suggest what response we might make in each context. For clients, it has helped to show that, when dealing with complexity, cause and effect cannot be analysed and determined and good practice and expert knowledge are insufficient.

Service design therefore provides the tools and the mindset to handle 'emergent practice': when the relationship between cause and effect can only be perceived in retrospect. Snowden encourages us to 'probe – sense – respond'. From service design, ethnographic research, synthesis and prototyping provide us with the tools to act in this way.

The second perspective acknowledges that the spaces into which we step on behalf of our clients are living systems, escaping the constraints of the machine metaphor and the false certainty and optimistic predictability that it implies.

Myron Rogers argues that organisations are in fact living, complex and dynamic[5]. They are made up of many networks within networks. If we want organisations to be able to change, for them to be adaptive, resilient, intelligent, for them to be able to learn and progress, we have to stop thinking of them and treating them in terms of them being a machine and start thinking of them as being a living system.

COMPLEXITY, LIVING SYSTEMS AND DESIGN

How does this situate service design in the context of organisational change in the public sector? Adopting a complexity and living systems perspective demands a very different mindset and way of working. Much of what is needed resides in the theory and practice of service design:

Service design asks us to focus on purpose, on the user and on outcomes

Service design tolerates uncertainty; it says 'yes to the mess' and through prototyping, helps us to experiment at the edge, to nudge and to learn

Service design encourages connections and relationships; it connects a system to more of itself, promoting learning and feedback

Service design is sensorial and multi-dimensional; it uses visual language to enhance communication

Service design reduces power differentials with an implicit assumption of co-crafting with users

And service design embraces emergence, creating space for the new to reveal itself.

Service design provides a philosophy and discipline to address complexity and change in living systems.

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1 www.connectanddo.org

2 http://www.lambethccg.nhs.uk/our-plans/mental-health-services/lambeth-living-well-network/Pages/default.aspx

3 McKinsey Performance Transformation Survey, 3000 respondents to global, multi-industry survey; and http://www.peterfuda.com/wp-content/themes/peterfuda-bootstrap/content/Why-Change-Efforts-Fail.pdf

4 Adapted from: https://en.wikipedia.org/wiki/Cynefin_Framework

5 Rogers: A Simpler Way, 2012 by Margaret J. Wheatley and Myron Kellner-Rogers

SUMMARY

Public sector organisations, perhaps more than in another sector, are responsible for leading the search for innovative, cost-saving solutions to a myriad of wicked issues for the benefit of the citizens they serve. Taxpayers demand it and stretched public finances require it. Yet often their structures, working methods and competencies are defined by their original conception in the early 20th Century.

Public-sector organisations are often criticised for being bureaucratic, risk averse and slow to change, yet we are living in a period of unprecedented change. Whether due to election swings or unexpected crises or one type of another, public-sector organisations need to be more agile and become better at change. Design has an important role to play in providing organisations an approach to address complex organisational change and, through its focus on users, linking it to the experiences of residents, frontline workers, managers and leaders.

Design or The Design Way (Nelson and Stolerman) provides both a world view and a set of tools and practices that can help public servants navigate this complexity and create change. It provides a container for the action and inquiry necessary to generate new insights and it provides a pathway to new answers and new services, benefitting citizens in towns and cities across the world.

"User-centred design is the way forward – a universal commitment and a new culture of how we do things. We've seen it a bit in the past but not at this level. We recognise that it might be tough for those who live in the old system, but if we want to make a system for those using it then co-production is the only way forward."

Dr Adrian McLachlan, GP & Chair of Lambeth Clinical Commissioning Group

PUBLIC SECTOR: OPEN FOR PARTNERSHIPS

"In my experience design helps to create a more collaborative working connection between the public and private sectors. Working on projects at Transport for London over the past two years allows me to be better able to understand and evidence what drives value to government, public servants and private organisations. We are better able to define roles and how best to work together to deliver public services."

Stephen Graham, Head of Service Design at Deloitte Digital (UK)

"The Veterans Affairs Innovators Network, to get a platform built that could provide matchmaking opportunities for design students and professionals from the private sector to support VA projects posted by programme offices within the VA Healthcare, Benefits and Cemetery administrations. Those are two (of several more) examples."

Sarah Brooks, Chief Design Officer, Veterans Affairs, (US)

Answers from online survey conducted by Service Design Network (SDN) from July to August, 2016 with 198 respondents.

I believe that design can bring the two sectors together to solve problems – irrespective of sector. My practice increasingly involves all three (as well as the 'third sector')."

Kathryn Grace, Service Designer at Stick People (UK)

"The biggest threat to the careers of public servants is that the public sector won't be the only place offering citizens the social services that they need. Plenty of social entrepreneurs will be disrupting the public sector market in ways we can't yet imagine. It's important for designers working in-house to hook into these social design networks and enable the public sector to work with the social entrepreneurs, rather than against them."

Simon Penny, Founder of the Shropshire Council iLab, (UK)

"We're developing the 'Startup in Residence' programme with the City of San Francisco that builds innovation capacity by partnering startups with city staff to solve a pressing problem. A key component is a training program steeped in many elements of service design."

Lawrence Grodeska, CiviMakers Founder (US)

TRAINING AND CAPACITY BUILDING

FROM CAPABILITY TRAINING TO CAPACITY BUILDING

JOYCE YEE & JOANNA CHOUKEIR

Service design is now firmly established as an important approach for driving innovation and change in the public sector. This is evident by the growing number of public sector service design projects, by the emergence of innovation labs in governments around the world[1], by dedicated events such as the 'Service Design in Government' conference in the UK (now in its 4th year) and an increasing body of academic research looking at the impact and value of service design in the public sector. One of the key barriers to service design implementation is the capability and capacity available to in-house teams of council officers tasked to deliver and improve the service. This is an important issue to address if service design is to truly fulfil its potential to drive innovation in the public sector. And yet, as a community of practice, we don't often discuss the importance of service design training in the public sector. This article attempts to highlight a range of approaches to service design training and capability building in the public sector using examples from different parts of the world.

POLICY LAB

Civil servants from DWP, DH and Policy Lab working alongside service users and providers to improve support for people working with long-term health conditions.

SERVICE DESIGN AND THE PUBLIC SECTOR

The increasing interest and presence of service design (and innovation in general) in governments globally has been largely driven by a growing public sector innovation agenda in response to budgetary cuts, rising public expectations, a call for more participation and a recognition that government no longer knows or has all the answers. Service design is seen as a cost-effective approach that maximises policy effectiveness in reforming public services. It does this in a number of ways: first, by focusing on the users and their experiences of service-use; second, by using a design process that supports people in making decisions in complex situations and upon limited facts and third, by its inherent focus on the stakeholders, which lends itself to public engagement and citizen ownership. For example, the design consultancy Uscreates was tasked with working alongside the UK Government's Policy Lab, Department for Work and Pensions (DWP) and the Department of Health (DH) in a capacity building role, to help improve services that support people with long-term health conditions to remain in work. The key differentiator between how civil servants approached this challenge and many others before it, was through adopting a service design approach which involved in-depth ethnographies with users to generate insights around issues with existing services (as opposed to the usual review of quantitative survey data).

Furthermore, the same users involved in the ethnographies then worked side-by-side with civil servants to propose and test solutions that better resonated with people's lived experience when working with a health condition. As a result of this work, a new Health & Work Book is being piloted across the UK, the Health & Work Unit formed in government bridging the Department for Work and Pensions and Department of Health to address shared challenges, and a £40 million fund was committed to health and work innovation.

WHY IS TRAINING AND BUILDING CAPACITY IN SERVICE DESIGN IMPORTANT?

The future is looking bright for service design in the public sector. However, challenges remain. And, while people are much more aware of service design and what it can offer, there are still knowledge gaps around implementation and continuous iteration. Joyce Yee's and Hazel White's study[2] has shown that there are three necessary conditions for design to achieve the desired impact in the context of public sector projects: the importance of building capacity in service design in the organisations, along with leadership and community building, are crucial to the sustainment of a service design approach in the public sector.

Changes in practices do not occur without building the capability and thus increasing an organisation's capacity to change. This is especially important for service design in the public sector as the constant flux of social and

economic challenges require a level of responsiveness and agility to be able to capture insight quickly and frequently and to iterate and improve services accordingly. Furthermore, budgetary constraints usually restrict further commissioned involvement during the implementation of a service. For this reason, it is vitally important that public sector staff involved in designing and delivering new services in the public sector are offered relevant training and support to ensure they have the capability to implement new service delivery. Longer term, this will enable a change in practice crucial to realising impact and sustaining this new approach to service innovation.

Educating the client about design has always been an important (but often hidden) activity of a designer. In service design, training and building capacity has become a key component of service design projects, because it would be very difficult to sustain continued service improvement and implementation in

the public sector without having people with the right skills and expertise. It is as important to build in 'learning capability' to develop a mindset receptive to change, as it is to build practical skills in being able to deploy tools. Which is why many of the training programmes offered by various organisations tend to be a mixture of delivering practical skills in using design methods (for example user-research methods: observations, personas, empathy mapping, customer journey mapping, visualisation and service blueprinting) with ways to help people think more creatively (for example future visioning and idea generation).

DIFFERENT MODELS OF TRAINING AND CAPACITY BUILDING

There are generally three sources of service design training and capacity building in the public sector. The first is through external service design agencies. The second is delivered through internal government innovation

US CREATES

"The societal challenges are becoming more complex everyday. It needs an extra skillset and mind set, to add the most value. I think it will be an indirect effect, becoming more 'normal', such as knowing a programming language or a foreign language."

Dounia Ouchene, Strategy Advisor at RVO (The Netherlands)

labs/teams and the third is through external intermediary organisations that work alongside the public sector. Some of these organisations are dedicated training agencies rather than full service design agencies. There isn't a set training package for service design,

however there are some recognisable service design methods such as user journeys, service blueprinting and empathy mapping that are considered to be part of service design training. Nonetheless, experiential training where organisations apply new approaches, tools and methods to their live challenges remains most effective as it positions the benefits and opportunities for service design in context.

Examples of UK service design agencies offering explicit training and capacity building service include Uscreates, Snook, Futuregov and Open Change amongst others. These agencies are explicitly offering training in the form of academies, workshops, masterclasses and specially designed training programmes. Sometimes these training sessions are offered as part of an introductory session to service design. Uscreates' 'Inside Design' workshops and Future Gov's 'how to' event series are examples of these. Other times, training is

An inside design event on service design in public health

embedded in the design and implementation phase of a project, through a gradual handover process. When the Design Council and Uscreates worked with Barking and Dagenham Council, service designers temporarily set up base at the council for three months and introduced a three-stage, capability-building approach: the first stage (user research) was lead by the agency with council staff shadowing the process; the second (idea generation) was co-lead between the agency and council staff and the third (implementation) was lead by the council with coaching support from the agency. This enabled staff to build understanding and buy-in of the approach gradually over time, as the design agency's involvement decreased and theirs increased to sustain the delivery of improved services.

POLICY LAB | USCREATES

A Policy Lab workshop with civil servants on prototyping tools in service design.

Increasingly, we are also seeing training and capacity building being offered by internal groups set up within central government. Many examples of capacity building activities often reside in innovation labs, which are generally set up to drive innovation from within government. A majority of these labs are design driven but, increasingly, we are seeing other approaches being incorporated like data, behavioural economics and technology.

The most famous and established example of labs in government is Denmark's MindLab. MindLab is a cross-governmental innovation lab and its aim is to work actively to promote innovation in the Danish public institutions through inter-governmental collaboration on user-centred innovation in policy and service. In the UK, the Policy Lab was set up in 2014 by the UK government and is part of the Cabinet Office. Its role is to introduce and train civil servants in the use of design approaches. The Human Experience Lab in Singapore, part of the Public Services Division, has similar goals to other government-led innovation labs in that its aim is to raise awareness of design in public services and to build internal design capabilities for public servants in order to improve their services. These labs illustrate the different models in training and capacity building. Mindlab works fairly independently from government, is self-sustaining and has a broader portfolio of work, while Policy Lab is fairly focused on bringing in a design-led and data-driven approach into policy making at a smaller scale. There are also some innovation teams located at local government level. For example, the Minais Gerais State Office of Strategic Priorities in Brazil (located in Belo Horizonte in south Brazil) have a small but dedicated team looking to bring design approaches to policy making.

Another mode of training is through government-funded advocacy bodies like the Thai Creative and Design Centre (TCDC) in Thailand and the DesignSingapore Council. Both offer service design training through masterclasses and workshops, as well as public symposiums and talks.

"In national government this seems to be being taken more seriously year by year. In local governments this seems to be a vertical climb currently with cuts. But some champions are defying gravity and pushing things forward."

Kathryn Grace, Service designer at Stick People (UK)

Finally, there are organisations dedicated wholly to training, for example the DesignThinkers Academy (originated from the Netherlands) which offers worldwide training programmes in service design thinking and methods. At a smaller scale and more region specific, Genovasi in Malaysia was set up to promote an innovation culture through its education and training programmes. It claims to be the premier design-thinking school in the ASEAN region and a leader in design thinking and innovation methodologies. Another approach to training and capacity building is that of The Middle East and North Africa Design Research Centre (MENA DRC), through their DESMEEM programme, which matches service designers from around the world with public and third-sector organisations in the MENA region to build design capability and co-design services. The activities of TCDC, DesignSingapore,

Genovasi and MENA DRC illustrate a growing interest and acceptance of service design and design thinking in Asia-Pacific and the Middle East.

It is important to state that there isn't a one-size-fits-all model and that each offers different benefits and is dependent on needs and context. One-off short masterclasses or intensive workshops might offer an easy introduction and inspiration into service design, but they lack any real depth to enable effective application or the required change in practice. Longer-term commitment to training and capacity building might come on the back of a fully-fledged service design project fulfilling a practical need to train people with the skills to deliver the new service. This, however, does not necessarily lead to increasing the organisation's service design capacity. In order to do so, an even longer-term commitment would be needed and would involve creating internal training that become part of

"Creative problem-solving in collaboration with users is the core of design and increasingly policy-makers are being required to have these skills. In 2015, the UK Policy Lab trained over 1,000 civil servants in design methods. The SEE platform also involved over 1,000 policy-makers in design workshops."

Paul Thurston, Head of Innovation, PDR International Centre for Design & Research (UK)

"They become less top-down controlled but more self-motivated, trying to solve problems instead of just doing a job."

David Morgan, Lead Designer at Knight Moves (Belgium)

the organisation's in-house training and personal development programmes, where tailored design resources are created for the use of the organisation. It is important to note that building capacity will only work if the other conditions; leadership and community building are in place to continually support changes in practices.

This article provides a brief and broad-brush overview of service design training and capacity building activities in the public sector and why it is important to both the practice and the shifting socio-economic context of public services. It is now key to have sustained and deeper discussions into how these two interconnected activities take place especially around how we move from capability training to capacity building. Capacity building is one of the key conditions to the sustainment and impact of service design in the public sector. As service designers and civil servants, let's prioritise it in our practices.

1 See NESTA's World of Labs map - http://www.nesta.org.uk/blog/world-labs

2 Yee, J., & White, H. (2015). The Goldilocks Conundrum: The 'just right' conditions for design to achieve impact in public and third sector projects. International Journal of Design, 10(1), 7-19.

EDUCATIONAL EFFORTS:
SERVICE DESIGNERS FOR THE PUBLIC SECTOR

MIRJA HOPIAVUORI & ALINE ALONSO

The service design field is continuously evolving and so are the challenges of its practice. As it enters the public realm, it is necessary for service designers to practice what we preach and have empathy with what is perhaps an unknown environment. Language, bureaucratic processes, hierarchical structures and a slower pace, are just a few of the aspects associated with the sector, and which have the potential to hinder achieving a deeper impact. More profound knowledge is required about the sector: approaches which have succeeded in private practice may not be necessarily applicable when working in the public sector.

Training and building design capacity within public servants is a 'hot topic', but does not yet place much focus on the opposite actors: What skills and knowledge does the designer need to develop in order to act within the public

sphere? How does one equip the current and upcoming generations of service designers to pursue long term outcomes, impact policy-making and transform the culture of public processes?

The educational effort to qualify designers to work for the public sector is an important indicator of maturity of the practice. In order to investigate what are the offers available, the topic was addressed in the online survey conducted by SDN. Despite half of the participants believing their country does not offer consistent specialised education options for designers to work for the public sector, the responses reveal that the efforts such as events and workshops are bigger than formal educational programmes, such as Masters and Bachelors degrees.

However, it is important to highlight that institutions that already teach service
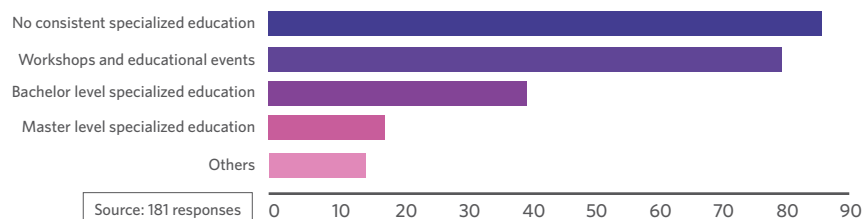
Results from online survey conducted by Service Design Network (SDN) from July to August, 2016.
Question: "What is the educational effort towards service design for the public sector?"

NORWAY
Oslo School of
Architecture and Design

UNITED KINGDOM
Royal College of Art
King's College
London College of
Communicaition
Glasgow School of Arts

FINLAND
Aalto University
Design for Government
Aalto Pro - programme

SPAIN
Mondragon University

LATVIA
Digitalguru.lv,
Vidzemes augstskola

UNITED STATES
Austin Center for Design
Parsons School of Design
California College
of the Arts
Savannah College
of Art and Design

NETHERLANDS
TU Delft
Universitat van Amsterdam

SOUTH KOREA
Ewha University

AUSTRALIA
RMIT University

BRAZIL
EGC/UFSC

CHILE
Escuela de Diseno

SOUTH AFRICA
Bertha Centre for
Social Innovation

Even though there are more events and workshops offered for designers we were able to identify quite a sig-
nificant amount of schools and universities that move into the domain of service design in the public sector.
(Examples from online survey conducted by Service Design Network (SDN) from July to August, 2016.)

design in their programmes are introducing projects in partnership with public entities and that specific programmes are starting to appear. Aalto University offers the Aalto Pro and Design for Government (DfG) – which is in its third year – bringing design students and public sector professionals together.

The Royal College of Art recently added the Public Service and Policy platform to its Masters programme. The Glasgow School of Art and Kings College will offer a PhD course of design in public policy from October 2016.

The number of educational programmes tends to increase each year, as the

value of servicedesign is progressively recognised by public institutions. Logically, this will be concurrent to an increasing demand for suitable professionals.

The Service Design Network has a platform[1] to gather service design educational programmes, and we encourage people to share information about their countries, to allow us to build a global overview of educational activities in the field of service design.

1 https://www.service-design-network.org/
study-service-design

CO-DESIGNING
PUBLIC
SERVICES

ENGAGING PEOPLE AS SERVICE USERS AND CITIZENS

CAT DREW

Governments and public sector bodies across the world are becoming increasingly committed to open policymaking and to involving citizens in the development and delivery of services. Service design has always had user engagement at its heart. This provides an opportunity for policymakers and service designers to work together, and to add service design methods to the well-established toolkit of citizen engagement.

Over the last decade, this has started to happen, and the results are starting to show. In the UK, the Government set up the Policy Lab to support departments to engage citizens in tackling policy problems, ranging from preventing homelessness to increasing exports. Policy Lab joins the likes of Mindlab, 27e Région, TACSI, NYC Center for Economic Opportunity, Barcelona Urban Lab and many more innovation teams that bring policymakers and service designers together to take a people-centred approach to policymaking.

ENGAGING CITIZENS IS IMPORTANT FOR TWO MAIN REASONS, ON AN INDIVIDUAL AND A COLLECTIVE BASIS

Firstly, citizens need to be seen as co-creators of services rather than recipients. People have resources, skills and enthusiasm to contribute. Government's role needs to shift from supporting people to access services to building their existing resources so they can be active collaborators in services. For example, Patient Hotels in Sweden allow families to care for patients rather than them staying for longer periods in more expensive hospital suites. This not only utilises the time and skills of families, but provides better experiences for patients. There is a cost saving of about 60% and this impact has led to patient hotels spreading out across Scandinavia. In the UK, Nesta and the Innovation Unit's People Powered Health programme empowers citizens to take control over their own health, reducing A&E attendance, planned and unplanned admissions and outpatient admissions by 7%, saving £4.4 billion annually.

Secondly, citizens need to feel engaged in decisions that affect their lives. These could range from local decisions about when rubbish is collected to big decisions like gender equality. Democratic elections are the 'universal' method of citizen engagement. However,

> "The mindset of government as a public service provider is not widely spread among bureaucrats. They do not deem, or cannot imagine, citizens to be potential proactive 'servicers'. That constitutes a limiting factor to foster service ecosystems in the region."
>
> Hiroshi Tamura, President of Re:public Inc, Japan

Governments have recognised that they need to use other methods to involve people in more detailed decisions between elections.

There is a well-documented range of citizen engagement methods, moving along the spectrum from informing, consulting, involving, collaborating and empowering. In the UK, Sciencewise ran a public dialogue on synthetic biology involving 160 citizens in four locations. One of the main messages was the need for scientists to act responsibly, which led to the explicit inclusion of Responsible Research and Innovation (RRI) in the UK Synthetic Biology Strategic Plan 2016. Public dialogues can also act at a wider level. The election of a coalition government in Ireland in 2011 led to a number of unresolved issues, so a Convention of the Constitution was set up to involve the public and

politicians in settling them. One hundred citizens met nine times over 12 months and discussed issues ranging from increasing female participation in the workplace to reducing the voting age to 17. The Convention paved the way to the successful referendum giving people to right to same-sex marriage in Ireland.

Currently, citizen engagement methods tend to involve bringing representative groups of people together to deliberate and discuss policies. Service design techniques can either complement or be combined with these processes and enhance them. Service designers can bring the citizens' experiences into these debates, by sharing film documentaries of people's lives or asking participants to use cultural probes and to become user researchers themselves. Service designers can prototype and test the solutions that these groups come up with, taking them out of the workshops and into the real world. And service designers can visualise complicated evidence and data, so that it is easily accessible for wider groups of people to interpret and take decisions on.

In order to bring in service design methods to the public sector's citizen engagement toolkit, policymakers and service designers need to work in two ways: policymakers and frontline service providers need to be open to embedding it into their everyday practice and that of frontline services: service designers need not only to translate best practice into a policymakers' world, but to push the boundaries and search for next practice.

POLICYMAKERS AND FRONTLINE SERVICE PROVIDERS NEED TO BUILD CITIZEN ENGAGEMENT INTO THE INFRASTRUCTURE OF GOVERNMENT AND PUBLIC SERVICES. IT CANNOT JUST BE A ONE-OFF, TOP DOWN 'CONSULTATION', BUT PART OF HOW THE FABRIC OF POLICY IS MADE AND HOW SERVICES ARE RUN DAY-TO-DAY.

This means making service design methods, approaches and languages familiar and accessible to policymakers and frontline service providers. Innovation teams in and around governments are doing this communication and translation work. They do a range of activities, from doing 'live projects' to demonstrate the value of service design and to make the case for others to follow (Mindlab), to training and capability building (La 27e Région), to funding innovation (Sitra), by evaluating innovation (e.g. Investing in Innovation), to communicating about it (PS21) or some combination of all of these.

In Policy Lab, we focus on the first two – each year we do about eight demonstration projects and we reach about 2,000 policymakers through workshops and training sessions – and through these practical interventions we are starting to see greater impact in our work. Our project (see page 36) on work and health has shown impact at both the level of policy changes and policy-making capability. The project

combined data science and ethnography to create a rich understanding of people who are struggling to manage their health conditions in work, from which we generated a series of ideas to support them. The policy ideas are being tested and scaled, and it has prompted wider systems change, with a user-centred approach being at the heart of the new Work & Health Innovation Fund.

SERVICE DESIGNERS CANNOT STAND STILL. AS WELL AS EMBEDDING BEST PRACTICE, SERVICE DESIGNERS MUST ALWAYS BE SEEKING OUT NEW PRACTICE AND – IN LINE WITH EMERGING TECHNOLOGY AND MINDSETS – NEWER PRACTICE.

Labs in the public sector and service design agencies need always to be at the cutting edge, pushing boundaries with new practice.

There are some emerging forms of practice worthy of mention: speculative design provides a way of engaging the public about the near and distant future and also creates a safe space for policymakers to innovate. Speculative design imagines possible – rather than predictable or probable – futures and creates tangible artefacts or objects from them. They are usually ambiguous and provocative in order to engage people in a debate about them. Policy Lab's project on the future of an ageing society used speculative design for the first time in the UK government. The Government Office for Science was hoping to engage people

in talking about what it would be like to be over 60 years old in 2040. However, people typically only talked about what it was like to be an old person now. Policy Lab worked with design agency Strange Telemetry, who produced rendered images of scenarios from the future. People gave feedback on those 'worlds' so the government could better understand what to work towards and what to avoid. Whilst many are familiar with prototyping, using a prototype to provoke a reaction – so called 'provotyping' – can also provide a near-term version of speculative design, but can still use the safe space of 'the future' to create some more disruptive possibilities for the present. Furthermore, Augmented Reality (AR) offers more possibilities for both near- and far-term idea generation and testing, and even for users themselves to create their own futures.

USING FILM ETHNOGRAPHY OR DOCUMENTARIES

Service designers employ a variety of ethnographically informed research methods, ranging from user journey or persona-based interviews, through cultural probes and film ethnography. The latter is particularly powerful in creating empathy and understanding among policymakers. The film documentaries from Policy Lab's Future of Rail film highlighted the stress and anxiety that some passengers can experience and has been instrumental in reframing the Department for Transport's passenger-focused rail strategies. STBY, a design research

company, has been experimenting with new methods of film documentary making, including using GoPro cameras. The visual material of individual examples – known as 'thick data' – can help bring to life wider patterns in evidence through the power of storytelling.

DATA SCIENCE AND DIGITAL PLATFORMS CAN UNDERSTAND AND ENGAGE WITH MORE PEOPLE

Policymakers and service designers need to seize the potential of data and digital spaces. Data science can add additional rigour to service design's discovery phase, with big-data analysis giving a statistically robust understanding of 'what' is happening, and ethnography giving rich explanations of 'why'. This has the potential to captivate policymakers in a context where quantitative evidence is traditionally seen as of higher value.But although data science allows us to understand people's behaviours and opinions, arguably it does not really engage them. There are also ethical questions about whether the public expect the opinions they post on social media to be their considered comments on Government policy.

There are a variety of other emerging platforms where citizens can engage more actively in the development of public services, such as NHS Citizen and those documented by Nesta's D-Cent programme. One of those is 'Your Priorities' which was used by the Rahvakogu People's Assembly in Estonia after political scandals in 2012

prompted a law-reform project. Over 50,000 people took part and submitted over 2,000 proposals, fifteen of which were taken to Parliament, and seven of those have since become Estonian law. And there are other digital platforms that are not explicitly about citizen engagement in policy, but that nonetheless engage a large number of people for social good. Crowdfunder is a fundraising platform that levers in donations from citizens to a variety of projects, many of which provide social value or support government policy. In Plymouth, Crowdfunder helped turn an initial £60,000 from the local council into £434,000 for 100 local projects. In a sense, people are putting their money where their priorities are, and can often top up projects which have some initial Government funding.

There is, a strong case for citizen engagement and service design can provide an increasingly diverse range of methods for doing so. So what is stopping it from becoming a normal practice for policymakers and frontline services?

CITIZEN ENGAGEMENT METHODS TAKE TIME AND RESOURCES

Service designers need to keep showing that this is money well spent. There are good examples that show that prototyping reduces risk in the longer term, and there are also expensive failures that could have been avoided by simple early testing. For example, a

local authority in Yorkshire had spent £200,000 on a pilot for a new recycling scheme that did not have the desired result. Testing on a single street could have been done very cheaply, and they would have gained the same insight.

TRADITIONALLY, POLICY TENDS TO BE HIERARCHICAL AND SILOED

The public sector – whether at local or national level – is organised into hierarchical organisations that ultimately report up to Ministers. Service design, in a way, unravels this apparent simplicity as it brings into sharp relief the needs of citizens who a) are unique from one another and b) pass across organisational silos. The role of the policymaker is to navigate this complexity and that of design policy is to cater for it and create the conditions for frontline staff to deliver within it.

Policymakers need to balance the multiple needs of citizens, stakeholders and ministers, set broad guidelines about how services can be accessed and by whom and then give frontline workers the power and the permission to deliver them, working in more agile and horizontal networks that include citizens.

Our research across multiple policy areas has found that services are successful where frontline staff know how to navigate the system and can be flexible. Nesta's People Powered Health project highlighted the importance of senior permission-giving for frontline innovation. Lankelly Chase's Systems

Changers programme show the importance of distributed leadership. Policymakers – particularly senior ones – can create these conditions for frontline staff, including having authority to change the wider infrastructure (procurement, data rules, governance) that would inhibit this.

CITIZENS NEED TO WANT TO ENGAGE

As well as building the 'demand' for engaging citizens, policymakers also have to build the 'supply' of citizens ready and willing to engage. This means supporting the civil-society sector and social activism. In the UK, we have the benefit of a strong, diverse, mature and capable civil-society sector. Working with organisations often representing the most vulnerable and hard to reach in society is crucial. They can give voice to their beneficiaries' needs, as well as helping to design and provide services tailored to meet such needs. Direct engagement is also possible, such as through 6,500 community organisers, who are bringing people together to act on the things that matter to them.

At a methodological level, service designers need to make their practice relevant and understandable for policymakers, and policymakers need to start trying it out. But at a more strategic level, policymakers need to create the right conditions – for policy, for frontline innovation and for civic society – to make citizen engagement really happen.

CITIZEN ENGAGEMENT

"In terms of service design, we have organised an innovation initiative in the city of Fukuoka named 'Innovation Studio Fukuoka' under the slogan of 'Citizen-led Innovation.' It empowers citizens play a role in innovations which address societal problems intrinsic to the city."

Hiroshi Tamura, President of Re:public Inc. (Japan)

"We had a discussion about a digital platform of services from government to citizen and a long questionnaire was sent to citizens about what services they would like to receive and in what way. When the results came to the implementation level within government and within our agency, the citizens' wishes and demands of the citizens were totally unrealistic – they could never be implemented! Citizens think free of without the constraints of reality, the reality of the organiszation and the complex system of organiszations working together"

Policy-making adviser, *on innovation approches: the difference between surveys and co-creation*

Answers from online survey conducted by Service Design Network (SDN) from July to August, 2016 with 198 respondents.

"Design is a powerful tool for engaging communities in the real issues concerning public policy. It breaks down hierarchies and professional jargon and enables the public to take a more active role in imagining and designing better public services."

Aviv Katz, Innovation Unit (UK)

"Design has the power to connect public sector professionals and organisations with the communities they serve. By listening to (and sharing) the real stories of local citizens, designers can embed the real needs and aspirations of these citizens within the design process, and thus insure that the resulting services make sense in the context of their lives and contribute meaningfully to the local initiatives already active in the community."

Gene Libow, Design Consultant, Livework (UK)

"Collaboration mostly brings new ideas on board. But the biggest obstacle is the implementation and utilisation of the ideas."

Mikko Kutvonen, Design-driven City Project, independent service design consultant (Finland)

THE FUTURE OF
PUBLIC SERVICES

THE FUTURE OF PUBLIC SERVICES

LOUISE DOWNE

Governments around the world are digitising transactions and services. They are doing this to improve their interactions with citizens. They are doing it to save money through channel-shift by delivering more effective services.'

This first wave of digitisation has brought benefits to citizens and to government, but far more work needs to be done: if there are fundamental flaws in a service, then simply moving it to a digital channel won't fix those. To make services work for users, they need to be designed with users in mind from the very beginning. This means looking at policy, design and delivery, and, ultimately, joining up the many different parts of government working on these. Service design is a tool that can be used to do this.

To deliver effective services, government has to stop thinking in departmental silos. Users don't care about the structure of government. They don't care which department or agency does what. They just want to get things done. The first wave of digitisation has taken us only so far. For the second wave we need to look beyond just channel shift. We need to completely redesign government services and the government that delivers them, from front to back and from end-to-end. So that they work for users.

WHERE WE ARE NOW – THE FIRST WAVE OF DIGITISATION

In the UK, the Carer's Allowance digital service allows people to claim money if they care for someone for at least 35 hours a week and if that person gets certain benefits. The service is run by a team in Preston, north west England, who are part of the Department for Work and Pensions (DWP). The service went live in October 2014. It was created by a multidisciplinary team in collaboration with the UK's Government Digital Service (GDS). The Carer's Allowance

digital service is designed so that users understand whether or not they are eligible for the benefit at the outset. This saves the user time and the DWP money.

> SINCE THE LAUNCH OF THE DIGITAL SERVICE, INELIGIBLE CLAIMS HAVE BEEN REDUCED BY 41%, EQUATING TO ANNUAL SAVING OF £128,000.

There are five times fewer ineligible claims made through the digital service than the existing paper alternative. Despite the reduction in ineligible claims, the number of claims to the unit have increased from 5,000 to 7,000 a week. Continuing to do user research and listening to users' needs means more people are able to succeed in their claim first time. **The completion rate rose from 61% to 83% in in the last six months of 2015.** The Carer's Allowance digital service is just one example of the way new digital transactions have improved the relationship between citizen and state.

There are many other examples in the UK. And there are many other examples worldwide. In the USA, the United States Digital Service (USDS) launched a new digital application for health care at the Department of Veterans Affairs earlier this year. Previously, less than 10% of applicants used the Veterans Online application. This was for a simple reason: the form would not open for most users. The application was a fillable PDF that required veterans to use Adobe Acrobat Reader 8 or 9 and Internet Explorer. But more than 70% of U.S. Government traffic comes from users of Chrome, Safari or Firefox. This means that more than 70% of visitors would have trouble accessing

the health care application. **In the 30 days following the launch of the new digital application, more than 11,600 veterans used it to apply for health coverage. Many received cover in less than 10 minutes.**

DIGITAL SERVICES, DESIGNED PROPERLY, CAN IMPROVE PEOPLE'S LIVES.

HOW WE GOT HERE

GDS came about after internet entrepreneur Martha Lane Fox was asked to review Directgov, which was then the UK government's main public-facing website. Lane Fox's response, published in 2010, went beyond this brief. It didn't just look at the website. It called for the government to use the internet both to interact better with citizens and to save money through shifting to digital channels. Lane Fox had co-founded online retailer Lastminute.com during the dot-com boom of the early 2000s. She understood the internet's potential to deliver better services. She saw how the UK government was failing to use this

potential. Directgov was a case in point: it was run in a very old-fashioned way. There were major updates or releases every six months. Content was controlled by departmental teams. Simply making small updates was very time consuming. What's more, the site didn't always meet user needs. Finding what you needed was hard. There was lots of content published on Directgov that was rarely viewed. Francis Maude, who was then Cabinet Secretary, was convinced by Lane Fox's case. He read her report and he agreed with it. He gave the mandate and GDS was born.The first thing we at GDS did was build the site that eventually became GOV.UK. This has become the central website for the UK government. It's home to 24 ministerial departments and 331 public bodies and other agencies. GOV.UK is part of the national infrastructure. But it's not finished. It never will be. It's always iterating, always changing and improving. Before GOV.UK, no government website had been built this way. Instead, government websites were procured, or commissioned. They were built and delivered, then handed over, 'finished'. And once in that 'finished' state they stayed like that. They didn't evolve in line with user needs. GOV.UK was developed in an agile fashion, using multidisciplinary teams. To iterate, change and improve.

When GDS started in 2010, agile was not a new idea by any means. It was widely used in the private sector. But it was new to government, which had relied on commissioning websites from third parties. Our new agile approach

"We have public policy, we have tech, we have data and many other pieces, but we really need to think holistically about how it affects not only the residents and people who are using the services, but also policy makers and public workers who touch programmes and projects end-to-end."

Ariel Kennan, Director of Design and Product, Center for Economic Opportunity New York City Mayor's Office of Operations (US)

turned that on its head. Now agile development is used across the UK government. This is promoted by the Digital Service Standard, which all public-facing transactional services have to meet. In order to comply with the standard, services must be created using agile methods. They must be built by a multidisciplinary team and meet user needs.

It's not just the UK that has been through this journey: over the last few years, governments around the world have built their digital capabilities and improved their interactions with citizens. In the United States, the USDS recently marked its two-year anniversary. Its work with Veterans Affairs has improved the Veterans Online application. Among its other work is a project with US Citizenship & Immigration Services to digitise immigration applications and requests. USDS says the new online green card renewal application process has a 93% user satisfaction rate. USDS has also published the Digital Services Playbook[1]. This is a guide that brings together practices from private sector and government, practices that USDS says will help to create better public services.

ADVICE IN THE PLAYBOOK INCLUDES 'BUILD THE SERVICES USING AGILE AND ITERATIVE PROCESSES' AND 'UNDERSTAND WHAT PEOPLE NEED'.

As well as USDS, which is part of the Executive Office of the President, the US government also has 18F who also published a collection of design patterns and toolkits to help agencies build their own websites. It has created a dashboard of analytics data from the websites of departments across government, making US government data open. It collaborated on the US Citizenship & Immigration Services project. It has helped the Federal Election Commission build its first public API.

At the beginning of 2015, the Australian government launched its new Digital Transformation Office (DTO). This has been tasked with 'using technology to make services simpler, clearer and faster for Australian families and businesses'. Like GDS and the USDS, the DTO has published a set of guidelines for digital services. Its Digital Service Standard aims to ensure that digital teams build government services that are simpler, clearer and faster for all users. The DTO has also built a beta of GOV.AU, one single website for the Australian federal government. And it has built an alpha of a digital identity product to make it easier for people to prove who they are when using government services online. Governments are starting to influence one another and to work together as they digitise services.

In December 2014, the UK hosted the first summit of the global D5 network. This brings together five of the most digitally advanced governments in the world: the UK, Estonia, Israel, New Zealand and South Korea. The

"The participants' collective goal is to harness the potential global power of digital technology and help each participant to become an even better digital government: faster and more efficiently through sharing and learning from each other."

D5 London 2014: A leading digital governments charter[2]

D5 countries have committed to a series of joint principles to guide their digital development. Principles such as designing services that meet user needs, making government systems and standards open source and sharing and learning from each other's experiences.

We've made huge strides in improving government services. Making online interactions between government and citizens simpler, clearer and faster has made life easier for users in these channels. And it has also created an opportunity for governments to look more closely at how to best provide end-to-end services to users. Across all channels. Designed properly from the start.

SCALING CHANGE

In the UK, as in other countries, we've started to develop the tools and capabilities to look at how end-to-end services can be designed.

Through its 'Government as a Platform' programme, GDS has developed a series of common components. Things that can be used across government in different services, to make them easier and cheaper to run. Components that can be built once and used again and again. Components like GOV.UK Pay, a common payments platform for government. Or GOV.UK Notify, which allows government teams to send emails, text messages and letters to the people that use their services. As well as common components, we are also developing

a series of toolkits to help developers rapidly develop prototypes or quickly build services in the GOV.UK style. And we're also developing service patterns. These are sets of practical guidelines for building services (or bits of services) that are repeated across government. This could be something like getting a licence or exchanging the ownership of something.

The guidance GDS offers around services comes in several forms. The Service Manual is there to help people across government design and manage services well and to help pass the Service Assessment. It's continually being updated by experts across government and from around the world. And the Performance Platform collates information about the performance of government services. This is to give departments the data they need to make better decisions about services. The Performance Platform makes government services open and transparent to citizens. It makes government data publicly available, collected in one place.

GDS IS ALSO BRINGING TOGETHER A SKILLED COMMUNITY OF DESIGNERS FROM ACROSS GOVERNMENT.

WHERE WE NEED TO GO NEXT – THE VALUE OF SERVICE DESIGN

Government is the biggest public sector service provider in the UK. But many of its services weren't built for the digital age we now live in. Just changing the way a service looks or adding new technology won't fix this. Finding a better way to nudge people won't either. Those things will help, but to make service truly effective and efficient it needs to be designed around user needs at every stage. From when the policy is decided to when the service is being delivered. This is particularly important in government, where many services cross departmental boundaries. Like many large organisations, government has single policy objectives, but multiple agencies delivering them. In this case, 25 ministerial departments and all the agencies that they are made up of. Lots of the government services we have today evolved over a very long time. The service itself – the thing that the user experiences – cuts across organisational boundaries. Boundaries that users don't care about, and shouldn't be expected to understand. Users don't care about the structure of government. They don't care which department or agency does what. They just want to do what they need to do, get things done, and get on with their lives.

This is why we think service design – by which we mean the user-focused design of whole services – is a mission-critical area for government. To make truly

efficient, user-focused services, service design needs to be used at the very start, when policy is being shaped. This needs to be done with colleagues who know the political, legal and practical constraints designers will have to work within.

A good example of this is work that the Ministry of Justice has done to help people who are eligible to get a reduction in their court or tribunal fees. The team working on this redesigned the paper form before they started to work on the digital service and they played back findings to HM Courts and Tribunals Service colleagues and policy teams after each round.

Service design involves a number of techniques. User journey mapping helps designers focus on how people really will interact with services, not how they think they will. User research helps teams test and iterate services and prototyping lets teams quickly, easily and efficiently trial services and build their effectiveness.

ALL THESE TECHNIQUES BOIL DOWN TO ONE THING THOUGH: CONSIDERING THE USER NEED. FROM THE VERY START.

Doing this later, once a service is handed over to agencies to deliver, or worse, a digital team to build, is too late in the process. It won't stop errors, delays, duplication and failure. To start achieving well-designed government services we need to bring together lots of small, but hard, fixes. Things like helping departments hire good people. Working with willing people. Helping to expose what isn't working. And showing what's possible.

We need more small, multidisciplinary teams working in short sprints, moving products and projects from discovery to alpha to beta to live. We need more flexibility and agility and less risk. Sometimes things might not work out: not everything does. We're human, just like everyone else. But when that happens, we'll learn and iterate and adapt.

It's not about making existing things just a little bit better: it's about completely rethinking what we do, and how we do it. From front to back, from end-to-end. From the moment the user has a need, to the moment that need has been met.

1 https://playbook.cio.gov/
2 https://www.gov.uk/government/topical-events/
  d5-london-2014-leading-digital-governments

HOW IS IMPACT BEING MEASURED AND COMMUNICATED?

"We are documenting qualitative responses on the satisfaction of users. Service design projects are also gathering more quantitative data to show FTE (effort required by employees), time and budget savings. We are recognising that this data needs to be shared with everyone who will listen! (E.g. Governance committees, Office of the Chief Information Officer, etc)"

Kevin Conn, Service Designer at Ministry of Justice British Columbia / Court Services Branch (Canada)

"Presenting case studies and publishing blogs and articles seems to be the traditional way of doing this. But even the large conferences tend to be attended by people from inside our industry, so the communication often doesn't get to a wide enough audience."

Simon Penny, Shropshire Council (UK)

"At TfL (Transport for London) we measure the impact of projects via a range of metrics including 'reduction in lost customer hours' – measure of transport delay impact – and 'saved employee hours' (effort not required for employees so as they may focus on other service delivery). Additionally others are identified on a project-by-project basis."

Stephen Graham, Head of Service Design, Deloitte Digital (UK)

"It would be nice to have places for people to share more work-in-progress."

Sarah Brooks, Chief Design Officer, Veterans Affairs

"There needs to be a dedicated journal on service design in government that speaks the language of the public sector, has the authentic voice of the civil servant framing challenges and opportunities and the eventual impact. Presently the language in use to describe service design is provincial and parochial, and does not appeal very much to policymakers and staff who would benefit the most, and contribute the most."

Majid Iqbal, Co-founder of RVO X Lab (The Netherlands)

"The main impact of the Labs so far is the development of a new language in policy making (we increasingly hear about citizen engagement, user experience and prototyping for public sector) and raising awareness of design methods and tools."

Piotr Swiatek PDR / Cardiff Metropolitan University Academic (UK)

Answers from online survey conducted by Service Design Network (SDN) from July to August, 2016 with 198 respondents.

DEVELOPING METRICS TO ASSESS SERVICE DESIGN FOR THE PUBLIC SECTOR

BIRGIT MAGER & ALINE ALONSO

Throughout the last two decades, service design has emerged to become a well-recognised driver in the field of innovation. And its growth is continuously accelerating, as we can easily see when we take a look at the number of innovation labs that are emerging in the public and private sector. But the rate of the acceleration is most certainly quite diverse on an international scale. So the service design maturity index is an attempt to create more robust insights into the overall maturity service design has achieved in different countries.
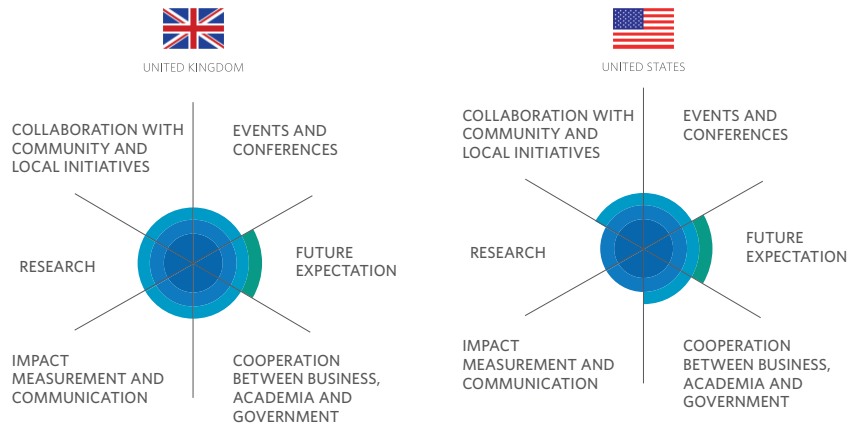
Results from online survey conducted by Service Design Network (SDN) from July to August, 2016. Participants answered using a scale from 1 to 5. Questions: "What is the level of collaboration of the public sector with the community and local initiatives? What is the status of organization of events and conferences about the topic? How would you see the impact of service design in the public sector evolving in the next 5 years? What is the level of cooperation between business, academia and government? How is the impact of service design on projects being measured and communicated? How is the research scenario of Service Design in the Public Sector?"

FINLAND

COLLABORATION WITH COMMUNITY AND LOCAL INITIATIVES

EVENTS AND CONFERENCES

RESEARCH

FUTURE EXPECTATION

IMPACT MEASUREMENT AND COMMUNICATION

COOPERATION BETWEEN BUSINESS, ACADEMIA AND GOVERNMENT

BRAZIL

COLLABORATION WITH COMMUNITY AND LOCAL INITIATIVES

EVENTS AND CONFERENCES

RESEARCH

FUTURE EXPECTATION

IMPACT MEASUREMENT AND COMMUNICATION

COOPERATION BETWEEN BUSINESS, ACADEMIA AND GOVERNMENT

NETHERLANDS

COLLABORATION WITH COMMUNITY AND LOCAL INITIATIVES

EVENTS AND CONFERENCES

RESEARCH

FUTURE EXPECTATION

IMPACT MEASUREMENT AND COMMUNICATION

COOPERATION BETWEEN BUSINESS, ACADEMIA AND GOVERNMENT

AUSTRALIA

COLLABORATION WITH COMMUNITY AND LOCAL INITIATIVES

EVENTS AND CONFERENCES

RESEARCH

FUTURE EXPECTATION

IMPACT MEASUREMENT AND COMMUNICATION

COOPERATION BETWEEN BUSINESS, ACADEMIA AND GOVERNMENT

CANADA

COLLABORATION WITH COMMUNITY AND LOCAL INITIATIVES

EVENTS AND CONFERENCES

RESEARCH

FUTURE EXPECTATION

IMPACT MEASUREMENT AND COMMUNICATION

COOPERATION BETWEEN BUSINESS, ACADEMIA AND GOVERNMENT

NORWAY

COLLABORATION WITH COMMUNITY AND LOCAL INITIATIVES

EVENTS AND CONFERENCES

RESEARCH

FUTURE EXPECTATION

IMPACT MEASUREMENT AND COMMUNICATION

COOPERATION BETWEEN BUSINESS, ACADEMIA AND GOVERNMENT

For this survey, we have used a qualitative approach in order to get an overview of the dimensions of the service design maturity index in the public sector and to understand the role service design plays in the public sector in an international comparison. So, with the interviews we conducted, the qualitative input from the survey and the discussions within the editorial board, we identified six core dimensions that will build the backbone of the index:

1. DEGREE OF SERVICE DESIGN INVOLVEMENT IN POLICY MAKING

2. NUMBER OF GOVERNMENTAL ORGANISATIONS USING SERVICE DESIGN AND PROVIDING CASES OF SUCCESSFUL APPLICATION

3. NUMBER OF CONFERENCES AND EVENTS IN THE PUBLIC SECTOR RELATED TO SERVICE DESIGN

4. NUMBER OF SERVICE DESIGN PUBLICATIONS FOCUSING ON THE PUBLIC SECTOR

5. NUMBER OF SERVICE DESIGN AGENCIES FOCUSING ON THE PUBLIC SECTOR

6. NUMBER OF FORMAL EDUCATIONAL OFFERINGS FOR SERVICE DESIGN IN THE PUBLIC SECTOR

"I'm fascinated by the global perspective, the impact and growth of some regions as opposed to others. If you understand the barriers why growth has not occurred then you can affect that. Therefore it's interesting that the UK seems to be ahead, or is it merely that we are more vocal about it? Maybe we are not actually ahead at all and of course we can learn so much from this global perspective."

Alex Nisbett, Head of Design at Livework (UK)

All the data will then, of course, be seen in relation to the size of the country and the public sector. Whereas metrics 2-6 can be measured and quantified, the involvement of service design in policy development is a rather 'soft' metric.

The collection of data for the dimensions 2-6 is, of course, quite a challenge in itself. The first survey we did within the Service Design Network had almost 200 participants, but it is not a sufficient sample size to come to any robust insights on countries regarding any of these metrics. Much more desk research and a much broader sample of survey data with a broader variety of participants from service design

WHAT IS THE EXTENT OF THE GOVERNMENT SUPPORT FOR SERVICE DESIGN PRACTICE FOR THE PUBLIC SECTOR?

GREECE   UNITED STATES   UNITED KINGDOM   NORWAY

Service design
is not supported
by the government

Government is
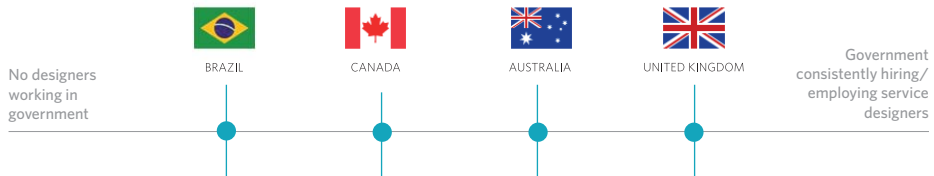actively promoting
and supporting
service design projects
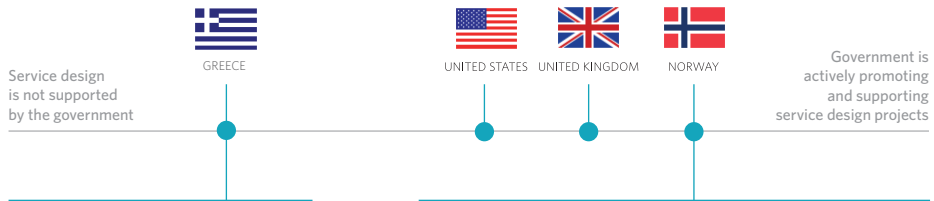
"Design is mainly known for the product, graphic, interior and fashion design fields. Service design is almost unknown, especially in the public sector. There are few service designers in Greece."

Vasia Christoulaki, Founder and Design Leader at The Social Lab by DesignThinkers

"Even though Norway does not have a centralised public design 'lab', the design ecosystem in Norway is very mature and the ability for the public sector to practice a service design mindset and approach is quite advanced. The former Norwegian Design Council (now DogA) together with the Institute of Design at AHO and the numerous design agencies have played a significant role in educating students/public servants and catalysing professional design within the industry and the public sector."

Manuela Aguirre, PhD Fellow at The Oslo School of Architecture and Design

WHAT IS THE EXTENT OF SERVICE DESIGN INVOLVEMENT IN GOVERNMENT?

BRAZIL   CANADA   AUSTRALIA   UNITED KINGDOM

No designers
working in
government

Government
consistently hiring/
employing service
designers

"There are some innovation labs, but they are either tech/UXrelated or mainly bureaucrats who have some extent of Design Thinking training."

Ivan Boscariol, EloGroup

"I think there is a lot happening with contractors but that isn't creating the environment for organisational change."

Jo Szczepanska, Australian Broadcasting Corporation

"There are some dedicated positions, but still a small percentage. There are mainly traditional IT and communications roles."

Blair Neufeld, Director of Digital Services at the Ministry of Justice at British Columbia Provincial Government,

"GDS (Government Digital Services) employing 250 designers might be the biggest design consultancy. On top of that, the government employs 300 designers across different department"

Piotr Swiatek, PDR / Cardiff Metropolitan University

HOW WOULD YOU SEE THE IMPACT OF SERVICE DESIGN
IN THE PUBLIC SECTOR EVOLVING IN THE NEXT 5 YEARS?

"The acknowledgement and
the elevation of design thinking
without this being hijacked by the
politicians themselves! We need
to institutionalise it and start
implementing programmes where it
is felt directly at the citizen level. We
need to start, then the results will be
enough to start the slow journey."

Steve, Service Designer at Human Paths

"Taipei Government
would set a CDO in
the organisation to
systematically adapt
design in their works."

Chen-Fu Yang,
Industrial Technology
Research Institute

"There is a high pressure
on pretty much everything
in Germany – foreign office
berlin, the post office, airports,
public transport, legal, banks
– I hope they're already aware
that they need to improve."

Hanshuman Tuteja, FTWK
GmbH & Co. KG

POLAND   BRAZIL   FINLAND

Decreasement   Strong
                                                                increasement

MALTA   TAIWAN   GERMANY

"Service design has to become more
visible in the private sector first."

Krzysztof Kwiecinski, Strategic
Business Designer at Kwiecinski
Business Advisory

"Service design will redefine the
relationship between public institutions
and the citizens. That will bring
transparency to this relationship"

Fernando Binder Gassi,
ServiceDesignSprints.com

"The public sector reorganised in 2019 (so
called social, health and area reformation).
Public services have to be widely
redesigned. Before that, unnecessary
services have to be shut down. The
demand for service redesign will be huge."

Dea Crichton-Turley, Government
representative and Service Designer at
The Ministry of Economic Affairs and
Employment

Answers from online survey conducted by Service Design Network (SDN) from July to August, 2016 with
198 respondents.

and non-service design affiliated participants in each country will be needed in order to make this a valid tool. We will also be able to integrate existing data, like the Nesta study of public labs and innovation teams and the map of Labs . The data we collected in this first pre-study – combined with

the insights from in-depth interviews with experts – allow the development of a first positioning of countries related to the six metrics. And it is also a starting point to identify areas of strategic investment, if the involvement of service design in the public sector is to grow.

MATURITY ASSESSMENT IN SERVICE DESIGN

Within her graduation thesis, Anastasia Agafonova embarked on a research project on maturity assessment of service design development in different countries. In her study, she particularly focused on the adoption and infusion of service design in emerging markets with the aim of aiding the dissemination and recognition of service design. The result of this work was the Maturity Assessment Model, which looks into stages of maturity in service design and identifies the criteria that define the advanced levels in the field. 'Advanced' in this context implies: more useful for stakeholders and contributing

more value to the eco-systems in which it is applied. To bring structure to the research process, the field that is spanned by the service design discipline was broken down into five pillars, namely: Academia, Consultancies, Organisations with In-house Service Design Capabilities, Professional Community and Design Policy. These five pillars are all interconnected and influence each other and the service design domain as a whole. To arrive at the stages of maturity within each pillar, the maturity criteria were developed based on literature, field research and one-to-one interviews with international experts of the field.

1 Inspired by the work of Agafonova, Anastasia 2015. "Assessing maturity in Service Design", Köln International School of Design
2 http://www.theiteams.org/ and https://www.scribblemaps.com/maps/view/mr5jArglVf

WHAT COMES NEXT?

BIRGIT MAGER, ALINE ALONSO & MIRJA HOPIAVUORI

During the survey for this report, we were extremely impressed by the amount and the quality of service design applied to the public sector. But, even though there is an acceleration in the development of service design in governments and public sector organisations, those that really embrace design and service design as partners or as a crucial ingredient of their change and innovation processes are still in the minority

> "Some vanishingly small percentage of the public policy and the public service initiatives in United States are being influenced by design work. It would be generous to say 5%. So there's a huge capacity for these methodologies and approaches to expand."
>
> Chelsea Mauldin, Executive Director of Public Policy Lab (US)

Traditional hierarchies, siloed structures, bureaucratic rules and regulations, complicated procurement procedures, ever-changing political landscapes: these are only few of the challenges we face when attempting to start result-open, co-creative and partially fuzzy service design processes.

A senior advisor to the chief information officer exemplified the resistance to change in the public sector: "The response of our Parliament was that they don't want feedback. They felt it interfered with their power."

The director of Future Public London, Jo Blundell, told us about her first experience with the approach that made her rethink the way the public sector works: "I was very used to 'design services' in the non-design sense. But it is a very top-down approach. It is based on what you think is the right thing. What was different in this new approach was that it involved so many different people!"

Lars Elmgreen, a senior design strategist from Mindlab Denmark, hit the nail on the head about the user-centred approaches which may challenge public servants' position as experts: "To do proper fieldwork, you have to assume you don't know anything. You ask open questions and maybe they don't respond how you thought they would: sometimes

they say something completely different. And that's a hard road to take when you are from the system that usually has only one truth." Therefore, it's never the easiest path to take.

HOW DO YOU CHANGE THE GENERAL MINDSET? HOW DO YOU WORK IN CO-CREATIONSHIP IN THE EARLIER STAGES IN POLICY MAKING? HOW DO YOU DEMONSTRATE VALUE?

A lot of effort will be needed to overcome a variety of challenges and to create awareness of and capabilities for the great potential that is embedded in a service design-driven public innovation approach.

Our aim with this report is to build a global overview of the field, portraying the value and promoting the impact of service design in the public sector in order to grow the awareness of and engagement with the approach in the public sector on a broad scale. We want to give the members of the Service Design Network evidence of what is happening out there and to embolden them in their

"We are always looking for formats and tools to show to city managers that other people in this world are also talking about and doing public innovation. We are not 'crazy'! I believe that having a report to show what is going on in other places would be very helpful."

Innovation Expert, South African University

efforts to convince existing and potential public sector clients of the value of this approach. The research contained in this volume is the first in a series, and certainly we will broaden the desk research that informs this report in order to strengthen the validity of our findings.

In 2016, the government of Helsinki appointed a chief design officer. This was the outcome of a continuous process. One of the highlights was Helsinki being designated World Design Capital in 2013. This, by the way, is also true of Cape Town: the nominee for the next World Design Capital, a city where they have enforced a systematic reflection on the value of design and the contributions design has on the strategic and organisational level for service organisations. But, of course, there is only one World Design Capital per year, so we must ask: what are the other means of accelerating the awareness of, and engagement with, service design in the public sector on a broad scale?

We would like to suggest a set of themes based on the strategies that have been outlined by our interview partners and that can be synthesised from the contributions in this report.

SHARE KNOWLEDGE AND BEST PRACTICES FOR SERVICE DESIGN IN THE PUBLIC SECTOR

Specialised conferences and networking events have been evolving in the last few years as the Service Design in Government[1] conference in London or the Lab Connections[2] in Brussels, funded by the EU Policy Lab team, to name just

"I'm afraid that the current political turmoil in western politics and the financial world will make international collaboration more difficult. I think that we need to share our experiences and best practices, and particularly our research results, across the borders. Good public services should be for everyone, not only for some privileged ones."

Heli Kautonen, Public Servant at the National Library of Finland

a few. We need to establish more formats that enable easy access to knowledge about service design and its value to the sector for public sector representatives.

Studies and publications like this report are pieces in this puzzle, and they need to be translated and distributed all over the world. The national chapters of the SDN can play a major role here, going deeper into the national and local communities, so as to be able to relate the value of service design to their specific challenges.

It is necessary to align forces between designers and public sector activists to collect case studies and publish them, so that access to best practices becomes really easy. The Service Design Network has built the foundations for a case-study library, so the community can have a repository that they can continually fed with great examples from around the world. The Service Design Award[4], initiated in 2015,

puts the best of service design on stage and collects outstanding cases that have achieved great impact by their process and outcomes. Networks and sharing platforms need to be built in order to gather the community and to start relevant discussions. "There is no reason why the success stories can't be shared and learned, since the public sector is not competitive in the same way as the commercial sector is," Alex Nisbett from Livework London wisely reminds us.

For instance, the Service Design in the Public Sector special-interest group of the SDN offers a Facebook page[5] and a LinkedIn group[6] to connect all those active in the field.

MEASURE VALUE AND IMPACT OF SERVICE DESIGN IN THE PUBLIC SECTOR

As we can see in this report, there are great pieces of work being done all over the world. Yet still we lack measures that translate the value of applying the approach, not only in lucid pieces of prose, but also in hard facts that stand up for themselves in conversations with potential public sector clients. This is not the favourite topic in the designers worldview, but it is most certainly one of the crucial success factors. "We can all agree that ethnographic-based work is really important, but the quantitative data is as much. We must rely on both, even if the power of ethnography can't be always measured easily." says Jo Blundell.

"Aligning discourses and showing practical case studies to exemplify what we do makes it easier to explain. People start to understand. Brazil is going through a very difficult period, and there are lot of people coming to us. Recently we announced ten consultant job openings – we can really see the growth. "

Cleber Sant'anna, Service DesignDirector at Tellus Agency Public Services design (Brazil)

In 2012, the UK Design Council stated that the ROI of service design in the public sector is £26[7]. We need more projects and studies that build on these data and to develop the knowledge base with hard facts. The Service Design Maturity Index[8] is a concept that will help us to collect relevant data and evaluate the situation in different countries, which will certainly help to create transparency, generate awareness about its value and develop strategies for future growth.

MAKE IT ACCESSIBLE AND GET YOUR FOOT INTO THE DOOR

Sometimes, it is just a small barrier that stands between the public sector and the creative service design industries. Lowering this barrier will positively impact the number of collaborations.

The GovJams[9] are one way to provide a taste of what service design can do for the public sector without the demand of big budgets and time investments. More of these easily accessible events would help to bring more people in. But they should not be taken for their outputs: if not handled with care, they can create the impression that service design for change can be done in a couple of hours and is basically a Post-it-note feast. So, beware of sprints, jams and service design masters programs over two days: they can be quite misleading and drive the the field in the opposite direction, instead of strengthening the practice.

Small projects give a taste for what can be achieved: start with small wins, smaller-scale projects that can convey the impact more easily; take a really holistic end-to-end design approach to it and build trust from both the public servants directly impacted and higher management levels of the organisations. "Taking people on the 'journey' with you allows you to demonstrate the difference it can make", says a service designer from the Australian government's Department of Human Services.

"When I joined the university the senior policymakers said to me that we could even sign an agreement because the institutional framework now was right to engagement. The university comes with an environment where people would experiment new projects into new things and do research. They found it very safe vehicle to engage with."

Innovation Expert, South African University

University collaborations can be door-openers, as they are win-win situations and establish sustainable working situations with future employees. The collaboration between Parsons New School and Citi[10] is one of the great examples of this fruitful partnership.

And, of course, the design of all digital touchpoints can serve as a 'Trojan horse' that gives opportunities to go beyond purely digital interfaces, affecting all the process and restructuring behind the visible touchpoints. Technology is where the public sector rather easily sees the role for design and from where designers can build on the paths to a more strategic level: introducing user-centred approaches, systems thinking and agile prototyping-iteration, backed up with data and numeric measurement of impact.

MAKE IT STICK

Political landscapes change with elections and power distribution is a fragile constraint. Therefore, institutionalisation and networking are the two main strategies to protect and nourish the service design approach within public sector organisations. The broader the knowledge about the impact of service design is distributed within the organisation, the better.

Interdepartmental ties, reflection boards and shared communication platforms like Yama, used in Australia to "...post a lot of things, social networking for public sector stuff that we've used. That's been really useful to keep connected across the agencies and even for our cross-agency design-thinking mentoring program. We've used it to keep people up to date with what's happening," a service designer from the Australian government states.

"Leading with a technology solution can feel more concrete to people who aren't familiar with service design, but value technology solutions. Services Design can enter into government through technology initiatives that leave the door open for strategic service transformation. If we led with service transformation, many people wouldn't get it or value it. However, leading with technology can also box you in, which can be a challenge when trying to move beyond tech."

Liana Dragoman, User Experience Researcher and Strategist at City of Philadelphia's Office of Open Data and Digital Transformation (US)

The more public and non-public sector partnerships are involved, the better. The stronger service design is standardised and institutionalised in policies and structures, the better. "What happens often in several countries is that new government comes in, the ministries change and then they split up the public service or re-split it up in different ways to different parts of the organisation. There is a question on how to create a sustainable model that will go beyond changes of leadership at different levels," the Australian service designer adds.

The service design manual of the UK Government, implemented in 2014, is a great example, and many others are following that path.
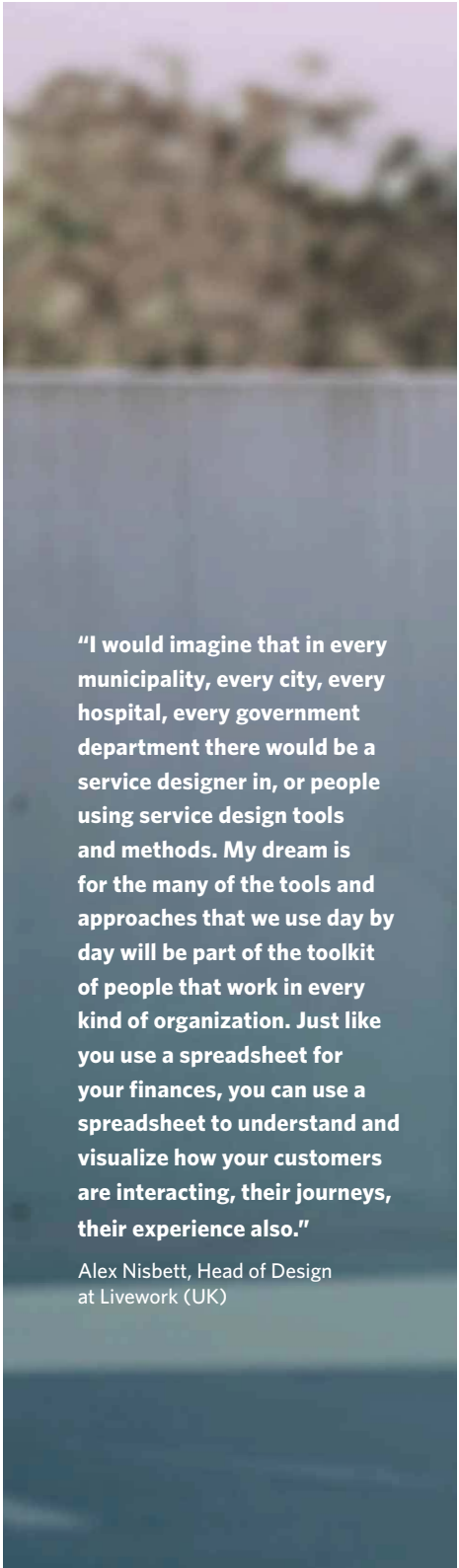
As the Office of Open Data and Digital Transformation, developing a service standard for city of Philadelphia that allows them to understand what are the metrics that define high-quality services.

EDUCATE DESIGNERS WHO ARE 'IN THE KNOW'

Service design education is evolving. It is no longer about personas, journeys, stakeholder-maps, storyboards and prototypes, to mention just a few of the very common, widely disseminated tools in use at the moment. But service design goes far beyond these tools: it is about long-term outcomes, impacting policy making, politics, strategies, organisational change, cultural change and behavioural change.

But, upon entering this realm, one must combine the approach with in-depth knowledge about the sector and the specific requirements related to regulations and public sector culture. The universities that offer service design degrees should better orchestrate their activities, develop shared curricula and communication strategies closer to the public-sector context. Specific curricula for service design in the public sector makes sense. The Service Design Network will certainly help to initiate and to facilitate these developments[11].

HACKING THE PUBLIC SYSTEM

With our research, it was possible to spot a range of new models to overcome the most common barriers. In this scenario, the design approach is also being applied to find opportunities and to subvert some of the processes. Funding and contracting, for example, are often claimed as big challenges for innovation and change in the public sector.

"This report is a great example of the service design community and academics building a knowledge base and creating some definition around what it is, where it is happening, where it isn't happening… It's a phase in which we are setting a foundation for the discipline in the public sector. I think for the first ten years we were busy doing, without thinking too much about what we were 'doing'. And now we are starting to define a discipline for what we are doing, which might take another ten years."

Aviv Katz, Innovation Unit (UK)

As an example of a 'workaround' with the system, New York City is launching a new procurement process to help design firms sign contracts with the public sector much more quickly. "One of the ways we're trying to bring a different dimension is that we're now also working closely with social investors who are brought to work on the same issues as designers. They are asked to take the risk and fund some of the most difficult problems." Jo Blundell explains about their strategies. Not to mention platforms like Crowdfunder[12] that are redefining funding processes for public innovations. What was used to be seen as constraints opened up the opportunity to rethink the existing structures and integrate more actors in the process.

THE FUTURE OF SERVICE DESIGN IN THE PUBLIC SECTOR

Often, we are asked if service design is just more hype. We are convinced we can make it stick, if we continue to collaborate in strong networks and invest strategically in strengthening the theory, practice and education. We have seen an amazing development throughout the last two decades and the best things are yet to come, not only in the public sector, but that's where the biggest changes will be!

"You can never have enough service designers, there's simply so much work that needs to be done!" said Andrea Siodmok in Stockholm 2014. Correct!

1 Service Design in Government
2 http://bit.ly/2bRtOLR
3 https://www.service-design-network.org/case-studies
4 http://www.service-design-award.com/
5 http://www.facebook.com/servicedesignpublicsector
6 http://www.linkedin.com/groups/8174251
7 http://www.designcouncil.org.uk/our-services/service-transformation
8 in this report, check the article: 'Service Design Maturity Index'
9 http://www.govjam.org/
10 in this report, check the article: 'Using Service Design to Build More Inclusive Cities'
11 https://www.service-design-network.org/study-service-design
12 http://bit.ly/2dwbjki

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INTERVIEWEES

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Become part of the
Service Design Network

Belong to a strong network and play a role in strengthening the practice of service design!

The Service Design Network (SDN) unites a community of approximately 30,000 people interested in service design. In 2014, we built a Special Interest Group focussed on "Service Design in the Public Sector", recognising the increasing importance service design has in this domain. The SDN facilitates conversations between designers who are working in the public sector – as in-house or as external consultants – and between designers and public servants themselves.

The SDN has built a platform to share case studies, and with the annual Service Design Award, it highlights cases that have an outstanding value for the public. In addition, it provides a database of articles giving members the opportunity to self-publish, and enables learning-networks. As a member of the SDN, you have access to all of this content. In addition, you have full access to Touchpoint, the international Journal of Service Design, you get discounts for the national and global conferences, you are invited to our exclusive Members Day and the associated reception, and you can create a detailed profile for yourself on the new and improved SDN website.

The Service Design Network is committed
to growing the body of knowledge about the
applicationof service design in the public sector.
We believe that strong alliances will mean
stronger influences for us as service designers.
If you want to be part of this network, join us!

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