DIGITAL LEADERSHIP AND SKILLS: THE SERVICE DESIGN ACADEMY

Heartbeat Information Pack

DIGITAL PARTNERSHIP

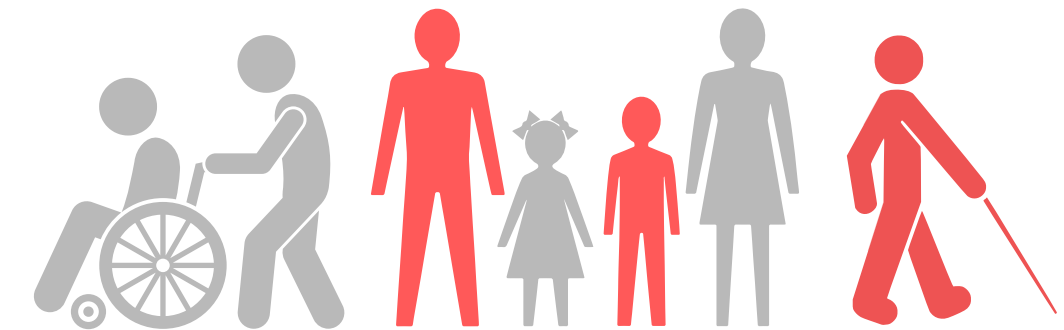Scottish Local Government

CONTENTS

SPOTLIGHT

> It is said within the government alone, in the UK **80% of the costs accrued by the UK gov is in delivery of services.**
>
> 60% of that is in the management of calls, casework or time spent interfacing with the public who are complaining about bad services. **People who haven't been able to achieve their goals** first time.
>
> - Lou Downe

> **WE ARE CURRENTLY DESIGNING FOR 1.8% OF THE SCOTTISH POPULATION**
>
> **THAT'S (ROUGHLY) 1 IN 55 PEOPLE**

To better understand the needs of citizens, councils should have a **citizen & community engagement plan** & ensure they have sufficient staff with the skills to carry out service design.

There are good examples of front-line workers being involved in service design, but the **involvement of citizens and communities is limited** in practice.

Creating 'connector' roles within a council that is people who can **provide a bridge between digital and service teams** - can help a technical and business viewpoint during service design.

- **Audit Scotland**

SCOTTISH APPROACH

In 2017 the Scottish Government's launched 'The Scottish Approach to Service Design' highlighting the need for national and local government to build service design capacity in Scotland.

Scottish Government statistics state that over the next 10 years the **demand in Scotland for service designers will increase by 35%** with an estimated **17,000 jobs available in both the public and private sector**.

THE 7 PRINCIPLES OF THE SCOTTISH APPROACH TO SERVICE DESIGN

1 We explore and define the problem before we design the solution.

4 We use inclusive and accessible research and design methods so citizens can participate fully and meaningfully.

2 We design the service journeys around people and not around how the public sector is organised.

5 We share and reuse user research insights, service patterns, and components wherever possible.

7 We contribute to continually building the Scottish Approach to Service Design methods, tools, and communiy.

3 We seek citizen participation in our projects from day one.

6 We use the core set of tools and methods of the Scottish Approach to service design.

THE VALUE OF DESIGN

WHAT IS DESIGN?

Design is a mindset and skillset. Design is critical thinking and creativity combined. Design is much more than aesthetics.

Design helps us identify and respond to economic, societal and environmental challenges.

Design is firmly linked with innovation productivity and business resilience

> Design and design skills are at the heart of the fourth industrial revolution. They give us the tools to respond to these unprecedented challenges, and instigate the growth, innovation and jobs that will drive the UK's global future
>
> **Design Council**

> "Service design choreographs processes, technologies and interactions within complex systems in order to co-create value for relevant stakeholders.
>
> So, putting it simply: service design uses design processes and methodologies in order to create services that are useful, usable and desireable from the user perspective and valuable and different from the provider perspective"
>
> Birgit Mager
> President of Service Design Network

> Service Design focuses on designing for experience, emphasising the involvement of the service user in co-designing the service.
>
> A service design approach is built on the generation of a deep and holistic understanding of the service user experience, uncovering the 'touchpoints' or points of emotional connection (both delight and despair) with a service."
>
> **Franki Lake**
> Tails.com

> Design can directly and significantly improve sales, profits, turnover and growth.
>
> Using and valuing design brings bottom line benefits, and those who understand and act on this insight have a competitive edge over the rest.
>
> **Design Council**
> The Value of Design 2018

> Service Design is the design of services.
>
> Services are things that help people to do something.
>
> **Lou Downe**
> Author
> 'Good Services'

WHAT IS DESIGN?

Head
Problem solving
The ability to visualise and conceptualise the intangible.

Heart
Humanity centered
The passion and curiosity to design solutions that are right for people and planet.

Hand
Practical skills
The technical abilities to enable the end goal to be reached.

WHAT IS SERVICE DESIGN

Service Design is concerned with **how things work for people in practice**. It looks at the lived experience, behaviours and aspirations of people and organisations, and how these are influenced by broader system drivers and conditions. **It helps to connect policy intent with the complexity of how things are practised on the ground**.

Service Design is a **logical, structured process** where a service/product is designed based on the needs of the people who use it. **People play a part in all aspects of the process** from insights gathering to idea generation, proto-typing and trialling.

Taking a project through human centred design stages will ensure that you **build deep empathy with the communities and individuals you're designing for**. You'll figure out how to turn what you've learned into a chance to design a solution, and you'll build and test your ideas before finally putting them out into the world.

These collaborative processes create an environment where **everyone has a role to play** in innovation, sustaining a culture that imagines alternatives and helps bring them into being. By helping to build a compelling vision that appeals across departments and drives stakeholder alignment, a **service design approach enables an organisation to pursue longer-term opportunities**.

"Service design has the power to make citizens feel engaged with the public system, moving them to ask what can I do for the public system, instead of asking what the public system is doing for me."

CAROLINE PAULICK-THIEL

"Design Thinking isn't post-it notes.

A graphic designer isn't Photoshop, a screenwriter isn't Final Draft, a speaker isn't a microphone.

They are simply tools to get the job done."

Dawid Naude
Manager Director,
Innovation at Accenture

To address a skills shortage and the lack of accredited service design training at an introductory level, Dundee & Angus College set up the Service Design Academy in 2017.

Dundee and Angus College was an early adopter of service design, using this in a transformation project with the simple but powerful message to **take the College from Good to Great**.

Over **40 improvement projects were powered by data and driven by the Service Design Academy's service design expertise**. Good to Great's success was recognised in 2018 with The Campbell Christie Public Service Reform Award.

We're proud of our College's achievement and that we now facilitate many others in the public sector to work across departmental and organisational boundaries, **placing the citizen at the centre of service delivery** and working to tackle the causes of social ills, rather than solely the symptoms.

Our Professional Development Award in Service Design **builds service design capacity and design leadership** to create a community of practitioners.

In 2017, with a group of pioneers we co-designed, tested and delivered the Professional Development Award in Service Design. It's the **only Scottish Qualification Authority accredited course in Service Design** and also accredited and certificated by the world's leading authority on service design, the Service Design Network.

When the pandemic hit, we completely re-designed our online live and interactive training with our learners, to ensure we met their needs in the classroom and the emerging workplace challenges where they put their learning into practice.

In the past 5 years we have supported many Scottish Local Authorities to build capacity in Service Design to serve their communities. We know that many more are developing and recruiting service designers to work towards the **vision of having dedicated teams of designers and user researchers supporting change and improvement**.

The time is right for changemakers to join this dedicated Professional Development Award to gain the skills and confidence to design and deliver better services with your citizens and partners.

We look forward to welcoming you on the next stage of your service design journey.

The SDA is happy to be contacted directly with any questions. Please email **info@sda.ac.uk**.

SERVICE DESIGN® ACADEMY

PROFESSIONAL DEVELOPMENT AWARD FOR SCOTTISH LOCAL AUTHORITIES

The Service Design Academy invites you to join the inaugural **Professional Development Award in Service Design for Local Authorities in Scotland**.

The Professional Development Award (PDA) in Service Design covers the **core skills, tools and mindsets you need** to service design powerful interventions for complex issues.

You'll be taken on a journey, a process spanning **four learning units over six months with 17 live sessions and interactive content** on a virtual learning environment. We connect theory and practical applications through a mixture of experiences, live classrooms, watch anytime videos, teamwork, mentoring and case studies.

During the online live sessions, you will **work with other local authority colleagues** on a "design challenge" common to every council.

For each unit assessment you will **put your new skills into practice** with a small-scale work based project, You can read more about how previous council delegates applied their learning to make impact in their roles in the case study section.

YOU WILL

DEVELOP A KNOWLEDGE OF THE FUNDAMENTAL TOOLS AND METHODS USED THROUGHOUT THE SERVICE DESIGN PROCESS AND THE ABILITY TO APPLY THESE IN YOUR OWN PROFESSIONAL DOMAIN

DEVELOP SKILLS IN USER RESEARCH BY IMPLEMENTING METHODS TO IDENTIFY THE NEEDS OF SERVICE USERS AND UNDERTAKING A SMALL-SCALE USER RESEARCH PROJECT

YOU WILL...

EXPLORE HOW CO-DESIGN CAN BE DEVELOPED AS AN APPROACH THAT INVOLVES SERVICE USERS COLLABORATIVELY IN THE SERVICE DESIGN PROCESS

COMMUNICATE AND REFLECT ON A SERVICE DESIGN PROJECT PROCESS OUTCOMES

WHAT TO EXPECT

This is not a talking shop - **it's about learning by doing.** The ability to **question, be curious and interrogate** are as important as knowing the methods and mapping the journeys.

Our Consultants are accredited to Practitioner level by the Service Design Network, who facilitate in highly collaborative ways. **They have a wide range of creative methods** to bring the design mindset to individuals and organisations.

Storytelling with The Story Edge – the skills to tell your service design story

Delegates like you. Professionals interested in creative problem-solving approaches, who want to engage people and communities, in decision making through creative processes.

Connections, networking and a membership of the Service Design Network will provide you with the very best content from the world of service design.

Learning **accredited and certificated** by the **Scottish Qualifications Authority and the Service Design Network**

HOW MUCH WILL IT COST?
The fee for the PDA in Service Design is £2,900

ENTRY REQUIREMENTS
Entry to this qualification is at the discretion of the Academy. However, it is recommended that the candidate has a standard of communication skills in English equivalent to SCQF level 5. Each learner will be assessed on an individual basis, at interview, to ensure they have a realistic chance of achievement

THINGS YOU NEED TO KNOW
• Classrooms are delivered on Zoom (we have a secure Educators Account)
• We use a variety of safe, online platforms to connect with you – Teams, Zoom, Miro, Rise (VLE)
• All learning is in English
• The PDA in Service Design is made up of 4 SQA Units with 32 SCQF credits at SCQF Level 7
• Each Unit equates to approximately 40 hours of study
• Learners must complete four units to achieve the PDA in Service Design
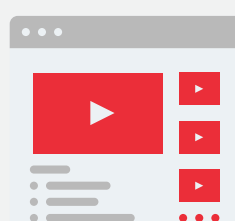
PDA IN SERVICE DESIGN COURSE UNITS
Service Design: Tools & Methods
Service Design: User Research
Service Design: Co-Design
Service Design: Project

Click here to watch a short overview video to learn more about the PDA

COURSE TIMETABLE

DESCRIPTION	DATE (ALL 2022)	TIME	NOTES
TOOLS & METHODS Coffee Shop Learning Lab 1 Learning Lab 2 Learning Lab 3 Learning Lab 4 Assessment due date	15^{the} February 22nd February 23rd February 1st March 2nd March 27th March	14:45 – 15:45 09:15 – 13:30 09:15 – 13:30 09:15 – 13:30 09:15 – 13:30	1-2-1 ½ hour Assessment Meetings – self-select your slot on 1st or 2nd March (PM).
USER RESEARCH Coffee Shop Learning Lab 1 Learning Lab 2 Learning Lab 3 Learning Lab 4 Assessment due date	29th March 5th April 6th April 12th April 13th April 8th May	14:45 – 15:45 09:15 – 13:30 09:15 – 13:30 09:15 – 13:30 09:15 – 13:30	1-2-1 ½ hour Assessment Meetings – self-select your slot on 12th or 13th April (PM).
CO-DESIGN Coffee Shop Learning Lab 1 Learning Lab 2 Learning Lab 3 Learning Lab 4 Assessment due date	10th May 17th May 18th May 24th May 25th May 19th June	14:45 – 15:45 09:15 – 13:30 09:15 – 13:30 09:15 – 13:30 09:15 – 13:30	1-2-1 ½ hour Assessment Meetings – self-select your slot on 18th May (AM or PM). NB Project proposal Submission date 14TH June
PROJECT Project Proposal Due date Coffee Shop Learning Lab Assessment due date	14th June 21st June 28th June 14th August	14:45 – 15:45 09:15 – 13:30	1-2-1 ½ hour Assessment Meetings – self-select your slot on 6th June (AM or PM)

CASE STUDIES

These case studies demonstrate the projects undertaken by delegates on their PDA, You'll notice the variety and value across 12 project areas spanning 3 local authorities.

HEATHER HAMILTON: CENTRE FOR CIVIC INNOVATION, GLASGOW CITY COUNCIL

I was first introduced to service design by the SDA during in person training before the pandemic, and it stood apart from any training I'd been to before as it was high energy, hands on and I could see how I could practically apply what I was learning to my work. I was able to continue my PDA remotely during lockdown as the SDA recreated the training experience online to a very high standard.

Just like the in-person session, the digital ones were still really informative, fun and productive. We were working on how to transition the delivery of our own workshops at the Centre for Civic Innovation to remote and digital, and I was really impressed and inspired by how the SDA did it. They had obviously put a lot of thought and time into how people would be able to participate. I always felt able to reach out and ask for help, as well as give feedback and interact with others on the course too.

I applied the approaches and techniques I learned during the PDA to carry out a series of small projects internally in my work:

TOOLS AND METHODS: HOW MIGHT WE IMPROVE TEAM COMMUNICATIONS?
In this module I helped my team explore how we communicate our work

better with each other. Everyone came away from the session with a better understanding of where each other stood in terms of where they felt the issues were, what was causing them, and some co-designed ideas to do things differently. This gave me more practice in facilitation and also gave space to discuss this topic in a productive way together.

USER RESEARCH: WHY HAS THE USE OF PROJECT MANAGEMENT SOFTWARE DECLINED?
Use of our project management software had begun to decline after being initially very high at the start of the lockdown. I used this user research module to investigate why. Those in the team were really happy to share their thoughts in the user research interviews, and this also gave me practice and confidence to run these types of conversational interviews remotely.

CO-DESIGN: HOW MIGHT WE IMPROVE THE USE OF PROJECT MANAGEMENT SOFTWARE?
I learned how to help the team come up with ideas to address the issues identified in a way that would work for everyone. The outputs from this work created a buzz around using the software again as everyone felt heard, and a few people continued to work along with me to prototype and test the new solutions we developed.

CASE STUDIES

PROJECT: HOW MIGHT WE IMPROVE OUR TEAM MEETINGS?
I was able to put together everything I had learned into a larger project around how the team could improve our team meetings, which had become repetitive. Through research and codesign I was able to identify how people felt about the meetings as they were, and help them shape how we wanted to have them going forwards. As a result of this project, the team meetings were completely overhauled and became much more informative and relaxed, and a place where the team could support each other.

> " Gave me the confidence and knowledge to make changes in my team.

DELEGATE SUMMARY

I felt overall the PDA in Service Design course was a **really interactive way to learn by doing**, and it **gave me the confidence and knowledge** to make changes in my team. Achieving this qualification as someone from a non-design background has also **made me feel more comfortable around the designers** I work with at the Centre for Civic Innovation and externally.

It gave me the theory knowledge like the double diamond, but also the **practical experience of facilitation and creative thinking**. The written reports also pushed me to reflect on my work, which led to me iterating and ultimately improving my practice.

Everyone involved at the SDA has been fantastic, so **friendly, creative and passionate** about sharing their skills and knowledge. Getting the chance to do the PDA in Service Design has been an **enormous benefit to my personal development**.

CASE STUDIES

JACK WIGGINS: SERVICE DESIGNER, WEST LOTHIAN COUNCIL

I joined the PDA back at the start of the pandemic when the Service Design Academy reached out to colleagues across the country and asked them to participate in some trial courses so they could test out their online delivery. After taking part in these, I decided to join the full PDA as I was impressed with the quality of the online learning that had been developed so quickly – SDA were also keen to take our feedback into consideration, practicing what they preach.

Through the PDA, the staff were all very supportive, and routinely checked in with me to see how I was progressing with assignments. The four units helped me to progress Service Design within my own council, and allowed me to bring Service Design into work I was already doing.

TOOLS AND METHODS: DEVELOPING GETYOURNEC.SCOT
This module allowed me to introduce the tools and methods to the getyournec.scot project, and work with the Improvement Service to improve the offering. This meant we changed the application significantly when moving from the prototype to a live service.

USER RESEARCH: DEVELOPING GETYOURNEC.SCOT
Allowed me to practice interviewing users and to ensure what was being developed was going to meet the identified need. I went out and spoke to customers in customer service offices.

This resulted in further changes to the application process, including font and text changes to make the service easier to use.

CO-DESIGN: SCHOOL TRANSPORT
I worked alongside the School Transport Team and with pupils to review the offering by the service. We prototyped how we could make the school bus safer and this has informed a number of pieces of work within the service.

PROJECT: CREATING A SERVICE DESIGN COMMUNITY
I focussed on how I had applied Service Design in the development of an internal training course, and then following on from this, how we continuously improve the community of Service Design Champions within the council.

DELEGATE SUMMARY

Overall, the **process has been fantastic**. I was well supported in gaining the qualification and with experience that has allowed me to grow Service Design within West Lothian Council.

CASE STUDIES

AMY NEWNHAM: ORGANISATIONAL DEVELOPMENT AND DESIGN MANAGER, ADUR DISTRICT AND WORTHING BOROUGH COUNCILS

Coming from an organisational development and learning background, but very interested in service design, my role had expanded, and I found myself responsible for service design for Adur & Worthing Councils. I had the theoretical understanding of what makes good design but lacked the confidence in how I would hold and lead a design process myself, so I signed up for the PDA at the start of 2021.
The staff were friendly, approachable and it was clear they had a background in design that they could pull on themselves.
The four units made me go out into the organisation and put my learning into practice and I feel much more confident in the work and the skills involved.

TOOLS AND METHODS: CHANGING OUR WELCOME SPACE
This project focused on the needs of those who come into our reception and how changes to our reception space could be made to improve the customer experience and better meet the needs of our users.

USER RESEARCH: IMPROVING E-LEARNING
I knew that our e-learning system and development of content could be improved. The project for this unit focused on what would make a difference to improving our e-learning content for it both to become compliant in certain areas, and bring our staff along and make e-learning as positive an experience as possible.

CO-DESIGN: CREATING AN EMPLOYEE VALUE PROPOSITION
This project helped to create an Employee Value Proposition (EVP) that we could use for online recruitment to attract people to the roles we're advertising and increase the number of people who apply for a job at Adur & Worthing Councils.

PROJECT: RECRUITING YOUNGER WORKERS
I focussed on what we could do to recruit younger people to council jobs. This project took place as part of a local college's work experience programme and so involved both 'doing' service design and leading a team of non-experts to develop the skills and confidence to do this work themselves.

DELEGATE SUMMARY

The programme gave me the **confidence to know that I can deliver good service design interventions**. A lot of the content isn't rocket science, but is an art, and the **team were great at teaching us how to put the 'art' into practice** to best effect.

DELEGATE QUOTES

THOROUGHLY ENJOYED IT! MY CONFIDENCE HAS INCREASED BY ACTIVELY LEADING PEOPLE-CENTRED TASKS THAT I WOULD NOT NORMALLY DO IN MY CURRENT ROLE

- MICHAEL BYERS, SDA ONLINE STUDENT

MORE IMPORTANT THAN THE QUALIFICATION HAS BEEN THE EXPERIENCE. ENJOYED EVERY MINUTE OF DOING THE WORK AND THE NETWORKING WITH PRACTITIONERS. HIGHLY RECOMMEND THE PDA IN SERVICE DESIGN.

- PDA DELEGATE, SHELTER & SHELTER SCOTLAND

ANYONE INVOLVED IN DEVELOPING SERVICES, PROBLEM SOLVING FOR CUSTOMERS OR CLIENTS OR MANAGING SERVICES SHOULD DO THE SDA PROFESSIONAL DEVELOPMENT AWARD IF THEY GET THE CHANCE. SERVICE DESIGN CHANGES HOW YOU THINK.

- MICHELLE GAUTIER, SDA PDA DELEGATE

MY LEARNING EXPERIENCE WAS EXCELLENT. I WANTED TO DEVELOP SERVICE DESIGN SKILLS AND MY KNOWLEDGE AND THAT'S EXACTLY WHAT WAS DELIVERED!

CREATIVE, PRACTICAL AND PRODUCTIVE APPROACHES TO TACKLING PROBLEMS AND IDENTIFYING IDEAS TO ADDRESS THEM. THE FLOW AND ACTIVITIES WERE EXCELLENT!

- SDA DELEGATE

STUDYING THE PROFESSIONAL DEVELOPMENT AWARD IN SERVICE DESIGN WAS ONE OF THE MOST EXCITING AND REWARDING PIECES OF LEARNING I'VE DONE IN A LONG TIME. CHALLENGES YOU TO QUESTION HOW SERVICES ARE DESIGNED AND WHO IS BEST QUALIFIED TO DESIGN THEM.

- SDA PDA DELEGATE

REALLY GREAT ATTITUDE AND ATMOSPHERE. BEST COURSE I'VE BEEN ON! PROVIDED MATERIALS WERE SO HELPFUL.

- DAVINA MENZIES, CALEDONIA HA

INTERACTIVE AND ENGAGING FROM START TO FINISH

NEXT STEPS

APPLICATION

You can apply for the course **here**

Please ensure you select the PDA in Service Design Scottish Local Authorities Cohort.

"WE CAN WORK TOGETHER TO DESIGN THE SCOTLAND WE WANT TO EMERGE FROM THIS CRISIS."

Nicola Sturgeon
First Minister
Scottish Government

MORE INFORMATION

For more information on the SDA course visit **here.** Please refer to the Scottish Local Authorities Cohort only.
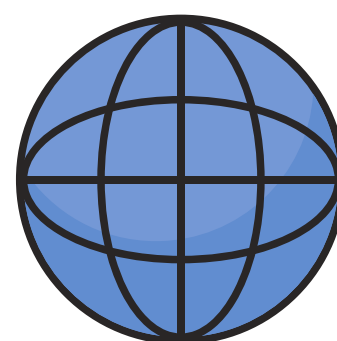
The SDA is happy to be contacted directly with any questions. Please email **info@sda.ac.uk**.

"I WANT SCOTLAND TO BECOME THE BIGGEST SERVICE DESIGN SCHOOL IN THE WORLD."

Cat Macaulay
Chief Design Officer
Scottish Government

CONNECT WITH US

DIGITAL
PARTNERSHIP

Scottish Local Government