

<b>Institution:</b> University of Northumbria at Newcastle		
<b>Unit of Assessment:</b> 32 (Art and Design: History, Practice and Theory)		
<b>Title of case study:</b> Embedding Service Design to create user-centred organisational cultures: improving customer experience, efficiency, and funding generation in the UK voluntary sector		
<b>Period when the underpinning research was undertaken:</b> 2011 - 2019		
<b>Details of staff conducting the underpinning research from the submitting unit:</b>		
<b>Name(s):</b>	<b>Role(s) (e.g. job title):</b>	<b>Period(s) employed by submitting HEI:</b>
Laura Warwick	Senior Lecturer	07/09/2009 - Present
Matthew Lievesley	Associate Professor	24/02/1997 - Present
Robert Young	Professor	09/07/1979 - 04/2019
Neil Smith	Enterprise Fellow	10/02/1989 - 05/2019
<b>Period when the claimed impact occurred:</b> 2014 - 2020		
<b>Is this case study continued from a case study submitted in 2014? N</b>		
<b>1. Summary of the impact</b> (indicative maximum 100 words)		
<p>Service Design (SD), where services are designed in collaboration with the people who will use them, can create more effective, efficient, and desirable services. More than a decade of funding decline for UK voluntary organisations means they need to deliver more, with less, to provide services for people experiencing a multitude of challenges. Research led by Dr Laura Warwick with colleagues at Northumbria University explored, for the first time, the use of SD in voluntary organisations. Warwick worked with 2 large national voluntary organisations - Mind (plus its affiliated 105 local Minds) and Girlguiding UK – [text removed for publication]. New Philanthropy Capital (NPC), the UK's leading charity and philanthropy consultants, also used Warwick and colleagues' findings to develop sector-specific SD guidance for 144 charities. The use of SD resulted in more user-centred organisational cultures, improved services for users, led to job creation, secured income worth GBP8,200,000 for Mind [text removed for publication].</p>		
<b>2. Underpinning research</b> (indicative maximum 500 words)		
<p>Service Design (SD) uses creative methods and tools to design new services, or improve existing ones, to provide better service experiences for all users and stakeholders. The methodology engages users as co-designers throughout, particularly those delivering and receiving the service. This ensures that the end service is effective, efficient, and desirable for all parties before implementation, thus improving service outcomes and reducing the waste of resources. Understanding people's needs at a service level can also enact change in systems, strategies, and policies to create more user-focused organisations. SD has been an established practice for 20 years, but research has predominantly focused on the private and public sectors; the use of SD had not previously been explored in voluntary sector organisations. The body of research conducted by Dr Laura Warwick and colleagues at Northumbria investigates the relevance, use, best practice, and impact of SD in the voluntary sector. It remains the only body of work focused on SD in this context [R1-R6].</p> <p>Research conducted between 2011 and 2014, led by Warwick, found that SD is a valuable approach to voluntary organisations delivering services. Longitudinal data gathered from working with 3 voluntary organisations showed it helped charities to: develop more customer-focused services; make financial gains; and make transformational service, system and policy changes [R1]. This was the first known research to focus on the value of SD to the voluntary sector and led to the creation of the first ever SD programme in a voluntary organisation. In the same study, Warwick ascertained that to increase the impact of SD in such organisations, a designer needs to encourage critical reflection and radical change, while simultaneously gaining trust to support</p>		

teams through this new design process [R2, R3]. It is the only study to have described how SD should be implemented and supported by *designers* in this context.

Warwick also examined the advantages and challenges of embedding SD in voluntary organisations and suggested practical ways to embed SD capabilities [R4]. This included the development of SD ambassador roles and creating sector-specific SD training. The work drew on experiences of those embedding design in national voluntary organisations, including co-authors Pierri (Mind) and Garber (Innovation Unit), to understand the conditions required to maximise the value and impact of SD. The novelty of the findings, particularly how to create a user-centred SD culture, have directly influenced the development of 3 SD programmes in the voluntary sector.

Warwick led a study exploring the impact of participating in SD projects on the stakeholders involved. Undertaken with Northumbria colleagues, the research gathered the perceived impacts of involvement on the co-designers developing a mental health service. The paper proposed that a designer's responsibility should increase to explicitly manage a co-designer's wellbeing during the process, and suggested ways in which this should be done [R5]. Data from this study was compared and contrasted with data generated in 10 other mental health design projects between 2014 and 2019, across 4 countries, involving hundreds of stakeholders. Warwick, together with her co-investigators, found 5 systemic issues that act as barriers to the use of co-design in mental health settings. Warwick et al. presented a series of design strategies to address these contentious issues in practice [R6]. It is the first paper to draw on the experiences of stakeholders co-designing mental health services and systems at such a large scale: both in terms of projects and countries involved. The findings of both studies influenced Mind's approach to co-designing services and their strategies for mitigating risks.

### 3. References to the research (indicative maximum of six references)

**R1. Laura Warwick, Robert Young, and Matthew Lievesley (2014)** 'The potential of a Design for Service approach to transform Voluntary Community Sector organisations' pp. 47–56 in *Proceedings of ServDes. 2014. Fourth Service Design and Innovation Conference* (Lancaster, April 2014) <http://www.servdes.org/wp/wp-content/uploads/2014/06/Warwick-L-Young-R-Lievesley-M.pdf>

**R2. Laura Warwick and Robert Young (2016)** 'The role of Design as a critical friend to the Voluntary Community Sector' pp. 339-351 in *Proceedings of ServDes. 2016. Fifth Service Design and Innovation Conference* (Copenhagen, May 2016) <http://www.ep.liu.se/ecp/125/028/ecp16125028.pdf>

**R3. Laura Warwick (2017)** 'Designing Trust: the importance of relationships in social contexts' *The Design Journal* 20 (sup1): S3096-S3105 <https://doi.org/10.1080/14606925.2017.1352817>

**R4. Pierri, P., Laura Warwick, and Garber, J. (2016)** 'Embedding design in a mental health network' pp. 580-585 in *Proceedings of ServDes. 2016. Fifth Service Design and Innovation Conference* (Copenhagen, May 2016) <http://www.ep.liu.se/ecp/125/054/ecp16125054.pdf>

**R5. Laura Warwick, Tinning, A.\*, Neil Smith, and Robert Young (2018)** 'Co-designing wellbeing: the commonality of needs between co-designers and mental health service users' pp. 2544 – 2557 in *Proceedings of Design Research Society 2018 Conference* (Limerick, June 2018) [https://www.scribd.com/document/382347614/DRS2018-Vol-6#fullscreen&from\\_embed](https://www.scribd.com/document/382347614/DRS2018-Vol-6#fullscreen&from_embed)

**R6. Sangiorgi, D.\*\* , Farr, M.\*\*\* , McAllister, S.\*\*\*\* , Mulvale, G.\*\*\*\*\* , Sneyd, M.\* , Vink, J.\*\*\*\*\* , and Laura Warwick (2019)** 'Designing in highly contentious areas: Perspectives on a way forward for mental healthcare transformation' *The Design Journal* 22 (sup1): 309-330 <https://doi.org/10.1080/14606925.2019.1595422>

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#### 4. Details of the Impact (indicative maximum 750 words)

Warwick and colleagues' research led to the use of SD as the core approach to developing services in 2 major voluntary organisations, Mind and Girlguiding (GG), [text removed for publication]. New Philanthropy Capital (NPC) - the UK's leading charity and philanthropy consultants - also used Warwick et al.'s findings to develop sector-specific SD resources and training for 144 charities. The use of SD has resulted in: 1) more user-centred organisational cultures 2) more effective, efficient, and desirable services for users; and 3) economic gains, in the form of income, efficiency of resources, and jobs created.

##### 4.1 Creation of more user-centred organisational cultures

Mind provides support to those experiencing a mental health problem, supporting 396,000 people (2018/2019) through their network of 105 local Mind organisations in England and Wales. Mind's involvement in Warwick et al.'s longitudinal research was, as stated by Hazel Flynn, Head of Local Service Strategy and Development at Mind, '*instrumental in the formation of a Service Design programme and team in Mind (SDiM)*' in 2014, creating the first in-house SD programme in the voluntary sector [E1]. Their research was used to design the SDiM strategy: '*namely, focusing on [SD] capacity and capability-building within local Minds*', which became a permanent programme [E1]. Warwick's research into the soft skills important in the sector also informed SDiM job roles. SD training and resources were distributed to all Mind teams and their 105 local Mind organisations. Where previously there had been no agreed, consistent service development process, SD became the 'Mind way' to develop services. Hazel Flynn explains that '*the programme and the service design approach is included in all of our delivery plans and strategies for the next five years*' [E1].

GG is the UK's largest girls-only youth organisation supporting over 400,000 girls to achieve their potential. In 2018, Warwick coached their Director of Operations on how to create a SD programme to support their Growth and Insights Department, particularly drawing on her research into the challenges of embedding SD. The GG team explained that '*for a charity with no experience with Service Design, having access to research that collates a range of charity experiences, saved both time and money and improved our confidence in incorporating the role effectively*' [E2a]. Warwick sat on the SD steering group as an external expert to provide '*strategic direction and vision... and significant wisdom around embedding Service Design culture in the Third Sector*' [E2a]. As a result, SD and its principles are embedded in GG's 2020 strategy to enable '*a user-centred, insight-driven approach to service development and strategic decision-making across the charity*' [E2b].

[text removed for publication]

##### 4.2 Internal and external service users' direct involvement in creating positive change led to better services

Mind embedded SD to co-design the majority of their new services [E1] and an independent evaluation of SDiM found it empowered Mind's service users: '*Participants talked about feeling more confident, empowered and valued as a result of being involved in projects that they saw as being worthwhile and useful*' [E4, p9]. One example is 'Mums Matter', a perinatal mental health service co-designed in 2016 with mums who had experienced mental health issues during their pregnancy or post-birth. Warwick and colleagues' research into designing with vulnerable groups was used to create all of the SD project activity that led to 'Mums Matter' [E5, p1]. In 2017, Mind successfully applied for GBP117,940 to pilot the service in rural Wales, which supported 121 mums experiencing mental health issues [E5, p1]. Independent evaluation into the pilot found that '*95% (n = 108) of participants reported an improvement in their wellbeing by the end of the programme*' [E6, p3]. In 2020, Mums Matter was being delivered by 8 local Mind organisations across England and Wales [E5, p3].

In 2019, Warwick drew on her research to coach GG's SD team as they undertook extensive research into understanding and redesigning the membership experience for 18-30-year olds. The research *'transformed the way that we think about our work with this age group. The findings were incorporated into the volunteer experience and girl experience diagnostics that fed into our new strategy'* [E2b].

[text removed for publication]

NPC, the UK's leading charity and philanthropy consultants, provide support and expertise on effective giving. In 2019, they used Warwick and colleagues' research to create *Guidance on co-design and community spaces* for recipients of the Co-op Foundation's Building Connections Fund, aimed at reducing loneliness in young people [E8a, E8b]. The guidance was shared with 144 recipient organisations to support them to use SD in their projects. NPC's evaluation of the fund found that using SD had *'influenced how staff approached their work, helped generate ideas, and improved decision-making about service delivery'* [E9, p3]. Impact reached beyond the co-design projects, including *'increased confidence and empowerment among co-design participants translating into other areas of their lives, such as improved schoolwork, better behaviour, and life skills such as budgeting, planning and communication'* [E9, p3].

#### 4.3 Improved efficiency, increased funding and job roles as a result of using SD

SD is *'a key part of our future success and sustainability'* [E1] in Mind and since 2015, SDiM has received an annual budget of GBP150,000 from the organisation [E1]. The SDiM programme created services desirable for both users and funders, including GBP6,000,000 delivered by Middlesbrough and Stockton Mind, one of Mind's network of local Mind organisations. Warwick supported the design of the programme to reduce social isolation of older people in the area [E10, p1], and 34 new, permanent jobs (headcount: 34) created to deliver it [E10, p3]. Warwick also informed the use of SD as the programme's core approach to development: *'strategic decisions [are] based on a rigorous, user-centred process, that ensure that the programme is as effective as possible'* [E10, p1]. As the SDiM programme also resulted in GBP2,200,000 worth of other funding for Mind and its network [E1], in total, the use of SD directly contributed to a total of GBP8,200,000 funding for Mind [E1, E10].

GG created 2 permanent SD job roles (headcount: 2) to form an in-house SD team [E2b]. Creating this team has resulted in savings in commissioning costs and time and the GG team stated *'Inhouse skills and capacity are far more beneficial for long-term benefit to the charity both financially and for retaining knowledge on the charity'* [E2b].

[text removed for publication]

#### 5. Sources to corroborate the impact (indicative maximum of 10 references)

Ref.	Source of corroboration	Link to claimed impact
E1	Testimonial - Hazel Flynn, Head of Local Service Strategy and Development, Mind	Confirms implementation of SD into Mind's strategy and programmes and associated economic benefits
E2	Testimonial (a): J Whitehead, Director of Operations; T Fudge, Head of Growth and Insight; R Birch, Service Designer; and (b) J Whitehead, T Fudge and A Hatamian, Insight Manager, Girlguiding UK	Confirms how SD has informed strategy at GG and created SD job roles
E3	[text removed for publication]	[text removed for publication]
E4	Report - Independent evaluation into Service Design in Mind programme	Confirms improvements for participants in SD-developed Mind programmes

## Impact case study (REF3)

E5	Testimonial letter and email - Leslie Proctor, Service Development Manager, Mind	Confirms use of SD to develop “Mums Matter” and the roll-out of the programme
E6	Report - Independent evaluation conducted into Mums Matter pilot	Confirms success of “Mums Matter” for participants of the programme
E7	[text removed for publication]	[text removed for publication]
E8	Email (a) - Michelle Man, Senior Consultant, New Philanthropy Capital; Report (b) - Guidance on Co-design and Community Spaces	Confirms the inclusion of SD in NPC’s guidance and the reach of the guidance
E9	Report - Independent evaluation into Co-op Foundation’s Building Connections Fund	Confirms increase empowerment of participants that improves lives
E10	Testimonial letter and email - Michelle Dawson, Ageing Better Middlesbrough Manager	Confirms successful funding proposal and creation of 34 job roles