Social Innovation 2015: Pathways to Social Change Research, policies and practices in European and global perspectives
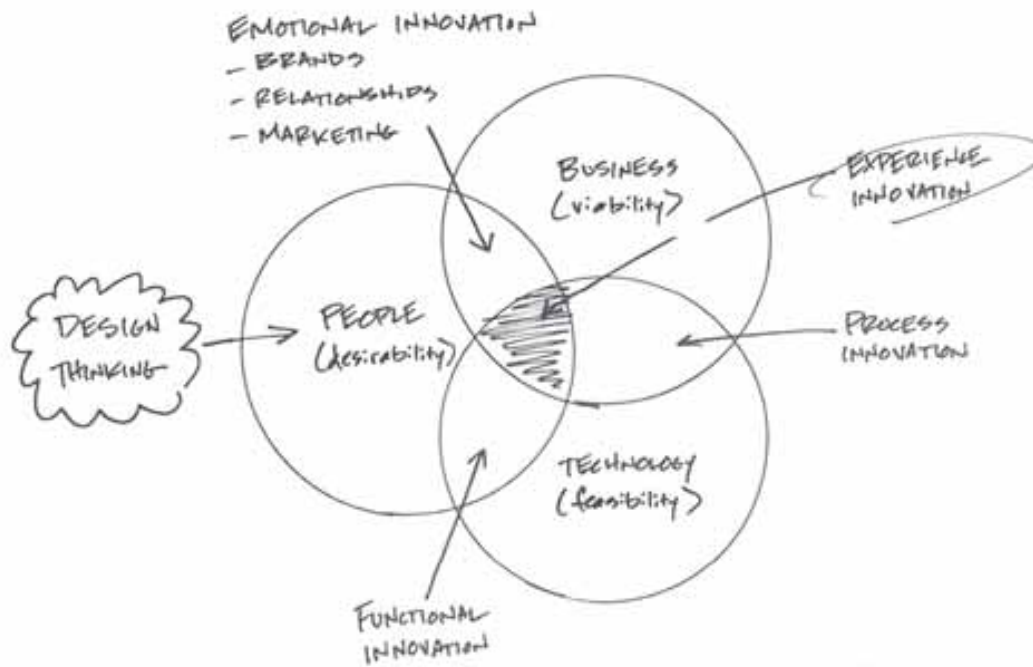
Service Design, Public Sector and Social Innovation

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The rationale of the speech

- To discuss how Design is currently being introduced in the Public Sector;

- To briefly introduce the relationship between Design and Social Innovation;

- To show, by projects, how Design and Social Innovation can be combined in order to shape new public services;

- To discuss a new view of the relationship between Design, and the Public Sector.

What is Design

EMOTIONAL INNOVATION
- BRANDS
- RELATIONSHIPS
- MARKETING

BUSINESS
(viability)

EXPERIENCE
INNOVATION

DESIGN
THINKING

PEOPLE
(desirability)

PROCESS
INNOVATION

TECHNOLOGY
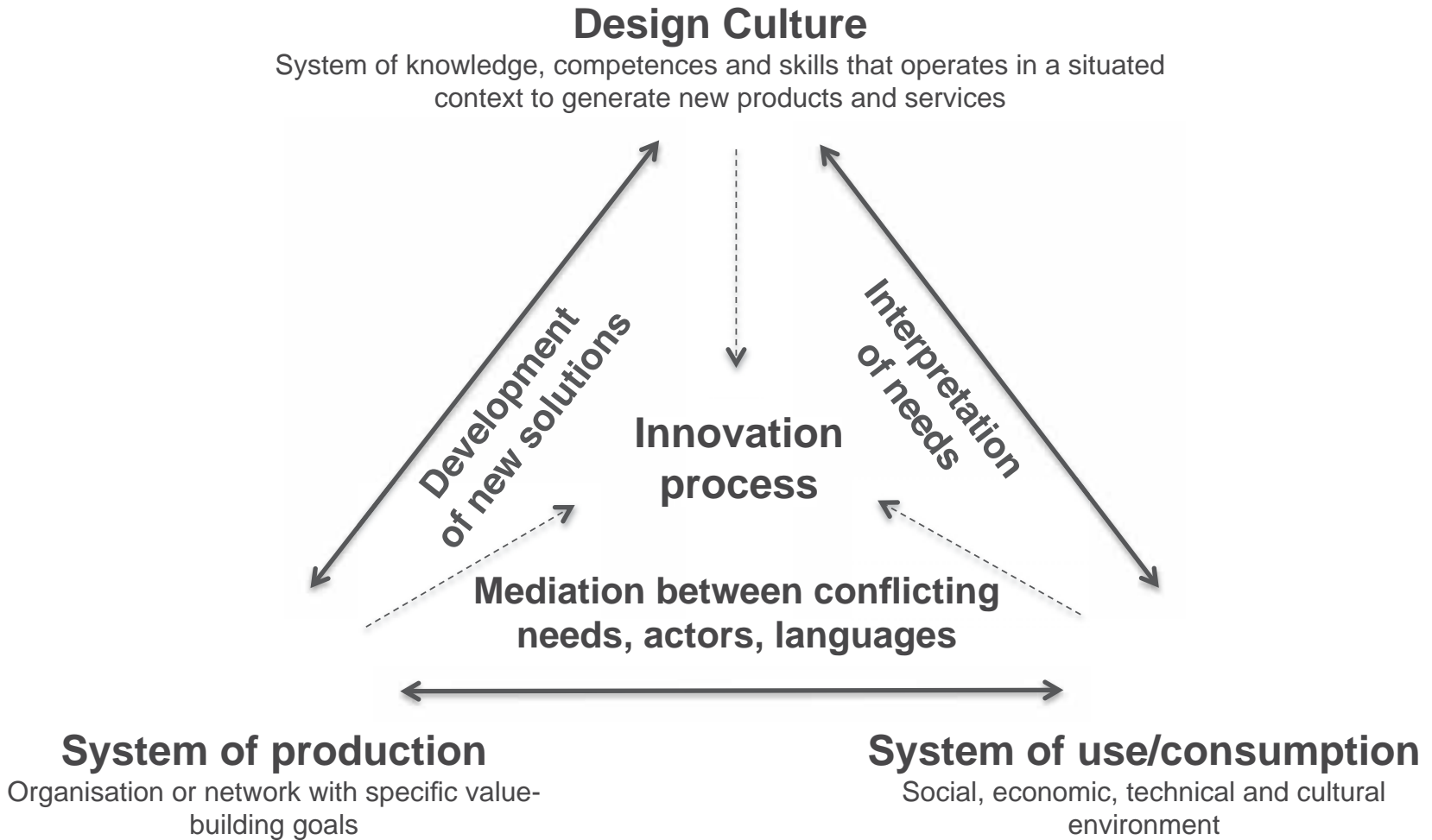(feasibility)

FUNCTIONAL
INNOVATION

From design thinking back to design culture

The introduction of DT in the domain of business

Design thinking is ... a discipline that uses the designer's sensibility and methods to match people's needs with what is technologically feasible and what a viable business can convert into consumer value and market opportunity.

(Tim Brown, 2008)

Design Culture
System of knowledge, competences and skills that operates in a situated context to generate new products and services

Development of new solutions

Interpretation of needs

Innovation process

Mediation between conflicting needs, actors, languages

System of production
Organisation or network with specific value-building goals

System of use/consumption
Social, economic, technical and cultural environment

The situatedness of design

Design culture as a multifaceted concept.

The role of Design in the Public Sector
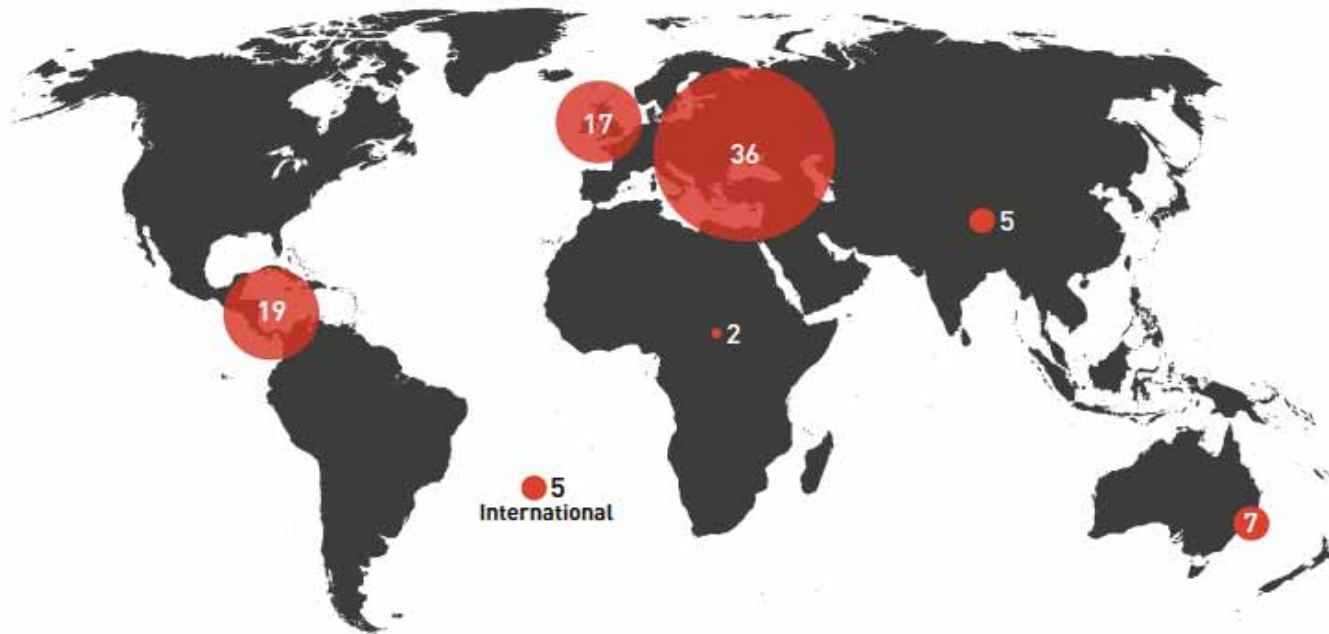
More than half of service design agencies are located in Europe, including the UK.

In the Public Service Sector, new needs are emerging along with growing societal challenges

The former "one-size-fits-all" approach is no longer appropriate, nor adequate for the public sector, as a profound understanding of end users calls for a re-design of services capable of responding to variegated needs through complex and varied service delivery.

Design in the Public Sector: the current initiatives

2009 European Commission's public consultation: "*lack of awareness and understanding of the potential of Design among policy makers.*" (78% of responses).

Service Design Consultancies specialized in working for the Public Sector: Thinkpublic, Live|Work; Design Continuum …

Governments and NGOs (Nesta, the Design Council in UK …) are pushing for design in the innovation of public services.

2010 EU report "Design for Growth and Prosperity".

2013 "Restarting Britain 2. Design and the Public Services".

2014 Policy Lab at the Cabinet Office of the UK Government.
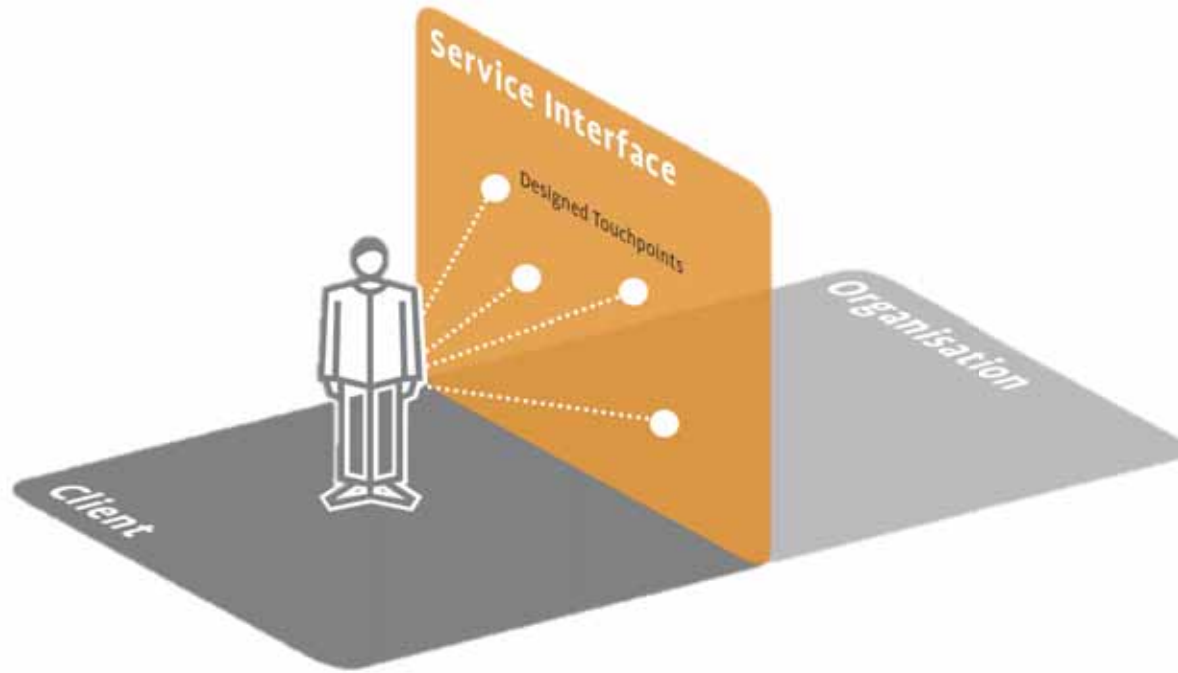
Design in the Public Sector: the current practices

Cases of public bodies that introduce Design in their practices focus primarily on change in services, especially on a change in the offering.

Very little reflection is paid on the change of the organisations that are supposed to manage the services.

Design in the Public Sector: the challenge

The adoption of participatory design knowledge and tools in the development of public services - an emerging trend responding to a diffused need of building a new generation of more user-centred, efficient and cost-effective services - requires (and implies) the change of the organisations that deliver them.

Design for Social Innovation

People and communities that invent new ways of living and producing

Devices for car-sharing and alternative mobility…

Support the development of collaborative services

Envision and develop new services through the construction of networks of actors and stakeholders and the design of processes and touchpoints.
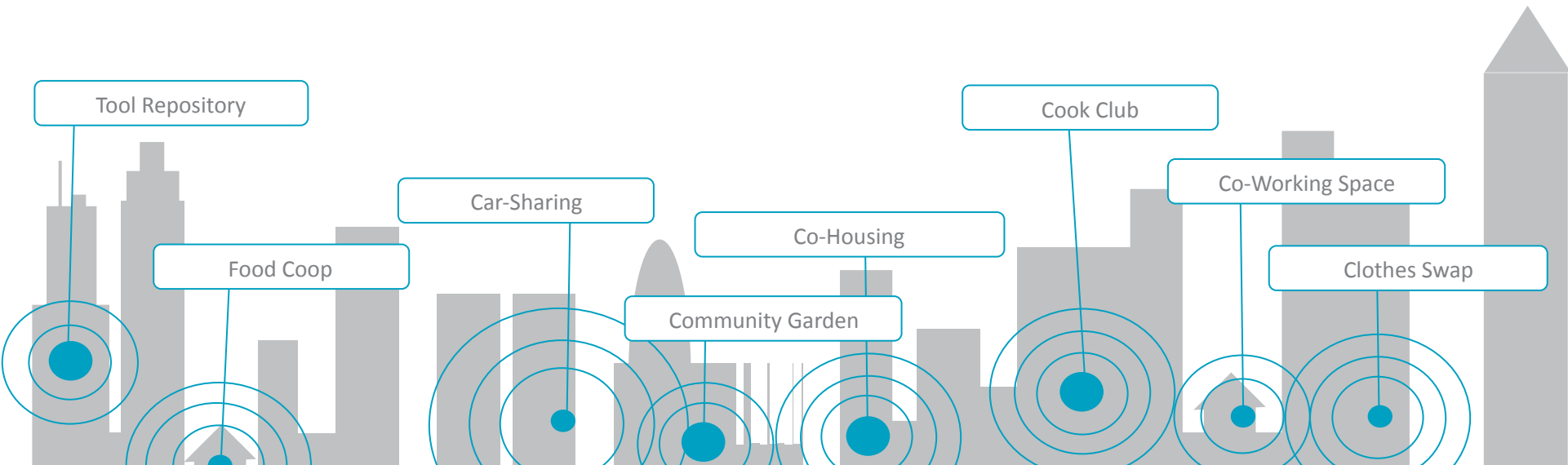
recuperate and sort pieces…

support and teach…

Improve visibility and access

Creative Communities are generally showing a great level of involvement and dedication: the solutions they generate tend to be invisible outside the community. Supporting their dissemination can increase their visibility and accessibility to larger shares of the population, maintaining the relational qualities on which they are based and possibly reinforcing their sustainability potential.

Brussels, Belgium_Atelier Av[e]

Support replication and upscaling

Most of the solutions generated by Creative Communities are intrinsically linked to small scale and direct personal interactions. Upscaling them means to multiply them keeping their initial size and characteristics.

Tool Repository
Food Coop
Car-Sharing
Community Garden
Co-Housing
Cook Club
Co-Working Space
Clothes Swap

Reconnect policy making with grassroots initiatives. New York City's Creative Communities can be synergised to create an overall system with a larger impact.

AMPLIFY

Connect social innovation to a strategic vision

Facilitate the process of alignment between the micro-solutions and the larger strategic frame: a new vision for a city or for a neighbourhood, a socio-technical system etc.

Projects and Experimentation

The Perièria Project

The Milano Arena

The Leonardo campus, located in a central area of the city in a populated neighbourhood.

The Perphèria Vision

The Smart Campus Arena is where scientific knowledge interacts with urban life. Both the private and the public sector look for collaborations thus activating rich exchanges and interactions.

The Perifèria Strategy

Develop a constellation of initiatives and activities that may take place in the open public campus spaces rather than in the buildings.

Engage people working on the campus and living in the neighbourhood as active and collaborative co-designers and co-producers in envisioning and developing projects.

The Perphèria Project: the role of Design

_ Developing the project vision

_ Mapping the actors and the resources drafting the initial stakeholders map

_ Engaging the communities by creating small events to facilitate people participation and the involvement of the actors of the starting network

_ Conducting co-design workshop with stakeholders

_ Designing of the service prototypes

_ Exploiting the Campus Sostenibile participatory platform as a digital tool for communicating with the network

_ Aligning the stakeholders and actors with the overall vision

&CO: extend the lifecycle of materials responding to two different needs
- remove residual materials;
- reduce the cost of acquiring new materials.

Stick Around: make public spaces active agents in supporting people's self-organised activities.

Toc Toc: knocking on your neighbour's door. Helping each other in a sharing community.
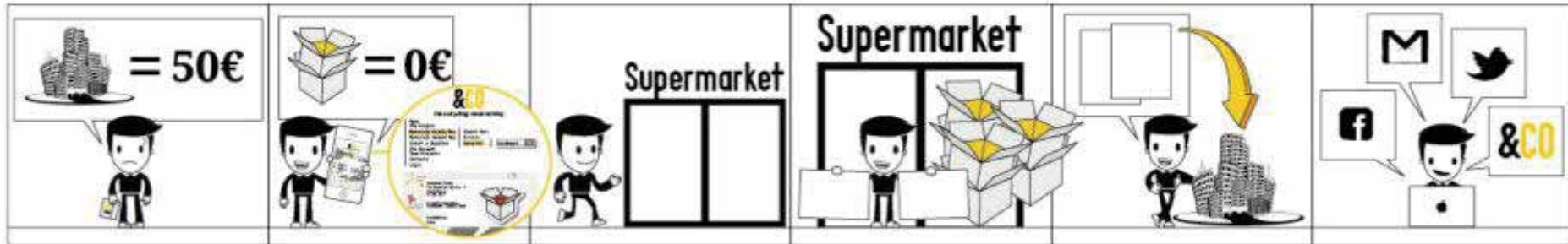
The Periphèria Project

The service ideas

The Perichèria Project
The service ideas

The Periphèria Project

The service ideas

The Perphèria Project
The service ideas

The Perip**h**èria Project: main achivements

The creation of an active network open to new comers and new ideas (including the municipality).

A behavioural change. A new academic lifestyle is emerging.

The connection between the new network and the whole Campus Sostenibile framework.

The Periphèria Project

Indirect results and reflections

Merging top down ...

Having a main actor (Politecnico) that takes the initiative and develops the long-term vision.

... with bottom-up

Helping a community grow up by offering: occasions to meet and exchange ideas, tools to frame the problems and envision the solutions.

Sharing the vision with stakeholders, aligning them and assessing the vision itself.

Using local resources as co-designers and co-producers.

Synergising with on-going initiatives in the context.

The MyNeighborhood project. The Milano pilot

MyN is an EU-funded research project that aims to identify and support the establishment and **upscale of grassroots and community-based initiatives**, through the adoption of a web-based service platform.

Quarto Oggiaro is a Milano Neighborhood where the project is experimenting co-design to address problems of social inclusion of young and elderly people.

The MyN project. Direct results

The Quarto Gardening service: the Quarto Oggiaro school of agriculture supports the neighbourhood in the maintenance of the green areas.
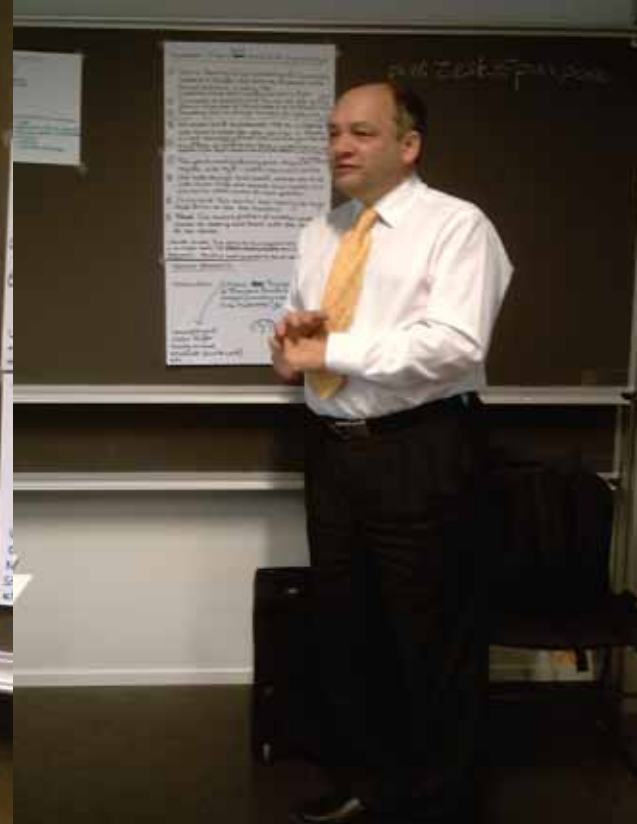
The MyN project. Direct results

The Quarto Food Club service: the Quarto Oggiaro hotel school supports the neighbourhood in offering meals to elderly people as a way of improving their social life.
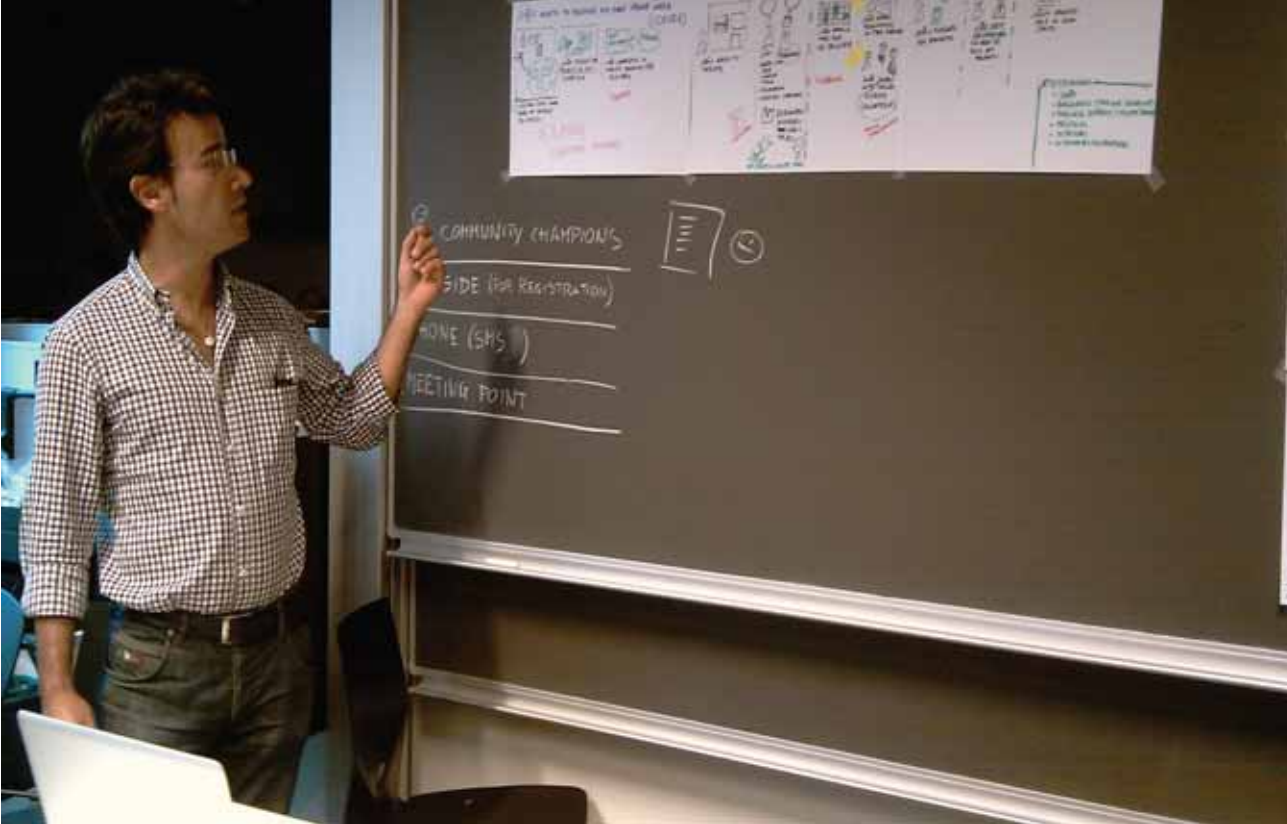
The MyN Project. Indirect results

The engagement of the employees of the municipality in the design experiments has activated knowledge transfer processes, triggering changes in the organisation.
Quarto Gardening and Quarto Food services are leading to changes in the protocols (needed to redesign student curricula) of the involved public schools.

Photo: Anna Meroni - 2007

The Nutrire Milano Project

The project aims at promoting a shift from industrial agriculture to organic multifunctional farming, through the development of a new set of services meant to improve the quality of life in the countryside close to the city and to facilitate the links between farms from Milano South Park and the city.

Mercato della
Terra di Milano
(Milan Slow Food
farmers market)

La filiera del Pane
(The bread chain)

Ortaggi per la
città
(Veggies for the
city)

The Nutrire Milano project. The services

The Nutrire Milano project. Criticalities

The farmers market took has taken place so far so long as the research funds have supported it: the municipality did not accept to offer spaces to be used for free.
Veggies for the city did not scale from the experimental phase.

Cases Discussion
and Interpretative Frame

Striving for interiorising Design
in the Organisational Culture

Perphèria develops **small-scale design experiments** taking on the risk of not affecting the overall culture of the organisations.

MyN develops a **framework** for experiments and transfers insights to affect the practices of the organisation.
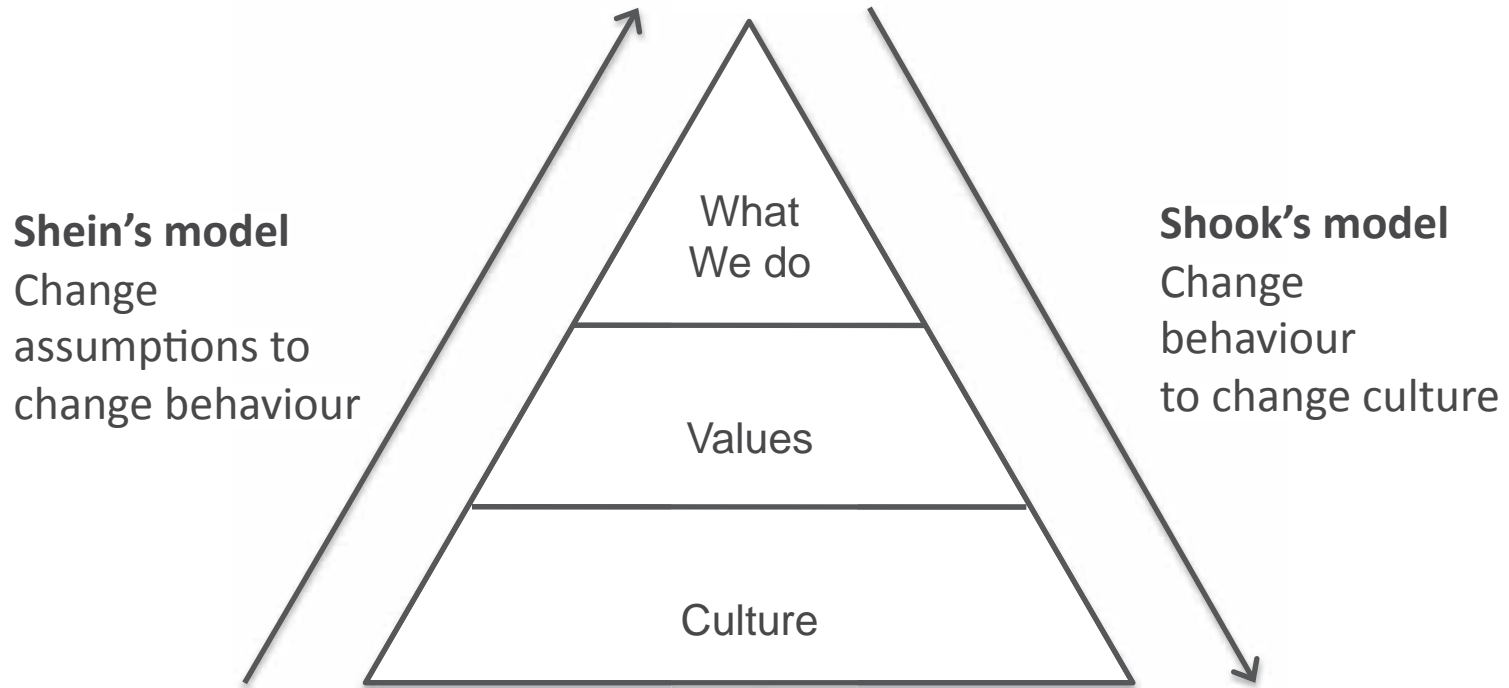
Nutrire Milano shows that the change of the services and that of the organisations are intertwined: from the **policies to the experiments and back to the policies**.

Striving for interiorising Design in the Organisational Culture

Perphèria shows **small-scale design experiments** as a way of triggering a process of change in the public institutions that are about to introduce them (micro level).

MyN shows the possibility of building an intermediate playground, for a **dynamic interaction between the operative and the strategic levels** of the municipality (meso level).
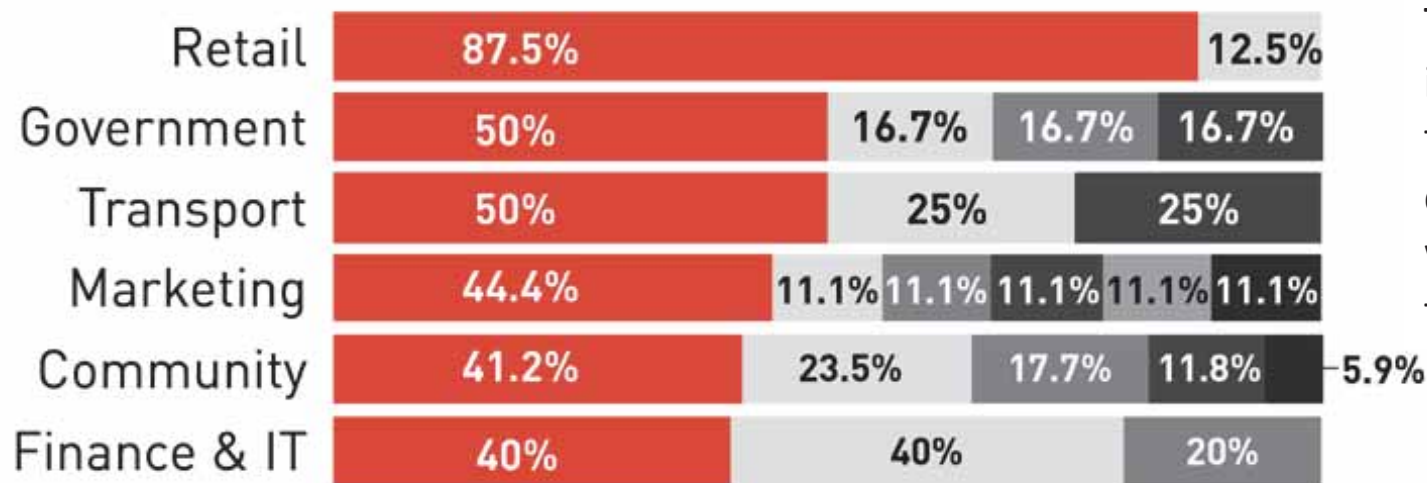
Nutrire Milano focuses on obtaining impact through the introduction of **new policies** to experiment new services and **using the experiments to assess the policies** (macro level).

Shein's model
Change assumptions to change behaviour

What We do

Values

Culture

Shook's model
Change behaviour to change culture

The situatedness of design culture

One of the agents that may be significantly transformed through and during the design process is the organisation that introduces the design process itself.

On this we based some new reflections on the relation between design and the Public Sector.
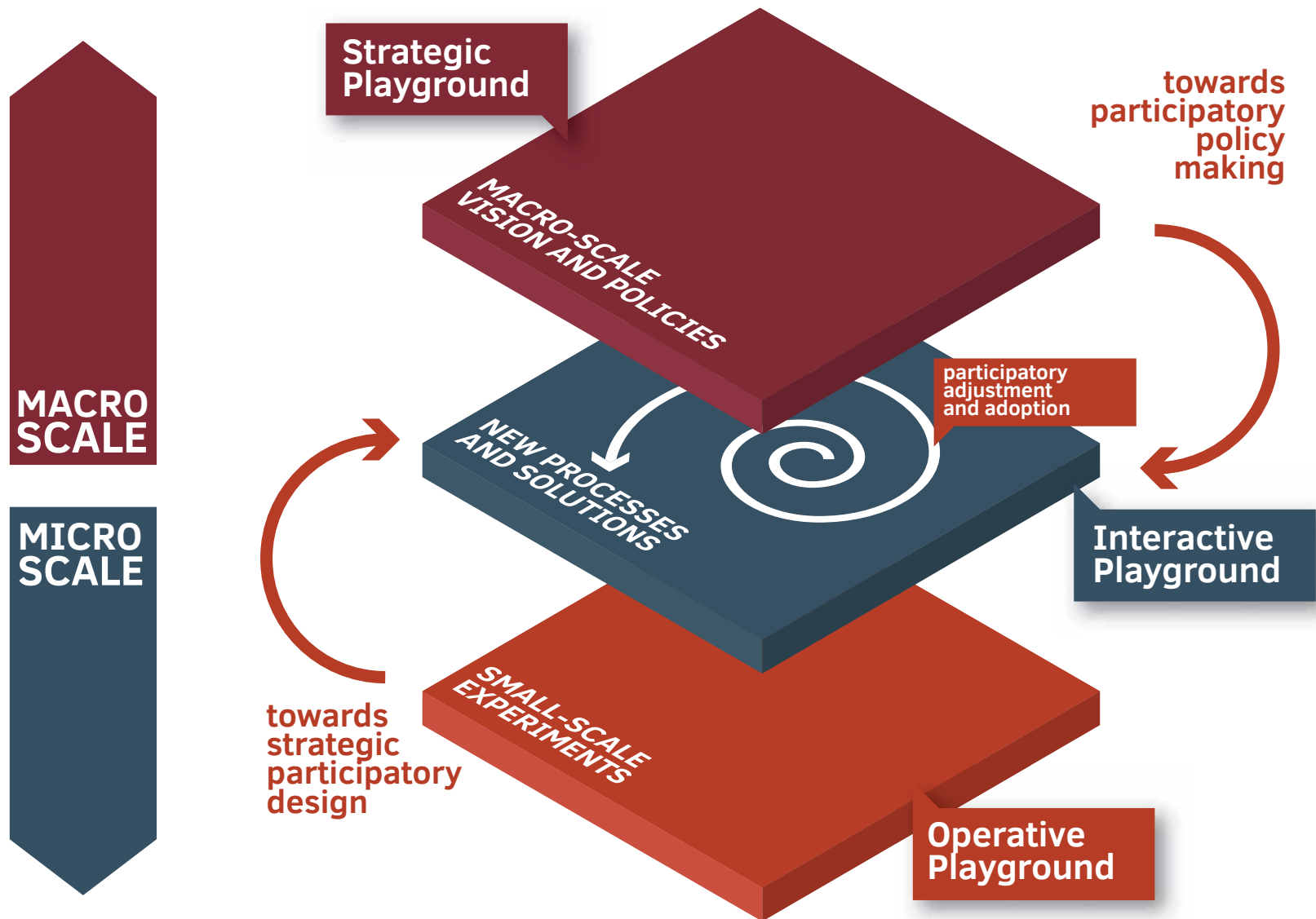
Sector				
Retail	87.5%			12.5%
Government	50%	16.7%	16.7%	16.7%
Transport	50%	25%		25%
Marketing	44.4%	11.1% 11.1% 11.1% 11.1% 11.1%		
Community	41.2%	23.5%	17.7%	11.8% 5.9%
Finance & IT	40%	40%		20%

The red area indicates transformational changes in the way organisations think and act*

Design in service sector innovation

Design processes are not just introducing solutions, but also changing the frame where those solutions are introduced.

Context is not only an ex-ante entity that we can analyze, draw information from and interpret before the design action, but a living environment that might be transformed during the design process.

*Sangiorgi et alii (2015). Design for Service Innovation & Development Final Report

MACRO SCALE

MICRO SCALE

Strategic Playground

MACRO-SCALE VISION AND POLICIES

towards participatory policy making

participatory adjustment and adoption

NEW PROCESSES AND SOLUTIONS

Interactive Playground

towards strategic participatory design

SMALL-SCALE EXPERIMENTS

Operative Playground

Interpretative frame and conclusions

Design Culture and Organisational Change

The introduction of design culture in the Public Sector is in its initial phases: design methods and tools are still largely unknown by public institutions and design knowledge is still far from having entered public organisations on a large scale, affecting their daily processes and their underpinned culture.

Thank you!