

Towards a Design Action Plan for Wales



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Executive Summary

It's not about what government can do for design but what design can do for government: **Towards a Design Action Plan for Wales?**

On 22 June 2018, PDR and Satori Lab hosted an exploratory workshop to look at the drivers and barriers to the more strategic use of design in Wales to work towards an action plan for the Welsh economy and the society.

Design is a vibrant sector in the UK generating £85.2bn in gross value added in 2016 (equivalent to 7% of UK GVA) (Design Council, 2018). However, in the Design Economy report, Wales is a place with one of the lowest proportions of design-intensive firms in the UK - only 1,705 in 2017 (although this is an increase of 40% from 2010). Nevertheless, we should be encouraged that this trend is changing and that total design turnover is growing. What might we be able to do to continue this upwards trajectory? Design is recognised as a driver of innovation in the Innovation Strategy for Wales as well as for wellbeing in the Wellbeing of Future Generations Act. How can we more effectively integrate design into public and private sector activities?

A number of countries and regions across Europe and around the world have developed Design Action Plans. Typically, design stakeholders make an economic and/or social case for design to government who may collect further evidence of design usage and appoint an expert group to develop design actions in collaboration with users and stakeholders. A proportion of those actions are then adopted into a strategy document. Stakeholders in Wales have been successful over the years in engaging with the Welsh Government to integrate design into innovation policy and programmes. Design is also aligned with the objectives of the Wellbeing of Future Generations Act. Although the design sector and the use of design in Wales is growing, there is no government-led Design Action Plan. Design is all about challenging entrenched approaches. Although we would like a Welsh Government-led Design Action Plan for Wales perhaps it is up to the sector to jointly define the priorities and a set of actions, which collectively it could achieve in collaboration with government. The 'Towards a Design Action Plan for Wales' workshop was one step in a longer journey towards building critical mass in the design space both within industry and the public sector.

We have used a design approach to build consensus among the small number of participants from across the Design Ecosystem in Wales. Based on the needs of the stakeholders across the Design Ecosystem we identified a set of emerging actions upon which we can build and gain greater input and endorsement. There appears to be appetite for a sector-led Design Action Plan for Wales that is sufficiently ambitious to enhance the use of design in the private and public sectors but which is also realistic and measurable. Some may criticise the 'short-termism' of Design Action Plans as they can become outdated almost as soon as they are published; however, we see this as a prototype, a first iteration, a first step in a longer-term ambition to integrate design more holistically within Welsh policies and business life. The first ideas from the workshop focused on what the participants perceived as the most pressing issues – design education, design awareness and promotion, and design in government. Proposed actions ranged from upskilling design graduates in service design, to showcasing best design practice and running design pilots in Welsh Government. We intend to establish a committee of advocates prepared to develop, implement and monitor the Design Action Plan for Wales. The committee of design stakeholders would further work on those actions in order to create a tangible, targeted and realistic set of tasks and KPIs.

The actions have been co-designed by stakeholders from the design sector, industry, academia, representation bodies, Welsh Government and local government and we should all take ownership of the implementation. We should elaborate them further, monitor our progress against the targets and capture impact if we are to secure wider support from other stakeholders and Welsh Government. We want this to be a 'living' Design Action Plan where the targets are reviewed and revised regularly in collaboration with users and stakeholders. This is a call for actors who might be prepared to be part of a community hoping to develop, implement and monitor a Design Action Plan to enhance the use of design in Wales.

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Workshop transcript

The Design Action Plan workshop focused on two participatory exercises and an icebreaker activity exploring the perception of design among 24 participants who represented small and large businesses, design agencies, academia, local government and different departments of the Welsh Government.

Icebreaker

Workshop participants were asked to introduce themselves and answer the question of what design means to them. They could choose as many as they wanted from five suggested answers and also propose their own definitions. For the majority of participants design is a problem-solving and decision-making activity, a means to improve users' experience and a creative process. Other definitions of design by workshop participants include: (Design is...) "everywhere and for everyone", "Innovating & experimenting to do things that deliver outcomes for people", and "far more important than the general population acknowledges". The exercise revealed a broad spectrum of application of design ("everywhere and for everyone") and flagged potential problems in building a common vision and communicating design ("too many things to too many different people").

A problem solving and decision making activity	20
A means to improve users' experience	18
A creative process	16
The creation of styling artefacts	11
A marketing strategy	5
Other:	11

A creative process

Outcomes Too many things to too many different people
That can be applied to public & private sector

The creation of styling artefacts A marketing strategy
Aesthetically delighting citizens while smoothing out the creases with them

Everywhere
For everyone

A problem solving and decision making activity

Theft A means to improve users' experience

Far more important than general population acknowledge
Changing things - hopefully for the better







Activity 1 _

The first hands-on activity focused on identifying the barriers to and enablers of the more strategic use of design in Wales in relation to eight design stakeholder groups:

- design support bodies,
- design practitioners,
- education sector,
- businesses,
- government,
- public sector,
- third sector,
- general public.

By far the most barriers and opportunities related to the public sector and policy-makers what perhaps reflected the interests of the people in the room. Many remarks were concerned with the discipline of service design as much needed but lacking skill in Wales.



Design Support Bodies

Design Support Bodies category refers to organisations and institutions that promote or support design through campaigns or programmes of training or financial support. According to the workshop participants, a growing trend towards non-technological drivers of innovation gives design a central place in many funding and training programmes across Europe. Recognizing the value of iterative and experimental processes creates a safe space for testing ideas and prototyping. There are also multiple case studies of successful design projects and their impact on economy and society that should be communicated to decision makers and wider audience.

On the barriers side however, it was remarked that there too few good examples from Wales, the main players are not collaborating and the design voice is not strong enough. Design is an eligible cost in Welsh Government innovation support programmes, but without an adequate promotion, it remains 'invisible' and underutilized as a tool of innovation. The lack of awareness of design and its disciplines raised a question whether the key players in this stakeholder group understand the design language. It was also pointed out that with a small design sector in Wales; there is lack of certain design expertise, as for instance service design expertise, leading to a concern whether the supply would be able to meet the demand for design services promoted through support programmes.



Barriers

- _ Design 'invisible' with Welsh Government innovation support programmes
- _ Lack of connection between players in the network
- _ Presence & promotion
- _ Demand / Supply
- _ Lack of awareness and skills in service design
- _ Fix it for people – helping culture
- _ 'Design' making claims for everything
- _ A lack of positive examples of use – war stories
- _ Can the right players understand the design language?
- _ Is there enough voice, or convincing voice saying that design is useful?
- _ Which design discipline?
- _ Too few examples (domestically in Wales) of successes and swings

Drivers

- _ Funding for non-tech innovation
 - _ Showcase good design
 - _ Enlighten the decision makers
 - _ Wider communication & knowledge of good service design examples
 - _ Design, redesign and standards need to work together
 - _ Creating a safe space for rapid prototyping
 - _ The design sector does not appear vibrant to external (Welsh) world
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Design Practitioners

Design Practitioners are defined as companies or individuals that provide any type of design services including tangible (e.g. product design) and intangible (e.g. design management/thinking) consulting to private and public sectors.

On the enablers side, the workshop participants identified good quality of design schools teaching the future practitioners, openness of design practitioners and willingness to cooperate and learn new approaches and techniques.

Yet still, it was remarked that the talent pool is limited and there are no champions among Welsh design practitioners. Furthermore, there is too much jargon created around a difficult enough to define word 'design' that causes more confusion and disjointed message. The services on offer are fragmented with limited expertise in strategic design what leads to a question of who has got the skills, knowledge and expertise to shape new design in Wales?

Barriers

- _ Who's got the skills / knowledge / expertise to shape new design (and those 3 aren't all the same)?
- _ We aren't good at measuring impact and talking about good outcomes from Service Design (also Design Support Bodies)
- _ Diversity of services
- _ B2B strategy
- _ So many types of design - Too much jargon
- _ Is design too difficult / loaded a word? But what else?
- _ Design is still more of a thing rather than a process for innovation
- _ Lack of a robust domestic talent pool
- _ Lack of champions - how do we get the champions to have the right amount of power?
- _ Resistance when design calls into question the validity of 'pet projects'
- _ People skills – bringing people along
- _ Understanding of legal infrastructure
- _ Too many experts not enough expertise
- _ Does design properly recognise other disciplines' input?
- _ Design understanding the practical implementation challenges

Drivers

- _ Wales has some good schools of design (but service design need to raise its profile vs. product design)
- _ Access to 'taster days' with designers to show potential
- _ Sharing when things don't work
- _ There are suppliers in the market
- _ Access to knowledge – the frameworks & processes are done. No need to invent new wheels. Just to learn.
- _ Concepts of value & perception changes
- _ The need to bring together broader perspectives & skill sets – to a problem
- _ Off the sheet solutions
- _ Co-operative movement

Education Sector

Primary, secondary or higher education institutions involved in teaching or research related to design are the education sector component of the design ecosystem.

Design suffers from its misunderstanding and connotation with 'art', which is undervalued and not taught enough in primary and secondary schools. There is also lack of design teaching in non-design higher-level education, such as for instance business studies. This might be partly down to lack of available expertise, where service design was mentioned as a deficient capability. At the same time, it was remarked that design graduates in Wales do not consider service design as a career option. On a more general level, lack of investment in education, skills and creativity poses a threat to greater application of design.

Most of the drivers of the more strategic use of design in education in Wales identified by workshop participants directly correspond to the barriers and seem to be a recommendation for change. Strong governmental commitment to art and design education, teaching environment and approaches that are conducive to creativity and innovation, and inclusion of design in other subjects' education would drive development of design in Wales. Again, service design was named as a discipline that particularly needs to be advanced.

Barriers

- _ Perception of art / design in education sector - 'Bright' kids do 'science' not 'art'
- _ Career advice in schools don't understand what design is...
- _ Designers / Grads don't see Service Design as a career option (I studied Product Design)
- _ School system doesn't value & embed design in secondary school
- _ It isn't part of non-design degree level education
- _ Curriculum (vs STEM)
- _ It isn't taught, like maths & Welsh in schools
- _ Knowledge & understanding or even awareness that this way of thinking exists (among all stakeholders)
- _ GCSE & A Level & drive for targets limit the capacity for developing design literate students
- _ We are not training enough properly qualified service designers (London & Scotland are)
- _ Lack of real world application for students / pupils
- _ Lack of expertise, skills & investment in skills
- _ Getting demographically representative input is expensive & hard

Drivers

- _ Strong governmental commitment to arts education / creativity
 - _ Greater value attached to design within education system
 - _ More support for creative children in school - encouraging creativity & innovation in play
 - _ Better understanding that design is a career option
 - _ Design education in other subjects
 - _ Service design integrated into more traditional design degrees (e.g. product, industrial)
 - _ Accessible, understandable & rigorous research about what works
 - _ Welsh schools can get a grant to fund arts in school
 - _ Design graduates feeding into industry
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Businesses (Private sector)

Businesses (companies and individuals) create demand for design services by commissioning design work. Their approach to design, from 'no design' to 'design as strategic asset', affects the overall quality of design offer in the region or country.

Awareness of design and its economic impact is one of the main barriers to more strategic use of design in businesses in Wales. Businesses often perceive design as a lengthy and expensive process with uncertain outcomes, and as a result prefer to invest in technology neglecting user needs and wants. Insight from design process may lead to complete change of a business model what many change-adverse firms fear.

There are however, innovative sectors that drive user-centric rhetoric in business. New generation of entrepreneurs set up start-ups in response to customer needs, crowdsource product/service ideas and test potential solutions with users. There is also a growing number of case studies of design value and the 'prototyping culture' re-defines business failure as a learning experience.

Barriers

- _ Lack of understanding of what constitutes design
- _ Lack of understanding by most people as to the value of design but aware of design and its cost!?
- _ Small business not able to afford specialists in all areas e.g. design
- _ Lack of time – busy doing the day job
- _ Investment in change that may result in the unknown (intangible)
- _ Companies focused on the 'tech' not on the user perspective / need
- _ Not taking a user perspective on product & service development
- _ Not one prescribed toolkit, there are lots
- _ Design makes us stop & think (delays!)
- _ Location – where we talk about design to make a difference
- _ Who your audience is when you 'talk design'!
- _ Providing evidence to demonstrate the value of investment - "win hearts & minds"
- _ Current eco-system

Drivers

- _ Other sectors driving expectations - new business models are emerging
 - _ Competing globally without needing global assets
 - _ Evidence of impact
 - _ Embracing failure as a positive learning experience – what did we learn?
 - _ Sharing common experiences (positives and negatives)
 - _ Change in the rhetoric in business to user-centric
 - _ More evangelism – to users & opinions more 'stories' – less case studies, in a language and tone that's better understood
 - _ Using innovation hubs to incubate an eco-system – SME's tech, etc.
 - _ A younger business person
 - _ Growth in entrepreneurial start-up companies
 - _ Bringing companies, innovators, researchers etc. to some sectoral problems
 - _ Crowdfunding idea sharing
 - _ Competitive advantage
 - _ Fluid consumers – expectations
 - _ Shared spaces (interdisciplinary)
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Government

Government category encompasses all governmental bodies that support design through programmes of training or financing, and at the same time are buyers of design services. Government and public sector are traditionally prone to criticism. Those two components of the Welsh Design Ecosystem received the biggest attention from the workshop participants.

There is a general perception of the government as a place that is inhospitable for change and innovation – workshop participants mentioned barriers such as lack of will, ambition and strategy, risk-aversion, inherent and self-sustaining bureaucratic processes and systems. This attachment to the ‘old ways’ of governing and making policy results in silo-ed departments that are not used to working in multidisciplinary, agile teams. Again, lack of awareness and understanding of what design is and what it can deliver was a recurring theme among the barriers.

Shrinking resources pose a challenge for capacity and self-innovating while doing the day-to-day work. However, on the other hand, austerity requirements could be a perfect opportunity to completely re-think and re-organise current processes. There is a growing community of innovators in the government that implement improvement projects with methods such as design, digital, agile, open innovation. This creates a bank of success stories but also learnings from the pilots that have not achieved what they intended, gradually changing the culture of government towards experimentation, openness, and citizen-centricity. Among the enablers, it was proposed to create a Welsh Government Design Team.

Barriers

- _ Risk aversion / Traditionalism
- _ Will / ambition
- _ Defensiveness against new subjects that aren't well understood – it's scary
- _ Political pressure for a one size / no postcode variation service
- _ Process focus & safe implementation, not innovation
- _ Embedded systems / bureaucracy / process / structure / police 'cycle'
- _ Lack of design knowledge at leadership level - There is no strategy
- _ Lack of understanding of the benefits of design & how accessible it is
- _ Funds / budgets
- _ Capacity
- _ KPIs
- _ Returns on investment unknown
- _ Easier to cut than change
- _ Who should / can drive it? Individuals / Organisations? - Currently reliant on a small number of individuals
- _ Best practice does not travel
- _ It is happening but not called design
- _ There is research into opinion, but designers aren't part of it. It's statisticians doing it.
- _ Many policies, may not be joined up – 'Design Silo'
- _ Lack of habit of genuine multidisciplinary team working (design, policy, tech, delivery – working together)
- _ No-one has responsibilities
- _ Professional bodies get in the way
- _ Jargon – introduce by stealth
- _ Misappropriated / misunderstood language – service design, agile
- _ Agile not agile
- _ Confusion between traditional consultants & focus groups with proper ethnography & user research

Drivers

- _ GDS agenda
 - _ Lots of case studies of good practice and success stories – DVLA, ONS Data Viz...
 - _ Small scale innovation funds that do not expect 100% success rate
 - _ R&D funding accelerators innovation funds
 - _ Crowd-based innovation funding from Gov
 - _ Sweep away nationally defined KPIs that drive bad service
 - _ Integrating designers into organisational strategy
 - _ Proper multidisciplinary teams have a seat for designers
 - _ More expertise is needed in decommissioning services that don't work (Schumpeter's Creative Destruction)
 - _ Trialling / pilots (of policy etc.)
 - _ The use of user stories in agile project management forces those designing to put themselves in the user's shoes
 - _ Agile project management supplanting waterfall
 - _ Space for learning / failing / narratives
 - _ Austerity
 - _ Individuals who 'get it' then encouraging its use in their organisation
 - _ Longer term thinking / lens & awareness of other practices
 - _ Results that speak for themselves - financial benefits of Service Design
 - _ Changing world
 - _ Citizen google docs
 - _ Open Gov - increasing transparency and accountability
 - _ A culture of rewarding innovation
 - _ Create a Welsh Gov design team
 - _ Being innovative seen as the route to risk reduction
 - _ Government working in creative spaces
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Public Sector

In the public sector, understood as non-governmental and non-design-oriented organisations, which are funded by the government (e.g. NHS) and commission any type of design services, workshop participants identified a lot of barriers that correspond to ones existing in the government. Similarly, there is an intrinsic aversion to risk and change, outdated systems and limited knowledge of design and its potential. Budget cuts lead to understaffed institutions where overworked staff struggle to improve processes while providing uninterrupted services. There is not enough internal capability for design and innovation in public sector. Procurement processes are not fit for commissioning design services and tailored user-centred solutions and favour 'off-the-shelf', 'one-size-fits-all' products and services. Designers can be perceived as 'stylists' ("Design is a department in a web team that makes HTML templates that we must use") or outsiders and collaboration between them and subject matter experts may be difficult.

On the enablers' side is the pressure to do more with less that requires public sector to look for new approaches and solutions and within that design becomes increasingly popular as a method of innovation focused on user needs. More and more public sector innovators share their knowledge, skills and cases of good practice and lead by example. More services are released in beta versions and tested with users. From small and discreet pilot projects, design is increasingly being applied to solving bigger and more complex challenges.

Barriers

- _ Adverse to change – ‘this is how we’ve always done it’
- _ Risk – new approach. Don’t like failure. No safe space to fail.
- _ Organisational culture inc. risk aversion
- _ Lack of awareness of what design is
- _ Lack of awareness of strategic use of design in Welsh Gov & public sector
- _ Too many ‘different ways of working’ with ever decreasing budget
- _ Overworked public servants doing the wrong things
- _ Design teams not integrated into orgs (seen as a separate thing)
- _ System bias towards buying in ‘off the shelf’ / one size fits all solutions
- _ Desire to do it quickly > desire to do it well
- _ Don’t do it properly; ‘Perpetual discovery’ ‘Perpetual beta’
- _ We don’t focus on defining the problem to solve
- _ Paternalistic attitude (c/f consultative)
- _ Spending cash in unproven areas - design isn’t always part of the plan & budget
- _ Lack of R&D funding
- _ Not given the space / time / funding to experiment with design
- _ Design is a department in a web team that makes HTML templates that we must use
- _ Lack of incentives for public servants to make things better
- _ Fear of potential costs / failure to appreciate opportunity cost
- _ Not adopted as top down approach
- _ Barriers between organisations
- _ Reaction to austerity is retrenchment
- _ No ‘route to market’ for public sector innovation
- _ The comfort of existing process – buying IBM
- _ Design tends to be commissioned for discrete projects, rather than addressing complex system
- _ Complexity (+ criticality) of legacy systems
- _ Mismatch between subject matter expertise and design principle and skills
- _ Dunning-Kruger effect – don’t realise how little they know
- _ Procurement systems aren’t aligned to design phases
- _ Investment in service design doesn’t necessarily yield increased capability in institutions
- _ Gov & public sector lack the in house capability to do this stuff, so it’s scary!

- _ Too many good design case studies are never communicated
- _ Understanding what design is
- _ Dunning-Kruger effect – don't realise how little they know
- _ Design is not seen as about the service
- _ Procurement systems aren't aligned to design phases
- _ Investment in service design doesn't necessarily yield increased capability in institutions
- _ Gov & public sector lack the in house capability to do this stuff, so it's scary!
- _ Too many good design case studies are never communicated

Drivers

- _ More celebrating of innovation
 - _ Pressure to do more for less
 - _ Skills sharing – workshops, resource packs etc.
 - _ There are role models like GDS, Manchester Council...
 - _ The publication of beta products / services encourages user input
 - _ Blockchain is being used in more contexts
 - _ Innovation is on the agenda increasingly
 - _ Lack of funding drive change
 - _ Improvement agendas
 - _ Public sector reform
 - _ Inspiration from other industry sectors
 - _ Fear of becoming obsolete
 - _ Peer pressure / competitors
 - _ Recognition of problems of siloisation – search for alternatives
 - _ Public health
 - _ Agile working (flexible working)
 - _ Being able to access more / better people
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Third Sector

Organisations that are neither public sector nor private sector and that are non-design-oriented fall under the 'Third sector' category. It includes voluntary and community organisations such as charities, associations etc.

This type of organisations are set up to serve their 'users' and place them at the heart of what they do. Charities often try out new approaches and innovative methods to engage communities in co-creation and co-delivery of solutions they need. There are many examples of good practice in this regard.

On the other hand, workshop participants believe that so-called 'grantosis', i.e. project funding dependency, threatens the more strategic use of design in third sector. Funding requirements do not encourage organisations to innovate, because they usually replicate old models. There is also a question of design and innovation capacity in the third sector organisations.



Barriers

- _ Grant Funding - 'Here is money to do something the same way'
- _ Existing power structures in public sector & between users & 3rd sector
- _ Capacity
- _ 3rd Sector innovation value not recognised
- _ Grant system that doesn't work in Wales

Drivers

- _ Organisations which say they put citizens / customers at the heart of what they do – actually then doing it
- _ Community designed solutions & delivery
- _ Community reconnection
- _ Charities are using personal storytelling because of the personal connection
- _ Nesta / Y Lab integrate design into their programmes
- _ Link design into existing policy future generations areas e.g. PIE (psychologically informed environments) ACES (adverse childhood experiences) in housing context

General public

The design ecosystem is complemented by the general public, namely members of the society who are not directly involved with design but can benefit from design individually or in-group (e.g. older adults, children, etc.).

In the current network economy, people have instant access to information and can always directly express their opinions about products and services. That allows them to make decisions that are more informed and gives them more confidence as the customers. Often they want to be actively involved in co-creation process and customize the product to their needs. At the time when technological advances make all the products do their job equally well, it is the experience, fulfilment of needs and emotional factors that make the difference. In this context, design becomes increasingly popular and more and more people have better understanding of it.

On the other hand, design popularity can be a downside, when it is associated only with over-styled or expensive products. Design understanding among the general public can be very superficial. Good design is often 'invisible', is when things work as people expect them to work, hence can be difficult to identify and appreciate. People are inclined to stick to their routines and may not want to switch to better designed products or services because they are used to do things in certain ways. Workshop participants identified also the demographics, low expectations and disinterest as potential barriers to more strategic use of design in Wales.



Barriers

- _ Language of design not well understood outside of design 'circles'
- _ Ignorance: What design is? What value it could bring?
- _ Value perception 'designer vs free of charge'
- _ Disinterest
- _ Low expectations
- _ Design is 'invisible' when it is 'good'
- _ Demographics - generational lag
- _ Rely on services
- _ Familiar with existing process - fear of change
- _ Skills
- _ Poor brand of service design
- _ Knowing who is responsible for design at a strategy level

Drivers

- _ Better understanding of design by all
- _ Individuals & communities taking more responsibility
- _ Individuals & practitioners can be co-producers: neither should be passive roles
- _ Louder public voice - social media make feedback public
- _ Customer demand
- _ Citizens have higher expectations because they know what good looks like
- _ Design is trendy (could be a barrier from the other perspective)
- _ Age & expectation better than expected
- _ Brexit
- _ Give people easier access to their data
- _ Perception of personal data security
- _ Shift in perception of public risk





Activity 2 ---

The second activity focused on ideating policy priorities for more strategic use of design in Wales. Based on the insights from the previous exercise, workshop participants discussed how to capitalise on the drivers and overcome the barriers. In groups, participants discussed the most promising ideas, and developed an initial delivery plan of how, who, to whom and by when.

Broadly speaking, three main priorities were proposed to mainstream design-led innovation and make it a more strategic resource in Wales.

Promotion and awareness raising activities

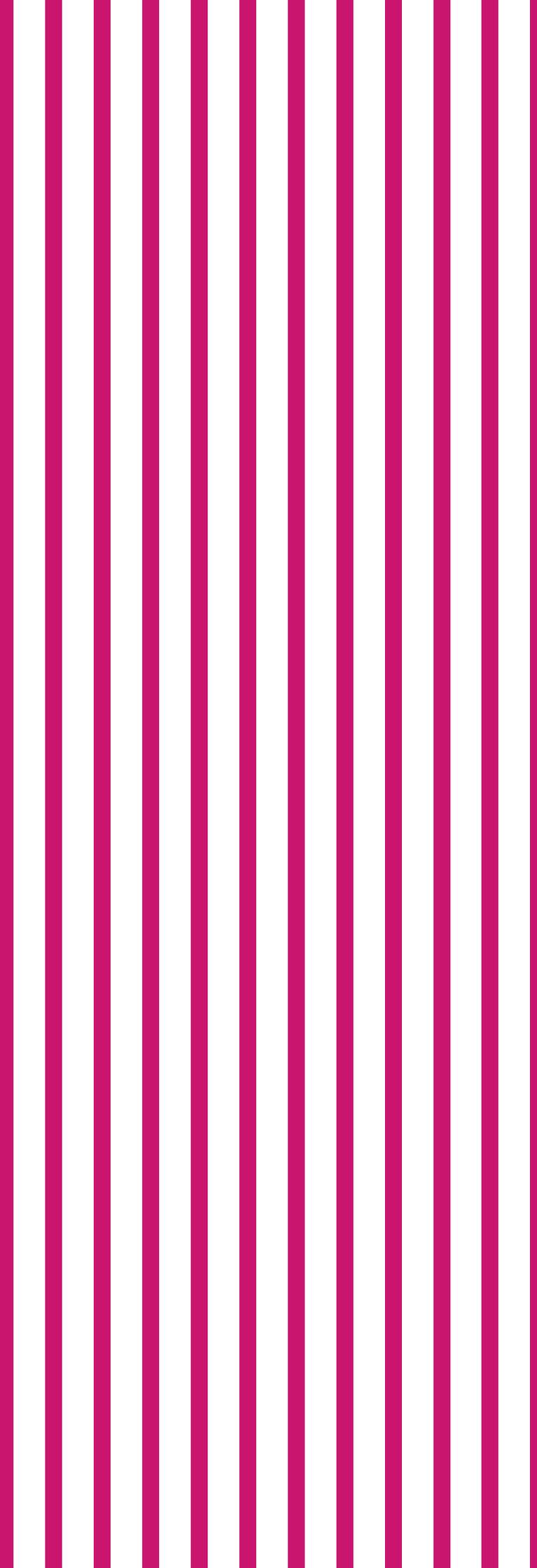
To tackle a recurring barrier of general design ignorance, it was proposed to develop and implement a design promotion campaign. The action would include an in-depth mapping of design activity in Wales to identify underperforming services that can be made better. By improving the understanding of design, the demand for design services should increase. Promotional activities to increase design awareness were present in proposals from three groups.

Service design as a norm in government and public sector

A dedicated promotion and incentivisation of use of service design in government was suggested in the form of building a community, organising showcases of best practice and workshops, and development of service design guidelines and toolkits. Design-led innovation should be seen as a route to achievement of the ambitions of the Wellbeing of Future Generations Act. This idea appeared in three groups.

Education

Future ready design curriculum, able to adapt to emerging challenges should be developed for all levels of education from primary to continuous professional development. This proposal also include a postulate to upskill designers with new and emerging design methods needed on the market. Improvement of design education featured in proposals from two groups.



Priorities and Actions for Wales

What

What are the priorities?

Promotion of Design

Map what's really happening

Incentivise new solutions that include service design

How

How do you maximise a driver or overcome a barriers?

Celebrating failure
Successful case studies
Use professional PR & Media

Promote better understanding of design
Drop design jargon
Meet government procurement & grant managers to show benefits of specifying service design in spec

Encourage Government / Public Service to procure via competition (SBRI) Collaborative co-design
Have a showcase
We need a set of service design guidelines (for procurement e.g.) to model expectations

Who

Who could implement it?

Media
LGA & Cabinet Office (spaces to share good practice)
Local Government

Think allied sectors

Brave individuals (e.g. CEO) followed by a professional body

Education:
Primary
Secondary
HE, Post Grad
In-work

Politics:
PR
Understanding
Action
* Digital Design
* Process Design
* Service Design
* Design for Policy
* Graphic Design

Online capacity building (accredited)
Practical & Assessment element
Feedback loop on education gaps
Reignite dormant networks

Map network of players
Identify a champion (commissioner for future generations)
Stimulate political will
Showcase event / festival
Give them their own experience
Advocates for implementation
Research findings

Sector & HE
Revisit past players (Think Ark (social design collective))
Engage new blood

WLGA
Collective of design reps
Design support bodies
Political responsible for digital?

To Whom

Who is going to benefit?

People of Wales and beyond

Stimulating demand for design expertise in Private & Public Sectors
How to procure design & write a design brief
Train the trainers

Service design in Government
Citizens
Students
Public Sector processes

When

When could it be implemented?

By Dec 2020

Shorter term than changes in curriculum
Max impact – minimum timescale
Start small & expand

Measure

How to measure the success?

That service design is part of every project plan

Higher number of service designer in employment in Wales (after Ireland)

Implementation of programmes (from workshops etc.)

Designers in industry & Government
Growth of design sector demand
Satisfaction
People start to procure things differently – challenged focused not solution focused

Increased awareness
Application of design

Priorities and Actions for Wales

What

What are the priorities?

Raise awareness of the value of service design in Welsh Government
 Define what service design is & communicate
 Identify underperforming services that can be made better

Future ready design curriculum – able to adapt to emerging challenges

Design led innovation being the norm

How

How do you maximise a driver or overcome a barriers?

To audit the best practice & use of design & communicate more effectively in Welsh Government
 Identify areas where people are passionate about & make better
 Identify pilots to embed service design into culture of Welsh Government
 Identify & share use of service design currently in Welsh Government
 Identify opportunities with large reach – more citizens involved & benefit
 Use annual Welsh Government awards to recognise service design – new awards in service design 'kudos'
 Better communicate true value of service design
 Develop service design training then toolkit to embed within all Welsh Government departments
 Upskill designers for industry role 'industry ready'
 Integrate design thinking into project management toolkit

Increasing availability & visibility of service design skills to procure
 Gathering the evidence
 Getting Local Government to buy into the approach
 Joining up procurement
 Dog fooding
 Increasing the understanding of design, which will increase demand
 Future Wellbeing Act - is design led innovation seen as a route to achievement?
 YES unique to Wales

Who

Who could implement it?

Welsh Government innovation team (internal resource) – who? Do they know about Service Design?
 Identify champions to lead on development of service design
 Champion acts as advocate for service design – link between decision makers
 Endorsement from Permanent Secretary

Design promo bodies
 Design education sector
 Government innovation team
 Design industry
 National procurement service (role in building capacity)
 Procurement managers
 Policy people

To Whom

Who is going to benefit?

Welsh society – citizens of Wales, people of Wales
Service 'owners' in Welsh Government = 'better' services
Welsh Government employees

Service designers
Citizens getting a better deal
Service user
Service delivery agents
Proactive development on long-term – so benefit: future generations
People that have to prioritise Public Services

When

When could it be implemented?

+3 months: Develop the 'case' for service design to be embedded in innovation system
6-18 months: Develop & deliver service design training & toolkit programme

Simple changes include:
Proper 'enough time' timescales
3-5 years
After Brexit

Measure

How to measure the success?

+18 months: evaluate activity & impact 'outcomes'
Impact on wellbeing of citizens (longitudinal study)
Have service design champions been appointed?
Service design awards set up

All services can state (& evidence) the actual user need

What Next? _

Action plans help to effectively accomplish strategic goals by identifying specific and detailed steps that in coherent and consistent way support the overall vision. It is crucial to engage stakeholders and interest groups in the development of the plan to ensure that the actions are feasible and can be implemented by or for the stakeholders.

Practising what we preach, we took a collaborative design approach to exploring the parameters of a Design Action Plan for Wales. During the workshop involving representatives from Welsh Government, local government, the design sector, industry, academic and representation bodies, we built consensus on what are the main barriers for and drivers of more strategic use of design in Wales and brainstormed policy proposals. The first ideas for action focused on what the participants perceived as the most pressing issues – design education, design awareness and promotion, and design-led innovation in government. Proposed actions ranged from upskilling design graduates in service design, to showcasing best design practice and running design pilots in Welsh Government. The 'Towards a Design Action Plan for Wales' workshop was one step in a longer journey towards building critical mass in the design space both within industry and the public sector.

We aim to develop a stakeholder-led 'living' Design Action Plan that is ambitious, yet realistic and measurable. We see this as a prototype, a first iteration, a first step in a longer-term ambition to integrate design more holistically within Welsh policies and day-to-day activities. Therefore, these initial proposals can be further discussed and built upon to gain greater input and endorsement. Furthermore, we are taking an experimental approach to developing and implementing a Design Action Plan. The Welsh Government will not be making any additional finances available rather the implementation will be a collective effort by players in the Design Ecosystem that are inspired to action.

To achieve this, we intend to establish a committee of design advocates prepared to further elaborate the proposals, help to implement them, monitor progress against the targets and capture impact if we are to secure wider support from other stakeholders and Welsh Government. We want this to be a 'living' Design Action Plan where the targets are reviewed and revised regularly. An evaluation exercise is planned take place in 2021 to assess the outcomes.

We are seeking support for this initiative from all interested actors. Join us on the journey **Towards a Design Action Plan for Wales**.





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