Co-design: unlocking the potential for better policy and delivery

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The Southern Initiative

www.aucklandco-lab.nz
@CodesignLab_AKL

About the Lab

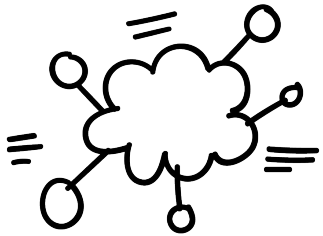
Set up in late 2014

Public sector innovation team - foucsed on co-design

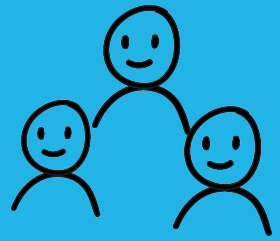
Sponsored by 8 government agencies and Auckland Council

Works collaboratively with others

What we do



Challenges and projects



Building capability

Sharing learning

Southern Initiative

Place based team - SOuth Auckland

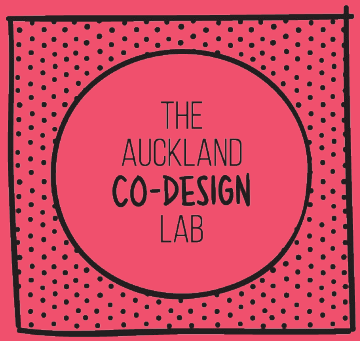
Community and social innovation

Focus on ‘cradle to career’

- Strengths based
- Whānau / family centric
- System level change

What we'll cover this morning

1 Why the interest in co-design and what does it offer?



Challenge

"...past efforts to solve complex policy problems have been too fragmented and not built on an understanding of the complex social systems they must work in.." [1]

Response

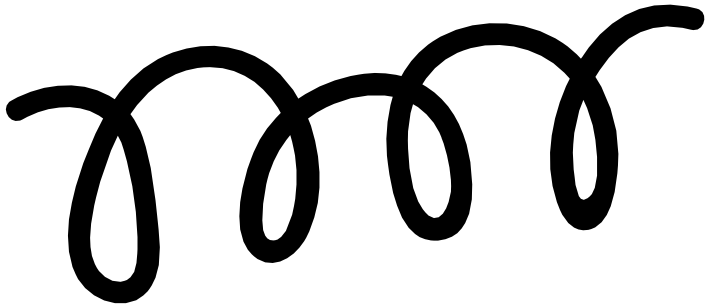
"....leaving governments with little choice 'but to innovate' through more 'experimental approaches that requires new capabilities and skills" [2]

Opportunity

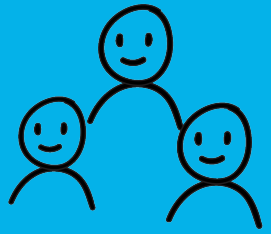
".....stakeholders consistently identified the need for better consultation, quality engagement and co-design of solutions to complex problems to deliver better outcomes.." [3]

“An appropriate definition of co-design as a methodology for policy making would recognise it as a design-led process, involving creative and participatory principles and tools to engage different kinds of people and knowledge in public problem solving.”

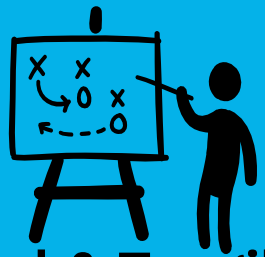
The Promise of Co-Design for Public Policy, Emma Blomkamp (2018)



Some key principles

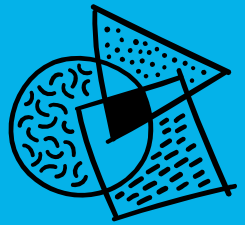


Human lens,
Systems view

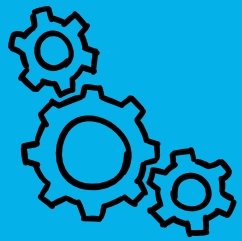


Visual & Tangible

Iterative, Emergent
& Developmental



Collaborative &
Participatory



Strengths-based,
Capacity building

Sharing power

What kinds of benefits from co-design?

More creative

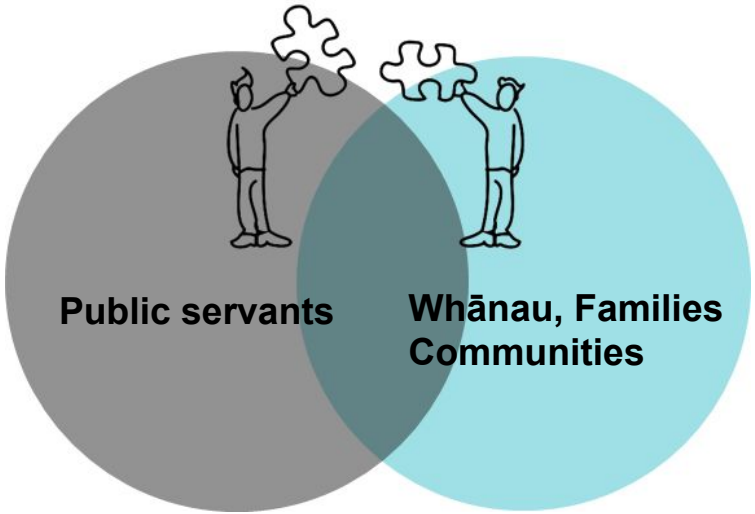
Better focus on users

Better cooperation across disciplines

Better outcomes

Better relationships

Improved capabilities



Engaging as experts

Better service fit

Better outcomes

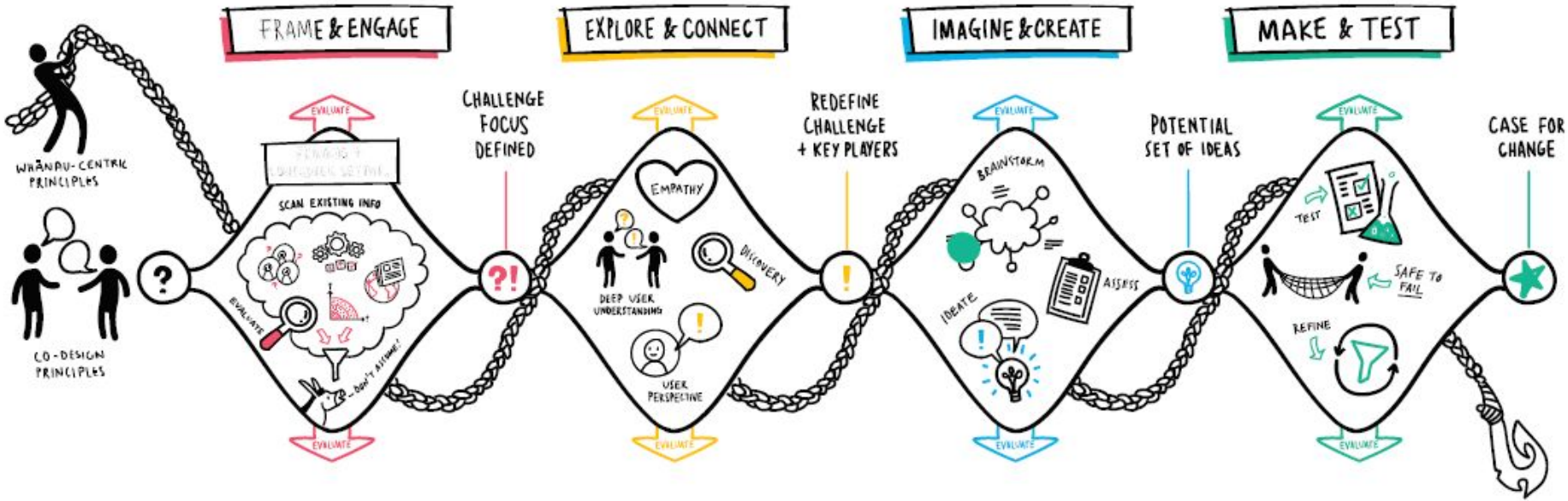
Localised services

New capability & capacity

Improved connections

From Steen M.Manschot, M and DeKoning 2011 Benefits of co-design in service design in projects, International Journal of Design

A process to guide us



The practice of whānau-centric co-design

The practice is constantly evolving in response to the team's learning and changing environmental factors. The whānau-centred work and the co-design process interact constantly and have their own underlying principles and rhythms.

An interesting insight is that co-design corresponds naturally with culturally-rooted practices that create mutual trust and learning and shared power and momentum.

Whānau centric principles

Manaakitanga
Hosting whānau in a way that empowers them, and removes any barriers to participation.

Whanaungatanga
Establishing meaningful relationships in culturally appropriate ways. Engaging whānau in a way which builds trust.

Tino Rangatiratanga
Whānau have the autonomy to decide how and when they will participate. Co-decide as well as co-design.

Mana
Whānau are the experts in their lives. Ensuring a balance of power.

Ako
Mutually reinforcing learning.

Co-design principles

Human-centred space

- Create a neutral, creative, empowering space
- Be user/whānau-centred rather than system-centred
- Embrace ambiguity: we don't know the question let alone the answer

Humble, curious, empathic mind set

- Beginner's mindset: humility not expertise, suspend judgment
- Empathy: immerse, observe engage, ask why
- Seek to understand drivers and emotions beneath the surface

Radical collaboration

- Seek and harness a diverse range of skills and experiences
- Partnership: Design 'with' not 'for'
- Start with lived experience
- Redefine the question to reflect diverse perspectives, then work together to generate multiple ideas

Iterative learning

- Build capability in partners as well as learning from them
- Bias towards action; learn by doing
- Use the power of duos and groups
- Build to think - harness kinaesthetic skills
- Iterate and test in multiple rounds of empathy using tangible prototypes

In practice

Creating the space

- Create safe spaces - physical, emotional, spiritual, cultural
- Provide respite from toxic stress *i.e. a calm space away from worries with all immediate needs catered for*
- Reduce whānau-defined barriers to participation *e.g. enabling tamariki to attend, within school hours*
- Avoid trauma triggers *e.g. institutional settings and symbols*

Relationship and nurture

- Invite people in a way that shows that they are valued
- Never judge
- Practice deep empathy i.e. listening, accepting
- Show respect
- Establish genuine, consistent and caring connections e.g. *same people each time, real relationships*

Flipping assumptions and sharing power

Demonstrate that whānau are:

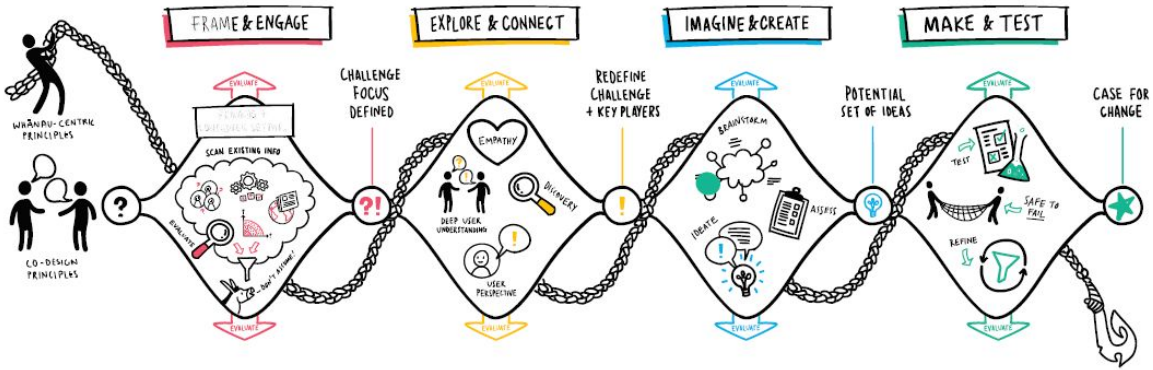
- An asset not a problem
- Partners not subjects or recipients
- Co-deciders and co-producers not just co-designers
- The experts in their own lives not the beneficiaries of experts' knowledge/advice
- As professionals cede power and act as conduits, partners, container builders, coaches, learners.

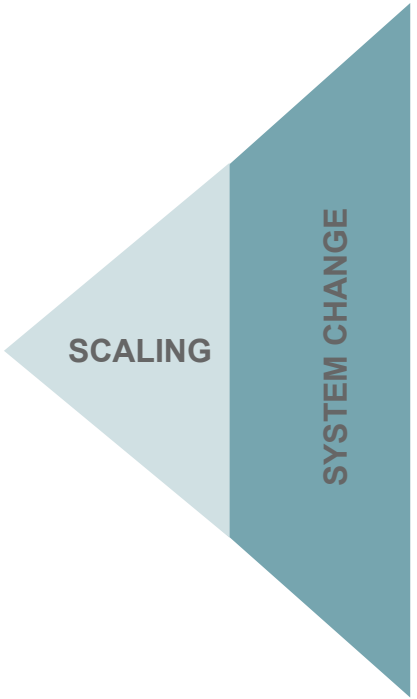
Intentional skill building

- Deploy skillful coaching and deliberate confidence and skill building
- Provide 'biodegradable' support that fosters independence not dependence
- Allow people to be reflective and to build self-awareness
- Provide the conditions and container for peer-to-peer learning
- Create opportunities for learning through doing

By WillMcC - Own work, CC BY-SA 3.0,
https://commons.wikimedia.org/w/index.php?curid=4379199

The system immune response*





* From Design Thinking to Systems Change: How to invest in innovation for social impact by Rowan Conway, Jeff Masters and Jake Thorold, July 2017

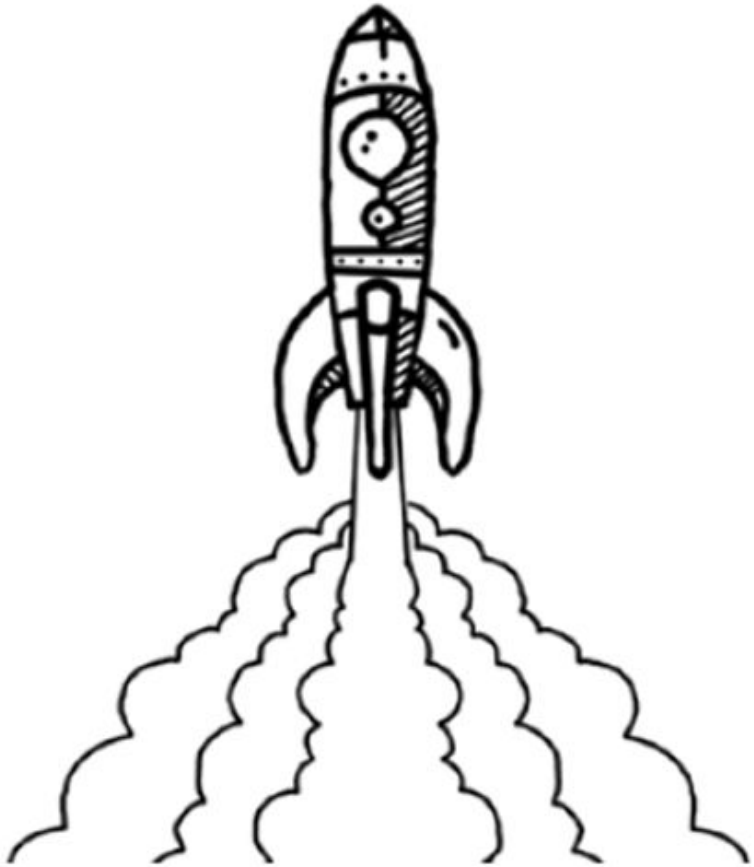
Summary

Co-design can provide a system view with a human focus
Principles and mindsets more important that process and tools
Building capabliity and nuturing conditions for innovation

2 Case study

The Southern Initiative

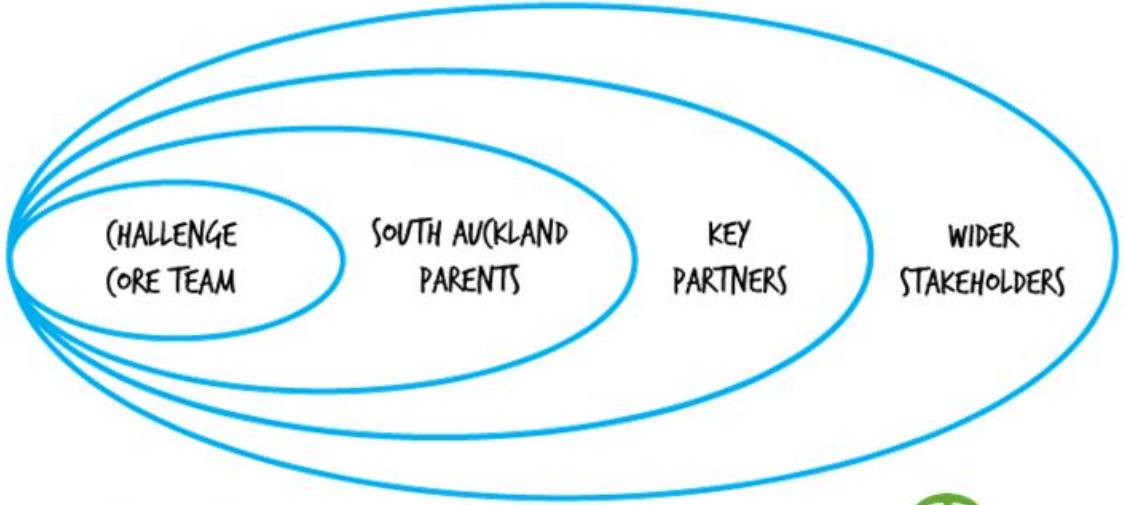
THE AUCKLAND CO-DESIGN LAB



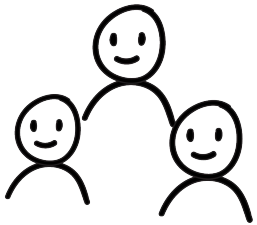
“Some have compared a child’s evolving health status in the early years to the launching of a rocket, as small disruptions that occur shortly after take-off can have very large effects on its ultimate trajectory.”

Center on the Developing Child
Harvard University, 2010

Who was involved?



THE TREASURY
Kaitohutohu Kaupapa Rawa



Parents and families

Auckland Council
Te Kaunihera o Tāmaki Makaurau

S.K.I.P
Strategies with Kids | Information for Parents

healthy families
Manukau
Manurewa-Papakura
He oranga whānau

The Southern Initiative

THE AUCKLAND CO-DESIGN LAB
TOGETHER WE DISCOVER

Plunket

Ohomairangi Trust
"Ehara taku toa i te toa takitahi engari, he toa takitini"

Growing Up in New Zealand

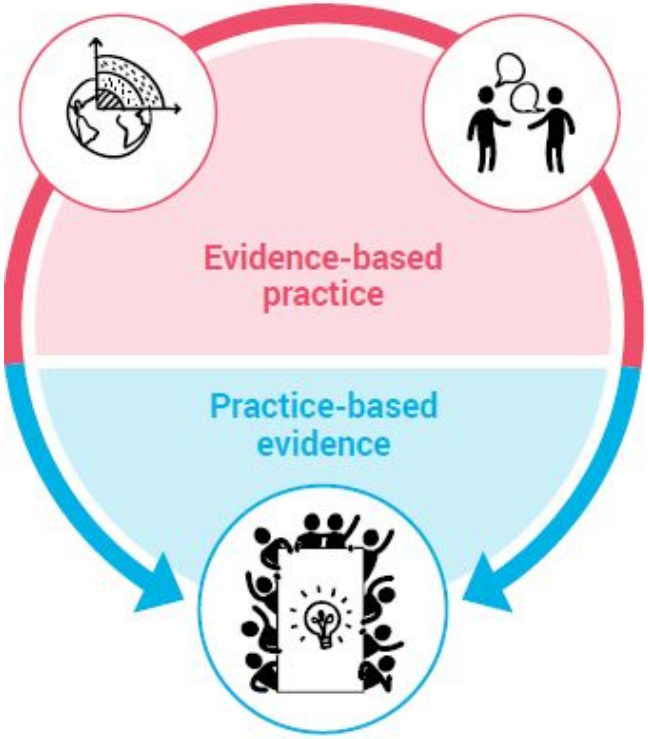
HARVARD UNIVERSITY
Center on the Developing Child

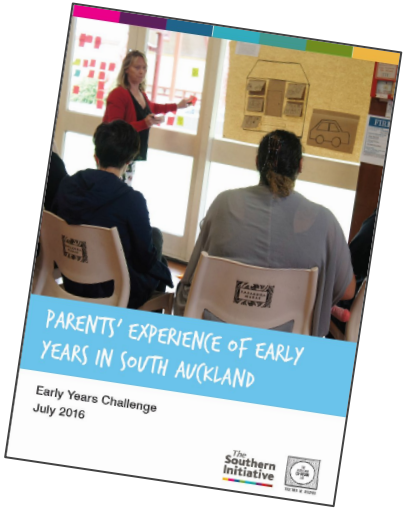
Big data, Quantitative

Focus on 'what', 'where' and 'who' is experiencing various indicators of disadvantage

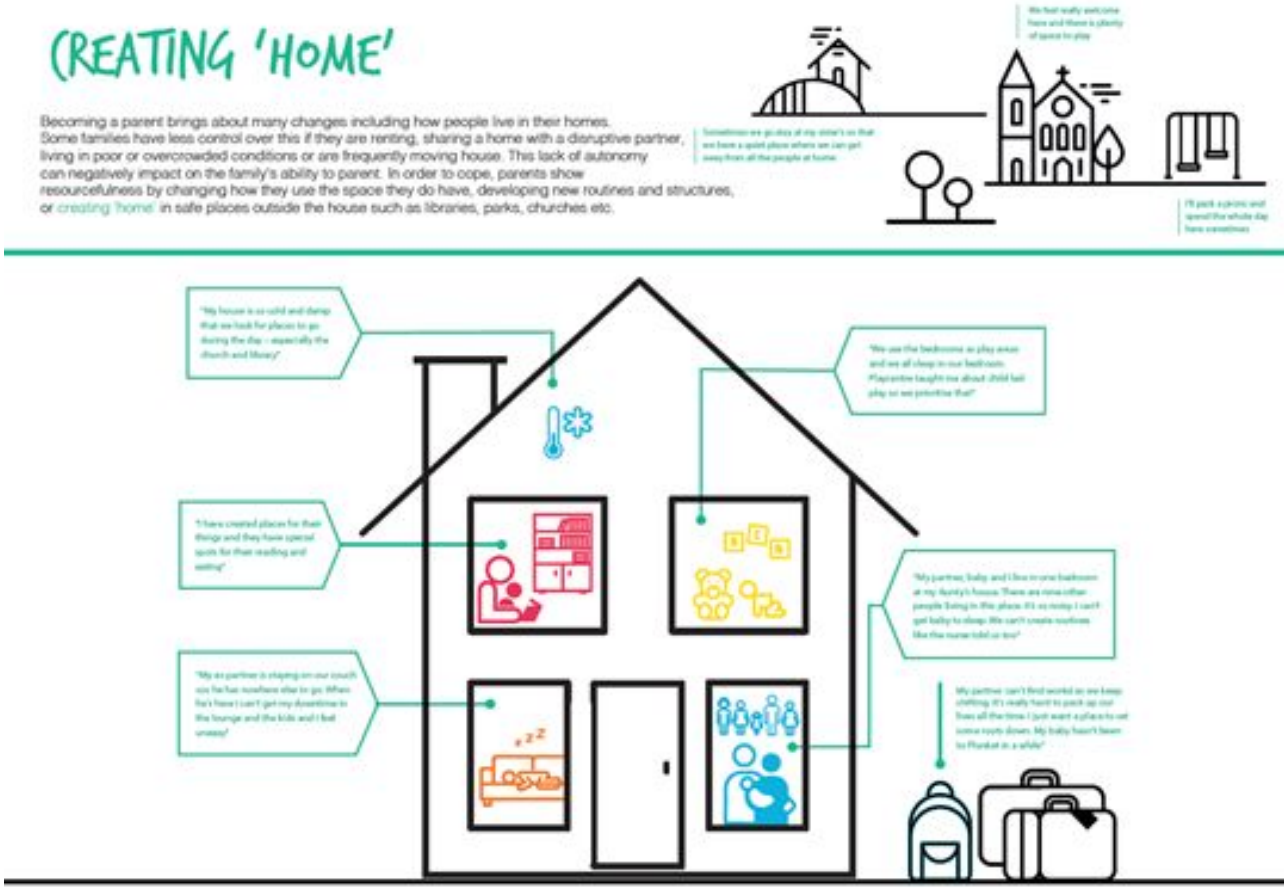
Thick data, Qualitative

Focus on 'why' and 'how' people experience disadvantage, and what can help to shift indicators

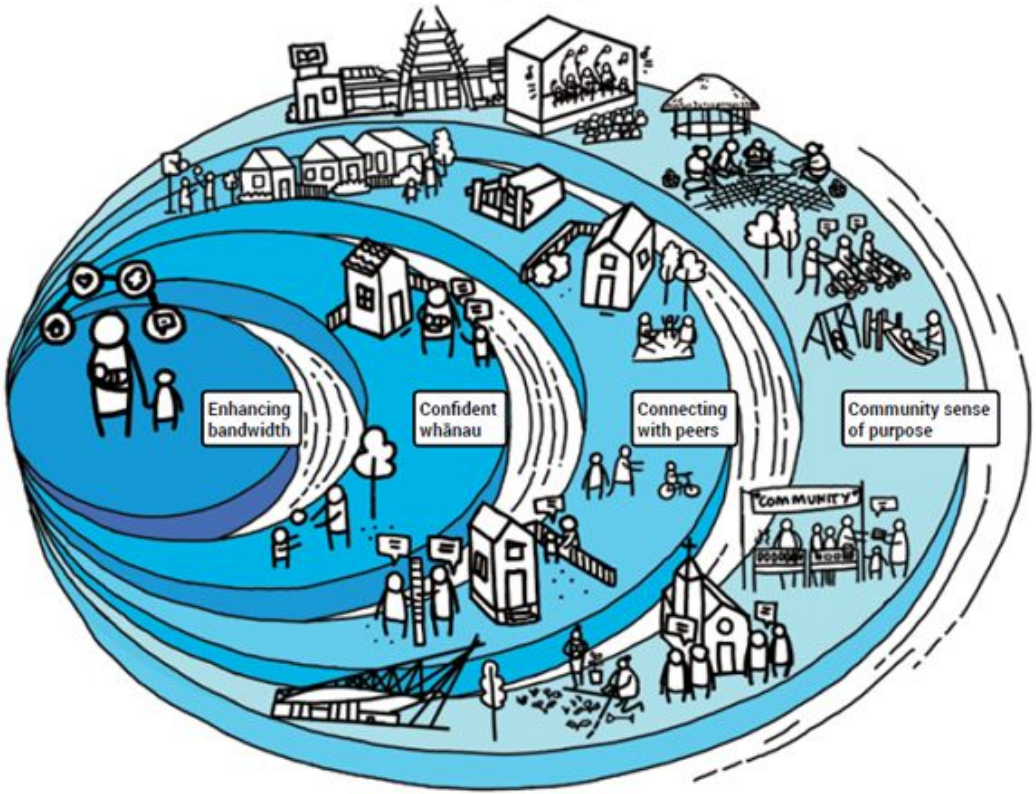




New insights from parents



Ripples of impact



Enhancing bandwidth

- Creating new skills and rediscovering old ones
- Reducing stress factors
- Self awareness
- Having confidence in myself

Confident whānau

- Confident in my home
- Communication
- Story telling
- Creating routines
- Calming the chaos
- Modelling
- Intentionally testing new approaches

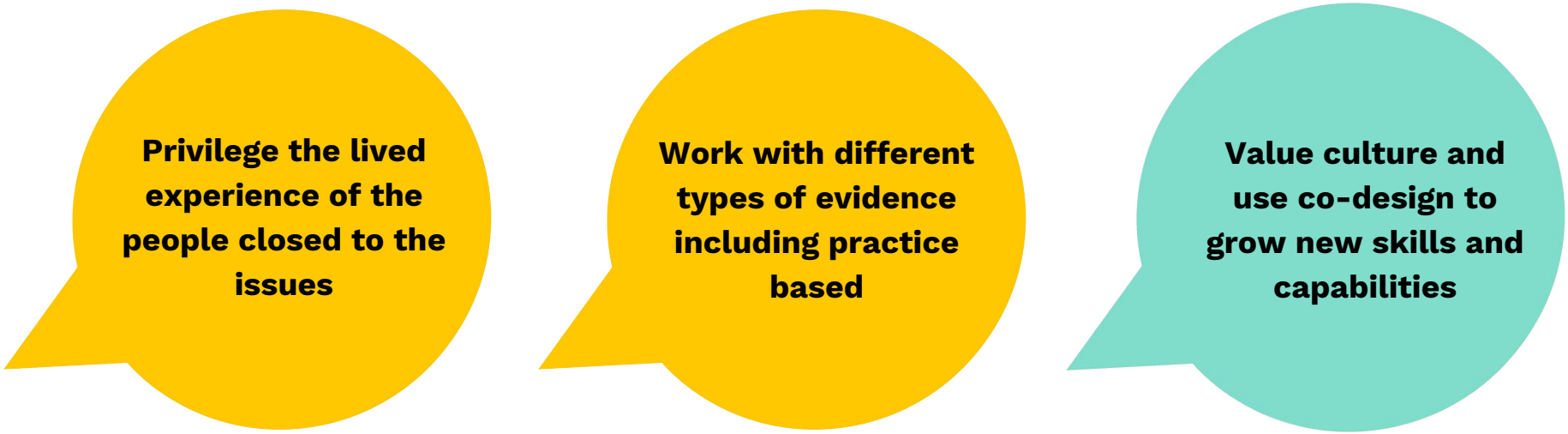
Connecting with peers

- Belonging
- Finding like-minded people
- Confident with my peers
- Creating new networks
- Easy to ask for help
- Mutual learning
- Support

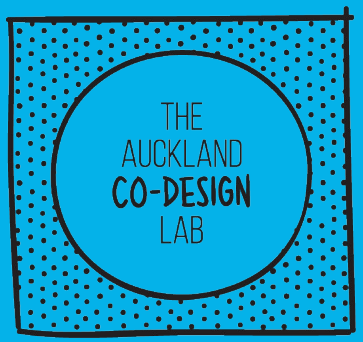
Community sense of purpose

- Success and change
- Confident in my community
- Contribution
- Sense of purpose
- Able to ask for help
- Inspiring and being inspired
- Reciprocity
- Participation bias

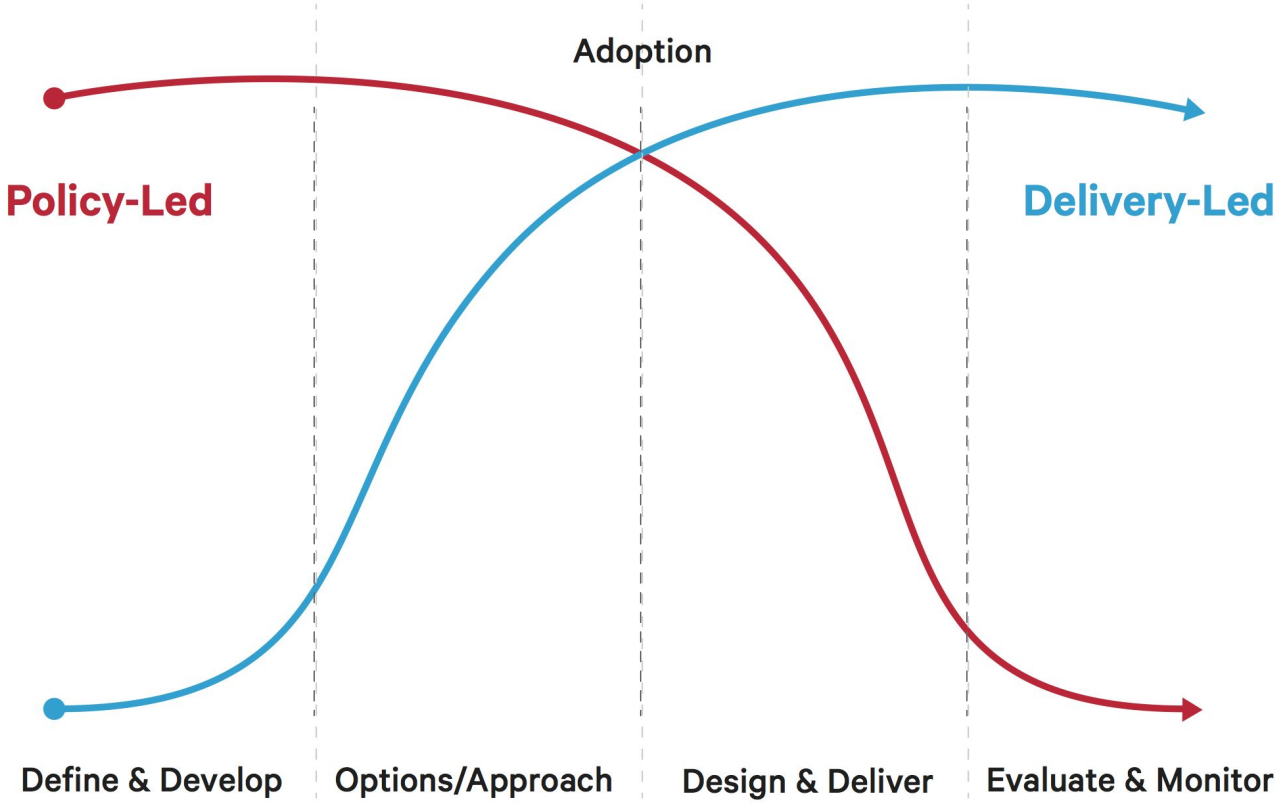
Summary


Privilege the lived experience of the people closed to the issues
Work with different types of evidence including practice based
Value culture and use co-design to grow new skills and capabilities

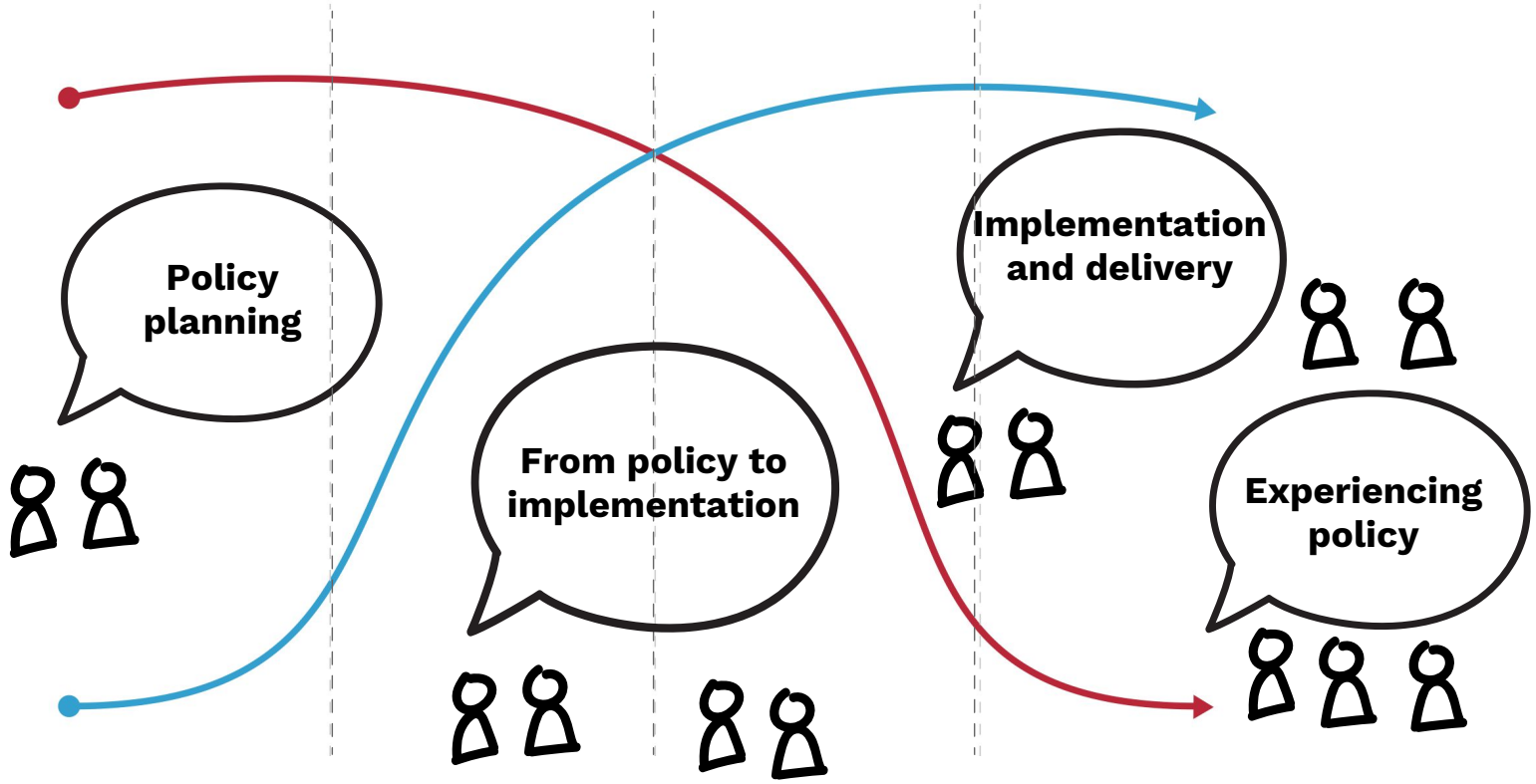
3 Policy, delivery and co-design



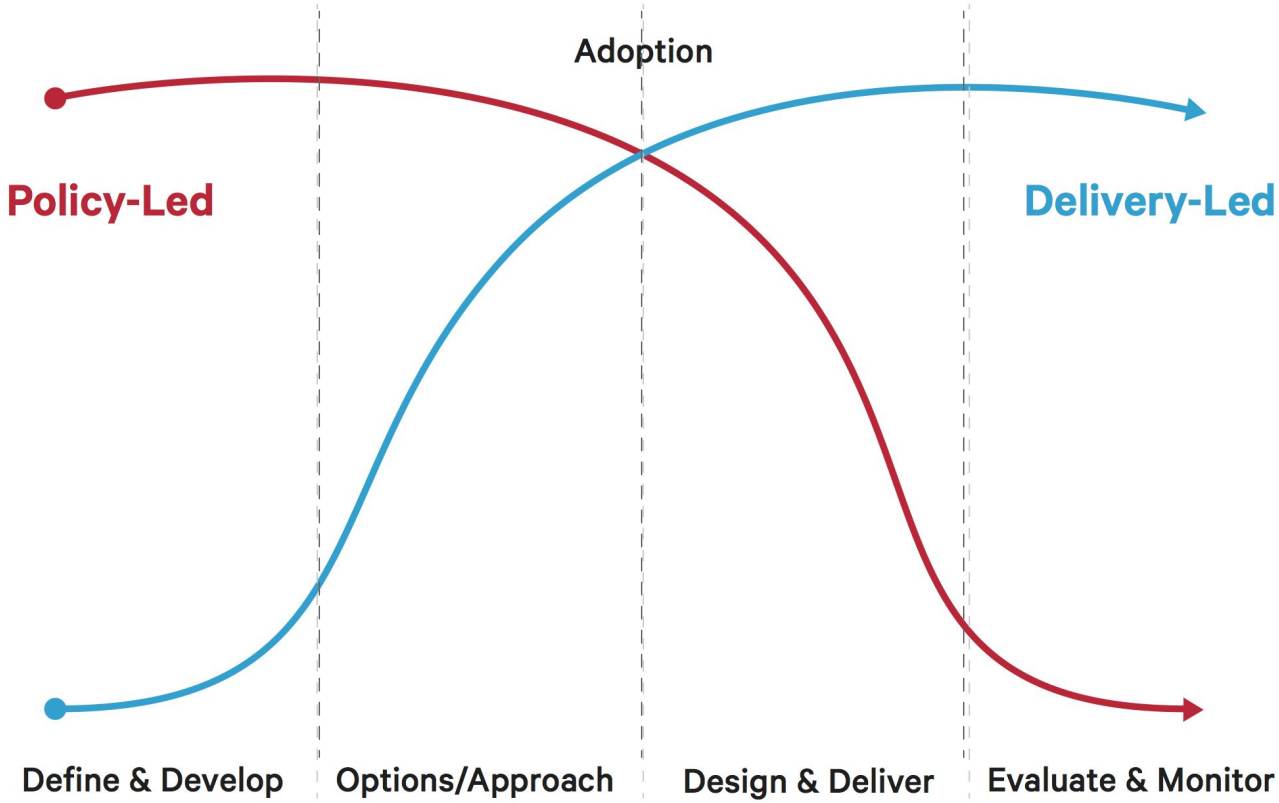
The landscape



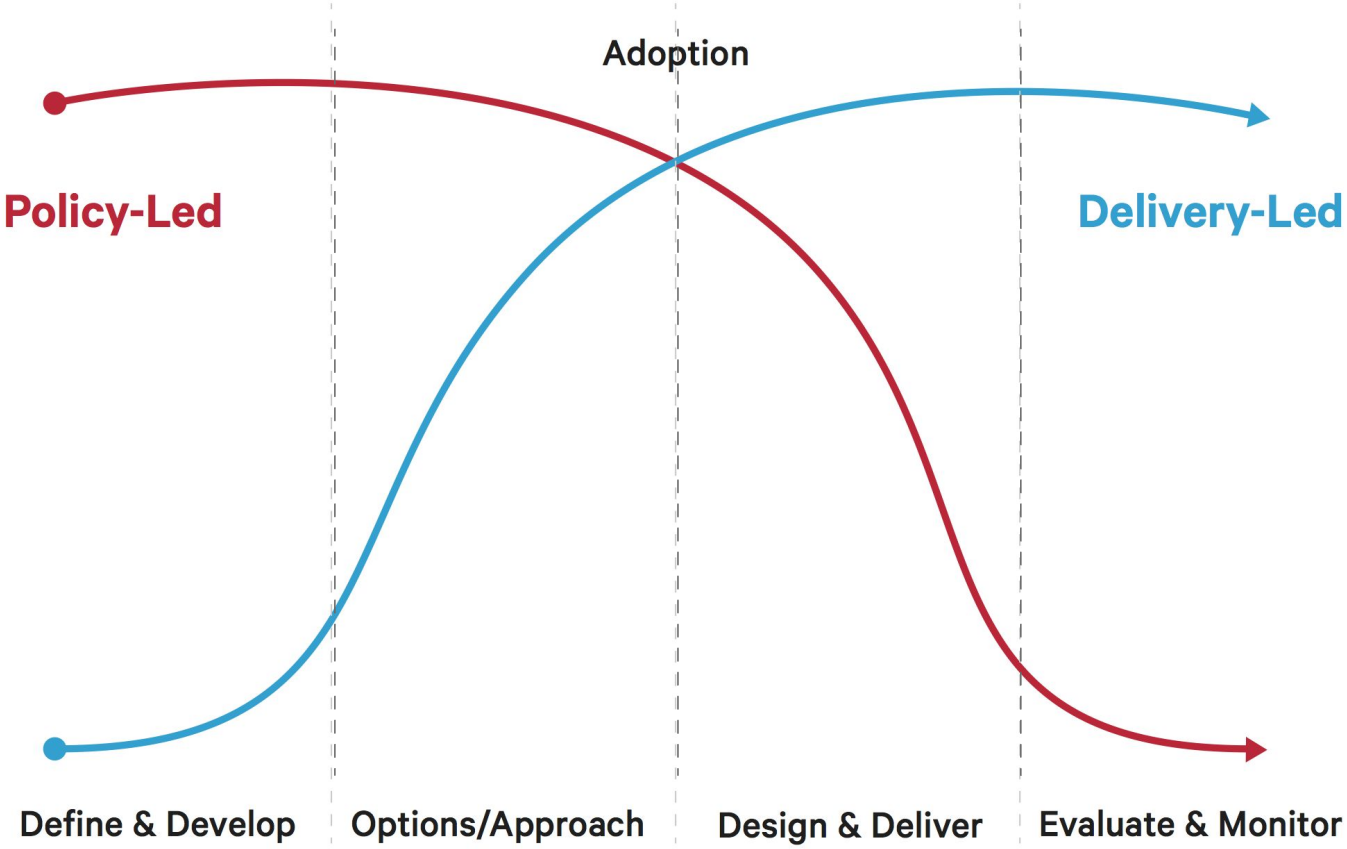
The landscape



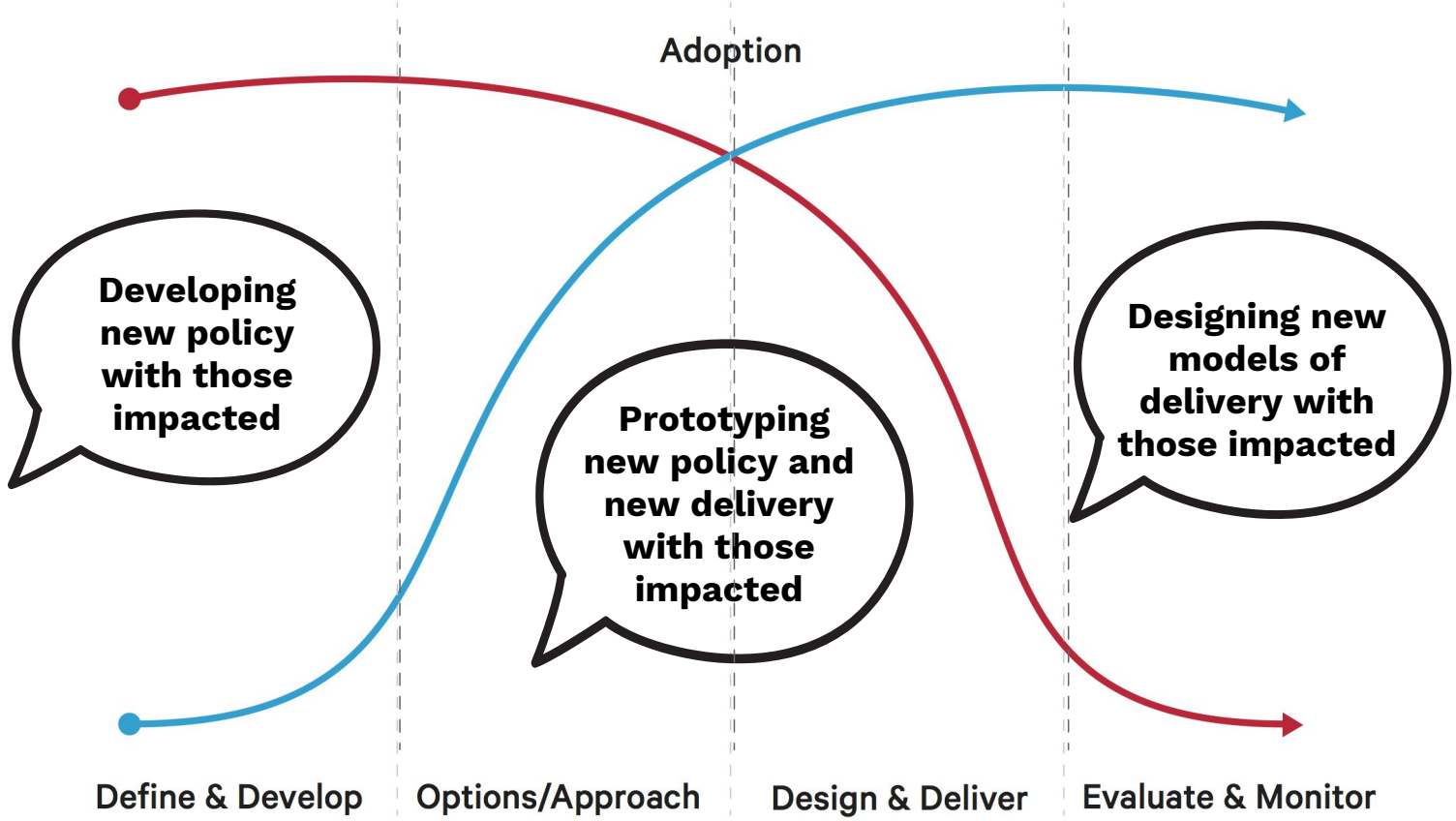
The landscape



The Opportunity



The Opportunity



Summary

New mindsets, capabilitlies and conditions
Co-design has role across policy development, implementation and delivery
Who is in your learning loops?

Conclusion

transdisciplinary

Creating new knowledge through shared learning and multiple perspectives

manaakitanga

Hosting in a way that empowers
Removing barriers to participation
Avoiding trauma triggers
Providing respite from toxic stress

curiosity, optimism, creativity

Being radically open minded
Looking at problems from different angles
Working with polarities and tensions

making it happen

Finding ways through when under pressure
Providing support
Behaviour change
Coordinating action
Implementation

storytelling

Using visuals and stories to convey meaning and compel action
Bringings others along on the journey

developing insights with people

Contextual research
Interviews
Observations
Relationships

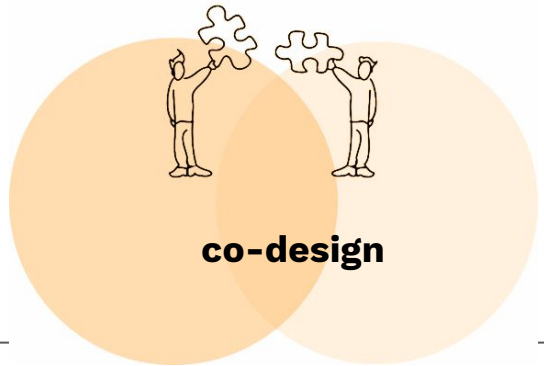
connecting to community & place

Drawing on local knowledge and strengths
Building credibility and connections
Establishing local needs

outcomes-seeker

Looking for the biggest opportunity
Pragmatic and strategic
Identifying energy and opportunity for change
Responsive to changing landscape
(not precious)

‘Design-led’ has a continuum



co-design

Engagement
User Centred
Design

Mutual learning
Mutual outcomes
Capacity Building

Citizen-led
Citizens leading

“Think like a system, act like an entrepreneur”

From Design Thinking to Systems Change How to invest in innovation for social impact - RSA

Thank
you

References

[1] *From Complexity to Collaboration A provocation for change by Elizabeth Eppel, Girol Karacaoglu and Donna Provoost 2018*

[2] *McGann, M, Lewis, JM and Blomkamp, E (2018) Mapping public sector innovation units in Australia and New Zealand: 2018 survey report. Melbourne: The Policy Lab, The University of Melbourne.*

Peter Hughes, ANZSOG speech on public service https://www.ssc.govt.nz/sites/all/files/peter-hughes-paterson-oration-2018.pdf

From Design Thinking to Systems Change: How to invest in innovation for social impact by Rowan Conway, Jeff Masters and Jake Thorold, July 2017

Steen M.Manschot, M and DeKoning 2011 Benefits of co-design in service design in projects, International Journal of Design

[3] *Working Together - One public sector delivering for WA - final report*

The Southern Initiative, Auckland Council www.aucklandcouncil.govt.nz

Auckland Co-design Lab - www.aucklandco-lab.nz

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