

# A Rough Guide to the Shift Surrey Approach

# Shift

Design, Tech and Change  
to Improve Lives in Surrey



**FUTUREGOV** SURREY  
COUNTY COUNCIL

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## Shift Surrey

Shift Surrey was born in February 2013 from a piece of work undertaken by officers in the council, who realised that in order to deliver services in difficult times, residents and officers needed to be empowered to deliver differently.

Now Shift is not only an approach to change, but a physical space tailor made for creative collaboration. It is also the name of our team - we support people to turn ideas into action. Most importantly it is becoming an ever growing network of passionate and amazing people from right across the Council and county, with events and training going on all the time.

## The Guide

We hope this guide helps you to design better public services.

Whether you are a resident frustrated by a system or a professional who want to put ideas into action, we hope that this will become a useful tool that you can keep coming back to.

Enjoy!

## The Shift Team

[hello@shiftsurrey.org](mailto:hello@shiftsurrey.org)  
[@shiftsurrey](https://www.shiftsurrey.org)  
[www.shiftsurrey.org](http://www.shiftsurrey.org)

## Innovation Partner

Shift is a collaborative project between Surrey County Council and FutureGov, a company that specialises in creating better public services through elegantly designed technology.

As innovation partners, FutureGov and Surrey have worked together to set up the lab and embed design thinking and agile development across the council. FutureGov brings expertise and experience from the design world, change managers who have experience in making change happen in local authorities, and an agile tech team. Together, Surrey and FutureGov have formed a team based in the council's innovation space to support a fresh approach.

Shift helps staff to be innovative, wherever they are in their thinking, from a blank sheet of paper to scaling an existing innovative approach. The team, which includes designers from FutureGov and change managers from the council, helps by re-framing the challenge, and asking

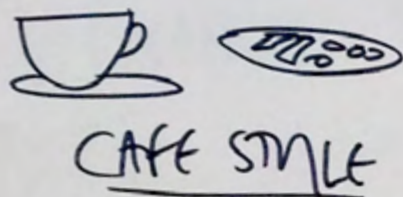
questions in different ways. This sets us up to find possible solutions. FutureGov also contributes a commercial outlook, with experience of turning ideas into financially viable products (see p.28-33) in line with the council's ambitions for traded services.

This guide is an outline to the creative process the Surrey and FutureGov team goes through to find solutions. We hope that it will help you to innovate - and if you're ever in need of fresh thinking, get the right voices in the room - you know who to ask!



2.7 May 41  
9.00 - 11.00



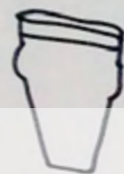


CAFE STYLE



COMPUTERS  
to use

People just wandering  
- where should they  
go



SOCIAL CLUB  
- weekly sessions



ADVICE/  
QUESTIONS  
ON BEER MATS



WALKING  
MATS

# SHIFT APPROACH

ADVICE/  
SESSIONS  
@ work  
SPORTS



BULK BUYING  
- SAVE MATES

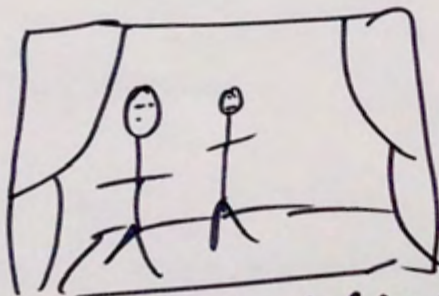
ZOPA - PEER-TO-PEER-LENDING

SHARE THE -  
LOAD

LUNCH &  
LEARN

DOC READY  
- CHECKLIST

POST-  
ASECRET



PLAN ABOUT

IS PEER ADVICE GOOD ADVICE?

## Shift Approach

The Shift approach to change is guided by a small number of principles.

We have learnt how important it is to stay true to these. And that it requires conscious effort. It is all too easy to get lost in the inner workings of a project, losing sight of the resident/customer or becoming immobilised by the size of the task.

## User Centred Approach

Talk to people that use the service and try to understand what matters to them. Consider putting pictures up of your users to remind yourself who you are building for.

## Think Big, Start Small

Focus and tackle one little bit of the big problem at a time. Generally speaking, a product or service that is “for everyone” will in fact appeal to no one.

## Just Do It

If you just make something, only if it is a little bit in the right direction it will open up conversations for what happens next. It is always easier to challenge and improve something that exists than something that doesn't. You can always change later.

## Challenge the Status Quo

Bring in colleagues and residents who have little idea of your service area, or challenge those in other areas. Set yourself the challenge of spotting and photographing ten different bits of design that you think could be improved, it could be a form you have to fill in, a product you're using, a building or a website. Keep a communal log of ideas and snags throughout a project.

## Collaborate

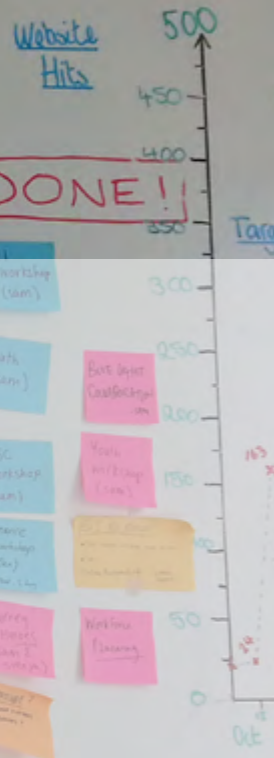
A key part of delivering innovative solutions is broadening the knowledge base which you work from, and getting lots of new input on a problem. Getting input from others will help you understand the problem deeply, as well as connect you to a diverse range of ideas, which will inspire new ideas.

Sharing your process and asking for input at every stage is a simple way of doing this. Try creating an online space where you can share where you are up to (Twitter, Pinterest, a blog) so anyone who wants to can check in.



# PIPELINE DISCOVER DESIGN PROTOTYPE IMPLEMENT DONE!

## PROCESS



Shift 'Heavy'  
Waiting for a better Sunday  
Children (sarah) (dan)  
Adults (sarah) (dan)  
Patchwork (sarah) (dan)

### DISCOVER SESSIONS

Start planning for January (Libraries) = 5 IN JAN  
- get shift out of house.

MON	TUE	WED	THUR	FRI	SAT	SUN
1st	2nd	3rd	4th	5th	6th	7th
8th	9th	10th	11th	12th	13th	14th
15th	16th	17th	18th	19th	20th	21st
22nd	23rd	24th	25th	26th	27th	28th
29th	30th	31st				

### Space bookings

Need to complete.

### Marketing + Comms Plan

- \* Daily Twitter updates
- \* Monthly newsletter for ImpNet  
↳ potentially combine with INF?
- \* Events - start with one a week to begin with (Deadline?)
- \* Blog - Minimum 1 post per week

Aims: consistency of output  
What shift is of message  
What shift does  
How space can be used

Feedback?

To be covered each month

Event	Guest	Inspiration	Project	Misc
March 17-21	Kiran (guest) ✓	Megan ✓		
24-28	Kiran (guest) ✓	Lior X2 ✓		
April 31-4	Sarah (Campbell)	Megan - Public Health Event		

What's going on  
news  
our vision  
our visitors  
etc  
Notes

### EVENTS

(26 Mar comm)  
3 April - Working for a Better Sun  
Dan + Adam talks  
3 April - 2nd

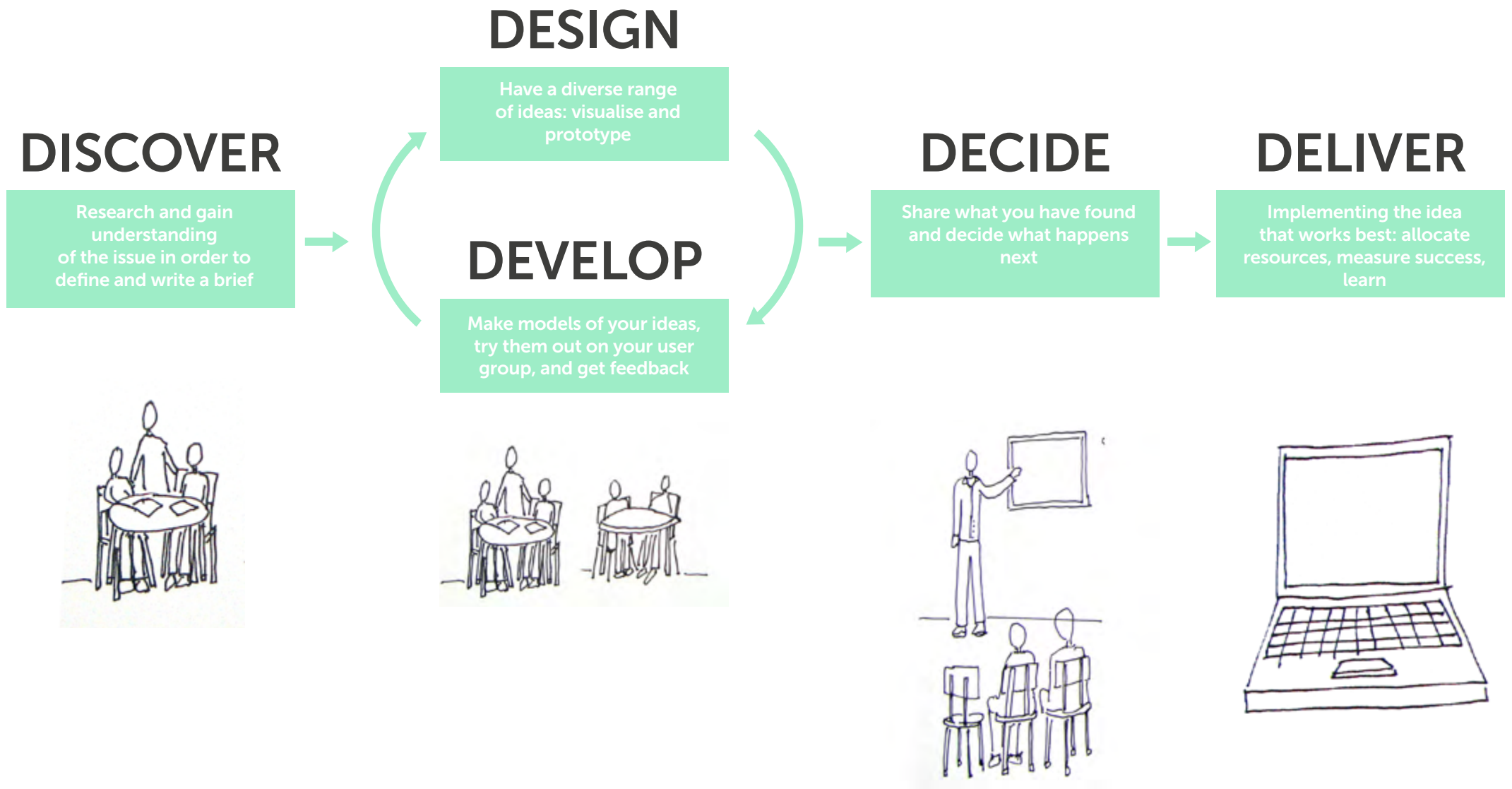
# The Process

We have developed a high level guiding process for innovation that helps us put these principles into action. This 5Ds model makes it all look deceptively simple and linear. The reality is of course much messier with lots of small feedback loops. The model is though very useful for reminding us what questions we need to have answered before moving on, and what activities we would expect to happen at each phase.





# SHIFT SURREY INNOVATION PROCESS



FRESH  
PERSPECTIVE  
CARD 

shift

STAGE 7

# DISCOVER

Research and gain understanding  
of the issue in order to  
define and write a brief

HOW MUCH  
WE CAN ENSURE  
PEOPLE ARE  
PREPARED TO  
LEAVE CARE

Future  
planning

Basic  
planning

# Discover

## What

Discovery is about building a rich understanding of the problem you're tackling and the wider context it sits within.

It is about looking around at the wider picture, delving deeper into the issue, getting lots of different perspectives. It also gives people the opportunity to express their opinions. They will feel involved and listened to, and you will learn a huge amount and have your assumptions challenged.

## Why

This stage enables you to make sure the problem you're focusing on is the right one, and help you to refine its parameters. It also provides you with the raw materials to develop a solution from. Speaking to people directly affected by the issue you will help ground your solution in their experience, not the perceived problems.

## How

Speak (and more importantly listen) to service deliverers, service users and anyone affected by the problem you are tackling. Map the user's journey through the service, it can

highlight pain points in the service delivery and draw attention to the habits of users. Asking why should be at the core of your approach. Don't be afraid to dig a little deeper, listen closely and really try to understand the reasons things aren't working; why people are frustrated, what they aspire to achieve.

Inspire yourself by looking how others have tackled the problem or how interesting solutions to different problems might be applied to yours. (The internet is your friend – we will give you a list of inspirational sites at the end of this document)

On the following page are some tools that can help you in the discovery phase.



## Tools

### Personas

Build a picture of who you are designing for, what are their needs, ambitions, barriers? You can edit the format of these depending on what you need to know about your user.

[See the example to the right](#)

### Customer Journey Mapping

A visual representation of the journey a user takes through a particular service or set of services – looking at the pressure points and opportunities for improvement.

<http://designingcx.com/wp-content/uploads/2012/07/Crash-Course-CX-Journey-Mapping-20120731.pdf>

### Asking the right questions

What do you need to know? What do you already know? How can you unpick the issue and get to the root of the behaviours around it?


### Ethnographic Research & Observation

Spend time with your end users and observe them, in order to help you understand their behaviours.

<http://designingwithpeople.rca.ac.uk/methods/observation-shadowing>

What people say and what people do can be very different. This can be recorded on video.

<http://designingwithpeople.rca.ac.uk/methods/video-ethnography>  
Read more about it <http://ethnographymatters.net/>

	<b>CLIENT PERSONA – Food Bank</b> <b>name:</b> Maxine <b>age:</b> 23 <b>location:</b> Guildford <b>work status:</b> Unemployed, on benefits <b>financial position:</b> Benefits, that have since been stopped due to welfare reform <b>family status:</b> 2 children under 5, single parent
<b>problem / issue they're facing</b> <small>(Why or how they came to your service)</small> Benefits have been stopped due to changes in welfare reform - less money coming in	
<b>most important needs</b> <small>(As an individual do they require a lot of reassurance or motivation? Do they need extra learning support or have a disability?)</small> Food and money for amenities. Making sure that they are claiming what they are entitled to.	
<b>their ambitions</b> <small>(In what situation would this individual ideally like to be in? What are their targets and goals in life?)</small> Would like to work part time as soon as possible or when childcare is available	
<b>your course of action</b> <small>What actions would you take to help this person? What would be the ideal versus the reality?</small> In the short term provide food and help with money management and help towards childcare through family support worker.	
<b>After</b> <small>What needs to happen after they have used your service? What would a successful outcome be and how might they achieve it?</small> They have managed to secure 15hrs childcare and her mother has offered to look after the baby so she can work for 12hrs a week. Benefits have been restored, she has also had her amenities reduced and changed to pre-payment and has been shown how to budget.	

## Define

### What

When you have done a whole lot of discovery you need to start pinning down what you are going to focus on.

### Why

You will have loads of information in your head, but certain themes or stories will keep coming up. These are your areas to focus on.

Before starting to think about solutions it's important to structure what you learnt during the discover phase. Creating a tight brief can help you remember the problem you are trying to solve. These can be phrased as "How might we...." statements.

The process of understanding and clarifying the problem you are trying to solve means that you will keep the users needs in mind throughout the rest of the process. From here you can start coming up with ideas for solutions.

### How

- Write up all your insights and start to draw out the key themes. Use post it notes so you can move them around and organise them into broad categories.
- Co-design sessions (by facilitating sessions with service deliverers and users we can test the ideas against real life experience and gain extra input)
- Wireframes and user journeys (this provides a way of exploring how an idea can work in practice)

## Tools

### How might we... statements

This phrase can be a helpful way to frame the challenge you are trying to solve. It offers an opportunity for a solution (How) implies there are lots of different ways that could happen (Might) and shows it will be a collaborative approach (We).

<http://blogs.hbr.org/2012/09/the-secret-phrase-top-innovato/>

### Helping to choose Ideas

Using a tool like this

<http://www.servicedesigntoolkit.org/assets2013/posters/EN/I5-lotus%20blossom-A0.pdf>

or the "Pick, grow, join, own" on page 46



# DESIGN

Have a diverse range of ideas:  
visualise and prototype



## What

This stage involves looking the knowledge generated during the discovery phase and creating a range of solutions to the problems you uncovered.

## Why

There are many ways to address a problem and the most obvious isn't always the right one. Exploring lots of solutions quickly will uncover different options and offers a chance to think through the problem in more detail.

## How

Try running ideas sessions. Bring together a group of people to brainstorm solutions. Sketch ideas out too; drawing uses a different part of your brain to talking and writing, so it is a really effective way to pull out the problems and potential of an idea. Use post its to keep ideas light and fast.

Don't discredit anything straight away, keep an open mind. Imagine how it could be - don't get caught up in the politics of the situation. Use your imagination and dream. The seed of an outrageous idea could

develop into something workable, and tackle the issue better than any other idea before it.

It might help to come to the session with some inspiration. Projects you have read about, designs you like the look of, or apps that solve a problem very neatly. Anything that might spark your imagination.

## Tools and Resources

There are some tools that can help stimulate ideas and challenge a group on pg.39.

### Ideas Poster

This template could be useful to inspire ideas and capture them.

<http://www.servicedesigntoolkit.org/assets2013/posters/EN/I5-lotus%20blossom-A0.pdf>

### Paper prototyping

This involves sketching out your idea or elements of it before you design or build it. It allows you to test the idea before you invest too much in it and you can change it as you go. Read more about it:

<http://www.userfocus.co.uk/articles/paperprototyping.html>  
<http://mindofmyown.org.uk/what-is-paper-prototyping/>

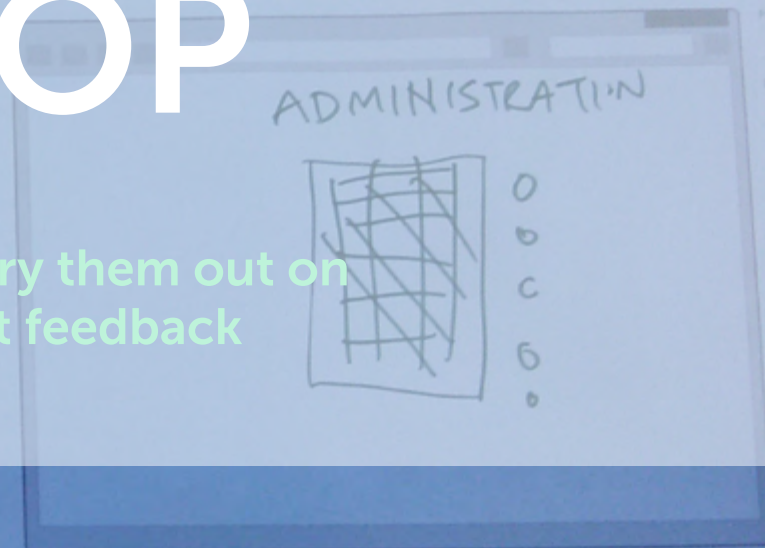
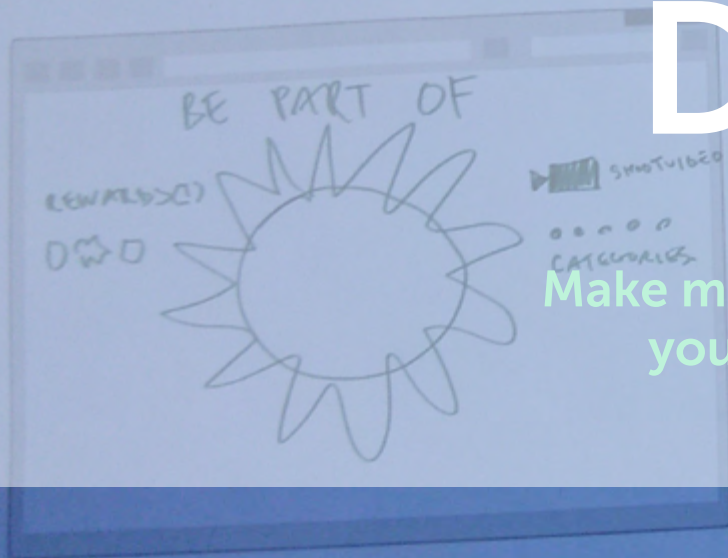
### Fast Idea Generator

Challenge a new idea in several different ways.

[http://www.nesta.org.uk/sites/default/files/02\\_resource\\_0201\\_fast\\_idea\\_generator.pdf](http://www.nesta.org.uk/sites/default/files/02_resource_0201_fast_idea_generator.pdf)

# DEVELOP

Make models of your ideas, try them out on your user group, and get feedback



## What

Throughout design and delivery get feedback from potential users. This can be done from concept, with paper prototypes, right through to a working product.

## Why

Once into the delivery phase it can be hard to see where you are objectively. Things often move fast and have to change to meet time and resource constraints. User testing helps you understand how well your product or service is developing, where to prioritise and where to edit. Rather than waiting for the end of a project, then finding out that no one understands how to use it, or that the design is alienating to certain users, testing throughout gives you the space and flexibility to change as you go.

## How

First think about who you want to test with. (These should be your typical end users.) Then you need to work out how to find them. Are there networks, events or groups you can tap into? Do you need an incentive?

Work out what you want to know before you go in. It might help to have a questionnaire

to organise your feedback. Give people the space to try the product or service before you start asking questions. Observe how they interact with it and make notes. Try to keep questions open, not leading, this will mean you get richer insights.

## Feedback sheet - p.42

A simple form you can use to capture feedback from users during testing.

## Minimum Viable Product

Build a minimal viable product, (MVP) to validate a hypothesis and test the waters of a market with a minimal investment. If the MVP doesn't work, you can cut your losses and rethink your idea or approach without having wasted too much time and money. This is a quick way of getting something out there to test the water whilst developing the full version.

<http://theleanstartup.com/principles>



A group of people are gathered in a meeting room, some seated at tables and others standing. The room is decorated with colorful triangular bunting flags hanging from the ceiling. A semi-transparent white box is overlaid in the center of the image, containing the word "DECIDE" in large, bold, black capital letters. Below the word, the text "Share what you have found and decide what happens next" is written in a smaller, black, sans-serif font. The background shows people engaged in discussion, with some looking at papers or devices. The room has large windows on the right side, letting in natural light.

# DECIDE

Share what you have found and decide what happens next

## What

Once you have got a decent amount of feedback from your testing you will need to review it and decide how best to proceed. You'll need share what you have learnt so far to secure the support and resources you need to take things forward.

## Why

There is always a risk of spreading your efforts thinly across lots of different potential ideas and failing to focus in and deliver anything meaningful at all. This stage will help you put your efforts into the best idea.

Keep involving the people involved so far and test and feedback with anyone else required to help deliver it. Build your coalition of supporters. It is also important to ensure you have the resources in place to go on and deliver the idea.

## How

Review the feedback and any data from the design and development work. Determine what exactly you going to deliver, how quickly and at what scale. Remember, working in an agile way means that this can

change later, but think about how this might change.

Get the right people on board, at the right time. Not easy, and will depend on the project, but consider creating a map of residents, users, staff, managers, councillors and partners who might need to be kept in touch or actively involved. Be creative and bring the issue to life for them.

## Tools and resources

### Data visualisation

By making your data visual you can communicate it more clearly to interested parties.

<http://www.theguardian.com/news/datablog/2012/mar/28/data-visualisation-tools-free>

### Business plans

There are many different tools for working out what needs to happen next and capturing it.

Business Model canvas: <http://diytoolkit.org/tools/business-model-canvas/>

Business plan: <http://diytoolkit.org/tools/business-plan-2/>



A photograph of two people working at a desk. In the foreground, a person with dark hair is seen from behind, typing on a laptop. The laptop screen displays code. In the background, a man with glasses and a light blue shirt is sitting at the same desk, holding a coffee cup. On the desk, there are two more coffee cups, a clear water bottle with a green lid, and a desk lamp. The word "DELIVER" is overlaid in large, bold, black letters across the center of the image.

# DELIVER

Implementing the idea that works best:  
allocate resources, measure success, learn



## What

This is when you turn ideas into reality. It could be building a piece of technology, restructuring a team, redesigning a space, creating a new set of comms or a whole new service.

## Why

Not all ideas will make it to this stage. Those that do should have a clear direction and problem that they are solving. Delivery is where you can see your ideas become reality, users will get to interact with it, hopefully you will see a positive difference that it makes.

## How

Delivery will be different depending on the type of project you are working on. The principle behind the delivery of any project is to stay agile. This means you are open to change, flexible enough to incorporate feedback, but confident enough to stick to the core principles you identified earlier. You may need to involve a lot of people. Stay transparent in your process, and keep people who have contributed informed of your progress.

It is also important to think about how your project/service/product will sustain itself long term. Is there a project sponsor? Do you have a business plan? How will it stay updated? How will you measure the success?

## Agile development

Building tech products involves a specialist team of designers, developers and product management. FutureGov work in an Agile way. This means that we work in 2 week "sprints" of development. This process helps you to regularly prioritise, reflect on where you have got to and what is achievable in the time you have left. You can add and remove features at any time, based on changing priorities or feedback from user testing.

This process allows you to see development as it happens, rather than waiting for one big reveal at the end. Certain ideas don't work in practice, designs that looked good on paper don't work in a browser, or interactions feel different as you use it. There is the transparency and flexibility to react to these changes.

## What is Agile?

Read the Agile manifesto here:

<http://agilemanifesto.org/>

## Pivotal Tracker

This is the tool we use to manage the development process. Everyone in the team can access it, see what is priority and track progress.

<http://www.pivotaltracker.com/>

## What is product management?

This video explains the role of the product manager and how they work with the rest of the team, keeping the product on track throughout development

<http://www.youtube.com/watch?v=502ILHjX9EE&feature=g-like>

A group of five people are gathered around a large whiteboard in a meeting room. On the left, an older man with glasses and a blue shirt is looking towards the whiteboard. In the center, a man in a white jacket and a woman in a patterned top are looking at the board. On the right, a man in a white shirt and blue jeans is looking towards the group. The whiteboard has several sections with handwritten notes and diagrams. The word "COLLABORATE" is overlaid in large, bold, black letters across the center of the image.

**COLLABORATE**

## Event ideas for you

Part of our core approach is to collaborate with others. This informs our understanding of problem areas, as well as helps us connect with new ideas and inspiration that will lead us to solutions for better public services.

Collaboration arises through networks, so we are experimenting with some event ideas that will grow networks.

You can get involved by coming to them, collaborating with us to make them happen or simply running them yourself. You can sign up to the mailing list, if you're not already on it, to keep an eye on upcoming opportunities to get involved.

<http://shiftsurrey.org>

### The Lunchtime Sessions Get inspiration and network

At Shift, we have run six Lunchtime Sessions. The format is two speakers talking for ten minutes each about a theme. One speaker is from Surrey County Council, and the other is an external speaker that we have met at external events, or that we know from our networks outside of the council. After their talks, as a group, we openly discuss issues that have been raised, and what the speakers can learn from each other.

The Lunchtime Sessions are a breeding ground for inspiration and new ideas. People get a chance to show their work and feel a sense of achievement. Opening themselves to ideas and constructive criticism from the audience means that they can progress their projects.

<http://shiftsurrey.org/?s=lunchtime+session&submit=>

### Shift Sessions Learn and develop skills

We have run a test session on a lecture-style event, where we have shared our methods of working. It was very popular.

Traditional council training gives you measurable objectives. At Shift, we have ideas that you can choose to employ or not employ where relevant. These are ideas for your wide armamentarium of experiences and ways of working to draw upon, which you can choose and use according to the situation.

Keep an eye on the blog to look out for the next skills session.



## Randomised Coffee Trials Network

Randomised Coffee Trials, developed by Nesta, is where you get randomly matched with someone who has also signed up to the network, and you go for a coffee with them. You could talk to anyone from someone in Highways to someone in Adult Social Care, find out about their work and get a fresh perspective on what you are doing. You never know, they could have a great idea that would become the solution to your problems.

This is currently being trialled on a small scale - watch this space!

<http://www.nesta.org.uk/blog/institutionalising-serendipity-productive-coffee-breaks>

## Ideas into Action Bring your idea and source help to develop it and take action

This is where you invite people to bring ideas to a session. Anyone can pitch their idea in one minute. In groups, people brainstorm how the idea might work. They help each other flesh the idea out, challenge the concept to make sure it is rigorously thought out, and give each other connections to take the idea forward. Actions are written down with names and deadlines next to them, to ensure that the idea becomes reality.

<http://shiftsurrey.org/2014/03/know-your-network/>

**“It’s great to come away from a session with an action plan and an initial team- I’ve already taken some of the actions on the list!”**

Ideas into Action participant

## Simpl Challenge

### Come up with an idea and make it happen

Simpl Challenges are events with a goal. They bring together organisations and innovators to make ideas happen.

The online Simpl platform is a great way to get residents and staff involved in ideas for projects in a fun and engaging way. 55 ideas were submitted for the Surrey Simpl Challenge in July 2013.

[www.simpl.co](http://www.simpl.co)  
[surreycouncil.simpl.co/challenges/26-shift-surrey-challenge-turning-ideas-into-action](http://surreycouncil.simpl.co/challenges/26-shift-surrey-challenge-turning-ideas-into-action)

## Visits from other councils

### Network and get inspiration

At Shift, we have a steady stream of requests from people who want to visit Shift. They want to see what a council innovation lab looks like, and how they could do it themselves.

Get them to share their work and ideas in an open event that anyone can come to. This way you will directly get something back from them - ideas and connections. Invite colleagues to external speakers' talks who you think would benefit from knowing about the subject areas.

You are welcome to use the Shift space as a networking space with people from other councils and other sectors too. Give us a shout if you need any guidance on how to set this up.

"Being in a completely different environment did allow me to start thinking differently and potentially more creatively."

Visitor from Barnet Council



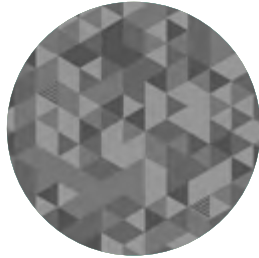
	March- December	January	February	March	April	May	June
Physical Visitors	2999	445 3444	425 3869				
Website Visitors	14,518	1,838 16,356	2,460 18,816				
Twitter Followers	350	70 420	32 452				
Blog							



# PROJECTS



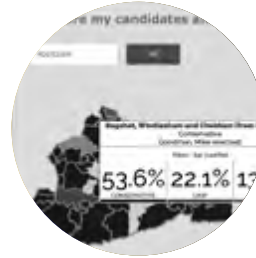
**PROJECTS IN  
ACTION**



**PATCHWORK**



**LANTERN**



**ELECTION  
DASHBOARD**



**PATHWAY  
PLANNING**



**LETTERBOX**

# WHAT WE'VE ACHIEVED



**NUMBER OF DAYS  
SHIFT HAS BEEN  
RUNNING  
CORRECT AS OF  
10.04.14**



**VISITORS**



**BLOGPOSTS**



**TWITTER  
FOLLOWERS**



**SHIFT WEBSITE  
HITS**

# 30 DISCOVERY SESSIONS / 13 OPEN EVENTS



23/01/2013  
27/02/2013  
06/03/2013  
21/03/2013  
**10/04/2013**  
16/04/2013  
17/04/2013  
24/04/2013  
02/05/2013  
13/05/2013  
23/05/2013  
June 2013

**08/07/2013**  
23/07/2013  
25/07/2013  
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17/02/2014  
24/02/2014  
26/02/2014  
**19/03/2014**  
24/03/2014  
03/04/2014  
09/04/2014  
23/04/2015

JAN 13

APR 13

JUL 13

OCT 13

JAN 14

APR 14

Special Educational Needs Transport Cultural Services Digitisation Centre Bidding for external funds  
**Placement Stability (Childrens)**  
Appraisals and Matrix Workshop Ready to Work (Youth Service) Care Leavers workshop Acute Hospital Discharge Event  
**Simpl Challenge Event**  
Highways HR and OD Winter Travel App Placement Stability Food Parenting Models Learning Disabilities Redesigning Youth Services 1 Dementia Friendly Communities Data into Insight Children in Need  
**Customer Services**  
Adults Provider Portal (ASC and Procurement) Redesigning Youth Services 2 Transport Highways Insurance Cap on Care Costs Finance Public Service Launchpad visit  
**The Lunchtime Sessions #1: Rethinking Public Services**  
The Lunchtime Sessions #3: Tech for Independence  
**Care Leavers - pathway planning co-design**  
The Lunchtime Sessions #4: Tech for Independence  
The Lunchtime Sessions #5: Paths to Employment  
The Lunchtime Sessions #6: Social Capital  
**Ideas into Action**  
Working For A Better Surrey Citizen Engagement: South Korea

The background of the image is a complex, repeating geometric pattern. It consists of numerous triangles and polygons in various shades of blue and teal, arranged in a way that creates a three-dimensional, isometric effect. The pattern is dense and covers the entire upper portion of the image.

# SHIFT PROJECTS





## Patchwork

Patchwork is a simple, easy to use web app. It lets practitioners find contact colleagues, build connections and keep in touch across agencies.

Patchwork helps:

Save time - find contact details of agents and clients quickly and easily.

Build networks - Find out who else is working with a client to get a fuller picture.

Collaborate Better - a safe and secure network to connect with colleagues from different agencies.

Families report services are poorly connected, and people are frustrated having to repeat their story time and again. Patchwork joins up staff, so they know who else is supporting a family, and can contact each other. As part of the Surrey Family Support Programme, Patchwork improves the experience for families. [Zoe de Haes, Project Lead, Shift, Surrey County Council](#)

Learning from the Family Support Programme implementation tells us that whilst staff do want to work in partnership across multiple agencies they often lack the tools, skills and support to do so effectively and to achieve mutual results. Patchwork is simple tool, designed to solve a specific problem - connecting staff together around clients. We see Patchwork as an important way to facilitate and encourage new ways of working. We are seeking a radical change in partnership working, culture and practice through the Surrey Family Support Programme, which will be enabled by Patchwork, as well as training and new procedures. [Sean Rafferty, Head of Family Services, Surrey Family Support Programme, Surrey County Council](#)

[patchworkhq.com](https://patchworkhq.com)  
[contact: surrey@patchworkhq.com](mailto:surrey@patchworkhq.com)

# LANTERN

An online tool for exploring  
your social care needs



one simple self  
assessment



reducing demand  
on social services



signposting tailored  
community resources

FUTUREGOV

thisislantern.com

## Lantern

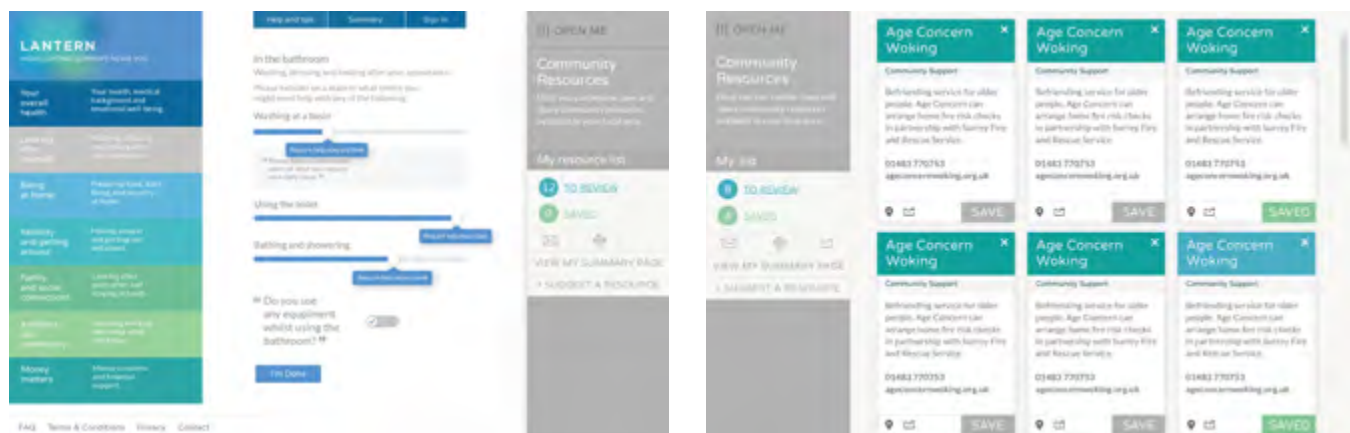
At present, eighty percent of social workers' time can be spent processing assessments, creating care packages, and organising financial details for people's social care. The system for providing care is stretched, and demand is on the increase. [Emma Gasson, Project Lead, Shift, Surrey County Council](#)

In Surrey especially, strong communities offer the opportunity for a person to find support within the community, as well as through statutory service provision. However, many people aren't aware of any of the services that currently exist to help with social care needs. [Dan Shurlock, Project Lead, Shift, Surrey County Council](#)

Currently in development, Lantern is an online assessment form, linked to a shared community of resources to support people as they get older.

Co-designed with staff and residents in Surrey, an online tool allows individuals to identify and explore their needs, whilst a database of local community resources, will connect the individual with tailored local provision. Once completed, the individual will receive an indication if they are eligible for financial support from social services.

The tool will support individuals to find and connect with local resources in their community; removing additional strain from a service in high demand and moving towards a user owned, managed and controlled system.



[surrey.thisislantern.com](https://surrey.thisislantern.com)

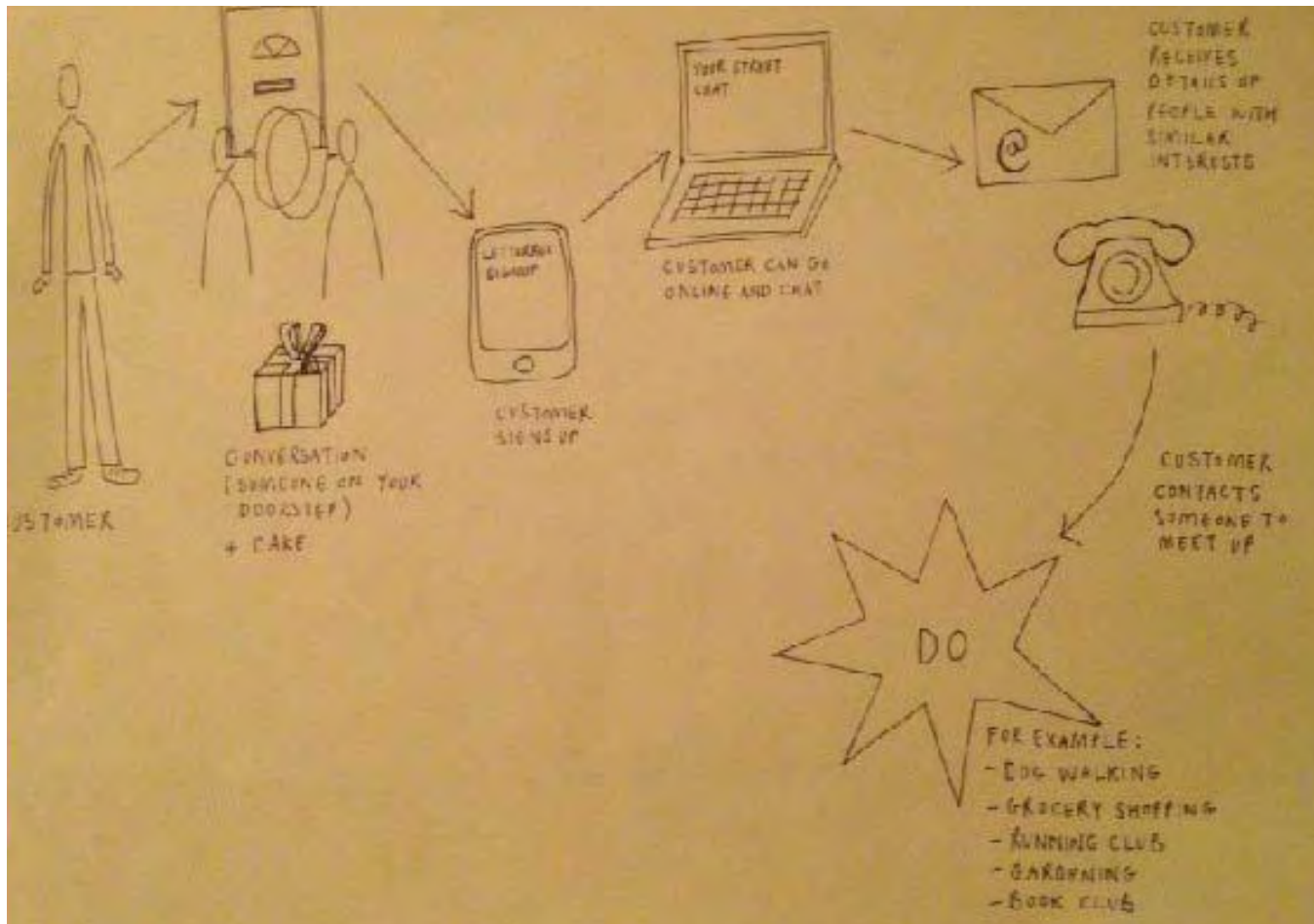
contact: [adam@wearefuturegov.com](mailto:adam@wearefuturegov.com)



## Letterbox

Letterbox is a project to connect people in a local area and to build an online tool which will enable people who live near to each other to talk to one another online. Letterbox will help people to find out what is going on locally and link up with people who have similar interests, and are nearby.

This project is currently being developed on the Public Service Launchpad Accelerator programme  
Sam Cornick, Project Lead, Shift, Surrey County Council



[weareletterbox.wordpress.com](http://weareletterbox.wordpress.com)  
contact: [sam@shiftsurrey.org](mailto:sam@shiftsurrey.org)





## Pathway Planning

Protecting our vulnerable children is a priority. A big challenge is how we continue to support them as they become adults. [David McNulty, Chief Executive Surrey County Council](#), weekly all staff email, 29/01/14

Pathway planning is currently a 1-2-1 session between a young person in care and a social worker or personal advisor. From research we know that the conversation is captured in a heavy 20 plus pages long document – the pathway planning document – which is not really beloved by practitioners or young people. It feels more like record keeping than a useful tool in order to support young people in care to become independent.

We facilitated a co-design session at the end of January bringing together practitioners and young people with experience in care to re-think pathway planning as a mean of support for their way into independence.

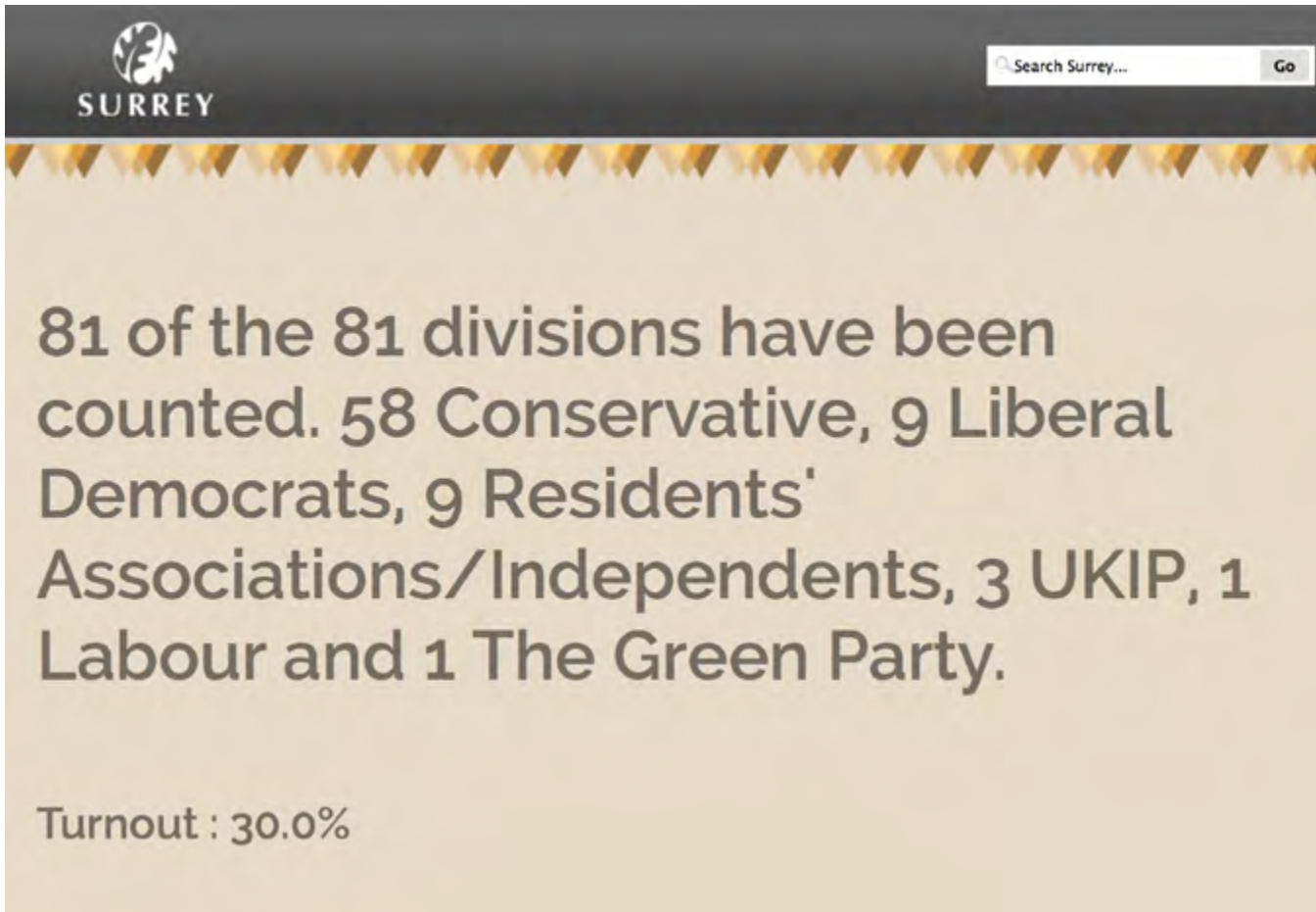
In groups we came up with ideas for re-thinking pathway planning focussed on: making the session relevant to the young person, gaining and accessing life skills and setting and achieving self-set goals.

We received this very nice feedback after the session: Thank you for today, I think even though the pathway plan is just one little part of being in care, it could make a massive difference in the way that young people see and experience the care system overall. [A young person - care council](#)

We are really excited about the potential of those ideas and excited to take the young people's ideas forward and continue working with the care council and others to make them happen. Watch this space for next steps on this project! [Svenja Bickert, Project Lead, Shift, Surrey County Council](#)

**contact: [svenja@wearefuturegov.com](mailto:svenja@wearefuturegov.com)**





## Election Dashboard

The Elections Dashboard, like any project in Shift, started with a question... "How might we help people understand what they're voting for."

An important part of the Elections Dashboard project was bringing in an 'agile' development methodology. A multidisciplinary team, working collaboratively, was a huge part of this being a success.

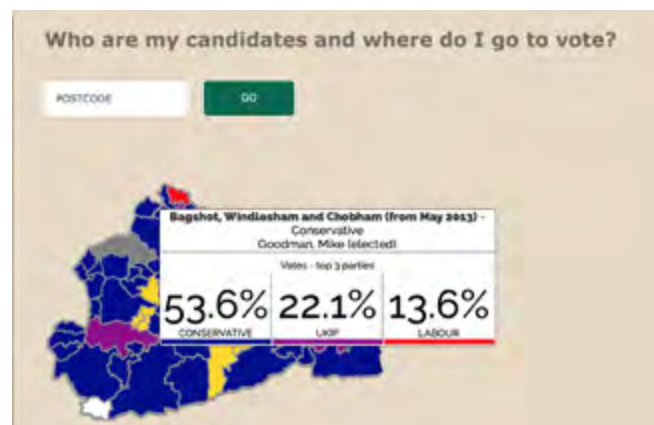
Weekly product demos helped keep us focussed on what we were delivering.

The team were building right up until the deadline. The modular build meant we had a 'minimum viable product' ready much earlier. The real test was what happened once it was in the wild!

The final parts of our build were for the 'post-election' modules. This were being built right up until the election day deadline.

The dashboard was not fully responsive on launch, but it was ready in time for election day.

One of our favourite features was the division counter. An early design choice was to focus on typography. [Ben Unsworth, Project Lead, Shift, Surrey County Council, benunsworth.co.uk](#)



[electionsdashboard.surreycc.gov.uk](http://electionsdashboard.surreycc.gov.uk)  
contact: [ben.unsworth@socrata.com](mailto:ben.unsworth@socrata.com)





# TOOLS AND RESOURCES

First set: used in Simpl challenge  
Second set: further collection of tools  
Back: useful links



1

## **WHAT PROBLEM ARE YOU TRYING TO SOLVE / ITCH DO YOU WANT TO SCRATCH?**

Share knowledge and tell stories about the problem, fill in those who aren't as aware, discuss the implications of the problem. Write statements starting 'how might we...' to help you define exactly what it is you're trying to do.

Tell us the problem

How might you solve it? For who? For what purpose? Phrase it like this: eg. 'How might we enable single parents to start a business from home so that they can make an income while working around their children?'

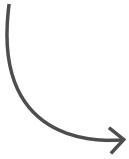
## **HOW MIGHT WE...**

2

## YOUR USER - HOW DO YOU KNOW THERE'S A NEED?

A description of the user(s), and how the problem has affected them

draw me!



**YOUR USER**

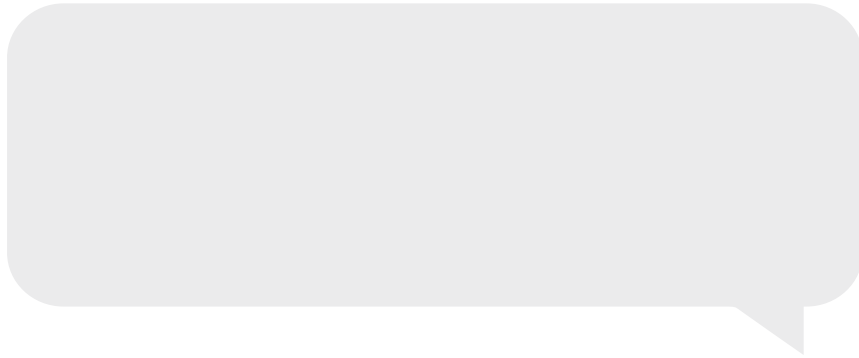
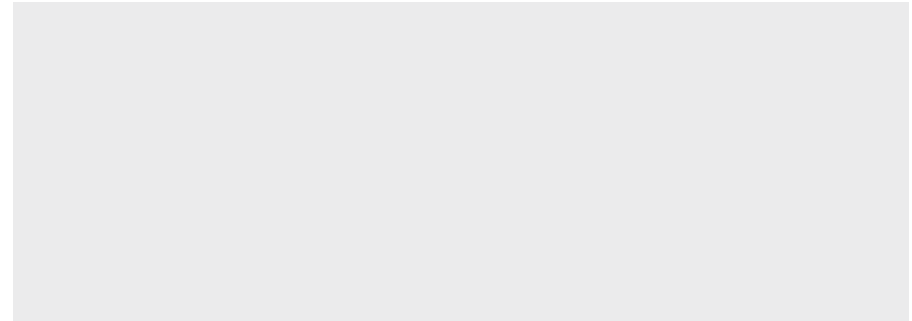
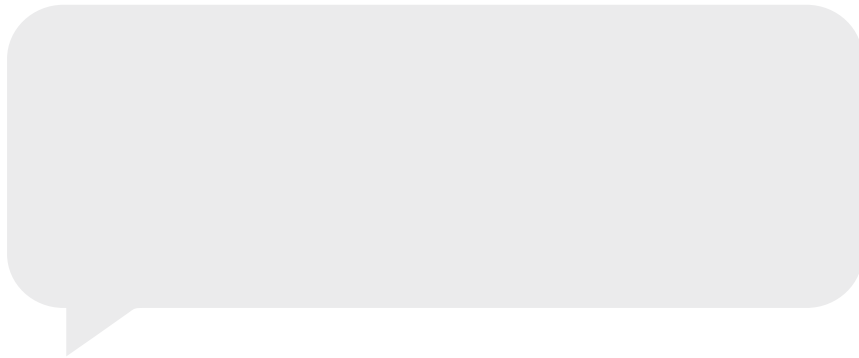
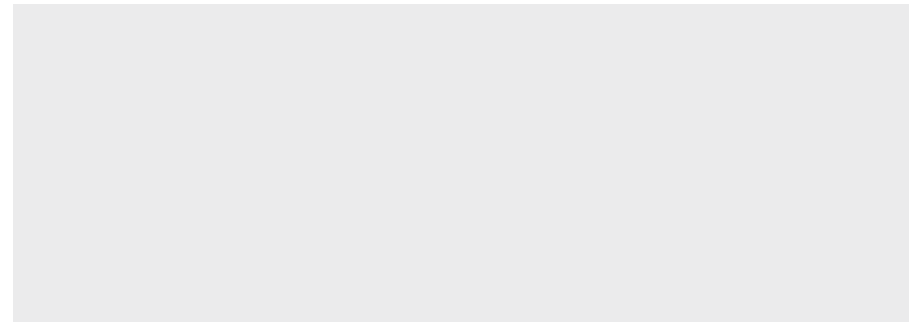
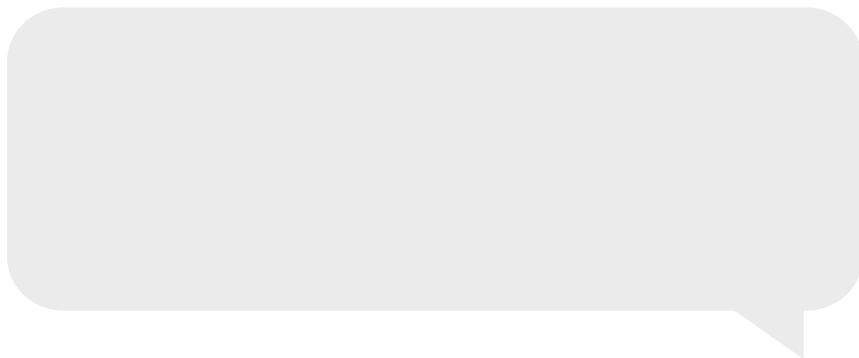
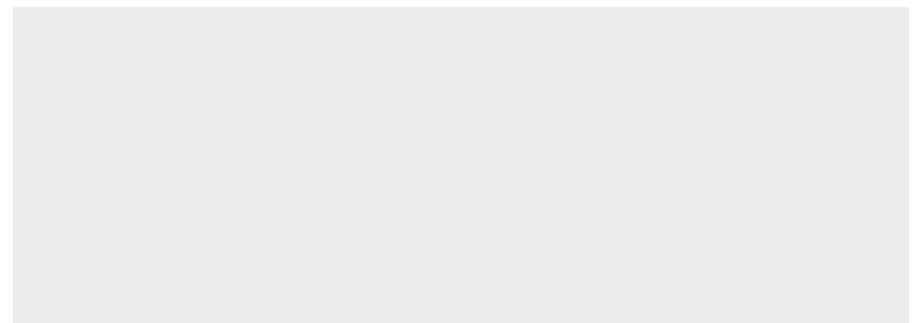
- name:
- age:
- location:
- occupation:
- family:

My problem / difficulty / goal is...

2

### **EVIDENCE - HOW DO YOU KNOW THERE'S A NEED?**

Tell us about the wider repercussions of this problem in society. Gather some research showing that the problem that you've identified exists and there isn't currently a good solution to it. (Go out, talk to people - collect some statistics / key quotes to back this up)

A light gray speech bubble with rounded corners and a small tail pointing downwards and to the right, intended for handwritten notes.A light gray rectangular box with sharp corners, intended for handwritten notes.A light gray speech bubble with rounded corners and a small tail pointing downwards and to the left, intended for handwritten notes.A light gray rectangular box with sharp corners, intended for handwritten notes.A light gray speech bubble with rounded corners and a small tail pointing downwards and to the right, intended for handwritten notes.A light gray rectangular box with sharp corners, intended for handwritten notes.



3

### **WHAT'S YOUR PROJECT NAME AND TAGLINE?**

Once you've decided what the project's aim is, who it's for and what it's going to do- give it a name to do it justice!

Name of your project

Your project's tagline; no more than one sentence!

4

## DESCRIBE YOUR APPROACH

Will your idea be online and offline? How will the user engage with it? What does your service model look like? How will it work? Think about your target users and their needs. Act it out for us!

Where does your idea live? Online/offline/in public spaces/at home?



How do people find out about it?



How do they get involved? Sign up/book an appointment/purchase it?

How does it work?



5

## WHAT DO YOU NEED TO MAKE IT HAPPEN?

Lists of people and resources- where they might come from?

Be creative - how could you get stuff for free/who might you partner with/could you trade in kind?



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6

## HOW WILL YOU GET PEOPLE TO USE IT?

A great product's no good if nobody knows about it! How will you make people aware of your project?



Spokesperson?



Word of mouth?



Posters?



Radio?



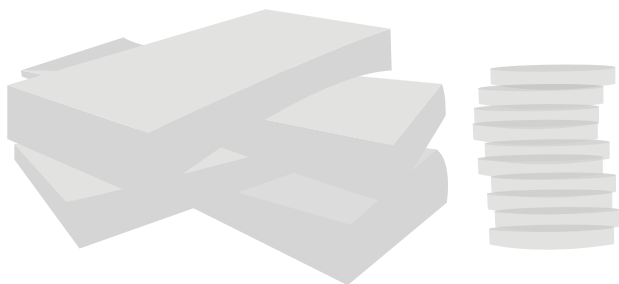
Social Media?

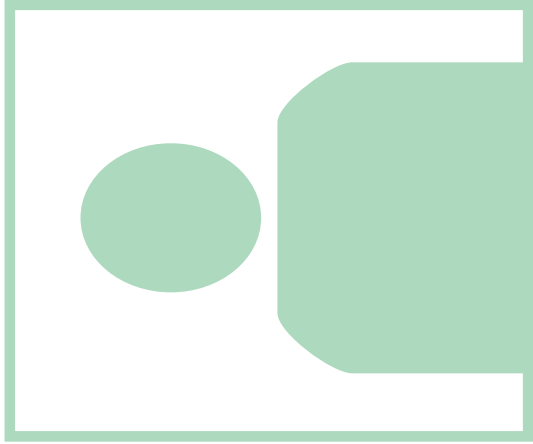
What's the incentive for them to use it? What will you need to make/design to help?

7

## HOW WILL YOU MAKE IT SUSTAINABLE, AND HOW WILL YOU FUND IT?

What could you do to make your project self-supporting? Where could you find initial funding / investment?





# CLIENT PERSONA

**NAME:**

**AGE:**

**LOCATION:**

**WORK STATUS:**

**FINANCIAL POSITION:**

**FAMILY STATUS:**

## PROBLEM / ISSUE THEY'RE FACING

(WHY OR HOW THEY CAME TO YOUR SERVICE)

- 
- 
- 
- 

## MOST IMPORTANT NEEDS

(AS AN INDIVIDUAL DO THEY REQUIRE A LOT OF REASSURANCE OR MOTIVATION? DO THEY NEED EXTRA LEARNING SUPPORT OR HAVE A DISABILITY?)

- 
- 
- 
- 

## THEIR AMBITIONS

(IN WHAT SITUATION WOULD THIS INDIVIDUAL IDEALLY LIKE TO BE IN? WHAT ARE THEIR TARGETS AND GOALS IN LIFE?)

- 
- 
- 
- 
- 
- 

## YOUR COURSE OF ACTION

WHAT ACTIONS WOULD YOU TAKE TO HELP THIS PERSON? WHAT WOULD BE THE IDEAL VERSUS THE REALITY?

- 
- 
- 
- 
- 
-



# THE RULES OF BRAINSTORMING

- DEFER JUDGMENT
- BUILD ON IDEAS TO MAKE THEM BETTER
- DON'T CRITICISE!
- ONE CONVERSATION AT A TIME
- GO FOR QUANTITY
- HAVE WILD IDEAS - EVERY IDEA IS VALID

OR TRY APPROACHING YOUR CHALLENGE IN A NEW WAY....

IMAGINE...

- YOU HAVE NO MONEY AND PEOPLE ARE YOUR ONLY RESOURCE
- YOU HAVE AN ENTREPRENEURS MIND SET AND CANNOT FAIL
- YOU ARE GOOGLE, 10 YEARS IN THE FUTURE
- THERE IS NO RED TAPE / BUDGET / RESOURCE PROBLEM AT ALL
- THINK OF WAYS TO CAUSE A PROBLEM- NOW REVERSE THEM
- HOW MIGHT THE SERVICE / COMMUNITY / SPACE LOOK IN 2050?

# PICK, GROW, JOIN, OWN

NOW'S THE TIME TO TURN THOSE IDEAS INTO POTENTIAL SOLUTIONS.  
PICK SOME, JOIN SOME TOGETHER, GROW THEM BIGGER OR REFINE THE DETAILS,  
AND THEN TAKE OWNERSHIP.

## PICK SOME IDEAS:

- WHICH ARE MOST EXECUTABLE?
- MOST ORIGINAL?
- WHICH MIGHT YOU HAVE ACCESSIBLE RESOURCES FOR?
- WOULD BE MOST EFFECTIVE IF THEY WORKED?
- WHICH COULD REALLY FULFIL A NEED?
- WOULD THE PUBLIC ACCEPT IT?

TRY CLUSTERING IDEAS INTO CATEGORIES AND THEMES, JOIN IDEAS TOGETHER,  
IDENTIFY THINGS WHICH HAVE BEEN DONE ELSEWHERE OR IN THE PAST (AND HAVE  
RESEARCH TO DRAW UPON), AND OTHERS WHICH MIGHT BE SO RADICAL THEY'VE  
NEVER BEEN DONE BEFORE.

FILL IN MIN. 3 IDEAS SHEETS AND PIN THEM UP FOR THE OTHER GROUPS TO SEE.

# Customer Journey Map

	aware of service	first contact	arrange	use service	feedback
customer actions					
service actions					
customer feelings					

USER TESTING - FEEDBACK SHEET

<div>GOOD ...this is fantastic</div>	<div>BAD ...needs improvement</div>	<div>MAKE IT BETTER ...what would you add</div>



# Some Resources and Further Reading

## Public Service Innovation

Nesta

<http://www.nesta.org.uk/>

Nominet

<http://www.nominettrust.org.uk/>

Design Commission:

Design and Public Services Report

<http://www.policyconnect.org.uk/apdig/research/report-restarting-britain-2-design-public-services>

Design Council:

Design for Public Good Report

<http://www.designcouncil.org.uk/knowledge-resources/design-public-good>

Open Ideo

<http://www.openideo.com/>

FutureGov

<http://wearefuturegov.com/>

## Toolkits/Guides

GDS Service Design Manual

<https://www.gov.uk/service-manual>

IDEO Methods Deck

<http://www.ideo.com/work/method-cards/>

Social Design Method Menu

<http://www.lucykimbell.com/stuff/>

[Fieldstudio\\_SocialDesignMethodsMenu.pdf](#)

D School Stanford

<http://dschool.stanford.edu/>

Service Design Toolkit

<http://www.servicedesigntoolkit.org/>

Designing with People

<http://designingwithpeople.rca.ac.uk/>

Nesta DIY toolkit

<http://diytoolkit.org/>

## Blogs

<http://designndisease.com/>

<http://www.inspireux.com/2010/06/28/50-sketching-resources-for-user-experience-designers/>

<http://ethnographymatters.net/>

<http://www.usability.gov/>

<http://wearefuturegov.com/blog/>

## Design inspiration

<http://www.wired.co.uk/>

<http://techcrunch.com/>

<http://www.theguardian.com/local-government-network>

<http://www.fastcodesign.com/>

<http://www.siteinspire.com/>

<http://www.itsnicethat.com/>

<http://monocle.com/>

<http://designobserver.com/>

<http://thefuturelaboratory.com/uk/>

<http://www.theverge.com/>

<http://www.nesta.org.uk/>

<http://www.slate.com/>

<http://www.dezeen.com/>

<http://design-transitions.com/>

## Data

<http://www.surreyi.gov.uk>

<http://data.gov.uk>

<http://lginform.local.gov.uk>

<http://www.theguardian.com/data>