

BUILDING A TRIBE - DESIGNING SCOTLAND'S SERVICES IN PARTNERSHIP

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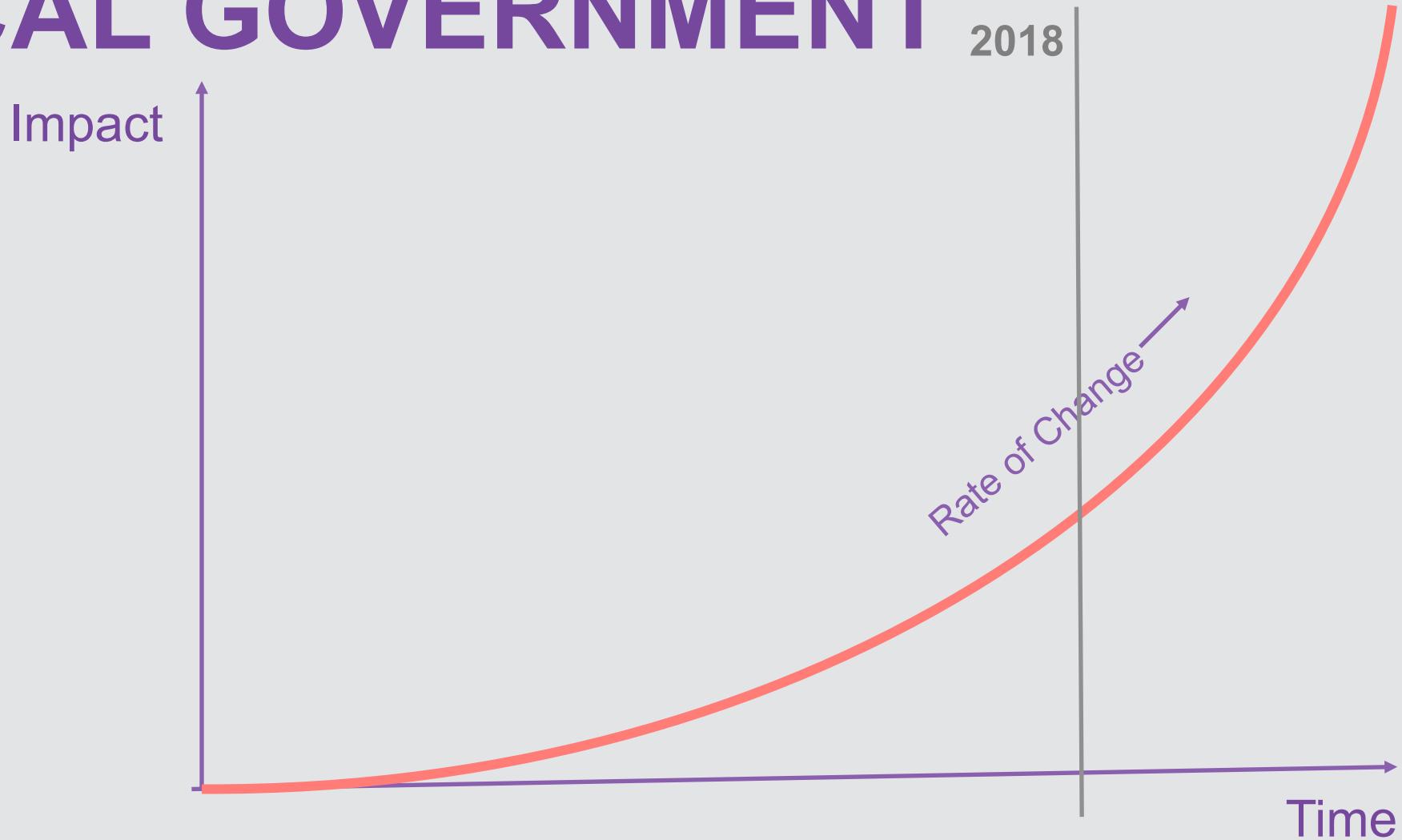


It's an opportunity
to reimagine &
redesign services

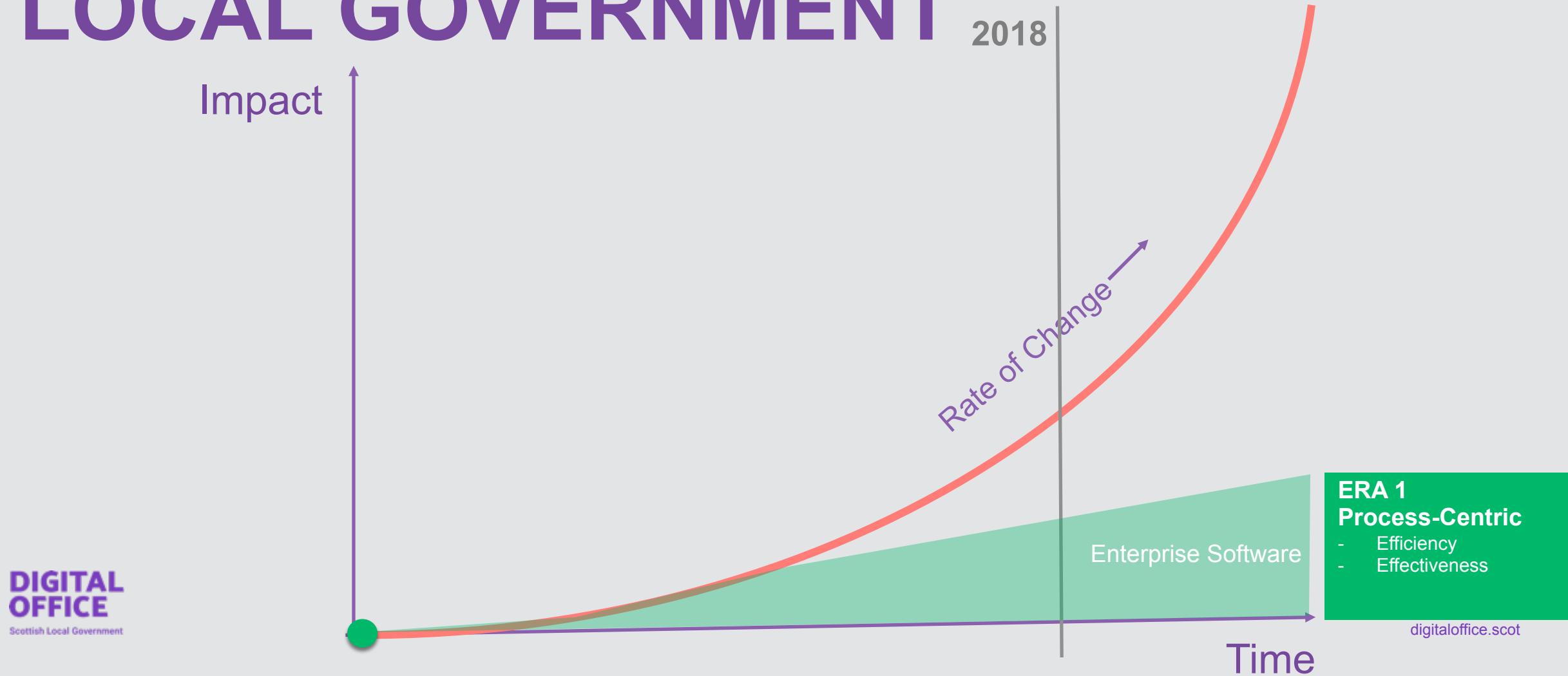
A photograph of a subway platform. A train is stopped at the platform, and several passengers are visible. In the foreground, a man in a dark jacket is looking up at a display of juice boxes on a shelf. The shelves are filled with various brands of juice, including "amino" and "Snapple". The platform has a modern design with a curved ceiling and a sign indicating platform 6.

TINKER?
Or
TRANSFORM?

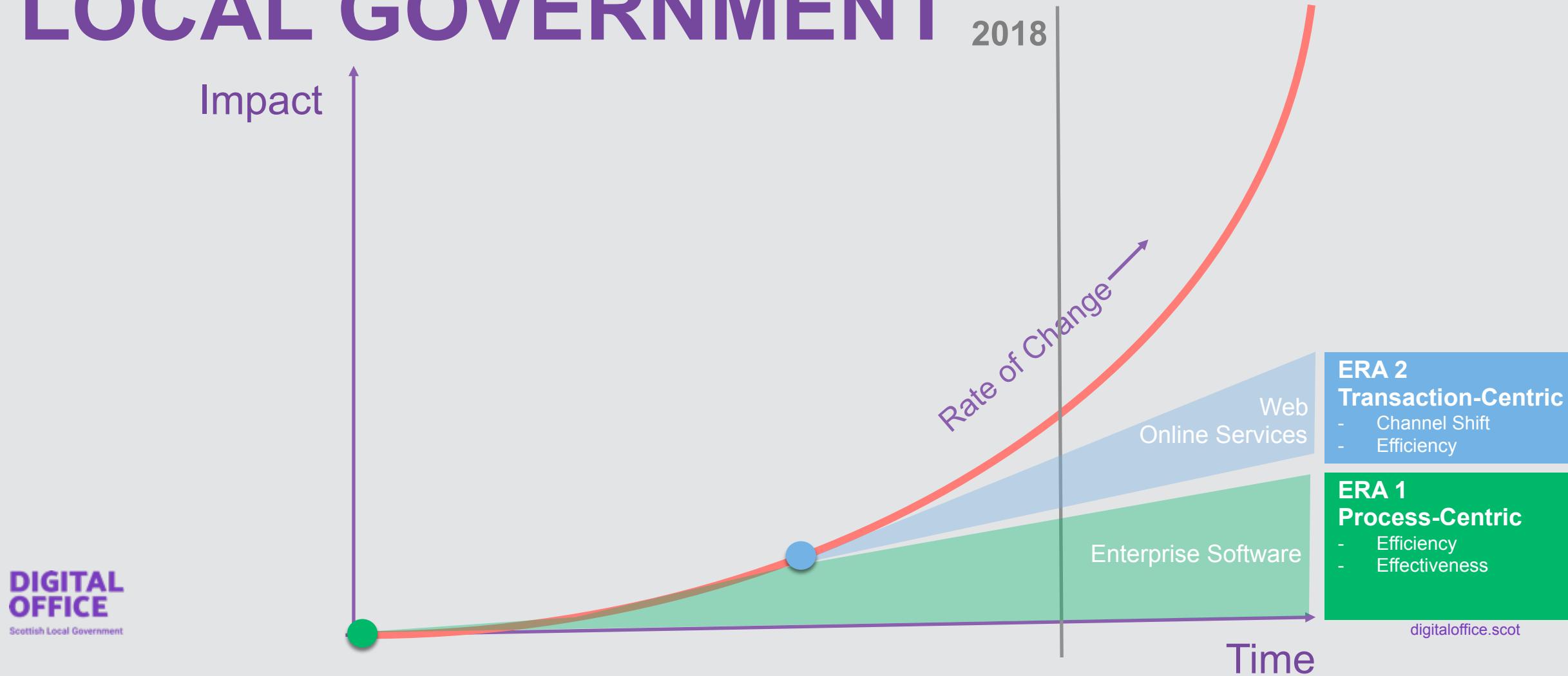
A NEW ERA FOR DIGITAL IN LOCAL GOVERNMENT



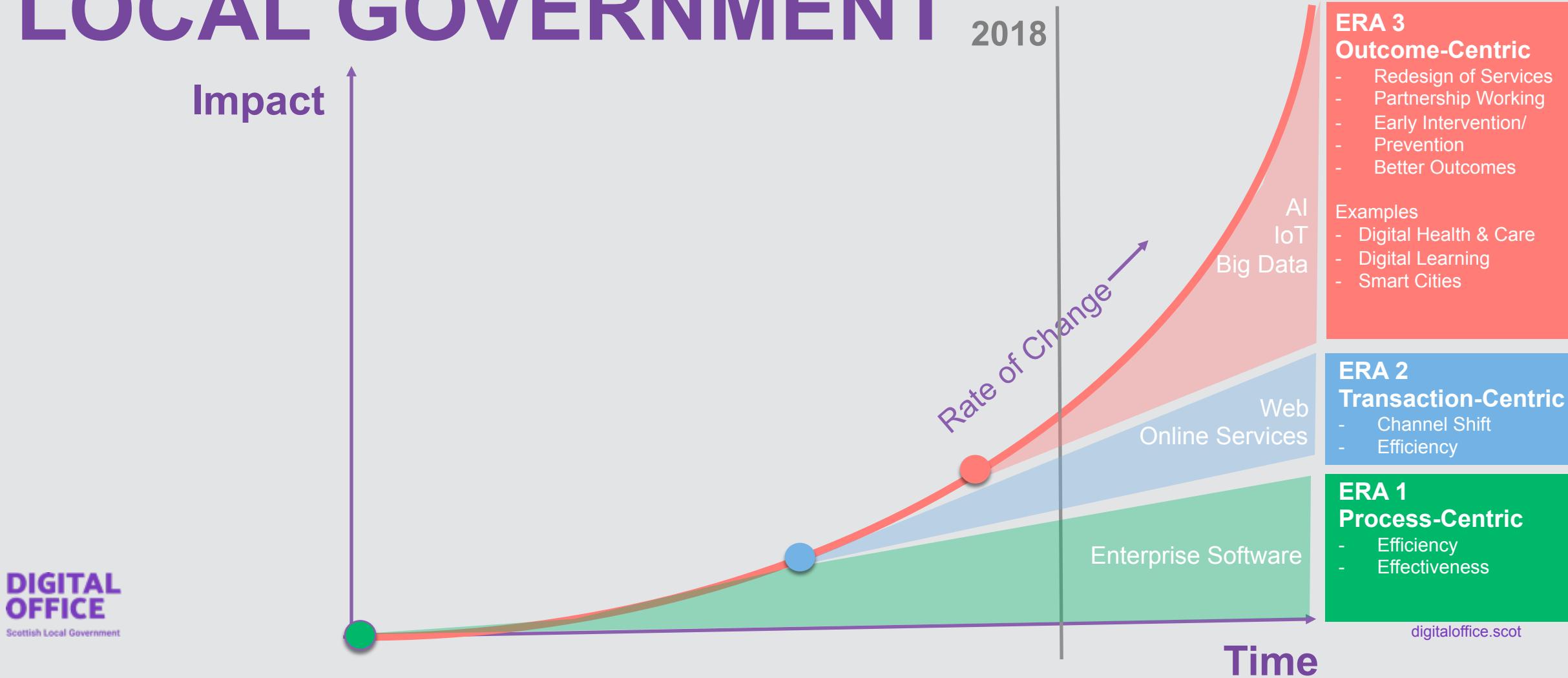
A NEW ERA FOR DIGITAL IN LOCAL GOVERNMENT



A NEW ERA FOR DIGITAL IN LOCAL GOVERNMENT



A NEW ERA FOR DIGITAL IN LOCAL GOVERNMENT



SERVICE USERS



TWITTER:
@DigitalOfficeLG
@Digital_MW

ROSALIND & ROBERT

- Born in late 1940's & Early 1950's – “Baby Boomers”
- Long Term conditions – Multiple Sclerosis
- New Conditions
 - Complications from Multiple Sclerosis
 - Gentleman – two strokes with partial paralysis on left hand side of his body
- Consumer Technology
 - Wireless Lights – Don't need to bend over or stretch
 - Wireless Plug – Charge Wheelchair without bending
 - Wireless Kettle – Cup of Tea solves everything
 - Fitbit – Goal setting steps for rehabilitation
- Change in Expectation from Health & Care due to consumer tech



SERVICE USERS

MEET MY PARENTS



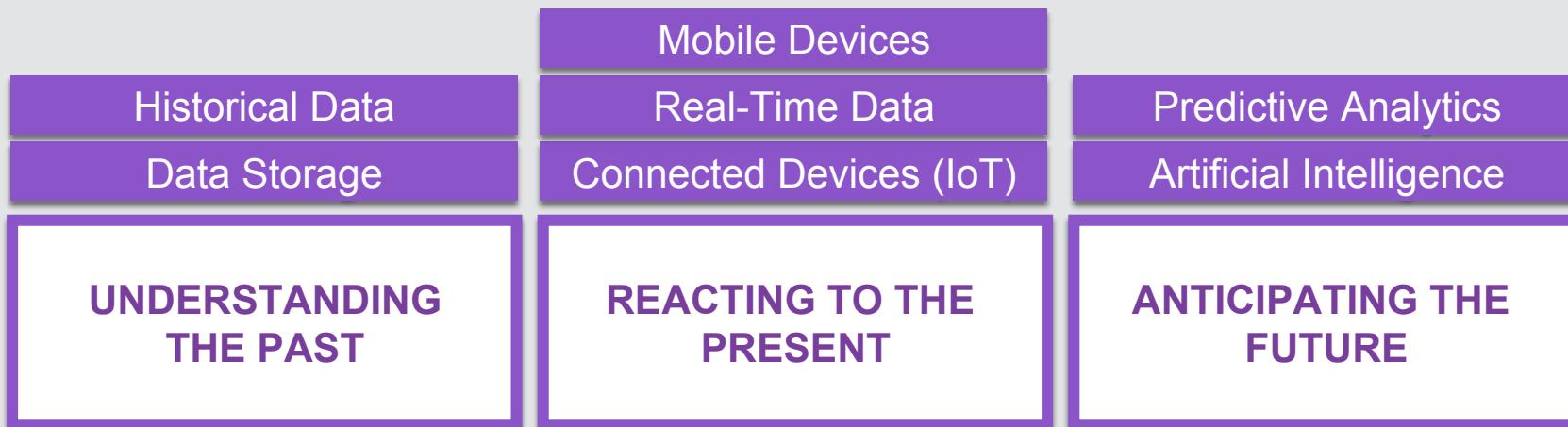
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@Digital_MW

BUILD TRANSFORMATION AROUND THE USER



CHRISTIE COMMISION

- Scottish Government report on the future delivery of public services by the commission chaired by Dr Campbell Christie published June 2011
 1. Services built around people & communities
 2. Prioritising prevention
 3. Reducing inequalities and promoting equality
 4. Working together to achieve outcomes
 5. Improving Performance
 6. Cost Reduction



SHIFT LOCAL GOVERNMENT THINKING.....

FROM

- Digital Transformation = Cuts

TO

- Digital Transformation = Better Outcomes



DIGITAL DISRUPTION

New “Digital” Business Models
Connected Devices
Increasing Intelligence
New ways of engaging users

PUBLIC SECTOR REFORM

Better Outcomes at Reduced Costs
Partnership Working
Re-designing Services around
Citizens and Communities
Early Intervention and Prevention

SCOTTISH APPROACH TO SERVICE DESIGN

DESIGNING THE RIGHT THING DESIGNING THE THING RIGHT

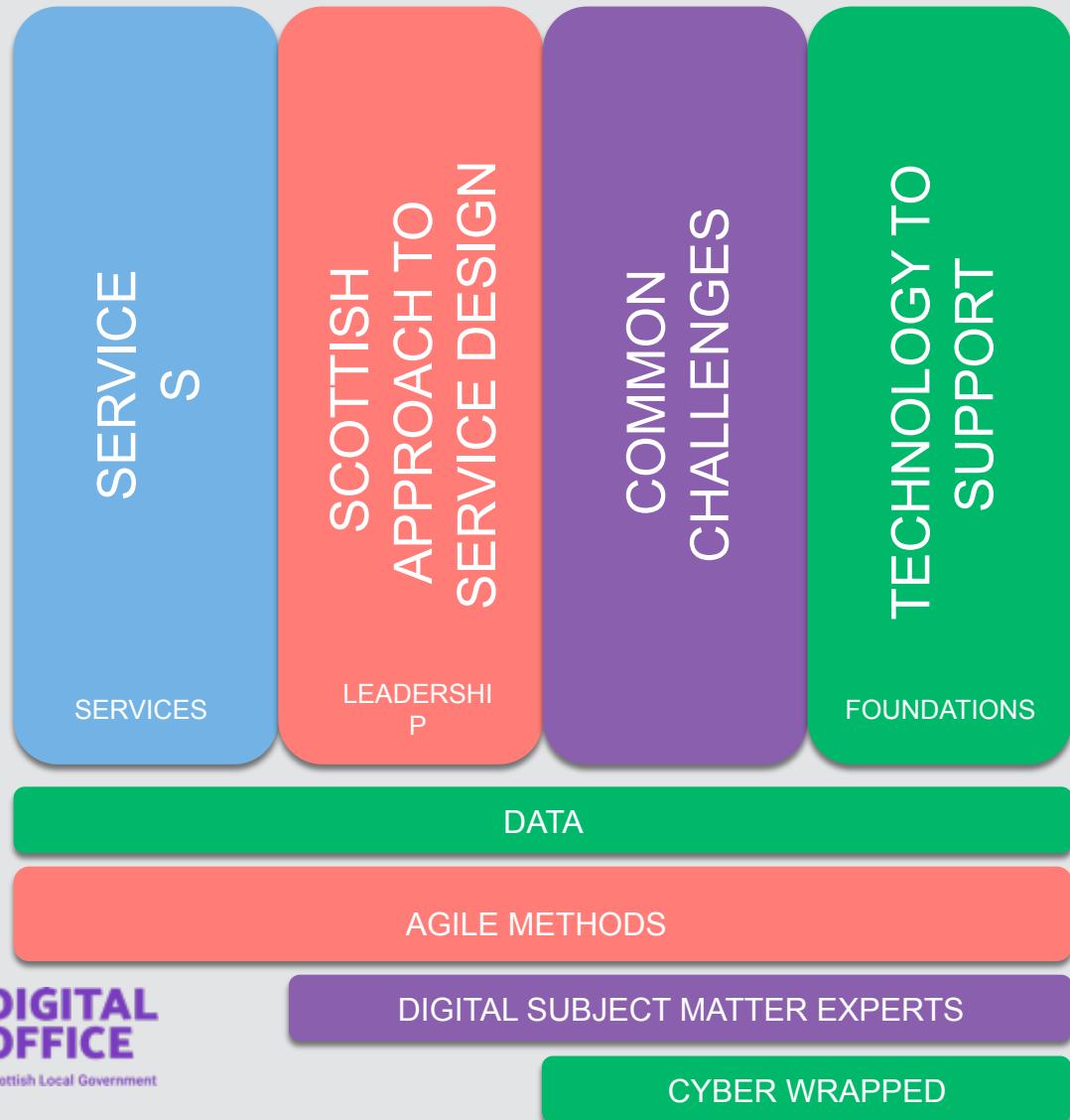
**Design fails if we jump into solving the problem
too quickly**

Whatever we are doing

- Need to think about problem
- Understand the landscape

Before we start “solutionising™ ®

IDEAS



- **SHAPE** – Customer & Business lead discussions first for Digital Transformation
- **SHIFT** – Look for technology to support the Customer/ Business and move to new Digital Method
- **SHARE** – Central repository of Business cases, Benefits Realisation, implementation plans, API's etc

DIGITAL STRATEGY

Digital Foundations

Councils Achieve Better Value from Technology

Councils Make Better Use of Data

Councils are Resilient and Protect Information

Councils have the Capacity to Deliver Digital Services to Realise Savings

Councils have the Capacity to Deliver Digital Services to Realise Better Outcomes

Digital Leadership

Councils Embrace the Digital Strategy and Realise Benefits

People Have the Skills and Culture to Embrace Digital

Councils have the Capability and Capacity to Deliver Digital Transformation

Councils have the Capacity for Research & Innovation

Digital Services

It is Easier for Customers to Transact with Councils

Education Outcomes are Delivered

Health & Social Care Outcomes are Delivered

Environmental Outcomes are Delivered

Councils are able to Better Manage Assets

Community Benefits are Enabled

**“The best
way to
predict the
future is to
create it.”**

— PETER DRUCKER

- **SHAPE** – Collaborate with us and help create it
- **SHIFT** – We will accelerate and shit quicker through our collaboration
- **SHARE** – Best practice , Benefits and Wins

**WE ARE THE
DIGITAL OFFICE
FOR SCOTTISH
LOCAL
GOVERNMENT**



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DIGITAL TRANSFORMATION CAPABILITIES

DIGITAL TRANSFORMATION CAPABILITIES

#DIGITRIBE

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#DIGITRIBE BUILDING A TRANSFORMATION TRIBE

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BUILDING A TRIBE



WHY A TRIBE?

A portrait of Seth Godin, a middle-aged man with a shaved head and yellow-rimmed glasses, wearing a green t-shirt. He is looking slightly to his left with a thoughtful expression.

“A tribe is a group of people connected to **one another**, connected to **a leader** and connected to **an idea**.”

— Seth Godin, Tribes

Sarah Kelly
@Redw1tch1
West Lothian Council



Jackie Martin
@JackieMartinDO
East Renfrewshire
Council



Jonny Cormie
@CormitTheFrog
Angus Council



Sally Kerr
@WeeBletherer
Edinburgh Council



Jude Quinn
@imjude1980
Fife Council



Steven Kyle
@stevenkyle10
Dundee City
Council

A tribe is a group of
people connect to one
another



Steven Watt
@watt_in_perth
Perth & Kinross
Council



Kelly Hunkin
@KellyHunkin
Improvement
Service



Jenny Sime
@JennySime
North Ayrshire
Council



Connected to a leader

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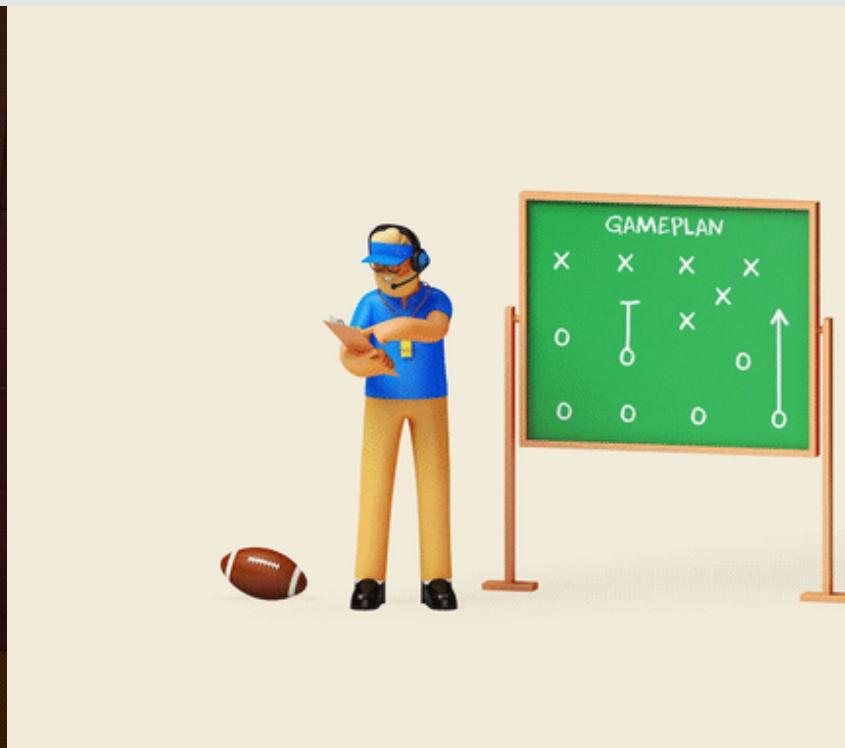
Connected to an idea

DIGITRIBE COMMUNITY

#DIGTRIBE18

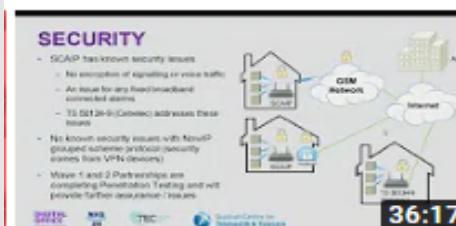


WEBINARS, PLAYBOOKS & NETWORKS



WE HAVE DELIVERED A SERIES OF WEBINARS



 <p>Open Innovation Experience - Glasgow City Council 80 views • 1 month ago</p>	 <p>Benefits Realisation in Scottish Local Government 118 views • 1 month ago</p>	 <p>Service and Systems Map - Scottish Local Government... 151 views • 1 month ago</p>
 <p>Technical Standards for Digital Telecare in Scotland 100 views • 2 months ago</p>	 <p>Using Agile in Scottish Local Government - Digital... 490 views • 3 months ago</p>	 <p>e-Sgoil - Bernard Chisholm, Director of Education and... 69 views • 3 months ago</p>
 <p>e-Sgoil - Donald MacLeod, Comhairle nan Eilean Siar... 38 views • 3 months ago</p>	 <p>Developing the Workplace for the Future - Scottish Local... 202 views • 3 months ago</p>	 <p>Cyber Security for Digital Telecare in Scotland 89 views • 4 months ago</p>

PLAYBOOK OBJECTIVES



Create a PDF playbook for each transformation approach

Introduce the approach

Highlight the tools and techniques of the approach

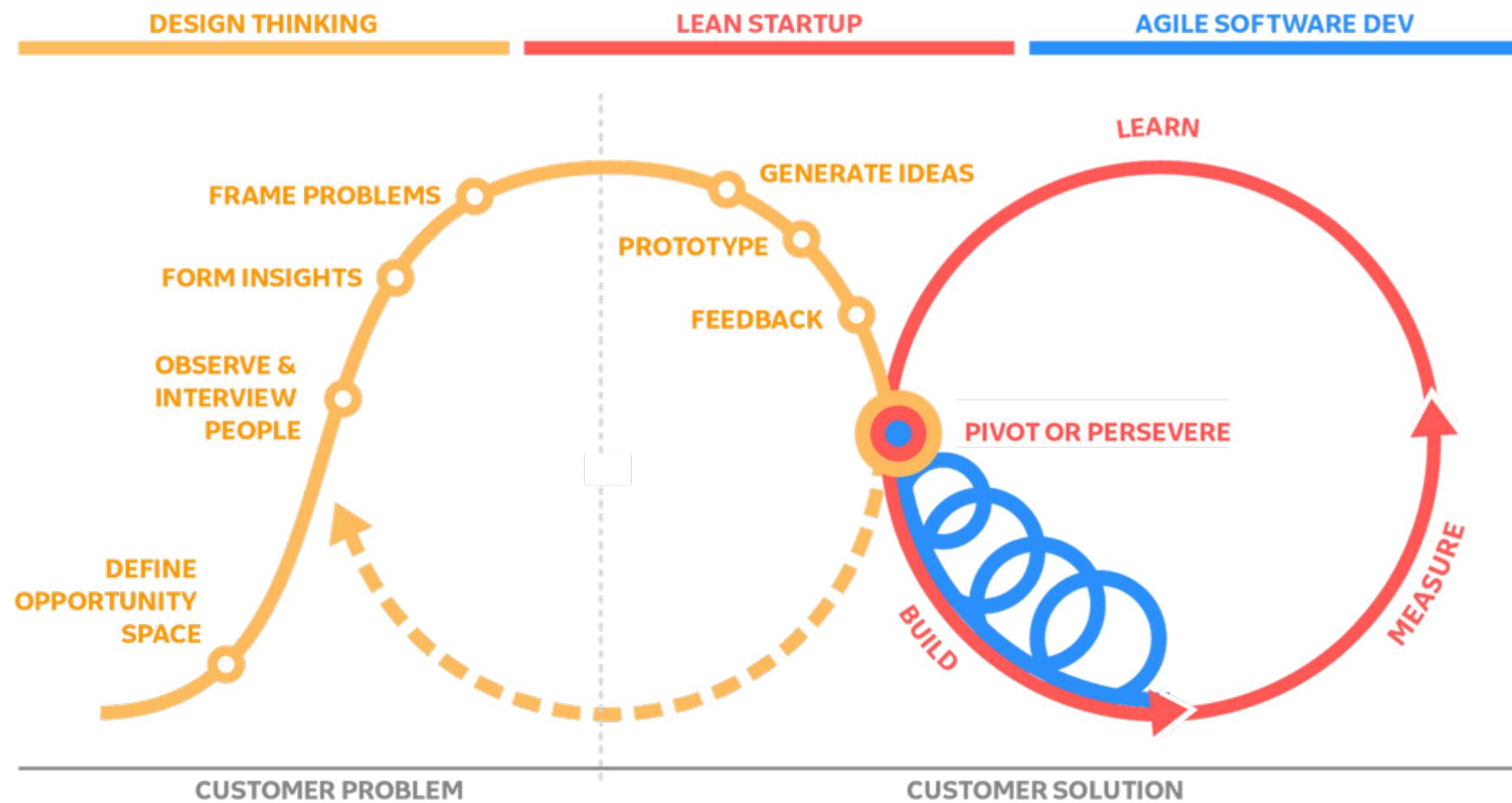
Communicate support and guidance available to users

CHALLENGES

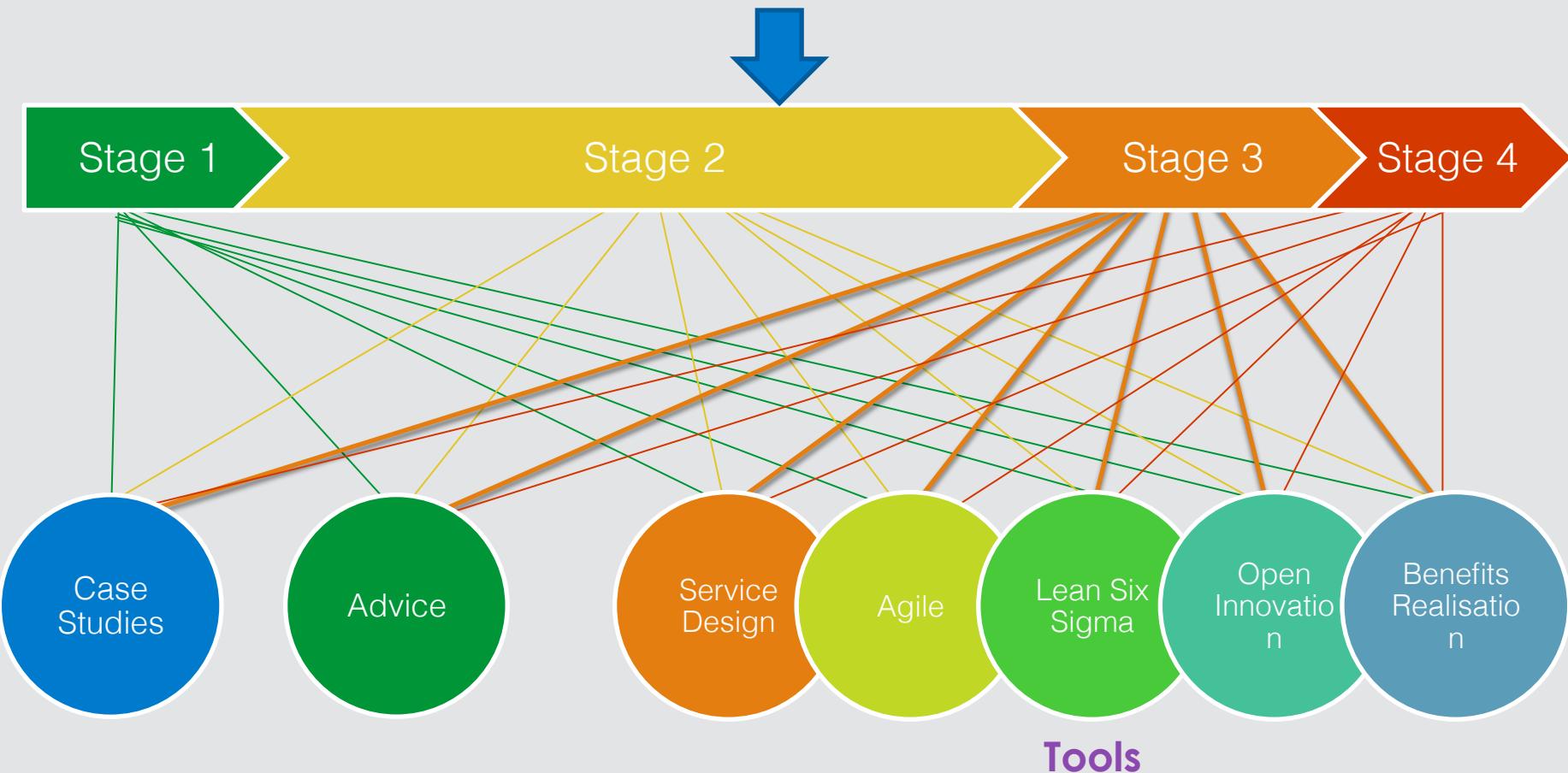
- Whole group could not see what was being worked on by other project leads
- Having individual PDF's keep the approaches in natural silos
- We are driving digital transformation – lets think digital



BLEND THE METHODS



MAP TO STAGES OF A PROJECT



MEETING USER NEEDS

Limitless Lauren, Customer Experience Programme Manager

DIGITAL PARTNERSHIP
Scottish Local Government



Lauren Says...

"Let's get the organisation out of its comfort zone and build, grow and learn alongside other organisations".

About Lauren

- Part of an organisational change programme.
- Leads a team of project managers.
- Responsible for transforming the ways in which customers access services by consolidating and standardising contact and helping to get more customers online.
- Worked in the organisation over 15 years in a number of customer service roles.
- Is passionate about making services excellent for customers but feels like the organisation is too ~~silo'd~~ and needs to come together as one for customers.

Lauren's Key Mission

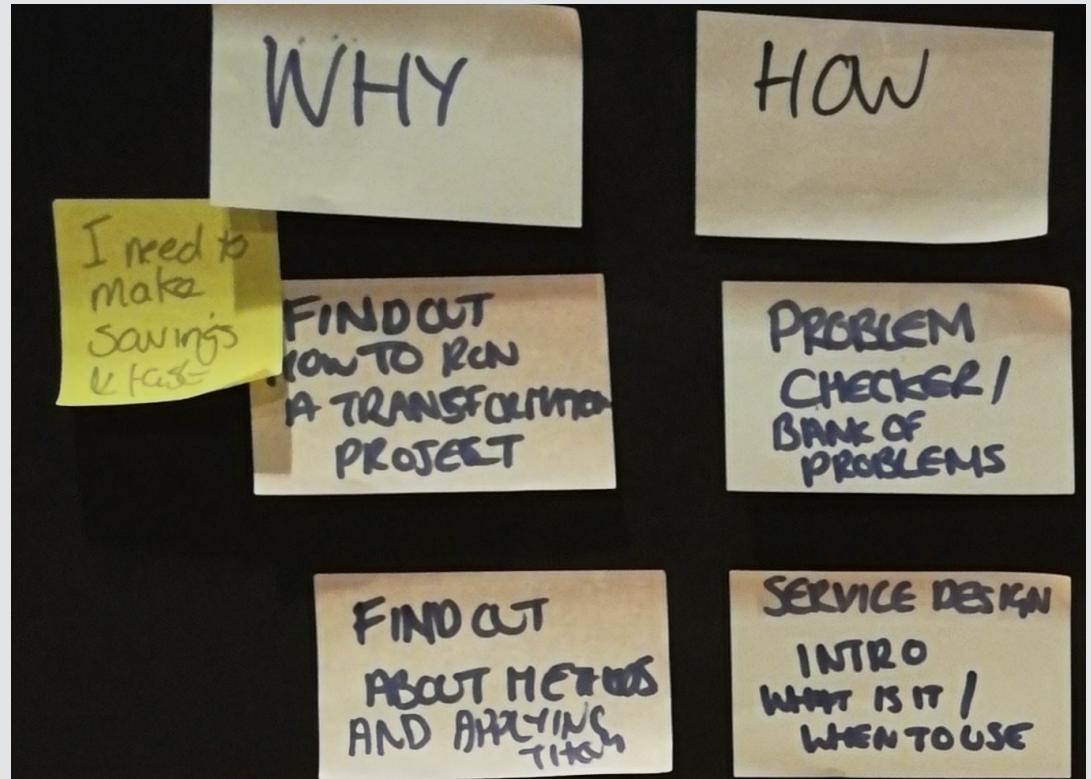
For the council to have a single view of the customer and the customer to have a single view of the council.

What Lauren Needs

- An ability to quickly see what other authorities are doing and benchmark against them.
- Establish similarities with other organisations in processes and systems so we don't have to constantly reinvent the wheel.
- Have systems in place that tell us quickly how well we are performing and alert us when we are not.
- New ways to engage with the organisation to make change happen and encourage innovation.
- Approaches that drive a customer first ethos.
- Tools that make it easy for my team to just get on and do the job. Show me how they've been used and had success elsewhere.

Barriers Lauren Faces

- There are organisational structures and controls that stop or slow down change.
- Everyone is using different systems for data and the data is not understood or misunderstood.
- We have no one place for driving change and methods.
- People think can open up and out of the way we change.
- There is no ownership of change across the organisation. Everyone wants and needs to know "what's in it for me" to buy in to change.
- Scepticism because of past changes in small doses.
- Lessons learned are not understood and taken on board.
- Leaders need to walk in employee shoes.



Developed personas based on key
delivering change

How we can meet their needs

WHAT IS SERVICE DESIGN?

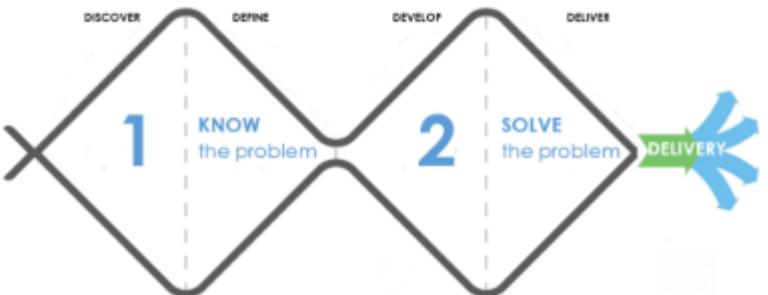
Service design is a methodology which really focuses on two key things:

- Understanding the citizen
- Understanding the problem

This is a different starting point to lean for example which focuses very much on the process. In service design we will review and re-design the process, but first we need to get to the core of the problem and the citizen need.

Service design is also very accessible for people getting involved with it. Although it is a very different approach to the traditional way of solving problems, once those involved are introduced to the way of working, the outputs generated this way are much richer than the traditional method of approaching problems in the public sector

Service design uses a double-design framework to reinforce the absolute importance of understanding the problem before trying to develop a solution:



Making a start

There are a number of useful starting points on your service design journey.

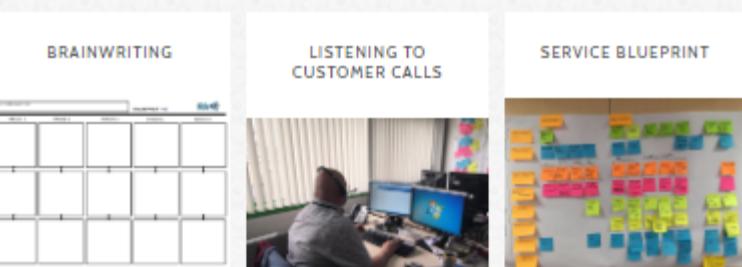
1. Service Design in Scottish Local Government Webinar – Digital Office for Scottish Local Government
2. The Scottish Approach to Service Design provides some really helpful and engaging images to explain some of the service design concepts.
3. This Scottish Government blog discusses the importance of redesigning the manner in which we approach design activities

Courses and Training

The Digital Academy runs an excellent Service Design Champions course which has already been attended by a number of members of the Digital Partnership.

Useful Blogs

1. Government Digital Services blog



Brainwriting is a fast and empowering way to generate lots of ideas, thoughts or issues on complex or focused questions.

[CONTINUE READING →](#)

AFFINITY DIAGRAM



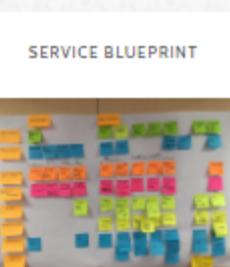
RAPID PROTOTYPING



Rapid prototyping is the process of building a proposed nature of a digital product or service. It uses quick and low fidelity products to build. Those could be anything from simple post-it's, cardboard sculpture, Lego builds, to an app built using prototyping software like Balsamiq.

[CONTINUE READING →](#)

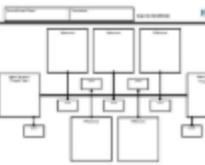
CONTENT AUDIT



A service blueprint is a visual mapping tool that outlines the customer journey and their interactions. The tool also maps out everything that goes on behind the scenes in the organisation helping guide effective business decisions. Blueprints provide a means of communication between all the members of the team.

[CONTINUE READING →](#)

BUSINESS MODEL CANVAS



The Business Model Canvas is a tool to quickly and easily define and communicate an idea or concept. It is a one page document which works through the fundamental elements of a service or product, structuring an idea in a coherent way.

[CONTINUE READING →](#)

WIREFRAMES



A website wireframe, also known as a screen blueprint, is a visual guide that represents the skeletal structure

Service Design in Government Conference #SDinGov

Last week OpenChange and I attended and presented at Service Design In Government, a 3-day conference focussed around the challenges, benefits and good examples of introducing service design in government. The conference allowed Dundee to showcase some of the specific methods for services from the Scottish government's own toolkit.

[READ MORE](#)



Guest Post – Hazel White, Open Change

PASSION, EXPERTISE AND ENERGY Last week, we facilitated a workshop for Dundee City of Design Academy to support Parent-Teacher Communication, an initiative to improve communication with parents and carers to help raise attainment at all levels of school education. Parents, teachers, parental involvement



BUILDING A NETWORK / COMMUNITY SCOTLAND STYLE



Eolvimcd
mutuelle

SCOTTISH APPROACH TO SERVICE DESIGN



As Simple As They Can Be

Using our public services should be as simple and straight forward as it can be.



Users In the Team

Users should be in the room when design decisions that affect them are made.



No One Left Behind

All of Scotland's people should be able to participate in the design of our public services.



Always Connect

Learn, understand, envision, make, test and deliver together

User Not Organisation Needs

Ensure services are delivered in the best way possible to solve user's problems and meet user's needs. Users should not need to understand how the public sector works.

With, Not Just For

Public services are how governments deliver their policies – designing with and not just for enables both policy and implementation to continuously improve.

Inclusive and Accessible

Our tools and methods must be accessible and inclusive – anyone who wants to should be able to participate in any public service design activity.

Collaborate, Share, Reuse

Work with other organisations to make the user's journey coherent and minimise duplication, and to improve the efficiency of design.

FLOURISHING

GROWING

SEEDING



2016

2017/18/19

2020



- Find out what works and what's broken.
- Building networks & partnerships.
- Champions Programme
- Co-produce principles, tools and methods of the Scottish Approach to Service Design.
- Build capability: cross train existing workforce.
- Establish the ability to scale the learning from our collective efforts.
- Continuously improve.

Scottish Approach to Service Design: Principles



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SCOTTISH APPROACH TO SERVICE DESIGN TRAINING AND MENTORING PROGRAMME

Steven Kyle, Changing for the Future
Programme Manager, Dundee City Council



SERVICE DESIGN CHAMPIONS

Course designed for anyone involved in the transformation of public services, digital and non-digital.



The Scottish
Government
Riaghaltas na h-Alba



**CHAMPIONS
OF CHANGE**

SERVICE DESIGN CHAMPIONS

Key topics covered include:

what is a service?

what is service design?

what is user research?

why we need to understand the behaviours, contexts and needs of our service users

how you can involve service users and citizens in the design process

how you can ensure services are inclusive and accessible

the principles and ambitions behind the Scottish Approach to Designing Public Services

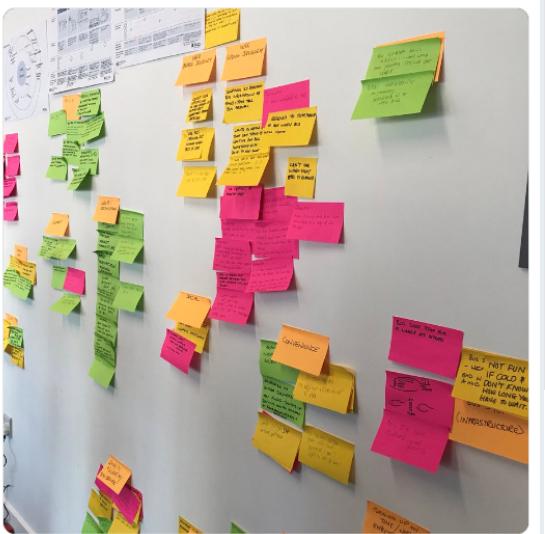


Andy Young @_AndyYoung · Feb 27

Day 3/3 Service Design Champs #SATSD Dundee. Another bloody glorious day. HMW, Lemons, Servicizing, Prototyping & Testing on today's #ServiceDesign agenda. @ScotDigAcademy @scotgov

Kate Lyne @KateLyne369 · Feb 26

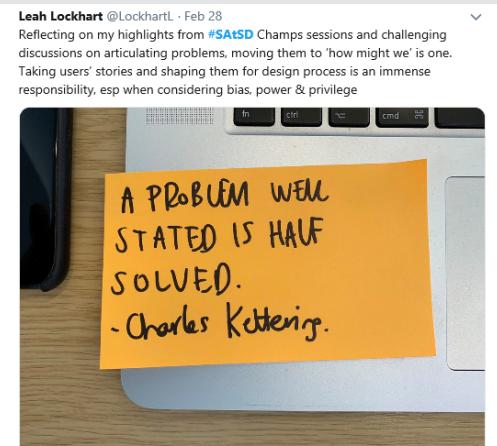
Post it's sorted, opportunities identified, can't wait for tomorrow @LockhartL @imjude1980 @_AndyYoung @crystal23tipps @StarkMadelaine #SATSD #servicedesignchampions



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The Scottish
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Leah Lockhart @LockhartL · Feb 28

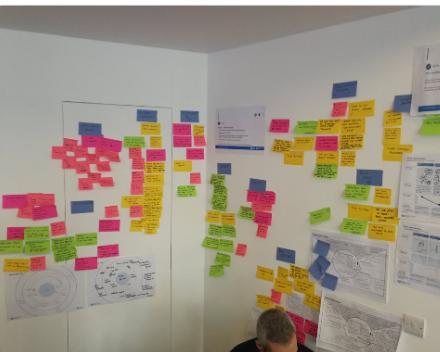
Reflecting on my highlights from #SATSD Champs sessions and challenging discussions on articulating problems, moving them to 'how might we' is one. Taking users' stories and shaping them for design process is an immense responsibility, esp when considering bias, power & privilege



Jude Quinn @imjude1980 · Feb 27

Now that's a lot of #issues, #data, #insight, #understanding, and #ideation. 😎 Fab final day drawing to close. Thanks @LockhartL and @_AndyYoung for guiding us through a great experience. #notgoodbye more #whatsnext 🙏😊

@PCcombe3 @carolinecgibson @ScotDigAcademy #SATSD



IN THE PAST 12 MONTHS

5 SOLD OUT CHAMPIONS COURSE RUN

62 COUNCIL STAFF TRAINED

3 MORE IN MARCH, AN EXTRA 25+ STAFF

Scott Craighead @rfsqi · Feb 27

Day 3 of #satasd. Web pals, prototyping a real world experience is a whole other box of biscuits from web prototyping. #trusttheprocess



Colleen Henderson @colleenpinkie · Jan 22

Proud to be a #ServiceDesignChampion having benefitted from this super collaboration between @scotgov and the @DigitalOfficeLG Excited to be part of the (r)evolution within the Scottish #publicsector #servicedesign



The Digital Office @DigitalOfficeLG

We're over half way towards creating Scottish Approach to Service Design Champions across the #DigitalPartnership. Another 6 colleagues began the 3 day champion course today with @scotgov which will total 44 champs...



Madelaine Stark @StarkMadelaine · Feb 27

Servicizing!! #SATSD @LockhartL @KateLyne369 @crystal23tipps @ScotDigAcademy @digoscot



DEMAND FOR THE COURSE HAS BEEN HUGE



A scene from Toy Story featuring Woody the牛仔 and Buzz Lightyear the太空英雄。Woody is on the left, looking slightly to the right with a neutral expression. Buzz is on the right, looking upwards and to the left with a wide-eyed, excited expression. Buzz's arm is raised, holding three purple sticks with yellow stars at the end. The background shows a blue wall with yellow stars.

SERVICE DESIGN

SERVICE DESIGN EVERYWHERE

- DIGITAL OFFICE & SCOTTISH GOVERNMENT ARE WORKING TOGETHER TO REDESIGN THE CHAMPIONS COURSE



- LAUNCH OF THE PLAYBOOK
- GROWTH OF THE SaTSD NETWORK & RESOURCES
- DESIGNING SCOTTISH PUBLIC SERVICES IN COLLABORATION



BUILDING A TRIBE - DESIGNING SCOTLAND'S SERVICES IN PARTNERSHIP

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