



THE SENATE  
SENATE FINANCE AND PUBLIC ADMINISTRATION  
REFERENCES COMMITTEE

**Inquiry into digital delivery of government services**  
**Public Hearing – Friday 23 March 2018**  
**Questions Taken on Notice – Mr Martin Stewart-Weeks**

Senator McAllister (Chair) asked:

1. Are you able to provide any documentation on the London example of the transformation of housing services that you described during the hearing?

Answer: Please see below links:

<https://www.capita-one.co.uk/resources/case-studies/achieving-digital-transformation-at-london-borough-of-hackney>

<https://www.wearefuturegov.com/work/london-borough-of-hackney>

2. Are you able to provide any other documentation, references or links that provide examples of the impact of digital transformation on policy design (apart from transactions)?

Answer: Please see below links:

<https://openpolicy.blog.gov.uk/category/policy-lab/>

<https://www.digital.nsw.gov.au/project-story/project-hive>

<http://readie.eu/wp-content/uploads/2017/08/Policymaking-for-the-21st-Century1-1.pdf>

<https://www.nesta.org.uk/publications/digital-democracy-tools-transforming-political-engagement>

(not policy making directly but a key part of the policy process)

<https://www.ericsson.com/assets/local/news/2014/10/mastering-digital-transformation-a-policy-makers-guide.pdf>

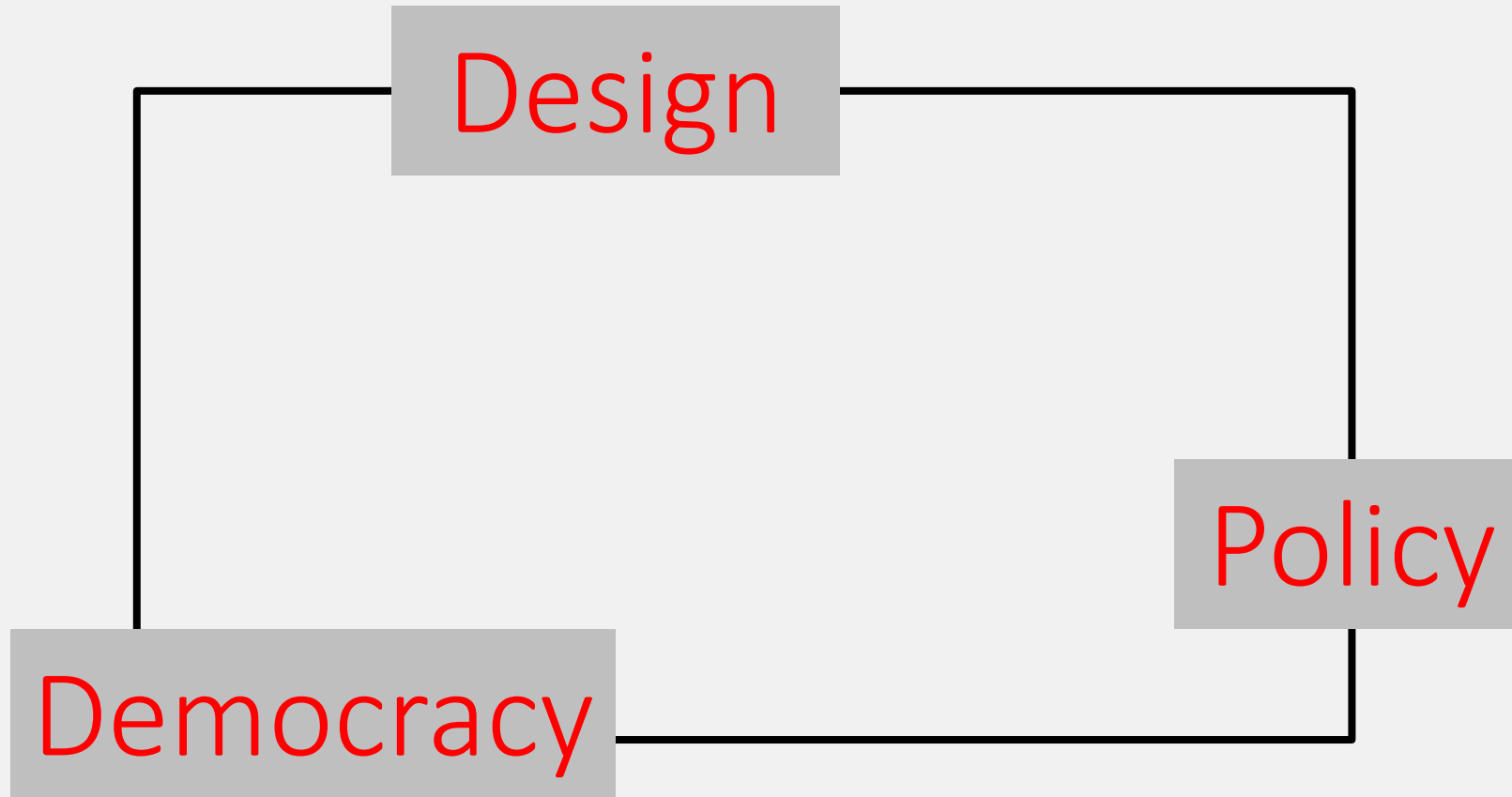
# DESIGN, POLICY AND DEMOCRACY

Martin Stewart-Weeks **Public Purpose**

Open State, Adelaide Tuesday 3 October 2017

“We suggest designers cannot stop at the design stage: they must play an active role in implementation, and develop solutions through small, incremental steps...to reduce political, social and cultural disruptions. This approach requires tolerance for existing constraints and trade-offs, and a modularity that allows for measures that do not compromise the whole.’

*Donald A Normal and Pieter Jann Stappers DesignX: Complex Sociotechnical systems*



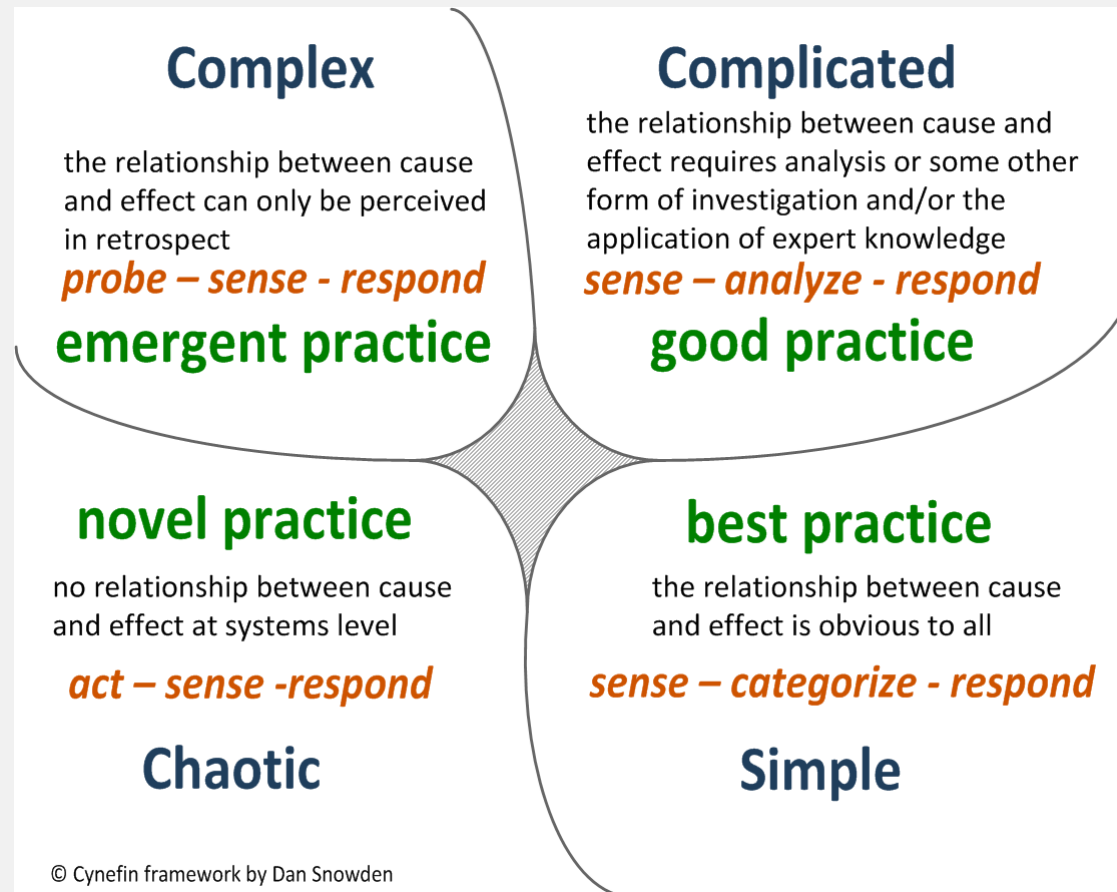
Using design to improve the quality and impact of policy will help democracy “deliver”

# FRAMING 1

- Design thinking is a process within a context
- Design thinking needs a focus on execution
- Design thinking needs domain expertise

“The value delivered by design thinking is almost always seen to be improvements in the creativity and usefulness of the solutions produced. This paper takes a broader view of the potential power of design thinking, highlighting its role as a social technology for enhancing the productivity of conversations for change across difference. Examined through this lens, design thinking can be observed to aid diverse sets of stakeholders’ abilities to work together to both produce higher order, more innovative solutions and to implement them more successfully.” *Jeanne Liedtka* **Beyond Better Solutions: Design Thinking as a Social Technology**

# FRAMING 2



<http://cognitive-edge.com/>

# The Cynefin Framework



[www.cognitive-edge.com](http://www.cognitive-edge.com)

## FRAMING 3 DESIGN AND DEMOCRACY

“...recognize the strong convergence between democracy and design in four respects: **design of democracy** - improving democratic processes and the institutions on which democracy is built; **design for democracy** - enabling more people to participate in the democratic process, especially through the use of technology; **design in democracy** - building access, openness and transparency into institutions in ways that assure equality and justice; **design as democracy** - the practise of participatory design so that diverse actors can shape our present and future worlds in fair and inclusive ways.”

<http://www.democracy-design.org/open-letter-stand-up-democracy/>

# DESIGN THINKING

## EXPERIENCE

The ultimate test is the experience of those who are directly or indirectly affected by the product, service or system

## CONTEXT

Design only makes sense in the context of the problem or opportunity it is trying to solve or exploit

## KNOWLEDGE

What do we already know or think we know?  
[Insights, data, previous experience...]

## IDEAS

An open inclusive and iterative search for ideas, possibilities, things that might work, a plausible hypothesis to test

## PROTOTYPING

Test, learn, retest...designers don't know anything until something is built ("launch to learn")

## IMPLEMENTATION

The design process is not complete until it is resolved – from context to ideas to successful implementation

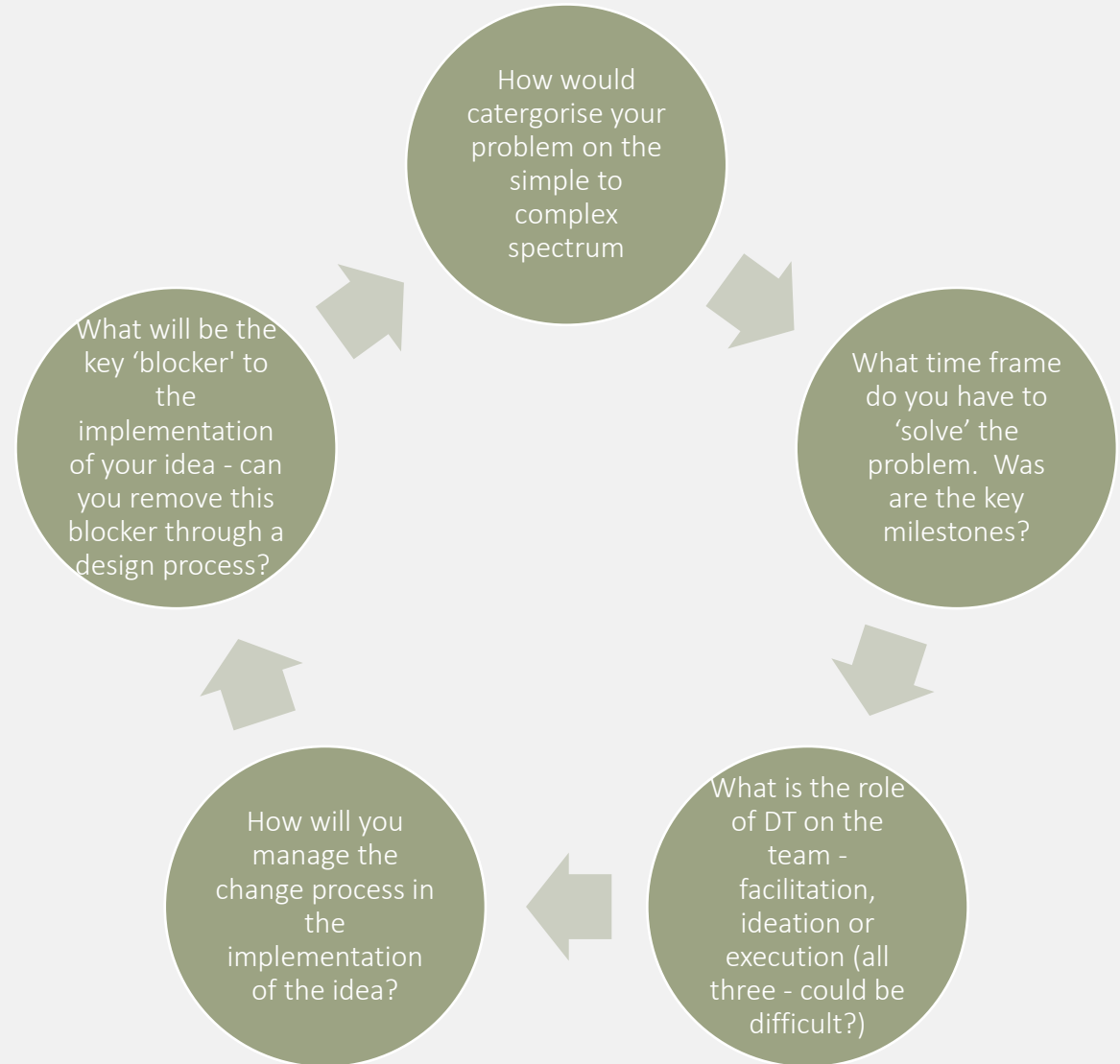


How do we comprehensively move away from a “child protection” system to one that focuses on “child and family thriving”?

# QUESTIONS

- **How would you approach** the policy task as a design exercise?
- **How different** would a design approach be to a traditional approach?
- **What helps or hinders** the wider use of design methods and mindsets in policy making?

# PROMPTS



# FOUR QUESTIONS

1

How do you make “experience” the centre of the policy process?

---

2

How do you prototype policy?

---

3

What is the practical implication of adopting a co-design and co-creation approach to policy development?

---

4

How does design help to integrate the insights and expertise of users, customers, citizens into service delivery and policy making?

---

# SOME REFERENCES

- [https://www.thersa.org/globalassets/pdfs/journals/rsa\\_journal\\_issue4\\_2014\\_a.pdf](https://www.thersa.org/globalassets/pdfs/journals/rsa_journal_issue4_2014_a.pdf) RSA Journal A New Policy Toolkit
- <https://openpolicy.blog.gov.uk/2017/09/22/designing-policy/> Andrea Siodmok from the UK Policy Lab on mapping service design and policy design
- <https://medium.com/@maltbyps/one-team-government-a-short-guide-to-policy-for-government-digital-professionals-c3cc1e421406> UK civil servant Paul Maltby's short guide to policy for government digital professionals
- <https://www.routledge.com/Design-for-Policy/Bason/p/book/9781472413529> Book edited by former Mindlab CEO Christian Bason on design for policy

# HOW WOULD YOU KNOW?

What would be the things you'd look for as evidence that a design approach was improving the quality and impact of policy making which, in turn, was contributing to democracy's ability to "deliver"?

# DESIGN FOR POLICY

“Design for policy does not make the process of designing public policy any less difficult or complex. Some commentators to the new book argue that the political, ideological and somewhat abstract nature of public policy makes it fundamentally unsuited to design practices. And design certainly doesn’t guarantee the outcomes of the policy making process. **On the other hand, the tools and elements that it brings to the table do provide the opportunity to bring together the rational world of analysis, deduction and control with the human world inhabited by the people that are affected by policy decisions.** And crucially design helps to tie policy development better to policy implementation”

<http://www.designcouncil.org.uk/news-opinion/business-design-policy>