

## **Enhancing service development and service delivery through co-design**

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**Table 1:** Proportion of income that comes from public service delivery

Percentage of income that comes from public service delivery	Under £10,000 %	£10,000 - £100,000 %	£100,000 - £250,000 %	£250,000 - £500,000 %	£500,000 - £1 million %	£1 million - £10 million %	Over £10 million %
Don't know	11	8	6	2	3	7	5
0 – 19%	46	32	22	12	17	15	10
20 – 39%	8	15	19	20	13	18	10
40 – 59%	5	8	13	15	10	7	0
60 – 79%	5	7	11	15	16	15	10
80 – 100%	25	30	29	36	41	37	67

**Source:** Charity Commission, 2007

**Table 2:** Profiles of voluntary organisations that took part on the survey

<b>Question:</b> Please indicate which of the following describes your organisation's area of activity and beneficiaries (Please tick as many as apply)	
<b>Options</b>	<b>Response Percent</b>
Animals	2.1%
Criminal justice	4.3%
Children and young people	34.0%
Culture and recreation	14.9%
Economic and community development	21.3%
Education	19.1%
Employment and training	17.0%
Environment and conservation	8.5%
Fundraising	8.5%
Grant-making foundations	0.0%
Health/people with particular illnesses	19.1%
Housing	17.0%
International	0.0%
Law/Advocacy	4.3%
Older people	19.1%
Overseas aid/Famine relief	2.1%
People with a disability/Special Needs	12.8%
People of a particular ethnic or racial origin	0.0%
Religion and faith	12.8%
Research	6.4%
Social services	8.5%
Umbrella bodies	8.5%
Other (please specify)	14.9%
<i>Total number of participants answered question</i>	<b>47</b>

**Table 3:** The current knowledge of co-design and similar practices

<b>Question:</b> How familiar are you with the following terms?					
<b>Options</b>	We have used this approach in this organisation	I have experienced this approach used in another setting	I am familiar with this and have read about it	I have heard the term	The term is new to me
Service Design	31.8%	11.4%	20.5%	18.2%	18.2%
User-centred Design	15.9%	22.7%	25%	11.4%	25%
Participatory Design	20.5%	13.6%	25%	22.7%	18.2%
Co-design	15.9%	9.1%	20.5%	15.9%	38.6%
Open Innovation	4.5%	9.1%	18.2%	6.8%	61.4%
Crowd Sourcing	2.3%	6.8%	22.7%	15.9%	52.3%
<b>Total number of participants answered question</b>					<b>44</b>

**Table 4:** The level of user involvement at different stages of service design

**Question:** Thinking about the process of developing a new service or improving an existing service, please indicate how strongly service users and/or other beneficiaries (parents, carers, advocates and fosterers) are involved at each stage of service development:

Options		Users are the primary decision makers	Users are co-decision makers	Users are involved in carrying out this activity	Users are consulted about decisions	Users are not involved	This is not a stage we go through
Inspiration	Reviewing the performance and quality of existing services	7.7%	7.7%	33.3%	20.5%	10.3%	23.1%
	Identifying new services or services that need to be improved	5.1%	15.4%	25.6%	10.3%	10.3%	20.5%
	Assessing priorities for new / improved services	5.1%	15.4%	12.8%	28.2%	15.4%	25.6%
Ideation	Generating ideas about how the service could operate	7.7%	17.9%	25.6%	20.5%	12.8%	20.5%
	Planning main points of contact in the service, e.g. help lines	2.6%	7.7%	12.8%	23.1%	10.3%	46.2%
	Simulating how users may experience the service, e.g. role playing	2.6%	0%	5.1%	2.6%	25.6%	64.1%
	Reviewing new service proposals	5.1%	2.6%	25.6%	25.6%	15.4%	28.2%
Implementation	Conducting user trials to test the new service	7.7%	2.6%	20.5%	10.3%	20.5%	41%
	Exploring potential financial arrangements to support the service	2.6%	7.7%	7.7%	12.8%	46.2%	25.6%
	Defining budgets for operating the new service	2.6%	7.7%	7.7%	5.1%	53.8%	25.6%
	Collecting and analysing feedback about the new services	5.1%	10.3%	17.9%	25.6%	12.8%	30.8%
<b>Total number of participants answered question</b>							<b>39</b>

**Table 5:** Perceived benefits of involving users in the service development

<b>Question:</b> Thinking about how your organisation involves users in service development, please indicate how important these different possible reasons for collaborating with users in service development are for your organisation.					
<b>Options</b>	The most important factor	Important	Not important	Disagree	Not applicable
Financial: involving users saves time and money because we arrive at appropriate solutions more quickly	16.2%	43.2%	2.7%	5.4%	32.4%
Creative: involving users increases the range of ideas and allows us to explore problems from different angles	27%	59.5%	0%	0%	13.5%
Competitive: involving users improves the quality of the service designs we arrive at and so improves our chances of obtaining resources to provide them	13.5%	59.5%	2.7%	0%	24.3%
Embedded: involving users from the community makes service design more relevant to the community thereby increasing reach and take up	35.1%	48.6%	0%	0%	16.2%
Principle: involving users as much as possible in every aspect of our operations is integral to the values of our organisation	21.6%	56.8%	0%	2.7%	18.9%
Reflexive: involving service users in decision making is beneficial for individual service users or for building community resilience	24.3%	54.1%	2.7%	2.7%	18.9%
Regulatory: involving users in decision making is demanded by external stakeholders (e.g. funders)	8.1%	45.9%	8.1%	5.4%	32.4%
<b>Total number of participants answered question</b>					<b>37</b>

**Table 6:** Perceived risks of involving users in the service development

<b>Question:</b> Involving users in service design also involves some risks. Please indicate how likely you think these potential risks might be.					
<b>Options</b>	Very high chance of occurrence	High chance of occurrence	Moderate chance of occurrence	Slight chance of occurrence	Very remote chance of occurrence
Involving users in project decision making could lead to conflicts of interest	16.2%	18.9%	18.9%	37.8%	8.1%
Collaborating with users could lead to unrealistic user expectations	13.5%	13.5%	40.5%	27%	5.4%
Collaborating with users slow down the decision making process	13.5%	24.3%	24.3%	32.4%	5.4%
Collaborating with users require a lot of resources (e.g. time and staff)	21.6%	27%	21.6%	24.3%	5.4%
Users may leak out our intellectual property to other organisations	2.7%	8.1%	29.7%	37.8%	21.6%
Users may leak out confidential data of our clients to other organisations	2.7%	8.1%	8.1%	59.5%	21.6%
<b>Total number of participants answered question</b>					<b>37</b>

**Table 7:** The level of designer involvement at different stages of service design.

**Question:** Thinking about the process of developing a new service or improving an existing service, please indicate designers' roles and contributions.

Options		Designers lead this activity	Designers are co-decision makers	Designers facilitate discussions with key stakeholders	Designers are hired to carry out this activity	Designers may be consulted, but are not directly involved	This is not a stage we go through
Inspiration	Reviewing the performance and quality of existing services	2.7%	8.1%	0%	10.8%	29.7%	48.6%
	Identifying new services or services that need to be improved	2.7%	5.4%	2.7%	2.7%	40.5%	45.9%
	Assessing priorities for new / improved services	2.7%	8.1%	0%	5.4%	35.1%	48.6%
Ideation	Generating ideas about how the service could operate	0%	8.1%	8.1%	8.1%	29.7%	45.9%
	Planning main points of contact in the service, e.g. help lines	0%	8.1%	2.7%	5.4%	32.4%	51.4%
	Simulating how users may experience the service, e.g. role playing	2.7%	5.4%	0%	0%	27%	62.2%
	Reviewing new service proposals	2.7%	5.4%	0%	5.4%	32.4%	54.1%
Implementation	Conducting user trials to test the new service	2.7%	8.1%	2.7%	5.4%	35.1%	48.6%
	Exploring potential financial arrangements to support the service	2.7%	2.7%	0%	0%	40.5%	54.1%
	Defining budgets for operating the new service	0%	8.1%	0%	0%	35.1%	58.6%
	Collecting and analysing feedback about the new services	0%	8.1%	2.7%	2.7%	32.4%	54.1%
Total number of participants answered question							37



**Table 8:** Perceived benefits of involving designers in service development

<b>Question:</b> Thinking about how your organisation does, or might involve designers in service development, please indicate how important these different possible reasons for collaborating with designers (in service development) might be for your organisation.					
<b>Options</b>	The most important reason	Important	Not important	Disagree	Not applicable
Financial: involving designers saves time and money because we arrive at appropriate solutions more quickly	10.8%	27%	16.2%	10.8%	35.1%
Creative: involving designers increases the range of ideas and allows us to explore problems from different angles	29.7%	27%	8.1%	2.7%	32.4%
Competitive: involving designers improves the quality of the service designs we arrive at and so improves our chances of obtaining resources to provide these services	18.9%	37.8%	8.1%	2.7%	32.4%
Quality: involving designers makes service design more relevant to the community thereby increasing reach and take up	13.5%	27%	10.8%	13.5%	35.1%
Philosophical: involving designers as much as possible in every aspect of our operations is integral to the values of our organisation	5.4%	16.2%	21%	16.2%	40.5%
Regulatory: involving designers in decision making is demanded by our funders	8.1%	8.1%	5.4%	21.6%	56.8%
Staff Development: involving designers in service development helps our staff develop useful skills, such as ability to visualise ideas	5.4%	32.4%	16.2%	2.7%	43.2%
<b>Total number of participants answered question</b>					<b>37</b>

**Table 9:** Perceived risks of involving designers in service development

<b>Question:</b> Involving designers in service design also involves some risks. Please indicate how likely you think these potential risks might be.					
<b>Options</b>	Very high chance of occurrence	High chance of occurrence	Moderate chance of occurrence	Slight chance of occurrence	Very remote chance of occurrence
Designers may bring their own agendas that conflict with our interests	18.9%	10.8%	29.7%	18.9%	21.6%
Collaborating with designers could lead to unrealistic outcomes	10.8%	8.1%	24.3%	32.4%	24.3%
Collaborating with designers slow down the decision making process	8.1%	21.6%	21.6%	32.4%	16.2%
Collaborating with designers require a lot of resources (e.g. time and staff)	10.8%	18.9%	21.6%	32.4%	16.2%
Designers may not have the experience/skills to work with our client group	21.6%	16.2%	13.5%	24.3%	24.3%
Designers may leak out our intellectual property to other organisations	5.4%	5.4%	18.9%	32.4%	37.8%
Designers may leak out confidential data of our clients to others	5.4%	0%	0%	37.8%	37.8%
Employing designers is a luxury we usually cannot afford	35.1%	13.5%	10.8%	18.9%	24.3%
<b>Total number of participants answered question</b>					<b>37</b>